



CITY COLLEGES OF CHICAGO

# Fiscal Year 2019

## Annual Operating Budget

Rahm Emanuel  
Mayor, City of Chicago

Juan Salgado  
Chancellor

Walter E. Massey, Ph.D.  
Chair, Board of Trustees of Community  
College District No. 508



Richard J. Daley

Harold Washington

Kennedy-King

Malcolm X

Olive-Harvey

Harry S Truman

Wilbur Wright

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(312) 553-2500

[www.ccc.edu](http://www.ccc.edu)

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# CITY COLLEGES OF CHICAGO

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## MESSAGE FROM THE CHANCELLOR



City Colleges' (CCC) annual budget is both a reflection of our values and priorities and is the means by which we will achieve our vision of serving as a transformational educational and economic force in Chicago.

CCC has the potential to ensure Chicagoans from every community can take advantage of our city's economic opportunities and find a path to upward mobility.

Every day, we come closer to realizing that vision through the hard work of our faculty, staff and students, from strong relationships with employer, university, K-12 and community partners, and last but not least, through sound financial decisions and consistent funding.

Unlike the past few years, we are fortunate to head into FY2019 with a state budget in place. This is an important demonstration of the state's commitment to community colleges as a means of offering residents quality, affordable and accessible post-secondary education essential to success in today's economy. Likewise, it is a vital and imperative source of financial stability as our institution continues to work to recover from the effects of the state budget impasse.

Our proposed FY2019 budget is balanced, and benefits students and working families through a more equitable tuition structure.

The FY2019 unrestricted and enterprise operating budget of \$306.7 million reflects an increase of 2.1% from the prior fiscal year, and enables us to make investments in key program areas, including:

- Support for education quality, completion, and retention efforts that continue to yield strong student outcomes.
- Support for scholarships, including the Star Scholarship, and early college dual enrollment and dual credit programs, recognizing the importance of introducing students to college early and eliminating every barrier to our students' success.
- Continued investments in student supports from career and transfer centers to wellness centers to advisors and athletics.
- Improved talent development and information technology systems that will serve to modernize our operations and build the capacity of our employees, and
- Programming to complement the forthcoming opening of the Richard J. Daley College Engineering and Advanced Manufacturing Center and Olive-Harvey College Transportation, Logistics and Distribution Center, which will both help prepare students for careers in fast-growing fields.

At the same time we invest for the future, we recognize we are on a path to recovery following several years of state disinvestment and instability.

Over the past year, we have made strategic decisions aimed at more efficient and effective operations and continued student success, which are bearing fruit:

- The sale of 226 W. Jackson allows CCC to reduce costs of a fixed asset, build sustainability, and reinvest in communities. With the sale this summer, all City Colleges staff will be located on a campus in the city's neighborhoods or immediately adjacent to one, contributing to the vitality of campuses and neighborhoods.
- A new and growing institutional advancement infrastructure, with a reorganized foundation, is bringing new resources to students, faculty and staff, and will host our first major fundraising event in November.

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- Efforts are underway to aggressively manage bad student debt, boost retention, and actively manage staff hiring and turnover.
- The graduation rate continues to increase as we improve the student experience combined with the success of the STAR Scholarship program.
- By strengthening community relationships and encouraging the colleges to focus on both access and success, City Colleges expects its first positive enrollment growth since 2010 in FY2019. In Fall 2017, Harold Washington, Wright, and Malcolm X Colleges were three of only eight community colleges statewide to see enrollment increases.

We look forward to the future, and the opportunity to connect students from every one of Chicago's 77 communities to further college, high-demand careers and financial wellbeing.

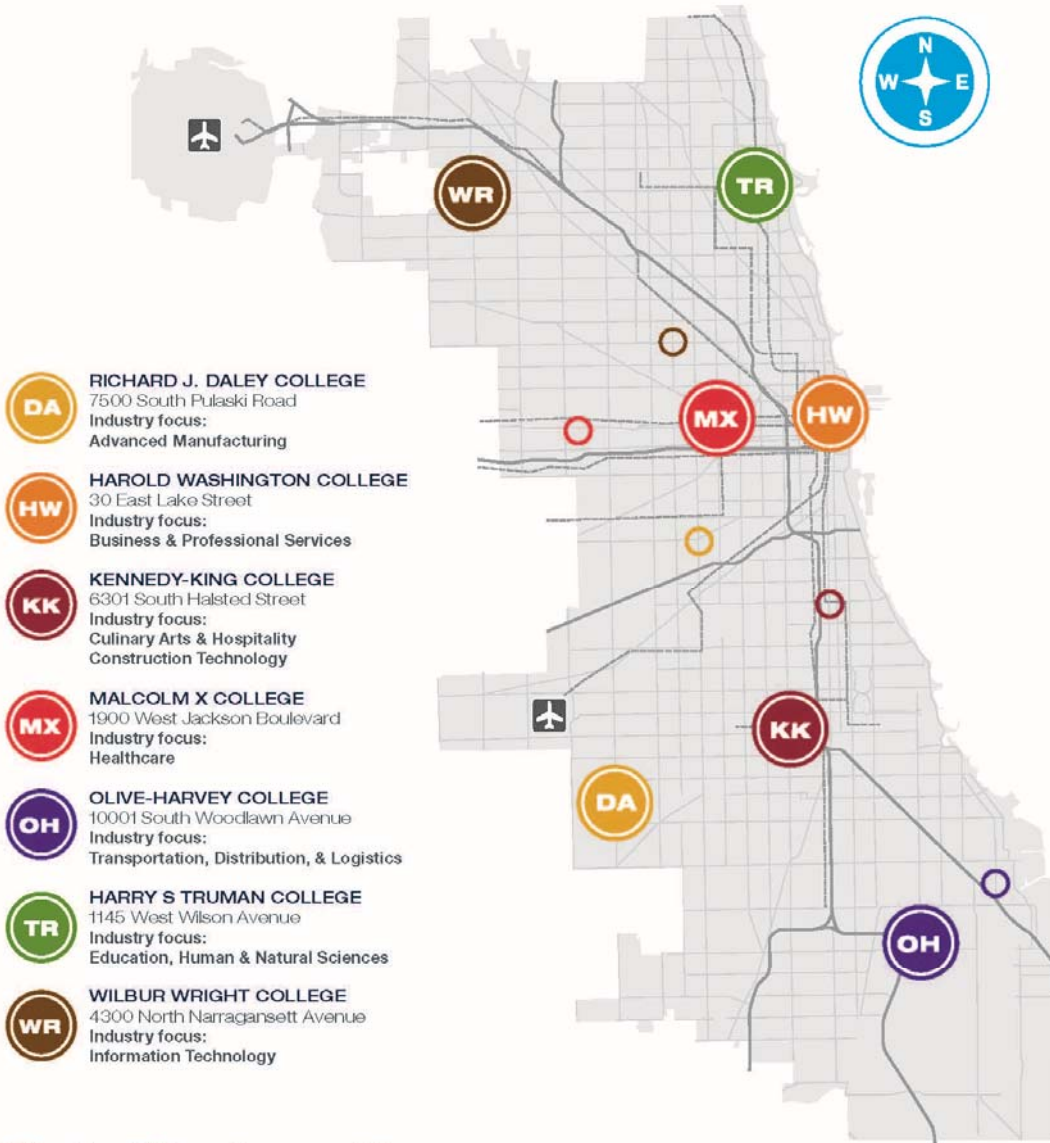
I present this FY2019 budget as a testament to our commitment to our students, our responsibility to Chicago taxpayers, and a belief in the ability of education to transform lives.



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## CITY COLLEGES OF CHICAGO



### Satellite Locations

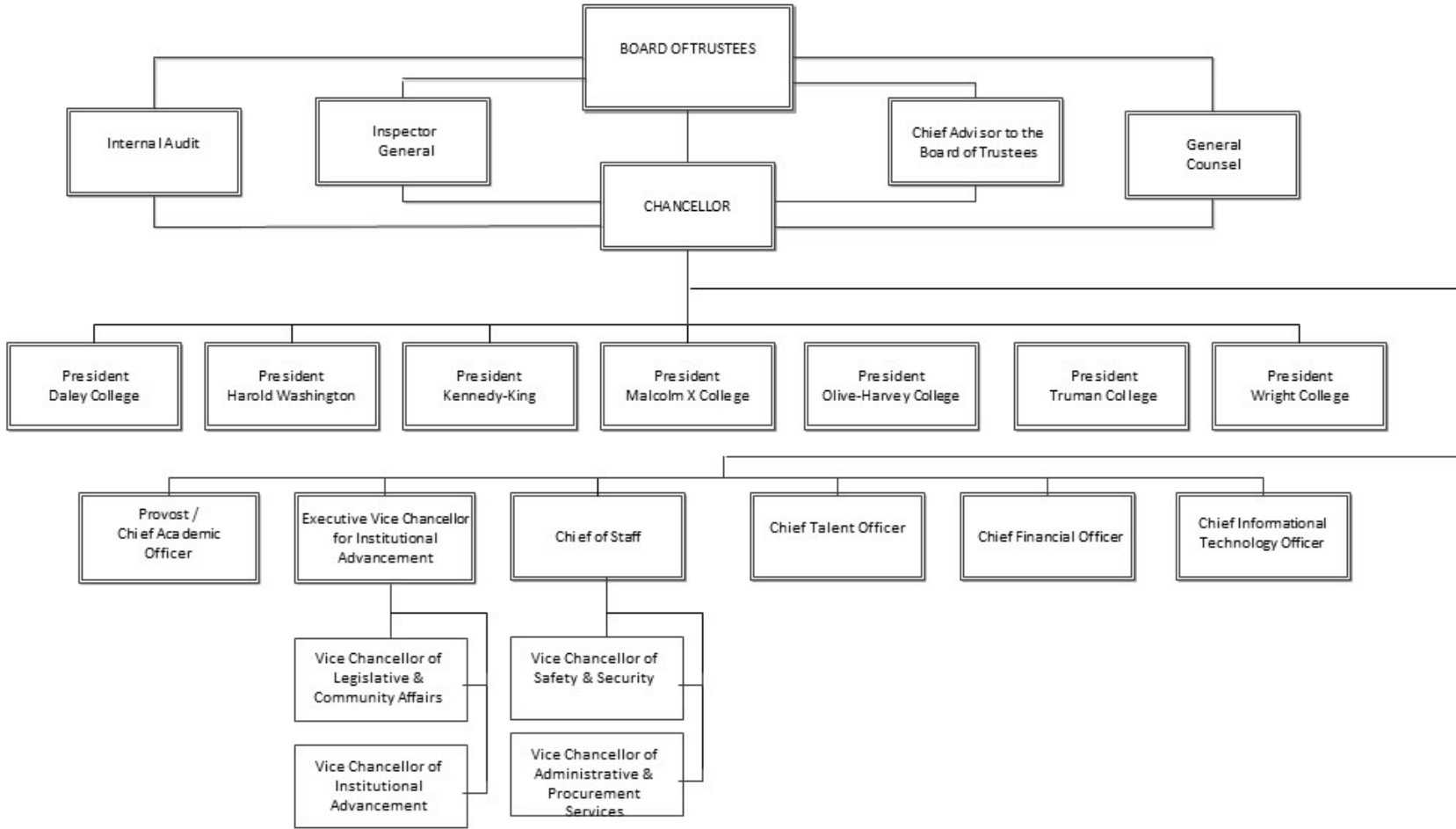
- DA** Humboldt Park Vocational Education Center  
1645 North California Avenue
- HW** Arturo Velasquez Institute  
2800 South Western Avenue
- OH** South Chicago Learning Center  
3055 East 92 Street
- MX** West Side Learning Center  
4624 West Madison Street
- KK** Dawson Technical Institute  
3901 South State Street

# CITY COLLEGES OF CHICAGO

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## Organizational Chart



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

# CITY COLLEGES OF CHICAGO

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## FY2019 BUDGET OVERVIEW

### OVERVIEW OF FUNDING SOURCES

The City Colleges of Chicago's (CCC or City Colleges) FY2019 budget estimated resources available for appropriation of \$436.0 million reflects an overall decrease of 0.2% from the prior fiscal year. The 1.9% increase in All Operating Funds, excluding capital and restricted funding, reflects a conservative budget estimate based primarily on modest local funding growth (1.2%) compared to FY2018 and tuition growth driven by a continuation of positive enrollment trends experienced in FY2018. The FY2019 enrollment outlook, coupled with Pell grants and other Federal and State student financial aid contributions increases allowed for a 10% increase to student financial aid revenue resources (\$87.9 million anticipated in FY2019, or \$7.7 million more than the \$80.3 million budgeted in FY2018); a reduction of \$1.7 million in other grants awarded and applied for; and reductions in the Debt Service revenue due to PPRT unrestricted and enterprise fund annual operating budgets.

The overall FY2019 capital fund budget decreased by 28.8% from FY2018 as major projects at the Daley College Engineering & Advanced Manufacturing Center construction and Olive-Harvey's Transportation, Distribution, and Logistics building were started in FY2018.

Key campus infrastructure investments (separate from the New Facilities projects) were increased by 52% from \$6.4 million to \$12.4 million in this year's budget, representing a focus on educational infrastructure sustainability and enhancement.

### FY2019 All Funds by Fund Type Resources Available (\$ in millions)

Resources	FY2017 Audited	FY2018 Budget	FY2019 Budget	\$ Change	% Change
Operating Funds					
Unrestricted	\$ 242.5	\$ 277.2	\$ 285.4	8.2	2.9%
Enterprise	12.7	9.9	8.6	(1.3)	-13.1%
Restricted	87.1	93.4	99.2	5.8	6.2%
Total Operating	\$ 342.3	\$ 380.5	\$ 393.1	12.6	3.3%
Capital Fund	16.0	42.4	30.2	(12.2)	-28.8%
Debt Service	23.1	13.9	12.7	(1.2)	-8.4%
<b>Total Appropriation</b>	<b>\$ 381.4</b>	<b>\$ 436.7</b>	<b>\$ 436.0</b>	<b>(0.7)</b>	<b>-0.2%</b>

The Operating Funds include the Education; Operations and Maintenance (O&M); Auxiliary/Enterprise; Liability, Protection and Settlement; Financial Auditing; and Restricted Purposes Funds and account for 90% of the total budget. The FY2019 budget incorporates additional operating fund resource appropriations of \$12.7 million and Capital fund reductions (\$12.2 million) and Debt Service dedicated revenue (\$1.2 million).

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Overall unrestricted operating resources are budgeted to increase by 1.2%. Unrestricted revenues increase by \$3.6 million from FY2018. While the base tax levy remains unchanged, revenues from property taxes will increase due to capture of new properties to the tax roll. The projected credit hour Tuition for FY2019 reflects an estimated 4.6% increase in enrollment. Increased investment income is projected due to an increase in funds under management.

### FY2019 Unrestricted and Enterprise Operating Funds Budget by Resources and Uses (\$ in millions)

Unrestricted and Enterprise Operating Funds	FY2018 Budget	FY2019 Budget	\$ Change	% Change
<b>Resources</b>				
Local Government	\$ 120.3	\$ 121.8	\$ 1.4	1.2%
PPRT	13.9	12.7	(1.2)	-8.4%
State Government	52.9	52.7	(0.2)	-0.4%
Federal Government	2.0	2.0	0.0	0.5%
Tuition and Fees	94.7	99.0	4.4	4.6%
Auxiliary/Enterprise	9.4	7.5	(1.9)	-20.0%
Investment Revenue	0.1	1.5	1.4	1,128.3%
Facilities Rental	1.2	1.5	0.2	17.0%
Other Sources	7.1	6.5	(0.6)	-9.0%
Resources Total	\$ 301.7	\$ 305.2	\$ 3.5	1.2%
<b>Expenditures</b>				
Salaries	\$ 178.3	\$ 183.3	\$ 5.0	2.8%
Employee Benefits	41.1	41.0	(0.1)	-0.3%
Contractual Services	16.4	17.0	0.6	3.7%
Materials and Supplies	10.7	13.7	3.0	27.9%
Travel and Conference	0.6	0.9	0.2	37.8%
Fixed Charges	19.8	22.9	3.1	15.6%
Utilities	8.5	8.3	(0.2)	-1.8%
Other Expenditures				
Bad Debt	7.7	5.2	(2.5)	-32.4%
Waivers and Scholarships	15.2	13.1	(2.1)	-14.0%
Other Expenditures	1.9	1.2	(0.7)	-38.2%
Expenditures Total	\$ 300.4	\$ 306.7	\$ 6.3	2.1%
Revenues less Expenditures	\$ 1.3	\$ (1.5)	\$ (2.8)	-213.9%
Fund Balance Appropriation	(1.3)	1.5	2.8	213.9%
<b>Net Revenue after Transfer</b>	<b>-</b>	<b>-</b>	<b>-</b>	

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## FY2019 Unrestricted Operating Funds Only Budget by Resources and Uses Education, Operations & Maintenance, Audit, and Liability, Protection & Settlement Funds (\$ in millions)

Unrestricted Operating Funds	FY2018 Budget	FY2019 Budget	\$ Change	% Change
<b>Resources</b>				
Local Government	\$ 120.3	\$ 121.8	\$ 1.4	1.2%
State Government	52.9	52.7	\$ (0.2)	-0.4%
Federal Government	2.0	2.0	0.0	0.5%
Tuition and Fees	94.7	99.0	4.4	4.6%
Auxiliary/Enterprise	0.8	0.9	0.1	11.2%
Investment Revenue	0.1	1.5	1.4	1,128.3%
Facilities Rental	1.2	1.5	0.2	17.0%
Other Sources	5.0	4.5	(0.6)	-11.6%
Resources Total	\$ 277.2	\$ 283.9	\$ 6.7	2.4%
<b>Expenditures</b>				
Salaries	\$ 172.0	\$ 177.3	\$ 5.3	3.1%
Employee Benefits	39.8	39.8	(0.0)	-0.0%
Contractual Services	12.8	16.0	3.2	24.8%
Materials and Supplies	10.6	12.8	2.2	20.4%
Travel and Conference	0.9	0.8	(0.1)	-8.3%
Fixed Charges	2.9	2.1	(0.7)	-25.4%
Utilities	8.5	8.3	(0.2)	-1.8%
Other Expenditures				
Bad Debt	7.9	5.2	(2.7)	-34.0%
Waivers and Scholarships	14.9	13.1	(1.9)	-12.4%
Other Expenditures	1.2	1.2	(0.0)	-0.9%
Expenditures Total	\$ 271.5	\$ 276.6	\$ 5.1	1.9%
Revenues less Expenditures	\$ 5.7	\$ 7.3	\$ 1.6	27.3%
Fund Balance Appropriation	(5.7)	(7.3)	(1.6)	27.3%
<b>Net Revenue after Transfer</b>	-	-	-	

# CITY COLLEGES OF CHICAGO

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## FY2019 Enterprise Funds Budget by Resources and Uses

(\$ in millions)

Enterprise Funds	FY2018 Budget	FY2019 Budget	\$ Change	% Change
<b>Revenues</b>				
Auxiliary/Enterprise	\$ 8.21	\$ 6.57	\$ (1.64)	(20.0%)
Other Sources	1.18	2.03	0.85	72.0%
Revenues Total	\$ 9.39	\$ 8.60	\$ (0.79)	(8.4%)
<b>Expenditures</b>				
Salaries	\$ 6.68	\$ 5.97	\$ (0.72)	(10.7%)
Employee Benefits	1.39	1.26	(0.13)	(9.4%)
Contractual Services	3.59	1.04	(2.55)	(71.0%)
Materials and Supplies	1.01	0.93	(0.08)	(7.9%)
Travel and Conference	0.04	0.05	0.01	36.0%
Fixed Charges	0.03	0.07	0.04	125.4%
Other Expenditures	0.52	0.02	(0.51)	(96.9%)
Expenditures Total	\$ 13.27	\$ 9.33	\$ (3.93)	(29.6%)
Revenues less Expenditures	(3.87)	(0.73)	3.14	(81.1%)
Fund Balance Appropriation	3.87	0.73	(3.14)	(81.1%)

FY2019 Enterprise Funds account for activities that are expected to generate revenues sufficient to cover all or a large portion of their expenses. The primary activities accounted for in the Auxiliary/Enterprise Fund are managed by the Office of Finance and Business Enterprises (child care services at most colleges) and Kennedy-King College (Washburne, restaurants run by/for culinary students and the French Pastry School). Campus Enterprise funds also include the Goldman Sachs' funded "10,000 Small Businesses" Program and continuing education activities managed at each of the colleges.



# CITY COLLEGES OF CHICAGO

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## FY2019 Restricted Funds Budget by Resources and Uses

(\$ in millions)

Restricted Funds	FY2018 Budget	FY2019 Budget	\$ Change	% Change
<b>Revenues</b>				
Local Government	\$ 3.46	\$ 4.45	\$ 0.98	28.4%
State Government	7.95	9.92	1.97	24.8%
Federal Government	81.95	84.83	2.88	3.5%
Other Sources	0.06	0.00	(0.06)	-100.0%
Revenue Total	\$ 93.42	\$ 99.19	\$ 5.77	6.2%
<b>Expenditures</b>				
Salaries	\$ 10.12	\$ 8.94	\$ (1.18)	-11.7%
Employee Benefits	1.80	1.54	(0.26)	-14.5%
Contractual Services	0.94	0.81	(0.14)	-14.5%
Materials and Supplies	1.40	1.20	(0.20)	-14.5%
Travel and Conference	0.20	0.17	(0.03)	-14.5%
Capital Outlay	-	-	0.00	0.0%
Fixed Charges	0.00	0.00	(0.00)	-14.5%
Utilities	0.00	0.00	(0.00)	-14.5%
Other Expenditures				
Waivers and Scholarships	78.75	86.36	7.62	9.7%
Other Expenditures	0.21	0.18	(0.03)	-14.5%
Expenditure Total	\$ 93.42	\$ 99.19	\$ 5.77	6.2%
Revenues less Expenditures	0.00	0.00	0.00	0.0%

FY2019 Restricted Funds include local, state, and federal grants and federal and state student financial aid. Restricted funds are projected to increase by approximately \$5.8 million from the FY2018 budget. The net change primarily reflects a \$6 million increase in budgeted student financial aid because of anticipated enrollment gains and more consistency in funding estimates compared to prior years' budgets.

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## RESOURCE REQUIREMENTS

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

The FY2019 projected tuition and fees revenue is \$99.0 million, which is 5% greater than the FY2018 budgeted \$94.7 million amount. FY2019 tuition and fees revenue growth is driven by expected enrollment gains.

## FINANCIAL CHALLENGES

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

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

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

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## STRATEGIC GOALS AND STRATEGIES

### OUR STRATEGIC GOALS

City Colleges is in the last year of its five-year plan, which established the following academic goals:

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

### STRATEGIES FOR ACHIEVING OUR GOALS

Strategies that have allowed City Colleges to achieve its student success goals include:

**Increasing relevance:** Increase the relevance of the work a student does at City Colleges. Ensuring that the courses of study that students embark on will advance their goal of a meaningful career or transfer.

**Reducing time:** Reduce the time it takes for a student to get through City Colleges. Numerous studies show that the longer it takes to complete a degree, the less likely the chances of degree completion. City Colleges has, therefore, created a number of strategies to reduce the length of students' programs.

**Increasing student supports:** Using data more effectively and deploying more resources to help students, and provide more information to students so they can better help themselves.

**Strengthening operations:** Ensure operational strength by fostering excellent financial, operational, and human resources management.

### LOOKING AHEAD

The planning process is kicking off for the introduction of a new strategic plan in 2019.

# CITY COLLEGES OF CHICAGO

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## STRUCTURE OF BUDGET

City Colleges' budget is organized around a division of budget management responsibility between the District Office and the colleges. Details of the FY2019 budget are presented beginning in the section titled "Financial Summary and Tables." College budgets are reported with the District Office budgets.

### **DISTRICT OFFICE**

The District Office FY2019 budget is \$45.9 million, which represents a 9% increase from the FY2018 budget of \$41.7 million. Overall, Salary and Benefits account for \$30 million or 65.8% of the total cost, followed by Contractual Services budgeted at \$4.5 million or 9.8%, and Materials and Supplies at \$6.9 million or 15.0%. \$1.2 million or 2.5% makes up Utilities (District Office only) and Waivers and Scholarships (District Office only) account for \$2.5 million or 5.5% of the total District Office budget. The remaining appropriation of \$0.7 million or 1.5% of the operating budget includes Travel, Fixed Charges (i.e. facility and equipment rental), and Other Expenses.

### **GENERAL APPROPRIATION**

The General Appropriation (GA) includes centrally budgeted and managed appropriations for district-wide programs and initiatives that are not specific to a single department or college, such as Star Scholarships. The GA FY2019 budget is \$20.5 million, compared to the FY2018 budget of \$18.3 million. The total GA budget is allocated as follows: District-wide Salaries and Benefits which include collectively-bargained increases, other post-employment benefits (OPEB), and district-wide student support and efficiency programs at \$8.0 million and savings that occur throughout the year due to staff turnover are budgeted as a credit (negative offset) at -\$6.0 million; Waivers and Scholarships are budgeted at \$9.0 million; Bad Debt expense for uncollectible accounts at \$5.2 million; Contractual Services at \$3.1 million; Materials and Supplies at \$0.7 million; Fixed Charges (i.e. insurance premiums and lease payments) at \$1.2 million; and Other Expenditures at \$0.2 million.

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## FUND DESCRIPTIONS AND FUND STRUCTURE

### FUND DESCRIPTIONS

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

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

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

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

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

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

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**Operations and Maintenance Fund:** The Operations and Maintenance Fund is established by 110 ILCS 805/3-1, and Section 805/7-18 sets the statutory maximum tax rate applicable to City Colleges at five cents per \$100 of EAV. This Fund is used to account for expenses for the construction, acquisition, repair, and improvement of community college buildings; payments of all premiums for insurance upon buildings and building fixtures. If approved by the local board, the payment of salaries of janitors, engineers, or other custodial employees; all costs of fuel, lights, gas, water, telephone service, custodial supplies, and equipment; and professional surveys of the condition of the colleges and buildings are allowed. This fund is also used to account for the procurement of lands, furniture, fuel, libraries, and apparatus; building and architectural supplies; and the purchase, maintenance, repair, and replacement of fixtures used in buildings, including but not limited to heating and ventilating systems; mechanical equipment; seats and desks; blackboards; window shades and curtains; gymnasium, recreation, auditorium, and lunchroom equipment; and all expenses incidental to each of these purposes. Further, if approved by resolution of the local board, the rental of buildings and property for community college purposes is allowable.

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

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

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

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

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

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

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



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

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

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

## DEPARTMENT/FUNCTION RELATIONSHIPS

### FUNCTIONS

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

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

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

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

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

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

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

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

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

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

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

### OBJECTS

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

#### *Revenues*

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

Real Estate Taxes	Monies received from taxpayers within City Colleges’ district boundaries based on the assessed valuation of property and the prevailing tax rate.
Back Taxes Revenue	Monies received from taxpayers within City Colleges’ district boundaries based on the prior periods assessed valuation of property and the prevailing tax rate which were not paid timely.
Estimated Loss and Cost	Estimated loss from Real Estate Tax revenues never received and cost of collecting real estate taxes.
Local Government Grants	These are monies received from other local government entities such as City of Chicago and Chicago Housing Authority.

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

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

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

**Career and Technical Education/Program Improvement Grants**

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

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

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

**Tuition and Fees:** In FY2018 City Colleges adopted a new hybrid tuition structure designed so that a student is charged on a per-credit base up to 12 credit hours. Specialized programs are charged a flat rate.

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

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

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

### ***EXPENSES***

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

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

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

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

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

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

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

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

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

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

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

## DESCRIPTION OF COLLEGES

The following are short descriptions of the seven City Colleges.

**Richard J. Daley College** is located on the southwest side of Chicago and serves approximately 14,000 students on Chicago's Southwest Side. The college prepares students to head directly into careers and to transfer to four-year universities, offering associate degrees, shorter-term certificate programs, free adult education classes, and special interest courses. Daley's College to Careers focus areas are engineering and advanced manufacturing. With more than 75% of its student population identifying as Hispanic, the college has earned the designation of an Hispanic Serving Institution.

**Kennedy-King College** is located in the Englewood community on the south side of Chicago and includes the Washburne Culinary Institute, the French Pastry School and Dawson Technical Institute. KKC serves more than 6,400 students annually, and is City Colleges' center for excellence in culinary and hospitality as well as construction technology education.

**Malcolm X College** enrolls nearly 11,000 credit and non-credit students. Located near the Illinois Medical District, Malcolm X is City Colleges' center of excellence in health sciences education. In January 2016, Malcolm X College opened a state-of-the-art School of Health Sciences, featuring a virtual hospital, and also houses the City Colleges of Chicago School of Nursing, which in 2017 posted a 94 pass rate on the N-CLEX nursing licensure exam. Malcolm X College's satellite location, the Westside Learning Center, offers free adult education (GED & ESL) programs.

**Olive-Harvey College** is located on the southeast side of Chicago and serves close to 6,000 students annually. Situated on 67 acres, Olive-Harvey College is the largest physical campus within the District. Associate degree, certificate and short-term training programs are offered to prepare students to transfer to bachelor's degree programs or to move directly into the workforce. ESL courses help students master the English language while adult education courses prepare students to pass the GED examination. Non-credit classes range from short-term job training/career skills courses to personal development and leisure courses in a wide variety of areas. Olive-Harvey College is the center for excellence in transportation, distribution, and logistics, and a Transportation, Distribution and Logistics Training Center is set to open in 2019.

**Harry S Truman College** is located on the northeast side of Chicago and serves more than 15,000 students, and is City Colleges' center for excellence in education, human, and natural sciences. Truman College also offers both ESL and GED programs. Truman College is City Colleges' center for excellence in education, human, and natural sciences.

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**Harold Washington College** is located in the Chicago Loop area and serves approximately 12,000 students. The college is located in an area considered to have the largest higher education footprint in Illinois with several colleges and universities nearby. Articulation agreements have been established by City Colleges with many of these four-year institutions allowing students to transfer on to complete bachelor's degrees. Harold Washington College is the center for excellence in business and professional services, home to the Goldman Sachs 10,000 Small Businesses program, and host to an array of arts programs.

**Wilbur Wright College** is located on the northwest side of Chicago and serves more than 18,000 students with college credit, adult education, continuing education and special interest classes. The college provides a park-like campus of five interconnected buildings, designed by award-winning architect Bertrand Goldberg, which offers access to classrooms, laboratories, and support services. Wilbur Wright College's Humboldt Park campus also prepares students for careers in healthcare and advanced manufacturing, and offers GED preparation and ESL classes. Wright College is City Colleges' center for excellence in information technology.

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## **FINANCIAL POLICIES**

### ***FINANCIAL GOALS***

City Colleges has established the following financial goals:

- Goal 1: Implement an annual budget and financial planning process that reconciles the need to serve City Colleges' constituencies and support its mission with the reality of the financial environment in which City Colleges operates.
- Goal 2: Diversify current funding sources to guard against fluctuations while aggressively advocating for City Colleges' equitable share of federal, state, and local funds.
- Goal 3: Develop a model for program and service management based on achieving both mission-related and financial management goals.

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

### ***BALANCED BUDGET***

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

- Annual operating expenses, budgeted according to City Colleges' strategic priorities, do not exceed projected operating revenues
- Debt service expenses, current (due in less than 12 months)
- Adequate reserves for maintenance and repairs to existing facilities
- Sufficient reserves for acquisition, maintenance, and replacement of capital equipment
- Ample reserves for strategic capital projects
- Appropriate funding levels to fulfill future terms and conditions of employment
- Adequate allocations for special projects related to the strategic direction of City Colleges
- Ending Fund Balances (according to policies set specifically for that purpose)

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

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



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## ***BUDGET-TRANSFER POLICIES***

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

- Transfers within the same fund, same program (function), and same object group do not require Board approval. As an example, the transfer of Materials and Supplies or Contractual Services from the English Department for Instructional Program to Supplies or Services in the Biology Department for Instructional Program is permitted.
- Transfers may be made prior to Board approval if the transfer is less than \$10,000 within the same unrestricted fund and within the following objects of expense: Materials and Supplies, Contractual Services, Travel and Conference, and minor Capital Outlay. These transfers will be reported to the Board at the next scheduled Board meeting.
- The President of the College or Vice Chancellor of the District Office must approve in writing a transfer between \$10,000 and \$25,000 within Material and Supplies, Contractual Services, Travel and Conference, and minor Capital Outlay and within the same unrestricted fund prior to a fund transfer.
- Transfers greater than \$25,000 must be approved by the Board prior to being executed.
- No transfers may be made between funds, such as the Operations and Maintenance Fund and the Education Fund, without prior Board approval. No transfers will be made from any of the statutory funds supported solely by property taxes.
- No transfers may be made from or to Instructional Salaries, Non-Instructional Salaries, and Employee Benefits without Board approval.
- All restricted fund transfers meeting the transfer requirements or guidelines set by the granting agency are permitted without Board approval. All transfer information must be submitted to the Budget Department for review.
- A transfer made without proper authorization will be reversed and the office that executed the transfer will be notified.

## ***BOARD FINANCIAL POLICIES***

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

### **Budget**

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

### **Financial Reports**

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

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

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

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

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

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

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

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

**Payment of Invoices for Goods and Services:** In order to maintain compliance with the State Prompt Payment Act, City Colleges of Chicago (CCC) will pay all invoices within 60 days from the final invoice receipt date (Net 60). CCC payment terms are Net 60 unless vendor terms provide a trade discount for quick payment (e.g. 2% in 10 days).

**Check Authority and Disbursement:**

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

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

All payments in an amount in excess of \$500,000 shall require an additional manual approval from among one of the following: the Chief Financial Officer, Associate Vice Chancellor of Finance or other signatory authorized by the Board prior to release of the payment.

**Purchasing and Contracting Policies:** No purchases shall be made except as provided by Illinois law, or Board Policies and Procedures for purchasing. No officer or employee not expressly authorized by Illinois law or Board Policies and Procedures shall make any purchase(s) on behalf of the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois or enter into any contract, verbal or written, to purchase any apparatus, equipment, supplies, service, repairs, goods, wares or merchandise of any kind or description, or accept

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any of the aforementioned without the appropriate approval(s) by those authorized to do so. Any contract, verbal or written, made in violation of Illinois law or Board Policies and Procedures for purchasing is deemed null and void as to the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois.

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

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

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

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

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

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

- Purchases up to \$2,499.99: Competitive bidding is not required, however price comparison is highly recommended. Such items may be purchased from any vendor offering the required goods or services at a reasonable price.
- Purchases of \$2,500 and up to \$25,000 require three price quotations in writing. The quotations must be summarized on the bid recapitulation form and attached to the requisition. At least one of the three quotations must be from a certified MBE/WBE vendor.

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

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

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

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

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

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## ***FINANCIAL AID POLICIES***

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

Upon receipt of the FAFSA, the PeopleSoft system reviews items that were flagged by DOE for further review. Then, the student is notified through their student portal email of any outstanding requirements that must be satisfied before a financial aid package can be determined. Students are required to submit any requested documents to their college's Financial Aid Office for evaluation. Financial Aid Office staff are trained to evaluate and process these documents and to make changes to the student's FAFSA if necessary. Beginning Summer 2018, a third-party vendor, ProEducation Solutions will assist with processing documents required to verify students' FAFSA data. When all requirements are met, a financial aid award package is generated for the student and a Financial Aid Award Notification is sent to the student via email. Students who register for classes prior to completing the financial aid process are required to make payment arrangements before the drop date for that term.

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

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

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## *ACCOUNTING POLICIES*

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

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

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

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

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

**Property Taxes:** City Colleges' property taxes are levied each calendar year on all taxable real property located in City Colleges' district. Property taxes are collected by the Cook and DuPage County Collectors and are submitted to each county's respective treasurer, who remits to the District its respective share of the collections. Cook County taxes levied in one year become generally due and payable in two installments (March 1 and August 1) of the following year. The first installment is an estimated bill and is 55% of the prior year's tax bill. The second installment is based on the current levy, assessment, and equalization. Any changes from the prior year will be reflected in the second installment bill. Taxes must be levied by the last Tuesday in December of the given tax year. DuPage County, which represents 1/100 of one percent of the District's property tax levy, follows a practice similar to Cook County. The levy becomes an enforceable lien against the property as of January 1 of the levy year.

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

In accordance with City Colleges' Board resolution, 50% of property taxes extended for the 2017 tax year and collected in calendar year 2018 are recorded as revenue in FY2019. In addition, 50% of property taxes extended for the 2018 tax year and to be collected in calendar year 2019 are also recorded as revenue in FY2019.

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

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



# CITY COLLEGES OF CHICAGO

## Community College District No. 508

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

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

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

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

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

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

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

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

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

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

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

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

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

# CITY COLLEGES OF CHICAGO

## Community College District No. 508

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

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

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

# CITY COLLEGES OF CHICAGO

Community College District No. 508

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## FUND BALANCE

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

- Operating Funds' balances are not used to finance current operations, except under extraordinary circumstances.
- Bond ratings and credit implications are considered in all financial decision making.
- Fund balances may be used to support long-term capital improvement plans or initiatives in fulfillment of City Colleges' mission and strategic objectives, but a healthy reserve must always be maintained.
- City Colleges' dependence on its property tax base and its vulnerability to the State's financial condition, student enrollment, and its ability to charge tuition and fees will be considered.
- The relative significance and timing of both property taxes and State funding are key factors to be considered. Property taxes are collected by Cook County twice per year, with the second installment varying by months (September – December), and there are uncertainties surrounding both the timing and receipt of State monies.

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

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

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

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

# CITY COLLEGES OF CHICAGO

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## BASIS OF BUDGETING

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

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

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

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

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

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

# CITY COLLEGES OF CHICAGO

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## BUDGET PROCESS

### **Budget Formulation**

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

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

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

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

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

### **Amended Budget**

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

# CITY COLLEGES OF CHICAGO

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## REVENUES

City Colleges has a diversified funding base consisting of local property taxes, tuition and fees, state apportionment, state and federal student financial aid, and other institutionally generated revenues. The FY2019 estimated amount of resources to be appropriated for all City Colleges funds is \$404.4 million, an increase of \$10.5 million from the FY2018 budget of \$393.9 million.

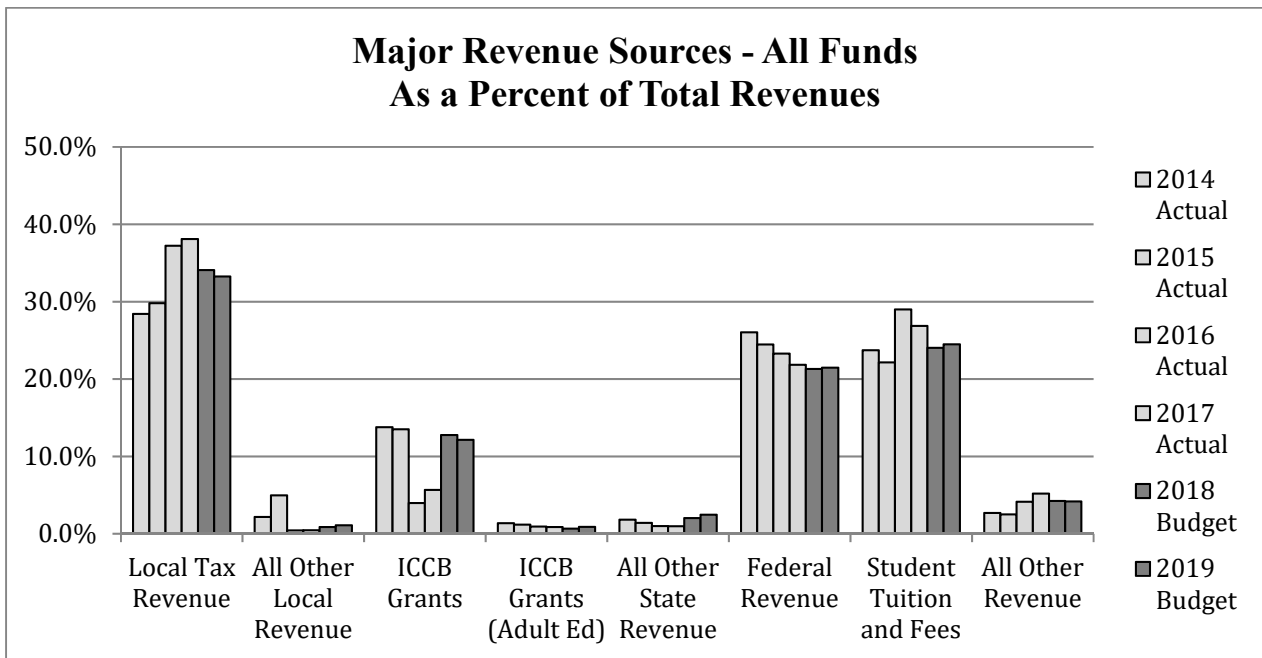
The table below shows the major revenue sources of City Colleges, not including the Capital Fund of \$30.2 million or Tort Fund balance appropriation of \$1.5 million.

### Major Revenue Sources - All Funds

	2014 Actual*	2015 Actual*	2016 Actual*	2017 Actual*	2018 Budget**	2019 Budget
Local Tax Revenue	132,286,471	133,953,847	134,828,904	139,686,214	134,211,830	134,479,980
All Other Local Revenue	10,101,874	22,295,415	1,603,285	1,653,297	3,463,645	4,448,218
ICCB Grants	64,104,563	60,740,615	14,370,863	20,815,054	50,289,082	49,109,314
ICCB Grants (Adult Ed)	6,393,657	5,352,348	3,357,209	3,202,347	2,617,767	3,586,405
All Other State Revenue	8,530,406	6,373,186	3,633,249	3,579,215	7,951,750	9,919,994
Federal Revenue	121,249,812	109,992,620	84,341,753	80,082,539	83,949,017	86,837,975
Student Tuition and Fees	110,456,614	99,573,913	105,004,181	98,522,610	94,674,700	99,037,809
All Other Revenue	12,490,533	11,246,363	14,980,117	19,060,853	16,709,123	16,931,577
<b>Total</b>	<b>465,613,930</b>	<b>449,528,307</b>	<b>362,119,561</b>	<b>366,602,129</b>	<b>393,866,914</b>	<b>404,351,272</b>

\*Data Source: prior years CAFRs All Funds Summary, Uniform Financial Statement #1 excluding SURS

\*\*FY2018 Revenue budget does not include \$42.4 million Capital Fund



# CITY COLLEGES OF CHICAGO

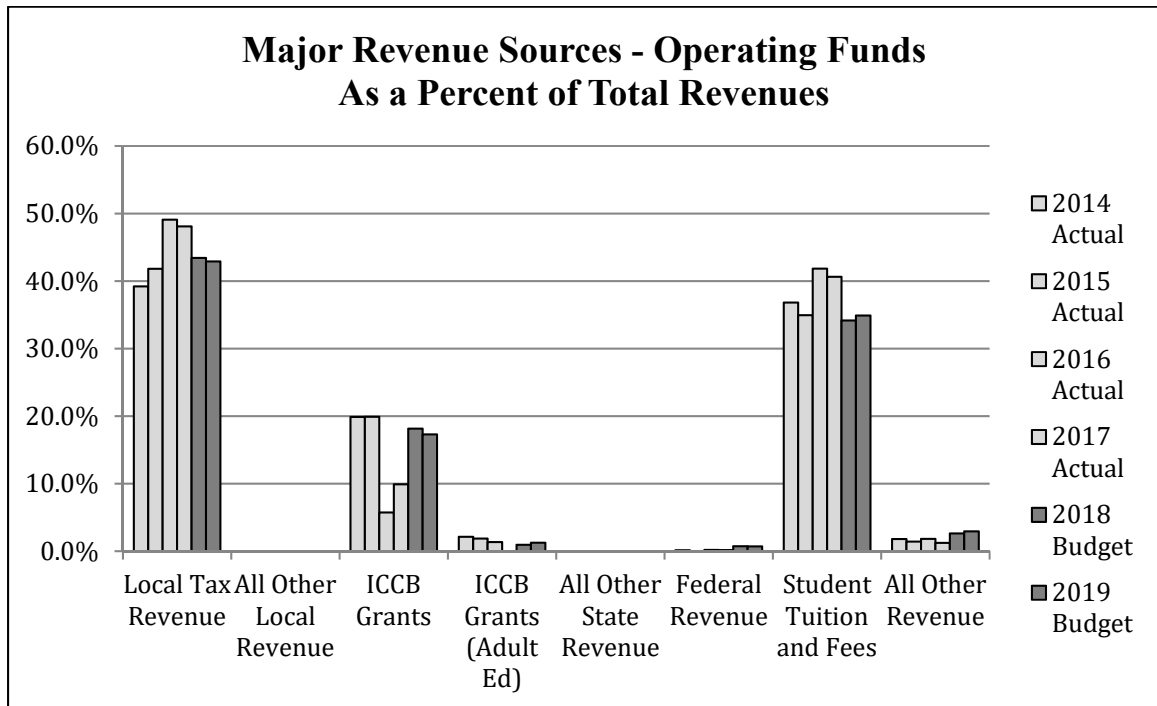
Community College District No. 508

Total operating revenues, which include the Education Fund, Operations and Maintenance Fund, Audit Fund, and Liability, Protection and Settlement Fund, amount to \$283.9 million for FY2019, an increase of \$6.7 million (2.4%) from the \$277.2 million in FY2018.

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

	2014 Actual*	2015 Actual*	2016 Actual*	2017 Actual*	2018 Budget	2019 Budget
Local Tax Revenue	117,626,061	119,147,697	123,190,998	116,637,156	120,344,629	121,774,980
All Other Local Revenue	30,892	-	-	-	-	-
ICCB Grants	59,614,092	56,705,814	14,370,863	24,017,401	50,289,082	49,109,314
ICCB Grants (Adult Ed)	6,393,657	5,352,348	3,357,209	-	2,617,767	3,586,405
All Other State Revenue	-	-	-	2,314	-	-
Federal Revenue	408,352	68,604	481,488	402,859	2,002,630	2,012,104
Student Tuition and Fees	110,456,614	99,573,913	105,004,181	98,522,610	94,674,700	99,037,809
All Other Revenue	5,402,900	4,011,998	4,591,805	2,962,259	7,256,124	8,330,403
<b>Total</b>	<b>299,932,568</b>	<b>284,860,374</b>	<b>250,996,544</b>	<b>242,544,599</b>	<b>277,184,932</b>	<b>283,851,015</b>

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



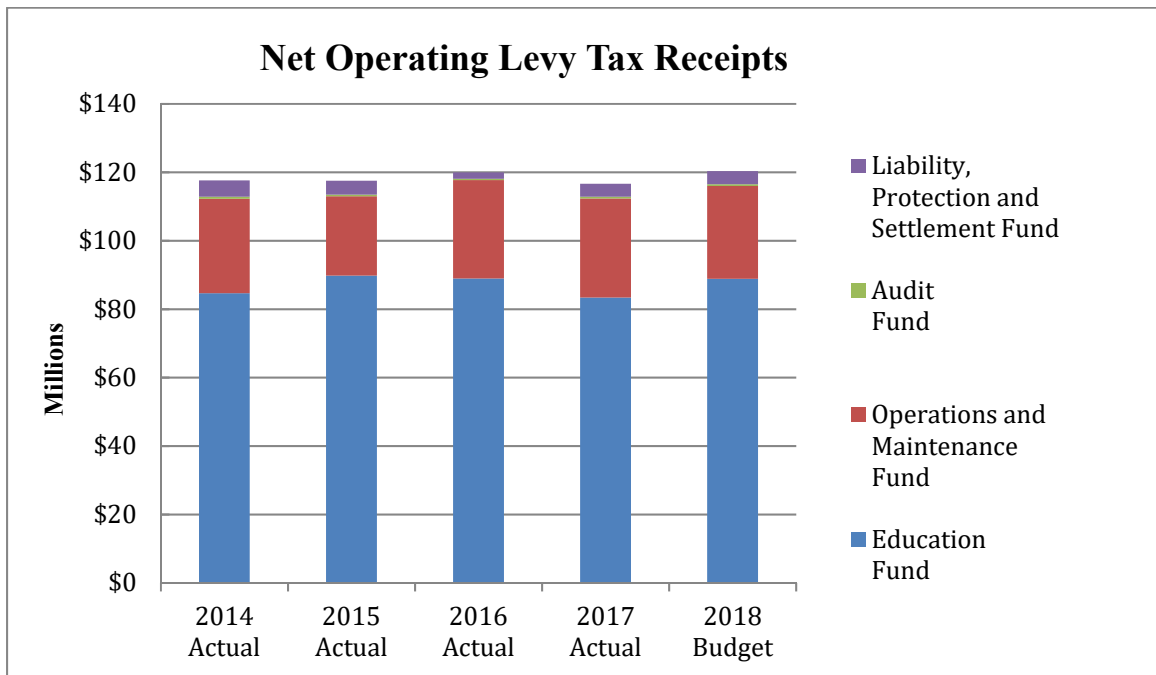


# CITY COLLEGES OF CHICAGO

## Community College District No. 508

**Property Taxes:** Property taxes are levied each calendar year on all taxable real property located in the City of Chicago and a small section of DuPage County. Property taxes currently provide 41.4% of unrestricted operating funds for City Colleges. The maximum tax levy allowable for the Education Fund is \$0.175 per \$100 of equalized assessed value (EAV); for the Audit Fund, \$0.005; and for the Operation and Maintenance Fund, \$0.05. The property tax rate for the Liability, Protection and Settlement Fund is not limited by statute, but is subject to the overall PTELL tax cap.

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



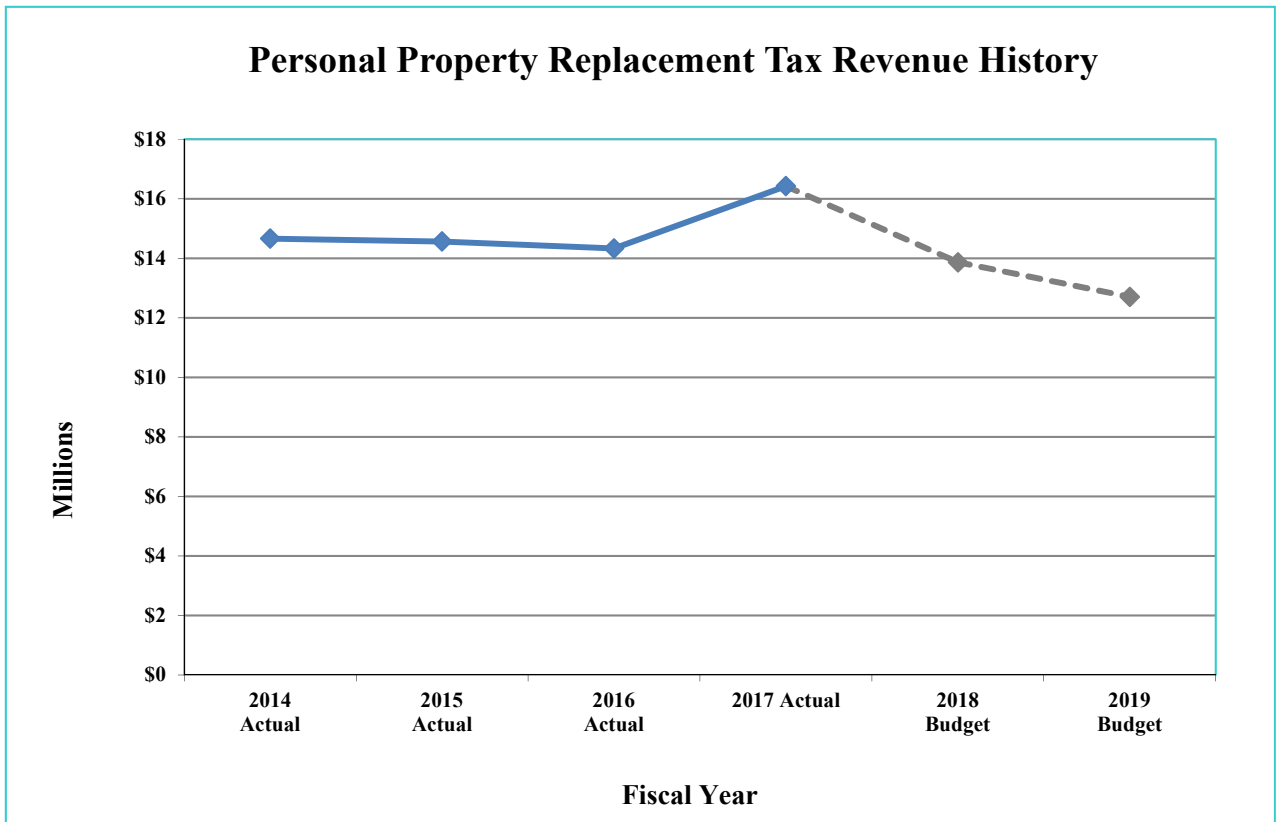
Property tax revenues included in the FY2019 budget are equal to half each of the 2017 and 2018 levies (collected in calendar years 2018 and 2019, respectively), and are net of loss and cost of collection and refunds of back taxes. Tentative allocations of property tax revenues for FY2019 are as follows:

Fund	Tentative Allocation
Education Fund:	\$89.0 million
Operations and Maintenance Fund:	27.9 million
Liability, Protection, and Settlement Fund:	4.3 million
Audit Fund:	0.6 million
Total	\$121.8 million

The gross property tax levy for FY2018 is \$126.7 million and the 2017 levy, \$125.6 million. The gross revenue is reduced by 3.5% to allow for loss and cost of collections and back tax refunds, yielding net property tax revenue of \$121.8 million. The changes to the local tax levy is from the addition of new taxable property to City Colleges' tax roll. Levy allocation per fund are under review.

# CITY COLLEGES OF CHICAGO

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

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

City College's estimated revenue from PPRT of \$12.7 million for FY2019 is allocated in full to the Bond and Interest Fund based on its pledge of this revenue source for debt service payments in future fiscal years. In its financial forecast, City Colleges conservatively anticipates no change in PPRT revenues, which can be volatile due to business cycles.

# CITY COLLEGES OF CHICAGO

## Community College District No. 508

**Tuition and Fees:** Student tuition and fees make up approximately 34.5% of total budgeted FY2019 Operating Fund revenues. These charges may be paid by the student, a relative, an employer, financial aid, a grant, or some other source. A student who drops a course before the end of the refund period may be entitled to a refund of the tuition and fees.

City Colleges is projecting an increase of approximately 5.0% in credit hours from the FY2018 enrollment.

<b>Tuition and Fees Schedule</b>					
<b>Fiscal Year</b>	<b>In District Tuition per Semester Hr.</b>	<b>Out of District Charges</b>	<b>Out of State Charges</b>	<b>Semester Credit Hrs. Generated</b>	<b>Tuition and Fees Revenue</b>
2014	\$89.00	\$173.56	\$230.35	920,819	\$110,456,614
2015	\$89.00	\$173.56	\$230.35	867,480	\$99,573,913
2016	\$1,069 PT / \$1,753 FT*	\$3,159 PT/ \$4,603 FT	\$4,149 PT / \$5,953 FT	791,589	\$105,004,181
2017	\$1,069 PT / \$1,753 FT*	\$3,159 PT/ \$4,603 FT	\$4,149 PT / \$5,953 FT	725,546	\$99,657,550
2018B	\$1,069 PT / \$1,753 FT*	\$3,159 PT/ \$4,603 FT	\$4,149 PT / \$5,953 FT	689,269	\$94,674,700
2019	\$146.00	\$384.00	\$481.00	729,909**	\$99,037,809

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

\*\*Estimated Semester Credit Hrs Generated

**Other Revenues:** Auxiliary revenues, investment income, fundraising and other revenues for FY2019 are budgeted at \$8.6 million in the operating funds. The net increase of \$1.2 million compared to FY2018 reflects a focus on fundraising with a goal of generating \$4.5 million in FY2019, and an increase in investment income to \$1.5 million due to carrying a higher cash balance.

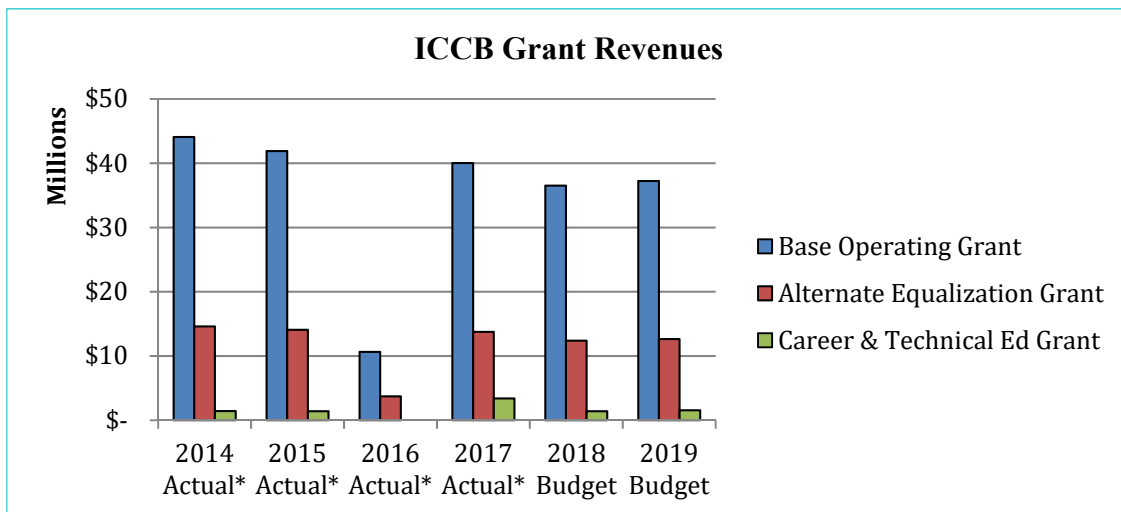
**State Revenues – Unrestricted Grants:** City Colleges receives unrestricted state grants (base operating grant, equalization replacement grant, etc.) from the ICCB. The FY2019 ICCB unrestricted grants to City Colleges is budgeted at \$49.1 million.

	<b>2014 Actual*</b>	<b>2015 Actual*</b>	<b>2016 Actual*</b>	<b>2017 Actual*</b>	<b>2018 Budget</b>	<b>2019 Budget</b>
Base Operating Grant	44,091,624	41,887,043	10,653,563	40,023,397	36,504,440	34,932,194
Alternate Equalization Grant	14,604,000	14,079,000	3,717,300	13,762,200	12,386,000	12,633,720
Career & Technical Ed Grant	1,438,577	1,407,289	-	3,390,127	1,398,642	1,543,400
<b>Total</b>	<b>60,134,201</b>	<b>57,373,332</b>	<b>14,370,863</b>	<b>57,175,724</b>	<b>50,289,082</b>	<b>49,109,314</b>

\* Per iccb.org

# CITY COLLEGES OF CHICAGO

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

**Alternative Equalization Grant:** Historically, City Colleges received about 22% of the State equalization grant (see table below). This grant was intended to promote fairness in the distribution of State appropriations by recognizing differences in the assessed value of taxable property across community college districts. By FY2004, tax caps were preventing City Colleges from taxing up to the full property value within its district boundaries. The equalization formula is based upon property values (ignoring tax caps), leading City Colleges equalization grant to drop from more than \$16 million in FY2002 to \$50,000 in FY2005 and \$0 thereafter.

	FY2003 - 2004	FY2005 - 2012	FY2013 - 2017	FY2018
<b>Equalization Fund:</b>				
City Colleges (average amount)	\$5.7 million	\$0	\$0	\$0
Total Equalization Appropriation	\$76.6 million	\$76.9 million	\$75.3 million	\$66.5 million
City Colleges as a % of total	7.40%	0%	0%	0%

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

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

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

# CITY COLLEGES OF CHICAGO

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## RESTRICTED PURPOSE REVENUE - GRANTS

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

In FY2019, City Colleges anticipates receiving a total of \$99.2 million of restricted grants in addition to \$5.2 million of Adult Education grants reported as part of the \$287.4 million of Unrestricted operating fund in the “FY2019 All Funds by Fund Type Resources Available” table on page 5. This amount is broken down as follows: \$80.0 million for student financial aid and \$13.5 million in funded grants, including \$9.0 million in federal (\$1.6 million Adult Education) and state grants (\$3.6 million Adult Education) and \$4.5 million in local and non-governmental sources. In addition, City Colleges has included \$3.7 million in grant proposals which have been submitted for FY2019 with results still pending.

The federal government awards student financial aid primarily through the following grants: Pell, Supplemental Educational Opportunity Grant (SEOG), and Work Study. City Colleges expects to process a total of \$78.3 million of federal aid awards in FY2019; \$66.5 million from Pell grants, \$2.2 million from SEOG, and \$1.6 million from Work Study grants. City Colleges is projected to disburse \$7.9 million in subsidized and unsubsidized title IV federal student loans.

The State government awards City Colleges \$9.6 million in financial aid through the MAP. This funding is awarded to eligible students to help cover tuition and fees.

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

**Adult Education – Bridge Program:** This grant provides ongoing, high quality professional development for Bridge Students. These sessions include sharing out best practices in recruitment strategies; coaching students and academic advising; and synthesizing data and accessing student records to track and better understand our students’ needs. The Bridge grant also supports Chicago’s economy, developing neighborhoods, and transitioning students from adult education into college credit classes and career pathways. Reading, writing and math lessons are contextualized to the participant’s chosen career sector. City Colleges is budgeted to receive \$425,000 in FY2019.

**Adult Education – State Basic:** This grant from the state helps establish special classes for the instruction of persons age 21 and over or persons under the age of 21 and not otherwise in attendance in a public school. The instruction is necessary to increase qualifications for employment or other means of self-support and to meet the responsibilities of citizenship. Included in this grant are funds for support services, such as student transportation and child care. City Colleges expects to receive \$2.1 million in FY2019.

**Adult Education – State Performance:** This grant is awarded based on performance outcomes using three factors: (1) secondary completions—high school and GED completions, (2) level gains—test level gains, as well as citizenship and vocational gains, and (3) test point gains—from the TABE, CELSA, BEST, and BEST+ tests. Previous to the changes recommended by the Adult Education Funding Study Task Force, public aid reductions and persistence (which is related to attendance) were also included. Only the performance outcomes of students who are supported with grant funds are used in the calculation: performance outcomes of students who are supported with State credit hour reimbursements (included in the ICCB unrestricted base operating grant) are not. City Colleges expects funding of \$1.1 million for FY2019.

# CITY COLLEGES OF CHICAGO

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**Adult Education – Federal Basic:** This grant provides funds for Adult Education and Family Literacy providers to assist adults in becoming literate and obtaining the knowledge and skills necessary for employment and self-sufficiency; to assist adults who are parents in obtaining the educational skills necessary to become full partners in the educational development of their children; and to assist adults in completing a secondary school education. City Colleges expects to receive funding of \$1.6 million in FY2019.

**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 21<sup>st</sup> century. The primary goals of this vision are improving student achievement and preparing students for postsecondary education, further learning, and careers. City Colleges is anticipating an award of \$2.48 million from the Perkins Act in FY2019.

**Predominantly Black Institutions (PBI) Pipeline to Careers in Healthcare – Federal:** Malcolm X College receives funding from DOE to increase the number of African-American males enrolled in and successfully graduating from a health science program. The program is also designed to improve teacher effectiveness in math and science courses at the secondary, high school, and college levels. Finally, the program will implement a six – week summer healthcare education program to help African-American high school students gain an understanding and admission to healthcare programs such as nursing, surgical technology, and EMT. The Pipeline to Careers in Healthcare Grant is a five-year project that began October 1, 2015 and runs through September 30, 2020. City Colleges is budgeted to receive \$590,500 in FY2019.

**Title V Truman College Critical Reading and Science Centers – Federal:** Truman College receives funding from the DOE to strengthen a cohort of academic support centers that have been demonstrated to meet the academic needs of Hispanic students and other low-income students and will ultimately increase the number and proportion of high-need students who are academically prepared for, enroll in, or complete on time college, other postsecondary education, or other career and technical education. The Title V program is a five-year project that began October 1, 2015 and runs through September 30, 2020. City Colleges is budgeted to receive \$490,546 in FY2019.

**Educational Opportunity Center (TRIO) – Federal:** Malcolm X College receives funding from the DOE to provide counseling and information on college admissions to qualified adults who want to enter or continue a program of postsecondary education. The program also provides counseling on financial aid options and to assist in the application process. The Educational Opportunity Center is a five-year project that began September 1, 2016 and runs through August 31, 2021.-City Colleges is budgeted to receive \$236,900 in FY2019.

**Student Support Services (TRIO) – Federal:** Malcolm X and Truman College receive funding from the DOE which provides opportunities for academic development, assists students with basic college requirements, and serves to motivate students toward the successful completion of their postsecondary education. The Student Support Services grant is a five-year project that began September 1, 2015 and runs through August 31, 2020. City Colleges is budgeted to receive \$447,198 in FY2019.

**Talent Search Project (TRIO) – Federal:** Kennedy-King College receives funding from the DOE to provide academic, career, and financial counseling to students as well as encourage them to graduate from high school and continue on to and complete their postsecondary education. The Talent Search Program is a five-year project that renewed September 1, 2016 and runs through August 31, 2021. City Colleges is budgeted to receive \$312,954 in FY2019.

**Alternative School Network Programs – Local:** City Colleges was budgeted to receive \$192,000 from Alternative School Networks in FY2018. The funding from ASN subsidizes two programs: Youth Scholar Skills

# CITY COLLEGES OF CHICAGO

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and Services, which provides skills development training to youth; and the Re-Enrolled Student Project. City Colleges is budgeted to receive \$510,000 in FY2019.

**Youth Connection Charter School – Local:** City Colleges budgeted \$2.5 million in FY2018 from Youth Connection Charter Schools to provide world-class education to at-risk students and high school dropouts at the Truman and Olive-Harvey Middle Schools. The programs are committed to academic excellence, student development, cultural enrichment, and social equity. The programs prepare students for quality life experiences, technological literacy, graduation, vocational and postsecondary education and competitive employment. City Colleges is budgeted to receive \$2.5 million in FY2019.



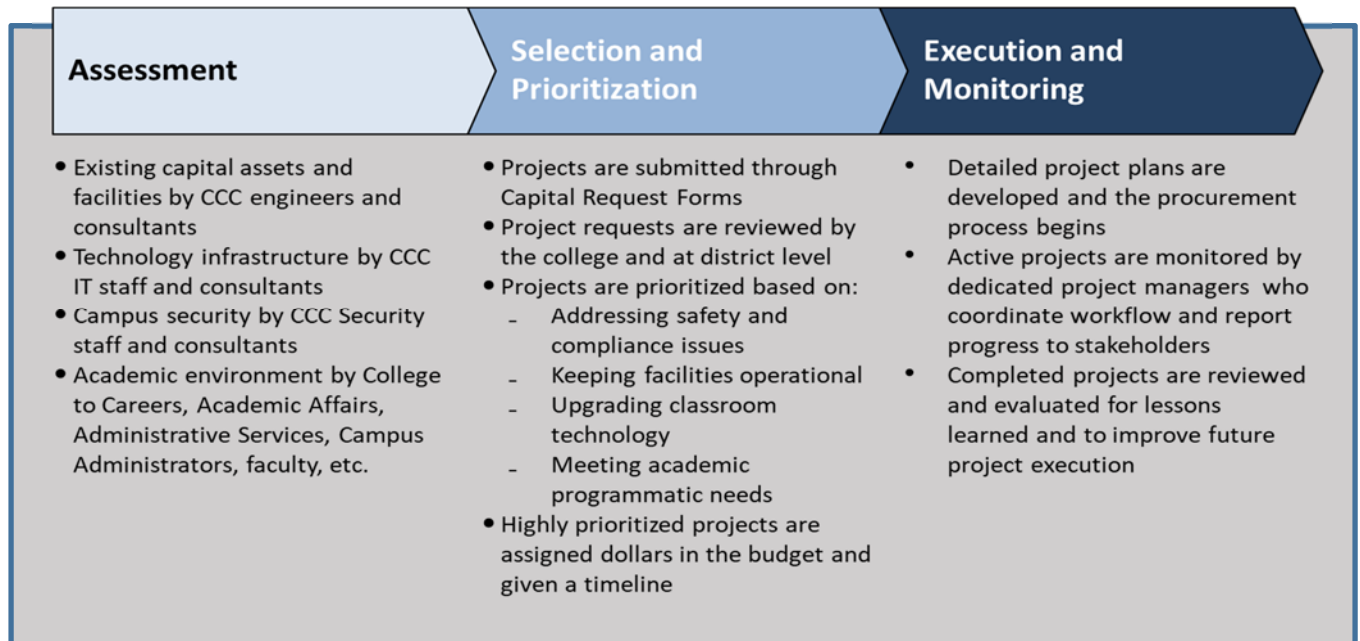
# CITY COLLEGES OF CHICAGO

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## CAPITAL INVESTMENTS

### ***CAPITAL IMPROVEMENT PLANNING PROCESS OVERVIEW***

The Capital Plan is based upon a comprehensive condition assessment survey of all existing capital assets and is updated annually. The plan covers the building envelope, facility infrastructure, and the surrounding site landscape. It includes \$44.4 million over the five-year term in system-wide academic and student-facing technology enhancements (i.e., district-wide infrastructure improvements, smart classrooms, science classrooms, libraries, labs, student support centers and One Stop Shop – Express Admission Spaces); a new Advanced Manufacturing and Engineering Center at Richard J. Daley College; and a new Transportation, Distribution and Logistics Center at Olive-Harvey College. The condition survey was conducted by the City Colleges team of building engineers, Department of Administrative and Procurement Services representatives and project managers:

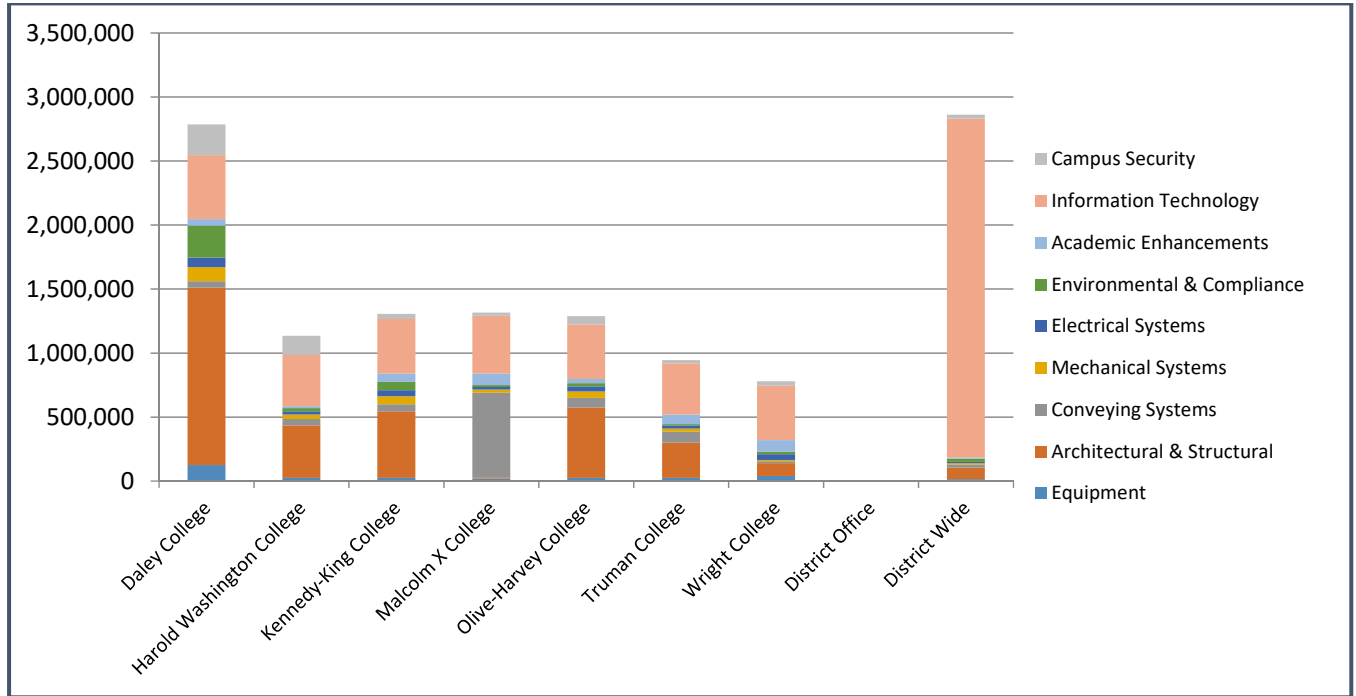


On July 1, 2018, FY2019 will commence and with it, City Colleges of Chicago will enter into its next five-year, \$236.9 million Capital Plan consisting of key new facility additions, strategic programmatic improvements and necessary deferred maintenance. For FY2019, City Colleges budgeted capital investments of \$30.2 million with an additional Capital commitment of \$15.6 M for the construction and operational efforts for the new Engineering and Advanced Manufacturing Center at Richard J. Daley College; \$ 17.75 million in new facilities construction (including Daley EAMC) and \$12.41 million in academic enhancements and all remaining categories of capital improvements to existing infrastructure and information technology. Additionally as a result of updating the capital planning process for the FY2019 capital budget, the total five year capital investment has been reduced to \$236.9 million due primarily to savings achieved due to efficiencies gained through Energy Performance savings from projects executed in previous capital plans and fiscal pressures from the continued uncertainty of State of Illinois funding.

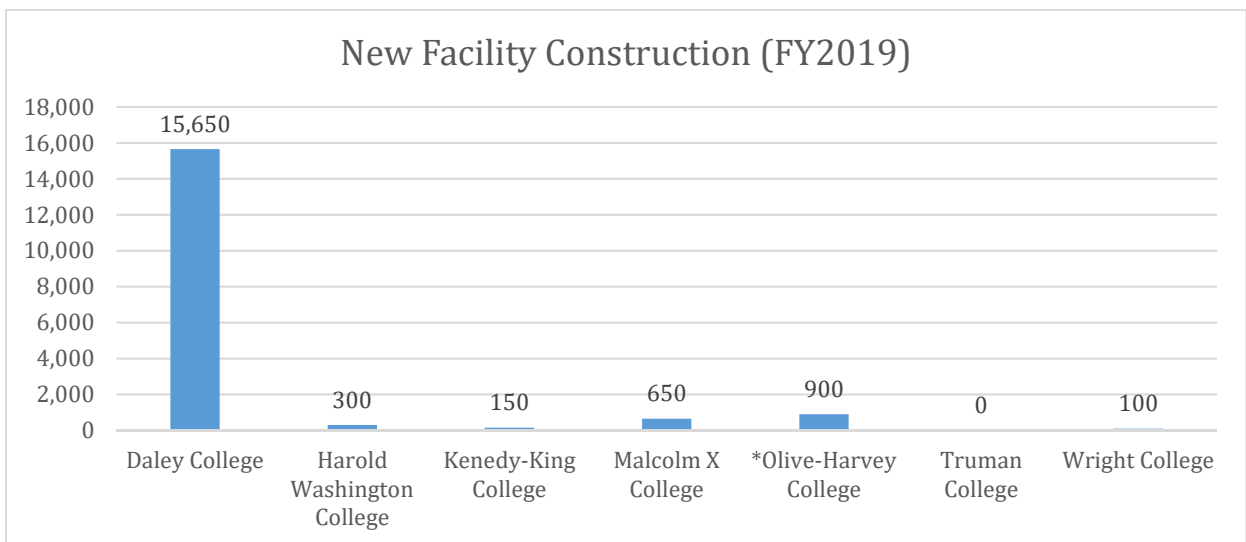
The FY2019 plan proposes a total commitment of \$12.41 million in existing enhancements and \$17.75 new facility construction allocated by college, as follows:

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District-wide spend is comprised of projects executed across multiple campuses to take advantage of economies of scale and ensure consistency across the campuses. The project types include but are not limited to Accessibility projects, IT systems projects, HR systems, security access, and deferred maintenance. The capital spend is distributed according to both conditional and programmatic capital needs. The new Engineering and Advanced Manufacturing Center at Daley College and the Transportation Distribution and Logistics Center at Olive-Harvey College are both under construction and create additional capital demand for programmatic support equipment necessary to operate programs as these facilities are brought on line.



\*10.9M Funded in FY2018 to Olive-Harvey TDL

# CITY COLLEGES OF CHICAGO

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## City Colleges of Chicago FY2019 Capital Plan Proposal: Allocated by functional area

Functional Area	FY2019 budget (\$ in millions)	% of total budget
Equipment <sup>1</sup>	0.30	0.99%
Architectural & Structural <sup>2</sup>	3.34	11.07%
Conveying Systems <sup>3</sup>	1.01	3.36%
Mechanical Systems <sup>4</sup>	0.32	1.09%
Electrical Systems	0.29	0.95%
Environmental & Compliance <sup>5</sup>	0.44	1.44%
Academic Enhancements <sup>6</sup>	0.43	1.42%
Information Technology <sup>7</sup>	5.67	18.80%
Campus Security <sup>8</sup>	0.61	2.02%
<b>Campus Sub -Total</b>	<b>\$ 12.41</b>	<b>41.14%</b>
New Facilities	17.75	58.86%
<b>Total</b>	<b>\$ 30.16</b>	<b>100.0%</b>

<sup>1</sup> Capital equipment, vehicles, and fixtures primarily associated with academic programs

<sup>2</sup> Repair and enhancement to current building structures

<sup>3</sup> Elevators and escalators

<sup>4</sup> HVAC units, controls, ducts, ventilation, and plumbing

<sup>5</sup> Includes material and contamination mitigation measures and efforts

<sup>6</sup> Academic Enhancement includes capital environmental upgrades benefiting academics

<sup>7</sup> IT budget includes campus technology as well as smart classrooms

<sup>8</sup> Security is capital associated with surveillance and access systems

# CITY COLLEGES OF CHICAGO

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ALL CAMPUSES FY2019-2023						
	2019	2020	2021	2022	2023	Total
<b>ALL CAMPUSES</b>						
Equipment	\$300,000	\$450,000	\$375,000	\$390,000	\$345,000	\$1,860,000
Architectural & Structural	\$3,340,000	\$15,275,000	\$10,420,000	\$6,815,000	\$6,070,000	\$41,920,000
Conveying Systems	\$1,015,000	\$3,540,000	\$3,440,000	\$3,130,000	\$2,945,000	\$14,070,000
Mechanical Systems	\$327,500	\$3,998,801	\$2,958,001	\$2,476,000	\$2,104,500	\$11,864,802
Electrical Systems	\$287,500	\$1,247,000	\$937,000	\$937,000	\$737,000	\$4,145,500
Environmental & Compliance	\$435,000	\$600,000	\$600,000	\$600,000	\$600,000	\$2,835,000
Academic Enhancements	\$427,500	\$2,732,500	\$2,157,500	\$1,382,500	\$707,500	\$7,407,500
Information Technology	\$5,672,000	\$9,032,000	\$10,017,000	\$9,992,000	\$9,717,000	\$44,430,000
Campus Security	\$610,000	\$1,852,500	\$1,605,000	\$1,390,000	\$1,330,000	\$6,787,500
New Facilities	\$17,750,000	\$12,525,000	\$28,875,000	\$27,350,000	\$15,075,000	\$101,575,000
<b>Totals</b>	<b>\$30,164,500</b>	<b>\$51,252,801</b>	<b>\$61,384,501</b>	<b>\$54,462,500</b>	<b>\$39,631,000</b>	<b>\$236,895,302</b>

	2019	2020	2021	2022	2023	Total
<b>Daley College</b>						
Equipment	\$125,000	\$50,000	\$50,000	\$50,000	\$50,000	\$325,000
Architectural & Structural	\$1,385,000	\$3,905,000	\$2,280,000	\$1,200,000	\$730,000	\$9,500,000
Conveying Systems	\$50,000	\$200,000	\$200,000	\$200,000	\$125,000	\$775,000
Mechanical Systems	\$110,000	\$281,101	\$242,601	\$128,500	\$65,000	\$827,202
Electrical Systems	\$75,000	\$237,000	\$262,000	\$187,000	\$187,000	\$948,000
Environmental & Compliance	\$250,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,450,000
Academic Enhancements	\$50,000	\$125,000	\$150,000	\$125,000	\$150,000	\$600,000
Information Technology	\$500,000	\$1,175,000	\$1,175,000	\$1,175,000	\$1,175,000	\$5,200,000
Campus Security	\$240,000	\$340,000	\$315,000	\$340,000	\$315,000	\$1,550,000
New Facilities	\$15,650,000	\$750,000	\$1,500,000	\$1,500,000	\$750,000	\$20,150,000
<b>Total Daley College</b>	<b>\$18,435,000</b>	<b>\$7,363,101</b>	<b>\$6,474,601</b>	<b>\$5,205,500</b>	<b>\$3,847,000</b>	<b>\$41,325,202</b>

	2019	2020	2021	2022	2023	Total
<b>Harold Washington College</b>						
Equipment	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Architectural & Structural	\$410,000	\$2,100,000	\$1,625,000	\$1,375,000	\$1,875,000	\$7,385,000
Conveying Systems	\$50,000	\$1,875,000	\$1,850,000	\$1,850,000	\$1,850,000	\$7,475,000
Mechanical Systems	\$35,000	\$660,000	\$535,000	\$285,000	\$260,000	\$1,775,000
Electrical Systems	\$25,000	\$200,000	\$50,000	\$200,000	\$50,000	\$525,000
Environmental & Compliance	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Academic Enhancements	\$15,000	\$25,000	\$25,000	\$25,000	\$25,000	\$115,000
Information Technology	\$400,000	\$840,000	\$825,000	\$800,000	\$725,000	\$3,590,000
Campus Security	\$150,000	\$450,000	\$250,000	\$50,000	\$50,000	\$950,000
New Facilities	\$300,000	\$1,825,000	\$2,825,000	\$2,825,000	\$2,575,000	\$10,350,000
<b>Total Harold Washington College</b>	<b>\$1,435,000</b>	<b>\$8,025,000</b>	<b>\$8,035,000</b>	<b>\$7,460,000</b>	<b>\$7,460,000</b>	<b>\$32,415,000</b>

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

# CITY COLLEGES OF CHICAGO

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	2019	2020	2021	2022	2023	Total
<b>Kennedy-King College</b>						
Equipment	\$25,000	\$140,000	\$75,000	\$115,000	\$70,000	\$425,000
Architectural & Structural	\$520,000	\$700,000	\$275,000	\$425,000	\$1,225,000	\$3,145,000
Conveying Systems	\$55,000	\$240,000	\$240,000	\$115,000	\$115,000	\$765,000
Mechanical	\$62,500	\$312,500	\$237,500	\$237,500	\$225,000	\$1,075,000
Electrical	\$47,500	\$125,000	\$125,000	\$75,000	\$50,000	\$422,500
Environmental & Compliance	\$65,000	\$75,000	\$75,000	\$75,000	\$75,000	\$365,000
Academic Enhancements	\$65,000	\$100,000	\$75,000	\$50,000	\$75,000	\$365,000
Information Technology	\$425,000	\$950,000	\$950,000	\$950,000	\$950,000	\$4,225,000
Campus Security	\$40,000	\$162,500	\$140,000	\$100,000	\$115,000	\$557,500
New Facilities	\$150,000	\$1,250,000	\$2,500,000	\$1,500,000	\$1,500,000	\$6,900,000
<b>Total Kennedy-King College</b>	<b>\$1,455,000</b>	<b>\$4,055,000</b>	<b>\$4,692,500</b>	<b>\$3,642,500</b>	<b>\$4,400,000</b>	<b>\$18,245,000</b>

	2019	2020	2021	2022	2023	Total
<b>Malcolm X College</b>						
Equipment	\$20,000	\$85,000	\$75,000	\$50,000	\$50,000	\$280,000
Architectural & Structural	\$10,000	\$155,000	\$100,000	\$525,000	\$100,000	\$890,000
Conveying Systems	\$660,000	\$575,000	\$575,000	\$515,000	\$505,000	\$2,830,000
Mechanical	\$25,000	\$140,000	\$172,500	\$50,000	\$70,000	\$457,500
Electrical	\$20,000	\$100,000	\$75,000	\$100,000	\$75,000	\$370,000
Environmental & Compliance	\$15,000	\$50,000	\$50,000	\$50,000	\$50,000	\$215,000
Academic Enhancements	\$90,000	\$100,000	\$75,000	\$50,000	\$50,000	\$365,000
Information Technology	\$450,000	\$700,000	\$700,000	\$700,000	\$700,000	\$3,250,000
Campus Security	\$25,000	\$115,000	\$115,000	\$115,000	\$90,000	\$460,000
New Facilities	\$650,000	\$1,200,000	\$750,000	\$750,000	\$2,000,000	\$5,350,000
<b>Total Malcolm X College</b>	<b>\$1,965,000</b>	<b>\$3,220,000</b>	<b>\$2,687,500</b>	<b>\$2,905,000</b>	<b>\$3,690,000</b>	<b>\$14,467,500</b>

	2019	2020	2021	2022	2023	Total
<b>Olive-Harvey College</b>						
Equipment	\$25,000	\$50,000	\$50,000	\$50,000	\$50,000	\$225,000
Architectural & Structural	\$550,000	\$1,125,000	\$475,000	\$325,000	\$200,000	\$2,675,000
Conveying Systems	\$75,000	\$300,000	\$225,000	\$75,000	\$75,000	\$750,000
Mechanical	\$50,000	\$50,000	\$50,000	\$50,000	\$25,000	\$225,000
Electrical	\$40,000	\$100,000	\$100,000	\$100,000	\$100,000	\$440,000
Environmental & Compliance	\$25,000	\$50,000	\$50,000	\$50,000	\$50,000	\$225,000
Academic Enhancements	\$32,500	\$1,005,000	\$80,000	\$55,000	\$55,000	\$1,227,500
Information Technology	\$425,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,425,000
Campus Security	\$65,000	\$150,000	\$150,000	\$150,000	\$125,000	\$640,000
New Facilities	\$900,000	\$2,100,000	\$250,000	\$250,000	\$250,000	\$3,750,000
<b>Total Olive-Harvey College</b>	<b>\$2,187,500</b>	<b>\$5,930,000</b>	<b>\$2,430,000</b>	<b>\$2,105,000</b>	<b>\$1,930,000</b>	<b>\$14,582,500</b>

# CITY COLLEGES OF CHICAGO

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	2019	2020	2021	2022	2023	Total
<b>Truman College</b>						
Equipment	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Architectural & Structural	\$275,000	\$3,575,000	\$3,075,000	\$850,000	\$100,000	\$7,875,000
Conveying Systems	\$85,000	\$150,000	\$150,000	\$175,000	\$150,000	\$710,000
Mechanical	\$25,000	\$960,200	\$870,400	\$600,000	\$609,500	\$3,065,100
Electrical	\$25,000	\$175,000	\$25,000	\$25,000	\$25,000	\$275,000
Environmental & Compliance	\$10,000	\$25,000	\$25,000	\$25,000	\$25,000	\$110,000
Academic Enhancements	\$75,000	\$800,000	\$1,300,000	\$525,000	\$25,000	\$2,725,000
Information Technology	\$400,000	\$1,060,000	\$1,060,000	\$1,060,000	\$1,060,000	\$4,640,000
Campus Security	\$25,000	\$75,000	\$75,000	\$75,000	\$75,000	\$325,000
New Facilities	\$0	\$400,000	\$400,000	\$400,000	\$400,000	\$1,600,000
<b>Total Truman College</b>	<b>\$945,000</b>	<b>\$7,245,200</b>	<b>\$7,005,400</b>	<b>\$3,760,000</b>	<b>\$2,494,500</b>	<b>\$21,450,100</b>

	2019	2020	2021	2022	2023	Total
<b>Wright College</b>						
Equipment	\$40,000	\$50,000	\$50,000	\$50,000	\$50,000	\$240,000
Architectural & Structural	\$100,000	\$2,325,000	\$1,000,000	\$525,000	\$250,000	\$4,200,000
Conveying Systems	\$15,000	\$175,000	\$175,000	\$175,000	\$100,000	\$640,000
Mechanical	\$10,000	\$1,495,000	\$750,000	\$1,025,000	\$750,000	\$4,030,000
Electrical	\$45,000	\$160,000	\$150,000	\$100,000	\$100,000	\$555,000
Environmental & Compliance	\$20,000	\$50,000	\$50,000	\$50,000	\$50,000	\$220,000
Academic Enhancement	\$90,000	\$477,500	\$352,500	\$452,500	\$227,500	\$1,600,000
Information Technology	\$425,000	\$685,000	\$685,000	\$685,000	\$685,000	\$3,165,000
Campus Security	\$35,000	\$125,000	\$125,000	\$125,000	\$125,000	\$535,000
New Facilities	\$100,000	\$5,000,000	\$20,650,000	\$20,125,000	\$7,600,000	\$53,475,000
<b>Total Wright College</b>	<b>\$880,000</b>	<b>\$10,542,500</b>	<b>\$23,987,500</b>	<b>\$23,312,500</b>	<b>\$9,937,500</b>	<b>\$68,660,000</b>

	2019	2020	2021	2022	2023	Total
<b>District-Wide</b>						
Equipment	\$15,000	\$25,000	\$25,000	\$25,000	\$25,000	\$115,000
Architectural & Structural	\$90,000	\$1,390,000	\$1,590,000	\$1,590,000	\$1,590,000	\$6,250,000
Conveying Systems	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Mechanical	\$10,000	\$100,000	\$100,000	\$100,000	\$100,000	\$410,000
Electrical	\$10,000	\$150,000	\$150,000	\$150,000	\$150,000	\$610,000
Environmental & Compliance	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Academic Enhancements	\$10,000	\$100,000	\$100,000	\$100,000	\$100,000	\$410,000
Information Technology	\$2,647,000	\$2,622,000	\$3,622,000	\$3,622,000	\$3,422,000	\$15,935,000
Campus Security	\$30,000	\$435,000	\$435,000	\$435,000	\$435,000	\$1,770,000
New Facilities	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total District-Wide College</b>	<b>\$2,862,000</b>	<b>\$4,872,000</b>	<b>\$6,072,000</b>	<b>\$6,072,000</b>	<b>\$5,872,000</b>	<b>\$25,750,000</b>

# CITY COLLEGES OF CHICAGO

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## City Colleges of Chicago Five Year Projection-Capital Funding Plan

Sources	Updated Amount (in millions)
<b>State</b>	
Kennedy King College Culinary Arts Facility	\$12.0
Olive Harvey College TDL	\$ 6.6
Olive Harvey College TDL Funding for Restart	\$ 8.0
Truman College Exterior Restoration	\$ 5.0
Humboldt Park Vocational Center Expansion Study	\$ 0.1
Humboldt Park Education Center Improvements	\$5.5
<b>Subtotal</b>	<b>\$37.2</b>
<b>Local</b>	
Cash utilized for capital purposes	\$136.6
Remaining Bond Proceeds (\$78.2M New)	\$63.0
<b>Subtotal</b>	<b>\$199.6</b>
<b>TOTAL CAPITAL RESOURCES</b>	<b>\$236.9</b>



# CITY COLLEGES OF CHICAGO

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## IMPACT OF CAPITAL IMPROVEMENTS ON OPERATING BUDGET

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

The impact of capital expenditures in total on the Operating Budget are one of the factors considered before capital appropriations are proposed. Examples include the following improvements, which will be put into service as a result of the City Colleges FY2019 Capital Budget: Dawson Tech’s HVAC Conversion and Building Automation System, Daley College’s New Manufacturing building construction, Truman College’s Biology Labs and Wright College’s CIS Space. Below are the expected impacts from these selected examples on the operating budget for the FY2019 planned and continuing projects:

Campus – Project	Investment	Benefit
<b>Daley College</b> 100 kW Solar PV 384 Modules	\$472,117	<b>Annual Impact:</b> 120,000 kWh per year, \$12,000 per year
<b>Daley College</b> New Engineering & Advanced Manufacturing Center	\$45,000,000	<b>Anticipated Energy Efficiency Rebate:</b> \$350,000
<b>Dawson Technical Institute</b> 37 kW Solar PV 168 Modules	\$190,400	<b>Annual Impact:</b> 48,000 kWh per year, \$4,800 per year
<b>Kennedy-King College</b> HVAC Controls and Retro Commissioning	\$425,000	<b>Annual Impact:</b> \$52,000 per year
<b>New Malcolm X College</b> Walkable Green Roof and Storm Water Harvesting	Landscape \$2,771,883 Civil Eng. \$2,146,334	<b>Anticipated Annual Impact:</b> \$35,000 - \$40,000
<b>Olive-Harvey College TDL</b> Storm Water Mgmt. & Energy Recovery Unit	\$1,936,000	<b>Anticipated Annual Impact:</b> \$38,000
<b>Wright College</b> Learning Resource Center- Roof Upgrade	\$5,500,000	<b>Anticipated Annual Impact:</b> \$30,000
<b>Wright College</b> Electro-Magnetic Chiller Upgrade	\$868,000	<b>Anticipated Annual Impact:</b> \$50,000 <b>Energy Efficiency Rebate:</b> \$302,760
<b>District-Wide</b> Electrical Systems Preventative Maintenance	\$2,100,000	<b>Anticipated Annual Impact:</b> \$51,000 - \$204,000
<b>District-Wide</b> Energy Performance Improvements	\$6,858,971	<b>Anticipated Annual Impact:</b> \$35,000 - \$40,000
<b>Total Anticipated FY2019 Annual Impact:</b>		<b>\$960,560 - \$1,123,560</b>

# CITY COLLEGES OF CHICAGO

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## ***NEW CONSTRUCTION ACTIVITIES***

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

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

The project will execute a campus master plan goal to link the 2 properties bifurcated by 76th Street with a gracious, fully enclosed pedestrian bridge. The bridge circulation shall allow persons walking north over 76th street to culminate in a volume that facilitates quick identification and direct access to the following levels of the existing Main Building. All work will be completed by authorized contractors in compliance with applicable codes and standards.

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

## ***MAJOR CAMPUS PROJECTS***

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

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

## ***TECHNOLOGY SOFTWARE UPGRADES***

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

# CITY COLLEGES OF CHICAGO

Community College District No. 508

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## DEBT

### *Debt Structure*

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

In FY2019, City Colleges is budgeting \$20,723,888 for debt service expenditures, which includes total interest of \$16,173,888 for the Unlimited Tax General Obligation Bonds (Dedicated Revenues) Series 2013 and Series 2017 and \$4,550,000 principal payment for the Series 2013 \$250 million bonds. Both Series 2013 and 2017 bonds are amortized over 30-years and are issued with an average interest rate of 5% with payments made on June 1 and December 1 of each year. The last payment for the Series 2013 and 2017 bonds is December 1 of 2043 and 2047, respectively.

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

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

### *Legal Debt Limit*

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

**FINANCIAL SUMMARY AND TABLES**

# CITY COLLEGES OF CHICAGO

Community College District No. 508

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# CITY COLLEGES OF CHICAGO

## Community College District No. 508

### FY2019 Budget Request- All Funds Summary

	Operating Funds	Auxiliary Enterprise Fund	Total		Bond & Interest Fund	Operations and Maintenance	Total All Funds
			Unrestricted Funds	Restricted Funds		Fund (Restricted)	
Operating Funds to be Appropriated	-	-	-	-	-	-	-
Net Assets to be Appropriated	1,500,000	-	1,500,000	-	-	30,164,500	31,664,500
<b>2019 Revenues</b>							
Estimated 2017 Tax Levy	62,923,193	-	62,923,193	-	-	-	62,923,193
Estimated 2018 Tax Levy	63,345,845	-	63,345,845	-	-	-	63,345,845
Estimated Loss and Cost	(4,494,058)	-	(4,494,058)	-	-	-	(4,494,058)
Local Government Grants (less PPRT)	-	-	-	4,448,218	-	-	4,448,218
<b>Local Government Total</b>	<b>121,774,980</b>	<b>-</b>	<b>121,774,980</b>	<b>4,448,218</b>	<b>-</b>	<b>-</b>	<b>126,223,198</b>
Personal Property Replacement Tax	-	-	-	-	12,705,000	-	12,705,000
State Government	52,695,719	-	52,695,719	9,919,994	-	-	62,615,713
Federal Government	2,012,104	-	2,012,104	84,825,871	-	-	86,837,975
Tuition and Fees	99,037,809	-	99,037,809	-	-	-	99,037,809
Auxiliary/Enterprise	2,396,332	8,601,174	10,997,506	-	-	-	10,997,506
Investment Revenue	1,473,921	-	1,473,921	-	-	-	1,473,921
Other Sources	4,460,150	-	4,460,150	-	-	-	4,460,150
<b>Revenue Total</b>	<b>162,076,035</b>	<b>8,601,174</b>	<b>170,677,209</b>	<b>94,745,865</b>	<b>12,705,000</b>	<b>-</b>	<b>278,128,074</b>
<b>Resource Total</b>	<b>285,351,015</b>	<b>8,601,174</b>	<b>293,952,189</b>	<b>99,194,083</b>	<b>12,705,000</b>	<b>30,164,500</b>	<b>436,015,772</b>
<b>2019 Expenditures by Program</b>							
Instruction	99,380,626	475,050	99,855,676	3,909,534	-	-	103,765,210
Academic Support	21,175,260	-	21,175,260	4,315,557	-	-	25,490,817
Student Services	39,204,402	25,070	39,229,472	2,994,754	-	-	42,224,226
Public Service	-	1,261,290	1,261,290	608,673	-	-	1,869,963
Organized Research	-	-	-	48,601	-	-	48,601
Auxiliary/Enterprise	5,553,676	7,135,576	12,689,252	660,435	-	-	13,349,687
Operations and Maintenance	40,527,200	-	40,527,200	-	20,723,888	-	61,251,088
Institutional Support	57,657,235	436,501	58,093,736	294,293	-	30,164,500	88,552,530
Scholarships, Grants, Waivers	13,101,414	-	13,101,414	86,362,235	-	-	99,463,649
<b>Expenditure Total</b>	<b>276,599,813</b>	<b>9,333,487</b>	<b>285,933,300</b>	<b>99,194,083</b>	<b>20,723,888</b>	<b>30,164,500</b>	<b>436,015,772</b>
<b>2019 Expenditures by Object</b>							
Salaries	177,318,338	5,965,464	183,283,802	8,939,051	-	-	192,222,853
Employee Benefits	39,776,106	1,260,806	41,036,912	1,539,109	-	-	42,576,021
Contractual Services	15,994,992	1,042,857	17,037,849	806,757	-	-	17,844,606
Materials and Supplies	12,775,031	925,876	13,700,907	1,196,291	-	-	14,897,198
Travel and Conference	813,119	52,375	865,494	168,567	-	-	1,034,061
Capital Outlay	-	-	-	-	-	30,164,500	30,164,500
Fixed Charges	2,137,221	69,610	2,206,831	1,185	20,723,888	-	22,931,904
Utilities	8,317,686	-	8,317,686	276	-	-	8,317,962
Other Expenditures							
Bad Debt	5,212,846	-	5,212,846	-	-	-	5,212,846
Waivers and Scholarships	13,089,414	6,000	13,095,414	86,362,235	-	-	99,457,649
Other Expenditures	1,165,060	10,500	1,175,560	180,611	-	-	1,356,171
<b>Object Total</b>	<b>276,599,813</b>	<b>9,333,488</b>	<b>285,933,301</b>	<b>99,194,083</b>	<b>20,723,888</b>	<b>30,164,500</b>	<b>436,015,772</b>
<b>Resource less Expenditure</b>	<b>8,751,202</b>	<b>(732,313)</b>	<b>8,018,889</b>	<b>-</b>	<b>(8,018,888)</b>	<b>-</b>	<b>-</b>
Underwriting Transfer from Operating	-	732,313	732,313	-	8,018,888	-	8,751,201
Repayment to Working Cash Fund	-	-	-	-	-	-	-
<b>Net Balance after Transfers</b>	<b>8,751,202</b>	<b>-</b>	<b>8,751,202</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,751,201</b>

**CITY COLLEGES OF CHICAGO**  
**Community College District No. 508**

**FY2019 Budget Request - Operating Funds by Campus**

Type Program Description	Daley	Harold Washington	Kennedy-King	Malcolm X	Olive- Harvey	Truman	Wright	District Office	General Appropriation	Total
<b>Expenditures by Program</b>										
Instruction	11,183,329	18,662,753	11,249,740	18,943,109	8,098,306	13,785,703	17,238,686	219,000	-	99,380,626
Academic Support	1,686,652	1,957,054	1,810,858	3,528,084	1,345,723	1,860,234	2,733,272	2,678,001	3,575,381	21,175,260
Student Services	4,747,285	7,297,438	4,098,546	5,893,681	3,406,083	5,226,283	6,902,061	1,633,025	-	39,204,402
Auxiliary/Enterprise	330,365	-	698,311	524,896	378,847	505,933	362,474	2,752,850	-	5,553,676
Operations and Maintenance	5,811,500	3,653,225	6,629,416	5,879,383	5,068,284	4,995,511	5,025,746	3,374,135	90,000	40,527,200
Institutional Support	1,589,852	3,074,993	2,324,074	3,192,248	2,517,720	1,975,386	2,480,599	32,711,998	7,790,364	57,657,234
Scholarships, Grants, Waivers	150,000	153,487	209,650	359,745	241,605	333,408	128,096	2,513,423	9,012,000	13,101,414
<b>Total</b>	<b>25,498,983</b>	<b>34,798,951</b>	<b>27,020,595</b>	<b>38,321,146</b>	<b>21,056,568</b>	<b>28,682,459</b>	<b>34,870,935</b>	<b>45,882,431</b>	<b>20,467,745</b>	<b>276,599,814</b>
<b>Expenditures by Object</b>										
Salaries	18,431,025	25,699,849	19,005,021	27,156,356	14,883,124	20,917,475	25,796,191	23,945,758	1,483,539	177,318,338
Employee Benefits	4,108,003	5,645,614	4,183,543	6,450,004	3,513,057	4,456,535	5,635,271	6,238,487	(454,407)	39,776,107
Contractual Services	860,307	1,866,105	745,169	2,059,627	751,295	834,291	1,268,599	4,515,081	3,094,517	15,994,991
Materials and Supplies	598,098	618,772	907,869	853,264	713,813	818,350	738,678	6,852,938	673,250	12,775,031
Travel and Conference	85,550	71,623	66,994	86,050	94,575	102,700	108,500	157,127	40,000	813,119
Fixed Charges	85,000	60,000	85,000	75,000	100,000	119,700	115,000	291,521	1,206,000	2,137,221
Utilities	1,091,000	486,500	1,766,350	1,160,100	715,100	1,015,000	915,600	1,168,036	-	8,317,686
Other Expenditure										
Bad Debt	-	-	-	-	-	-	-	-	5,212,846	5,212,846
Waivers and Scholarships	150,000	153,488	209,650	359,746	241,604	333,408	128,096	2,513,423	9,000,000	13,089,415
Other Expenses	90,000	197,000	51,000	121,000	44,000	85,000	165,000	200,060	212,000	1,165,060
<b>Total</b>	<b>25,498,983</b>	<b>34,798,951</b>	<b>27,020,595</b>	<b>38,321,146</b>	<b>21,056,568</b>	<b>28,682,459</b>	<b>34,870,935</b>	<b>45,882,431</b>	<b>20,467,745</b>	<b>276,599,814</b>

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



# CITY COLLEGES OF CHICAGO

## Community College District No. 508

### Education Fund

Type	Program Description	FY 2017 Audit	FY 2018 Budget	FY 2019 Budget Request
<b>Revenues</b>				
	Local Government	83,445,797	86,916,924	89,026,351
	State Government	24,019,715	52,906,849	52,695,719
	Federal Government	2,179,669	2,002,630	2,012,104
	Tuition and Fees	98,522,610	94,674,700	99,037,809
	Auxiliary/Enterprise	403,542	845,000	939,761
	Investment Revenue	451,149	120,000	1,473,921
	Other Sources	905,471	5,040,000	4,460,150
	<b>Revenue Total</b>	<b>209,927,953</b>	<b>242,506,103</b>	<b>249,645,815</b>
<b>Expenditures by Program</b>				
	Instruction	94,613,750	95,852,903	99,380,626
	Academic Support	19,345,188	19,832,163	21,175,260
	Student Services	35,123,433	38,497,523	39,204,402
	Public Service	288	16,326	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	7,705,024	5,331,754	5,553,676
	Operations and Maintenance	12,458,784	11,540,297	11,047,306
	Institutional Support	74,405,072	52,264,214	51,431,929
	Scholarships, Grants, Waivers	11,774,978	15,031,298	13,101,414
	<b>Total</b>	<b>255,426,519</b>	<b>238,366,479</b>	<b>240,894,613</b>
<b>Expenditures by Object</b>				
	Salaries	176,904,757	157,422,607	161,939,906
	Employee Benefits	33,002,890	33,971,016	31,569,280
	Contractual Services	10,070,037	10,562,760	13,307,932
	Materials and Supplies	11,014,095	9,804,717	11,906,799
	Travel and Conference	430,712	886,591	813,119
	Capital Outlay	57,346	-	-
	Fixed Charges	1,096,841	810,593	787,221
	Utilities	1,243,408	888,931	1,103,036
	Other Expenditures			
	Bad Debt	9,567,383	7,901,082	5,212,846
	Waivers and Scholarships	11,545,250	14,942,074	13,089,414
	Other Expenditures	493,800	1,176,108	1,165,060
	<b>Total</b>	<b>255,426,519</b>	<b>238,366,479</b>	<b>240,894,613</b>
	<b>Revenues less Expenditures</b>	<b>(45,498,566)</b>	<b>4,139,624</b>	<b>8,751,202</b>

# CITY COLLEGES OF CHICAGO

Community College District No. 508

## Operations and Maintenance Funds

Type	Program Description	FY 2017 Audit	FY 2018 Budget	FY 2019 Budget Request
<b>Revenues</b>				
	Local Government	28,947,715	29,084,458	27,936,737
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	1,146,534	1,245,149	1,456,571
	Investment Revenue	-	-	-
	Other Sources	7,943	5,975	-
<b>Revenue Total</b>		<b>30,102,192</b>	<b>30,335,582</b>	<b>29,393,308</b>
<b>Expenditures by Program</b>				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	-	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	-	-	-
	Operations and Maintenance	28,127,754	28,920,445	29,393,308
	Institutional Support	(8,921)	-	-
	Scholarships, Grants, Waivers	-	-	-
<b>Total</b>		<b>28,118,833</b>	<b>28,920,445</b>	<b>29,393,308</b>
<b>Expenditures by Object</b>				
	Salaries	15,238,707	14,373,828	15,138,838
	Employee Benefits	2,650,448	3,884,139	4,091,790
	Contractual Services	1,764,969	1,492,000	1,929,798
	Materials and Supplies	859,095	803,328	868,232
	Travel and Conference	750	-	-
	Capital Outlay	-	-	-
	Fixed Charges	788,417	788,000	150,000
	Utilities	6,825,368	7,579,150	7,214,650
	Other Expenditures			
	Bad Debt	(8,921)	-	-
	Waivers and Scholarships	-	-	-
	Other Expenditures	-	-	-
<b>Total</b>		<b>28,118,833</b>	<b>28,920,445</b>	<b>29,393,308</b>
<b>Revenues less Expenditures</b>		<b>1,983,359</b>	<b>1,415,137</b>	<b>-</b>

# CITY COLLEGES OF CHICAGO

## Community College District No. 508

### Auxiliary Enterprise Fund

Type	Program Description	FY 2017 Audit	FY 2018 Budget	FY 2019 Budget Request
<b>Revenues</b>				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	-	-	-
	Tuition and Fees	655,272	584,282	655,378
	Auxiliary/Enterprise	5,023,768	7,629,268	5,916,310
	Investment Revenue	-	-	-
	Other Sources	7,033,591	1,179,949	2,029,486
	<b>Revenue Total</b>	<b>12,712,631</b>	<b>9,393,499</b>	<b>8,601,174</b>
<b>Expenditures by Program</b>				
	Instruction	2,278,920	3,310,197	475,050
	Academic Support	87,727	178,566	-
	Student Services	11,655	25,615	25,070
	Public Service	1,433,042	1,179,870	1,261,290
	Organized Research	-	-	-
	Auxiliary/Enterprise	4,040,568	8,490,268	7,135,576
	Operations and Maintenance	-	23,458	-
	Institutional Support	(18,711)	10,000	436,501
	Scholarships, Grants, Waivers	-	48,690	-
	<b>Total</b>	<b>7,833,201</b>	<b>13,266,664</b>	<b>9,333,487</b>
<b>Expenditures by Object</b>				
	Salaries	4,963,973	6,682,884	5,965,464
	Employee Benefits	764,461	1,391,670	1,260,806
	Contractual Services	2,739,619	3,593,462	1,042,856
	Materials and Supplies	75,865	1,005,161	925,876
	Travel and Conference	11,339	38,513	52,375
	Capital Outlay	-	-	-
	Fixed Charges	250	30,878	69,610
	Utilities	-	-	-
	Other Expenditures			
	Bad Debt	-	-	-
	Waivers and Scholarships	(717,147)	494,690	6,000
	Other Expenditures	(5,159)	29,406	10,500
	<b>Total</b>	<b>7,833,201</b>	<b>13,266,664</b>	<b>9,333,487</b>
	<b>Revenues less Expenditures</b>	<b>4,879,430</b>	<b>(3,873,165)</b>	<b>(732,313)</b>
	Underwriting Transfer from Operating	-	3,873,165	732,313
	<b>Net Balance after Transfers</b>	<b>4,879,430</b>	<b>-</b>	<b>-</b>

# CITY COLLEGES OF CHICAGO

Community College District No. 508

## Liability, Protection, and Settlement Fund

Type	Program Description	FY 2017 Audit	FY 2018 Budget	FY 2019 Budget Request
<b>Funds to be Appropriated</b>				1,500,000
<b>Revenues</b>				
	Local Government	3,778,929	3,829,600	4,253,375
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	-	-	-
	Investment Revenue	-	-	-
	Other Sources	-	-	-
<b>Revenue Total</b>		<b>3,778,929</b>	<b>3,829,600</b>	<b>4,253,375</b>
<b>Resource Total</b>		<b>3,778,929</b>	<b>3,829,600</b>	<b>5,753,375</b>
<b>Expenditures by Program</b>				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	-	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	-	-	-
	Operations and Maintenance	1,470	82,644	86,585
	Institutional Support	5,704,651	3,559,170	5,666,790
	Scholarships, Grants, Waivers	-	-	-
<b>Total</b>		<b>5,706,121</b>	<b>3,641,814</b>	<b>5,753,375</b>
<b>Expenditures by Object</b>				
	Salaries	232,670	235,927	239,594
	Employee Benefits	3,976,901	1,940,159	4,115,037
	Contractual Services	136,919	198,745	198,744
	Materials and Supplies	-	-	-
	Travel and Conference	-	-	-
	Capital Outlay	-	-	-
	Fixed Charges	1,176,831	1,266,983	1,200,000
	Utilities	-	-	-
	Other Expenditures			
	Bad Debt	-	-	-
	Waivers and Scholarships	-	-	-
	Other Expenditures	182,800	-	-
<b>Total</b>		<b>5,706,121</b>	<b>3,641,814</b>	<b>5,753,375</b>
<b>Resource less Expenditures</b>		<b>(1,927,192)</b>	<b>187,786</b>	<b>-</b>

# CITY COLLEGES OF CHICAGO

Community College District No. 508

## Audit Fund

Type	Program Description	FY 2017 Audit	FY 2018 Budget	FY 2019 Budget Request
<b>Revenues</b>				
	Local Government	512,335	513,647	558,517
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	-	-	-
	Investment Revenue	-	-	-
	Other Sources	-	-	-
	<b>Revenue Total</b>	<b>512,335</b>	<b>513,647</b>	<b>558,517</b>
<b>Expenditures by Program</b>				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	-	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	-	-	-
	Operations and Maintenance	-	-	-
	Institutional Support	519,056	558,517	558,517
	Scholarships, Grants, Waivers	-	-	-
	<b>Total</b>	<b>519,056</b>	<b>558,517</b>	<b>558,517</b>
<b>Expenditures by Object</b>				
	Salaries	-	-	-
	Employee Benefits	-	-	-
	Contractual Services	519,056	558,517	558,517
	Materials and Supplies	-	-	-
	Travel and Conference	-	-	-
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures			
	Bad Debt	-	-	-
	Waivers and Scholarships	-	-	-
	Other Expenditures	-	-	-
	<b>Total</b>	<b>519,056</b>	<b>558,517</b>	<b>558,517</b>
	<b>Revenues less Expenditures</b>	<b>(6,721)</b>	<b>(44,870)</b>	<b>-</b>

# CITY COLLEGES OF CHICAGO

## Community College District No. 508

### Restricted Purpose Fund

Type	Program Description	FY 2017 Audit	FY 2018 Budget	FY 2019 Budget Request
<b>Revenues</b>				
	Local Government	851,446	3,463,645	4,448,218
	State Government	3,202,347	7,951,750	9,919,994
	Federal Government	77,902,870	81,946,387	84,825,871
	Personal Property Replacement	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	-	-	-
	Investment Revenue	-	-	-
	Other Sources	3,320,431	59,500	-
<b>Revenue Total</b>		<b>85,277,094</b>	<b>93,421,282</b>	<b>99,194,083</b>
<b>Expenditures by Program</b>				
	Instruction	3,590,715	4,570,994	3,909,534
	Academic Support	5,949,105	5,045,712	4,315,557
	Student Services	1,387,241	3,173,354	2,994,754
	Public Service	1,258,360	711,656	608,673
	Organized Research	98,081	56,824	48,601
	Auxiliary/Enterprise	1,034,509	772,175	660,435
	Operations and Maintenance	-	-	-
	Institutional Support	404,183	344,085	294,293
	Scholarships, Grants, Waivers	71,168,867	78,746,483	86,362,235
<b>Total</b>		<b>84,891,061</b>	<b>93,421,282</b>	<b>99,194,083</b>
<b>Expenditures by Object</b>				
	Salaries	9,542,885	10,123,375	8,939,051
	Employee Benefits	1,817,345	1,799,513	1,539,109
	Contractual Services	1,680,968	943,253	806,757
	Materials and Supplies	1,840,459	1,398,694	1,196,291
	Travel and Conference	299,612	197,087	168,567
	Capital Outlay	177,039	-	-
	Fixed Charges	-	1,386	1,185
	Utilities	-	323	276
	Other Expenditures			
	Bad Debt	-	-	-
	Waivers and Scholarships	69,373,708	78,746,483	86,362,235
	Other Expenditures	159,045	211,169	180,611
<b>Total</b>		<b>84,891,061</b>	<b>93,421,282</b>	<b>99,194,083</b>
<b>Revenues less Expenditures</b>		<b>386,033</b>	<b>-</b>	<b>-</b>

# CITY COLLEGES OF CHICAGO

Community College District No. 508

## Bond & Interest Fund

<b>Type</b>	<b>Program Description</b>	<b>FY 2017 Audit</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget Request</b>
<b>Revenues</b>				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	23,049,058	13,867,201	12,705,000
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	-	-	-
	Investment Revenue	52,767	-	-
	Other Sources	-	-	-
	<b>Revenue Total</b>	<b>23,101,825</b>	<b>13,867,201</b>	<b>12,705,000</b>
<b>Expenditures by Program</b>				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	-	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	-	-	-
	Operations and Maintenance	16,845,104	16,943,687	20,723,888
	Institutional Support	100	-	-
	Scholarships, Grants, Waivers	-	-	-
	<b>Total</b>	<b>16,845,204</b>	<b>16,943,687</b>	<b>20,723,888</b>
<b>Expenditures by Object</b>				
	Salaries	-	-	-
	Employee Benefits	-	-	-
	Contractual Services	-	-	-
	Materials and Supplies	-	-	-
	Travel and Conference	-	-	-
	Capital Outlay	-	-	-
	Fixed Charges	16,845,104	16,943,687	20,723,888
	Utilities	-	-	-
	Other Expenditures			
	Bad Debt	-	-	-
	Waivers and Scholarships	-	-	-
	Other Expenditures	100	-	-
	<b>Total</b>	<b>16,845,204</b>	<b>16,943,687</b>	<b>20,723,888</b>
	<b>Revenues less Expenditures</b>	<b>6,256,621</b>	<b>(3,076,486)</b>	<b>(8,018,888)</b>
	Underwriting Transfer from Operating	-	<b>3,076,486</b>	<b>8,018,888</b>
	<b>Net Balance after Transfers</b>	<b>6,256,621</b>	<b>-</b>	<b>-</b>



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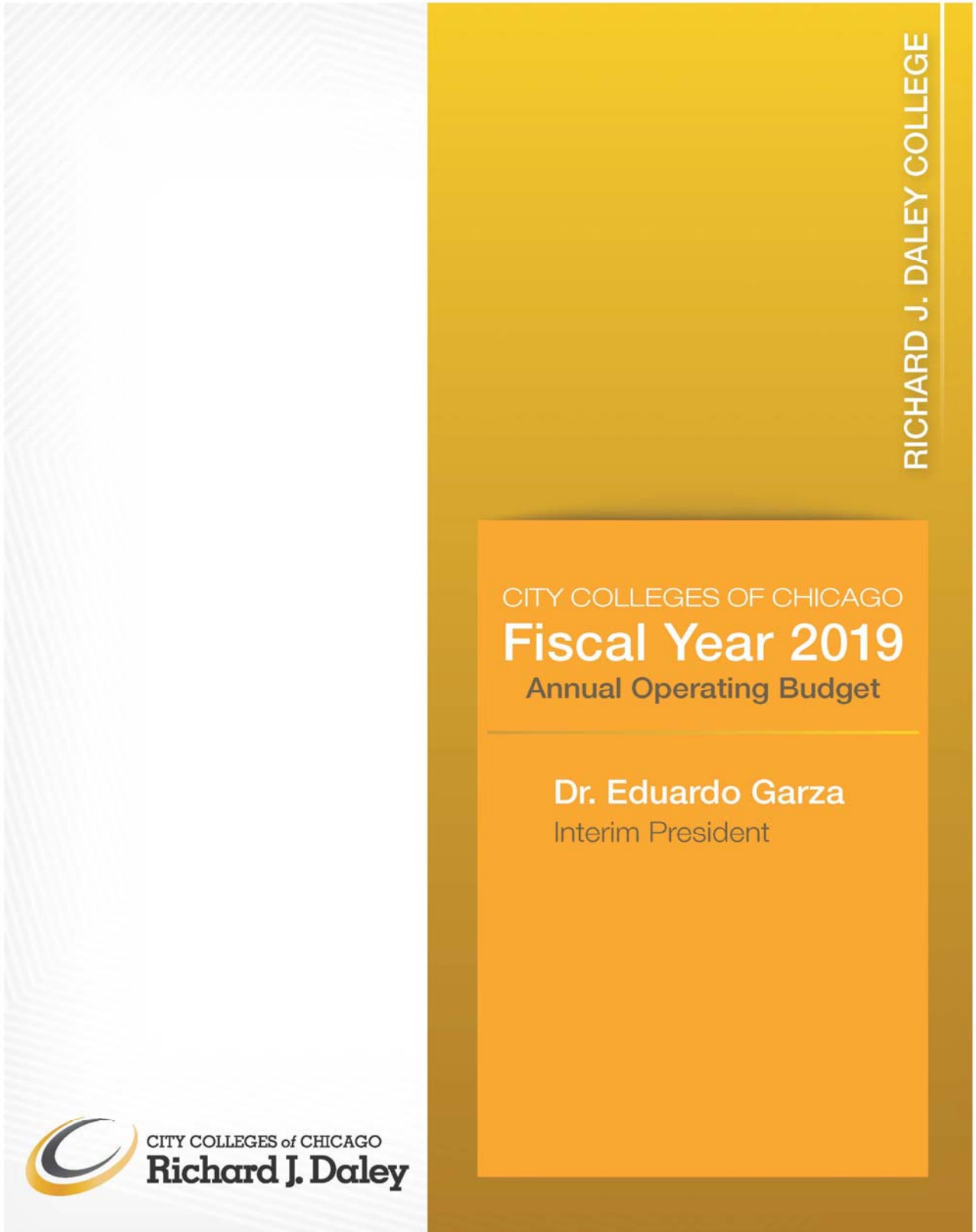
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# CITY COLLEGES OF CHICAGO

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## RICHARD J. DALEY COLLEGE

### COLLEGE DESCRIPTION

Richard J. Daley College (Daley College), is a comprehensive two-year college that strives to meet the needs of its community through multiple entry points to college through affordable and multi-cultural education. Daley College is CCC's Center of Excellence in Engineering and Advanced Manufacturing. In spring of 2019, Daley College will open the doors of a state-of-the-art Engineering and Advanced Manufacturing Center (EAMC) building with newly enhanced defined pathways that seeks to integrate students directly into the workforce. The Engineering and Advanced Manufacturing Technology program is closely coordinated with industry partners who provide input into curriculum design and structure and are an integral part of the quality assurance process.

Programmatically, Daley College offers an Associate Degree in Science, Engineering, and Liberal Arts with course work that transfers to four-year colleges and universities. Daley College also offers an Associate in General Studies and an Associate in Applied Science. Daley College has a successful Early College Program which provides Chicago Public School students with the opportunity to earn college credit during their high school tenure. Daley College also has large adult education program including courses in GED, Spanish GED and English as a Second Language which is another way we meet the needs of the communities we serve. Arturo Velasquez Institute (AVI), Daley College's satellite campus, offers general education, applied science and adult education courses as well as a robust continuing education program.

Daley College has a 60,000-volume library facility and multiple computer labs that provide support to the teaching and learning process. The College also offers comprehensive support services that will assist students to succeed academically including Student Activities, Veteran Services Centers, Disability Access Center, Wellness Center, and Developmental Education.

### MAJOR ACCOMPLISHMENTS

- This past fall, Daley College broke ground in a state-of-the-art \$45 million dollar, 62,000 square foot building, scheduled to open January 2019 which will house the Center of Excellence in Engineering and Advanced Manufacturing and will feature robust advanced manufacturing curriculum that plans to expand existing career pathways to prepare our students for in-demand critical industry workforce needs.
- Daley College collaborated with The Partnership for College Completion and Presidents for Latino Student Success (PFLSS), an initiative of *Excelencia* in Education, to develop programing to address achievement gaps between low-income, first generation Latino students.
- Daley College received a \$90,000 grant from the Dart Foundation to purchase training equipment for the new EAMC, which will strategically align industry workforce needs in the area of Computer Numeric Control.
- This past fall, the Dean of Advanced Manufacturing conducted a comprehensive assessment that benchmarked the existing advanced manufacturing pathways, identified opportunities to enhance our curriculum, and partnered with key industry stakeholders to address critical workforce needs.
- Daley College Adult Education program in partnership with our advanced manufacturing program launched a Manufacturing Bridge program, which recruited 37 students enrolled in the
  - high school equivalency degree (GED/HiSET) program. This program allows adult education students to take classes that will prepare them to take credit courses in the advanced manufacturing program.
- In partnership with Freedman Seating and Skills for Chicagoland's Future, Daley College developed an apprenticeship program that will provide technical training and work experiences for students starting this summer in the Advanced Manufacturing fields of CNC, Welding, Quality and Process Automation.

# CITY COLLEGES OF CHICAGO

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- The Department of Student Services launched the implementation of Daley360 Success Team model, a holistic cross-departmental advising experience that involves two key departments, Academic Advising and Financial Aid, to tailor individualized academic and financial aid support for students through onboarding to completion. This team approach will provide students with real-time solutions to problems and a structure to ensure ongoing quality assurance to improve overall services to students.
- Arturo Velasquez Institute, Daley's satellite campus, established key community partnerships that offered enhanced onsite programming through the Continuing Education Department nearly double enrollment for FY2018.
- Daley College hosted the first ever CPS Spring Break STEM camp, with the participation of over 40 grammar and HS students at the main campus and at satellite campus (Arturo Velasquez Institute).
- To further strengthen partnership with local high schools, this past April Daley College hosted about 50 CPS post-secondary coaches and high school counselors to discuss current programming including an emphasis on engineering and manufacturing programs.
- In collaboration with Daley College faculty, the Department of Career Services established two Career and Technical Education Advisory Boards (Criminal Justice and Computer Information System) to advice on curriculum design and structure of these two programs.

### Academic Achievements

- In the last year, Daley College's IPEDS graduation rate has increased to 35%, which is an all-time high and an increase of 9% from FY2017.
- Daley College has increased the number of awarded degrees over last year – an increase of 9% and 8.6% for Associate's degree in Science and Associate in Arts degrees respectively.
- In the last two years, Daley College's fall to spring retention rate has remained steady at 63.6% (FY2018)/63.7 (FY2017) respectively, which is a 2% increase from FY2016.
- Star scholars continue to excel as evidenced by a 97% term-term retention among this group of students and a 2.89 average cumulative GPA.
- Daley College's early college program served over 840 unduplicated of which 75% of were enrolled in dual credit. Through a partnership with Sarah Goode STEM Academy, the largest number high school students have earned associates degrees at their high school graduation.
- Daley College enrolled 12,868 unduplicated and exceeded FY2018 total enrollment target goal by 1.4%.
- Adult Education Department increased ESL and GED classes offering in the community – three new sites and a 25% increase in offsite enrollment from FY2017.
- Daley College's Athletics Department is committed to supporting student athletes – this past Spring student athletes completed the term with a strong academic record: Women's Basketball Team with an average GPA of 3.14 and 12 student-athletes had an average GPA of 3.0. In addition, 100% of Men's Basketball team members were retained this year.

### Student Success and Awards

- A student athlete in Daley College's Men's Basketball Team, was named to the Region IV First-Team and was the leading rebounder in the nation among NJCAA Division I players.
- Daley College has developed a strong transfer program, including successful on-site admission events and strong commitment to supporting Star scholars transfer plans.
- A PTK Honor Society student leader was selected as Daley College's valedictorian for 2018 Commencement Ceremony.
- A student leader received Daley College's 2018 Luminary Award.

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## External recognition

- NBC, Telemundo and Univision featured the unveiling of a Women’s History Month-inspired mural at Daley College by part time art instructor/former CCC ESL student/international artist David Moscoso.
- Associate Dean Silvia Villa was invited to participate in Chicago Tribune’s Hoy @ Media Facebook Live to promote Daley College’s robust adult education programming.
- Eileen Lynch, Dean of Student Services, has been selected to participate in the 2017-18 Illinois Council of Community College Administrators Aspiring Leader’s Cohort. Twenty individuals from across the state of Illinois were chosen to participate in this program focused on preparing leaders in higher education.

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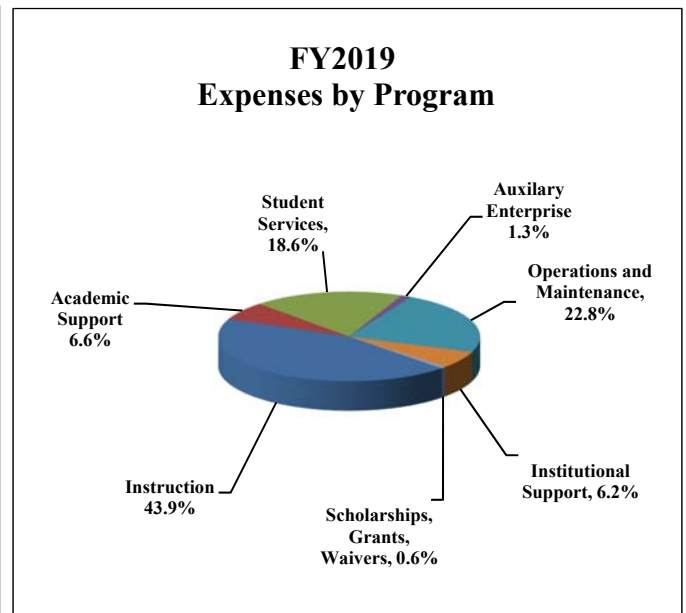
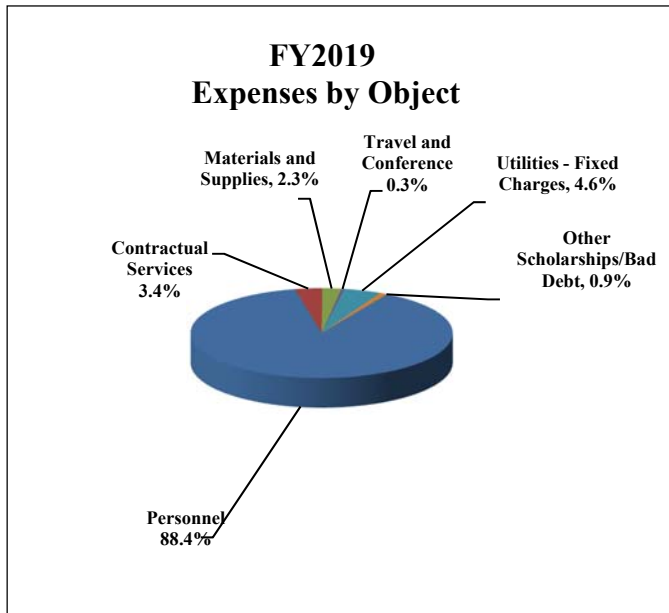
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## BUDGET OVERVIEW

Richard J. Daley College’s operating budget, excluding restricted grants, totals \$25.5 million in FY2019.

The largest spending category is Salary and Benefits, totaling \$23 million (88.3%) of the operating budget. Utilities and Fixed Charges combined are \$1.2 million (4.6%); Contractual Services are \$860 thousand (3.4%); Materials and Supplies are \$598 thousand (2.4%); Other Expenditures, which includes Bad Debt, Waivers and Scholarships, and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$240 thousand (0.9%). The Travel and Conference Budget is \$86 thousand (0.3%).

By program type, expenses breakdown as 43.9% of budget is allocated to Instruction, 6.6% is allocated to Academic Support, 18.6% is allocated to Student Services, 1.3% is allocated to Auxilliary/Enterprise, 22.8% is allocated to Operations and Maintenance, and .6% is allocated to Scholarships, Grant and Waivers.





# CITY COLLEGES OF CHICAGO

Community College District No. 508

## RICHARD J. DALEY COLLEGE

### Operating Funds

<b>Type</b>	<b>Program Description</b>	<b>FY 2017 Audit</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget Request</b>
<b>Expenditures by Program</b>				
	Instruction	10,161,725	10,093,377	11,183,329
	Academic Support	1,641,594	1,788,990	1,686,652
	Student Services	4,106,955	4,874,326	4,747,285
	Public Service	288	16,326	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	373,351	388,754	330,365
	Operations and Maintenance	5,122,277	5,116,038	5,811,500
	Institutional Support	2,713,837	2,847,945	1,589,852
	Scholarships, Grants, Waivers	137,811	184,205	150,000
<b>Program Total</b>		<b>24,257,838</b>	<b>25,309,961</b>	<b>25,498,983</b>
<b>Expenditures by Object</b>				
	Salaries	19,393,236	18,524,527	18,431,025
	Employee Benefits	2,468,816	4,068,523	4,108,003
	Contractual Services	678,188	719,807	860,307
	Materials and Supplies	522,883	604,550	598,098
	Travel and Conference	36,499	119,850	85,550
	Capital Outlay	-	-	-
	Fixed Charges	97,493	80,000	85,000
	Utilities	923,532	1,008,500	1,091,000
	Other Expenditures	-	-	-
		137,811	184,204	150,000
		(1,620)	-	90,000
<b>Object Total</b>		<b>24,256,838</b>	<b>25,309,961</b>	<b>25,498,983</b>

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## RICHARD J. DALEY COLLEGE

### Enterprise Funds

<u>Type</u>	<u>Program Description</u>	<u>FY 2017 Audit</u>	<u>FY 2018 Budget</u>	<u>FY 2019 Budget Request</u>
<b>Revenues</b>				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	160,167	124,500	124,500
	Investment Revenue	-	-	-
	Other Sources	-	-	-
	<b>Revenue Total</b>	<b>160,167</b>	<b>124,500</b>	<b>124,500</b>
<b>Expenditures by Program</b>				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	115,193	200,638	201,059
	Organized Research	-	-	-
	Auxiliary/Enterprise	-	-	-
	Operations and Maintenance	-	-	-
	Institutional Support	-	-	-
	Scholarships, Grants, Waivers	-	-	-
	<b>Program Total</b>	<b>115,193</b>	<b>200,638</b>	<b>201,059</b>
<b>Expenditures by Object</b>				
	Salaries	81,868	155,833	147,911
	Employee Benefits	9,909	23,305	23,273
	Contractual Services	8,126	11,000	13,500
	Materials and Supplies	15,290	10,500	14,500
	Travel and Conference	-	-	1,875
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures			
	Bad Debt	-	-	-
	Waivers and Scholarships	-	-	-
	Other Expenditures	-	-	-
	<b>Object Total</b>	<b>115,193</b>	<b>200,638</b>	<b>201,059</b>
	<b>Revenues less Expenditures</b>	<b>44,974</b>	<b>(76,138)</b>	<b>(76,559)</b>

# CITY COLLEGES OF CHICAGO

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## RICHARD J. DALEY COLLEGE

### PERFORMANCE MEASURES

Key Performance Indicator	FY2013	FY2014	FY2015	FY2016	FY2017 (Prelim)*	FY2018 (Targets)*
IPEDS 150 Completion Rate	8.0%	13.0%	18.0%	23.0%	26.0%	21.0%
Total Awards	1,003	1,666	1,559	1,560	1,284	1,234
Total Degrees	485	457	622	507	412	761
Total Certificates	518	1,209	937	1,053	872	473
Credit Students Fall-to-Spring Retention	67.2%	67.1%	65.2%	61.6%	63.7%	72.5%
Student employment rate in area of training	54%	59%	61%	54%	N/A	71%
Med. earnings of stud. employed in training area	\$29,224	\$30,680	\$39,520	\$31,529	\$36,692	\$38,129
Total Enrollment (unduplicated)	18,374	18,237	17,122	15,953	14,167	18,150
Credit Enrollment	7,475	7,381	7,280	7,134	6,182	7,775
Adult Ed. Enrollment	7,974	8,103	7,813	7,360	6,608	8,368
Continuing Ed. Enrollment	4,081	3,713	3,147	2,395	2,057	3,664
C2C Enrollment	1,002	2,161	6,329	5,369	4,639	6,121
Transfer within 2 years of degree completion	46%	37%	38%	45%	46%	50%
Transfer after earning 12 credits (fall new stud.)	49	70	61	45	39	83
Remediation transitions 1yr	34%	38%	39%	43%	43%	35.7%
Transitions to College Credit	133	247	311	544	471	412
GED Attainment	356	366	79	197	187	N/A
Percent of Students Attaining Level Gains	31.2%	29.4%	34%	35.2%	40.1%	N/A
Full-time to 30 ch in 1 year	6.60%	7.3%	7.10%	9.3%	6.6%	7.8%
Part-time to 15 ch in 1 year	24.2%	22.5%	24.7%	20.9%	21.7%	27.6%

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

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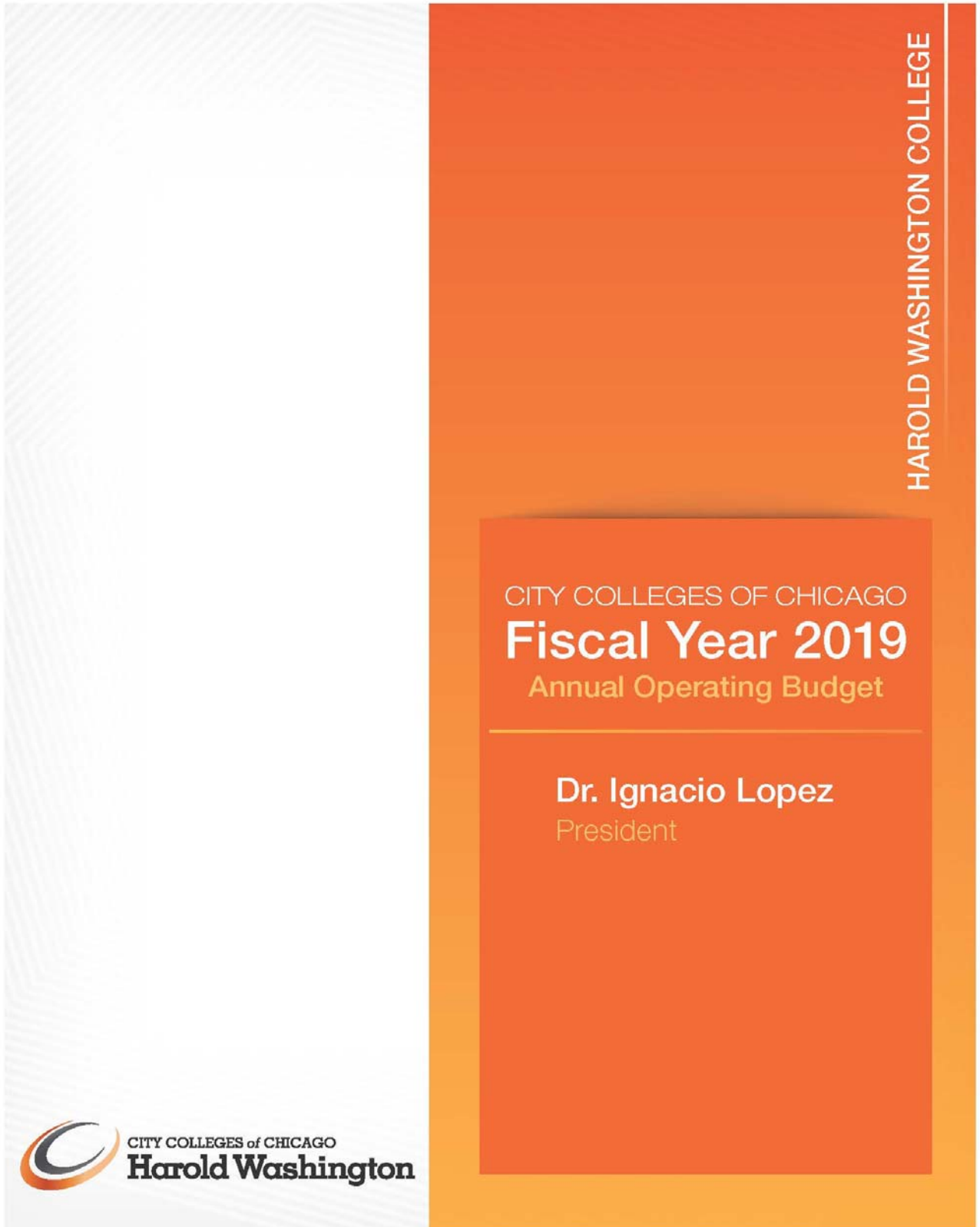
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## HAROLD WASHINGTON COLLEGE

### COLLEGE DESCRIPTION

Harold Washington College (HWC) is named after the first African-American Mayor of Chicago and was opened in 1962. In 1982, the college moved from 64 E. Lake St. into new facilities at 30 E. Lake Street.

Mayor Washington had been a strong advocate of education in Chicago and especially City Colleges of Chicago. Within weeks of his untimely death in 1987, the CCC Board of Trustees re-named Loop College to Harold Washington College.

Harold Washington College is CCC's center for excellence in Business and Professional Services. New college and industry partnerships have been formed, large internship programs developed with downtown businesses, and new certificates and degree programs have been created to serve students and our business constituents across the City. HWC is also the Chicago home of the Goldman Sachs 10,000 Small Businesses Program that supports local businesses to expand and create more jobs in their communities.

HWC has a long-standing and well-recognized profile of strong liberal arts courses, transfer degrees, and degrees for specific professions, such as child development practitioners, architects and digital multi-media design.

In 2013, Harold Washington College received the nationally recognized Council for Higher Education Accreditation Award for Outstanding Institutional Practice in Student Learning Outcomes. This brought HWC national and international attention for our work with students and learning.

In 2014, Harold Washington was granted approval from the Higher Learning Commission for a consortial agreement to deliver online learning across the whole City College system. Online learning continues to expand as an important learning delivery mode, and by the Fall 2017 semester, we were providing 288 online classes to over 4,500 students across the City and beyond.

In fall of 2017, we revitalized our college mission to reaffirm our commitment to the core values embodied in the work of our namesake mayor and reconnect his legacy to the important work we do today. The majority of HWC students transfer to four-year colleges to continue their academic journey and future success. We are a small corner of downtown Chicago, but are a busy and vibrant community committed to social change through education.

### Student Activities Highlights

- Six students used their spring break to travel to Cornell University. The Harold Washington College Creative Writing Club will conduct workshops with the Cornell Creative Writing Club and share writing as well as open their literary magazine to Harold Washington College submissions.
- Harold Washington College - Creative Writing Club students visited Cornell University and hosted workshops with Cornell's Creative Writing Club. Many of our students transfer and get full-rides to Cornell. This event was sponsored and organized by our Office of Student Activities.
- Young Invincibles collaborated with the Harold Washington College Student Government Association to prepare students to use their personal story to communicate and affect policy change to decision makers in Springfield on Advocacy Day, April 12
- A Harold Washington College Student Government Association Senator has secured the Student Board Member position on the Illinois Community College Board.



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- The Harold Washington College Mu Phi Theta Kappa Chapter has achieved a Five Star Chapter Rating this academic year. Ratings range between one and five and are determined based on the chapter's engagement of community and its progression from local, campus involvement to both regional and international involvement.

## Faculty Achievements

- HWC's faculty, Luis Plascencia, recently received the Outstanding Educator Award from the Illinois CPA Society.
- Dr. Farah Movahedzadeh and student Mia Venegas published an article together, "Nanoparticles against resistant *Pseudomonas* spp." produced from the research performed by our very own students and the University of Illinois at Chicago. Abstract: <https://www.sciencedirect.com/science/article/pii/S0882401018301803>
- Dr. Asif Wilson presented at the American Education Research Associations (AERA) annual conference in April 2018. His paper was titled "The Six Pillars of Teaching and Learning: Embodying Freirean Pedagogies in a Post-Secondary Context."

## 2018 SBA National Person of the Year

- Rebecca Fyffe Landmark Pest Control, Cohort 8: [https://www.youtube.com/watch?v=XdbRk\\_h7QBU](https://www.youtube.com/watch?v=XdbRk_h7QBU)
- 26 Scholars in Cohort 20 graduated on April 27. This brings the total number of Chicago Alumni to 570.
- Current scholar, Maren Rosenberg, was recognized in the Chicago Tribune: <http://www.chicagotribune.com/business/ct-biz-wicker-park-bucktown-safety-patrol-20180318-story.html>
- Alumna Rebecca Berneck was selected as one of Practice Ignition's Top 50 Women in Accounting in 2017 by Practice Ignition: <https://www.practiceignition.com/blog/top-50-women-in-accounting>
- Harvind Singh wins Best Engineering Firm To Work For: <https://www.linkedin.com/feed/update/urn:li:activity:6360231231958896640/>
- Brian Walker Posts Record Revenue in 2017: <https://aemarketinggroup.com/news/ac-marketing-group-posts-record-revenue-in-2017/>
- Alumna Natalie Kaplan and her company JR Dessert Bakery were featured in Voyage Chicago. <http://voyagechicago.com/interview/meet-natalie-kaplan-jr-dessert-bakery-rogers-park/>
- Alumna Jennifer Nemec featured in Chicago Tribune "Old Blockbuster getting modern, industrial remodel for new ale house." <http://www.chicagotribune.com/suburbs/naperville-sun/news/ct-nvs-ale-house-ogden-avenue-st-0927-20170926-story.html>

## Academic Program Achievements

- A new partnership with the Joffrey Ballet will create an AA in Dance starting Fall of 2018.
- A new partnership with Year Up will provide 74 students with educational, career, and personal support starting fall of 2018.
- Harold Washington College is partnering with One-Book One-Chicago to promote literacy, conversation, and critical thinking.
- HWC was awarded an improvement grant (Pathways to Results) through the Illinois Community College Board to support continuous improvement of our developmental education services. HWC was invited to apply for year 2 grant funds that will support continued efforts during FY2019.
- The Academic Support Services Department obtained Level One International Tutor Training Program Certification (ITTPC) through the College Reading and Learning Association (CRLA). This program

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allows us to provide tutors with comprehensive, internationally-recognized certification. To date, 78 tutors, front desk, and work-study staff have completed a portion of the training and four tutors have received certification.

- The HWC Academic Support Services Department continues to expand its embedded tutoring program. In fall 2017, 32 English, math, and science courses had embedded tutors. In spring 2018, 45 applied science, English, math, and science courses were assigned embedded tutors.
- In the 2017-2018 academic year, the Academic Support Services Department completed over 40,000 tutoring appointments.

### **Business and Professional Services/C2C at HWC**

- Harold Washington College has expanded the Apprenticeship programs with Walgreens and AON, and has started discussions with Risk Management Solutions of America and Progressive Insurance to work on the details of an apprenticeship program.
- Starting this summer, Jumpstart to Jobs initiative, where high school students between their junior and senior year will enroll in the Banking BC at Harold Washington and work at Fifth Third bank over the summer. These students will continue their coursework throughout their senior year and have the Basic Certificate in Banking before they are ready to start college.

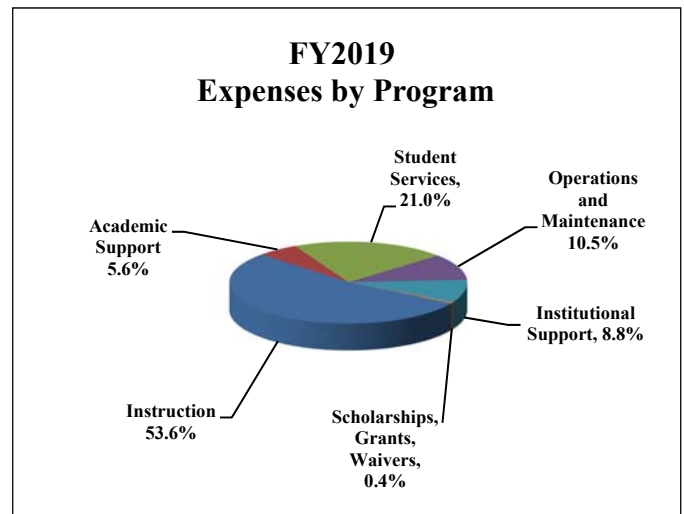
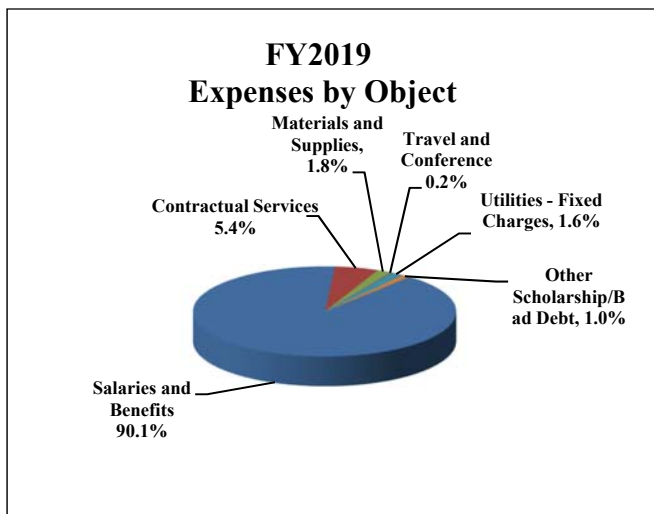
# CITY COLLEGES OF CHICAGO

Community College District No. 508

## BUDGET OVERVIEW

Harold Washington College’s operating budget, excluding restricted grants, totals \$34.8 million in FY2019. The largest spending category is Salary and Benefits, totaling \$31.3 million (90.1%) of the operating budget. Utilities and Fixed Charges combined are \$547 thousand (1.6%); Contractual Services are \$1.9 million (5.4%); Materials and Supplies are \$619 thousand (1.8%); Other Expenditures, which includes Bad Debt, Waivers and Scholarships, and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$350 thousand (1.0%). Travel and Conference are \$72 thousand (0.21%).

By program type, expenses breakdown as 53.6% of budget is allocated to Instruction, 5.6% is allocated to Academic Support, 21.0% is allocated to Student Services, 10.5% is allocated to Operations and Maintenance, and 8.8% is allocated to Institutional Support.



# CITY COLLEGES OF CHICAGO

Community College District No. 508

## HAROLD WASHINGTON COLLEGE

### Operating Funds

	FY 2017 Audit	FY 2018 Budget	FY 2019 Budget Request
<b>Expenditures by Program</b>			
Instruction	17,350,719	18,746,852	18,662,753
Academic Support	2,594,102	2,677,958	1,957,054
Student Services	6,273,554	7,183,476	7,297,438
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	3,349,401	3,817,783	3,653,225
Institutional Support	2,417,754	2,937,185	3,074,994
Scholarships, Grants, Waivers	217,093	121,662	153,487
<b>Program Total</b>	<b>32,202,623</b>	<b>35,484,916</b>	<b>34,798,951</b>
<b>Expenditures by Object</b>			
Salaries	26,077,188	26,461,285	25,699,849
Employee Benefits	3,281,339	5,701,535	5,645,614
Contractual Services	1,468,494	1,861,370	1,866,105
Materials and Supplies	512,417	600,064	618,772
Travel and Conference	9,113	123,500	71,624
Capital Outlay	-	-	-
Fixed Charges	134,317	60,000	60,000
Utilities	504,249	555,500	486,500
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarships	217,093	121,662	153,487
Other Expenditures	(1,587)	-	197,000
<b>Object Total</b>	<b>32,202,623</b>	<b>35,484,916</b>	<b>34,798,951</b>

# CITY COLLEGES OF CHICAGO

Community College District No. 508

## HAROLD WASHINGTON COLLEGE

### Enterprise Funds

Type	Program Description	FY 2017 Audit	FY 2018 Budget	FY 2019 Budget Request
<b>Revenues</b>				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	961,184	997,909	1,231,071
	Investment Revenue	-	-	-
	Other Sources	-	-	-
	<b>Revenue Total</b>	<b>961,184</b>	<b>997,909</b>	<b>1,231,071</b>
<b>Expenditures by Program</b>				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	-	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	787,485	1,142,725	798,070
	Operations and Maintenance	-	-	-
	Institutional Support	-	7,000	433,001
	Scholarships, Grants, Waivers	-	-	-
	<b>Program Total</b>	<b>787,485</b>	<b>1,149,725</b>	<b>1,231,071</b>
<b>Expenditures by Object</b>				
	Salaries	686,398	902,668	652,661
	Employee Benefits	101,087	189,674	145,409
	Contractual Services	-	-	150,000
	Materials and Supplies	-	57,383	283,001
	Travel and Conference	-	-	-
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures	-	-	-
	Bad Debt	-	-	-
	Waivers and Scholarship	-	-	-
	Other Expenditures	-	-	-
	<b>Object Total</b>	<b>787,485</b>	<b>1,149,725</b>	<b>1,231,071</b>
	<b>Revenues less Expenditures</b>	<b>173,699</b>	<b>(151,816)</b>	<b>-</b>

# CITY COLLEGES OF CHICAGO

Community College District No. 508

## HAROLD WASHINGTON COLLEGE

### PERFORMANCE MEASURES

Key Performance Indicator	Performance by year					
	FY2013	FY2014	FY2015	FY2016	FY2017 (Prelim)*	FY2018 (Targets)*
<b>IPEDS 150 Completion Rate</b>	9%	11%	19%	17%	18%	20%
<b>Total Awards</b>	1,430	1,242	1,489	1,431	1,388	1,343
<b>Total Degrees</b>	631	847	1,057	1,133	1180	903
<b>Total Certificates</b>	799	395	432	298	208	440
<b>Credit Students Fall-to-Spring Retention</b>	67.3%	68.4%	66.6%	66.2%	68.2%	73.1%
<b>Student employment rate in area of training</b>	58%	52%	51%	60%	N/A	71%
<b>Med. earnings of stud. employed in training area</b>	\$31,200	\$28,985	\$35,360	\$30,952	\$32,397	\$38,129
<b>Total Enrollment (unduplicated)</b>	15,469	14,048	14,573	14,169	12,789	15,682
<b>Credit Enrollment</b>	13,886	13,690	14,151	13,946	12,681	14,834
<b>Adult Ed. Enrollment</b>	N/A	N/A	N/A	N/A	N/A	N/A
<b>Continuing Ed. Enrollment</b>	1,771	481	543	313	214	1,604
<b>C2C Enrollment</b>	1,064	3,597	12,677	10,948	9,268	11,532
<b>Transfer within 2 years of degree completion</b>	59%	61%	60%	59%	56%	68%
<b>Transfer after earning 12 credits (fall new stud.)</b>	243	280	262	261	188	409
<b>Remediation transitions 1yr</b>	32.0%	32%	48%	51%	51%	35.1%
<b>Transitions to College Credit</b>	N/A	N/A	N/A	N/A	N/A	N/A
<b>GED Attainment</b>	N/A	N/A	N/A	N/A	N/A	N/A
<b>Percent of Students Attaining Level Gains</b>	N/A	N/A	N/A	N/A	N/A	N/A
<b>Full-time to 30 ch in 1 year</b>	8.5%	6.3%	8.8%	9.6%	9.7%	9.6%

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# CITY COLLEGES OF CHICAGO

Community College District No. 508

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# CITY COLLEGES OF CHICAGO

Community College District No. 508



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# CITY COLLEGES OF CHICAGO

Community College District No. 508

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## KENNEDY-KING COLLEGE

### COLLEGE DESCRIPTION

Kennedy-King College, one of the seven City Colleges, embodies the commitment to academic excellence and civic responsibility espoused by its namesakes, slain civil and human rights activists Robert F. Kennedy and Dr. Martin Luther King, Jr. Kennedy-King is accredited by the Higher Learning Commission. Kennedy-King includes the Washburne Culinary Institute, CCC's center for excellence in culinary and hospitality; Dawson Technical Institute, the state's premier site for construction trade education and training; a radio station, WKKC-FM.

With signature academic programs including: Automotive Technology, Child Development, Construction Technology, Culinary Arts, Graphic Communications, HVAC, and Media Communications, Kennedy-King strives to provide students with an education to prepare them for further college and careers.

### Accomplishments

- The Office of Instruction launched an initiative to lower textbook costs using Open Educational Resources (OER) in spring 2018. Aspen Prize funds provided support for three faculty members to develop curriculum to replace traditional textbooks in three of the highest enrolling subjects at KKC: Africana Studies, Composition I, and Statistics. The three courses will provide curriculum with no textbook cost whatsoever to students. Composition will be piloted in summer 2018, Africana Studies in fall 2018, and Statistics in spring 2019.
- In FY2018, the program included offering employment to pre-honors participants on campus, one-credit internships, and a one-hour skills/attitude-building course. Eighty students were accepted into the Pre-Honors Program at KKC in FY2018. Sixteen PHP students worked in offices across campus during the fall and spring semesters.
- Fourteen students were inducted into the Lambda Rho chapter of Phi Theta Kappa during FY2018. PTK recognizes high achieving students, earning a GPA of 3.5 or higher for their academic scholarship and achievements.
- As a participating institution in the Illinois Articulation Initiative (IAI), the college has maintained current course approvals, and initiated additional course submissions. During fiscal year 2018, Kennedy-King College obtained IAI approval for 10 courses, increasing our ability to guarantee transferability to students taking classes at our institution. KKC now has a total of 125 IAI approved courses.
- Kennedy-King College is proud to provide comprehensive tutoring services and support to our students. During fiscal year 2018, the Academic Support Office provided over 8,000 hours of tutoring to students. This translates to over 10,000 tutoring sessions and over 1600 students served during the fall and spring semesters. As a result of the high quality tutoring support provided to students, KKC students have experienced greater rates of course success and retention.
- Early College programming has grown at Kennedy-King College and we are proud to have served over 300 dual credit registrations and over 200 dual enrollment registrations. Kennedy-King serviced students from over 15 participating high schools during fiscal year 2018.
- WCHI and the third Police District have collaborated to develop "Healthy Plates with the Police" Healthy Cooking classes for children 8 – 18 years old at South Shore Cultural Center. Courses have been held on the first Saturday of the Month and have had an average of 40 students participating. This was developed to break down the barriers between the community and the Chicago Police Department while teaching healthy cooking and eat habits.
- Dawson Technical Institute partnered with RL Edwards Partners, Walsh construction, Turner Clayco Construction, FH Paschen other industry employers to assist our students with their first employment

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# CITY COLLEGES OF CHICAGO

## Community College District No. 508

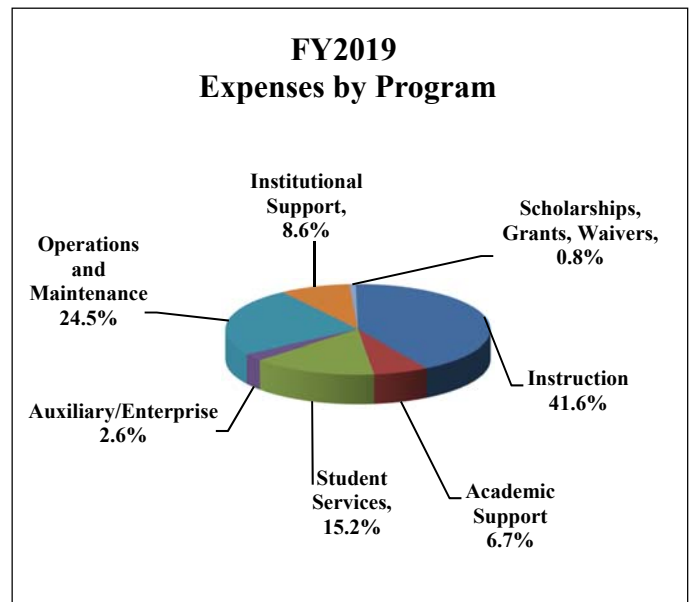
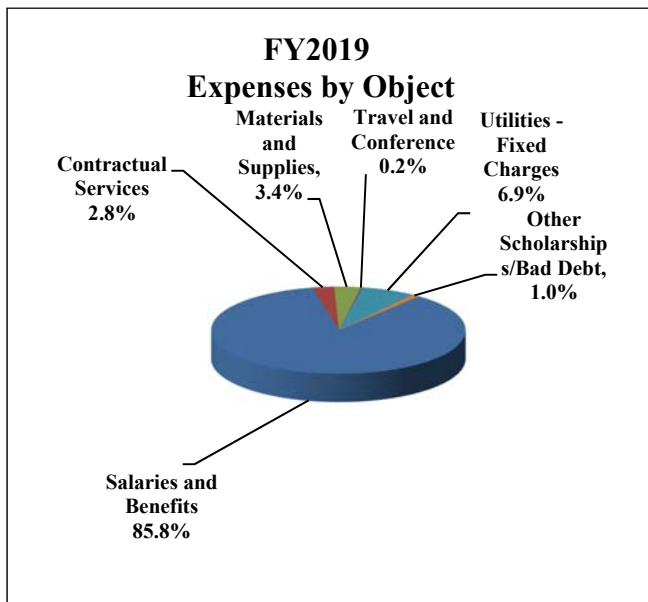
opportunity in construction in addition to helping them gain entry into union apprenticeships through contractor sponsorship.

### BUDGET OVERVIEW

Kennedy-King College’s operating budget, excluding restricted grants, totals \$27.0 million in FY2019.

The largest spending category is Salary and Benefits, totaling \$23.2 million (85.8% ) of the operating budget. Utilities and Fixed Charges combined are \$1.9 million (6.9%); Materials and Supplies are \$908 thousand (3.4%); Contractual Services are \$745 thousand (2.8%); Other Expenditures, which includes Bad Debt, Waivers and Scholarships, and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$261 thousand or (1.0%). Travel and Conference are \$67 thousand (0.25%).

By program type, expenses breakdown as 41.6% of budget is allocated to Instruction, 6.7% is allocated to Academic Support, 15.2% is allocated to Student Services, 2.6% is allocated to Auxilliary/Enterprise, 24.5% is allocated to Operations and Maintenance, 8.6% is allocated to Institutional Support and 0.8% is allocated to Scholarships, Grant and Waivers.



# CITY COLLEGES OF CHICAGO

Community College District No. 508

## KENNEDY-KING COLLEGE

### Operating Funds

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
	<b>Audit</b>	<b>Budget</b>	<b>Budget</b>
			<b>Request</b>
<b>Expenditures by Program</b>			
Instruction	10,722,663	10,692,995	11,249,740
Academic Support	1,639,639	1,919,340	1,810,858
Student Services	3,758,716	4,116,303	4,098,546
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	716,380	796,828	698,311
Operations and Maintenance	7,332,802	7,064,379	6,629,416
Institutional Support	2,833,633	2,816,364	2,324,074
Scholarships, Grants, Waivers	314,830	209,650	209,650
<b>Program Total</b>	<b>27,318,663</b>	<b>27,615,859</b>	<b>27,020,595</b>
<b>Expenditures by Object</b>			
Salaries	21,011,657	19,305,541	19,005,021
Employee Benefits	2,715,469	4,249,762	4,183,543
Contractual Services	760,876	878,186	745,169
Materials and Supplies	664,720	881,798	907,868
Travel and Conference	36,883	109,572	66,994
Capital Outlay	-	-	-
Fixed Charges	143,376	90,000	85,000
Utilities	1,674,163	1,891,350	1,766,350
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarships	314,831	209,650	209,650
Other Expenditures	(3,312)	-	51,000
<b>Object Total</b>	<b>27,318,663</b>	<b>27,615,859</b>	<b>27,020,595</b>

# CITY COLLEGES OF CHICAGO

Community College District No. 508

## KENNEDY-KING COLLEGE

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

Type	Program Description	FY 2017 Audit	FY 2018 Budget	FY 2019 Budget Request
<b>Revenues</b>				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	3,056,761	3,687,535	1,981,255
	Investment Revenue	-	-	-
	Other Sources	-	-	-
	<b>Revenue Total</b>	<b>3,056,761</b>	<b>3,687,535</b>	<b>1,981,255</b>
<b>Expenditures by Program</b>				
	Instruction	2,233,131	2,384,349	334,978
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	36,779	73,567	173,119
	Organized Research	-	-	-
	Auxiliary/Enterprise	1,507,602	1,904,706	1,923,620
	Operations and Maintenance	-	-	-
	Institutional Support	-	-	3,500
	Scholarships, Grants, Waivers	-	-	-
	<b>Program Total</b>	<b>3,777,512</b>	<b>4,362,622</b>	<b>2,435,217</b>
<b>Expenditures by Object</b>				
	Salaries	1,151,254	1,415,705	1,390,003
	Employee Benefits	97,428	194,764	205,736
	Contractual Services	2,251,516	2,385,849	384,118
	Materials and Supplies	270,002	352,856	396,000
	Travel and Conference	-	6,000	4,000
	Capital Outlay	-	-	-
	Fixed Charges	-	7,448	44,860
	Utilities	-	-	-
	Other Expenditures			
	Bad Debt	-	-	-
	Waivers and Scholarships	-	-	-
	Other Expenditures	7,312	-	10,500
	<b>Object Total</b>	<b>3,777,512</b>	<b>4,362,622</b>	<b>2,435,217</b>
	<b>Revenues less Expenditures</b>	<b>(720,751)</b>	<b>(675,087)</b>	<b>(453,962)</b>

# CITY COLLEGES OF CHICAGO

Community College District No. 508

## KENNEDY-KING COLLEGE

### PERFORMANCE MEASURES

Key Performance Indicator	Performance by year					
	FY2013	FY2014	FY2015	FY2016	FY2017 (Prelim)*	FY2018 (Targets)*
<b>IPEDS 150 Completion Rate</b>	26%	23%	25%	25%	20%	33%
<b>Total Awards</b>	1,164	1,258	1,328	1,192	881	1,413
<b>Total Degrees</b>	410	467	565	532	422	690
<b>Total Certificates</b>	754	791	763	660	459	723
<b>Credit Students Fall-to-Spring Retention</b>	66.4%	63.8%	62.9%	59.2%	59.0%	71.6%
<b>Student employment rate in area of training</b>	64%	66%	66%	69%	80%	71%
<b>Med. earnings of stud. employed in training area</b>	\$31,720	\$41,548	\$36,005	\$33,295	\$33,734	\$38,129
<b>Total Enrollment (unduplicated)</b>	11,877	11,065	9,532	7,738	6,398	11,376
<b>Credit Enrollment</b>	6,813	6,761	5,720	4,750	4,161	7,097
<b>Adult Ed. Enrollment</b>	3,936	3,326	2,812	2,218	1,706	3,707
<b>Continuing Ed. Enrollment</b>	1,432	1,204	1,261	1,351	894	1,192
<b>C2C Enrollment</b>	994	2,369	5,401	4,151	3,485	5,669
<b>Transfer within 2 years of degree completion</b>	54%	53%	52%	46%	44%	54%
<b>Transfer after earning 12 credits (fall new stud.)</b>	37	47	32	37	33	63
<b>Remediation transitions 1yr</b>	24%	19%	27%	39%	45%	30.1%
<b>Transitions to College Credit</b>	88	127	93	97	160	315
<b>GED Attainment</b>	191	159	22	50	62	N/A
<b>Percent of Students Attaining Level Gains</b>	10.4%	11.5%	16.5%	23.8%	19%	N/A
<b>Full-time to 30 ch in 1 year</b>	10.4%	13.0%	9.2%	16.7%	12.5%	11.6%
<b>Part-time to 15 ch in 1 year</b>	23.5%	19.4%	9.4%	12.2%	13.4%	25.2%

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# CITY COLLEGES OF CHICAGO

Community College District No. 508

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## MALCOLM X COLLEGE

### COLLEGE DESCRIPTION

Malcolm X College, the iconic and historic institution on the west side of Chicago, strives to deliver quality, affordable educational opportunities that prepare students to pursue further college or a career in a rapidly changing and diverse global economy. Our mission is "...to empower students of diverse backgrounds and abilities to achieve academic, career and personal success". We achieve this mission by operating in accordance with key values; namely Accountability, Communication, Community, Diversity, Integrity, Learning, Quality, Respect and Service. It is our adherence to these tenets that drive our success as an institution of higher education.

Malcolm X College and its satellite site, the West Side Learning Center, offer associate degrees, short-term certificate programs, professional and personal development courses, and GED and ESL programs. Located near the Illinois Medical District (and in the heart of the Austin community for our Westside Learning Center), Malcolm X College is CCC's Center for Excellence in healthcare education, and partners with industry and university leaders to ensure students build relevant skills in this fast-growing field.

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

# CITY COLLEGES OF CHICAGO

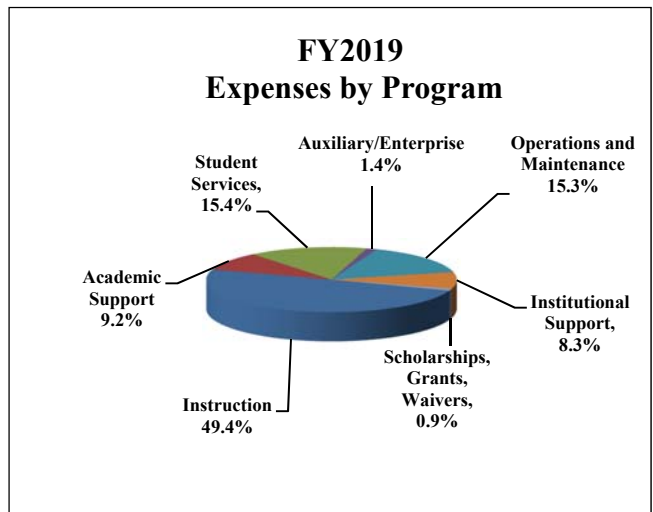
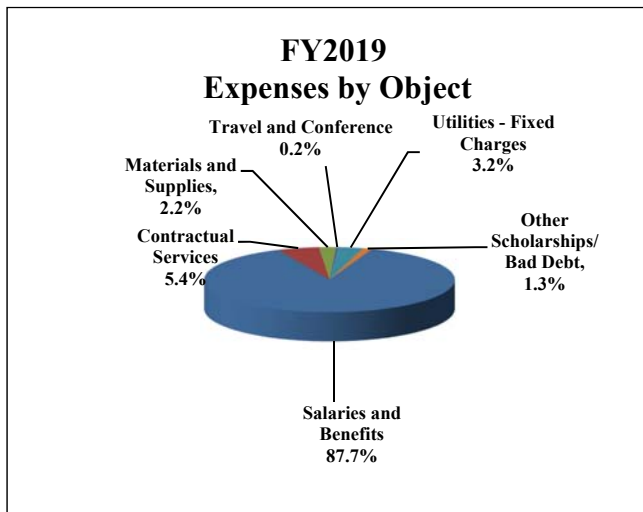
Community College District No. 508

## BUDGET OVERVIEW

Malcolm X College’s operating budget, excluding restricted grants, totals \$38.3 million in FY2019.

The largest spending category is Salary and Benefits, totaling \$33.6 million (87.7%) of the operating budget. Contractual Services are \$2.1 million (5.4%); Utilities and Fixed Charges combined are \$1.2 million (3.2%); Materials and Supplies are \$853 thousand (2.2%); Other Expenditures, which includes Bad Debt, Waivers and Scholarships, and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$481 thousand or (1.2%). Travel and Conference are \$86 thousand or (0.2%).

By program type, expenses breakdown as 49.4% of budget is allocated to Instruction, 9.2% is allocated to Academic Support, 15.4% is allocated to Student Services, 1.4% is allocated to Auxilliary/Enterprise, 15.3% is allocated to Operations and Maintenance, 8.3% is allocated to Institutional Support and 0.9% is allocated to Scholarships, Grant and Waivers.



# CITY COLLEGES OF CHICAGO

Community College District No. 508

## MALCOLM X COLLEGE

### Operating Funds

	FY 2017 Audit	FY 2018 Budget	FY 2019 Budget Request
<b>Expenditures by Program</b>			
Instruction	17,593,205	16,416,870	18,943,109
Academic Support	3,841,141	4,073,759	3,528,084
Student Services	4,832,387	5,334,623	5,893,681
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	431,934	512,881	524,896
Operations and Maintenance	5,517,219	5,560,804	5,879,383
Institutional Support	3,580,029	3,709,066	3,192,248
Scholarships, Grants, Waivers	307,665	427,776	359,745
<b>Program Total</b>	<b>36,103,580</b>	<b>36,035,779</b>	<b>38,321,146</b>
<b>Expenditures by Object</b>			
Salaries	28,155,032	26,192,372	27,156,356
Employee Benefits	3,988,167	6,132,438	6,450,004
Contractual Services	1,495,827	1,437,679	2,059,627
Materials and Supplies	609,484	585,334	853,264
Travel and Conference	111,332	125,080	86,050
Capital Outlay	-	-	-
Fixed Charges	221,792	75,000	75,000
Utilities	1,214,983	1,060,100	1,160,100
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarships	307,665	427,776	359,745
Other Expenditures	(702)	-	121,000
<b>Object Total</b>	<b>36,103,580</b>	<b>36,035,779</b>	<b>38,321,146</b>

# CITY COLLEGES OF CHICAGO

Community College District No. 508

## MALCOLM X COLLEGE

### Enterprise Funds

<b>Type</b>	<b>Program Description</b>	<b>FY 2017 Audit</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget Request</b>
<b>Revenues</b>				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	46,254	150,000	1,207,319
	Investment Revenue	-	-	-
	Other Sources	-	-	-
<b>Revenue Total</b>		<b>46,254</b>	<b>150,000</b>	<b>1,207,319</b>
<b>Expenditures by Program</b>				
	Instruction	17,860	20,000	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	211,670	205,315	239,370
	Organized Research	-	-	-
	Auxiliary/Enterprise	2,695	104,227	508,675
	Operations and Maintenance	-	-	-
	Institutional Support	-	-	-
	Scholarships, Grants, Waivers	-	48,690	-
<b>Program Total</b>		<b>232,225</b>	<b>378,232</b>	<b>748,045</b>
<b>Expenditures by Object</b>				
	Salaries	187,891	217,312	369,865
	Employee Benefits	21,280	47,940	86,805
	Contractual Services	-	30,500	119,750
	Materials and Supplies	23,054	18,777	115,875
	Travel and Conference	-	15,013	31,000
	Capital Outlay	-	-	-
	Fixed Charges	-	-	24,750
	Utilities	-	-	-
	Other Expenditures			
	Bad Debt	-	-	-
	Waivers and Scholarships	-	48,690	-
	Other Expenditures	-	-	-
<b>Object Total</b>		<b>232,225</b>	<b>378,232</b>	<b>748,045</b>
<b>Revenues less Expenditures</b>		<b>(185,971)</b>	<b>(228,232)</b>	<b>459,274</b>

# CITY COLLEGES OF CHICAGO

Community College District No. 508

## MALCOLM X COLLEGE

### PERFORMANCE MEASURES

Key Performance Indicator	Performance by year					
	FY2013	FY2014	FY2015	FY2016	FY2017 (Prelim)*	FY2018
<b>IPEDS 150 Completion Rate</b>	8%	11%	7%	9%	15%	19%
<b>Total Awards</b>	841	959	996	1,185	1,405	1,183
<b>Total Degrees</b>	402	462	530	508	622	687
<b>Total Certificates</b>	439	497	466	677	783	496
<b>Credit Students Fall-to-Spring Retention</b>	65.2%	61.2%	63.4%	62.9%	63.9%	70.4%
<b>Student employment rate in area of training</b>	62%	52%	60%	60%	N/A	71%
<b>Med. earnings of stud. employed in training area</b>	\$29,120	\$31,200	\$31,200	\$33,597	\$36,714	\$38,129
<b>Total Enrollment (unduplicated)</b>	13,148	12,016	10,957	10,970	10,758	12,723
<b>Credit Enrollment</b>	7,383	7,583	7,259	6,948	7,690	7,687
<b>Adult Ed. Enrollment</b>	4,342	3,407	2,587	2,663	2,266	4,335
<b>Continuing Ed. Enrollment</b>	1,841	1,327	1,632	2,063	1,571	1,465
<b>C2C Enrollment</b>	1,009	3,822	6,800	5,908	6,219	6,145
<b>Transfer within 2 years of degree completion</b>	38%	41%	38%	43%	43%	45%
<b>Transfer after earning 12 credits (fall new stud.)</b>	61	60	58	68	43	103
<b>Remediation transitions 1yr</b>	27%	24%	31%	45%	46%	28.7%
<b>Transitions to College Credit</b>	67	144	100	129	218	267
<b>GED Attainment</b>	212	165	49	92	83	N/A
<b>Percent of Students Attaining Level Gains</b>	16.9%	18.2%	23.4%	26%	26%	N/A
<b>Full-time to 30 ch in 1 year</b>	5.7%	4.4%	6.8%	14.7%	11.0%	10.4%
<b>Part-time to 15 ch in 1 year</b>	18.3%	16.7%	24.7%	17.4%	20.1%	25.4%

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



# CITY COLLEGES OF CHICAGO

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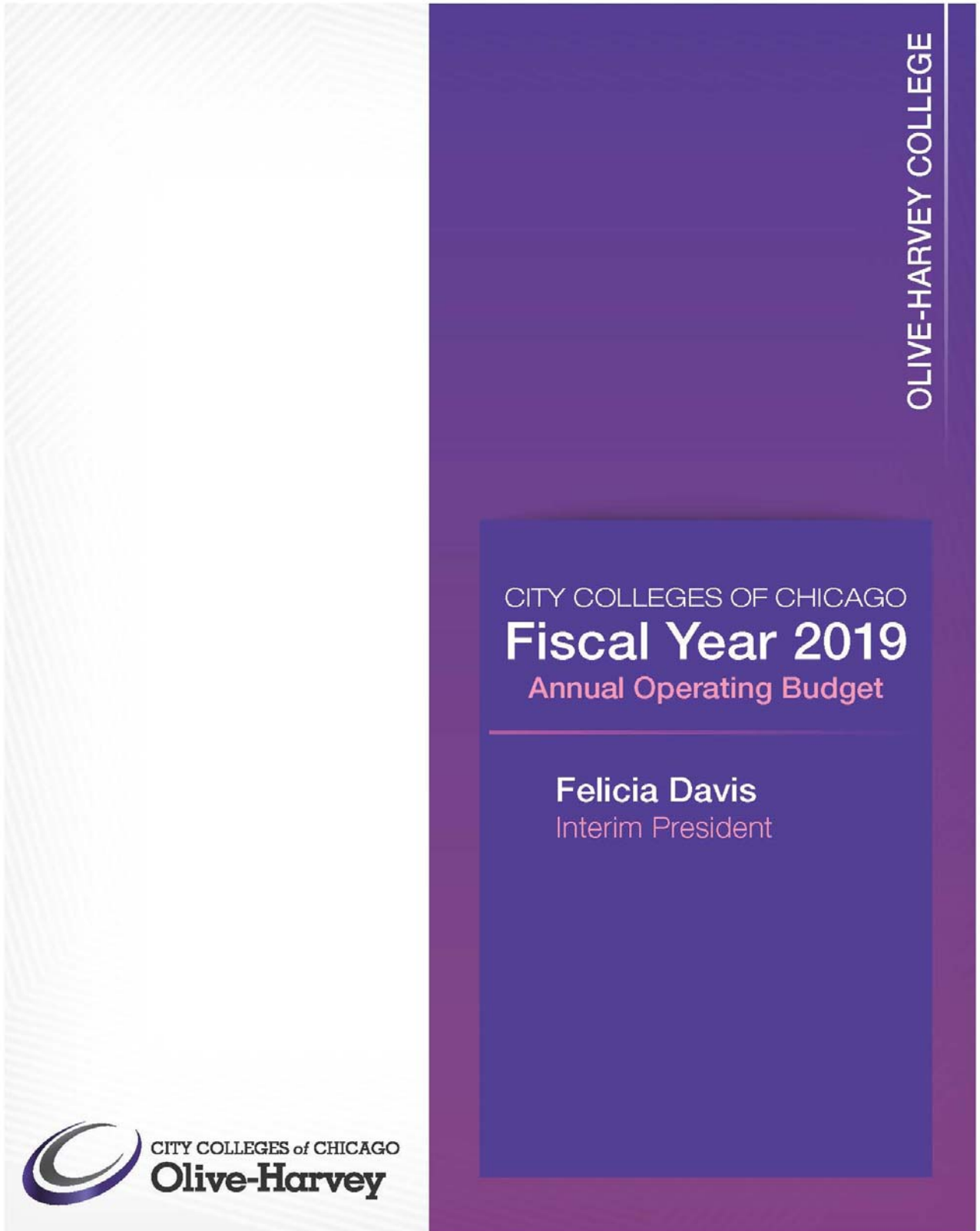
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# CITY COLLEGES OF CHICAGO

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# CITY COLLEGES OF CHICAGO

Community College District No. 508

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## OLIVE-HARVEY COLLEGE

### COLLEGE DESCRIPTION

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

College administrators, faculty and staff have worked together to continue providing innovation in teaching and learning efforts while improving student retention and academic outcomes. One of the College's goals is to provide students a strong foundation in their fields of study and prepare them for transfer to four-year institutions or to put them directly on a career path with the skills needed to succeed. These Guided Pathways to Success (GPS) are key to supporting each student's educational journey.

Since the College is located on the far South Side near a number of Chicago-area industrial and transportation corridors, Olive-Harvey College is City Colleges of Chicago's center of excellence in transportation, distribution, and logistics (TDL). The College's philosophy is to prepare Chicagoans to take advantage of the employment opportunities available by ensuring they have the skills necessary to succeed in the jobs of today and tomorrow.

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

The College's satellite campus, the South Chicago Learning Center (SCLC), was established in March 1988 and offers the far South Side community programs including GED, English as a Second Language (ESL), Citizenship, Weekend College Continuing Education courses, and a select number of college credit courses.

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

### Accomplishments

Olive-Harvey has made progress in key metrics. Some of the progress made in 2017 is as follows:

- 16% of students in the IPEDS student cohort graduated in FY2017, exceeding the target by 23%. Olive-Harvey's IPEDS completion rate is up 129% since the beginning of Reinvention.
- 50% of students needing remediation transitioned to credit within one year in FY2017, exceeding the target by 69%. This metric was 9 percentage points higher than it was in FY2016.
- The credit student fall-to-spring retention rate for FY2018 was 65.4%, which was a 9% increase over FY2017
- 9.8% of full-time students completed 30 credit hours in one year, exceeding the target by 24%.

# CITY COLLEGES OF CHICAGO

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### Adult Education

- 180 students transitioned to credit in FY2017, a 34% increase over FY2016.
- Two recent graduates from Olive-Harvey college were former ESL and GED students in the Adult Education program. This demonstrates the clear path that many take in transitioning from our program into college. Transition Specialist work one-on-one with students to encourage them to set and meet academic, personal, and financial goals. Below are the highlights of two students that successfully transitioned from Adult Education to college.
  - Paola Salcedo, the Olive-Harvey College valedictorian, completed her Associate's degree as a Gateway Scholar after having begun her educational journey in Adult Education through the English as a Second Language (ESL) program.
  - Dorothy Johnson, another Gateway Scholar, graduated at age 70 after demonstrating her commitment to complete high school through the Adult Education program that offers high school equivalency classes (GED®).

### Early College/CPS Partnerships

- Olive-Harvey's partnership in Dual Credit has increased tremendously. Dual Enrollment students are taking dual credit at their high schools where they are able to take multiple courses while obtaining high school and college credit simultaneously.
- The number of Dual Enrollment students in Fall 2017 increased by 14% compared to Fall 2016.
- The number of Dual Credit students in Fall 2017 increased by 55% compared to Fall 2016.

### Academic Advising

- Exceeded FY2018 Fall to Spring retention goal by 5.3%; Goal 60%; Actual 65.3%
- Counseled 49.9% of students who received Ds and Fs during mid-term and 48.5% of students who received an "At-Risk" early alert from faculty
- Conducted 3,191 appreciative and intrusive counseling sessions to 1,199 students between August 28, 2017 and May 21, 2018

### Athletics

- One student athlete for the men's basketball team was selected to the NJCAA All region four team.
- Men's Basketball team finished the 17 – 18 season with a record of 26 – 7 reaching Region four Division II District 3 tournament, placing them with a number 16 national ranking. Baseball team reached the NJCAA Region four Division 1 Tournament the 17 – 18 season.

### College to Careers (C2C)

- Increased National Safety Council Certifications for Safety and Lift Truck Operator Training – Fall 2017 and Spring 2018.
- Reduced scheduled course timeframe for the Forklift Operator certificate program from 6-days to 3.5 days 5 days and increased course offerings within the academic year. The reduced timeframe and increased course offerings for the Forklift Operator certificate program increased enrollment by 48% from FY2017 to FY2018.
- Spearheaded a new partnership with PepsiCo on behalf of the entire District bringing resources, jobs, and industry experience to create more opportunities for our students

# CITY COLLEGES OF CHICAGO

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## Transfers

- Olive-Harvey’s Transfer Centers help students to create a plan for a seamless transition to 4-Year institutions. Olive-Harvey continues to meet its metrics in this area. As of February 2018, 47% of 2017 graduates were accepted into a 4 yr institution

## Student Accomplishments

- An OHC student has been awarded one of only ten “Bridges to Baccalaureate Internships” funded by the National Institutes of Health via University of Illinois at Chicago. This is a paid, eight-week research internship which includes a stipend and development workshops.
- Another OHC student was awarded a prestigious 2018 ChicagoCHEC Research Fellows Program summer internship where she will perform cancer research at Northwestern University, the Robert H. Lurie Comprehensive Cancer Center, the University of Illinois at Chicago, the University of Illinois Cancer Center, and Northeastern Illinois University. This student will be paid full-time for the summer, as well as have the option to be placed in a research team part-time during the following academic year.

## Financial Aid

### Verifications

- Completed verifications by end of term for Fall 2017 was 87%. Completed verifications increased to 91% for Spring 2018 and is currently at 96% for Summer 2018
- A new verification standing operating procedure was rolled out at OHC which allows all verification files to be viewed and verified twice to ensure accuracy

### Federal Work Study

- Developed and implemented new Federal Work study (FWS) hiring process in Spring 2018 to increase FWS spending through use of a weekly utilization & budgeting report created by OHC Office of Financial Aid

### Satisfactory Academic Progress

- Hosted bi-weekly SAP workshops for students for Spring 2018 semester to education students on SAP status and inform them what is needed to complete their SAP appeal.
- Reviewed 159 SAP appeals with a 71.70% approval rate

## Awards and Recognition

Faculty and staff continue to garner recognition for exemplary work in 2017-18.

- Professor Melda Beaty, English, has published a book chapter on playwright Lydia Diamond which will be published as an article in *Continuum: The Journal of African Diaspora Drama, Theatre and Performance* June/July 2018.
- Professor Jeffery Dillard, Criminal Justice Faculty at OHC presented a plenary session entitled “Business As Usual: The Exploitation of Hip Hop” at the Association of Criminal Justice Society’s 55<sup>th</sup> Annual Meeting February 13-17, 2018 in New Orleans, LA. Both Professor Dillard and Dr. Kristee Davis, Chair of Social Sciences Department attended the annual meeting where Professor Dillard had been invited to present.
- Dr. Cynthia Manns, Sociology Faculty; Professor Curtis Keyes, Political Science Faculty; and Dr. Kristee Davis, Chair of Social Sciences were invited to present at the “Preserving the Legacy of HBCUs/PBIs and Institutionalizing Support of Community Stakeholders” Conference at Virginia State University on Friday,

# CITY COLLEGES OF CHICAGO

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- February 23, 2018. Dr. Manns and Professor Keyes traveled to VSU and presented the Closing Plenary to the University President and Faculty, Invited Faculty from other HBCUs and PBIs, and VSU students.
- Professor Curtis Keyes, Political Science and History faculty, hosted a film and discussion series of *Bridge to Freedom* on March 12 and 13, 2018 in Room 3305.
- Dr. Oliver Pergams (BIOL) supervised two student internships at Hiram College, a liberal arts college located in Hiram, Ohio.
- Dr. Liza Mohanty (BIOL) and Dr. Oliver Pergams (BIOL) completed an academic paper to be published in the Qualitative Research in Education Journal (in review) entitled *A Combined Read-Aloud Think-Aloud Strategy Improves Student Learning Experience in College-Level Biology Courses*.
- Dr. Liza Mohanty, Chair of Natural Sciences and Dr. Oliver Pergams, Biology faculty, along with a colleague from Purdue, published an educational research paper in the peer-reviewed Journal of College Science Teaching that illustrates how reading-aloud in biology class can lead to better learning experiences for college students.
- Professor Shadi Assaf, Chemistry, and Dr. Vladimir Gevorgyan from UIC coordinated a research opportunity with two OHC students resulting in the publication of a research article entitled “General synthesis of pyrido [1,2-a] indoles via Pd-catalyzed cyclization of o-picolylbromoarenes” in the Journal of Organometallic Chemistry.

### Academic and Support Services

- Academic Support and Tutoring Center provided 870 tutoring sessions for the Summer 2017 term. This is an increase of 125% from last summer. This increase can be attributed to an increase in student awareness, overall tutor availability, and subject-area availability.
- Tutors provided Embedded Tutoring in four Level-Up classes during summer 2017. The Level-Up Program prepares students for college-level coursework in Math and English. Embedded tutors are tutors placed in a specific course for the duration of
- NetTutor statistics are now available for 8/14/17 through 12/22/17. Olive-Harvey students conducted 885 sessions, totaling 21,000 minutes with NetTutor during this timeframe. Of the total number of sessions, 158 were through the “Live Tutorial”, 703 were through the “Paper Center” and 24 were through the “Q&A Center”. Additionally, specific group usage by course and group (subject) is available. The top three subjects where OHC students are taking full advantage of Live NetTutors are in the areas of English (473 minutes), Chemistry (232 minutes), and Math (198 minutes). These statistics accentuate what a helpful “anytime, anywhere” resource NetTutor is to our students.
- Olive-Harvey College had the highest number of unduplicated Tutoring reach for at-risk students through EarlyAlert in GradesFirst in Spring 2018 in the District.

### Career Planning & Placement

- FY2018 the Career Planning and Placement department partnered with 21 employers to facilitate 7 hiring events
- Employers consist of Lake Side Meadows, Seville Staffing, Surge, Sherwin Williams, Fed X, Werner, NFI, TMC, DOT, Schneider, US Express, Trans Am, May Trucking, Roehl, Marvick, JR Schuggel, Pepsi, UPS, Elite Staffing, Leaders Up, and Olive-Harvey College
- 57 confirmed hires

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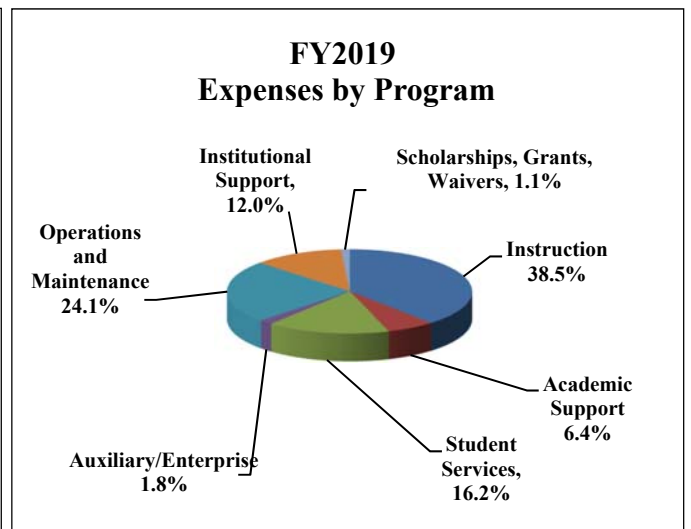
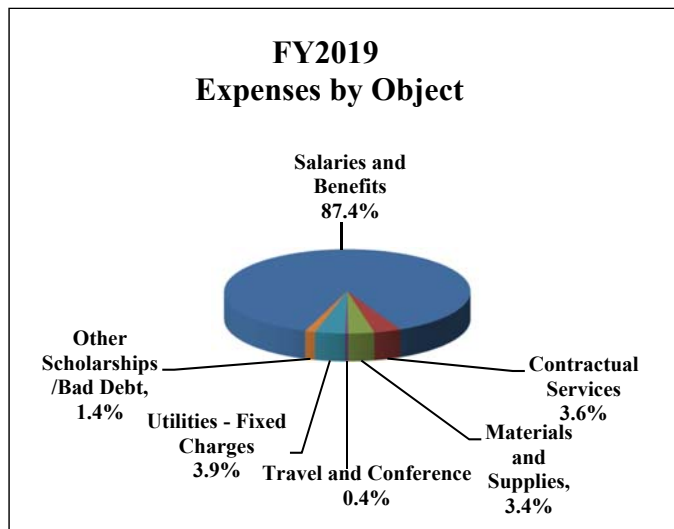
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## BUDGET OVERVIEW

Olive-Harvey College’s operating budget, excluding restricted grants, totals \$21.1 million in FY2019.

The largest spending category is Salary and Benefits, totaling \$18.4 million (87.4%) of the operating budget. Contractual Services are \$751 thousand (3.6%); Materials and Supplies are \$714 thousand (3.4%); Utilities and Fixed Charges combined are \$815 thousand (3.9%); Other Expenditures, which includes Bad Debt, Waivers and Scholarships, and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$286 thousand (1.4%). Travel and Conference are \$95 thousand (0.45%).

By program type, expenses breakdown as 38.5% of budget is allocated to Instruction, 6.4% is allocated to Academic Support, 16.2% is allocated to Student Services, 1.8% is allocated to Auxilliary/Enterprise, 24.1% is allocated to Operations and Maintenance, 12.0% is allocated to Institutional Support and 1.1% is allocated to Scholarships, Grant and Waivers.





# CITY COLLEGES OF CHICAGO

Community College District No. 508

## OLIVE-HARVEY COLLEGE

### Operating Funds

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
	<b>Audit</b>	<b>Budget</b>	<b>Budget</b>
			<b>Request</b>
<b>Expenditures by Program</b>			
Instruction	7,470,961	7,982,677	8,098,306
Academic Support	1,647,818	1,499,232	1,345,723
Student Services	3,522,795	3,382,319	3,406,083
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	310,014	349,056	378,847
Operations and Maintenance	4,023,275	4,348,629	5,068,284
Institutional Support	2,110,946	2,463,342	2,517,720
Scholarships, Grants, Waivers	242,434	241,606	241,605
<b>Program Total</b>	<b>19,328,243</b>	<b>20,266,861</b>	<b>21,056,568</b>
<b>Expenditures by Object</b>			
Salaries	15,254,374	14,699,158	14,883,124
Employee Benefits	2,161,243	3,447,000	3,513,057
Contractual Services	577,427	627,943	751,295
Materials and Supplies	384,875	467,721	713,813
Travel and Conference	35,546	68,334	94,575
Capital Outlay	57,346	-	-
Fixed Charges	110,175	100,000	100,000
Utilities	506,267	615,100	715,100
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarships	242,434	241,605	241,604
Other Expenditures	(1,444)	-	44,000
<b>Object Total</b>	<b>19,328,243</b>	<b>20,266,861</b>	<b>21,056,568</b>

# CITY COLLEGES OF CHICAGO

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## OLIVE-HARVEY COLLEGE

### PERFORMANCE MEASURES

Key Performance Indicator	Performance by year					
	FY2013	FY2014	FY2015	FY2016	FY2017 (Prelim)*	FY2018 (Targets)*
<b>IPEDS 150 Completion Rate</b>	9%	9%	11%	13%	16%	16%
<b>Total Awards</b>	2,578	3,512	2,993	2,313	993	3,483
<b>Total Degrees</b>	331	266	406	431	271	507
<b>Total Certificates</b>	2,247	3,246	2,587	1,882	722	2,975
<b>Credit Students Fall-to-Spring Retention</b>	65.6%	61.9%	62%	54.8%	60.1%	70.7%
<b>Student employment rate in area of training</b>	65%	55%	58%	52%	N/A	71%
<b>Med. earnings of stud. employed in training area</b>	\$32,240	\$32,760	\$30,410	\$36,692	\$38,825	\$38,129
<b>Total Enrollment (unduplicated)</b>	11,005	12,040	9,522	7,783	5,768	10,528
<b>Credit Enrollment</b>	4,772	4,876	5,586	5,128	3,592	5,960
<b>Adult Ed. Enrollment</b>	2,969	3,028	2,616	2,419	1,959	3,093
<b>Continuing Ed. Enrollment</b>	2,791	3,613	2,594	1,093	545	1,344
<b>C2C Enrollment</b>	3,073	5,196	4,783	4,264	2,773	3,964
<b>Transfer within 2 years of degree completion</b>	53%	61%	59%	52%	50%	56%
<b>Transfer after earning 12 credits (fall new stud.)</b>	46	63	48	31	36	78
<b>Remediation transitions 1yr</b>	27%	24%	38%	46%	50.0%	31.2%
<b>Transitions to College Credit</b>	78	120	129	132	176	291
<b>GED Attainment</b>	201	166	37	69	87	N/A
<b>Percent of Students Attaining Level Gains</b>	13.1%	15.1%	20.6%	22.0%	22.5%	N/A
<b>Full-time to 30 ch in 1 year</b>	8.4%	5.6%	7%	11.2%	9.2%	8.6%
<b>Part-time to 15 ch in 1 year</b>	15.2%	14.9%	20.2%	18.6%	15.0%	20.5%

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

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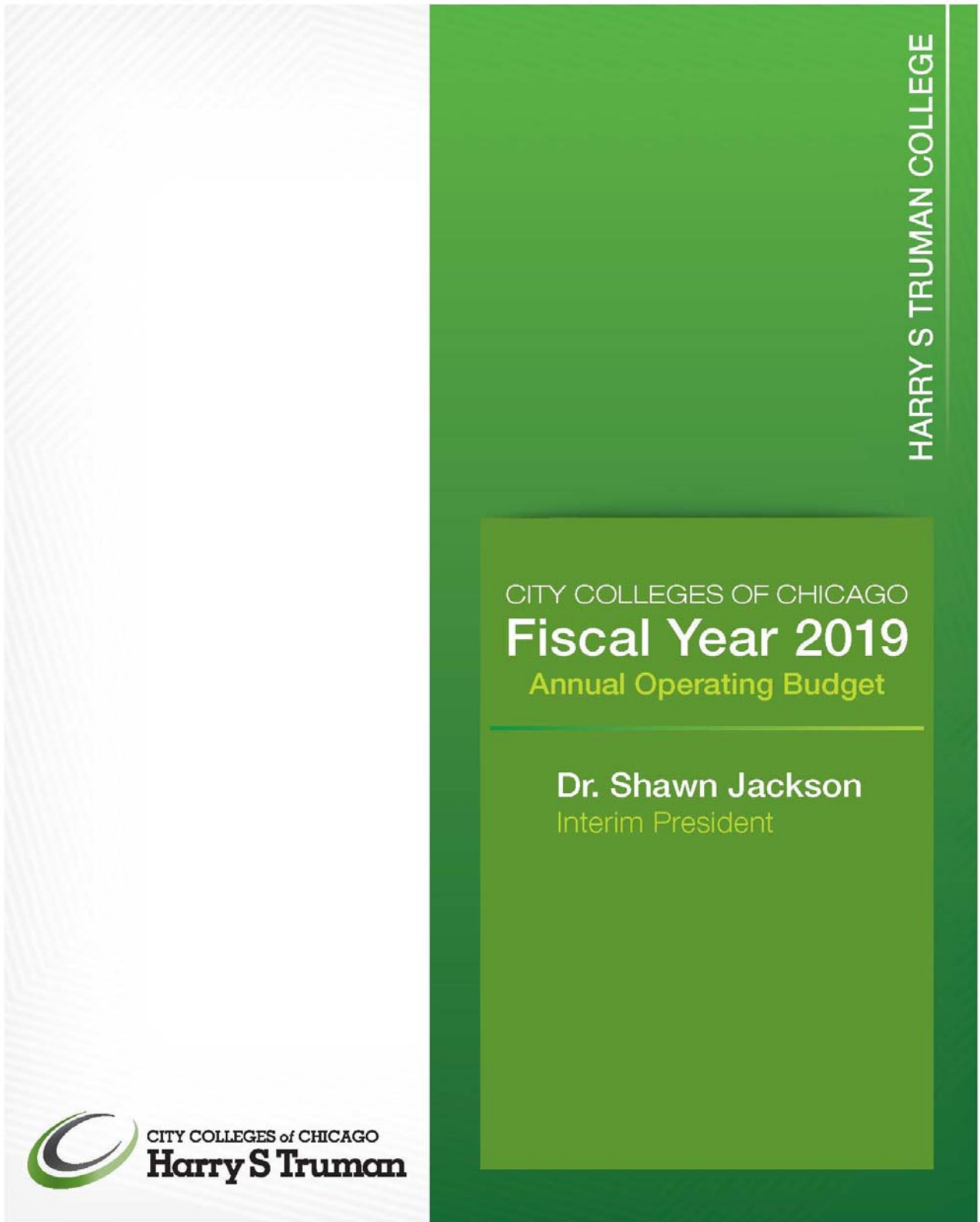
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# CITY COLLEGES OF CHICAGO

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## HARRY S TRUMAN COLLEGE

### COLLEGE DESCRIPTION

Harry S Truman College strives to deliver high-quality, innovative, affordable, and accessible educational opportunities and services that prepare students for a rapidly changing and diverse global economy. In addition to meeting the educational needs of individual students, the college seeks to be a catalyst for growth and progress within the community.

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

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

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

### MAJOR ACCOMPLISHMENTS

- Fall-to-Spring credit retention increased from 63% in FY2017 to 66% in FY2018.
- 43% of credit students visited an academic support center, and 9% of Adult Education students visited a center in Fall 2017. 14% of credit students visited a center two or more times.
- There were 23,154 total visits to Truman's academic support centers in Fall 2017, including 8,525 visits to the Math Center, 3,786 visits to the Writing Center, 2,952 visits to the Reading Center, and 3,740 visits to the Science Center.
- The Tutoring Center was rebranded as The Advancement Center and has added additional services for Adult Education students. 2,742 students visited the Advancement Center in Fall 2017.
- Students who visited the academic support centers had better outcomes in target courses than their counterparts who did not use the centers. For example, 67% of students who visited the Math Center passed their Math courses, compared with only 45% of students who did not visit the center. 78% of students who visited the Science Center passed their science classes, compared with 66% of students who did not use the center.
- In order to combat the “summer slide” phenomenon of eroding skills for students who are not taking a summer English course, our Writing Center and Reading Center, led by key Communications faculty, developed two new summer workshop series: Summer Skills Maintenance Workshops for ARC Students and Summer Skills Maintenance Workshops for Credit ESL students.

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- Mayor Rahm Emanuel announced an early childhood scholarship which will support the current and future ECE workforce in earning additional credentials. Truman will be the coordinator of the work, along with City Hall and DFSS.
- The Board approved Bilingual and ESL endorsement certificates for teachers, which are aligned with ISBE endorsements. Students will be able to complete all the required coursework at Truman.
- Truman is working with Pilsen Neighbors Community Council, Chief of Schools of Network 7, and the Office of Language and Cultural Education to support a cohort of licensed teachers through their ESL endorsement.
- The Child Development program enrolled parents at Chicago Commons in courses to earn the Basic Certificate in Child Development. This is an innovative model working to address the multiple needs of part-time community college students. The coursework starts in the community at Chicago Commons with eventual transfer to on-campus coursework. Parents receive dinner and childcare support through Commons and each week have a pre-class parent support meeting hosted by a Chicago Commons Family Specialist and a CCC Child Development faculty member.
- Child Development also has a cohort with Austin Child Care Network, working with current workforce professionals to increase their training levels. This is an addition to an ongoing collaboration with Logan Square Neighborhood Association.
- During the Fall 2017 term, the Transfer Center served 1,478 individual students and provided 3,233 touch-points.
- 32% of Truman Adult Education students had a level gain in ABE and ESL as of May 2018.
- Truman has a post-test rate of 65% which meets the ICCB post-test rate target.
- Truman's Adult Ed program is in the process of opening two Parent University sites at Cleveland Elementary School and Sullivan High School, to offer morning and afternoon HSE/GED-preparation classes.
- We are currently partnered with 8 CPS High Schools to run Dual Credit courses. These schools are Amundsen, Uplift, Multicultural Academy of Scholarship, Sullivan, Rickover Naval Academy, Roosevelt, Mather and Truman Middle College.



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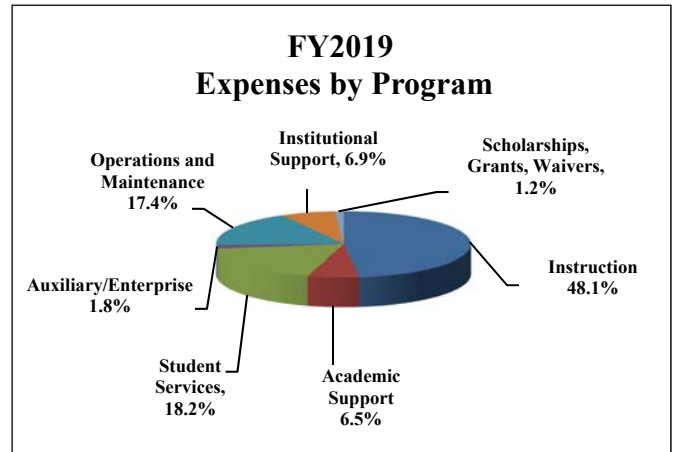
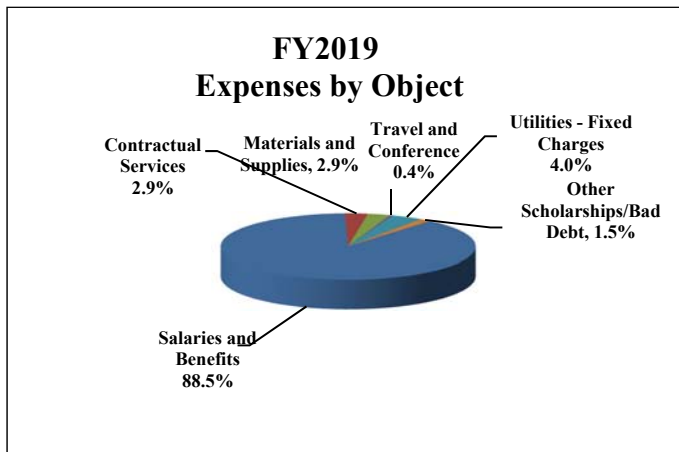
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## BUDGET OVERVIEW

Harry S Truman College's operating budget, excluding restricted grants, totals \$28.7 million in FY2019.

The largest spending category is Salary and Benefits, totaling \$25.4 million (88.5%) of the operating budget. Contractual Services are \$834 thousand (2.9%); Materials and Supplies are \$818 thousand (2.85%); Utilities and Fixed Charges combined are \$1.1 million (4.0%); Other Expenditures, which includes Bad Debt, Waivers and Scholarships, and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$418 thousand (1.5%). Travel and Conference are \$103 thousand (0.4%).

By program type, expenses breakdown as 48.1% of budget is allocated to Instruction, 6.5% is allocated to Academic Support, 18.2% is allocated to Student Services, 1.8% is allocated to Auxilliary/Enterprise, 17.4% is allocated to Operations and Maintenance, 6.9% is allocated to Institutional Support and 1.2% is allocated to Scholarships, Grant and Waivers.



# CITY COLLEGES OF CHICAGO

Community College District No. 508

## HARRY S TRUMAN COLLEGE

### Operating Funds

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
	<b>Audit</b>	<b>Budget</b>	<b>Budget</b>
			<b>Request</b>
<b>Expenditures by Program</b>			
Instruction	14,566,625	14,324,692	13,785,704
Academic Support	2,138,608	2,235,125	1,860,234
Student Services	5,277,920	5,467,163	5,226,283
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	227,451	285,184	505,933
Operations and Maintenance	4,910,483	5,068,926	4,995,511
Institutional Support	2,167,557	2,254,429	1,975,386
Scholarships, Grants, Waivers	153,060	207,192	333,408
<b>Program Total</b>	<b>29,441,704</b>	<b>29,842,711</b>	<b>28,682,459</b>
<b>Expenditures by Object</b>			
Salaries	23,552,371	22,042,779	20,917,475
Employee Benefits	2,960,368	4,730,444	4,456,535
Contractual Services	715,610	785,500	834,291
Materials and Supplies	898,575	821,696	818,350
Travel and Conference	67,259	99,800	102,700
Capital Outlay	-	-	-
Fixed Charges	143,393	117,300	119,700
Utilities	956,860	1,038,000	1,015,000
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarships	148,881	207,192	333,408
Other Expenditures	(1,613)	-	85,000
<b>Object Total</b>	<b>29,441,704</b>	<b>29,842,711</b>	<b>28,682,459</b>

# CITY COLLEGES OF CHICAGO

Community College District No. 508

## HARRY S TRUMAN COLLEGE

### Enterprise Funds

<b>Type Program Description</b>	<b>FY 2017 Audit</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget Request</b>
<b>Revenues</b>			
Local Government	-	-	-
State Government	-	-	-
Federal Government	-	-	-
Personal Property Replacement	-	-	-
Tuition and Fees	-	-	-
Auxiliary/Enterprise	76,101	65,000	140,000
Investment Revenue	-	-	-
Other Sources	-	-	-
<b>Revenue Total</b>	<b>76,101</b>	<b>65,000</b>	<b>140,000</b>
<b>Expenditures by Program</b>			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	11,655	16,350	16,350
Public Service	132,856	175,963	275,288
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	-	-	-
Scholarships, Grants, Waivers	-	-	-
<b>Program Total</b>	<b>144,511</b>	<b>192,313</b>	<b>291,638</b>
<b>Expenditures by Object</b>			
Salaries	126,407	164,099	255,138
Employee Benefits	17,947	28,214	36,500
Contractual Services	-	-	-
Materials and Supplies	157	-	-
Travel and Conference	-	-	-
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	-	-	-
Other Expenditures	-	-	-
Bad Debt	-	-	-
Waivers and Scholarships	-	-	-
Other Expenditures	-	-	-
<b>Object Total</b>	<b>144,511</b>	<b>192,313</b>	<b>291,638</b>
<b>Revenues less Expenditures</b>	<b>(68,410)</b>	<b>(127,313)</b>	<b>(151,638)</b>

# CITY COLLEGES OF CHICAGO

Community College District No. 508

## HARRY S TRUMAN COLLEGE PERFORMANCE MEASURES

Key Performance Indicator	FY2013	FY2014	FY2015	FY2016	FY2017 (Prelim.)*	FY2018 (Targets)*
<b>IPEDS 150 Completion Rate</b>	12%	14%	17%	20%	18%	20.0%
<b>Total Awards</b>	1,370	1,453	1,720	1,307	803	1,235
<b>Total Degrees</b>	658	792	698	762	515	743
<b>Total Certificates</b>	712	661	1,022	545	288	492
<b>Credit Students Fall-to-Spring Retention</b>	68.5%	67%	66.7%	66.0%	62.9%	73.9%
<b>Student employment rate in area of training</b>	67%	59%	57%	53	N/A	71%
<b>Med. earnings of stud. employed in training area</b>	\$35,360	\$33,280	\$37,003	\$34,006	\$31,337	\$38,129
<b>Total Enrollment (unduplicated)</b>	21,069	19,553	17,449	16,369	14,999	20,776
<b>Credit Enrollment</b>	9,289	8,790	8,267	7,269	6,174	9,914
<b>Adult Ed. Enrollment</b>	10,892	10,285	8,967	9,044	9,006	10,914
<b>Continuing Ed. Enrollment</b>	1,994	1,423	993	678	309	1,706
<b>C2C Enrollment</b>	1,206	3,097	7,232	5,485	4,281	7,757
<b>Transfer within 2 years of degree completion</b>	39%	43%	46%	45%	51%	50%
<b>Transfer after earning 12 credits (fall new stud.)</b>	97	138	131	100	50	164
<b>Remediation transitions 1yr</b>	30%	36%	48%	63%	62%	30.9%
<b>Transitions to College Credit</b>	467	575	608	638	669	654
<b>GED Attainment</b>	264	265	53	102	130	N/A
<b>Percent of Students Attaining Level Gains</b>	25.4%	23.5%	30%	28.7%	32.5%	N/A
<b>Full-time to 30 ch in 1 year</b>	8.2%	9.2%	12.5%	9.7%	9.9%	9.9%
<b>Part-time to 15 ch in 1 year</b>	22%	21.0%	28.5%	27.5%	24.5%	24.8%

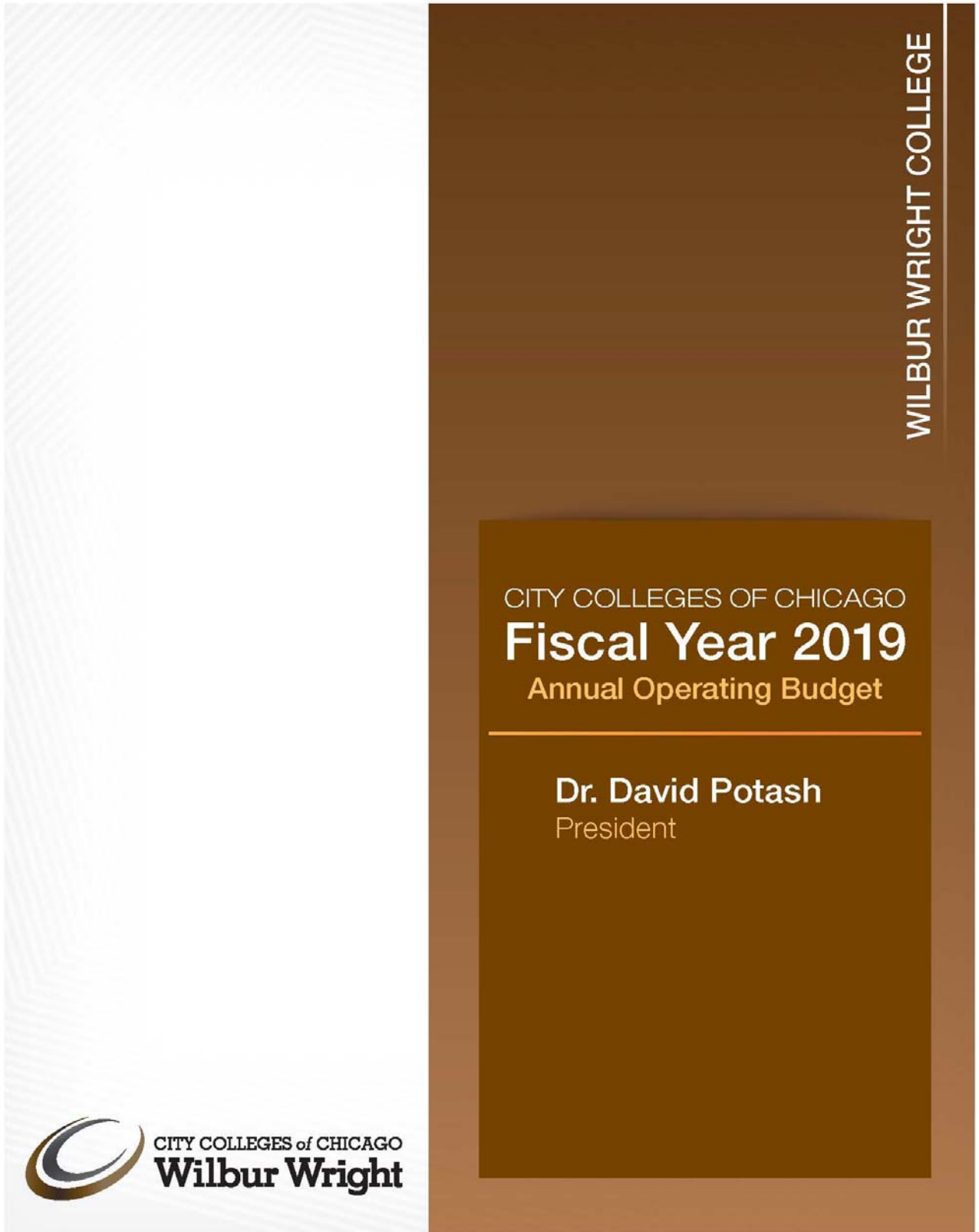
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# CITY COLLEGES OF CHICAGO

Community College District No. 508



# CITY COLLEGES OF CHICAGO

Community College District No. 508

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# CITY COLLEGES OF CHICAGO

Community College District No. 508

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## WILBUR WRIGHT COLLEGE

### COLLEGE DESCRIPTION

Wilbur Wright College is located on the northwest side of Chicago and serves over 18,000 students with college credit, adult education, continuing education and special interest classes. The college provides a park-like campus of five interconnected buildings, designed by award-winning architect Bertrand Goldberg, that offer access to classrooms, laboratories, and support services. Wilbur Wright College also provides vocational training at its Humboldt Park campus, the Humboldt Park Vocational Educational Center, in health careers and advanced manufacturing. The college recently earned national certification for its Computerized Numerical Control program. Wright's College's C2C focus is information technology.

### MAJOR ACCOMPLISHMENTS

#### Accreditation

Within the last 12 months, the college has moved forward with several AQIP initiatives, including:

- The development of the Community Engagement Matters Action Project. Constructed at a fall 2017 Strategy Forum, the project will help the college increase its connection to its external community, namely enhancing outreach, increasing enrollment, and forging new partnerships.
- The launch of the Developmental Math Action Project. This project will improve retention in our traditional Math 99 sections through building community in the classroom, adding non-cognitive components to help students adjust to college, require tutoring for at risk students, and use a student diagnostic to identify areas of weakness for the instructor and student to address early in the course.
- The college has formed six teams to work on its 2019 Systems Portfolio for reaccreditation with the Higher Learning Commission. All team have started their work, collecting evidence, gathering info from stakeholders, and addressing feedback from the 2016 Appraisal.

#### Adult Education

- Adult Education FY2018 Enrollment totaled 5,130 (target 5,000-103% to target)
- Completions in Adult Education
  - FY2018 Transitions 392 (target 391- 100.3 % to target)
  - FY2018 HSE Completers 85 (target 131- 65% to target. Please note that students will continue to test through July 1)
  - AE FY2018 Level Gains 37% and 65% Post-Test Rate (target 44% Level Gains and 65% Post-Test Rate- 84% to Level Gains target and 100% to Post-Test Rate target/testing will continue until 6-30-18)
- Eight current and former Adult Ed staff Clerical, Testing Specialists, DACA Mentors and Federal Work Study students) receive their Associates Degree this year

#### Community

- Wright College partnered with Vaughn Occupational High School to provide educational and vocational opportunities to VOHS students as part of their C.O.R.E. (Community Based Occupational and Recreational Program. Twelve students enrolled in CE classes in the Fall and Spring semester.
- Wright is in partnership with Northwest Side Housing Center, offering Home Ownership Series classes free to the community at the main and Humboldt Park campuses.



# CITY COLLEGES OF CHICAGO

## Community College District No. 508

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- Wright's partnership with the Greater Chicago Food Depository remains strong, offering a Healthy Student Market monthly.

### **Humboldt Park**

- DACA Mentor positions, providing support to Dreamers
- CNC Advanced Certificate approved (official Fall 2018)
- Monarch Fund scholarship provided for undocumented students
- Staff received first responders certificates through the Northwestern Trauma & Surgical initiative
- Adult Education Manufacturing Bridge active
- Offering a Young Manufactures Camp for neighborhood students in Summer 2018
- Community Day in August 2018
- A new Multi-Axis machining course offered through Continuing Education

### **Information Technology**

- Wright College's cybersecurity boot camp, in partnership with the Department of Defense, successfully trained twenty-three students, a mixture of military and civilians, in advanced cyber security.
- Faculty updated the college's credit program in cyber security, with a new basic certificate to be offered in the fall.
- 18 Wright College students received an offer of a one-year apprenticeship with Accenture, marking the third year in our successful partnership.
- The college hosts servers for Wordpress and CIS for all web development courses.
- Wright College's first mobile app deployment (for android only) – built by students

### **Service Learning**

- Wright College was approved as an Illinois Campus Compact AmeriCorps VISTA partner for the 2018-19 year, which will position Wright to host a full-time VISTA supporting the college's community engagement initiatives aligned with the academic plan.
- In 2017-18 Service Partners that Wright College students worked with include:
  - The U.S. Department of State — As part of Diplomacy Lab, students collaborate with Embassy and Consulate officials around the world to provide research for the Department's work.
  - Wonder Works Museum in Oak Park — Students work with children and Museum officials, allowing students to put into immediate use what they are learning about children's cognitive development.
  - Forest preserves and nature centers — Students work alongside Biology Professor Leslie restoring various ecological sites.
  - Logan Square Neighborhood Association — Students work with the Association on issues of immigration, housing and health.

### **Student Successes/Advising and Transfer**

- Through Wright's unique advising and transfer mode, advisors conducted 9,384 advising appointments and 11,929 walk-in advising sessions.
- Wright College - Advising and Transfer Center received OneGoal's 2018 Outstanding Postsecondary Partner award for its commitment to and excellence in serving OneGoal scholars.
- Three Star Scholars were admitted to Northwestern University for fall 2018.

# CITY COLLEGES OF CHICAGO

## Community College District No. 508

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- The Chicago Mercantile Exchange awarded eleven out of twenty-five \$5,000 CME Group Star Partnership Mayoral Awards to graduating Wright College Star scholars who plan to major in the areas of business, economics or computer science.
- For FY2018, the current transfer rate for students transferring within two years of degree completion is 54.6%. The highest percentages of Wright students transfer to Northeastern Illinois University, University of Illinois at Chicago, Resurrection University, DePaul University, and the University of Illinois at Urbana Champaign. Wright College students also transferred to many selective institutions.
- Seventy-five percent of the students in the 2016 cohort of the Engineering Pathways program received admission for fall 2018. Six received admission to the University of Illinois at Urbana-Champaign, two to Northwestern University, two to the University of Illinois at Chicago and one to the Illinois Institute of Technology. Among them, Alondra Arciga received a full-ride scholarship to the University of Illinois at Urbana Champaign and will participate in the Princeton REU Biophysics Research Program in summer 2018.
- Two students participated in the Hispanic Association of Colleges and Universities (HACU) internship program in summer and fall 2017.

# CITY COLLEGES OF CHICAGO

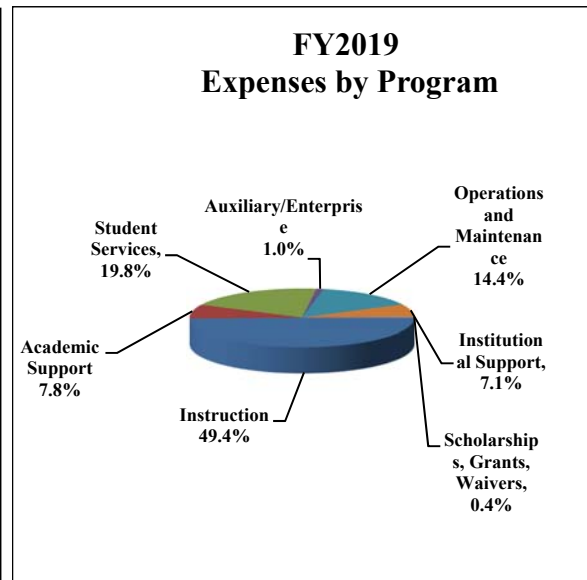
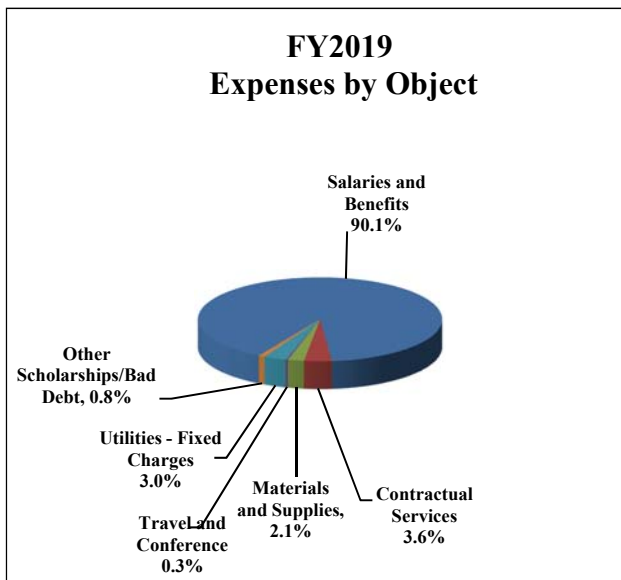
Community College District No. 508

## BUDGET OVERVIEW

Wilbur Wright College’s operating budget, excluding restricted grants, totals \$34.9 million in FY2019.

The largest spending category is Salary and Benefits, totaling \$31.4 million (90.1%) of the operating budget. Utilities and Fixed Charges combined are \$1 million (3.0%); Contractual Services are \$1.3 million (3.6%); Materials and Supplies are \$739 thousand (2.1%); Other Expenditures, which includes Bad Debt, Waivers and Scholarships, and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$293 thousand or (0.8%). Travel and Conference are \$109 thousand or (0.3%).

By program type, expenses breakdown as 49.4% of budget is allocated to Instruction, 7.8% is allocated to Academic Support, 19.8% is allocated to Student Services, 1.0% is allocated to Auxilliary/Enterprise, 14.4% is allocated to Operational and Maintenance, 7.1% is allocated to Institutional Support, and 0.4% is allocated to Scholarships, Grant and Waivers.



# CITY COLLEGES OF CHICAGO

Community College District No. 508

## WILBUR WRIGHT COLLEGE

### Operating Funds

	FY 2017 Audit	FY 2018 Budget	FY 2019 Budget Request
<b>Expenditures by Program</b>			
Instruction	16,747,811	17,391,438	17,238,686
Academic Support	2,942,185	3,711,229	2,733,272
Student Services	5,758,371	6,582,319	6,902,062
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	265,377	287,182	362,474
Operations and Maintenance	4,750,572	5,014,029	5,025,746
Institutional Support	2,634,281	2,485,759	2,480,599
Scholarships, Grants, Waivers	248,131	128,096	128,096
<b>Program Total</b>	<b>33,346,728</b>	<b>35,600,052</b>	<b>34,870,935</b>
<b>Expenditures by Object</b>			
Salaries	26,538,857	26,578,852	25,796,191
Employee Benefits	3,568,351	5,907,161	5,635,271
Contractual Services	1,231,254	1,119,602	1,268,599
Materials and Supplies	678,398	660,948	738,678
Travel and Conference	47,966	134,793	108,500
Capital Outlay	-	-	-
Fixed Charges	158,487	90,000	115,000
Utilities	876,847	980,600	915,600
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarships	248,131	128,096	128,096
Other Expenditures	(1,563)	-	165,000
<b>Object Total</b>	<b>33,346,728</b>	<b>35,600,052</b>	<b>34,870,935</b>

# CITY COLLEGES OF CHICAGO

Community College District No. 508

## WILBUR WRIGHT COLLEGE

### Enterprise Funds

<u>Type</u>	<u>Program Description</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
		<u>Audit</u>	<u>Budget</u>	<u>Budget</u>
				<u>Request</u>
<b>Revenues</b>				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	309,003	1,283,555	407,672
	Investment Revenue	-	-	-
	Other Sources	-	-	-
	<b>Revenue Total</b>	<b>309,003</b>	<b>1,283,555</b>	<b>407,672</b>
<b>Expenditures by Program</b>				
	Instruction	27,930	876,848	140,072
	Academic Support	-	78,681	-
	Student Services	-	9,265	8,720
	Public Service	309,131	387,991	372,454
	Organized Research	-	-	-
	Auxiliary/Enterprise	7,155	45,900	21,900
	Operations and Maintenance	-	23,458	-
	Institutional Support	-	-	-
	Scholarships, Grants, Waivers	-	-	-
	<b>Program Total</b>	<b>344,216</b>	<b>1,422,143</b>	<b>543,146</b>
<b>Expenditures by Object</b>				
	Salaries	295,161	458,953	406,384
	Employee Benefits	33,107	64,148	64,262
	Contractual Services	-	710,667	1,000
	Materials and Supplies	15,948	165,945	65,500
	Travel and Conference	-	-	-
	Capital Outlay	-	-	-
	Fixed Charges	-	22,430	-
	Utilities	-	-	-
	Other Expenditures			
	Bad Debt	-	-	-
	Waivers and Scholarships	-	-	6,000
	Other Expenditures	-	-	-
	<b>Object Total</b>	<b>344,216</b>	<b>1,422,143</b>	<b>543,146</b>
	<b>Revenues less Expenditures</b>	<b>(35,213)</b>	<b>(138,588)</b>	<b>(135,474)</b>

# CITY COLLEGES OF CHICAGO

Community College District No. 508

## WILBUR WRIGHT COLLEGE

### PERFORMANCE MEASURES

Key Performance Indicator	Performance by year					
	FY2013	FY2014	FY2015	FY2016	FY2017 (Prelim)*	FY2018 (Targets)*
<b>IPEDS 150 Completion Rate</b>	14%	15%	15%	16%	17%	23%
<b>Total Awards</b>	1,631	1,801	1,806	1,660	1,317	2,004
<b>Total Degrees</b>	861	1,031	1,066	1,137	1,034	1,122
<b>Total Certificates</b>	770	770	740	523	283	882
<b>Credit Students Fall-to-Spring Retention</b>	70.1%	69.1%	68.2%	68.1%	67.6%	75.8%
<b>Student employment rate in area of training</b>	56%	57%	56	61%	N/A	71%
<b>Med. earnings of stud. employed in training area</b>	\$34,580	\$33,280	\$33,280	\$33,418	\$34,142	\$38,129
<b>Total Enrollment (unduplicated)</b>	23,313	22,399	21,546	19,221	18,298	23,603
<b>Credit Enrollment</b>	12,773	13,019	13,131	12,212	11,291	13,391
<b>Adult Ed. Enrollment</b>	6,495	5,771	5,679	5,240	5,438	6,903
<b>Continuing Ed. Enrollment</b>	4,598	4,076	3,294	2,177	1,984	4,484
<b>C2C Enrollment</b>	1,329	5,233	11,514	9,888	8,543	10,633
<b>Transfer within 2 years of degree completion</b>	49%	49%	49%	54%	50%	56%
<b>Transfer after earning 12 credits (fall new stud.)</b>	132	180	165	150	135	221
<b>Remediation transitions 1yr</b>	41%	42%	47%	63%	58%	39.5%
<b>Transitions to College Credit</b>	156	278	146	265	388	485
<b>GED Attainment</b>	319	229	76	153	152	N/A
<b>Percent of Students Attaining Level Gains</b>	25.0%	22.9%	33.9%	38.5%	42.9%	N/A
<b>Full-time to 30 ch in 1 year</b>	8.0%	7.5%	9.6%	11.5%	9.0%	9.20%
<b>Part-time to 15 ch in 1 year</b>	21.0%	20.1%	20.4%	23.2%	21.0%	27.5%

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# CITY COLLEGES OF CHICAGO

Community College District No. 508

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**DISTRICT OFFICE**





# CITY COLLEGES OF CHICAGO

Community College District No. 508

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# CITY COLLEGES OF CHICAGO

Community College District No. 508

## SUMMARY DISTRICT OFFICE

### Operating Funds

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
	<b>Audit</b>	<b>Budget</b>	<b>Budget Request</b>
<b>Expenditures by Program</b>			
Instruction	40	94,000	219,000
Academic Support	2,770,539	1,870,413	2,678,000
Student Services	1,547,590	1,556,994	1,633,025
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	3,548,974	2,212,850	2,752,850
Operations and Maintenance	4,099,304	3,655,463	3,374,135
Institutional Support	65,872,375	24,727,456	32,711,998
Scholarships, Grants, Waivers	3,808,085	3,183,839	2,513,423
<b>Program Total</b>	<b>81,646,907</b>	<b>37,301,015</b>	<b>45,882,431</b>
<b>Expenditures by Object</b>			
Salaries	28,387,128	21,556,769	23,945,758
Employee Benefits	38,379,964	2,708,890	6,238,487
Contractual Services	2,672,819	3,111,783	4,515,081
Materials and Supplies	6,715,310	5,133,552	6,852,938
Travel and Conference	65,295	119,398	157,127
Capital Outlay	-	-	-
Fixed Charges	108,339	167,793	291,521
Utilities	1,342,260	1,318,931	1,168,036
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarships	3,808,085	3,183,839	2,513,423
Other Expenditures	167,707	60	200,060
<b>Object Total</b>	<b>81,646,907</b>	<b>37,301,015</b>	<b>45,882,431</b>

# CITY COLLEGES OF CHICAGO

Community College District No. 508

## SUMMARY GENERAL APPROPRIATION

### Operating Funds

	FY 2017 Audit	FY 2018 Budget	FY 2019 Budget Request
<b>Expenditures by Program</b>			
Instruction	-	-	-
Academic Support	129,562	56,116	3,575,381
Student Services	48,292	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	648,776	108,736	90,000
Institutional Support	(3,710,553)	12,140,352	7,790,364
Scholarships, Grants, Waivers	6,345,870	10,327,274	9,012,000
<b>Program Total</b>	<b>3,461,947</b>	<b>22,632,478</b>	<b>20,467,745</b>
<b>Expenditures by Object</b>			
Salaries	3,360,609	(3,586,370)	1,483,539
Employee Benefits	(20,008,071)	2,779,659	(454,407)
Contractual Services	2,405,574	2,198,236	3,094,517
Materials and Supplies	308,860	673,250	673,250
Travel and Conference	18,627	(20,460)	40,000
Capital Outlay	-	-	-
Fixed Charges	1,176,831	1,272,983	1,206,000
Utilities	-	-	-
Other Expenditures			
Bad Debt	9,558,462	8,301,082	5,212,846
Waivers and Scholarships	6,120,321	10,238,050	9,000,000
Other Expenditures	520,734	776,048	212,000
<b>Object Total</b>	<b>3,461,947</b>	<b>22,632,478</b>	<b>20,467,745</b>

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Community College District No. 508

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# CITY COLLEGES OF CHICAGO

Community College District No. 508

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## BOARD OF TRUSTEES



# CITY COLLEGES OF CHICAGO

Community College District No. 508

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# CITY COLLEGES OF CHICAGO

Community College District No. 508

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## BOARD OF TRUSTEES

### DEPARTMENT DESCRIPTION

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

### Board of Trustees

Walter E. Massey, Ph.D., Chair  
Elizabeth Swanson, Vice Chair  
Clarisol Duque, Secretary  
Rev. Darrell Griffin, Trustee  
Karen Kent, Trustee  
Marisela Lawson, Trustee  
Deborah Telman, Trustee  
Ali Kleiche, Student Trustee

### Board Responsibilities

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

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

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

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

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

### Regular Board Meetings

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



# CITY COLLEGES OF CHICAGO

## Community College District No. 508

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### Committee Meetings

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

<b>Committee</b>	<b>Chair</b>
Executive Committee	Walter E. Massey, Ph.D.
Academic Affairs and Student Services	Vacant
Finance and Administrative Services	Clarisol Duque

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

### Board Rules

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

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

### BUDGET OVERVIEW

The Board of Trustees operating budget, excluding restricted grants, totals \$274 thousand in FY2019.

The largest spending category is Salary and Benefits, totaling \$195 thousand (71%) of the operating budget. Contractual Services are \$19 thousand (6.9%); Materials and Supplies are \$58 thousand (21%); and Travel and Conference are \$3 thousand (1.1%).

# CITY COLLEGES OF CHICAGO

Community College District No. 508

## BOARD OF TRUSTEES

### Operating Funds

	FY 2017 Audit	FY 2018 Budget	FY 2019 Budget Request
<b>Expenditures by Program</b>			
Instruction			
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	243,386	199,523	274,129
Scholarships, Grants, Waivers	-	-	-
<b>Program Total</b>	<b>243,386</b>	<b>199,523</b>	<b>274,129</b>
<b>Expenditures by Object</b>			
Salaries	159,170	94,556	153,056
Employee Benefits	27,930	25,667	41,546
Contractual Services	11,599	20,000	19,000
Materials and Supplies	43,187	57,800	57,527
Travel and Conference	1,500	1,500	3,000
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	-	-	-
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarships	-	-	-
Other Expenditures	-	-	-
<b>Object Total</b>	<b>243,386</b>	<b>199,523</b>	<b>274,129</b>

# CITY COLLEGES OF CHICAGO

Community College District No. 508

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**OFFICE OF THE CHANCELLOR**



# CITY COLLEGES OF CHICAGO

Community College District No. 508

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# CITY COLLEGES OF CHICAGO

Community College District No. 508

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## OFFICE OF THE CHANCELLOR

### DEPARTMENT DESCRIPTION

The Chancellor is responsible for managing a budget over \$436 million and 5,500 employees, as well as ensuring the success of more than 90,000 students. The Chancellor oversees the seven colleges, their satellites and all other assets, and reports directly to the Board. It is the Chancellor's responsibility to carry out the goals and objectives that support City Colleges' mission and ensure student success.

The Chancellor monitors the goals and objectives for which each President and Vice Chancellor is accountable through scorecards which contain metrics. The FY2019 City Colleges Budget book individually highlights each of the colleges and district departments, including budget information, detailed annual plans, and scorecards for tracking progress toward goal achievement. Please review the budget book for detailed information about the colleges and the district offices' key objectives, annual plans, and budget details.

### BUDGET OVERVIEW

The Office of the Chancellor's FY2019 budget is \$1.3 million.

Salary and Benefits costs account for \$1.2 million (97.5%), followed by Contractual Services at \$3 thousand (0.3%); Materials and Supplies at \$16 thousand (1.3%). The remaining appropriation includes Fixed Charges at \$7 thousand (0.6%), and Travel and Conference at \$6 thousand (0.4%).

# CITY COLLEGES OF CHICAGO

Community College District No. 508

## OFFICE OF THE CHANCELLOR

### Operating Funds

	FY 2017 Audit	FY 2018 Budget	FY 2019 Budget Request
<b>Expenditures by Program</b>			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	829,994	834,212	1,263,508
Scholarships, Grants, Waivers	-	-	-
<b>Program Total</b>	<b>829,994</b>	<b>834,212</b>	<b>1,263,508</b>
<b>Expenditures by Object</b>			
Salaries	696,261	630,687	968,766
Employee Benefits	122,187	171,197	262,967
Contractual Services	-	3,970	3,275
Materials and Supplies	11,292	15,858	16,000
Travel and Conference	254	5,500	5,500
Capital Outlay	-	-	-
Fixed Charges	-	7,000	7,000
Utilities	-	-	-
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarships	-	-	-
Other Expenditures	-	-	-
<b>Object Total</b>	<b>829,994</b>	<b>834,212</b>	<b>1,263,508</b>

**OFFICE OF ADMINISTRATIVE AND  
PROCUREMENT SERVICES**





**CITY COLLEGES OF CHICAGO**  
Community College District No. 508

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**CITY COLLEGES OF CHICAGO**  
Community College District No. 508

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**OFFICE OF ADMINISTRATIVE AND PROCUREMENT SERVICES**

**DEPARTMENT DESCRIPTION**

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

**Department Structure**

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

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

**Facilities and Operations:** Maintains, replaces, and repairs the campuses' buildings, grounds, and mechanical systems. With a recycling program and energy management this unit ensures that sustainable practices are implemented into the daily operations of each campus. In FY2018 to date, we reduced electricity usage by nearly eight hundred thousand Kilowatt hours through excellence in building engineer and capital management, including ongoing training, equipment retrofits, robust maintenance, increased BAS control, and commissioning efforts at our facilities.

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

Administrative and Procurement Services is committed to creating an institution that ensures both student access and success. The department has the following major objectives for FY2018:

- Advance the construction of the Olive-Harvey Transportation Distribution and Logistics Center
- Continue to work with the Public Building Commission to construct the Daley Engineering and Advanced Manufacturing Center
- Continue to promote and advance sustainability efforts, such as recycling and reducing utility usage
- Leverage volume purchasing to continue to generate savings, and continue to increase participation of minority- and women- owned businesses on District contracts

**CITY COLLEGES OF CHICAGO**  
**Community College District No. 508**

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**BUDGET OVERVIEW**

The Office of Administrative and Procurement Services FY2019 budget is \$3.2 million.

Salary and Benefits costs account for \$2.5 million (80%), followed by Utilities and Fixed Charges, budgeted at \$281 thousand (0.8%); Contractual Services at \$250 thousand (7.9%); Materials and Supplies at \$110 thousand (3.7%); and Travel and Conference at \$3 thousand (0.08%).

# CITY COLLEGES OF CHICAGO

Community College District No. 508

## OFFICE OF ADMINISTRATIVE AND PROCUREMENT SERVICES

### Operating Funds

	FY 2017 Audit	FY 2018 Budget	FY 2019 Budget Request
<b>Expenditures by Program</b>			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	2,881,742	2,917,215	2,635,887
Institutional Support	624,557	518,119	548,897
Scholarships, Grants, Waivers	-	-	-
<b>Program Total</b>	<b>3,506,299</b>	<b>3,435,334</b>	<b>3,184,784</b>
<b>Expenditures by Object</b>			
Salaries	2,619,928	2,011,656	1,999,036
Employee Benefits	452,480	546,055	542,630
Contractual Services	(62,870)	255,550	250,000
Materials and Supplies	52,983	105,000	110,045
Travel and Conference	750	2,500	2,500
Capital Outlay	-	-	-
Fixed Charges	56,176	84,573	215,573
Utilities	386,852	430,000	65,000
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarships	-	-	-
Other Expenditures	-	-	-
<b>Object Total</b>	<b>3,506,299</b>	<b>3,435,334</b>	<b>3,184,784</b>

**CITY COLLEGES OF CHICAGO**  
Community College District No. 508

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**OFFICE OF FINANCE**  
**AND BUSINESS ENTERPRISES**



**CITY COLLEGES OF CHICAGO**  
Community College District No. 508

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# CITY COLLEGES OF CHICAGO

Community College District No. 508

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## OFFICE OF FINANCE AND BUSINESS ENTERPRISES

### DEPARTMENT DESCRIPTIONS

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

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

### Department Structure Office of Finance and Business Enterprises

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

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

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

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



# CITY COLLEGES OF CHICAGO

## Community College District No. 508

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

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

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

### **Enterprise Student Services Operations:**

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

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

## **BUDGET OVERVIEW**

The FY2019 operating budget for the Office of Finance and Business Enterprises is \$5.6 million.

Salaries and Benefits costs account for \$4.6 million (81%), followed by Contractual Services \$616 thousand (11%); Other Expenditures (i.e. Bank Charges and certain centralized waivers managed by Financial Aid) at \$200 thousand (6.8%); Waivers and Scholarships at \$185 thousand (3.0%); and Materials and Supplies at \$72 thousand (1.3%). Travel and Conference is budgeted at \$12 thousand (0.2%) and Utilities and Fixed Charges at \$3 thousand, (0.05%).

# CITY COLLEGES OF CHICAGO

Community College District No. 508

## OFFICE OF FINANCE AND BUSINESS ENTERPRISE

### Operating Funds

	FY 2017 Audit	FY 2018 Budget	FY 2019 Budget Request
<b>Expenditures by Program</b>			
Instruction	(102,265)	-	-
Academic Support	1,970	85,347	-
Student Services	96,999	250,000	250,000
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	507,404	192,663	187,414
Operations and Maintenance	-	-	-
Institutional Support	5,999,546	4,640,135	5,033,932
Scholarships, Grants, Waivers	1,244,941	184,750	184,750
<b>Program Total</b>	<b>7,748,595</b>	<b>5,352,895</b>	<b>5,656,096</b>
<b>Expenditures by Object</b>			
Salaries	4,601,884	3,561,618	3,610,176
Employee Benefits	1,013,704	930,463	957,313
Contractual Services	219,079	587,819	616,029
Materials and Supplies	484,587	72,845	72,428
Travel and Conference	14,263	12,400	12,400
Capital Outlay	-	-	-
Fixed Charges	3,000	3,000	3,000
Utilities	-	-	-
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarships	1,244,941	184,750	184,750
Other Expenditures	167,137	-	200,000
<b>Object Total</b>	<b>7,748,595</b>	<b>5,352,895</b>	<b>5,656,096</b>

**CITY COLLEGES OF CHICAGO**  
Community College District No. 508

**OFFICE OF FINANCE AND BUSINESS ENTERPRISE**

**Enterprise Funds (Business Enterprise)**

<b>Type</b>	<b>Program Description</b>	<b>FY 2017 Audit</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget Request</b>
<b>Revenues</b>				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	316,777	2,685,000	3,509,357
	Investment Revenue	-	-	-
	Other Sources	-	-	-
<b>Revenue Total</b>		<b>316,777</b>	<b>2,685,000</b>	<b>3,509,357</b>
<b>Expenditures by Program</b>				
	Instruction	-	-	-
	Academic Support	18,449	-	-
	Student Services	-	-	-
	Public Service	-	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	1,738,430	3,460,519	3,883,310
	Operations and Maintenance	-	-	-
	Institutional Support	-	-	-
	Scholarships, Grants, Waivers	-	-	-
<b>Program Total</b>		<b>1,756,879</b>	<b>3,460,519</b>	<b>3,883,310</b>
<b>Expenditures by Object</b>				
	Salaries	1,093,296	2,377,477	2,743,502
	Employee Benefits	250,290	392,053	698,820
	Contractual Services	389,200	624,489	374,488
	Materials and Supplies	18,736	51,000	51,000
	Travel and Conference	5,357	15,500	15,500
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures			
	Bad Debt	-	-	-
	Waivers and Scholarships	-	-	-
	Other Expenditures	-	-	-
<b>Object Total</b>		<b>1,756,879</b>	<b>3,460,519</b>	<b>3,883,310</b>
<b>Revenues less Expenditures</b>		<b>-</b>	<b>(775,519)</b>	<b>(373,953)</b>

*\* Does not include CHA and Workforce Activities that are classified as Grant Activities in FY2018*

**OFFICE OF THE**  
**GENERAL COUNSEL**



# CITY COLLEGES OF CHICAGO

Community College District No. 508

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# CITY COLLEGES OF CHICAGO

Community College District No. 508

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## OFFICE OF THE GENERAL COUNSEL

### DEPARTMENT DESCRIPTION

The Office of the General Counsel (OGC) manages the legal affairs of the City Colleges of Chicago and oversees its risk management. Our clients are the Board of Trustees, District Officers and managers, and each of the seven colleges and their respective officers and managers.

#### Department Structure

The OGC includes two divisions: Legal and Risk Management.

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

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

### BUDGET OVERVIEW

The Office of the General Counsel's FY2019 budget is \$1.4 million.

Salary and Benefits costs account for \$1.3 million (97%), followed by Materials and Supplies at \$45 thousand (3.24%), Utilities at \$1.4 thousand (0.01%), and Travel and Conference at \$1 thousand (0.07%).

# CITY COLLEGES OF CHICAGO

Community College District No. 508

## OFFICE OF THE GENERAL COUNSEL

### Operating Funds

	<b>FY 2017 Audit</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget Request</b>
<b>Expenditures by Program</b>			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	1,510,744	1,440,512	1,453,351
Scholarships, Grants, Waivers	-	-	-
<b>Program Total</b>	<b>1,510,744</b>	<b>1,440,512</b>	<b>1,453,351</b>
<b>Expenditures by Object</b>			
Salaries	1,282,496	1,125,921	1,116,980
Employee Benefits	201,140	267,332	289,329
Contractual Services	-	-	-
Materials and Supplies	25,177	44,799	44,582
Travel and Conference	1,871	1,000	1,000
Capital Outlay	-	-	-
Fixed Charges	-	1,400	1,400
Utilities	-	-	-
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarships	-	-	-
Other Expenditures	60	60	60
<b>Object Total</b>	<b>1,510,744</b>	<b>1,440,512</b>	<b>1,453,351</b>

**OFFICE OF HUMAN RESOURCES**  
**AND STAFF DEVELOPMENT**





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# CITY COLLEGES OF CHICAGO

Community College District No. 508

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## OFFICE OF HUMAN RESOURCES AND STAFF DEVELOPMENT

### DEPARTMENT DESCRIPTIONS

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

#### Department Structure

Human Resources Department is comprised of four sections: Employee Performance and Development, Talent Acquisition and Management, Total Rewards, and Workforce Planning and Compliance. Each section plays an integral role in providing value-added services while partnering with leadership to provide business-oriented human resources solutions to support a workforce of nearly 5,000 full-time and part-time personnel.

- **Employee Performance and Development:** Develops and implements strategic employee performance and development programs. Consists of three areas:
  - **Performance and Succession Management** assists with the development and retention of a highly performing City Colleges workforce, by helping employees grow in their careers and supporting managers and employees alike in performance management.
  - **Professional Learning** develops and implements City Colleges Professional Learning strategy and programs by ensuring high quality professional learning experiences are made available to enable staff members to continually increase their knowledge, skills, competencies, career development and continuous improvement.
  - **EEO, Title IX, Labor and Employee Relations** assists and facilitates the fair and lawful resolution of employment issues, and provides for the protection of both management and employee rights. Supports supervisors regarding the disciplinary and grievance processes; provides counsel and advice to managers and supervisors regarding interpretation and application of collective bargaining agreements and City Colleges' policies; investigates complaints filed pursuant to City Colleges' Equal Opportunity Policy; investigates employee workplace complaints; and conducts training on relevant workplace issues.
- **Talent Acquisition and Management:** Develops and implements strategic approaches to attract and retain high performing employees to City Colleges. Consists of two areas:
  - **Talent Acquisition** develops systems, tools and processes to enable City Colleges to quickly identify and efficiently fill open positions by recruiting highly qualified candidates to address staffing needs.
  - **Relationship Management** provides guidance and support to management on matters related to personnel planning. Applies and interprets policy and union agreements; and resolves employee issues to ensure that City Colleges optimizes its Human Resources processes pertaining to employee knowledge and experience.
- **Total Rewards:** Develops and implements strategic compensation and benefits approaches to identify and attract high performing personnel. Consists of two areas:
  - **Compensation Strategy and Design** reviews, writes and approves job descriptions; conducts job audits and organizational reviews to determine appropriate job titles; determines appropriate compensation for full-time and part-time employees; conducts market-pay studies and analyses; and implements salary changes in accordance with collective bargaining agreements.

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

# CITY COLLEGES OF CHICAGO

## Community College District No. 508

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- **Health and Benefits** develops and administers health and benefits plans and programs that are market competitive. Delivers exceptional customer service, and manages vendors and the efficient administration of all benefit programs for eligible City Colleges' employees, retirees and their eligible dependents.
  
- **Workforce Planning and Compliance:** Develops and leads information systems plans to meet Human Resources' automation, data, records and information management requirements. Establishes innovative solutions to integrated systems, for the administration and deployment of strategic Human Resources information and services.

### BUDGET OVERVIEW

The Office Human Resources and Staff Development's FY2019 budget is \$3.4 million.

Salary and Benefits costs account for \$2.9 million (87%), followed by Contractual Services budgeted at \$373 thousand (11.1%), Materials and Supplies at \$71 thousand (2.1%); Travel; and Conference \$10 thousand (0.3%).

# CITY COLLEGES OF CHICAGO

Community College District No. 508

## OFFICE OF HUMAN RESOURCES AND STAFF DEVELOPMENT

### Operating Funds

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
	<b>Audit</b>	<b>Budget</b>	<b>Budget Request</b>
<b>Expenditures by Program</b>			
Instruction	-	-	-
Academic Support	87,240	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	36,523,359	4,370,037	3,362,314
Scholarships, Grants, Waivers	-	-	-
<b>Program Total</b>	<b>36,610,599</b>	<b>4,370,037</b>	<b>3,362,314</b>
<b>Expenditures by Object</b>			
Salaries	2,373,839	2,068,452	2,297,159
Employee Benefits	34,052,431	2,162,565	611,321
Contractual Services	139,057	108,300	373,015
Materials and Supplies	38,660	27,720	70,819
Travel and Conference	6,612	-	10,000
Capital Outlay	-	-	-
Fixed Charges	-	3,000	-
Utilities	-	-	-
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarships	-	-	-
Other Expenditures	-	-	-
<b>Object Total</b>	<b>36,610,599</b>	<b>4,370,037</b>	<b>3,362,314</b>

# CITY COLLEGES OF CHICAGO

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**OFFICE OF INFORMATION**  
**TECHNOLOGY**



# CITY COLLEGES OF CHICAGO

Community College District No. 508

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# CITY COLLEGES OF CHICAGO

Community College District No. 508

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## OFFICE OF INFORMATION TECHNOLOGY

### DEPARTMENT DESCRIPTIONS

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

#### Department Structure

The Office of Information Technology is comprised of seven areas of responsibility: (1) Technology Customer Service & Support; (2) Enterprise Information Management; (3) Enterprise Resource Planning (ERP) Applications and Services; (4) Infrastructure Services; (5) Web Services and Academic Technologies; (6) Information Security; and (7) College Information Technology (IT).

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

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

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

**Infrastructure:** City Colleges' infrastructure provides network support for all technology systems used by the district and oversees all data centers and cloud solutions. This team supports all telecommunications, wired and wireless network access, and enterprise email services. The City Colleges has a high-speed network that provides connectivity for all technology in the district including, over 1,000 wireless access points, and over 350 servers of which over 130 are virtualized. The infrastructure team sets standards and policies for infrastructure architecture.

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



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**IT Security:** The newly created IT Security function creates, implements and maintains the information security program. This program ensures that business data and information remain confidential, accessible, and under the control of the organization. This unit has a five (5) pronged focus:

- (1) Information Security Training and Awareness;
- (2) Standards, Policies, and Compliance;
- (3) Infrastructure Security;
- (4) Application Security; and
- (5) Disaster Recovery/Business Continuity.

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

## BUDGET OVERVIEW

The Office of Information Technology's FY2019 budget is \$13.3 million.

Salary and Benefits costs account for \$5.2 million (39%) of the budgeted total, followed by Contractual Services budgeted at \$1.4 million (10.7%), Materials and Supplies at \$5.6 million (42%). Utilities and Fixed Charges account for \$1.1 million (8.3%) of the budget and the remaining \$1 thousand (0.01%) of the budget belongs to Travel and Conference.

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## OFFICE OF INFORMATION TECHNOLOGY

### Operating Funds

	FY 2017	FY 2018	FY 2019
	Audit	Budget	Budget Request
<b>Expenditures by Program</b>			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	12,727,782	10,724,542	13,284,092
Scholarships, Grants, Waivers	-	-	-
<b>Program Total</b>	<b>12,727,782</b>	<b>10,724,542</b>	<b>13,284,092</b>
<b>Expenditures by Object</b>			
Salaries	4,306,363	3,801,321	4,118,066
Employee Benefits	695,153	982,657	1,063,900
Contractual Services	1,487,055	1,065,327	1,411,522
Materials and Supplies	5,284,927	3,979,906	5,581,168
Travel and Conference	(505)	1,000	1,000
Capital Outlay	-	-	-
Fixed Charges	-	5,400	5,400
Utilities	954,789	888,931	1,103,036
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarsh	-	-	-
Other Expenditures	-	-	-
<b>Object Total</b>	<b>12,727,782</b>	<b>10,724,542</b>	<b>13,284,092</b>

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**OFFICE OF THE INSPECTOR**  
**GENERAL**



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## OFFICE OF THE INSPECTOR GENERAL

### DEPARTMENT DESCRIPTIONS

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

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

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

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

### BUDGET OVERVIEW

The Office of the Inspector General's FY2019 budget is \$794 thousand.

Salary and Benefits costs account for \$747 thousand (94.1%). The remaining appropriation of the operating budget includes Contractual Services for \$4 thousand (0.5%), Materials and Supplies for \$3 thousand (0.4%), Fixed Charges for \$34 thousand (4.3%), and Travel and Conference for \$3 thousand (0.72%).

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## OFFICE OF THE INSPECTOR GENERAL

### Operating Funds

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
	<b>Audit</b>	<b>Budget</b>	<b>Budget Request</b>
<b>Expenditures by Program</b>			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	825,588	780,515	794,443
Scholarships, Grants, Waivers	-	-	-
<b>Program Total</b>	<b>825,588</b>	<b>780,515</b>	<b>794,443</b>
<b>Expenditures by Object</b>			
Salaries	668,798	578,841	587,831
Employee Benefits	117,429	157,124	159,564
Contractual Services	3,305	3,910	4,050
Materials and Supplies	4,218	4,550	3,150
Travel and Conference	828	2,470	5,700
Capital Outlay	-	-	-
Fixed Charges	30,391	33,620	34,148
Utilities	619	-	-
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarsh	-	-	-
Other Expenditures	-	-	-
<b>Object Total</b>	<b>825,588</b>	<b>780,515</b>	<b>794,443</b>

**OFFICE OF INSTITUTIONAL  
ADVANCEMENT**





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## OFFICE OF INSTITUTIONAL ADVANCEMENT

### DEPARTMENT DESCRIPTIONS

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

#### Department Structure

The Office of Institutional Advancement includes the following departments:

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

**Chicago Initiatives:** The Chicago Initiatives Department focuses on special initiatives with City of Chicago agencies and institutions. The department consists of teams that manage the Chicago Star Scholarship program and the Chicago Housing Authority Partners in Education program. This team interfaces directly with students supporting recruitment, enrollment, and retention of students pursuing education and transfer goals at City Colleges of Chicago.

**Community & Legislative Affairs:** The Community & Legislative Affairs Department provides strives to maintain positive relations among government offices, local campuses and City Colleges neighbors, and to work collaboratively with community groups to improve the education experience of our students. Additionally, this department also provides legislative, regulatory and financial support to City Colleges through proactive representation before the City of Chicago City Council, the Illinois General Assembly, the offices of Illinois constitutional officers and the United States Congress.

**Economic & Workforce Innovation:** The Economic & Workforce Innovation Department focuses on developing partnership with employers to support workforce and economic needs of the region. The department is a central conduit for apprenticeship and work-based learning opportunities, customized training and bootcamp programs, and personal and community development non-credit courses.

**Marketing & Communications:** The Marketing & Communications Department is an in-house creative center offering solutions for all marketing and communication needs, working with offices and departments across the District to tell City Colleges' story to a wide range of audiences. The department's mission is to preserve and strengthen the reputation and brand of City Colleges of Chicago through a variety of communications mediums including print, digital, video, and social.

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## BUDGET OVERVIEW

The Office of Institutional Advancement's FY2019 budget is \$4.3 million.

Salary and Benefits costs account for \$3.3 million (78.1%), followed by Materials and Supplies at \$155 thousand (3.7%) and \$708 thousand (16.7%) for Contractual Services, \$25 thousand (0.6%) for Fixed Charges, and \$43 thousand (1%) for Travel and Conference .

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## OFFICE OF INSTITUTIONAL ADVANCEMENT

### Operating Funds

	FY 2017 Audit	FY 2018 Budget	FY 2019 Budget Request
<b>Expenditures by Program</b>			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	78,387	83,407	412,143
Operations and Maintenance	-	-	-
Institutional Support	2,257,071	2,622,904	3,908,705
Scholarships, Grants, Waivers	-	-	-
<b>Program Total</b>	<b>2,335,458</b>	<b>2,706,311</b>	<b>4,320,848</b>
<b>Expenditures by Object</b>			
Salaries	1,810,602	1,846,587	2,671,220
Employee Benefits	299,945	501,249	718,261
Contractual Services	75,214	174,500	707,940
Materials and Supplies	123,234	119,827	155,300
Travel and Conference	13,630	39,148	43,127
Capital Outlay	-	-	-
Fixed Charges	12,773	25,000	25,000
Utilities	-	-	-
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarsh	-	-	-
Other Expenditures	60	-	-
<b>Object Total</b>	<b>2,335,458</b>	<b>2,706,311</b>	<b>4,320,848</b>

# CITY COLLEGES OF CHICAGO

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**OFFICE OF INTERNAL AUDIT**



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## OFFICE OF INTERNAL AUDIT

### DEPARTMENT DESCRIPTIONS

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

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

- Risks are appropriately identified and managed
- Interaction with the various governance groups occurs as needed
- Significant financial, managerial, and operating information is accurate, reliable, and timely
- Employees' actions are in compliance with policies, standards, procedures and applicable laws and regulations
- Resources are acquired economically, used efficiently, and adequately protected
- Programs, plans, and objectives are achieved
- Programs and processes are consistent with industry best practices, using the best public and private examples as benchmarks
- Quality and continuous improvement are fostered in City Colleges' control process.
- Significant legislative or regulatory issues impacting the organization are recognized and addressed appropriately
- Existing policies and procedures are appropriate and updated accordingly
- Programs, operations, or processes are reviewed at the request of the Audit Committee or Executive Management

### Department Structure

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

### BUDGET OVERVIEW

The Office of Internal Audit's budget for FY2019 is \$363 thousand.

Salary and Benefits amounting to \$358 thousand (98.6%). Travel and Conference accounts for \$4 thousand (1.1%) of the total and Materials and Supplies accounts for \$1 thousand (0.3%) of the budgeted total.



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## OFFICE OF INTERNAL AUDIT

### Operating Funds

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
	<b>Audit</b>	<b>Budget</b>	<b>Budget Request</b>
<b>Expenditures by Program</b>			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	432,597	376,841	362,931
Scholarships, Grants, Waivers	-	-	-
<b>Program Total</b>	<b>432,597</b>	<b>376,841</b>	<b>362,931</b>
<b>Expenditures by Object</b>			
Salaries	361,747	292,455	281,515
Employee Benefits	63,494	79,386	76,416
Contractual Services	-	-	-
Materials and Supplies	1,581	1,000	1,000
Travel and Conference	5,775	4,000	4,000
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	-	-	-
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarships	-	-	-
Other Expenditures	-	-	-
<b>Object Total</b>	<b>432,597</b>	<b>376,841</b>	<b>362,931</b>

# **OFFICE OF SAFETY AND SECURITY**



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## OFFICE OF SAFETY AND SECURITY

### DEPARTMENT DESCRIPTIONS

The Office of Safety and Security (OSS) works in support of a safe and secure environment for all City Colleges' students, faculty, staff, and visitors. OSS has focused on the goals of reinvention and subsequently began its successful implementation of a continuing partnership with the Chicago Police Department. The partnership has broadened OSS' scope to connect with the community, which provides the opportunity to be informed of any potential issues in the surrounding communities of City Colleges. OSS has forged a partnership with other government agencies and colleges in order to share best practices in safety and security. OSS supports the academic environment by enhancing the quality of life at all City Colleges' campuses. It accomplishes this by ensuring all college Safety and Security Departments are compliant with state and federal regulations by providing oversight and targeted training of personnel. Providing a safe and secure environment that is conducive to learning, and is consistent with the educational goals of City Colleges.

### Department Structure

**Administration:** The Administration Division provides the compliance and training function of the department. Administration oversees that all operational aspects of security are compliant with state and federal laws. The maintenance of records, statistical gathering and reporting, planning, evaluating procedures, procedural development, training program development, equipment evaluation and change are the priority functions of the administration section.

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

### College Behavioral Threat Assessment Team

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

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

### Emergency Response Planning

City Colleges' Emergency and Response Plans, the All Hazards Campus Emergency Plans and the Violence Prevention Plans are campus specific and provide students, faculty, staff, administrators and public occupants of campus buildings with emergency procedures and violence prevention procedures designed to protect lives and property through effective use of City Colleges' resources and coordination

with local law enforcement and the community. City Colleges' Emergency and Response Plans establish the proper response to a variety of emergency situations that any major public institution may face. These emergencies may include, but are not limited to an active shooter, fires, bomb threats, power outages and weather-

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related occurrences. The Campus Safety and Security regularly train in Incident Command, Emergency Response and CPR/AED. Evacuation, Lockdown and Shelter-in-Place drills are conducted to ensure students, staff and the public occupants of campus buildings are aware of their roles in an emergency situation.

### **BUDGET OVERVIEW**

The Office of Safety and Security's FY2019 budget is \$738 thousand.

Salary and Benefits costs account for \$656 thousand (88.9%), followed by Materials and Supplies budgeted at \$15 thousand (2.05)% and Contractual Services at \$51 thousand (6.9%); Travel and Conference at \$16 thousand (2.15%).

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## OFFICE OF SAFETY AND SECURITY

### Operating Funds

	FY 2017	FY 2018	FY 2019
	Audit	Budget	Budget Request
<b>Expenditures by Program</b>			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	1,217,562	738,248	738,248
Institutional Support	-	-	-
Scholarships, Grants, Waivers	-	-	-
<b>Program Total</b>	<b>1,217,562</b>	<b>738,248</b>	<b>738,248</b>
<b>Expenditures by Object</b>			
Salaries	1,002,316	535,012	542,690
Employee Benefits	100,700	93,965	113,488
Contractual Services	22,000	19,657	51,000
Materials and Supplies	81,097	75,494	15,170
Travel and Conference	5,449	9,320	15,900
Capital Outlay	-	-	-
Fixed Charges	6,000	4,800	-
Utilities	-	-	-
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarships	-	-	-
Other Expenditures	-	-	-
<b>Object Total</b>	<b>1,217,562</b>	<b>738,248</b>	<b>738,248</b>

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**OFFICE OF ACADEMIC AND**  
**STUDENT AFFAIRS**





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## OFFICE OF ACADEMIC AND STUDENT AFFAIRS

### DEPARTMENT DESCRIPTIONS

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

#### Department Structure

Academic and Student Affairs, led by the Provost in collaboration with the leadership from the seven City Colleges of Chicago, is deeply engaged in facilitating the implementation of the strategic priorities identified by the Chancellor and supported through an extensive process of faculty governance. ASA is at the center of City Colleges of Chicago, providing dynamic, challenging, and state-of-the-art learning experiences for students, supported by faculty and staff who deeply value the success of every one of our students.

ASA is composed of the following departments: Academic Affairs, Adult Education, Advising and Student Success, Curriculum and Workforce Partnerships, Decision Support and Enrollment Management. These departments work in an integrated manner to promote innovation and change by leading strategic thought leadership and execution across City Colleges and by using data and information to support decision-making.

**Academic Affairs:** Supports academic processes and initiatives of the City Colleges of Chicago through strategic planning, resource allocation, budget analysis and the development and application of academic and student policies. Academic Affairs is focused on supporting sound faculty practices and efforts (e.g., tenure, assessment, professional development, post-tenure review) that are aligned with district-wide goals and support student success and completion. Academic Affairs ensures that programmatic offerings, institutional policies, and processes comply with external regulatory and accrediting entities including, but not limited to, the Higher Learning Commission, the United States Department of Education, specialized accreditation agencies, and Illinois State Certifying and Licensing departments. Academic Affairs also directs City Colleges' Early College (concurrent enrollment) efforts by fostering partnerships with high schools, aligning curriculum, and developing opportunities for students to be college ready prior to high school graduation. These partnerships provide opportunities for high school students to earn college credit and credentials without exhausting financial aid while accelerating pathways to certification and/or an Associate's Degree.

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

**Advising and Student Success:** Contributes to the college experience and overall well-being of students at our seven colleges. The unit is instrumental in fulfilling the educational mission of CCC by devising a holistic approach that fosters student success, development, and learning from the pre-enrollment period until graduation.

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We work collaboratively with internal and external stakeholders to inspire a streamlined experience, which is dedicated to nurturing the whole student. This unit encourages students to be active learners in and out of the classroom and to be committed to engaging and building a sustainable connection to the community.

**Adult Education:** Offers instruction in Adult Basic Education (ABE), Adult Secondary Education (ASE) and English as a Second Language (ESL), Civics Education, and Digital Literacy courses to prepare students to earn their high school equivalency degree (HSE) and increase the number and share of students transitioning into and succeeding in college level classes. Adult Education compliance requirements are governed by the Illinois Community College Board Adult Education and Literacy. On January 2018, ICCB Adult Education and Literacy instituted a new five-year state strategic plan for adult education providers. The focus is on scaling career pathways to respond to a demand of advanced workforce skills and increase the economic mobility of adult learners. The plan focuses on four strategic goals: 1) Improve Outcomes by Scaling Effective Models and Strategies Across the System; 2) Increase Postsecondary Transitions and Credential Attainment; 3) Strengthen College and Career Readiness; 4) Develop Life-long Career Pathway Systems & Enabling Technologies.

**Curriculum and Workforce Partnerships:** Ensures that all credit programs and courses are reviewed and approved through the internal curriculum development process and meet the expectations for approval by the state governance bodies (Illinois Community College Board and Illinois Board of Higher Education); manages and provides oversight for program review and the Perkins grant; coordinates district-wide implementation of the Workforce Innovation and Opportunity Act; provides strategic leadership for workforce partnership development, in support of the district's credit-bearing career and technical education offerings. The unit also provides leadership in the development of transfer partnerships and articulation agreements, to ensure that students have a seamless transfer to bachelor's degree granting institutions.

**Decision Support:** Decision Support is designed to provide data and analytics support, performance data and metrics monitoring, data training and capacity building, and external data compliance and oversight. The department is focused on providing timely, relevant, and strategic analytic support, so data becomes the driver and foundation of decision-making at all levels of the organization and ultimately supports student success at City Colleges. Decision Support also leads initiatives to engage external partners in the development and execution of evidence-based research to inform practices and policies intended to improve student outcomes.

**Enrollment Management:** Enhances the coordination of services that contribute to a student's recruitment, enrollment, retention and graduation. Enrollment Management serves to provide services and programs that are seamless, customer-friendly, student-centered and efficient, and which help attain optimal enrollment and student satisfaction. Enrollment Management also operates the City Colleges' Call Center to support inbound and outbound communications with students.

## BUDGET OVERVIEW

The Office of Academic and Student Affairs' FY2019 budget is \$11.2 million.

Salary and Benefits costs account for \$7 million (63%) of the total budget, followed by Contractual Services at \$1.1 million (9.7%) and Materials and Supplies at \$726 thousand (6.5%), Other Expenditures, which include Waivers and Scholarships, account for \$2.3 million (20.8%) and Travel and Conference accounts for \$53 thousand (0.47%) of the budgeted total.

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## OFFICE OF ACADEMIC AND STUDENT AFFAIRS

### Operating Funds

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
	<b>Audit</b>	<b>Budget</b>	<b>Budget Request</b>
<b>Expenditures by Program</b>			
Instruction	102,305	94,000	219,000
Academic Support	2,681,329	1,785,066	2,678,001
Student Services	1,450,591	1,306,994	1,383,025
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	2,963,183	1,936,780	2,153,293
Operations and Maintenance	-	-	-
Institutional Support	3,416,240	2,438,056	2,425,696
Scholarships, Grants, Waivers	2,563,144	2,999,089	2,328,672
<b>Program Total</b>	<b>13,176,792</b>	<b>10,559,985</b>	<b>11,187,687</b>
<b>Expenditures by Object</b>			
Salaries	8,085,417	4,866,327	5,599,262
Employee Benefits	1,171,314	1,153,108	1,401,751
Contractual Services	778,380	872,750	1,079,250
Materials and Supplies	563,233	628,251	725,751
Travel and Conference	14,855	40,460	53,000
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	-	-	-
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarships	2,563,143	2,999,089	2,328,673
Other Expenditures	450	-	-
<b>Object Total</b>	<b>13,176,792</b>	<b>10,559,985</b>	<b>11,187,687</b>

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# **STATISTICAL SECTION**



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Community College District No. 508

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## STATISTICAL SECTION

### OVERVIEW OF CITY COLLEGES OF CHICAGO

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

City Colleges graduates can be found working in Chicago’s biggest hospitals, boardrooms, high-tech manufacturing plants, and international distribution centers. They can be found serving the community as government officials, law enforcement officers, and teachers, and they are found launching their own businesses and taking leadership roles in the city’s fastest-growing sectors—from information technology to the culinary and hospitality fields.

More than 80,000 Chicagoans each year are enrolled in City Colleges’ educational programs—from tuition-free English as a Second Language (ESL) and General Education Equivalency (GED) to certificate and associate degree programs that prepare students with the skills to secure employment in high-demand careers immediately after completion and support transfer to four-year colleges.

About half of City Colleges graduates transfer after completion, with many heading to nationally-recognized colleges and universities. Through the College to Careers program, City Colleges works with industry leaders to ensure students are prepared to succeed in fast-growing fields, and provides students and alumni access to internships, apprenticeships, and job interviews with leading Chicago-area companies.

Hailing from every neighborhood, City Colleges students are as diverse as the city itself. As Illinois’ largest community college system and one of the largest in the country, City Colleges is comprised of seven independently-accredited colleges: Richard J. Daley College, Harold Washington College, Kennedy-King College, Malcolm X College, Olive-Harvey College, Harry S Truman College, and Wilbur Wright College, and five satellite sites: Dawson Technical Institute, Humboldt Park Vocational Education Center, Arturo Velasquez Institute, Westside Learning Center, and South Chicago Learning Center. The City Colleges system also includes the award-winning Washburne Culinary Institute, the French Pastry School, the Parrot Cage Restaurant at the South Shore Cultural Center, Sikia Restaurant, the Washburne Cafe, Child Development Centers, the Workforce Academy, and radio station WKKC–FM 89.3.

To ensure cost is not a barrier to a college education, City Colleges offers the Chicago Star Scholarship, which provides a free community college education for qualifying Chicago public high school graduates. More than 4,000 students have taken advantage of the opportunity. Furthermore, 20 four-year colleges have signed on as Star partners to provide Star Scholars with additional funding to complete their bachelor’s degrees.

City Colleges of Chicago is dedicated to ensuring students are prepared for success in the 21st century global economy. To read more about the success of students who made the smart choice to attend City Colleges, go online at: [www.ccc.edu/success](http://www.ccc.edu/success).



**CITY COLLEGES OF CHICAGO**  
**Community College District No. 508**

**Property Taxes Levy Trend**

FUND	2018*		2017*		2016*		2015*		2014	
	TAXES LEVIED	RATE	TAXES LEVIED	RATE	TAXES LEVIED	RATE	TAXES LEVIED	RATE	TAXES LEVIED	RATE
Educational	93,652,968	0.144348	96,286,505	0.148407	91,697,089	0.141334	88,619,089	0.142161	96,569,089	0.154914
Liability	4,543,468	0.007003	6,985,016	0.010766	6,985,016	0.010766	985,016	0.001580	2,985,016	0.004789
Financial Auditing	558,517	0.000861	645,074	0.000994	684,492	0.001055	384,492	0.000617	384,492	0.000617
Operations and Maintenance	27,936,737	0.043059	21,614,785	0.033315	25,614,785	0.039480	34,914,785	0.056010	24,914,785	0.039968
<b>Subtotal</b>	<b>126,691,690</b>	<b>0.195</b>	<b>125,531,380</b>	<b>0.193</b>	<b>124,981,382</b>	<b>0.193</b>	<b>124,903,382</b>	<b>0.200</b>	<b>124,853,382</b>	<b>0.200</b>
<b>Levied by the City of Chicago on CCC's behalf</b>										
1999 Capital Improvement Bond (Debt Service)	32,670,000		32,670,000		32,670,000		32,670,000		32,670,000	
2007 Capital Improvement Bond (Debt Service)	2,499,500		2,499,500		2,499,500		2,498,250		2,498,050	
<b>Subtotal</b>	<b>35,169,500</b>		<b>35,169,500</b>		<b>35,169,500</b>		<b>35,168,250</b>		<b>35,168,050</b>	
<b>TOTAL</b>	<b>161,861,190</b>	<b>0.195</b>	<b>160,700,880</b>	<b>0.193</b>	<b>160,150,882</b>	<b>0.193</b>	<b>160,071,632</b>	<b>0.200</b>	<b>160,021,432</b>	<b>0.200</b>
Community College #508 (City Colleges)										
Tax Extension Grand Total *	N/A		N/A		N/A		N/A		125,219,699	
Chicago's Equalized Assessed Value (EAV)	74,626,378,096		73,983,766,290		73,980,113,526		70,924,421,349		64,879,908,794	

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

# CITY COLLEGES OF CHICAGO

Community College District No. 508

## Full-time Equivalent by Position (FTE) (FY2017-FY2019)

### Unrestricted Funds

Functional Job Type	Full Time-FTE			Part-Time-FTE			Total FTE		
	FY2017	FY2018	FY2019	FY2017	FY2018	FY2019	FY2017	FY2018	FY2019
Faculty	619	575	573	859	643	693	1,478	1,218	1,266
Professional\Technical Staff	558	394	386	66	46	41	624	440	427
Administrators	415	310	325	1	0	1	416	310	326
Clerical	316	213	207	19	11	17	335	224	224
Front-line Direct Support (Custodial\Maintenance\Security)	264	241	252	291	179	178	555	420	430
Academic Support\Direct Student-Facing Personnel	168	308	319	341	358	449	509	666	768
Student Workers				27	16	24	27	16	24
<b>Totals</b>	<b>2,340</b>	<b>2,041</b>	<b>2,062</b>	<b>1,604</b>	<b>1,253</b>	<b>1,403</b>	<b>3,944</b>	<b>3,294</b>	<b>3,465</b>

# CITY COLLEGES OF CHICAGO

Community College District No. 508

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## Degrees/Certificates Awarded and GED Completers

Five Year Summary: FY2013 – FY2017

	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>5-Year Total</b>
Degrees Awarded	3,778	4,322	4,944	5,010	4,456	22,510
Certificates Awarded	6,239	7,569	6,947	5,638	3,615	30,008
GED Completers	966	1,350	331	675	701	4,023

*Source: FY 2017 CCC Statistical Digest*

# CITY COLLEGES OF CHICAGO

Community College District No. 508

## Average Class Size Trend, Fall 2014-2017 Credit, Adult Education, and Continuing Education

College	Semester Credit				Adult Education				Continuing Education			
	Fall 2014**	Fall 2015	Fall 2016	Fall 2017	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2014	Fall 2015	Fall 2016	Fall 2017
DA	25.5	22.4	22.8	21.1	21.8	21.8	18.2	19.3	19.6	19.0	10.1	12.9
HW*	24.1	23.9	22.8	24.2	N/A	N/A	N/A	N/A	5.7	26.2	21.6	35.9
KK	20.9	19.1	19.7	18.9	16.1	14.5	16.8	17.2	9.8	12.3	7.8	11.3
MX	25.3	22.8	21.8	23.8	14.4	14.1	14.4	15.1	7.4	11.2	8.8	11.6
OH	19.9	15.4	17.9	18.1	17.1	16.6	17.3	15.0	11.0	5.8	3.5	4.8
TR	22.5	20.5	21.5	21.5	22.6	22.5	19.4	20.6	8.0	7.4	5.1	8.3
WR	24.4	22.0	22.2	22.8	22.3	23.6	19.2	22.0	11.8	8.9	9.2	11.1
<b>CCC</b>	<b>23.5</b>	<b>21.4</b>	<b>21.6</b>	<b>22.1</b>	<b>19.6</b>	<b>19.5</b>	<b>18.1</b>	<b>18.9</b>	<b>11.8</b>	<b>11.0</b>	<b>8.4</b>	<b>11.4</b>

\* Harold Washington phased out Adult Education in Fall 2007.

Excludes online courses and team teaching

Source: OpenBook (Fall 2014-2017)

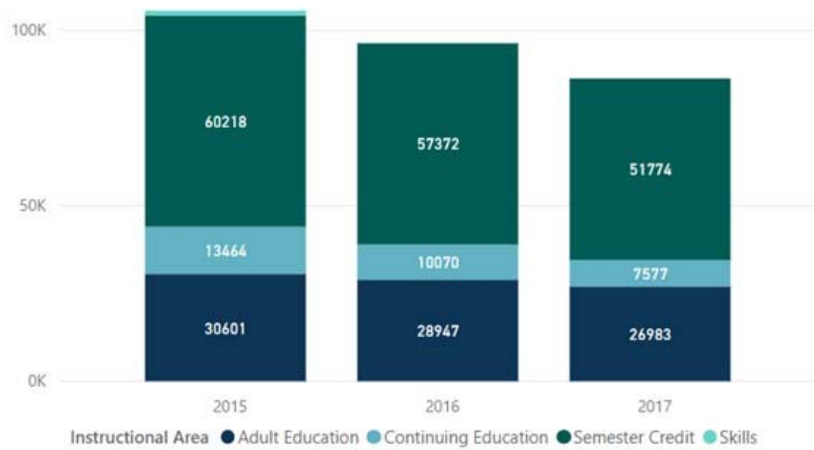
\*\* Fall 2014 Semester Credit category includes Skills courses

# CITY COLLEGES OF CHICAGO

## Community College District No. 508

CCC

Enrollment, by Instructional Area



Degrees and Certificates



Instructional Area	Home College Enrolled		Fiscal Year		
	All		2015	2016	2017
Adult Education			30601	28947	26983
Continuing Education			13464	10070	7577
Semester Credit			60218	57372	51774
Skills			1410	32	
<b>Total</b>			<b>100444</b>	<b>91626</b>	<b>83181</b>

Full-Time Equivalency (FTE)	Home College Awarded		Gender		
	All		2015	2016	2017
Adult Education			11,042.01		
Semester Credit			21,120.53		
<b>Total</b>			<b>32,162.54</b>		

Web Version: [www.ccc.edu/Pages/StatisticalDigest.htm](http://www.ccc.edu/Pages/StatisticalDigest.htm)

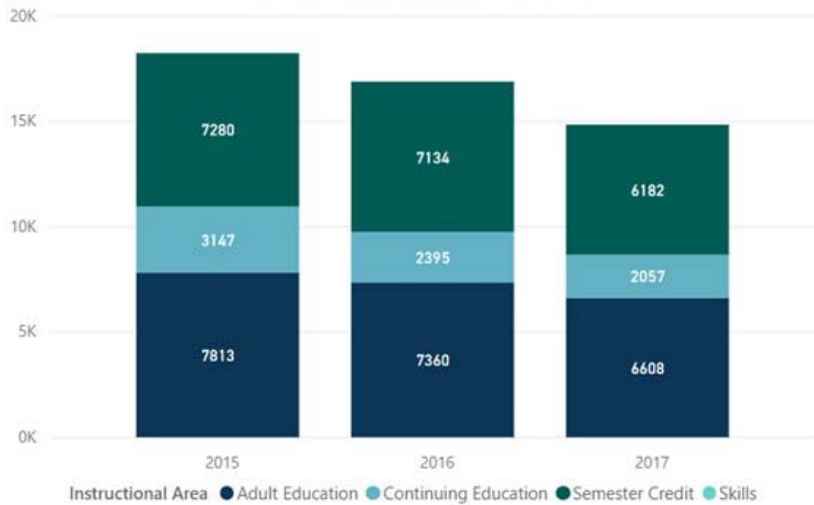
Degree/Certificate Type	Home College Awarded		Gender		
	All		2015	2016	2017
AA - Associate of Arts			2103	2072	2023
AAS - Associate of Applied Science			1071	980	779
AC - Advanced Certificate			993	998	939
AES - Associate of Engineering Science			19	18	15
AFA - Associate of Fine Arts			4	5	11
AGS - Associate of General Studies			1172	1046	687
AS - Associate of Science			575	889	941
BC - Basic Certificate			5954	4640	2676
<b>Total</b>			<b>11891</b>	<b>10648</b>	<b>8071</b>
<b>GED</b>			<b>338</b>	<b>675</b>	<b>701</b>

# CITY COLLEGES OF CHICAGO

## Community College District No. 508

DA

Enrollment, by Instructional Area



Degrees and Certificates



Home College Enrolled

DA

Fiscal Year

All

Instructional Area	2015	2016	2017
Adult Education	7813	7360	6608
Continuing Education	3147	2395	2057
Semester Credit	7280	7134	6182
Skills	1		
<b>Total</b>	<b>17125</b>	<b>15953</b>	<b>14188</b>

Full-Time Equivalency (FTE)

2017

Adult Education	2,911.70
Semester Credit	2,520.36
<b>Total</b>	<b>5,432.05</b>

Web Version: [www.ccc.edu/Pages/StatisticalDigest.htm](http://www.ccc.edu/Pages/StatisticalDigest.htm)

Home College Awarded

DA

Gender

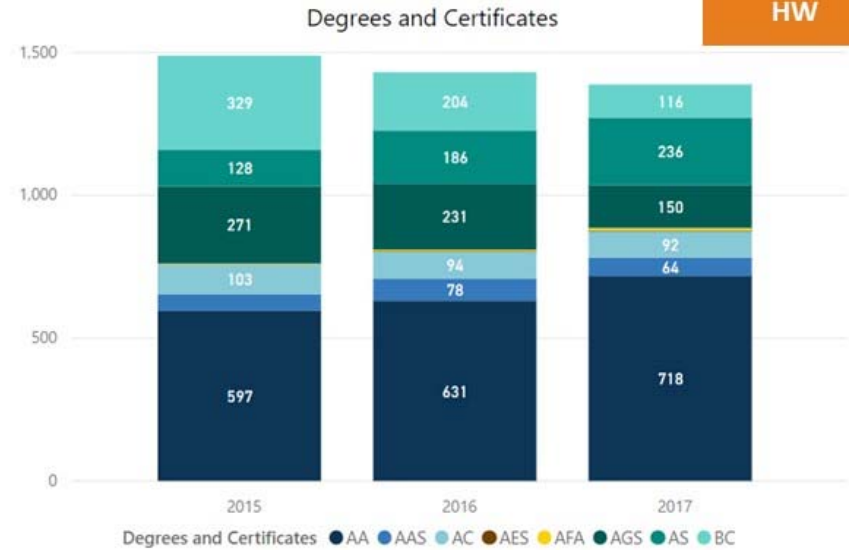
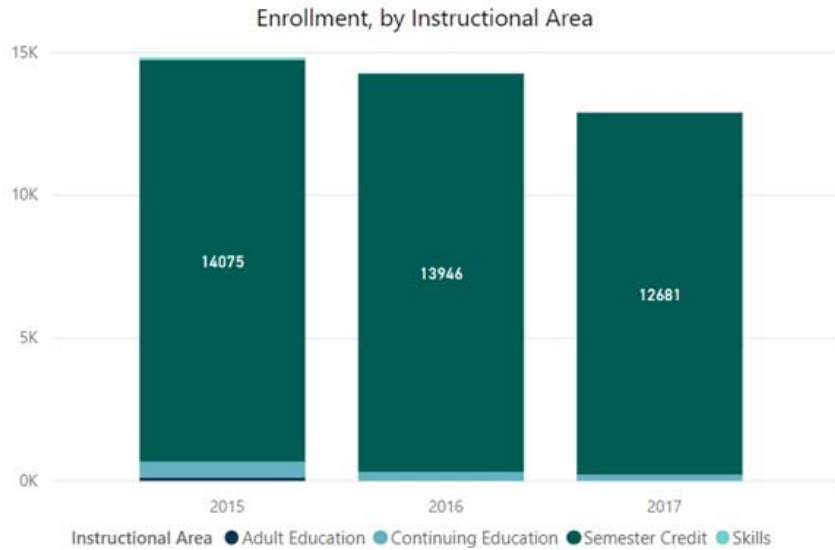
All

Degree/Certificate Type	2015	2016	2017
AA - Associate of Arts	317	259	223
AAS - Associate of Applied Science	168	92	69
AC - Advanced Certificate	189	256	347
AES - Associate of Engineering Science	8	4	2
AGS - Associate of General Studies	94	94	46
AS - Associate of Science	35	58	72
BC - Basic Certificate	748	797	525
<b>Total</b>	<b>1559</b>	<b>1560</b>	<b>1284</b>
<b>GED</b>	<b>80</b>	<b>197</b>	<b>187</b>

# CITY COLLEGES OF CHICAGO

## Community College District No. 508

HW



Instructional Area	Fiscal Year		
	2015	2016	2017
Adult Education	127	3	
Continuing Education	543	313	214
Semester Credit	14075	13946	12681
Skills	80		
<b>Total</b>	<b>14566</b>	<b>14169</b>	<b>12830</b>

Full-Time Equivalency (FTE)	2017	
	Semester Credit	5,423.12
<b>Total</b>	<b>5,423.12</b>	

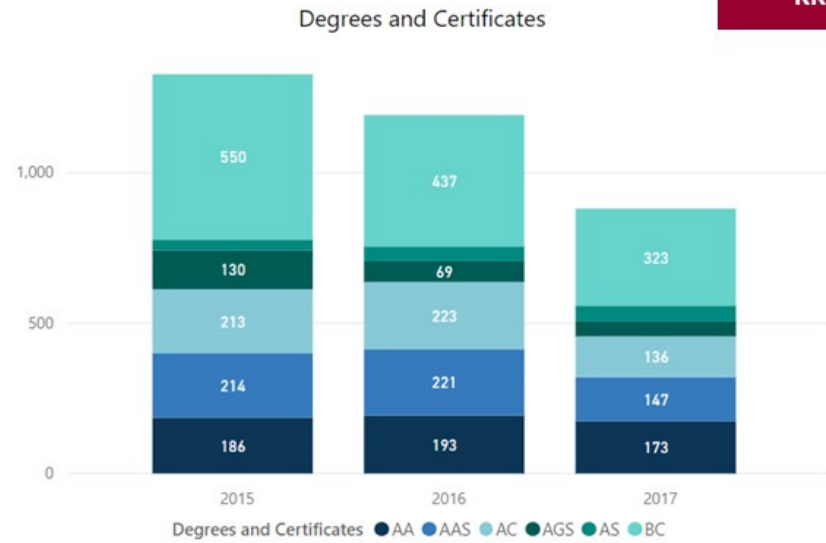
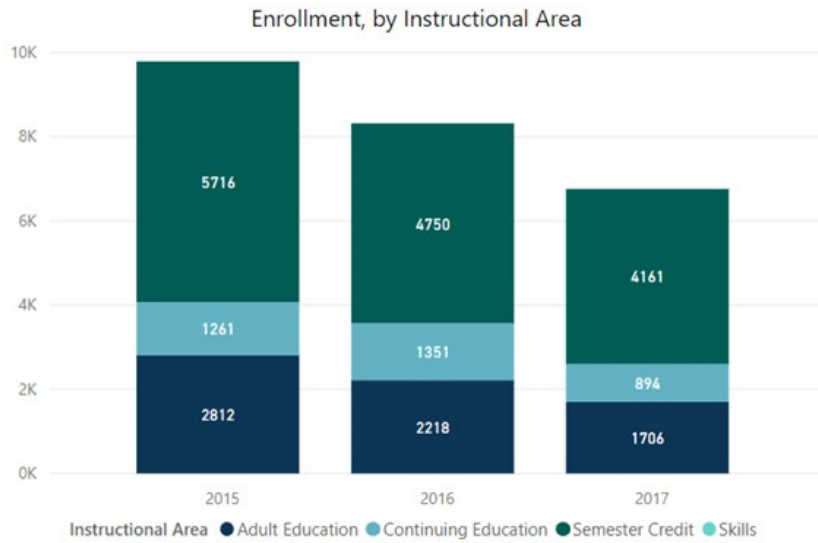
Degree/Certificate Type	Home College Awarded		
	2015	2016	2017
AA - Associate of Arts	597	631	718
AAS - Associate of Applied Science	57	78	64
AC - Advanced Certificate	103	94	92
AES - Associate of Engineering Science	1	2	3
AFA - Associate of Fine Arts	3	5	9
AGS - Associate of General Studies	271	231	150
AS - Associate of Science	128	186	236
BC - Basic Certificate	329	204	116
<b>Total</b>	<b>1489</b>	<b>1431</b>	<b>1388</b>
<b>GED</b>	<b>15</b>	<b>12</b>	

Web Version: [www.ccc.edu/Pages/StatisticalDigest.htm](http://www.ccc.edu/Pages/StatisticalDigest.htm)

# CITY COLLEGES OF CHICAGO

## Community College District No. 508

KK



Instructional Area	Home College Enrolled		Fiscal Year		
	KK	All	2015	2016	2017
Adult Education			2812	2218	1706
Continuing Education			1261	1351	894
Semester Credit			5716	4750	4161
Skills			7		
<b>Total</b>			<b>9532</b>	<b>7738</b>	<b>6423</b>

Full-Time Equivalency (FTE)	2017
Adult Education	479.38
Semester Credit	1,940.02
<b>Total</b>	<b>2,419.40</b>

Web Version: [www.ccc.edu/Pages/StatisticalDigest.htm](http://www.ccc.edu/Pages/StatisticalDigest.htm)

Degree/Certificate Type	Home College Awarded		Gender		
	KK	All	2015	2016	2017
AA - Associate of Arts			186	193	173
AAS - Associate of Applied Science			214	221	147
AC - Advanced Certificate			213	223	136
AGS - Associate of General Studies			130	69	49
AS - Associate of Science			35	49	53
BC - Basic Certificate			550	437	323
<b>Total</b>			<b>1328</b>	<b>1192</b>	<b>881</b>
<b>GED</b>			22	50	62

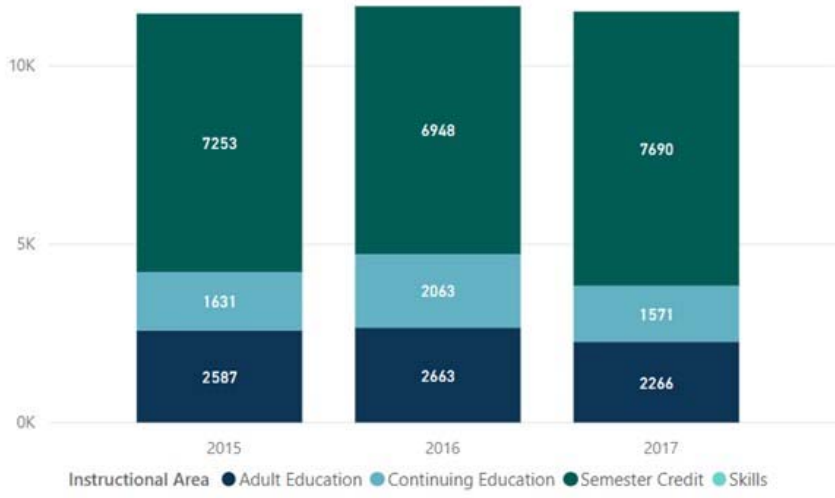


# CITY COLLEGES OF CHICAGO

## Community College District No. 508

MX

Enrollment, by Instructional Area



Degrees and Certificates



Home College Enrolled:  Fiscal Year:

Instructional Area	2015	2016	2017
Adult Education	2587	2663	2266
Continuing Education	1631	2063	1571
Semester Credit	7253	6948	7690
Skills	12		
<b>Total</b>	<b>10956</b>	<b>10970</b>	<b>10890</b>

Full-Time Equivalency (FTE) 2017

Adult Education	980.76
Semester Credit	3,314.65
<b>Total</b>	<b>4,295.41</b>

Web Version: [www.ccc.edu/Pages/StatisticalDigest.htm](http://www.ccc.edu/Pages/StatisticalDigest.htm)

Home College Awarded:  Gender:

Degree/Certificate Type	2015	2016	2017
AA - Associate of Arts	112	102	123
AAS - Associate of Applied Science	159	124	274
AC - Advanced Certificate	60	77	96
AGS - Associate of General Studies	181	159	118
AS - Associate of Science	78	123	107
BC - Basic Certificate	406	600	687
<b>Total</b>	<b>996</b>	<b>1185</b>	<b>1405</b>

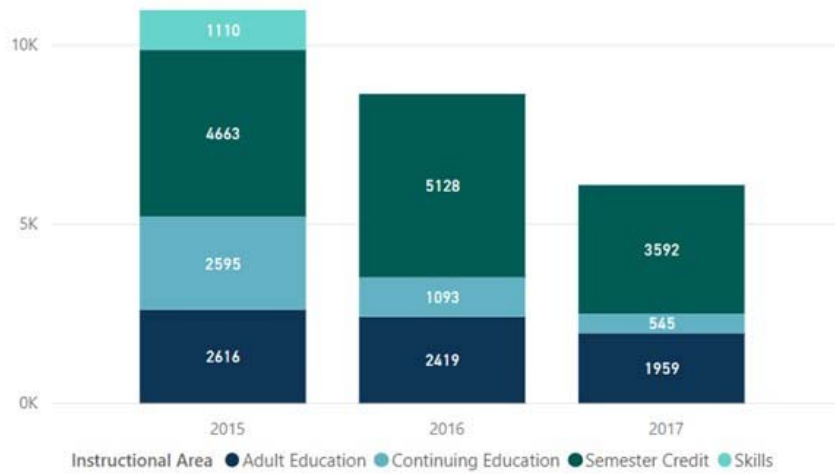
  

<b>GED</b>	51	92	83
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# CITY COLLEGES OF CHICAGO

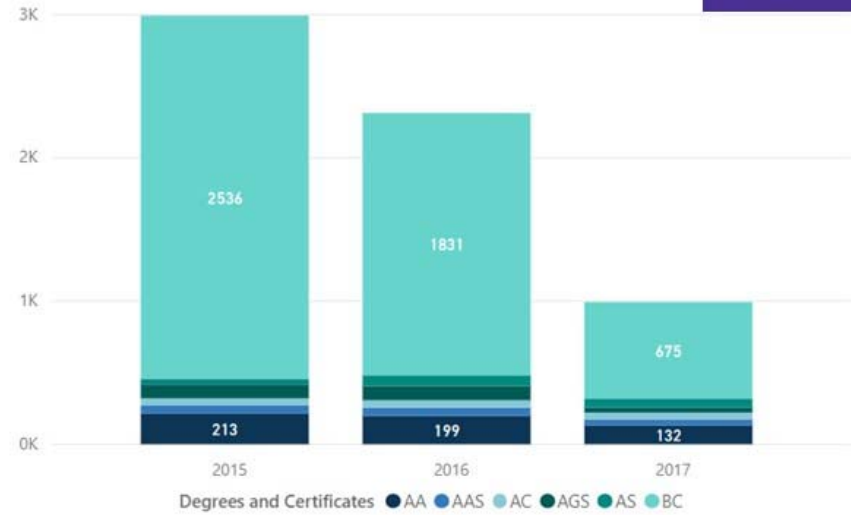
## Community College District No. 508

Enrollment, by Instructional Area



Degrees and Certificates

OH



Home College Enrolled  
OH

Fiscal Year  
All

Home College Awarded  
OH

Gender  
All

Instructional Area	2015	2016	2017
Adult Education	2616	2419	1959
Continuing Education	2595	1093	545
Semester Credit	4663	5128	3592
Skills	1110		
<b>Total</b>	<b>9521</b>	<b>7783</b>	<b>5809</b>

Degree/Certificate Type	2015	2016	2017
AA - Associate of Arts	213	199	132
AAS - Associate of Applied Science	57	57	42
AC - Advanced Certificate	51	51	47
AGS - Associate of General Studies	96	100	35
AS - Associate of Science	40	75	62
BC - Basic Certificate	2536	1831	675
<b>Total</b>	<b>2993</b>	<b>2313</b>	<b>993</b>

Full-Time Equivalency (FTE)	2017
Adult Education	688.54
Semester Credit	1,056.54
<b>Total</b>	<b>1,745.09</b>

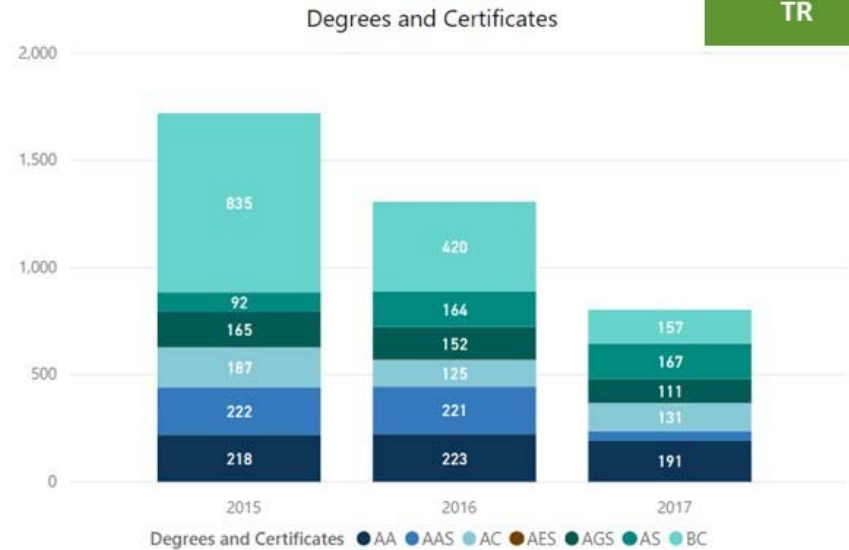
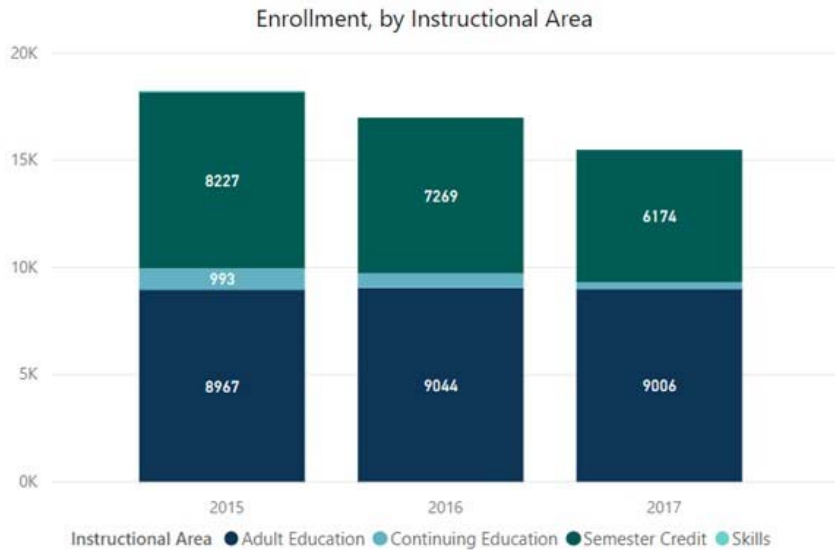
GED	2015	2016	2017
GED	39	69	87

Web Version: [www.ccc.edu/Pages/StatisticalDigest.htm](http://www.ccc.edu/Pages/StatisticalDigest.htm)

# CITY COLLEGES OF CHICAGO

## Community College District No. 508

TR



Instructional Area	Fiscal Year		
	2015	2016	2017
Adult Education	8967	9044	9006
Continuing Education	993	678	309
Semester Credit	8227	7269	6174
Skills	61		
<b>Total</b>	<b>17446</b>	<b>16369</b>	<b>15059</b>

Full-Time Equivalency (FTE)	2017	
	Adult Education	3,718.38
Semester Credit	2,304.32	
<b>Total</b>	<b>6,022.71</b>	

Web Version: [www.ccc.edu/Pages/StatisticalDigest.htm](http://www.ccc.edu/Pages/StatisticalDigest.htm)

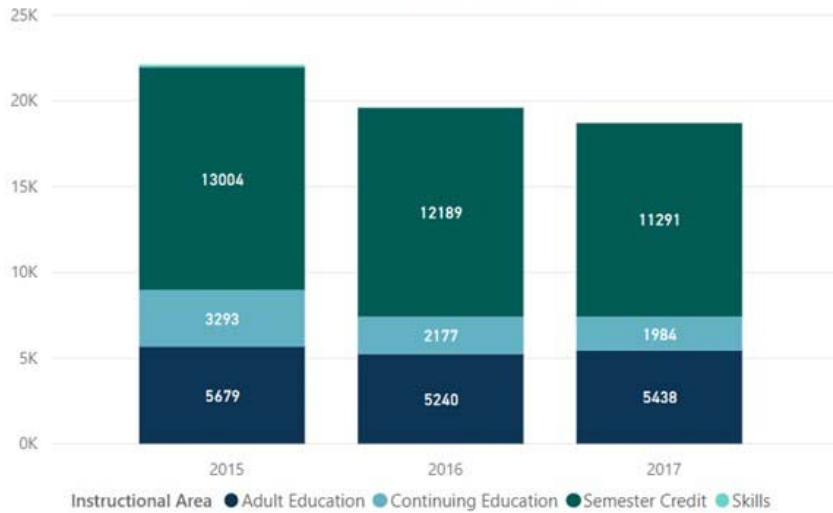
Degree/Certificate Type	Home College Awarded		
	2015	2016	2017
AA - Associate of Arts	218	223	191
AAS - Associate of Applied Science	222	221	45
AC - Advanced Certificate	187	125	131
AES - Associate of Engineering Science	1	2	1
AGS - Associate of General Studies	165	152	111
AS - Associate of Science	92	164	167
BC - Basic Certificate	835	420	157
<b>Total</b>	<b>1720</b>	<b>1307</b>	<b>803</b>
<b>GED</b>	<b>55</b>	<b>102</b>	<b>130</b>

# CITY COLLEGES OF CHICAGO

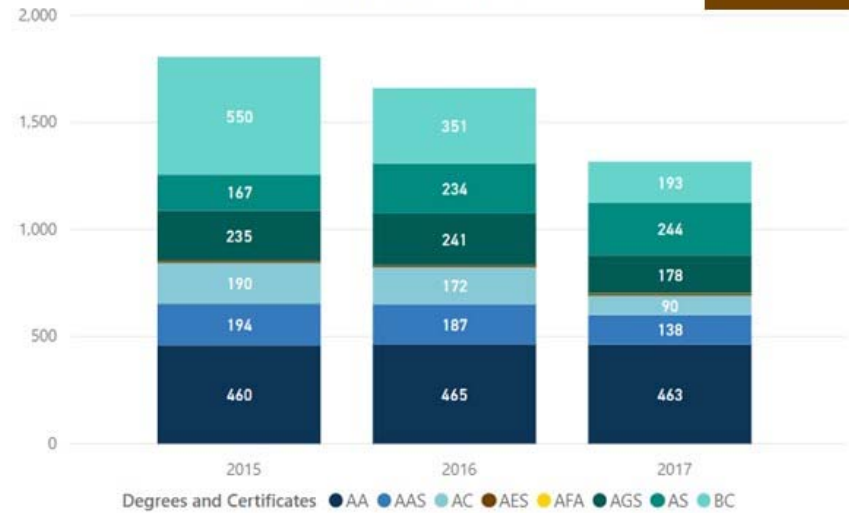
## Community College District No. 508

WR

Enrollment, by Instructional Area



Degrees and Certificates



Home College Enrolled  
WR

Fiscal Year  
All

Instructional Area	2015	2016	2017
Adult Education	5679	5240	5438
Continuing Education	3293	2177	1984
Semester Credit	13004	12189	11291
Skills	139	24	
<b>Total</b>	<b>21543</b>	<b>19221</b>	<b>18333</b>

Full-Time Equivalency (FTE)	2017
Adult Education	2,263.25
Semester Credit	4,561.51
<b>Total</b>	<b>6,824.76</b>

Web Version: [www.ccc.edu/Pages/StatisticalDigest.htm](http://www.ccc.edu/Pages/StatisticalDigest.htm)

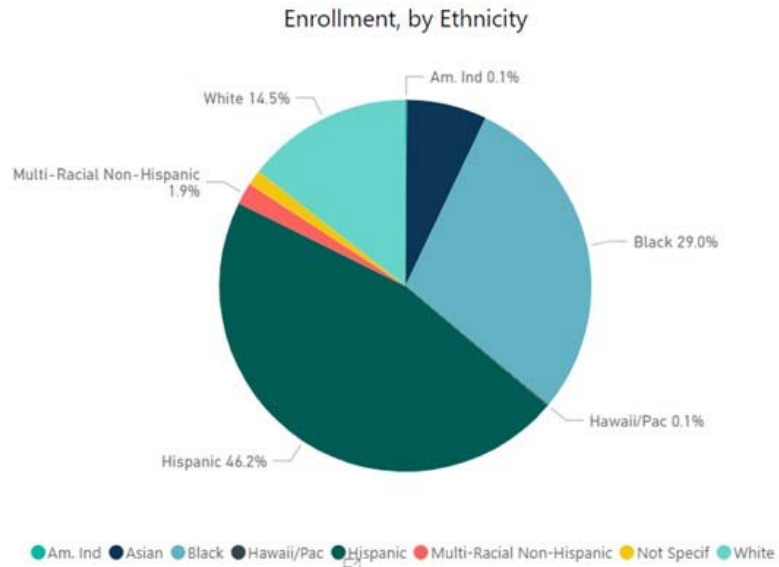
Home College Awarded  
WR

Gender  
All

Degree/Certificate Type	2015	2016	2017
AA - Associate of Arts	460	465	463
AAS - Associate of Applied Science	194	187	138
AC - Advanced Certificate	190	172	90
AES - Associate of Engineering Science	9	10	9
AFA - Associate of Fine Arts	1		2
AGS - Associate of General Studies	235	241	178
AS - Associate of Science	167	234	244
BC - Basic Certificate	550	351	193
<b>Total</b>	<b>1806</b>	<b>1660</b>	<b>1317</b>
<b>GED</b>	<b>76</b>	<b>153</b>	<b>152</b>

# CITY COLLEGES OF CHICAGO

## Community College District No. 508

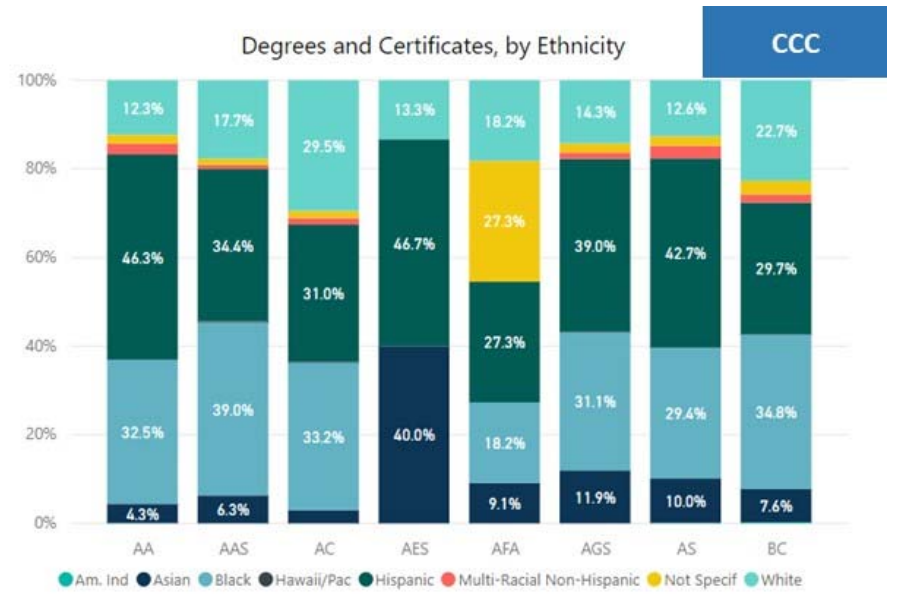


Home College Enroll...  Fiscal Year

Instructional Area	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
Adult Education	2238	5806	15598	68	3218
Continuing Education	383	2035	2901	72	1611
Semester Credit	3414	17380	21255	1497	7542
<b>Total</b>	<b>5791</b>	<b>24102</b>	<b>38403</b>	<b>1571</b>	<b>12025</b>

2017 Enrollment: American Indian - Credit: 58 Adult. Ed.: 30 Continuing Ed.: 25 Total: 107;  
 Hawaiian/Pacific Islander - Credit: 58 Adult. Ed.: 15 Continuing Ed.: 3 Total: 77  
 2017 Degrees and Certificates: American Indian - AA: 1, AS: 1, BC: 6; Hawaiian/Pacific Islander - AA: 1, AAS: 2, AC: 2, AGS: 1, AS: 1, BC: 3

Web Version: [www.ccc.edu/Pages/StatisticalDigest.htm](http://www.ccc.edu/Pages/StatisticalDigest.htm)



Home College Awarded  Awarded Degree  Fiscal Year

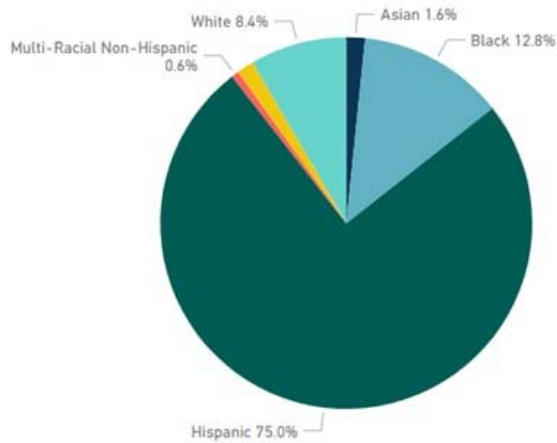
Degree Name	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
AA - Associate of Arts	88	657	937	50	249
AAS - Associate of Applied Science	49	304	268	7	138
AC - Advanced Certificate	27	307	284	14	275
AES - Associate of Engineering Science	6		7		2
AFA - Associate of Fine Arts	1	2	3		2
AGS - Associate of General Studies	82	214	268	10	98
AS - Associate of Science	94	277	402	27	119
BC - Basic Certificate	196	903	750	48	586
<b>Total</b>	<b>510</b>	<b>2420</b>	<b>2721</b>	<b>153</b>	<b>1420</b>



# CITY COLLEGES OF CHICAGO

## Community College District No. 508

Enrollment, by Ethnicity



● Am. Ind ● Asian ● Black ● Hawaii/Pac ● Hispanic ● Multi-Racial Non-Hispanic ● Not Specif ● White

Home College Enrolled

DA

Fiscal Year

2017

Instructional Area	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
Adult Education	112	240	6017	3	226
Continuing Education	50	343	1407	12	84
Semester Credit	75	1340	3719	87	905
<b>Total</b>	<b>230</b>	<b>1809</b>	<b>10641</b>	<b>92</b>	<b>1191</b>

2017 Enrollment: American Indian - Credit: 58 Adult. Ed.: 30 Continuing Ed.: 25 Total: 107;

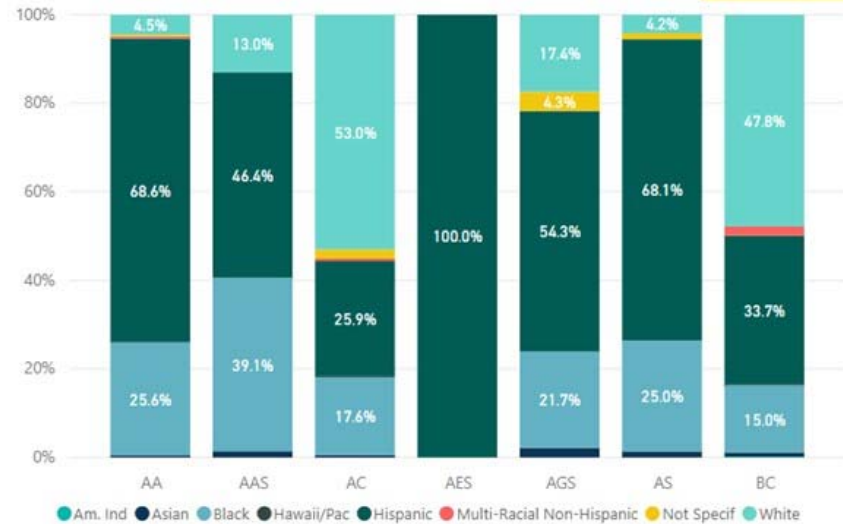
Hawaiian/Pacific Islander - Credit: 58 Adult. Ed.: 15 Continuing Ed.: 3 Total: 77

2017 Degrees and Certificates: American Indian - AA: 1, AS: 1, BC: 6; Hawaiian/Pacific Islander - AA: 1, AAS: 2, AC: 2, AGS: 1,

AS: 1, BC: 3

Web Version: [www.ccc.edu/Pages/StatisticalDigest.htm](http://www.ccc.edu/Pages/StatisticalDigest.htm)

Degrees and Certificates, by Ethnicity



Home College Awarded

DA

Awarded Degree

All

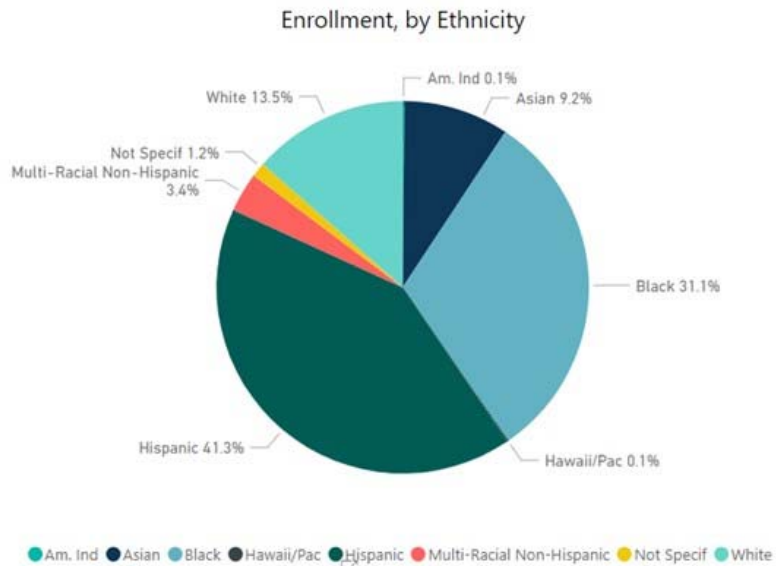
Fiscal Year

2017

Degree Name	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
AA - Associate of Arts	1	57	153	1	10
AAS - Associate of Applied Science	1	27	32		9
AC - Advanced Certificate	2	60	90	2	184
AES - Associate of Engineering Science			2		
AGS - Associate of General Studies	1	10	25		8
AS - Associate of Science	1	18	49		3
BC - Basic Certificate	5	74	165	11	245
<b>Total</b>	<b>11</b>	<b>223</b>	<b>474</b>	<b>14</b>	<b>455</b>

# CITY COLLEGES OF CHICAGO

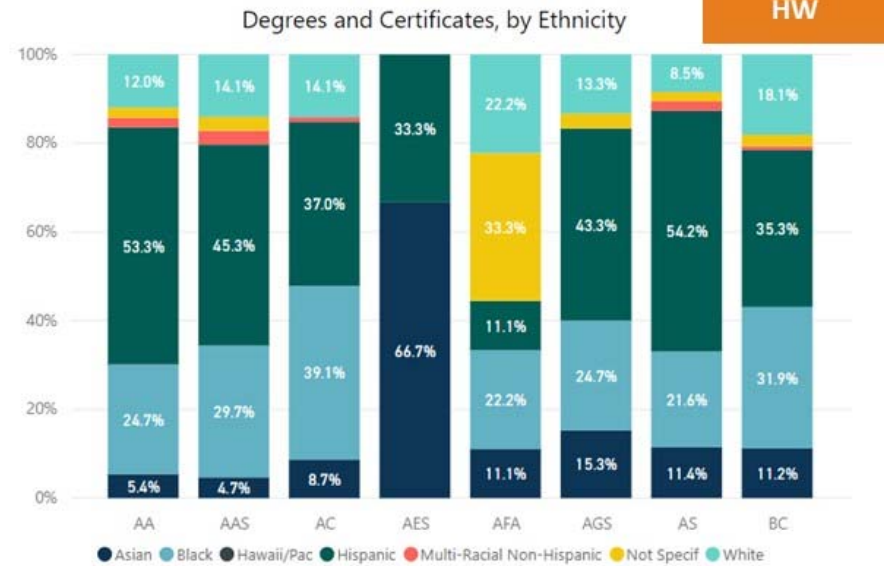
## Community College District No. 508



Home College Enroll...  Fiscal Year

Instructional Area	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
Continuing Education	15	69	54	3	60
Semester Credit	1162	3948	5281	438	1675
<b>Total</b>	<b>1174</b>	<b>3990</b>	<b>5304</b>	<b>440</b>	<b>1733</b>

2017 Enrollment: American Indian - Credit: 58 Adult. Ed.: 30 Continuing Ed.: 25 Total: 107;  
 Hawaiian/Pacific Islander - Credit: 58 Adult. Ed.: 15 Continuing Ed.: 3 Total: 77  
 2017 Degrees and Certificates: American Indian - AA: 1, AS: 1, BC: 6; Hawaiian/Pacific Islander - AA: 1, AAS: 2, AC: 2, AGS: 1, AS: 1, BC: 3  
 Web Version: [www.ccc.edu/Pages/StatisticalDigest.htm](http://www.ccc.edu/Pages/StatisticalDigest.htm)



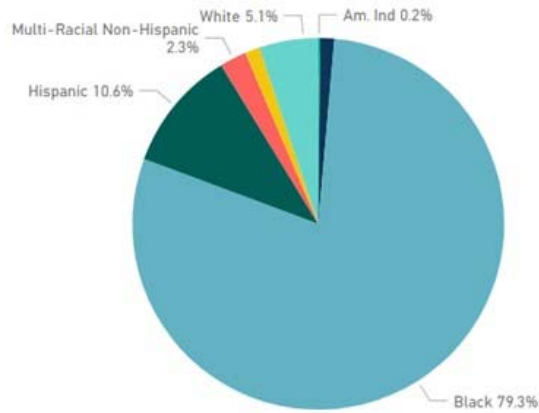
Home College Awarded  Awarded Degree  Fiscal Year

Degree Name	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
AA - Associate of Arts	39	177	383	15	86
AAS - Associate of Applied Science	3	19	29	2	9
AC - Advanced Certificate	7	35	31	1	12
AES - Associate of Engineering Science	2	0	1	0	0
AFA - Associate of Fine Arts	1	2	1	0	2
AGS - Associate of General Studies	23	37	65	0	20
AS - Associate of Science	27	51	128	5	20
BC - Basic Certificate	13	37	40	1	21
<b>Total</b>	<b>106</b>	<b>329</b>	<b>651</b>	<b>24</b>	<b>161</b>

# CITY COLLEGES OF CHICAGO

## Community College District No. 508

Enrollment, by Ethnicity



● Am. Ind ● Asian ● Black ● Hawaii/Pac ● Hispanic ● Multi-Racial Non-Hispanic ● Not Specif ● White

Home College Enrolled

KK

Fiscal Year

2017

Instructional Area	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
Adult Education	6	1595	68	13	16
Continuing Education	32	520	88	13	181
Semester Credit	43	3281	541	132	137
<b>Total</b>	<b>79</b>	<b>5092</b>	<b>679</b>	<b>149</b>	<b>330</b>

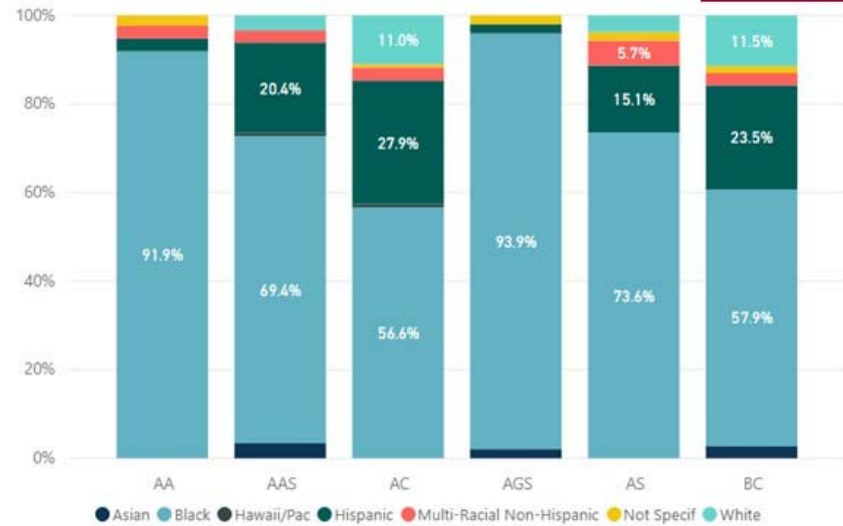
2017 Enrollment: American Indian - Credit: 58 Adult, Ed.: 30 Continuing Ed.: 25 Total: 107;

Hawaiian/Pacific Islander - Credit: 58 Adult, Ed.: 15 Continuing Ed.: 3 Total: 77

2017 Degrees and Certificates: American Indian - AA: 1, AS: 1, BC: 6; Hawaiian/Pacific Islander - AA: 1, AAS: 2, AC: 2, AGS: 1, AS: 1, BC: 3

Web Version: [www.ccc.edu/Pages/StatisticalDigest.htm](http://www.ccc.edu/Pages/StatisticalDigest.htm)

Degrees and Certificates, by Ethnicity



Home College Awarded

KK

Awarded Degree

All

Fiscal Year

2017

Degree Name	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
AA - Associate of Arts		159	5	5	
AAS - Associate of Applied Science	5	102	30	4	5
AC - Advanced Certificate		77	38	4	15
AGS - Associate of General Studies	1	46	1		
AS - Associate of Science		39	8	3	2
BC - Basic Certificate	8	185	74	8	34
<b>Total</b>	<b>14</b>	<b>544</b>	<b>151</b>	<b>23</b>	<b>56</b>

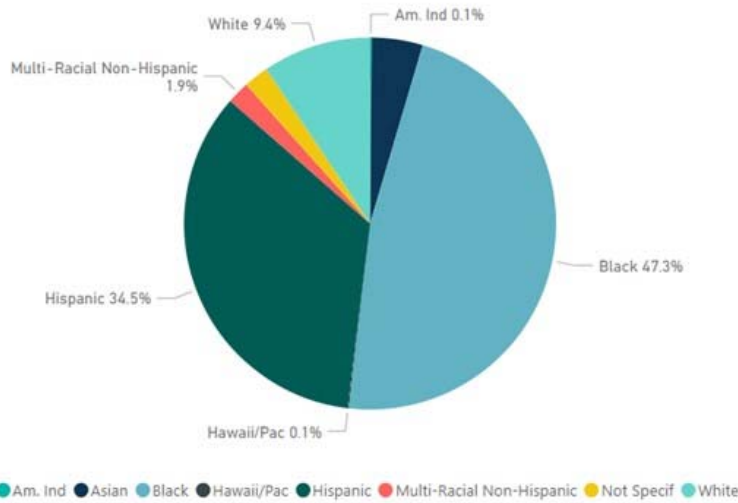


# CITY COLLEGES OF CHICAGO

## Community College District No. 508

MX

Enrollment, by Ethnicity



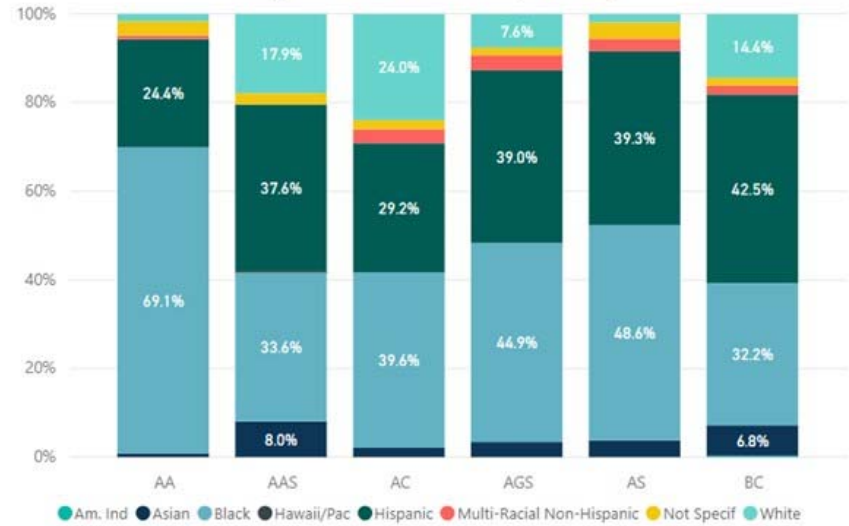
Home College Enrolled:  Fiscal Year:

Instructional Area	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
Adult Education	149	1238	722	11	138
Continuing Education	60	543	465	11	321
Semester Credit	306	3624	2863	200	612
<b>Total</b>	<b>484</b>	<b>5149</b>	<b>3759</b>	<b>212</b>	<b>1026</b>

2017 Enrollment: American Indian - Credit: 58 Adult. Ed.: 30 Continuing Ed.: 25 Total: 107;  
 Hawaiian/Pacific Islander - Credit: 58 Adult. Ed.: 15 Continuing Ed.: 3 Total: 77  
 2017 Degrees and Certificates: American Indian - AA: 1, AS: 1, BC: 6; Hawaiian/Pacific Islander - AA: 1, AAS: 2, AC: 2, AGS: 1, AS: 1, BC: 3

Web Version: [www.ccc.edu/Pages/StatisticalDigest.htm](http://www.ccc.edu/Pages/StatisticalDigest.htm)

Degrees and Certificates, by Ethnicity



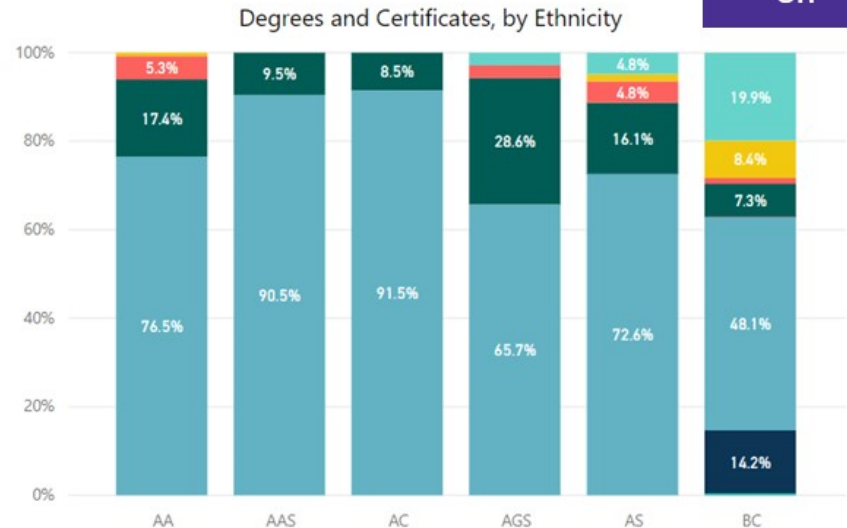
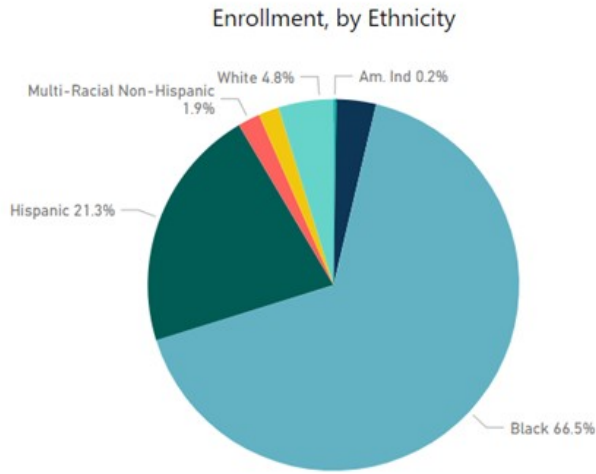
Home College Awarded:  Awarded Degree:  Fiscal Year:

Degree Name	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
AA - Associate of Arts	1	85	30	1	2
AAS - Associate of Applied Science	22	92	103	0	49
AC - Advanced Certificate	2	38	28	3	23
AGS - Associate of General Studies	4	53	46	4	9
AS - Associate of Science	4	52	42	3	2
BC - Basic Certificate	45	213	288	14	95
<b>Total</b>	<b>76</b>	<b>498</b>	<b>513</b>	<b>25</b>	<b>177</b>

# CITY COLLEGES OF CHICAGO

## Community College District No. 508

OH



● Am. Ind ● Asian ● Black ● Hawaii/Pac ● Hispanic ● Multi-Racial Non-Hispanic ● Not Specif ● White

Home College Enrolled

OH

Fiscal Year

2017

Instructional Area	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
Adult Education	8	1201	713	8	26
Continuing Education	72	371	40	9	24
Semester Credit	146	2494	515	101	238
<b>Total</b>	<b>200</b>	<b>3862</b>	<b>1237</b>	<b>112</b>	<b>278</b>

2017 Enrollment: American Indian - Credit: 58 Adult. Ed.: 30 Continuing Ed.: 25 Total: 107;

Hawaiian/Pacific Islander - Credit: 58 Adult. Ed.: 15 Continuing Ed.: 3 Total: 77

2017 Degrees and Certificates: American Indian - AA: 1, AS: 1, BC: 6; Hawaiian/Pacific Islander - AA: 1, AAS: 2, AC: 2, AGS: 1,

AS: 1, BC: 3

Web Version: [www.ccc.edu/Pages/StatisticalDigest.htm](http://www.ccc.edu/Pages/StatisticalDigest.htm)

Home College Awarded

OH

Awarded Degree

All

Fiscal Year

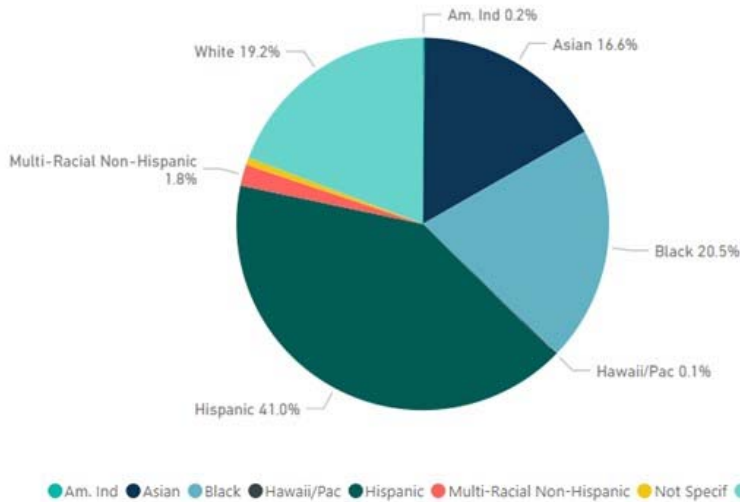
2017

Degree Name	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
AA - Associate of Arts		101	23	7	
AAS - Associate of Applied Science		38	4		
AC - Advanced Certificate		43	4		
AGS - Associate of General Studies		23	10	1	1
AS - Associate of Science		45	10	3	3
BC - Basic Certificate	94	324	48	9	134
<b>Total</b>	<b>94</b>	<b>530</b>	<b>95</b>	<b>19</b>	<b>138</b>

# CITY COLLEGES OF CHICAGO

## Community College District No. 508

Enrollment, by Ethnicity



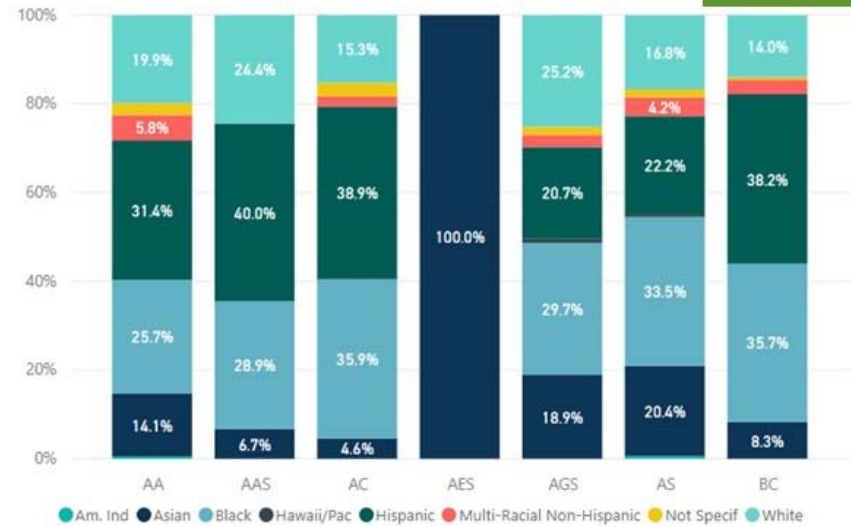
Home College Enrolled:  Fiscal Year:

Instructional Area	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
Adult Education	1762	1355	4293	25	1555
Continuing Education	38	84	52	3	101
Semester Credit	801	1739	1952	255	1340
<b>Total</b>	<b>2500</b>	<b>3089</b>	<b>6168</b>	<b>277</b>	<b>2892</b>

2017 Enrollment: American Indian - Credit: 58 Adult. Ed.: 30 Continuing Ed.: 25 Total: 107;  
 Hawaiian/Pacific Islander - Credit: 58 Adult. Ed.: 15 Continuing Ed.: 3 Total: 77  
 2017 Degrees and Certificates: American Indian - AA: 1, AS: 1, BC: 6; Hawaiian/Pacific Islander - AA: 1, AAS: 2, AC: 2, AGS: 1, AS: 1, BC: 3

Web Version: [www.ccc.edu/Pages/StatisticalDigest.htm](http://www.ccc.edu/Pages/StatisticalDigest.htm)

Degrees and Certificates, by Ethnicity



Home College Awarded:  Awarded Degree:  Fiscal Year:

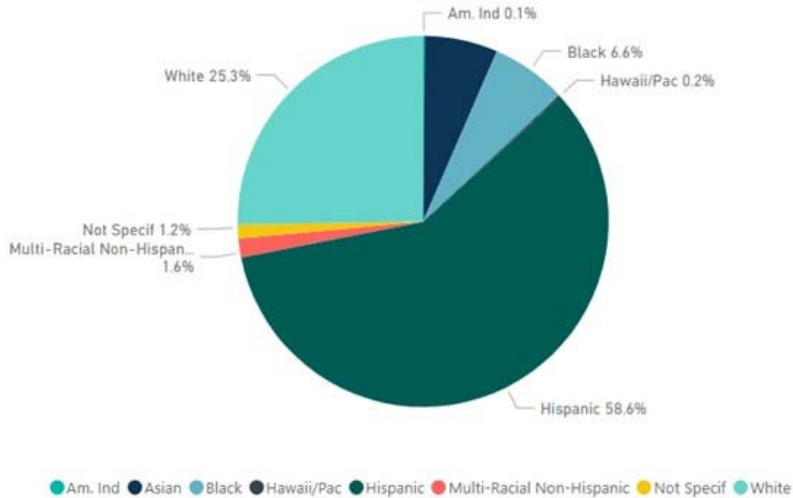
Degree Name	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
AA - Associate of Arts	27	49	60	11	38
AAS - Associate of Applied Science	3	13	18	0	11
AC - Advanced Certificate	6	45	50	3	20
AES - Associate of Engineering Science	1	0	0	0	0
AGS - Associate of General Studies	21	33	23	3	28
AS - Associate of Science	34	56	37	7	28
BC - Basic Certificate	13	55	60	5	22
<b>Total</b>	<b>99</b>	<b>239</b>	<b>216</b>	<b>29</b>	<b>131</b>

# CITY COLLEGES OF CHICAGO

## Community College District No. 508

WR

Enrollment, by Ethnicity

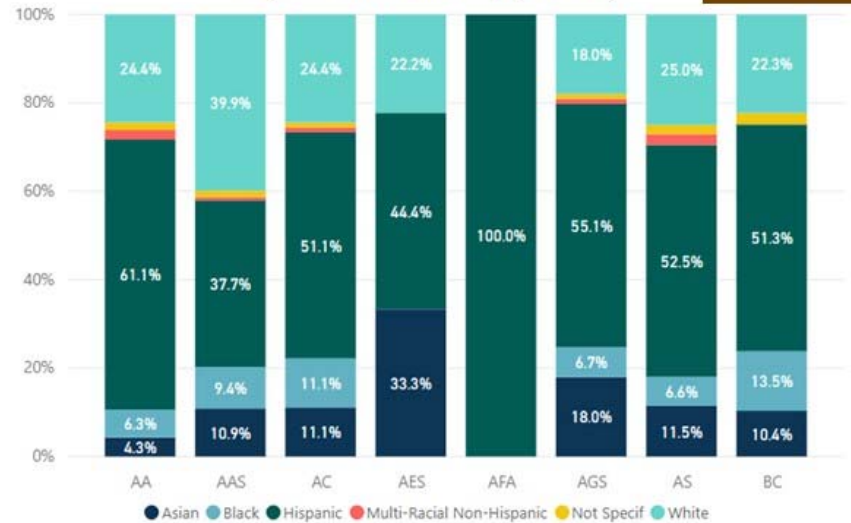


Home College Enrolled:  Fiscal Year:

Instructional Area	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
Adult Education	201	177	3785	8	1257
Continuing Education	116	103	794	21	840
Semester Credit	880	952	6384	284	2635
<b>Total</b>	<b>1169</b>	<b>1209</b>	<b>10749</b>	<b>301</b>	<b>4630</b>

2017 Enrollment: American Indian - Credit: 58 Adult. Ed.: 30 Continuing Ed.: 25 Total: 107;  
 Hawaiian/Pacific Islander - Credit: 58 Adult. Ed.: 15 Continuing Ed.: 3 Total: 77  
 2017 Degrees and Certificates: American Indian - AA: 1, AS: 1, BC: 6; Hawaiian/Pacific Islander - AA: 1, AAS: 2, AC: 2, AGS: 1, AS: 1, BC: 3  
 Web Version: [www.ccc.edu/Pages/StatisticalDigest.htm](http://www.ccc.edu/Pages/StatisticalDigest.htm)

Degrees and Certificates, by Ethnicity



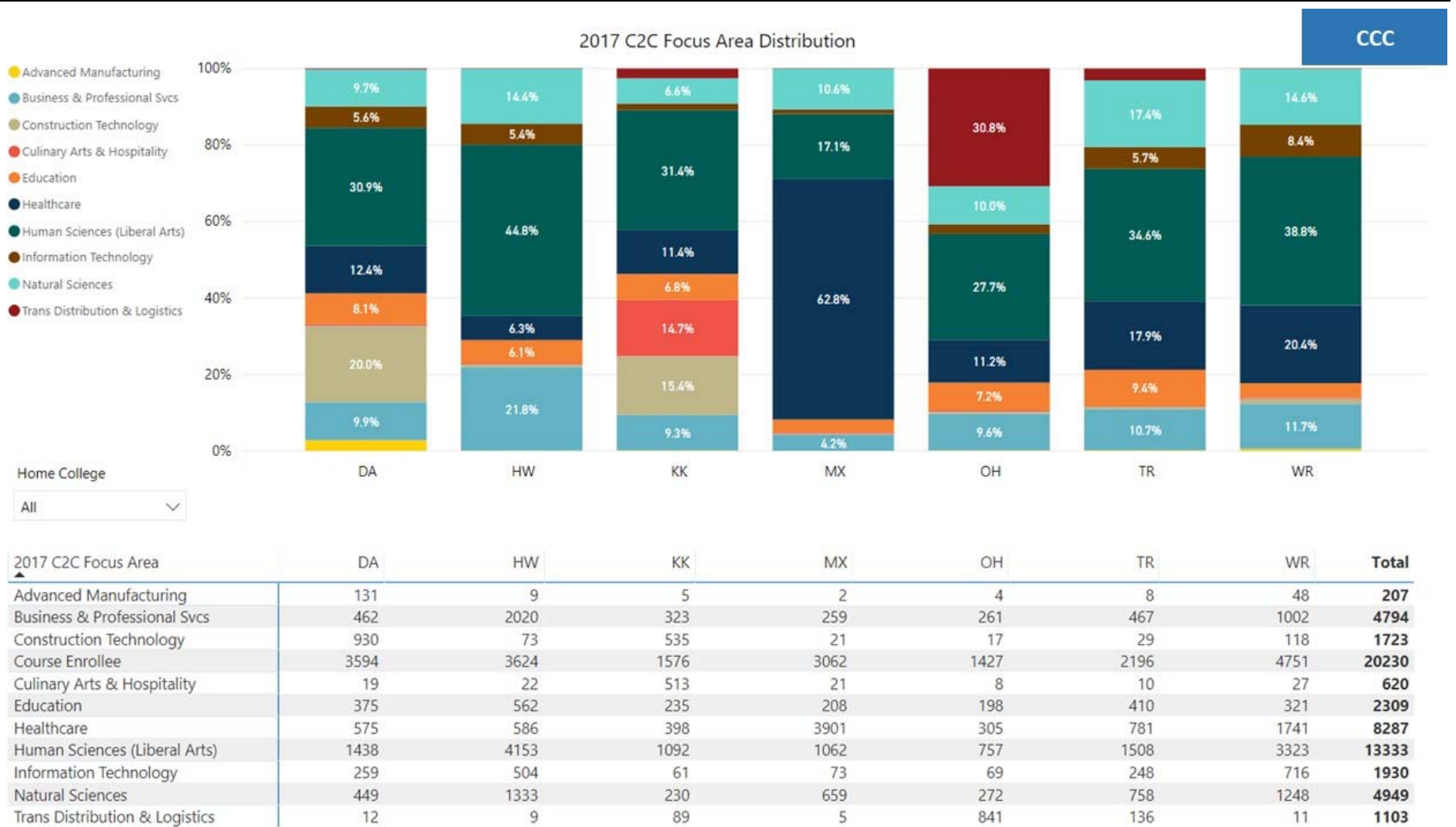
Home College Awarded:  Awarded Degree:  Fiscal Year:

Degree Name	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
AA - Associate of Arts	20	29	283	10	113
AAS - Associate of Applied Science	15	13	52	1	55
AC - Advanced Certificate	10	10	46	1	22
AES - Associate of Engineering Science	3		4		2
AFA - Associate of Fine Arts			2		
AGS - Associate of General Studies	32	12	98	2	32
AS - Associate of Science	28	16	128	6	61
BC - Basic Certificate	18	21	79		38
<b>Total</b>	<b>116</b>	<b>95</b>	<b>666</b>	<b>19</b>	<b>312</b>



# CITY COLLEGES OF CHICAGO

## Community College District No. 508



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# CITY COLLEGES OF CHICAGO

Community College District No. 508

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## 33511

ADOPTED – BOARD OF TRUSTEES  
COMMUNITY COLLEGE DISTRICT NO. 508  
JULY 5, 2018

### BOARD OF TRUSTEES OF COMMUNITY COLLEGE DISTRICT NO. 508 COUNTY OF COOK AND STATE OF ILLINOIS

#### RESOLUTION TO ADOPT ANNUAL BUDGET FOR THE FISCAL YEAR ENDING JUNE 30, 2019 OFFICE OF FINANCE DISTRICT WIDE

**WHEREAS**, pursuant to the provisions of 110 ILCS 805/7-11 *et seq.*, as amended, of the Public Community College Act, of the State of Illinois, the Annual Budget of the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, for the fiscal year ending June 30, 2019, 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 5, 2018;

**WHEREAS**, pursuant to the provisions of 110 ILCS 805/7-11 *et seq.*, as amended, of the Public Community College Act, of the State of Illinois, on June 25, 2018, which date was not less than one week after these copies were placed on file and prior to final action thereon, said Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, held a public hearing thereon, of which notice was given by publication in the Chicago Sun-Times, a newspaper published and having general circulation in the District, on May 30, 2018, which date was at least one week prior to the time of the hearings;

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

#### Section 1.

That pursuant to the provisions of 110 ILCS 805/7-8 *et seq.*, as amended, of the Public Community College Act, of the State of Illinois, this Resolution is hereby termed the Annual Budget of the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, for the Fiscal Year Ending June 30, 2019, 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, 2019. Pursuant to provisions of 110 ILCS 805/7-9 *et seq.*, as amended, of the Public Community College Act, of the State of Illinois, said Annual Budget sets forth

# CITY COLLEGES OF CHICAGO

## Community College District No. 508

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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, 2019, 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 2017 and 2018, detailed estimates of all current revenues derived from taxes levied or to be levied for the years 2017 and 2018 which revenues will be applicable to expenditures or charges to be made or incurred during the fiscal year ending June 30, 2019, 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, 2019. 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, 2019, specifies: (i) organizational unit, fund, activity, and object to which each appropriation is applicable (the various activities specified in the Annual Budget are based on classifications prescribed by the Illinois Community College Board's Fiscal Management Manual and the various objects specified in the Annual Budget are based on and consistent with management's system and procedures for control of budgeted appropriations) and (ii), the amount of such appropriation includes appropriations for all estimated current expenditures or charges to be made or incurred during the fiscal year ending June 30, 2019, 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, 2019; 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, 2019, 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, 2019, and also deferred collections thereof and abatements in the amounts of those taxes as extended upon the collector's books. The Annual Budget also includes Program Budget information designed to provide detailed comparative and historical information concerning the various activities of the Community College District No. 508.

### **Section 2.**

That the amounts hereinafter set forth are hereby appropriated for educational purposes; for operation and maintenance of facilities purposes and the purchase of grounds; for the purpose of paying the operating and administrative costs and expenses, including the cost of legal services and the wages and salaries of employees in connection with defending or otherwise protecting the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois,

# CITY COLLEGES OF CHICAGO

## Community College District No. 508

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against any liability or loss under provisions of the Local Governmental and Governmental Employees Tort Immunity Act, Federal or State common or statutory law, the Worker's Compensation Act, the Worker's Occupational Diseases Act, and the Unemployment Insurance Act, and for paying the costs of insurance, self-insurance, the establishment of reserves, and claim services, the amounts of judgments and settlements, or the costs of otherwise providing protection to the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, or its employees or, pursuant to an intergovernmental contract, other local governmental entities or their employees under provisions of the Local Governmental and Governmental Employees Tort Immunity Act and for paying the cost of participation in the Federal Medicare Program under provisions of 40 ILCS 5/21-101 *et seq.*, as amended; for the purpose of paying auditing expenses under the provisions of Section 9 of the Governmental Account Audit Act, as amended, of the State of Illinois; and for other community college purposes of the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, for the fiscal year beginning July 1, 2018, and ending June 30, 2019, 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, 2018, the amounts of such assets estimated to be available for appropriation in the fiscal year ending June 30, 2019, the detailed estimates for all taxes levied or to be levied for the years 2017 and 2018, the detailed estimates of all current revenues derived from taxes levied or to be levied for the years 2017 and 2018, which revenues will be applicable to expenditures or charges to be made or incurred during the fiscal year ending June 30, 2019, 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, 2019, and the organizational unit, fund, activity, and object to which an appropriation is applicable as well as the amounts of such appropriations are provided for in the Annual Budget of the Board of Trustees of Community College District No. 508.

**July 5, 2018 – Office of Finance**



# CITY COLLEGES OF CHICAGO

Community College District No. 508

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# **GLOSSARY**



# CITY COLLEGES OF CHICAGO

Community College District No. 508

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## GLOSSARY

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

**ABATEMENT:** A reduction of a previously recorded expenditure or receipt by such things as refunds, rebates, and collections for loss or damages to school property.

**ACADEMIC SUPPORT:** Academic support includes those programs which directly support the instruction process and academic programs, including tutoring and instructional assistance. These programs include library operations, instructional support services, television production services, audio-visual services, and instructional technology administration.

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

**ACCOUNT NUMBER:** A defined code for recording and summarizing financial transactions.

**ACCOUNTING PERIOD:** A period at the end of which and for which financial statements are prepared.

**ACCRUAL BASIS:** An accounting system that records revenues when earned and expenses when a liability is created, regardless of the accounting period in which cash is actually received or made. An encumbrance system may be used in conjunction with an accrual basis accounting system.

**ACCRUED EXPENSES:** Expenses which have been incurred and have not been paid as of a given date.

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

**ACCRUED LIABILITIES:** Amounts owed but not yet paid. See also Accrued Expenses.

**ACCRUED REVENUE:** Revenue earned and not collected regardless of whether due or not.

**ACTIVITY—ORGANIZATIONAL UNIT—COST CENTER:** A specific unit or group in an organization that performs work or provides a service as part of the organization's overall responsibility. Expenses are readily identifiable to the activity, and a number of activities may form a department, division, or major functional area. For example, the biology department or security department are activities.

**APPROPRIATION:** An authorization that enables the college to make expenses and incur obligations for a specific purpose. By law, the Board of Trustees of City Colleges must vote to approve City Colleges' annual appropriation measure and any subsequent amendments to it.

**ASSESSED VALUATION:** Value, computed by the Cook County Assessor's Office, on each unit of property for which a prescribed amount must be paid as property taxes.

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

**AUDIT:** An examination of the financial records to obtain reasonable assurance that the financial statements prepared by the Colleges are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. It further includes an assessment of the

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# CITY COLLEGES OF CHICAGO

## Community College District No. 508

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accounting principles and procedures used and of the significant financial estimates made by management.

**AUDIT FUND (Restricted Fund):** The Audit Fund is used for recording the payment of auditing expenses. The audit tax levy is recorded in this fund and monies in this fund should be used only for the payment of auditing expenses.

**AUXILIARY / ENTERPRISE FUND (Unrestricted Fund):** The Auxiliary Enterprises Fund accounts for college services where a fee is charged to students/staff and the activity is intended to be self-supporting. Each enterprise/service should be accounted for separately using a group of self-balancing accounts within the fund.

**BASE OPERATING GRANT (Credit Hour Grant):** Credit hour grants are received for courses for each semester credit hour or equivalent for students who were certified as being in attendance at midterm of the semester during the fiscal year. The Illinois Community College Board computes and allocates the grant. There are no special restrictions on the use of these funds.

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

**BOND AND INTEREST FUND (Debt Service Fund):** The Bond and Interest Funds are used to account for payment of principal, interest, and related charges on any outstanding bonds. Debt service for each bond issue must be accounted for separately using a group of self-balancing accounts within the fund.

**BONDED DEBT:** The part of City Colleges debt which is covered by outstanding bonds.

**BUDGET:** A controlled plan to be used in implementing the philosophy and the objectives of the Colleges. Its development should involve maximum participation, and therefore, the aims and objectives of the Colleges should be reflected at each level. The budget is a legal document once it has been approved by the Board.

**BUILDINGS:** Facilities permanently affixed to the land, including their associated heating and air conditioning systems, electrical and sound systems, plumbing and sewer systems, elevators, and other fixed equipment.

**CAPITAL OUTLAY:** Also termed capital equipment, the capital outlay object group includes site acquisition and improvement, office equipment, instructional equipment, and service equipment. Generally expenses in this category cost more than \$25,000 and have a useful life of greater than three years and would not normally be purchased from general materials and supplies.

**CASH:** Money or its equivalent; usually ready money. Money in hand, either in currency, coin, or other legal tender, or in bank bills or checks paid and received, bank deposits and NOW accounts, bank notes or sight drafts, bank's certificate of deposit, municipal orders, warrants, or scrip.

**CATEGORICAL AID:** Educational support funds provided from a higher governmental level and specifically limited to a given purpose.

**CHART OF ACCOUNTS:** A list of all accounts generally used in an accounting system. In addition to account title, the chart includes an account number which has been assigned to each account. Accounts in the chart includes are arranged with accounts of a similar nature; for example, assets and liabilities.

**CONTINGENCY:** Contingency funds are those appropriations set aside for emergencies or unforeseen expenses. Contingency funds are used only by budget transfers and may not be expensed directly.

**CONTRACTUAL SERVICES:** Contractual service costs are those monies paid for services rendered by firms

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and individuals under contract who are not employees of City Colleges.

**COST BENEFIT:** Analyses which provide the means for comparing the resources to be allocated to a specific program with results likely to be obtained from it, or analyses which provide the means for comparing the results likely to be obtained from the allocation of certain resources toward the achievement of alternate or competing objectives.

**COST CENTER:** The smallest segment of a program that is separately recognized in the agency's records, accounts, and reports. Program-oriented budgeting, accounting and reporting aspects of an information system are usually built upon the identification and use of a set of cost centers.

**COST EFFECTIVENESS:** The extent to which resources allocated to a specific object under each of several alternatives actually contribute to accomplishing that objective.

**COURSE:** An educational unit within an instructional program dealing with a particular subject consisting of instructional periods and one or more delivery systems. Courses are generally classified by the discipline they belong to and the level of instruction

**COURSE CREDIT:** Number of credits that will be earned by the student for successful completion of a course.

**COURSE EQUIVALENT:** A figure (value) to indicate credit equivalence for noncredit courses.

**COURSE IDENTIFIER:** The official institutional number or other code that serves to uniquely identify a course.

**COURSE LEVEL:** The institutional categorization for the level of offering of a course. The categorization generally is derived from the level of student to which any particular course offering within a discipline is primarily directed.

**CURRENT:** The term refers to the fiscal year in process.

**CURRENT ASSETS:** Cash or anything that can be readily converted into cash.

**CURRENT EXPENSES:** Any expenditure except for capital outlay and debt service. Current expense includes total charges incurred, whether paid or unpaid.

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

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

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

**DEFERRED REVENUES:** Arises when assets are recognized before revenue recognition criteria have been satisfied.

**DEPRECIATION:** A fall in value, reduction of worth. The deterioration, or the loss or lessening in value, arising from age, use and improvements due to better methods.

**DEFICIT:** A deficit is a shortfall of revenues against expenses.

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

**DISBURSEMENTS:** The actual payment of cash by the College.

**DOUBLE-ENTRY ACCOUNTING:** An accounting system that requires for every entry to the debit side of an account or accounts there must be an equal entry to the credit side of an account or accounts.

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

**EMPLOYEE BENEFITS:** Employee benefits costs are for all benefits which employees accrue through continued employment with City Colleges. Benefits include health insurance coverage, dental and vision coverage, tuition reimbursement, life insurance, and others.

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

**EQUALIZATION:** The act or process of making equal or bringing about conformity to a common standard. The process of equalizing assessments or taxes, as performed by “boards of equalization” in various states, consists of comparing the assessment made by the local officers of the various counties and other taxing districts within the jurisdiction of the board and reducing them to a common and uniform basis, increasing or diminishing by such percentage as may be necessary, so as to bring about with the entire territory affected a uniform and equal ratio between the assessed value and the actual market value of the property. The term also is applied to similar process of leveling or adjusting the assessment of individual taxpayers so that the property of one shall not be assessed at a higher or lower percentage of its market value than the property of another.

**EXPENSES:** The total charges incurred by the Colleges regardless of the time of payment.

**FACILITIES REVENUE:** Facilities revenue accrues from the use of college facilities, such as building/space rentals, data processing charges, and equipment rentals.

**FAIR CASH VALUE:** The fair or reasonable cash price for which the property can be sold on the market.

**FEDERAL REVENUE:** Revenue directly provided by the federal government. Expenses made with this revenue should be identifiable as federally supported expenses.

**FEDERAL GOVERNMENT SOURCES:** The category of federal government revenue sources includes all revenues which originate with federal agencies and are paid directly to the Colleges or administered by pass-through agencies for the federal government.

**FEES REQUIRED:** Charges that are assessed to students for certain items not covered by tuition.

**FINANCIAL STATEMENT:** A formal summary of accounting records setting forth City Colleges’ financial condition and results of operations, prepared in accordance with generally accepted accounting principles.

**FISCAL YEAR:** The year by or for which accounts are reckoned or the year between one annual time of settlement or balancing of accounts and another. A period of 12 months, not necessarily concurrent with the calendar year, with reference to which appropriations are made and expenses are authorized and at the end of

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which accounts are made up and the books balanced. City Colleges' fiscal year begins on July 1<sup>st</sup> and extends through June 30<sup>th</sup> of the following calendar year.

**FIXED ASSETS:** Assets essential to continuance of undertaking and proper operation of the College. Land, buildings, machinery, furniture, and other equipment which the College intends to hold or continue in use over a long period of time and have a cost greater than \$25,000.

**FIXED CHARGES:** Fixed charges include expenses for rentals of facilities and equipment, payment of debt interest and principal, general insurance charges, installment payments for lease/purchase agreements, and property/casualty insurance.

**FULL COSTS:** The sum of direct costs and allocated support costs.

**FULL-TIME EQUIVALENT:** The full-time equivalent indicator for students is the statistical student unit calculated by dividing all credit hours (both certificate and degree) generated at the College by fifteen credit hours for any given academic term. To determine the annual full-time equivalent student, the total credit hours for the year are divided by thirty credit hours. This is not to be confused with a full time student, which is a student who is enrolled for twelve or more credit hours per semester. For faculty the full-time equivalent is 30 instructional hour equivalents per year. For classified staff personnel the full-time equivalent is 40 hours of work per week.

**FUND:** A fund is a separate fiscal and accounting entity with a self-balancing set of accounts that comprise its assets, liabilities, fund equity, revenues, and expenses or expenses, as appropriate. College resources separate accounts are maintained for each fund to insure observance of limitations and restrictions placed on the use of resources. For accounting and reporting purposes, funds of similar characteristics may be combined into fund groups. Funds are established and organized for budgeting, accounting, and reporting purposes in accordance with activities and objectives as specified by donors of resources, in accordance with regulations, restrictions, or limitations imposed by sources outside the College, or in accordance with directions issued by the Board of Trustees.

**FUND BALANCE:** Fund balance is the balance of a fund after all liabilities have been deducted from the assets of the fund.

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

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

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

**INTERFUND TRANSFERS:** For transfer of monies between funds. Monies may not be transferred between funds except by the same procedure as that used to approve the budget. Interfund transfers are usually part of the overall budget plan and are built into the budget at the time of its approval by the Board of Trustees.

**INVESTMENT REVENUE:** Source category records revenues from investments.

**INVESTMENTS:** Investments are securities or other properties in which money is held, either temporarily or permanently, in expectation of obtaining revenues. Legal investments for community college funds are governed



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by State Statute, which allow funds belonging to or in the custody of the College to be invested. Bonds, treasury bills, certificates of deposit, and short-term discount obligations issued by the Federal National Mortgage Association are some of the types of investments which are permitted by law.

**LIABILITY, PROTECTION, AND SETTLEMENT FUND (Restricted Fund):** Tort liability, property insurance, unemployment insurance, and worker's compensation levies should be recorded in this fund. Monies in this fund, including interest earned on the assets of the fund, should be used for payment of tort liability property, unemployment, or worker's compensation insurance or claims.

**LOCAL GOVERNMENT SOURCES:** Revenues from local government sources accrue from district taxes (property taxes), from charge backs, and from all governmental agencies below the state level.

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

**MEASUREMENT FOCUS AND BASIS OF ACCOUNTING FOR REVENUES AND EXPENSES:** Revenues, expenses, gains, losses, assets, and liabilities resulting from exchange and exchange like transactions should be recognized when the exchange takes place. Revenues, expenses, gains, losses, assets, liabilities resulting from non-exchange transactions should be recognized in accordance with GASB statements 33 and 34.

**MODIFIED ACCRUAL BASIS ACCOUNTING:** Modified accrual basis accounting recognizes assets, liabilities, revenues and expenses using the current financial resources measurement focus. The accrual basis of accounting is modified in two ways: 1) revenues are recognized when both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay the liabilities of the current period, 2) expenses are recognized in the period in which governments in general liquidate the related liability rather than when that liability is first incurred.

**NET EXPENDITURE:** The actual cost incurred by the local education agency for some service or object after the deduction of any discounts, rebates, reimbursements, or revenue produced by the service or activity.

**NET REVENUE:** The balance remaining to the local education agency after deducting from the gross revenue for a given period all expenses during the same period.

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

**OPERATING FUNDS:** Refers to the combination of the restricted and unrestricted funds. They consist of the Education Fund, Operations and Maintenance Fund, Auxiliary/Enterprise Fund, Liability Protection Fund, PBC Operations and Maintenance Fund, and Restricted Purpose Fund.

**OPERATIONS AND MAINTENANCE FUND (Unrestricted Fund):** Used to account for expenses for the improvement, maintenance, repair, or benefit of buildings and property, including the cost of interior decorating and the installation, improvement, repair, replacement, and maintenance of building fixtures; rental of buildings and property for community college purposes; payment of all premiums for insurance upon buildings and building fixtures; salaries of janitors, engineers, or other custodial employees; all costs of fuel, lights, gas, water, telephone service, custodial supplies, and equipment; and professional surveys of the condition of College's buildings.

**OPERATIONS AND MAINTENANCE FUND (Restricted):** Used to account for monies restricted for building purposes and site acquisition. This is a capital projects fund for long-term physical assets.

**OPERATION AND MAINTENANCE OF PLANT:** Those activities necessary for the proper and safe

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



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operation of the physical plant of the College, including buildings, grounds, and roadways. Public safety, transportation, maintenance services, and housekeeping are part of operation and maintenance of plant.

**OTHER EXPENSES:** This object category includes expenses not readily assignable to another object category. Examples include bad debt, student grants and scholarships, tuition charge backs, and charges and adjustments.

**OTHER REVENUES:** Those revenues which do not fall into an established specific revenue source category. Typical examples would include parking and library fines, commissions, and sales of surplus property.

**PERFORMANCE BUDGET:** A budget that is structured to allow for expenditure analysis based upon measurable performance of predetermined objectives established by each activity.

**PERSONAL PROPERTY REPLACEMENT TAXES (PPRT):** The Illinois Department of Revenue collects and distributes PPRT to local taxing bodies as a replacement for the corporate personal property taxes abolished by the Illinois Legislature in 1976. Currently Corporations (IL-1120 filers), partnerships (IL-1065 filers), trusts (IL-1041 filers), S corporations (IL-1120-ST filers), and public utilities pay these taxes.

**PREPAID EXPENSES:** Expenses entered in the accounts for benefits not yet received. Prepaid expenses differ from deferred charges in that they are spread over a shorter period of time than deferred charges and are regularly recurring costs of operation.

**PROGRAM:** A level in the program classification structure hierarchy representing the collection of program elements serving a common set of objectives that reflect the major institutional missions and related support objectives.

**PROGRAM BUDGETING:** A resource allocation technique which facilitates the organization and identification of the activities of an institution in terms of its objectives, displays the cost of these activities over an extended time frame, and relates these activities and their costs to the outputs of the institution's programs. The budgeting aspect of a planning, programming, and budgeting system.

**PROGRAM CLASSIFICATION STRUCTURE:** The program classification structure is a means of identifying and organizing the activities of higher education institutions in a program-oriented manner.

**PROGRAM SPLIT:** This term refers to dividing the function "instruction" by baccalaureate-oriented, occupational-oriented, general studies, adult and continuing education, and any other desired program.

**PROPERTY TAX:** A tax that is based on a property's value. It is sometimes called an "ad valorem" tax, which means "according to value." The property tax is a local tax imposed by local government taxing districts (e.g., school districts, municipalities, counties) and administered by local officials (e.g. township assessors, chief county assessment officers, local boards of review, county collectors). Property taxes are collected and spent at the local level. In general, property taxes are those taxes levied on real property for the purpose of providing service for the public good. In the case of the College, property taxes are levied on the real property of City Colleges for the purpose of fulfilling the goal of educational service.

**PUBLIC SERVICE:** Consists of noncredit classes and other activities of an educational nature, such as workshops, seminars, forums, exhibits, and the provision of college facilities and expertise to the community designed to be of service to the public.

**QUASI-EXTERNAL TRANSACTIONS:** Interfund transactions that would be treated as revenues, expenses or expenses if they involved organizations external to the governmental unit, e.g. billings for motor pools, central printing, duplicating services and the central processing can be accounted for as revenues, expenses, or expenses in the funds involved. When aggregated data, the fund revenue, expenditure, or expense should be adjusted to remove the effects of the quasi-external transactions.

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**RECEIPT:** Actual Receipt of cash.

**REIMBURSABLE CREDIT HOUR:** A Certified instructional credit hour used as the basis for distributing selected ICCB grants.

**REIMBURSEMENT:** Interfund transactions which constitute reimbursements of a fund for expenses or expenses initially made from it which are properly applicable to another fund, e.g. and expenditure properly chargeable to a Special Revenue Fund was initially made from the General Fund, which is subsequently reimbursed. These transactions are recorded as expenses or expenses (as appropriate) in the reimbursing fund and as reductions of the expenditure or expense in the fund that it is reimbursed.

**RESERVE:** An account used to segregate a portion of the surplus not currently available for appropriations or expenses.

**RESTRICTED PURPOSES FUND (Restricted Fund):** Used for the purpose of accounting for monies that have restrictions regarding their use. Each specific project should be accounted for separately using a complete group of self-balancing accounts within the fund.

**REVENUES:** Additions to assets which do not increase any liability, do not represent the recovery of expenditure, or do not represent the cancellation of certain liabilities without a corresponding increase in other liabilities or a decrease in assets.

**SALARIES:** Salaries are monies paid to employees of the Colleges for personal services rendered to City Colleges. Full-time, Part-time, and temporary employees, whether administrators, faculty, or staff are paid wages or salaries.

**SALES AND SERVICE FEES:** Includes all fees and charges for auxiliary enterprise sales; admissions charges; all sales and service charges; contract payment revenues for materials or services from private persons, firms or other nongovernmental entities; and revenue received for providing customized training courses or workshops.

**STATE REVENUES:** Include all revenues received from all state governmental agencies.

**STUDENT CHARGEBACK:** A student of a given community college district attending a community college other than one in his home district to pursue a curriculum not offered in the college of his home district and for which the given home community college district pays the college which the student is attending a chargeback. Also included are students whose residence is within a territory not served by a community college. The home community college pays the college which the student attends a chargeback at the rate established in the chargeback calculations for each college.

**STUDENT, FULL-TIME EQUIVALENT:** The statistical student unit calculated by dividing all credit hours (both certificate and degree) generated at the college by 15 credit hours for any term. To determine the annual FTE student, divide all credit hours for that year by 30 semester hours for colleges on the semester system.

**STUDENT SERVICES:** Include those activities which provide assistance to students in the areas of financial aid, admissions and records, health, placement testing, counseling and student activities.

**STUDENT TUITION CHARGE:** The amount of money charged to students for instructional services; tuition may be charged on a per term, per course, or per credit basis.

**STUDENT TUITION AND FEES:** Includes all student tuition and student fees assessed against students for educational and general purposes. Tuition is the amount per credit hour times the number of credit hours charged a student for taking a course at the colleges. Fees include laboratory fees, activity fees, registration fees, and similar charges not covered by tuition.

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**SUBJECT:** A level or reporting more detailed than object level reporting.

**SUBPROGRAM:** A stratum of the program classification structure hierarchy. A subprogram is an aggregation level that structures program categories into subsets of the major missions of the institution.

**SURPLUS:** An excess of revenues over expenses.

**TRADITIONAL BUDGET:** A budget that is structured primarily upon objects of expenditure rather than a program or organizational structure.

**TRAVEL AND CONFERENCE:** Travel and conference expenses include expenses associated with conference registration and fees, costs for hosting or attending meetings, and related travel costs, whether local or otherwise.

**UNIT COST:** Expenses for a function, activity, or service divided by the total number of units for which the function, activity, or service was provided.

**UNIFORM FINANCIAL REPORTING SYSTEM:** The system developed by the Illinois Community College Board to collect uniform financial data from all Illinois community colleges for data analysis, comparisons, and review.

**UNIFORM FINANCIAL REPORTING MANUAL:** The manual which outlined reporting requirements for periodic financial data submissions from Illinois community colleges.

**UTILITIES:** Covers all utility costs necessary to operate the physical plant and other on-going services, including gas, oil, electricity, water and sewage, telecommunications, and refuse disposal.

**WORKING CASH FUND (Nonexpendable Trust Fund):** Used to enable City Colleges to have sufficient cash on hand to meet the demands of ordinary and necessary expenses. This fund is used to account for the proceeds of working cash bonds. By making temporary transfers, the Working Cash Fund is used as a source of working capital for other funds. Such transfers assist operating funds in meeting demands during periods of temporary low cash balances.

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## GLOSSARY OF ACRONYMS

<b>ABE</b>	Adult Basic Education
<b>AFSCME</b>	American Federation of State, County and Municipal Employees – The largest public employee and health care workers union in the United States.
<b>ASE</b>	Adult Secondary Education
<b>CAFR</b>	Comprehensive Annual Financial Report – Basic financial Statements with accompanying note disclosures as well as certain required supplementary information.
<b>FASB</b>	Financial Accounting Standards Board
<b>FTE</b>	Full-time Equivalent – This is a means to measure a worker’s involvement in a project, or a student’s enrollment at an educational institution.
<b>FY</b>	Fiscal Year – The fiscal year for City Colleges of Chicago begins on July 1st and ends on June 30th of every year.
<b>EEO</b>	Equal Employment Opportunity – The guidelines which created to prohibit employers from discriminating against employees on the basis of race, sex, creed, religion, color or national origin.
<b>ESL</b>	English Second Language
<b>GA</b>	General Appropriation
<b>GAAP</b>	Generally Accepted Accounting Principles – the standard framework of guidelines for financial accounting.
<b>GASB</b>	Government Accounting Standards Board – the current source of generally accepted accounting principles (GAAP) used by State and Local governments in the United States of America.
<b>GED</b>	General Education Diploma
<b>GFOA</b>	Government Finance Officers Association – professional association of state, provincial and local finance officer in the United States and Canada.
<b>IBHE</b>	Illinois Board of Higher Education
<b>ICCB</b>	Illinois Community College Board
<b>ISBE</b>	Illinois State Board of Education
<b>LRFP</b>	Long Range Financial Plan
<b>NACUBO</b>	National Association of College and University Business Officers
<b>NCGA</b>	National Council on Governmental Accounting

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