

CITY COLLEGES OF CHICAGO

Fiscal Year 2020

Annual Operating Budget

Lori E. Lightfoot
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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MESSAGE FROM THE CHANCELLOR



City Colleges' (CCC) annual budget is a reflection of our commitment to guide Chicagoans along a path to upward mobility and, in doing so, create a more inclusive Chicago economy to which people across our city can contribute their talents and reap the rewards.

Key to realizing this commitment are the daily efforts of our faculty, staff, and students, the collaboration with our K-12, employer, university and community partners, and prudent financial planning and decision-making.

This budget required hard decisions and trade-offs as City Colleges continues to recover financially and invests in order to put Chicagoans on the path to the middle class and beyond.

The proposed FY2020 budget is balanced. The Unrestricted and Enterprise operating budget of \$315.9 million represents an increase of 3.0% from the prior fiscal year, allowing us to make the investments necessary for our colleges to thrive today and into the future including:

- Support for education quality, completion, and retention efforts that continue to yield strong student outcomes, including a record high graduation rate.
- Student academic and related supports. With 64% of City Colleges students who responded to the Real College survey reporting housing or food insecurity, City Colleges continues to expand its supports and partnerships to address our students' needs. In addition to our comprehensive set of student supports from career and transfer centers to wellness centers and advisors, this budget includes the continued expansion of discount transit cards for qualifying part-time students (in addition to full-time students), permanent food pantries at all colleges, a new grant-funded emergency fund for students in crisis and a new grant-funded housing coordinator to assist students who are housing insecure or homeless.
- 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.
- Programming to complement the new Richard J. Daley College Manufacturing Technology and Engineering Center and Olive-Harvey College Transportation, Logistics and Distribution Evolution Center, which prepare students for careers in fast-growing fields.
- Predictable labor costs through agreements with 98% of bargained for staff and faculty, including bringing all staff to the rising minimum wage levels or greater.

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The investments are a sign of the imperative to continue to grow, at the same time City Colleges works to recover from several years of state disinvestment and significant declining enrollment trends.

To balance the FY2020 budget and provide more time to implement a long-term recovery strategy, City Colleges relies on the following approaches: using a portion of the sale of its downtown headquarters building, increasing its tax levy by 1.9 percent, budgeting for Tax Increment Financing surplus proceeds from the City of Chicago, identifying cost efficiencies, and closing vacant positions. A long-term recovery strategy entails efforts underway to boost enrollment and retention, aggressively manage bad student debt, actively manage staff hiring and turnover, and grow an institutional advancement infrastructure.

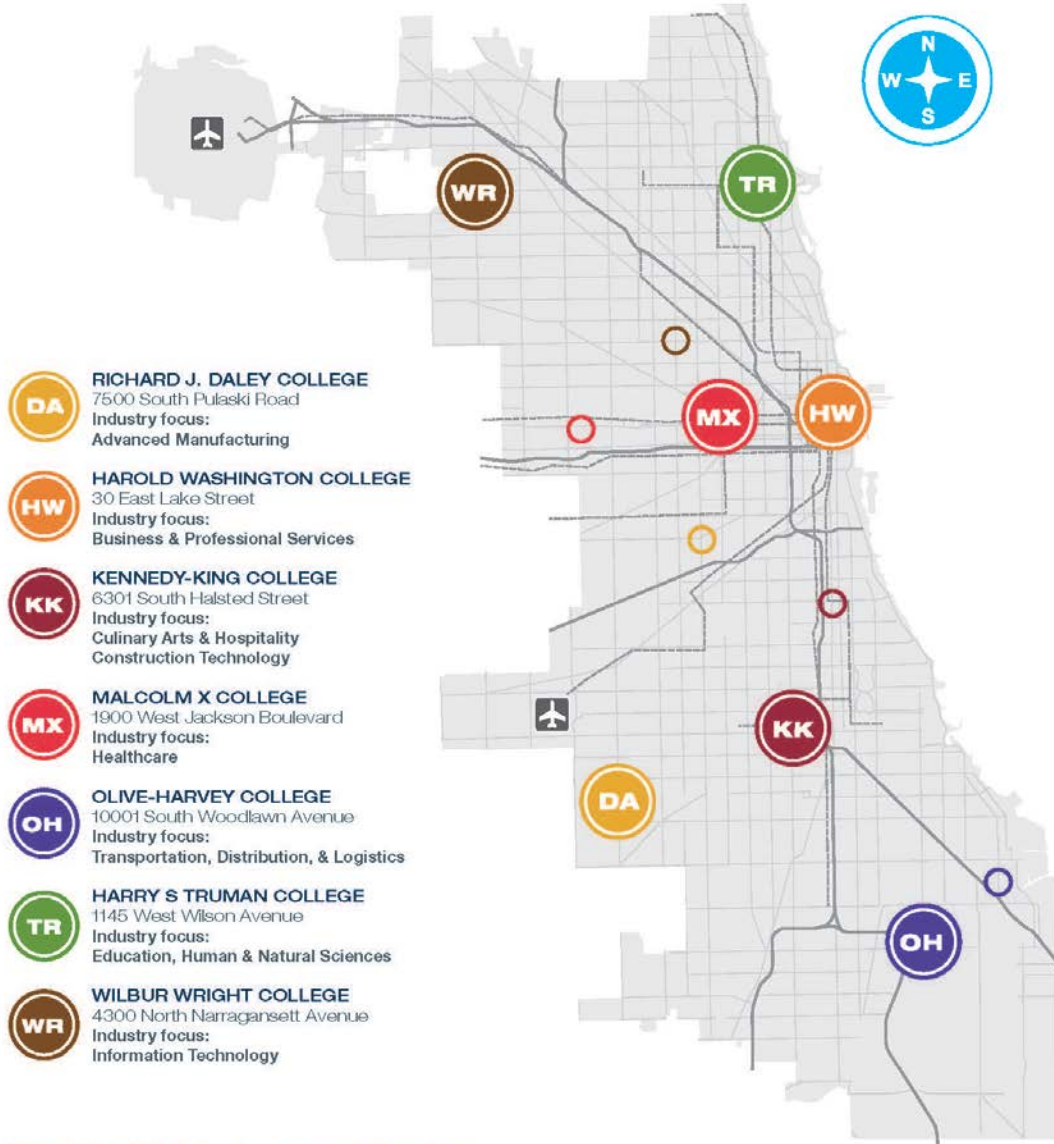
For the second year in a row, we are fortunate to begin a new fiscal year with a state budget, one that affords Illinois community colleges an increase over the prior year. This increase and the stability it reflects are critical to City Colleges long-term recovery efforts. At the same time, we continue to call on the state to achieve funding parity for community colleges with Illinois' public four-year universities.

I present this FY2020 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



- DA** RICHARD J. DALEY COLLEGE
7500 South Pulaski Road
Industry focus:
Advanced Manufacturing
- HW** HAROLD WASHINGTON COLLEGE
30 East Lake Street
Industry focus:
Business & Professional Services
- KK** KENNEDY-KING COLLEGE
6301 South Halsted Street
Industry focus:
Culinary Arts & Hospitality
Construction Technology
- MX** MALCOLM X COLLEGE
1900 West Jackson Boulevard
Industry focus:
Healthcare
- OH** OLIVE-HARVEY COLLEGE
10001 South Woodlawn Avenue
Industry focus:
Transportation, Distribution, & Logistics
- TR** HARRY S TRUMAN COLLEGE
1145 West Wilson Avenue
Industry focus:
Education, Human & Natural Sciences
- WR** WILBUR WRIGHT COLLEGE
4300 North Narragansett Avenue
Industry focus:
Information Technology

Satellite Locations

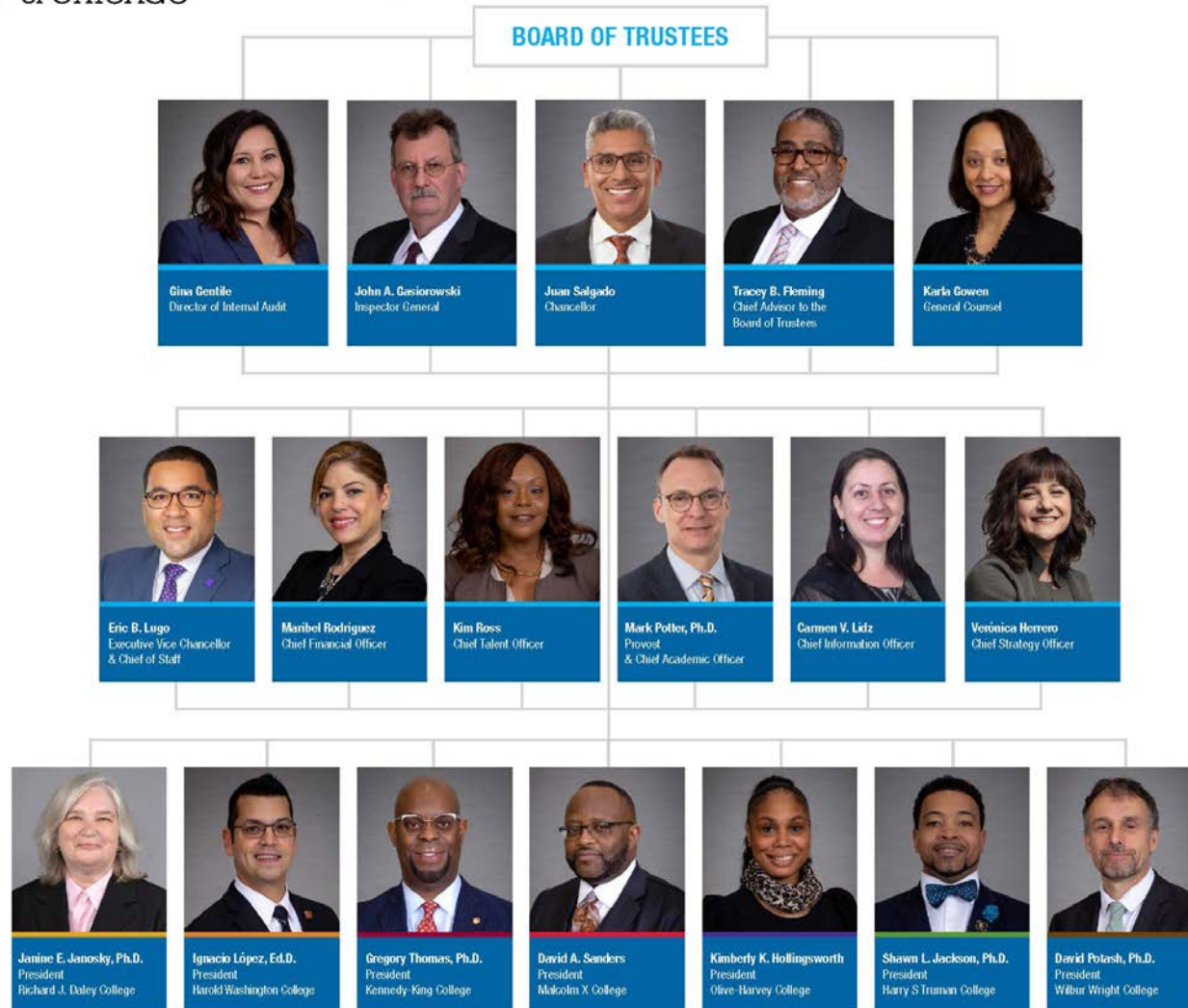
- Humboldt Park Vocational Education Center**
1645 North California Avenue
- Arturo Velasquez Institute**
2800 South Western Avenue
- South Chicago Learning Center**
3055 East 92 Street
- West Side Learning Center**
4624 West Madison Street
- Dawson Technical Institute**
3901 South State Street

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EXECUTIVE STAFF ORGANIZATIONAL CHART



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

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FY2020 BUDGET OVERVIEW

OVERVIEW OF FUNDING SOURCES

The City Colleges of Chicago’s (CCC or City Colleges) FY2020 \$447.6 million budget represents a 2.6% increase over FY2019. The Operating Funds increase was based on Local funding resources growth plus property sales, offset by State funding decreases. Unrestricted revenue grew by \$4.7 million, plus \$4.0 million of new Enterprise revenue. This was offset by a \$10.2 million decrease in Restricted resources, primarily due to enrollment driven Federal and State student financial aid decreases of 10.2%.

The overall FY2020 Capital Fund budget increase of 41.3% is largely due to deferred maintenance and renovations district-wide, as well as the required local match for state-funded projects. FY2020 planned deferred maintenance and renovation projects include but are not limited to: boiler replacement at Daley College, pipe replacement and repair at Truman College, roof and façade repairs at Harold Washington College, Wright College classroom flooring replacement, the completion of Malcolm X Westside Learning Center Biology labs, and the conversion of vacant space at Kennedy-King College to a Technology Training Center. The FY2020 capital plan also includes funds for educational equipment purchases at Olive-Harvey’s new Transportation, Distribution, and Logistics Center.

FY2020 All Funds by Fund Type Resources Available (\$ in millions)

Resources	FY2018 Audited	FY2019 Budget	FY2020 Budget	\$ Change	% Change
Operating Funds					
Unrestricted	\$ 307.7	\$ 285.4	\$ 290.1	\$ 4.7	1.7%
Enterprise	5.7	8.6	12.6	4.0	46.6%
Restricted	212.4	99.2	89.0	(10.2)	(10.2%)
Total Operating	\$ 525.7	\$ 393.1	\$ 391.7	\$ (1.4)	(0.4%)
Capital Fund	10.1	30.2	42.6	12.4	41.3%
Debt Service	17.0	12.7	13.2	0.5	3.9%
Total Appropriation	\$ 552.8	\$ 436.0	\$ 447.6	\$ 11.5	2.6%

The Operating Funds include the Education; Operations and Maintenance (O&M); Auxiliary/Enterprise; Liability, Protection and Settlement; Financial Auditing (Audit); and Restricted Purposes Funds and account for 88% of the total budget.

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Overall unrestricted operating resources are budgeted to increase by 3.5%. Property Tax revenues will increase to capture new properties to the tax roll and CPI adjustments. The 10.3% reduction in tuition revenue reflects a decline in enrollment. Increased investment income is projected due to an increase in funds under management.

FY2020 Unrestricted and Enterprise Operating Funds Budget by Resources and Uses (\$ in millions)

Unrestricted and Enterprise Operating Funds	FY2019 Budget	FY2020 Budget	\$ Change	% Change
Resources				
Local Government	\$ 121.8	\$ 127.6	\$ 5.8	4.8%
PPRT	12.7	13.2	0.5	3.9%
State Government	52.7	50.5	(2.2)	(4.1%)
Federal Government	2.0	2.1	0.1	6.7%
Tuition and Fees	99.0	88.8	(10.2)	(10.3%)
Auxiliary/Enterprise	7.5	13.5	6.0	80.3%
Facilities Rental	1.5	1.5	-	0.0%
Investment Revenue	1.5	2.5	1.0	69.6%
Fundraising	4.5	3.2	(1.3)	(28.7%)
Other Sources	2.0	12.9	10.9	537.8%
Resources Total	\$ 305.2	\$ 315.9	\$ 10.7	3.5%
Expenditures				
Salaries	\$ 183.3	\$ 189.4	\$ 6.1	3.3%
Employee Benefits	41.0	39.4	(1.6)	(4.0%)
Contractual Services	17.0	18.8	1.7	10.2%
Materials and Supplies	13.7	13.0	(0.7)	(4.9%)
Travel and Conference	0.9	1.0	0.1	16.5%
Fixed Charges	22.9	23.6	0.6	2.8%
Utilities	8.3	8.4	0.1	1.1%
Other Expenditures				
Waivers and Scholarships	13.1	13.3	0.2	1.2%
Bad Debt	5.2	8.0	2.8	53.5%
Other Expenditures	1.2	1.1	(0.1)	(9.5%)
Expenditures Total	\$ 306.7	\$ 315.9	\$ 9.2	3.0%
Revenues less Expenditures	\$ (1.5)		\$ 1.5	(100.0%)
Fund Balance Appropriation	1.5	-	(1.5)	100.0%
Net Revenue after Transfer	-	-	-	

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FY2020 Unrestricted Operating Funds Only Budget by Resources and Uses Education, Operations & Maintenance, Audit, and Liability, Protection & Settlement Funds

(\$ in millions)

Unrestricted Operating Funds	FY2019 Budget	FY2020 Budget	\$ Change	% Change
Resources				
Local Government	\$ 121.8	\$ 127.6	\$ 5.8	4.8%
State Government	52.7	50.5	(2.2)	(4.1%)
Federal Government	2.0	2.1	0.1	6.7%
Tuition and Fees	99.0	88.8	(10.2)	(10.3%)
Auxiliary/Enterprise	0.9	0.9	-	0.0%
Facilities Rental	1.5	1.5	-	0.0%
Investment Revenue	1.5	2.5	1.0	69.6%
Fundraising	4.5	3.2	(1.3)	(28.7%)
Other Sources	-	12.9	12.9	-
Resources Total	\$ 283.9	\$ 290.1	\$ 6.2	2.2%
Expenditures				
Salaries	\$ 177.3	\$ 182.9	\$ 5.6	3.2%
Employee Benefits	39.8	38.0	(1.8)	(4.5%)
Contractual Services	16.0	15.7	(0.3)	(2.0%)
Materials and Supplies	12.8	12.3	(0.5)	(3.9%)
Travel and Conference	0.8	0.9	0.1	16.6%
Fixed Charges	2.1	2.9	0.7	33.7%
Utilities	8.3	8.4	0.1	1.1%
Other Expenditures				
Waivers and Scholarships	13.1	11.9	(1.1)	(8.7%)
Bad Debt	5.2	8.0	2.8	53.5%
Other Expenditures	1.2	1.1	(0.1)	(9.6%)
Expenditures Total	\$ 276.6	\$ 282.0	\$ 5.4	2.0%
Revenues less Expenditures	\$ 7.3	\$ 8.0	\$ 0.8	10.9%
Fund Balance Appropriation	(7.3)	(8.0)	(0.8)	(10.9%)
Net Revenue after Transfer	-	-	-	

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FY2020 Enterprise Funds Budget by Resources and Uses

(\$ in millions)

Enterprise Funds	FY2019 Budget	FY2020 Budget	\$ Change	% Change
Revenues				
Auxiliary/Enterprise	\$ 6.6	\$ 12.6	\$ 6.0	91.8%
Other Sources	2.0	-	(2.0)	(100.0%)
Revenues Total	\$ 8.6	\$ 12.6	\$ 4.0	46.6%
Expenditures				
Salaries	\$ 6.0	\$ 6.5	\$ 0.5	8.8%
Employee Benefits	1.3	1.4	0.1	11.8%
Contractual Services	1.0	3.1	2.1	197.5%
Materials and Supplies	0.9	0.8	(0.2)	(17.8%)
Travel and Conference	0.1	0.1	0.0	14.5%
Fixed Charges	0.1	-	(0.1)	(100.0%)
Other Expenditures				
Waivers and Scholarships	0.0	1.3	1.3	21650.0%
Other Expenditures	0.0	0.0	-	0.0%
Expenditures Total	\$ 9.3	\$ 13.1	\$ 3.8	40.8%
Revenues less Expenditures	(0.7)	(0.5)	0.2	(27.2%)
Fund Balance Appropriation	0.7	0.5	(0.2)	(27.2%)
Net Revenue after Transfer	-	-	-	0.0%

FY2020 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 five colleges) and Kennedy-King College (Washburne, restaurants and café run by/for culinary students). Campus Enterprise funds are increasing in FY2020 primarily due to an Intergovernmental Agreement (IGA) with the Chicago Department of Family and Support Services for Early Childhood Education programs.

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FY2020 Restricted Funds Budget by Resources and Uses (\$ in millions)

Restricted Funds	FY2019 Budget	FY2020 Budget	\$ Change	% Change
Revenues				
Local Government	\$ 4.4	\$ 5.6	\$ 1.2	26.0%
State Government	9.9	9.2	(0.7)	(6.9%)
Federal Government	84.8	74.2	(10.6)	(12.5%)
Other Sources	0.0	0.0	-	-
Revenue Total	\$ 99.2	\$ 89.0	\$ (10.2)	6.5%
Expenditures				
Salaries	\$ 8.9	\$ 9.9	\$ 1.0	11.2%
Employee Benefits	1.5	1.7	0.2	11.2%
Contractual Services	0.8	0.9	0.1	11.2%
Materials and Supplies	1.2	1.3	0.1	11.2%
Travel and Conference	0.2	0.2	0.0	11.2%
Capital Outlay	-	-	-	-
Fixed Charges	0.0	0.0	0.0	0.0%
Utilities	0.0	0.0	0.0	0.0%
Other Expenditures				
Waivers and Scholarships	86.4	74.8	(11.6)	(13.4%)
Other Expenditures	0.2	0.2	0.0	11.2%
Expenditure Total	\$ 99.2	\$ 89.0	\$ (10.2)	(10.2%)
Revenues less Expenditures	0.01	0.00	0.00	0.0%

FY2020 Restricted Funds include local, state, and federal grants and federal and state student financial aid. Restricted funds are projected to decrease by approximately \$10.2 million from the FY2019 budget. The \$11.6 million decrease in Waivers and Scholarships is driven by enrollment trends to Federal and State student financial aid.

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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 FY2020 projected tuition and fees revenue is \$88.8 million, which is approximately 10% less than the FY2019 budgeted \$99.0 million amount. FY2020 tuition and fees revenue decline is driven by an anticipated decrease in enrollment.

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: In FY2019, City Colleges of Chicago reached agreements on several contracts, which will allow for predictable wage increases.

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STRATEGIC GOALS AND STRATEGIES

We are committed to connecting our communities to economic opportunities and upward mobility – no matter where our students start in life, no matter the life circumstances they contend with.

Our commitment to equity is such that we believe all of our students deserve to achieve their goals, and we are dedicated to helping them get there.

To ensure we realize these values, over the coming year, City Colleges is developing a new strategic framework for the district that outlines City Colleges mission, vision, and priorities. The framework will provide the colleges with guidance for the creation of college-specific strategic plans.

This strategic framework will be accompanied by targeted plans associated with key priorities, including a road map for our relationship with the Chicago Public Schools, a capital plan, and a strategic enrollment plan.

The strategic enrollment plan will encompass the full complement of enrollment-related activities, from marketing, recruitment, and community outreach to retention and student financial health, and will be critical in our efforts to realize positive enrollment growth at all of our colleges in spite of challenging statewide enrollment trends.

Key Performance Indicators

City Colleges monitors its progress through a system-wide set of key performance indicators that evaluate access, student momentum through their courses, completion, and economic mobility.

City Colleges KPIs include the following markers of student success:

- Access: Total unduplicated headcount enrollment, credit enrollment, adult education enrollment, continuing education enrollment, credit hour production
- Momentum: Fall to spring retention (credit, first year credit), adult education level gains, taking and passing college level English in the first year, taking and passing college level math in the first year
- Completion: IPEDS graduation rate, high school equivalency attainment, adult education transitions to college credit, four-year student outcome measures
- Mobility: Transfer rate, income mobility

The college presidents and their teams define targets against each of these metrics in partnership with the decision support team.

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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 FY2020 budget are presented beginning in the section titled "Financial Summary and Tables."

DISTRICT OFFICE

The District Office FY2020 budget is \$47.9 million, which represents a 4.4% increase from the FY2019 budget of \$45.9 million. Overall, Salary and Benefits account for \$31.6 million or 65.9% of the total cost, followed by Contractual Services budgeted at \$4.8 million or 10.0% and Materials and Supplies at \$6.5 million or 13.6%. Utilities make up \$1.1 million or 2.2%. Waivers and Scholarships that serve Dual Enrollment, Adult Education, and State programs account for \$2.6 million or 5.4% of the total District Office budget. The remaining appropriation of \$1.4 million or 2.8% includes Travel, Fixed Charges (i.e. facility and equipment rental), and Other Expenses.

GENERAL APPROPRIATION

The General Appropriation (GA) includes centrally managed appropriations serving district-wide programs and initiatives. It includes student-facing programs like Star Scholarship, tutoring, advertising, and district-wide operations like insurance premiums and legal services. The FY2020 GA budget is \$19.9 million, compared to the FY2019 budget of \$20.5 million. Salaries and Benefits are at a net -\$1.0 million, which include salvage savings due to staff turnover throughout the year. Star Scholarship is budgeted at \$8.0 million, Bad Debt write-offs of uncollectible receivables is \$8.0 million, and Fixed Charges (insurance premiums) is \$1.3 million. Contractual Services total \$2.8 million, Materials and Supplies are \$0.7 million, and Travel and Other Expenses are \$0.1 million.

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FUND DESCRIPTIONS AND FUND STRUCTURES

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.

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

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

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

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administrative equipment; and other costs pertaining to the educational program of the Colleges.

Operations and Maintenance Fund: The Operations and Maintenance Fund is established by 110 ILCS 805/3-1, and Section 805/7-18 sets the statutory maximum tax rate applicable to City Colleges at 5 cents per \$100 of EAV. This Fund is used to account for expenses for the construction, acquisition, repair, and improvement of community college buildings; payments of all premiums for insurance upon buildings and building fixtures. If approved by the local board, the payment of salaries of janitors, engineers, or other custodial employees; all costs of fuel, lights, gas, water, telephone service, custodial supplies, and equipment; and professional surveys of the condition of the colleges and buildings are allowed. This fund is also used to account for the procurement of lands, furniture, fuel, libraries, and apparatus; building and architectural supplies; and the purchase, maintenance, repair, and replacement of fixtures used in buildings, including but not limited to heating and ventilating systems; mechanical equipment; seats and desks; blackboards; window shades and curtains; gymnasium, recreation, auditorium, and lunchroom equipment; and all expenses incidental to each of these purposes. Further, if approved by resolution of the local board, the rental of buildings and property for community college purposes is allowable.

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

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

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

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

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

Working Cash Fund: The purpose of the Working Cash Fund is to provide operating cash for City Colleges to meet operating expenses while it is waiting to receive revenues from property tax collections, federal or state grants, or other sources (in lieu of issuing tax anticipation warrants or other short-term debt instruments). The Board of Trustees votes on a resolution to

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allow the College Treasurer to borrow from this Fund. City Colleges is required by statute to reimburse the Working Cash Fund first from the receipts of the funds that it was used to replace. Because of its nature, this Fund is not subject to appropriation.

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

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

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

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

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

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

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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, online bookstore, student organizations, athletics, and other related activities. It also includes all equipment, materials, supplies, and costs that are necessary to support this function.

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

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

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

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

OBJECTS

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

Revenues

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

Property Taxes: Monies received from taxpayers within City Colleges’ district boundaries based on the assessed valuation of property and the prevailing tax rate.

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

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

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

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

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

ICCB Base Operating Grant:

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

Career and Technical Education/Program Improvement Grants:

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

Other State Grants:

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

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

Tuition and Fees: City College charges a flat rate based on in-district, out-of-district and capped 12-semester credit hours.

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

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

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

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EXPENSES

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

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

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

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

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

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

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

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

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

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

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

DESCRIPTION OF COLLEGES

The following are short descriptions of the seven City Colleges.

Richard J. Daley College's main campus and its satellite campus Arturo Velasquez Institute, serve approximately 13,000 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

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certificate programs, free adult education classes, and special interest courses. Daley College is the center of excellence in engineering and advanced manufacturing. Earlier this year, it unveiled a state-of-the-art Manufacturing Technology and Engineering Center (MTEC), enabling students to participate in a hands-on curriculum that prepares them for the technological advancements in the engineering and manufacturing industries. With more than 75% percent of its student population identifying as Hispanic, the college has earned the designation of a Hispanic Serving Institution.

Harold Washington College is located in the Chicago Loop area and serves nearly 12,600 students. The college is located in an area considered to have the largest higher education footprint in Illinois with several colleges and universities nearby. Many students start at Harold Washington to jumpstart their college career and transfer on to complete a bachelor's degree at institutions across the nation. Harold Washington College is the center of excellence in business and professional services. The college is also home to the *Goldman Sachs 10,000 Small Businesses* program, and hosts an array of arts programs, including a partnership with the Joffrey Ballet that provides students with the opportunity to earn an Associate Degree in Dance. Starting in Fall 2019, the DePaul Harold Washington Academy, a first-of-its kind partnership, will provide Star Scholar students with an affordable pathway to a bachelor's degree. Harold Washington College was recently recognized for institutional excellence and reaccredited by the Higher Learning Commission.

Kennedy-King College embodies the commitment to academic excellence and civic responsibility espoused by its namesakes, civil and human rights activists Robert F. Kennedy and Dr. Martin Luther King, Jr. KKC's main campus is in Englewood on the south side of Chicago and includes the Washburne Culinary & Hospitality Institute; and the Dawson Technical Institute (the college's satellite campus in Bronzeville). KKC serves nearly 5,500 students, and is a comprehensive community college, offering credit classes in a wide range of subjects, as well as continuing education classes, and free GED and ESL courses. It is City Colleges' center of excellence in culinary and hospitality, as well as construction technology education, and works with industry experts to ensure students are prepared for careers in those fields.

Culinary and hospitality courses are offered at Washburne Culinary & Hospitality Institute—where students receive hands-on training at restaurants serving the public, including on-campus restaurant Sikia. Dawson Technical Institute offers career opportunities in construction technology at companies, such as ComEd and Peoples Gas, and through major trade unions representing workers in the field.

Malcolm X College enrolls nearly 11,800 credit and non-credit students. Located near the Illinois Medical District, Malcolm X is City Colleges' center of excellence in health sciences education. Malcolm X College state-of-the-art campus includes the School of Health Sciences and School of Nursing, featuring a virtual hospital. Malcolm X also includes the West Side Learning Center (the college's satellite campus). In Spring 2019, Malcolm X College was named by the National Institute for Staff and Organizational Development (NISOD) and *Diverse: Issues in Higher Education* (an academic publication) as one of the Most Promising Places to Work in Higher Education. MXC was recognized for its best-in-class student and staff recruitment and retention practices, inclusive learning and working environments, and meaningful community service and engagement opportunities.

Olive-Harvey College is located on the southeast side of Chicago and serves close to 4,900 students. Situated on 67 acres, Olive-Harvey College is the largest physical campus within the District. Olive-Harvey also includes the South Chicago Learning Center (the college's satellite campus). 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

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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 courses in a wide variety of areas.

Olive-Harvey College is the center for excellence in transportation, distribution, and logistics, and opened a state-of-the art Transportation, Distribution and Logistics Training Center in 2019, supporting students as they pursue degrees and certificate programs in several fields, including: supply chain management and logistics; commercial driving; forklift operation; and automotive, diesel and aviation maintenance and technology.

Harry S Truman College is located on the northeast side of Chicago in the Uptown neighborhood and serves more than 12,700 students. Truman College is a vibrant and vital part of, delivering high-quality, innovative, affordable and accessible educational opportunities and services. A comprehensive community college, Truman College offers credit class, continuing education classes, and free GED and ESL classes, supporting students on their way to their educational and career goals. It is City Colleges' center for excellence in education, human, and natural sciences, giving students the opportunity to become the best teachers by learning from the best teachers. Truman College offers a combination of certificates and associate degrees in those fields tailored for those first entering the education profession as well as for professionals in need of continuing education. Truman College also offers both ESL and GED programs.

Wilbur Wright College is located on the northwest side of Chicago and serves over 17,000 students every semester with college credit, adult education, and continuing education classes. The main campus, designed by Chicago's own award-winning architect Bertrand Goldberg, is at Montrose and Narragansett and offers an integrated environment for learning and support services. The college's satellite site, Wright College Humboldt Park, offers career and vocational training, including a NIMS-certified Computerized Numerical Control program, general education courses, adult education and continuing education courses.

Wright is a federally designated Hispanic Serving Institution (HSI) with Illinois' second largest enrollment of Hispanic college students. The college is active in the community, with four-year partners and many area high schools. 2019 marks Wright College's 85th year of operation.

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.

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

Short-term investments of cash shall be those which are estimated to be needed within twelve months from the date of availability for investment. Such short-term investments shall be made by the Treasurer or other individual(s) designated by the Board, upon recommendation of the Chancellor, in accordance with the Board's 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 Board Chair, Vice Chair, Chief Financial Officer and the Treasurer shall be authorized to issue appropriate payments (check or electronic) to pay the salaries and wages of employees and related benefits; as well as pay vendors, reimburse students and employees for expenses without additional approval of the Board.

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

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

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signatory authorized by the Board prior to release of the payment.

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

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

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

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

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

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

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

- Purchases up to \$2,499.99: Competitive bidding is not required, however price comparison is highly recommended. Such items may be purchased from any vendor offering the required goods or services at a reasonable price.
- 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.
- Purchases from a single vendor exceeding \$25,000 during a fiscal year must be approved by the Board.

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

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complete and in the proper form. Specifications shall be prepared as objectively as possible, so that the advantage provided to any particular vendor is based on the appropriateness of that vendor's product.

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

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

All sole source procurements ("Sole Source") will require a Justification for Non-Competitive Procurement Application ("Application") and approval by the Non-Competitive Review Committee ("NCRC") prior to award. All proposed Application Packages will be posted on the CCC's public/procurement website for a period of three 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 2018 tax year and collected in calendar year 2019 are recorded as revenue in FY2020. In addition, 50% of property taxes extended for the 2019 tax year and to be collected in calendar year 2020 are also recorded as revenue in FY2020.

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

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

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

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

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

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

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

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

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

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.

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

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

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

- Net Investment in Capital Assets - Net investment in capital assets represents City Colleges' total investment in capital assets, net of accumulated depreciation and reduced by outstanding debt obligations related to acquisition, construction, or improvement of those capital assets plus unspent bond proceeds.
- Restricted for Specific Purposes - Restricted net position includes assets that City Colleges is legally or contractually obligated to spend in accordance with restrictions imposed by external third parties or through enabling legislation. When both restricted and unrestricted resources are available for use, it is City Colleges' policy to use restricted resources first and then use unrestricted resources when they are needed.
- Unrestricted - Unrestricted net position represents resources derived from student tuition and fees, state appropriations, and auxiliary enterprises. These resources are used for transactions relating to the educational and general operations of City Colleges and may be used at the discretion of the governing board to meet current expenses for any purpose.

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FUND BALANCE

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

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

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

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

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.

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BASIS OF BUDGETING

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

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

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

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

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

Exceptions between:	CAFR	Budget
Capital Assets	Capital Asset – Asset on Balance sheet Depreciation – Expense and Asset	Capital Asset – Expense Depreciation – not included
SURS contribution from State	Revenue and Expense = net \$0	Not included

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BUDGET PROCESS

Budget Formulation

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

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

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

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

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

Amended Budget

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

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REVENUES

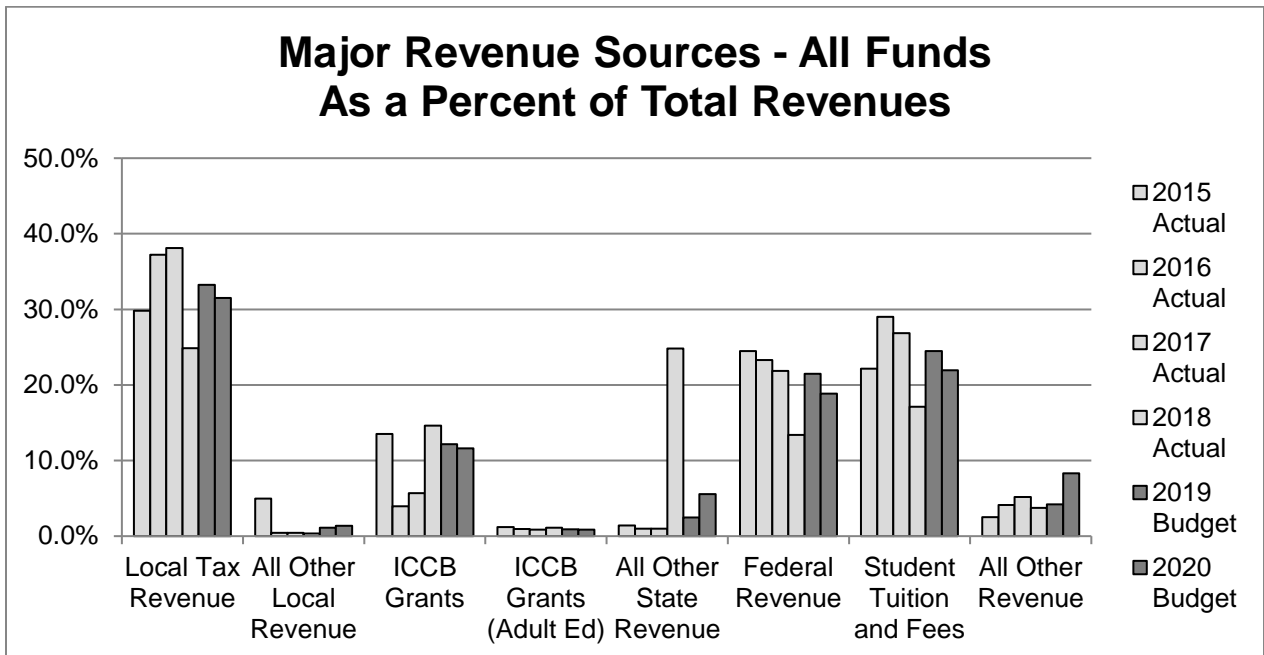
City Colleges has a diversified funding base consisting of local property taxes, tuition and fees, state apportionment, state and federal student financial aid, and other institutionally generated revenues. The FY2020 estimated amount of resources to be appropriated for all City Colleges funds is \$404.9 million, an increase of \$0.6 million from the FY2019 budget of \$404.3 million.

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

Major Revenue Sources - All Funds

	2015 Actual*	2016 Actual*	2017 Actual*	2018 Actual*	2019 Budget	2020 Budget
Local Tax Revenue	133,953,847	134,828,904	139,686,214	137,489,303	134,479,980	127,574,980
All Other Local Revenue	22,295,415	1,603,285	1,653,297	2,057,620	4,448,218	5,605,718
ICCB Grants	60,740,615	14,370,863	20,815,054	80,891,857	49,109,314	47,081,529
ICCB Grants (Adult Ed)	5,352,348	3,357,209	3,202,347	6,069,991	3,586,405	3,464,060
All Other State Revenue	6,373,186	3,633,249	3,579,215	137,282,364	9,919,994	22,435,584
Federal Revenue	109,992,620	84,341,753	80,082,539	74,028,271	86,837,975	76,350,623
Student Tuition and Fees	99,573,913	105,004,181	98,522,610	94,772,150	99,037,809	88,800,000
All Other Revenue	11,246,363	14,980,117	19,060,853	20,735,790	16,931,577	33,627,687
Total	449,528,307	362,119,561	366,602,129	553,327,346	404,351,272	404,940,181

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



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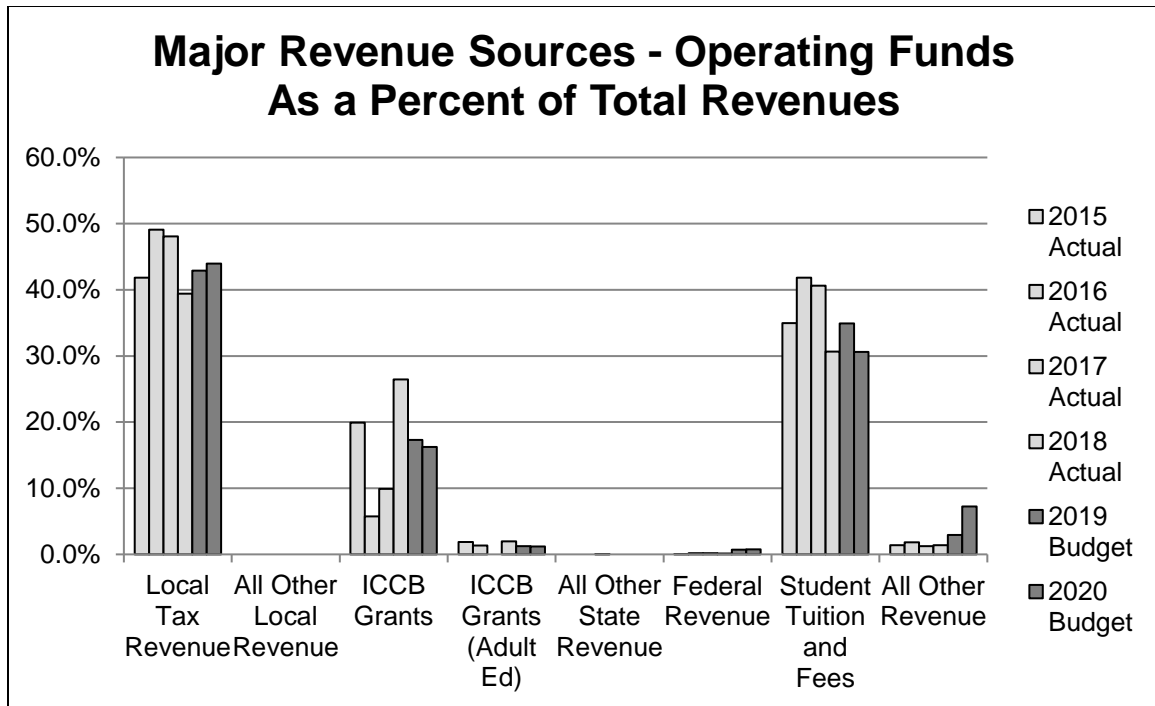
Total operating revenues, which include the Education Fund, Operations and Maintenance Fund, Audit Fund, and Liability, Protection and Settlement Fund, amount to \$290.1 million for FY2020, an increase of \$6.2 million (2.2%) from the \$283.9 million in FY2019.

Major Revenue Sources - Operating Funds

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

	2015 Actual*	2016 Actual*	2017 Actual*	2018 Actual*	2019 Budget	2020 Budget
Local Tax Revenue	119,147,697	123,190,998	116,637,156	120,600,971	121,774,980	127,574,980
All Other Local Revenue	-	-	-	-	-	-
ICCB Grants	56,705,814	14,370,863	24,017,401	80,891,857	49,109,314	47,081,529
ICCB Grants (Adult Ed)	5,352,348	3,357,209	-	6,069,991	3,586,405	3,464,060
All Other State Revenue	-	-	2,314	-	-	-
Federal Revenue	68,604	481,488	402,859	343,034	2,012,104	2,147,734
Student Tuition and Fees	99,573,913	105,004,181	98,522,610	93,788,219	99,037,809	88,800,000
All Other Revenue	4,011,998	4,591,805	2,962,259	4,265,258	8,330,403	21,021,333
Total	284,860,374	250,996,544	242,544,599	305,959,330	283,851,015	290,089,636

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

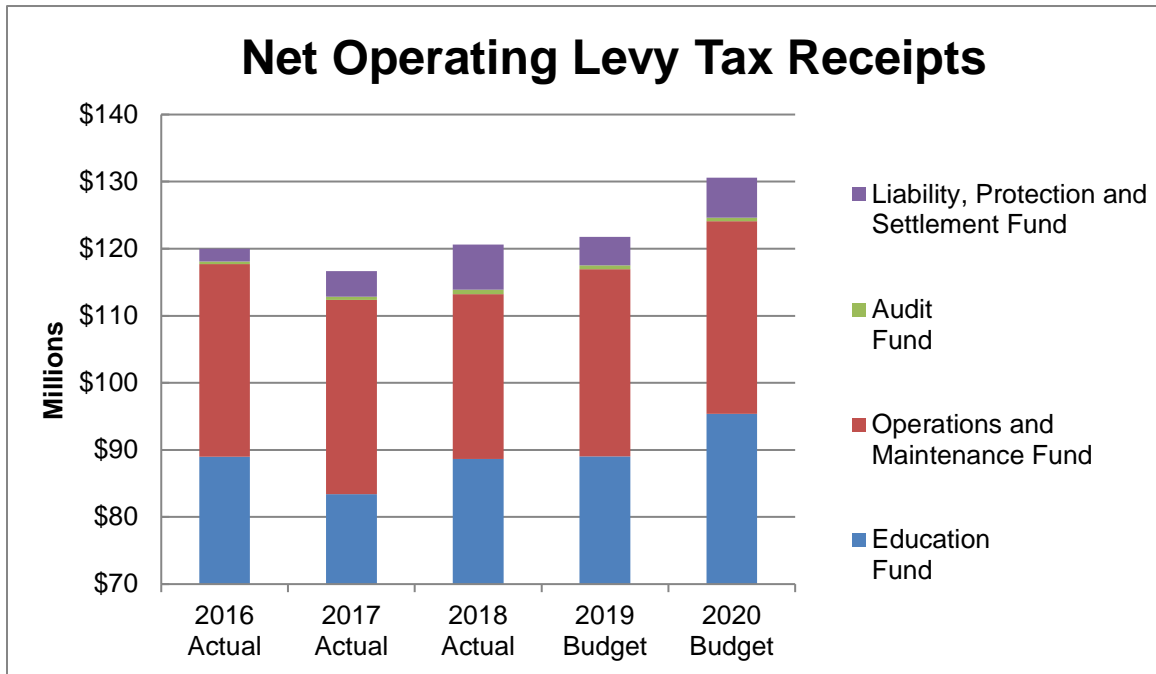


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Property Taxes: Property taxes are levied each calendar year on all taxable real property located in the City of Chicago and a small section of DuPage County. Property taxes currently provide 44.0% of unrestricted operating funds for City Colleges. 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.



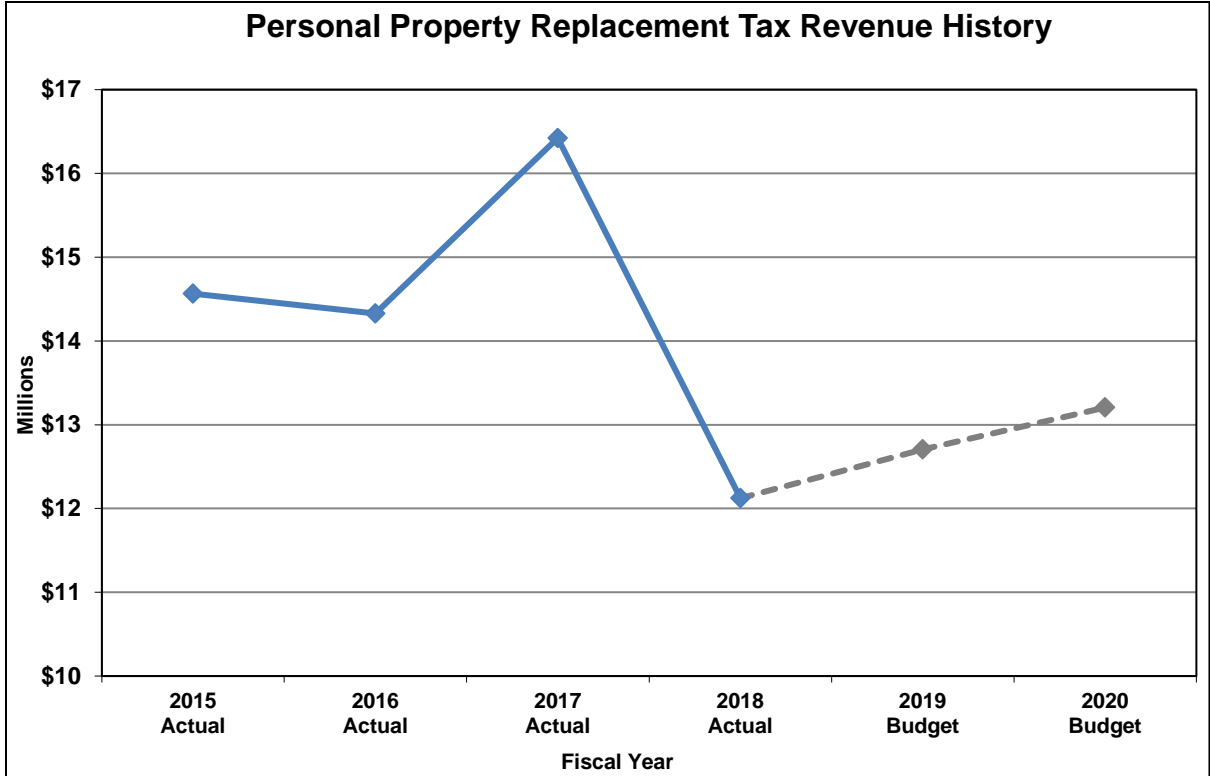
Property tax revenues included in the FY2020 budget are equal to half each of the 2018 and 2019 levies (collected in calendar years 2019 and 2020, respectively), and are net of loss and cost of collection and refunds of back taxes. Tentative allocations of property tax revenues for FY2020 are as follows:

Fund	Tentative Allocation
Education Fund:	\$95.4 million
Operations and Maintenance Fund:	27.2 million
Liability, Protection, and Settlement Fund:	4.4 million
Audit Fund:	0.5 million
Total	\$127.6 million

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The gross property tax levy for calendar 2018 is \$126.7 million and 2019 is budgeted at \$130.5 million. The gross revenue is reduced by 3.9% to allow for loss and cost of collections and back tax refunds, yielding net property tax revenue of \$123.6 million. The changes to the local tax levy is from the addition of new taxable property to City Colleges' tax roll.



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

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 FY2020 PPRT revenue of \$13.2 million is allocated in full to the Bond and Interest Fund based on its pledge of this revenue source for debt service payments in future fiscal years. In its financial forecast, City Colleges conservatively anticipates no change in PPRT revenues, which can be volatile due to business cycles.

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Tuition and Fees: Student tuition and fees make up approximately 30.6% of total budgeted FY2020 Unrestricted Fund revenues. These charges may be paid by the student, a relative, an employer, financial aid, a grant, or some other source. A student who drops a course before the end of the refund period may be entitled to a refund of the tuition and fees.

City Colleges is projecting a decrease of approximately 5.9% in credit hours from the FY2019 enrollment.

Tuition and Fees Schedule					
Fiscal Year	In District Tuition per Semester Hr.	Out of District Charges	Out of State Charges	Semester Credit Hrs. Generated	Tuition and Fees Revenue
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
2018	\$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	694,338	\$92,800,000
2020	\$146.00	\$384.00	\$481.00	653,519	\$88,800,000

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

**2020 amounts are budgeted and 2019 amounts are forecasted estimates based on current actuals.

Other Revenues: Property sales, investment income, fundraising and other revenues for FY2020 are budgeted at \$18.6 million in the operating funds. The net increase of \$12.6 million compared to FY2019 is driven by an increase of \$12.9 million property sale allocation, \$1 million in higher investment income and \$1.3 million lower fundraising projection.

- On October 4, 2018, the Board of Trustees of City Colleges of Chicago authorized the sale of underutilized property at 226 West Jackson Boulevard (former district office building). The sale will be finalized in FY2020 and all proceeds from the \$31.7M sale will be allocated to the Education Fund.

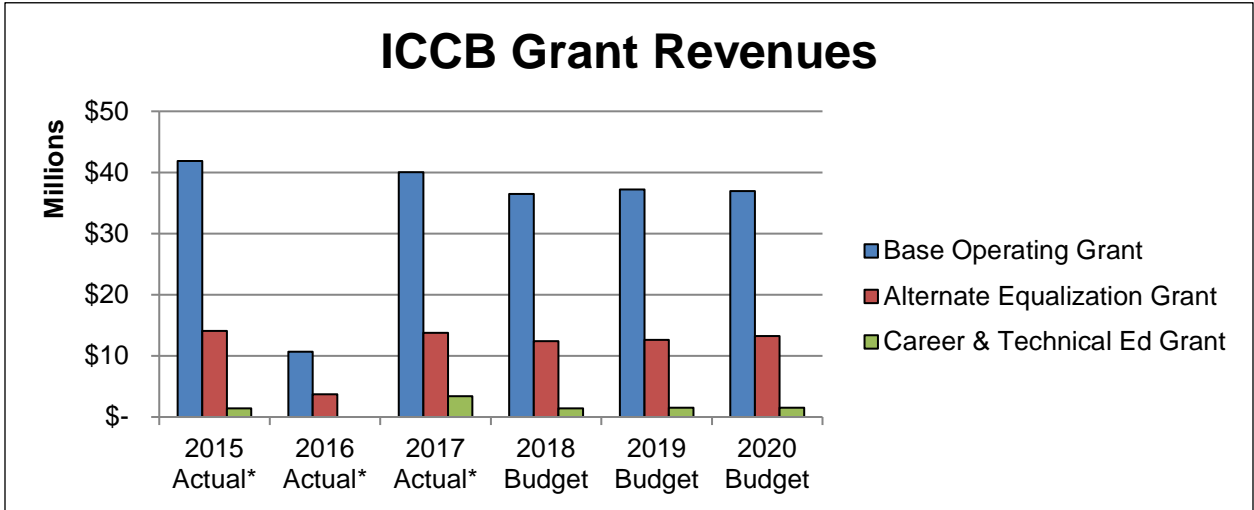
State Revenues – Unrestricted Grants: City Colleges receives unrestricted state grants (base operating grant, equalization replacement grant, etc.) from the ICCB. The FY2020 ICCB unrestricted grants to City Colleges is budgeted at \$47.1 million.

	2015 Actual*	2016 Actual*	2017 Actual*	2018 Actual*	2019 Budget	2020 Budget
Base Operating Grant	41,887,043	10,653,563	40,023,397	36,504,440	34,932,194	32,272,709
Alternate Equalization Grant	14,079,000	3,717,300	13,762,200	12,386,000	12,633,720	13,265,420
Career & Technical Ed Grant	1,407,289	-	3,390,127	1,398,642	1,543,400	1,543,400
Total	57,373,332	14,370,863	57,175,724	50,289,082	49,109,314	47,081,529

* per iccb.org

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

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

	FY2003 - 2004	FY2005 - 2012	FY2013 - 2017	FY2018 - 2019	FY2020
Equalization Fund:					
City Colleges (average amount)	\$5.7 million	\$0	\$0	\$0	\$0
Total Equalization Appropriation	\$76.6 million	\$76.9 million	\$75.3 million	\$66.5 million	\$71.2 million
City Colleges as a % of total	7.40%	0%	0%	0%	0%

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

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

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

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 FY2020, City Colleges anticipates receiving a total of \$89 million of restricted grants in addition to \$6.5 million of Adult Education grants reported as part of the \$290.1 million of Unrestricted operating fund in the "FY2020 All Funds by Fund Type Resources Available" table on page 5. This amount is broken down as follows: \$74.2 million for student financial aid and \$22 million in funded grants, including \$10.8 million in federal grants (\$2.1 million Adult Education), \$6.6 million in state grants (\$4.4 million Adult Education), and \$4.6 million in local and non-governmental sources. In addition, City Colleges has included \$3.7 million in grant proposals which have been submitted for FY2020 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 \$66 million of federal aid awards in FY2020; \$57 million from Pell grants, \$1.7 million from SEOG, and \$1.5 million from Work Study grants. City Colleges is projected to disburse \$5.8 million in subsidized and unsubsidized title IV federal student loans.

The State government awards City Colleges \$8.5 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 \$300,000 in FY2020.

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

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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 \$2.4 million in FY2020.

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 \$1.67 million for FY2020.

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 \$1.8 million in FY2020.

Perkins Post-Secondary – Federal: Signed into law on October 31, 1998, the Carl D. Perkins Vocational and Technical Education Act of 1998 (Perkins III) sets out a new vision of vocational and technical education for the 21st century. The primary goals of this vision are improving student achievement and preparing students for postsecondary education, further learning, and careers. City Colleges is anticipating an award of \$2.18 million from the Perkins Act in FY2020.

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 \$900,000 in FY2020.

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 \$502,494 in FY2020.

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

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project that began September 1, 2016 and runs through August 31, 2021.-City Colleges is budgeted to receive \$236,900 in FY2020.

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 FY2020.

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 FY2020.

Alternative School Network Programs – Local: City Colleges was budgeted to receive \$510,000 from Alternative School Networks in FY2019. The funding from ASN subsidizes two programs: Youth Scholar Skills and Services, which provides skills development training to youth; and the Re-Enrolled Student Project. City Colleges is budgeted to receive \$320,000 in FY2020.

Youth Connection Charter School – Local: City Colleges budgeted \$2.5 million in FY2019 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 \$2.8 million in FY2020.

CITY COLLEGES OF CHICAGO

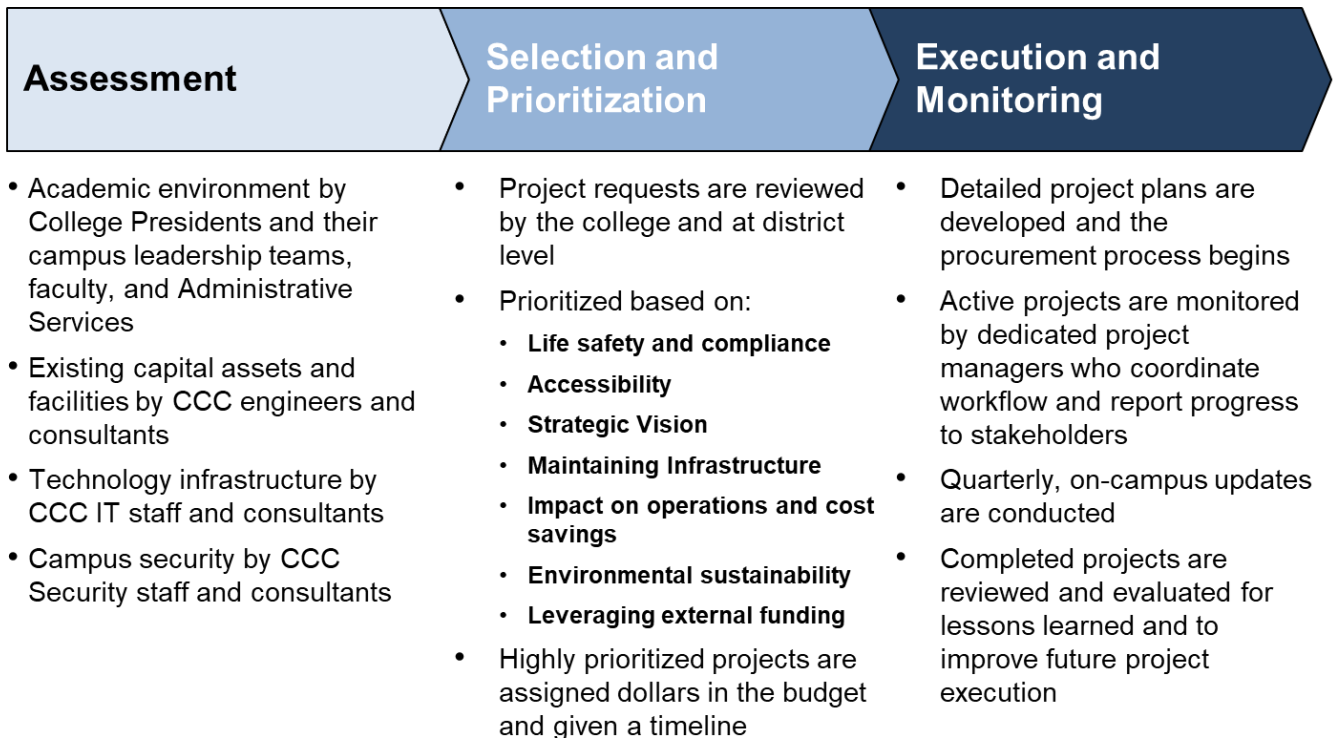
Community College District No. 508

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. In collaboration with the Colleges projects are prioritized to support the academic vision and address student needs. The plan covers the building envelope, facility infrastructure, furniture & equipment, 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., classroom technology, science classrooms, libraries, labs, and student support centers) the completion new Manufacturing Technology & 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:



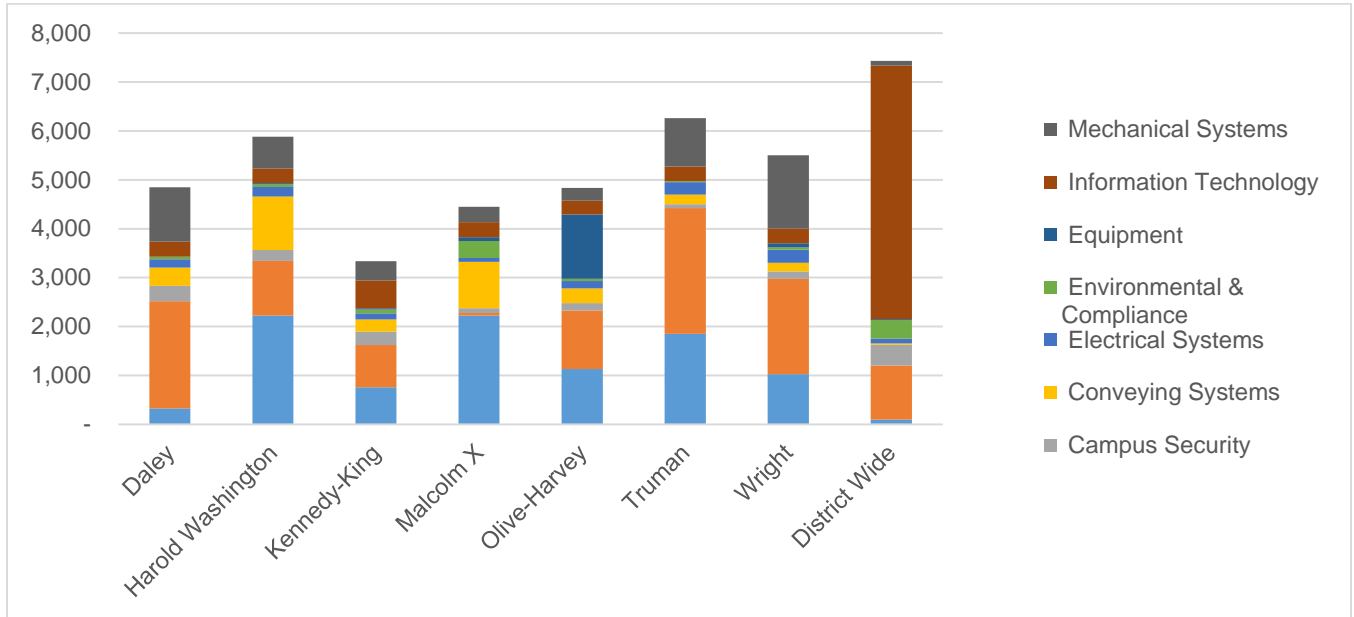
On July 1, 2018, FY2019 commenced and City Colleges entered a new five-year, \$236.9 million capital plan consisting of key new facility additions, strategic programmatic improvements, and necessary deferred maintenance. For FY2020, City Colleges budgeted capital investments of up to \$42.6 million that include a Capital commitment of \$7.5 million in technology & technology infrastructure, and \$9.6 million in academic enhancements, and all remaining categories of capital improvements to existing infrastructure. The projects in FY20 capital plan are prioritized into two tiers. Tier 1 projects are essential to support life safety and continued operations. Tier 2 are of secondary importance and subject to final ICCB allocations and Chancellor review.

CITY COLLEGES OF CHICAGO

Community College District No. 508

The FY2020 plan proposes a total commitment of \$42.6 million in existing enhancements as follows:

Capital Investments by Category (FY2020) (\$ in thousands)



Deferred maintenance and renovations of outdated spaces is the focus of the FY20 capital plan. The District wide spend is comprised of projects executed across multiple campuses to take advantage of economies of scale and ensure consistency across the campuses. The project types include but are not limited to ADA projects, IT systems projects, HR systems, security access, and continuing bathroom renovations. The capital spend is distributed according to both conditional and programmatic capital needs. The completion for the Transportation Distribution and Logistics Center at Olive-Harvey College creates additional capital demand for programmatic support as this facility is brought on line.

CITY COLLEGES OF CHICAGO

Community College District No. 508

City Colleges of Chicago FY2020 Capital Plan Proposal: Allocated by functional area

Functional Area	FY2020 budget (\$ in millions)	% of total budget
Equipment ¹	1.63	3.83%
Architectural & Structural ²	11.05	25.93%
Conveying Systems ³	3.36	7.89%
Mechanical Systems ⁴	5.92	12.42%
Electrical Systems	1.34	3.14%
Environmental & Compliance ⁵	1.03	2.41%
Academic Enhancements ⁶	9.65	22.64%
Information Technology ⁷	7.55	17.73%
Campus Security ⁸	1.72	4.03%
Campus Sub -Total	\$ 42.61	100%
New Facilities	0	0%
Total	\$ 42.61	100.0%

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

² Repair and enhancement to current building structures

³ Elevators and escalators

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

⁵ Includes material and contamination mitigation measures and efforts

⁶ Academic Enhancement includes capital environmental upgrades benefiting academics

⁷ IT budget includes campus technology as well as smart classrooms

⁸ Security is capital associated with surveillance and access systems

CITY COLLEGES OF CHICAGO

Community College District No. 508

ALL CAMPUSES FY2019-2023						
	2019	2020	2021	2022	2023	Total
ALL CAMPUSES						
Equipment	\$928,000	\$1,630,000	\$615,000	\$415,000	\$370,000	\$3,958,000
Architectural & Structural	\$3,090,000	\$11,050,000	\$15,410,000	\$11,455,000	\$5,795,000	\$46,800,000
Conveying Systems	\$1,015,000	\$3,360,000	\$4,020,000	\$2,630,000	\$2,445,000	\$13,470,000
Mechanical Systems	\$327,500	\$5,292,201	\$3,573,001	\$2,087,500	\$1,679,500	\$12,959,702
Electrical Systems	\$287,500	\$1,339,000	\$937,000	\$937,000	\$737,000	\$4,237,500
Environmental & Compliance	\$435,000	\$1,025,000	\$1,600,000	\$600,000	\$600,000	\$4,260,000
Academic Enhancements	\$1,657,500	\$9,647,500	\$12,757,500	\$10,857,500	\$5,707,500	\$40,627,500
Information Technology	\$5,647,100	\$7,553,348	\$10,092,000	\$10,042,000	\$9,792,000	\$43,126,448
Campus Security	\$640,000	\$1,715,500	\$1,605,000	\$1,365,000	\$1,330,000	\$6,655,500
New Facilities	\$16,136,900	\$0	\$5,143,752	\$18,570,000	\$20,950,000	\$60,800,652
Totals	\$30,164,500	\$42,612,549	\$55,753,253	\$58,959,000	\$49,406,000	\$236,895,302

	2019	2020	2021	2022	2023	Total
Daley College						
Equipment	\$125,000	\$75,000	\$50,000	\$50,000	\$50,000	\$350,000
Architectural & Structural	\$1,385,000	\$2,188,750	\$3,280,000	\$1,950,000	\$730,000	\$9,533,750
Conveying Systems	\$50,000	\$370,000	\$280,000	\$200,000	\$125,000	\$1,025,000
Mechanical Systems	\$110,000	\$1,107,601	\$317,601	\$165,000	\$65,000	\$1,765,202
Electrical Systems	\$75,000	\$175,000	\$262,000	\$187,000	\$187,000	\$886,000
Environmental & Compliance	\$250,000	\$50,000	\$300,000	\$300,000	\$300,000	\$1,200,000
Academic Enhancements	\$50,000	\$330,000	\$175,000	\$125,000	\$150,000	\$830,000
Information Technology	\$311,000	\$310,000	\$1,200,000	\$1,175,000	\$1,200,000	\$4,196,000
Campus Security	\$250,000	\$315,000	\$315,000	\$340,000	\$315,000	\$1,535,000
New Facilities	\$15,736,900	\$0	\$1,893,502	\$7,250,000	\$7,550,000	\$32,430,402
Total Daley College	\$18,342,900	\$4,921,351	\$8,073,103	\$11,742,000	\$10,672,000	\$53,751,354

	2019	2020	2021	2022	2023	Total
Harold Washington College						
Equipment	\$25,000	\$25,000	\$0	\$25,000	\$25,000	\$100,000
Architectural & Structural	\$410,000	\$1,116,250	\$1,275,000	\$575,000	\$625,000	\$4,001,250
Conveying Systems	\$50,000	\$1,090,000	\$1,850,000	\$1,850,000	\$1,850,000	\$6,690,000
Mechanical Systems	\$35,000	\$644,400	\$535,000	\$285,000	\$260,000	\$1,759,400
Electrical Systems	\$25,000	\$200,000	\$50,000	\$200,000	\$50,000	\$525,000
Environmental & Compliance	\$25,000	\$50,000	\$25,000	\$25,000	\$25,000	\$150,000
Academic Enhancements	\$315,000	\$2,225,000	\$3,175,000	\$3,075,000	\$3,275,000	\$12,065,000
Information Technology	\$310,000	\$305,600	\$825,000	\$800,000	\$725,000	\$2,965,600
Campus Security	\$150,000	\$225,000	\$250,000	\$50,000	\$50,000	\$725,000
New Facilities	\$0	\$0	\$0	\$0	\$0	\$0
Total Harold Washington College	\$1,345,000	\$5,881,250	\$7,985,000	\$6,885,000	\$6,885,000	\$28,981,250

CITY COLLEGES OF CHICAGO
Community College District No. 508

	2019	2020	2021	2022	2023	Total
Kennedy-King College						
Equipment	\$25,000	\$25,000	\$75,000	\$115,000	\$70,000	\$310,000
Architectural & Structural	\$270,000	\$862,500	\$825,000	\$1,100,000	\$450,000	\$3,507,500
Conveying Systems	\$55,000	\$250,000	\$240,000	\$115,000	\$115,000	\$775,000
Mechanical	\$62,500	\$390,000	\$237,500	\$237,500	\$225,000	\$1,152,500
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	\$215,000	\$760,000	\$1,775,000	\$750,000	\$575,000	\$4,075,000
Information Technology	\$300,000	\$574,000	\$950,000	\$950,000	\$950,000	\$3,724,000
Campus Security	\$40,000	\$275,500	\$140,000	\$75,000	\$115,000	\$645,500
New Facilities	\$0	\$0	\$0	\$0	\$0	\$0
Total Kennedy-King College	\$1,080,000	\$3,337,000	\$4,442,500	\$3,492,500	\$2,625,000	\$14,977,000

	2019	2020	2021	2022	2023	Total
Malcolm X College						
Equipment	\$20,000	\$80,000	\$90,000	\$50,000	\$50,000	\$290,000
Architectural & Structural	\$10,000	\$50,000	\$240,000	\$540,000	\$100,000	\$940,000
Conveying Systems	\$660,000	\$950,000	\$1,075,000	\$15,000	\$5,000	\$2,705,000
Mechanical	\$25,000	\$310,000	\$187,500	\$50,000	\$70,000	\$642,500
Electrical	\$20,000	\$75,000	\$75,000	\$100,000	\$75,000	\$345,000
Environmental & Compliance	\$15,000	\$350,000	\$1,050,000	\$50,000	\$50,000	\$1,515,000
Academic Enhancements	\$745,000	\$2,225,000	\$2,950,000	\$1,000,000	\$300,000	\$7,220,000
Information Technology	\$175,000	\$306,000	\$700,000	\$700,000	\$700,000	\$2,581,000
Campus Security	\$25,000	\$100,000	\$115,000	\$115,000	\$90,000	\$445,000
New Facilities	\$0	\$0	\$0	\$0	\$0	\$0
Total Malcolm X College	\$1,695,000	\$4,446,000	\$6,482,500	\$2,620,000	\$1,440,000	\$16,683,500

	2019	2020	2021	2022	2023	Total
Olive-Harvey College						
Equipment	\$653,000	\$1,315,000	\$300,000	\$75,000	\$75,000	\$2,418,000
Architectural & Structural	\$550,000	\$1,200,000	\$1,575,000	\$1,075,000	\$200,000	\$4,600,000
Conveying Systems	\$75,000	\$300,000	\$225,000	\$75,000	\$75,000	\$750,000
Mechanical	\$50,000	\$260,000	\$50,000	\$50,000	\$25,000	\$435,000
Electrical	\$40,000	\$150,000	\$100,000	\$100,000	\$100,000	\$490,000
Environmental & Compliance	\$25,000	\$50,000	\$50,000	\$50,000	\$50,000	\$225,000
Academic Enhancements	\$157,500	\$1,130,000	\$680,000	\$255,000	\$180,000	\$2,402,500
Information Technology	\$285,000	\$280,000	\$950,000	\$950,000	\$950,000	\$3,415,000
Campus Security	\$85,000	\$150,000	\$150,000	\$150,000	\$125,000	\$660,000
New Facilities	\$300,000	\$0	\$0	\$0	\$0	\$300,000
Total Olive-Harvey College	\$2,220,500	\$4,835,000	\$4,080,000	\$2,780,000	\$1,780,000	\$15,695,500

CITY COLLEGES OF CHICAGO
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	2019	2020	2021	2022	2023	Total
Truman College						
Equipment	\$25,000	\$0	\$25,000	\$25,000	\$25,000	\$100,000
Architectural & Structural	\$275,000	\$2,575,000	\$4,075,000	\$2,600,000	\$100,000	\$9,625,000
Conveying Systems	\$85,000	\$200,000	\$150,000	\$175,000	\$150,000	\$760,000
Mechanical	\$25,000	\$985,200	\$645,400	\$175,000	\$184,500	\$2,015,100
Electrical	\$25,000	\$250,000	\$25,000	\$25,000	\$25,000	\$350,000
Environmental & Compliance	\$10,000	\$25,000	\$25,000	\$25,000	\$25,000	\$110,000
Academic Enhancements	\$75,000	\$1,850,000	\$1,875,000	\$2,875,000	\$900,000	\$7,575,000
Information Technology	\$180,000	\$300,000	\$1,060,000	\$1,060,000	\$1,060,000	\$3,660,000
Campus Security	\$25,000	\$75,000	\$75,000	\$75,000	\$75,000	\$325,000
New Facilities	\$0	\$0	\$0	\$0	\$0	\$0
Total Truman College	\$725,000	\$6,260,200	\$7,955,400	\$7,035,000	\$2,544,500	\$24,520,100

	2019	2020	2021	2022	2023	Total
Wright College						
Equipment	\$40,000	\$85,000	\$50,000	\$50,000	\$50,000	\$275,000
Architectural & Structural	\$100,000	\$1,952,500	\$2,550,000	\$2,025,000	\$2,000,000	\$8,627,500
Conveying Systems	\$15,000	\$175,000	\$175,000	\$175,000	\$100,000	\$640,000
Mechanical	\$10,000	\$1,495,000	\$1,500,000	\$1,025,000	\$750,000	\$4,780,000
Electrical	\$45,000	\$264,000	\$150,000	\$100,000	\$100,000	\$659,000
Environmental & Compliance	\$20,000	\$50,000	\$50,000	\$50,000	\$50,000	\$220,000
Academic Enhancement	\$90,000	\$1,027,500	\$2,027,500	\$2,677,500	\$227,500	\$6,050,000
Information Technology	\$300,000	\$301,208	\$785,000	\$785,000	\$785,000	\$2,956,208
Campus Security	\$35,000	\$150,000	\$125,000	\$125,000	\$125,000	\$560,000
New Facilities	\$100,000	\$0	\$3,250,250	\$11,320,000	\$13,400,000	\$28,070,250
Total Wright College	\$755,000	\$5,500,208	\$10,662,750	\$18,332,500	\$17,587,500	\$52,837,958

	2019	2020	2021	2022	2023	Total
District-Wide						
Equipment	\$15,000	\$25,000	\$25,000	\$25,000	\$25,000	\$115,000
Architectural & Structural	\$90,000	\$1,105,000	\$1,590,000	\$1,590,000	\$1,590,000	\$5,965,000
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	\$100,000	\$150,000	\$150,000	\$150,000	\$560,000
Environmental & Compliance	\$25,000	\$375,000	\$25,000	\$25,000	\$25,000	\$475,000
Academic Enhancements	\$10,000	\$100,000	\$100,000	\$100,000	\$100,000	\$410,000
Information Technology	\$3,786,100	\$5,176,540	\$3,622,000	\$3,622,000	\$3,422,000	\$19,628,640
Campus Security	\$30,000	\$425,000	\$435,000	\$435,000	\$435,000	\$1,760,000
New Facilities	\$0	\$0	\$0	\$0	\$0	\$0
Total District-Wide College	\$4,001,100	\$7,431,540	\$6,072,000	\$6,072,000	\$5,872,000	\$29,448,640

CITY COLLEGES OF CHICAGO

Community College District No. 508

City Colleges of Chicago Five Year Projection - Capital Funding Plan

Sources	Amount (in millions)
State	
Kennedy-King College Culinary Arts Facility	\$12.00
Olive-Harvey College TDL	6.60
Olive-Harvey College TDL	0.50
Olive-Harvey College TDL Funding for Restart	8.00
Truman College Exterior Restoration	5.00
Humboldt Park Vocational Center Expansion Study	0.10
Humboldt Park Education Center Improvements	5.30
Miscellaneous Capital Improvements	27.60
Subtotal	\$65.10
Local	
Cash utilized for capital purposes	\$108.80
Remaining Bond Proceeds (\$78.2M New)	\$63.00
Subtotal	\$171.80
TOTAL CAPITAL RESOURCES	\$236.90

CITY COLLEGES OF CHICAGO

Community College District No. 508

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 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 FY2020 Capital Budget: Daley College Boiler and Water heater replacement, Harold Washington Roof Replacement, Kennedy King College HVAC logistic controls replacement. Below are samples of expected impacts from planned and completed projects on the operating budget for the FY2020:

Campus – Project	Investment	Benefit
Daley College 100 kW Solar PV 384 Modules	\$472,117	Annual Impact: 120,000 kWh per year, \$12,000 per year
Daley College Boiler Replacement	\$500,000	Annual Impact: \$20,000 - \$25,000 per year
Dawson Technical Institute 37 kW Solar PV 168 Modules	\$190,400	Annual Impact: 48,000 kWh per year, \$4,800 per year
Kennedy-King College HVAC Controls and Retro Commissioning	\$425,000	Annual Impact: \$52,000 per year
Malcolm X College Storm Water Harvesting	Landscape \$2,771,883 Civil Eng. \$2,146,334	Anticipated Annual Impact: \$35,000 - \$40,000
Olive-Harvey College TDL Storm Water Mgmt. & Energy Recovery Unit	\$1,936,000	Anticipated Annual Impact: \$38,000
Wright College Learning Resource Center - Roof Upgrade	\$5,500,000	Anticipated Annual Impact: \$30,000
Wright College Hallway Floor Replacement	\$700,000	Anticipated Annual Impact: \$15,000 - \$17,000
Total Anticipated Annual Impact:		\$206,800 - \$218,800

CITY COLLEGES OF CHICAGO

Community College District No. 508

NEW/ ONGOING CONSTRUCTION ACTIVITIES

Daley College Manufacturing Technology and Engineering Center (MTEC): Opened in January 2019 the new MTEC facility 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 MTEC includes manufacturing and engineering classrooms, labs, support spaces and high bay equipment spaces for the advanced manufacturing program.

The new building includes a pedestrian bridge over 76th street which connects the student parking, main building, and MTEC together creating one cohesive campus.

(The project is being administered by the City of Chicago Public Building Commission. All work was completed by authorized contractors in compliance with applicable codes and standards.)

Olive Harvey College Campus Expansion: Opened in Spring 2019 Olive-Harvey's new 103,000-square-foot Transportation, Distribution & Logistics (TDL) building offers relevant transportation (automotive and diesel technology), distribution and logistics degree and certificate programs. This facility is designed to emulate the technical and professional environments to better prepare students for industry careers, building on the valuable industry knowledge from industry partners. City Colleges will centralize the district-wide operations for Central Stores in the new TDL Center, providing real-world experience in the procurement, management and delivery of supplies and materials to the seven campuses and District Office. Students that complete the programs will be able to transition into employment with current skills used in the workplace.

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

MAJOR CAMPUS PROJECTS

Truman College Biology Laboratory Renovation: Currently in design development the Truman College Biology Laboratory Renovation will provide over 6,000 square feet of newly renovated Biology Laboratory space consisting of microbiology, anatomy and physiology laboratory space as well as biology preparation and storage space. This renovation will support the college's effort to actively engage their unique earth science programs.

West Side Learning Center Biology Laboratories: Started in FY18 the completion of the two biology labs and prep space will allow Malcolm X College to expand their health sciences program to West Side Learning Center. This major renovation is part of a phased plan to address revitalize the building and improve the quality of the student environment.

Daley College - HVAC Replacement Project: Replacement of the boilers and water heaters at Daley College will new energy efficient gas-fired equipment will extend the life space of the building's infrastructure and reduce energy and maintenance costs.

Wright College Classroom Floor Replacement: The existing vinyl tile flooring is beyond its useable lifespan and deteriorating at rapid pace. Replacing this flooring with a lower maintenance luxury vinyl tile or similar material will reduce maintenance costs, tripping hazards, and improve the quality of the classroom environment.

CITY COLLEGES OF CHICAGO

Community College District No. 508

Kennedy-King College Technology Training Center: Convert a 1500 sq. ft. vacant laboratory into a new information technology space including full integration of multimedia presentation, flexible furnishings, and breakout spaces. This new lab would allow Kennedy-King to expand program offerings to meet industry and workforce needs.

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.

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 FY2020, City Colleges is budgeting \$20,715,763 for debt service expenditures, which includes total interest of \$15,940,763 for the Unlimited Tax General Obligation Bonds (Dedicated Revenues) Series 2013 and Series 2017 and \$4,775,000 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 short-term financing for cash flow gaps must be repaid within twelve months or one fiscal year.

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

Legal Debt Limit

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

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CITY COLLEGES[®]
of CHICAGO

FINANCIAL SUMMARY AND TABLES

CITY COLLEGES OF CHICAGO

Community College District No. 508

FY2020 Budget Request - All Funds Summary

	Operating Funds	Auxiliary Enterprise Fund	Total Unrestricted Funds	Restricted Funds	Bond & Interest Fund	Operations and Maintenance Fund (Restricted)	Total All Funds
Net Assets to be Appropriated	-	-	-	-	-	14,999,149	14,999,149
2020 Revenues							
Estimated 2018 Tax Levy	63,345,845	-	63,345,845	-	-	-	63,345,845
Estimated 2019 Tax Levy	65,253,502	-	65,253,502	-	-	-	65,253,502
Estimated Loss and Cost	(5,024,367)	-	(5,024,367)	-	-	-	(5,024,367)
Tax Increment Financing Surplus	4,000,000	-	4,000,000	-	-	-	4,000,000
Local Government Grants (less PPRT)	-	-	-	5,605,718	-	-	5,605,718
Local Government Total	127,574,980	-	127,574,980	5,605,718	-	-	133,180,698
Personal Property Replacement Tax	-	-	-	-	13,205,000	-	13,205,000
State Government	50,545,589	-	50,545,589	9,230,584	-	27,613,400	87,389,573
Federal Government	2,147,734	-	2,147,734	74,202,889	-	-	76,350,623
Tuition and Fees	88,800,000	-	88,800,000	-	-	-	88,800,000
Auxiliary/Enterprise	939,761	12,606,354	13,546,115	-	-	-	13,546,115
Facilities Rental	1,456,572	-	1,456,572	-	-	-	1,456,572
Investment Revenue	2,500,000	-	2,500,000	-	-	-	2,500,000
Other Sources	16,125,000	-	16,125,000	-	-	-	16,125,000
Revenue Total	290,089,636	12,606,354	302,695,990	89,039,191	13,205,000	27,613,400	432,553,581
Resource Total	290,089,636	12,606,354	302,695,990	89,039,191	13,205,000	42,612,549	447,552,730
2020 Expenditures by Program							
Instruction	103,372,286	8,540	103,380,826	4,348,414	-	-	107,729,240
Academic Support	22,638,128	-	22,638,128	4,800,016	-	-	27,438,144
Student Services	38,980,661	4,619,921	43,600,582	3,330,941	-	-	46,931,523
Public Service	-	1,660,058	1,660,058	677,002	-	-	2,337,060
Organized Research	-	-	-	54,057	-	-	54,057
Auxiliary/Enterprise	6,413,001	6,674,145	13,087,146	734,575	-	-	13,821,721
Operations and Maintenance	41,663,933	-	41,663,933	-	20,715,763	-	62,379,696
Institutional Support	57,032,750	176,473	57,209,223	327,330	-	42,612,549	100,149,102
Scholarships, Grants, Waivers	11,945,331	-	11,945,331	74,766,856	-	-	86,712,187
Expenditure Total	282,046,090	13,139,137	295,185,227	89,039,191	20,715,763	42,612,549	447,552,730
2020 Expenditures by Object							
Salaries	182,909,991	6,490,524	189,400,516	9,942,538	-	-	199,343,053
Employee Benefits	37,982,063	1,409,503	39,391,565	1,711,887	-	-	41,103,453
Contractual Services	15,668,253	3,102,439	18,770,692	897,322	-	-	19,668,014
Materials and Supplies	12,273,640	761,181	13,034,821	1,330,586	-	-	14,365,407
Travel and Conference	948,379	59,990	1,008,369	187,490	-	-	1,195,859
Capital Outlay	-	-	-	-	-	42,612,549	42,612,549
Fixed Charges	2,857,833	-	2,857,833	1,318	20,715,763	-	23,574,914
Utilities	8,407,600	-	8,407,600	307	-	-	8,407,907
Other Expenditures							
Waivers and Scholarships	11,945,331	1,305,000	13,250,331	74,766,856	-	-	88,017,187
Bad Debt	8,000,000	-	8,000,000	-	-	-	8,000,000
Other Expenditures	1,053,000	10,500	1,063,500	200,886	-	-	1,264,386
Object Total	282,046,090	13,139,137	295,185,227	89,039,191	20,715,763	42,612,549	447,552,730
Resource less Expenditure	8,043,545	(532,783)	7,510,763	-	(7,510,763)	-	-
Underwriting Transfer from Operating	-	-	-	-	-	-	-
Repayment to Working Cash Fund	-	-	-	-	-	-	-
Net Balance after Transfers	8,043,545	(532,783)	7,510,763	-	(7,510,763)	-	-

CITY COLLEGES OF CHICAGO
Community College District No. 508

FY2020 Budget Request - Operating Funds by Campus

Type Program Description	Daley	Harold Washington	Kennedy-King	Malcolm X	Olive-Harvey	Truman	Wright	District Office	General Appropriation	Total
Expenditures by Program										
Instruction	10,974,586	20,639,402	11,551,270	19,613,194	8,081,082	14,280,935	17,929,194	302,623	-	103,372,285
Academic Support	1,716,296	2,334,823	2,020,702	3,846,023	1,866,707	1,533,264	2,849,598	2,895,333	3,575,381	22,638,127
Student Services	4,434,895	7,259,041	3,999,137	6,121,016	3,290,064	5,504,683	6,917,324	1,454,501	-	38,980,661
Auxiliary/Enterprise	337,374	27,250	992,912	577,133	475,911	475,995	291,071	2,985,355	250,000	6,413,001
Operations and Maintenance	6,005,915	3,754,495	6,719,846	6,176,026	4,988,787	4,944,924	4,957,318	4,026,622	90,000	41,663,933
Institutional Support	2,038,119	1,995,562	2,302,349	3,444,156	2,010,001	1,735,659	1,850,465	33,643,502	8,012,936	57,032,750
Scholarships, Grants, Waivers	150,000	128,487	274,504	300,000	200,000	186,168	128,096	2,578,076	8,000,000	11,945,331
Program Total	25,657,185	36,139,060	27,860,721	40,077,548	20,912,551	28,661,628	34,923,066	47,886,012	19,928,317	282,046,090
Expenditures by Object										
Salaries	18,719,230	26,765,538	19,163,110	28,498,866	15,129,322	20,921,376	25,855,167	25,169,442	2,687,942	182,909,991
Employee Benefits	4,180,850	5,863,615	4,376,100	6,935,156	3,588,805	4,570,739	5,760,348	6,411,236	(3,704,785)	37,982,063
Contractual Services	746,817	1,914,679	1,012,275	2,003,355	578,350	735,957	1,133,411	4,791,076	2,752,333	15,668,253
Materials and Supplies	515,253	614,817	931,515	867,872	494,096	859,950	742,244	6,507,083	740,810	12,273,640
Travel and Conference	93,150	64,650	113,444	116,500	107,275	119,260	96,800	197,300	40,000	948,379
Fixed Charges	69,886	55,775	82,774	76,801	77,202	113,178	105,000	965,200	1,312,017	2,857,833
Utilities	1,092,000	534,500	1,856,000	1,158,000	693,500	1,070,000	937,000	1,066,600	-	8,407,600
Other Expenditure										
Waivers and Scholarships	150,000	128,487	274,504	300,000	200,000	186,168	128,096	2,578,076	8,000,000	11,945,331
Bad Debt	-	-	-	-	-	-	-	-	8,000,000	8,000,000
Other Expenses	90,000	197,000	51,000	121,000	44,000	85,000	165,000	200,000	100,000	1,053,000
Object Total	25,657,185	36,139,060	27,860,721	40,077,548	20,912,551	28,661,628	34,923,066	47,886,012	19,928,317	282,046,090

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 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Revenues				
	Local Government	88,658,215	89,026,351	95,366,953
	State Government	80,891,857	52,695,719	50,545,589
	Federal Government	343,034	2,012,104	2,147,734
	Tuition and Fees	93,788,219	99,037,809	88,800,000
	Auxiliary/Enterprise	659,506	939,761	939,761
	Investment Revenue	1,440,581	1,473,921	2,500,000
	Other Sources	739,588	4,460,150	16,125,000
Revenue Total		266,521,000	249,645,815	256,425,037
Expenditures by Program				
	Instruction	95,365,234	99,380,626	103,372,286
	Academic Support	16,532,707	21,175,260	22,638,128
	Student Services	32,251,624	39,204,402	38,980,661
	Public Service	3,773	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	4,946,809	5,553,676	6,413,001
	Operations and Maintenance	10,701,275	11,047,306	11,371,103
	Institutional Support	61,385,185	51,431,929	50,643,895
	Scholarships, Grants, Waivers	9,597,707	13,101,414	11,945,331
Program Total		230,784,314	240,894,613	245,364,406
Expenditures by Object				
	Salaries	162,942,949	161,939,906	167,739,072
	Employee Benefits	25,442,673	31,569,280	29,769,432
	Contractual Services	9,864,626	13,307,932	12,984,396
	Materials and Supplies	9,048,145	11,906,799	11,265,416
	Travel and Conference	583,420	813,119	934,342
	Capital Outlay	-	-	-
	Fixed Charges	510,446	787,221	691,816
	Utilities	1,054,540	1,103,036	981,600
	Other Expenditures			
	Waivers and Scholarships	9,591,771	13,089,414	11,945,331
	Bad Debt	10,422,216	5,212,846	8,000,000
	Other Expenditures	1,323,528	1,165,060	1,053,000
Object Total		230,784,314	240,894,613	245,364,406
Revenues less Expenditures		35,736,686	8,751,202	11,060,631

CITY COLLEGES OF CHICAGO

Community College District No. 508

Operations and Maintenance Funds

Type	Program Description	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Funds to be Appropriated				1,481,255
Revenues				
	Local Government	24,561,869	27,936,737	27,249,472
	State Government	-	-	-
	Federal Government	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	-	-	-
	Facilities Rental	1,404,772	1,456,571	1,456,572
	Investment Revenue	-	-	-
	Other Sources	15,142	-	-
Revenue Total		25,981,783	29,393,308	30,187,299
Expenditures by Program				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	-	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	-	-	-
	Operations and Maintenance	25,760,291	29,393,308	30,187,299
	Institutional Support	7,296	-	-
	Scholarships, Grants, Waivers	-	-	-
Program Total		25,767,587	29,393,308	30,187,299
Expenditures by Object				
	Salaries	14,296,613	15,138,838	14,844,114
	Employee Benefits	2,334,666	4,091,790	4,008,920
	Contractual Services	1,378,078	1,929,798	2,026,004
	Materials and Supplies	692,324	868,232	1,008,224
	Travel and Conference	-	-	14,037
	Capital Outlay	-	-	-
	Fixed Charges	118,770	150,000	860,000
	Utilities	6,939,839	7,214,650	7,426,000
	Other Expenditures			
	Waivers and Scholarship	-	-	-
	Bad Debt	7,296	-	-
	Other Expenditures	-	-	-
Object Total		25,767,587	29,393,308	30,187,299
Resources less Expenditures		214,196	-	-

CITY COLLEGES OF CHICAGO

Community College District No. 508

Auxiliary/Enterprise Fund

Type	Program Description	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Tuition and Fees	983,931	655,378	-
	Auxiliary/Enterprise	3,928,632	5,916,310	12,606,354
	Investment Revenue	208	-	-
	Other Sources	771,065	2,029,486	-
Revenue Total		5,683,836	8,601,174	12,606,354
Expenditures by Program				
	Instruction	2,052,693	475,050	8,540
	Academic Support	97,545	-	-
	Student Services	15,000	25,070	4,619,921
	Public Service	1,089,979	1,261,290	1,660,058
	Organized Research	-	-	-
	Auxiliary/Enterprise	5,337,013	7,135,576	6,674,145
	Operations and Maintenance	-	-	-
	Institutional Support	7,834	436,501	176,473
	Scholarships, Grants, Waivers	-	-	-
Program Total		8,600,064	9,333,487	13,139,137
Expenditures by Object				
	Salaries	4,314,326	5,965,464	6,490,524
	Employee Benefits	645,200	1,260,806	1,409,503
	Contractual Services	2,136,566	1,042,856	3,102,439
	Materials and Supplies	741,008	925,876	761,181
	Travel and Conference	12,013	52,375	59,990
	Capital Outlay	-	-	-
	Fixed Charges	-	69,610	-
	Utilities	-	-	-
	Other Expenditures			
	Waivers and Scholarships	742,648	6,000	1,305,000
	Bad Debt	2,009	-	-
	Other Expenditures	6,294	10,500	10,500
Object Total		8,600,064	9,333,487	13,139,137
Revenues less Expenditures		(2,916,228)	(732,313)	(532,783)
	Underwriting Transfer from Operating	-	732,313	532,783
Net Balance after Transfers		(2,916,228)	-	-

CITY COLLEGES OF CHICAGO
Community College District No. 508

Liability, Protection, and Settlement Fund

Type	Program Description	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Funds to be Appropriated			1,500,000	1,535,830
Revenues				
	Local Government	6,728,729	4,253,375	4,431,702
	State Government	-	-	-
	Federal Government	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	-	-	-
	Investment Revenue	-	-	-
	Other Sources	-	-	-
Revenue Total		6,728,729	4,253,375	4,431,702
Resource Total		6,728,729	5,753,375	5,967,532
Expenditures by Program				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	-	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	9,373,520	-	-
	Operations and Maintenance	70,593	86,585	105,530
	Institutional Support	7,737,137	5,666,790	5,862,002
	Scholarships, Grants, Waivers	-	-	-
Program Total		17,181,250	5,753,375	5,967,532
Expenditures by Object				
	Salaries	231,496	239,594	326,805
	Employee Benefits	4,509,078	4,115,037	4,203,710
	Contractual Services	107,275	198,744	131,000
	Materials and Supplies	-	-	-
	Travel and Conference	-	-	-
	Capital Outlay	-	-	-
	Fixed Charges	1,186,680	1,200,000	1,306,017
	Utilities	-	-	-
	Other Expenditures			
	Waivers and Scholarships	-	-	-
	Bad Debt	-	-	-
	Other Expenditures	1,399,681	-	-
Object Total		7,434,211	5,753,375	5,967,532
Resource less Expenditures		(705,482)	-	-

CITY COLLEGES OF CHICAGO

Community College District No. 508

Audit Fund

Type	Program Description	FY 2018 Audit	FY 2020 Budget	FY 2020 Budget Request
Revenues				
	Local Government	657,829	558,517	526,853
	State Government	-	-	-
	Federal Government	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	-	-	-
	Investment Revenue	-	-	-
	Other Sources	-	-	-
Revenue Total		657,829	558,517	526,853
Expenditures by Program				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	-	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	-	-	-
	Operations and Maintenance	-	-	-
	Institutional Support	531,082	558,517	526,853
	Scholarships, Grants, Waivers	-	-	-
Program Total		531,082	558,517	526,853
Expenditures by Object				
	Salaries	-	-	-
	Employee Benefits	-	-	-
	Contractual Services	531,082	558,517	526,853
	Materials and Supplies	-	-	-
	Travel and Conference	-	-	-
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures	-	-	-
	Waivers and Scholarships	-	-	-
	Bad Debt	-	-	-
	Other Expenditures	-	-	-
Object Total		531,082	558,517	526,853
Revenues less Expenditures		126,747	-	-

CITY COLLEGES OF CHICAGO
Community College District No. 508

Restricted Purpose Fund

Type	Program Description	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Revenues				
	Local Government	139,488	4,448,218	5,605,718
	State Government	137,176,353	9,919,994	9,230,584
	Federal Government	72,086,765	84,825,871	74,202,889
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	-	-	-
	Investment Revenue	-	-	-
	Other Sources	2,947,942	-	-
Revenue Total		212,350,548	99,194,083	89,039,191
Expenditures by Program				
	Instruction	60,347,208	3,909,534	4,348,414
	Academic Support	15,928,224	4,315,557	4,800,016
	Student Services	18,346,953	2,994,754	3,330,941
	Public Service	1,586,729	608,673	677,002
	Organized Research	27,953	48,601	54,057
	Auxiliary/Enterprise	5,567,064	660,435	734,575
	Operations and Maintenance	15,023,563	-	-
	Institutional Support	19,007,233	294,293	327,330
	Scholarships, Grants, Waivers	73,843,237	86,362,235	74,766,856
Program Total		209,678,165	99,194,083	89,039,191
Expenditures by Object				
	Salaries	8,309,183	8,939,051	9,942,538
	Employee Benefits	125,741,803	1,539,109	1,711,887
	Contractual Services	1,162,619	806,757	897,322
	Materials and Supplies	1,569,634	1,196,291	1,330,586
	Travel and Conference	328,320	168,567	187,490
	Capital Outlay	99,646	-	-
	Fixed Charges	3,000	1,185	1,318
	Utilities	597	276	307
	Other Expenditures			
	Waivers and Scholarships	72,368,717	86,362,235	74,766,856
	Bad Debt	-	-	-
	Other Expenditures	94,646	180,611	200,886
Object Total		209,678,165	99,194,083	89,039,191
Revenues less Expenditures		2,672,384	-	-
Underwriting Transfer from Operating		-	-	-
Net Balance after Transfers		2,672,384	-	-

CITY COLLEGES OF CHICAGO
Community College District No. 508

Bond & Interest Fund

Type	Program Description	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Revenues				
	Local Government	4,765,662	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	12,122,670	12,705,000	13,205,000
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	-	-	-
	Investment Revenue	160,217	-	-
	Other Sources	-	-	-
Revenue Total		17,048,549	12,705,000	13,205,000
Expenditures by Program				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	-	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	-	-	-
	Operations and Maintenance	15,196,875	20,723,888	20,715,763
	Institutional Support	100	-	-
	Scholarships, Grants, Waivers	-	-	-
Program Total		15,196,975	20,723,888	20,715,763
Expenditures by Object				
	Salaries	-	-	-
	Employee Benefits	-	-	-
	Contractual Services	-	-	-
	Materials and Supplies	-	-	-
	Travel and Conference	-	-	-
	Capital Outlay	-	-	-
	Fixed Charges	18,982,417	20,723,888	20,715,763
	Utilities	-	-	-
	Other Expenditures			
	Waivers and Scholarships	-	-	-
	Bad Debt	-	-	-
	Other Expenditures	(3,785,442)	-	-
Object Total		15,196,975	20,723,888	20,715,763
Revenues less Expenditures		1,851,574	(8,018,888)	(7,510,763)
	Underwriting Transfer from Operating	-	8,018,888	7,510,763
Net Balance after Transfers		1,851,574	-	-

RICHARD J. DALEY COLLEGE

CITY COLLEGES OF CHICAGO
Fiscal Year 2020
Annual Operating Budget

Janine E. Janosky, Ph.D
President

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CITY COLLEGES[®]
of CHICAGO

CITY COLLEGES OF CHICAGO

Community College District No. 508

RICHARD J. DALEY COLLEGE

COLLEGE DESCRIPTION

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

Daley College offers a variety of programming, including credit, non-credit and adult education. Daley offers an Associate Degree in Science, an Associate Degree in Engineering Science, an Associate Degree in General Studies, and an Associate Degree in Arts with course work that transfers to four-year colleges and universities. Daley College also offers an Associate in Applied Science with five focus areas, including business, information technology, advanced manufacturing, child development, and criminal justice. Daley College has a successful Early College program, which provides Chicago Public School students with the opportunity to earn college credit while still enrolled in high school. Daley's adult education program offers free courses, including high school equivalency degree (GED/HiSET) programs in English and Spanish, as well as English as a Second Language (ESL) courses. Daley College also offers non-credit continuing education programs for adults and children, including professional development, personal interest, and academic enrichment courses. 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. In addition, a Makerspace program is also housed in the library, which is intended to give students the opportunity to use the available equipment and develop specific engineering and manufacturing skills. AVI's library offers a seed library to support the horticulture program, as well as provides literature to support successful vegetable and flower gardening.

Daley College also offers comprehensive support services that assist students to succeed academically, including Student Activities, Veteran Services Center, Disability Access Center, Wellness Center, Healthy Market, and Developmental Education.

MAJOR ACCOMPLISHMENTS

- In January 2019, Daley College unveiled and opened the doors of its state-of-the-art \$54 million, 62,000 square foot building, the Manufacturing Technology and Engineering Center (MTEC). The building houses the equipment and space needed to support an updated curriculum and expanded pathway developed to prepare students for in-demand critical industry workforce needs.
- The Higher Learning Commission (HLC) accepted Daley into their Student Success Academy, which will support the College in developing a performance improvement project in preparation for the comprehensive accreditation site visit in 2021.

CITY COLLEGES OF CHICAGO

Community College District No. 508

- Daley College had a successful focused site visit from a team of Higher Learning Commission peer reviewers who examined the educational program with the International Brotherhood of Electrical Workers. The HLC determined that Daley College has adequate academic oversight of this contractual arrangement and lauded the apprenticeship program for providing both academic and work-based learning opportunities for future electricians.
- Daley College partnered with Southern Illinois University (SIU), which is now co-located in Daley's MTEC facility, to offer a bachelor's degree in Industrial Management and Applied Engineering. The program is designed for working adults, with classes offered on weekends at Daley College.
- Daley College received a grant from the Dart Foundation to purchase process control training equipment that will be used for classes in the new MTEC facility.
- Daley College is the lead institution for a \$200,000 grant, funded by the State of Illinois, to develop the infrastructure to support apprenticeships in advanced manufacturing. The intent of this grant is to develop models that can be replicated by the other CTE (Career Technical Education) disciplines within CCC.
- Daley College received the KickStarter Program grant, a competitive grant funded by the Science Foundation Arizona (SFAz) Center for STEM at Arizona State University (ASU). The grant is designed to enhance the readiness and capacity of Hispanic-serving community colleges to assess existing STEM programming and develop STEM-focused research concepts that will lead toward successful federal grant applications.
- Daley College has established a new initiative focused on adult learners, who often face multiple challenges to earning a degree or credential. This three-year initiative is funded through a new grant from the Council for Adult and Experiential Learning (CAEL).
- Daley College's Continuing Education department received three new grants, which served approximately 250 students, from the 21st Century Community Learning Center, After School Matters, and the Illinois Department of Commerce & Economic Opportunity.
- Daley College signed an agreement to pursue German American Chamber of Commerce apprenticeships following the Industry Consortium of Advanced Technical Training (ICATT) model. The agreement provides the infrastructure to offer classroom instruction for apprenticeship candidates and industry partners who want to follow globally recognized standards for training in advanced skills in manufacturing.
- Because of a long-term relationship, the American Gear Manufacturing Association (AGMA) selected Daley College to house their AGMA National Training Center. This training center will serve the Chicagoland manufacturing community and provide gear industry training.
- This year Daley College hosted more than 500 local high school students at MTEC, exposing local students to educational, career and workforce opportunities in manufacturing.

CITY COLLEGES OF CHICAGO

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Academic Achievements

- IPEDS graduation rate reached 35% in FY2018.
- Daley College's preliminary credit enrollment has increased by 5% from FY18. This is the first time in five years Daley College expects to see an increase in credit enrollment.
- The Adult Education Department increased ESL and GED class offerings in the community to 13 off-site locations.
- Daley College's Early College program served 1,119 unduplicated students, a 25% increase from FY18. Eighty-four percent of these students were enrolled in dual credit.
- Over 81% of fall student athletes who did not graduate returned to CCC in the spring. One-hundred percent of Student Government Association (SGA) board and senators were retained from fall to spring.
- Professor M. Vali Siadat, Mathematics Department, was a recipient of the 2019 Award for Impact on the Teaching and Learning of Mathematics. He received this AMS award for his many sustainable and replicable contributions to mathematics and mathematics education at both the pre-college and college levels.

Student Success and Awards

- Four student athletes were named to the Region IV All-Region Teams. One of the students was also named NJCAA DI Player of the Week for Men's Basketball in February.
- Daley College has developed a strong transfer program, including successful on-site admission events and strong commitment to supporting Star Scholar transfer plans.
- A student leader received Daley College's 2019 Luminary Award.
- One student was a semi-finalist for the Jack Kent Cooke Scholarship.
- Five students from Daley College were awarded the Governors State University Promise Scholarship, a full scholarship that covers tuition, fees, and books.

External recognition

- The grand opening of Daley College's Manufacturing Technology and Engineering Center (MTEC) was featured in key local news outlets and spurred interest in the broader community to visit the facility and explore opportunities for collaboration.
- Daley College is one of 25 colleges and universities committed to eliminating racial and socioeconomic completion gaps by 2025 and increasing overall graduation rates for minority and underrepresented students. The Illinois Equity in Attainment (ILEA) initiative is led by the Partnership for College Completion.

CITY COLLEGES OF CHICAGO

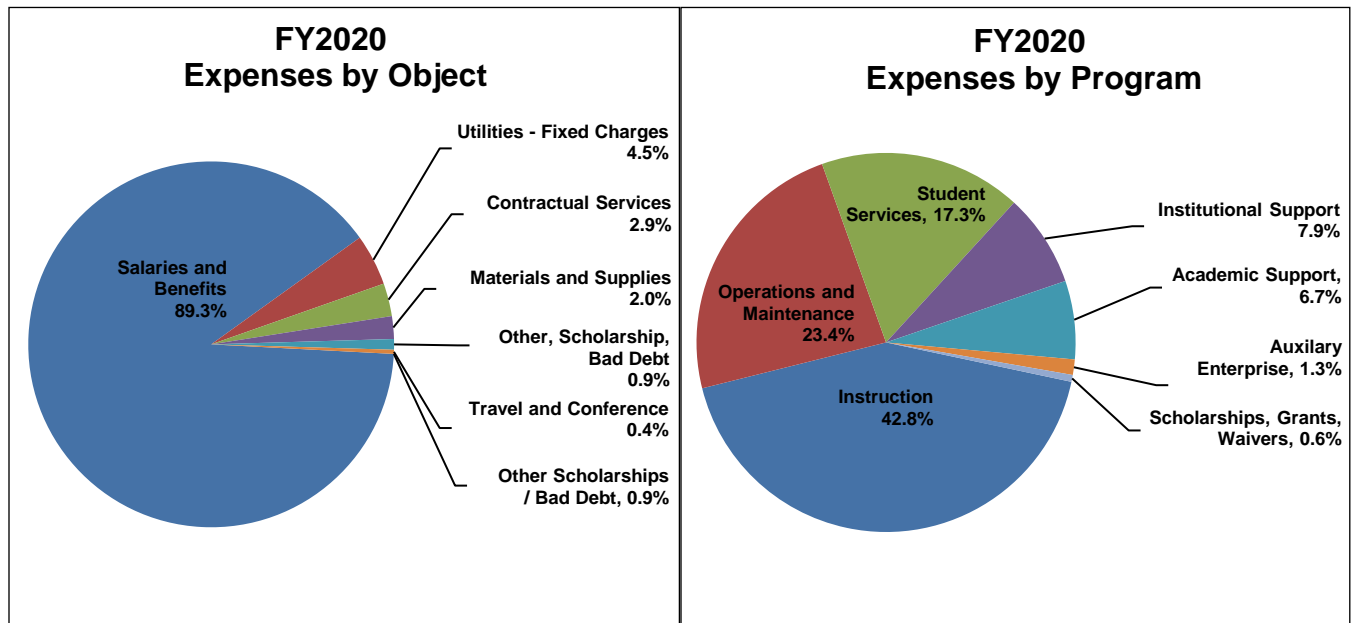
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BUDGET OVERVIEW

Richard J. Daley College’s operating budget, excluding restricted grants, totals \$25.7 million in FY2020.

The largest spending category is Salary and Benefits, totaling \$22.9 million (89.3%) of the operating budget. Utilities and Fixed Charges combined are \$1.2 million (4.5%); Contractual Services are \$747 thousand (2.9%); Materials and Supplies are \$515 thousand (2.0%); 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 \$93 thousand (0.4%).

By program type, expenses breakdown as 42.8% of budget is allocated to Instruction, 6.7% is allocated to Academic Support, 17.3% is allocated to Student Services, 1.3% is allocated to Auxiliary/Enterprise, 23.4% is allocated to Operations and Maintenance, 7.9% is allocated to Institutional Support, and 0.6% is allocated to Scholarships, Grant and Waivers.



CITY COLLEGES OF CHICAGO

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RICHARD J. DALEY COLLEGE

Operating Funds

Type	Program Description	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Expenditures by Program				
	Instruction	10,354,669	11,183,329	10,974,586
	Academic Support	1,586,322	1,686,652	1,716,296
	Student Services	3,940,892	4,747,285	4,434,895
	Public Service	3,697	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	258,315	330,365	337,374
	Operations and Maintenance	4,856,527	5,811,500	6,005,915
	Institutional Support	2,462,943	1,589,852	2,038,119
	Scholarships, Grants, Waivers	151,385	150,000	150,000
	Program Total	23,614,749	25,498,983	25,657,185
Expenditures by Object				
	Salaries	19,052,028	18,431,025	18,719,230
	Employee Benefits	2,152,465	4,108,003	4,180,850
	Contractual Services	706,694	860,307	746,817
	Materials and Supplies	484,835	598,098	515,253
	Travel and Conference	82,844	85,550	93,150
	Capital Outlay	-	-	-
	Fixed Charges	55,657	85,000	69,886
	Utilities	928,842	1,091,000	1,092,000
	Other Expenditures			
	Waivers and Scholarships	151,385	150,000	150,000
	Bad Debt	-	-	-
	Other Expenditures	-	90,000	90,000
	Object Total	23,614,749	25,498,983	25,657,185

CITY COLLEGES OF CHICAGO

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RICHARD J. DALEY COLLEGE

Enterprise Funds

Type	Program Description	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	175,304	124,500	124,500
	Investment Revenue	-	-	-
	Other Sources	-	-	-
Revenue Total		175,304	124,500	124,500
Expenditures by Program				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	186,386	201,059	355,553
	Organized Research	-	-	-
	Auxiliary/Enterprise	(30)	-	-
	Operations and Maintenance	-	-	-
	Institutional Support	-	-	-
	Scholarships, Grants, Waivers	-	-	-
Program Total		186,356	201,059	355,553
Expenditures by Object				
	Salaries	161,321	147,911	271,967
	Employee Benefits	10,110	23,273	38,086
	Contractual Services	6,428	13,500	27,500
	Materials and Supplies	8,497	14,500	16,000
	Travel and Conference	-	1,875	2,000
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures			
	Waivers and Scholarships	-	-	-
	Bad Debt	-	-	-
	Other Expenditures	-	-	-
Object Total		186,356	201,059	355,553
Revenues less Expenditures		(11,052)	(76,559)	(231,053)

CITY COLLEGES OF CHICAGO

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RICHARD J. DALEY COLLEGE

PERFORMANCE MEASURES

Key Performance Indicator	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
IPEDS 150 Completion Rate	8.0%	13.0%	18.0%	23.0%	26.0%	35.0%
Total Awards	1,003	1,666	1,559	1,560	1,284	1,325
Total Degrees	485	457	622	507	412	454
Total Certificates	518	1,209	937	1,053	872	871
Credit Students Fall-to-Spring Retention	67.2%	67.1%	65.2%	61.6%	63.7%	63.6%
Student employment rate in area of training	54%	59%	61%	54%	69%	N/A
Med. earnings of stud. employed in training area	\$29,224.000	\$30,680	\$39,520	\$31,529	\$36,692	N/A
Total Enrollment (unduplicated)	18,374	18,237	17,122	15,953	14,167	13,262
Credit Enrollment	7,475	7,381	7,280	7,134	6,182	5,815
Adult Ed. Enrollment	7,974	8,103	7,813	7,360	6,608	5,834
Continuing Ed. Enrollment	4,081	3,713	3,147	2,395	2,057	2,226
C2C Enrollment	1,002	2,161	6,329	5,369	4,639	4,423
Transfer within 2 years of degree completion	46%	37%	38%	45%	46%	44%
Transfer after earning 12 credits (fall new stud.)	49	70	61	45	39	33
Remediation transitions 1yr	34%	38%	39%	43%	43%	41.0%
Transitions to College Credit	133	247	311	544	471	459
GED Attainment	356	366	79	197	187	206
Percent of Students Attaining Level Gains	31.2%	29.4%	34%	35.2%	40.1%	33%
Full-time to 30 ch in 1 year	6.60%	7.3%	7.10%	9.3%	6.6%	5.4%
Part-time to 15 ch in 1 year	24.2%	22.5%	24.7%	20.9%	21.7%	23.8%

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

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CITY COLLEGES OF CHICAGO
Fiscal Year 2020
Annual Operating Budget

Ignacio López, Ed.D.
President

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CITY COLLEGES OF CHICAGO

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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 was a strong advocate of education in Chicago, especially at City Colleges of Chicago. Within weeks of his sudden death in 1987, the CCC Board of Trustees re-named Loop College to Harold Washington College.

Harold Washington College is City Colleges' center of excellence in business and professional services. New college and industry partnerships have been formed, internship programs developed with downtown businesses, and new certificates and degree programs have been created to serve students and our 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, the 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, HWC 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. Since 2012, nearly 25,000 students from the city and state have taken HWC online courses. Over the past four years, the college revised 44 courses to be delivered in the online mode and developed five new courses. In FY18, 82 courses were taught by 252 instructors.

In the fall of 2017, the college's mission was revitalized to reaffirm a commitment to the core values embodied in the work of HWC's namesake, Mayor Harold Washington, and to reconnect his legacy to the college's important work. The majority of HWC students transfer to four-year colleges to continue their academic journey and future success. HWC is a small corner of downtown Chicago, but is also a busy and vibrant community committed to social change through education.

The vision for HWC's 3-year strategic plan is to be the post-secondary opportunity of choice for 16,000 students by 2023, and to provide them with the skills required to be agents of change for themselves and the communities they choose to serve. Specifically, major areas of growth include online learning, current programs, and early college education. The college's strategic plan was developed under a shared governance model with input from all HWC community members – faculty, staff, students, administration, and local community members, and will be executed under the same model starting in Fall 2019.

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Center of Excellence in Business, Professional Services, and Creative Industries: Partnership Expansion & Work-Based Learning Student Opportunities

- In partnership with McDonald's and Skills for Chicagoland's Future, HWC launched a new cohort of seventeen apprentices. The young adults who enrolled in the McDonald's Apprenticeship program are enrolled in the AA degree program, and are working toward a pathway to Management at a McDonald's location. These apprentices will also be part of a mentorship program through the Chicago Urban League.
- By the end of the Fall term, eight students from the first cohort of Aon apprentices successfully completed the Aon/HW Apprenticeship program, earning an AAS degree in Marketing/Management, and a full-time job offer from Aon. Seven of the eight accepted full-time employment offers, and one decided to continue an education in pursuit of a bachelor's degree in IT at Roosevelt University. Apprentices now earn a starting salary ranging between \$40k-45k, and full benefits, with an opportunity to earn another pay increase within the next few weeks after individual performance reviews are completed. Positions offered include: HR Coordinator, Reinsurance Analytics Specialist, IT Associate, Account Specialist, Operations Specialist, and Business Development Specialist. Additional students will complete in the spring. The second and third cohorts of Aon apprentices are on track to graduate, and the fourth cohort will start in January 2020.
- In partnership with Accenture, students will be provided the opportunity to engage in financial services internships starting Fall 2019.
- The Business Department in conjunction with the Career Center hosted a Human Resources Symposium, consisting of 2 sessions and featured HR professionals from Employco USA Inc., Aon, CIBC Bank, The Adecco Group, Gotham Professionals, Chicagoland Chamber of Commerce, University of Phoenix, Roosevelt University, and HWC. The Symposium provided students with information on the college's HR Basic Certificate program, and exposed students to an essential body of knowledge related to the HR field.
- Forty-nine Year Up students have internships at various organization across Chicago. A few companies include JP Morgan Chase, Bank of America, and Feinberg School of Medicine. These meaningful internships give students hands-on work experience that extends beyond the classroom into intentional work-based learning opportunities.
- In partnership with the Goodman Theatre, acting and directing program students attended 2 plays, "SWEAT" and "Lottery Day," aligning their experience to course assignments. Specific student experience includes: acting, directing, scene production, behind the camera roles, and costume design.
- The Office of Instruction received a \$50,000 Illinois Community College Board grant to support the development and enhancement of our three Early College Fellowship programs in architecture, paralegal studies, and banking. This work aligns Chicago Public Schools' career technical education programming to HWC courses.
- In partnership with the Joyce Foundation and over twenty Chicago community-based arts organizations, several new college program tracks are in the developmental stage: Arts Education, Arts Management, and Arts Entrepreneurship.
- Additional internship partners include but are not limited to the following: Chicago Children's Museum, State Farm, Chicago Public Schools, The Real Chi, Law Office of Douglas Harper, Asian Human Services, Solomon Coldwell Buenz, St. Jane Hotel, All State, and Cannon Cochran Management Services, INC.
- Through HWC's Goldman Sachs 10,000 Small Businesses partnership, the college was provided funding to implement space upgrades: new furniture, paint, carpet, column wraps,

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window decals, and a dance studio to support dance classes and fitness activities – making the college a warm and welcoming environment, enhancing learning opportunities for all.

- HWC is a member of the Chicago Loop Alliance (CLA), connecting the college to over 250 local businesses, civic, and cultural institutions. In partnership with the CLA and HWC's Office of Student Activities, a local loop event, ACTIVATE, will take place in the fall, drawing the local community to HWC for a night of exploration, interaction, and celebration of the arts. This outdoor event is free and open to the public.
- Harold Washington College has partnered with the internationally-acclaimed Joffrey Ballet to offer a unique educational pathway that leads to an Associate in Arts in Dance. The program gives students the chance to develop their dance technique while completing an associate degree with credits transferrable to four-year colleges and universities.

Academic Program Achievements & New Learning Opportunities

- Students continue to thrive in the online space with retention and success rates being on par with the national average. As part of strategic planning efforts, HWC is expanding efforts and innovation around quality of online learning, and investing in Quality Matters to bring about world class online programming in Chicago. This framework will include not only the online classroom, but also support hybrid learning, and face to face web enhanced classrooms. This will also provide faculty with the professional development opportunities they have requested.
- For the first time in ten years, students will engage in an international travel opportunity. As part of HWC's French programming, ten students will study abroad in Paris this summer alongside 2 faculty members.
- HWC launched a new curriculum, "83 and Me: An Exploration of the Connections between Harold Washington and Today." This course takes students through the former Mayor's life and unique values, his leadership efforts in their communities and the city, and his connection to their lives more than thirty years after his passing.
- Newly revised and launched programs include: Architectural Drafting, Management/Marketing, Digital Marketing and Social Media, and Paralegal.
- New programs to come include: Women's and Gender Studies, Latin American Studies, and Hospitality Management.
- Starting in Fall 2019, a new four-year degree pathway program called DePaul Harold Washington Academy will provide students with an affordable pathway to a bachelor's degree.

Student Success and Highlights

- Three HWC students were Jack Kent Cook Transfer Scholarship recipients, earning \$40,000 per year for up to 3 years, along with college planning support, ongoing advising, and the opportunity to network with the large Cooke Scholar community.
- Our United Nations Club attended the 2019 Global Engagement Summit at the United Nations headquarters in New York City, where emerging young leaders from around the country discussed pressing global issues with political, diplomatic, and civil society experts. They attended a networking dinner at the United Nations, luncheons, and leadership meetings at the Ford Foundation, and transfer fairs at Columbia University and New York University.
- Seven of our Phi Theta Kappa students attended the annual PTK Convention, Catalyst 2019, in Orlando, FL. The students engaged in educational sessions and enjoyed motivational speeches.

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- Jessica Teliz, student ambassador, was awarded the 2019 Luminary Award in recognition of her outstanding achievements, including her work as an HWC student ambassador and President of the Unity Club.
- HWC Phi Theta Kapa (PTK), Mu Pi Chapter was named a 2019 REACH Chapter, in recognition for membership development. This program was created to help as many students as possible receive scholarships and increase opportunities for engagement with peers and faculty, leading to higher rates of completion.
- Student Mia Venegas and Dr. Farah Movahedzadeh published an article together, [“Nanoparticles against resistant Pseudomonas spp.”](#)
- HWC administered the Noel-Levitz Student Success Inventory (SSI) Survey to gather student feedback about their experiences at the college. Students acknowledged the following institutional strengths:
 - Intellectual growth
 - Safety and security
 - Convenient class times
 - Excellent quality of instruction
 - Good selection of courses

Faculty Achievements

- Prof. Caroline Shoenberger, Business Faculty Member and Chicago Legal Clinic service provider was appointed to the Hispanic Commission of the American Bar Association by the incoming President.
- Dr. Rosie Banks and Prof. Margarita Chavez successfully completed all five levels of Phi Theta Kappa’s Five Star Advisor Plan, a free self-guided online curriculum developed to better support PTK students. They received certificates and pins in honor of the achievement. They were also recognized during the annual PTK convention in Orlando, FL.
- Prof. Johanny Vazquez was the winner of the 2018 Paz Prize for Poetry given by the Miami Book Fair in partnership with The National Poetry Series. The Miami Book Fair, founded by Miami Dade College and community partner, started in 1984. Since then, it has been recognized as the nation’s finest literary festival.
- Prof. Michael Smith premiered his film, “Rendezvous in Chicago” at the Gene Siskel Film Center.
- Dr. Kristin Bivens, along with a collaborator from Auburn University, was awarded an [Early Career/Career Advancement Grant](#) from the [Association of Computing Machinery’s Special Interest Group on the Design of Information](#) (ACM-SIGDOC). The project is called, “Don’t Leave Data On the Table: Improving the Design of Visual Risk Communication through a Content Analysis of a Crowdsourced Public Health App’s Existing User Comments.”
- Dr. Kristin Bivens, along with Kirsti Cole and Amy Koerber, co-wrote a chapter: [“Activism by Accuracy: Women’s Health and Hormonal Birth Control.”](#)
- Faculty member Gustav Wiberg of the Department of Physical Sciences had a new academic article published recently in a peer reviewed journal: [Oxygen Reduction Reaction on Polycrystalline Platinum: On the Activity Enhancing Effect of Polyvinylidene Difluoride.](#)
- Prof. Jen Hasso was featured in a [UW-Madison article](#) focusing on our new dance program with the Joffrey Ballet.
- Prof. Jen Hasso was awarded the 2019 Luminary Award, a special recognition acknowledging her as a faculty member who makes CCC an exceptional place to study and work.

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- Prof. Jeffrey Daniels will speak in July at the Electronic Literature Organization Conference at the University College Cork in Ireland. He will present some of his personal poetry and share information on our students' online magazine, as well as discuss new ways American authors are evolving the written word.
- Prof. Bridgette Mahan was selected as a recipient of the Outstanding Educator Award by the Illinois CPA Society.
- Dr. Jesús Estrada's poem, "[Que Se Mueran de Sed.](#)" was published by Spillwords Press.
- Sarah Liston, Juan Nunez, and Kamilah Sanders were recognized by the English Honor Society, Sigma Kappa Delta for ten consecutive years of sponsorship and their commitment to HWC.
- Prof. Phil Vargas was invited by the National Science Foundation to participate in their national grant review process.

College Awards & Recognition

- Harold Washington College was reaccruited for the next ten years by the Higher Learning Commission. The college demonstrated institutional excellence in 5 key areas: 1) Mission, 2) Integrity, 3) Teaching and Learning: Quality, Resources, and Support, 4) Teaching and Learning: Evaluation and Improvement, 5) Resources, Planning, and Institutional Effectiveness.
- As reported by the Illinois Community College Board (ICCB), HWC's spring 2018 to spring 2019 headcount enrollment increased by 0.3%. The average headcount change in enrollment for all forty-eight Illinois community colleges was -2.6%.
- Under the leadership of HWC Veterans Services Specialist, Marcus Williams, the college received a silver designation of being Military Friendly - the third highest designation.
- Dean of Instruction, Dr. Vincent Wiggins, was elected as an alternate to the American Conference of Academic Deans Board of Directors.
- Associate Dean, Dr. Asif Wilson, was featured on a [podcast](#) produced through the Office of Community College Research and Leadership through the University of Illinois at Urbana-Champaign. He spoke on Asset Based Approaches to Developmental Education. He also spoke on the legacy of Harold Washington at the Illinois Department of Human Rights' 2019 Black History Month Celebration. Additionally, Dr. Wilson published a chapter in the 2019 Rethinking Schools Publication, "[Rethinking Ethnic Studies](#)" and delivered a keynote address on Equity and Justice at Waubensee Community College.
- Anna Koomalsingh won "Advisor of the Year" at the CCC Advisor Professional Development Day.

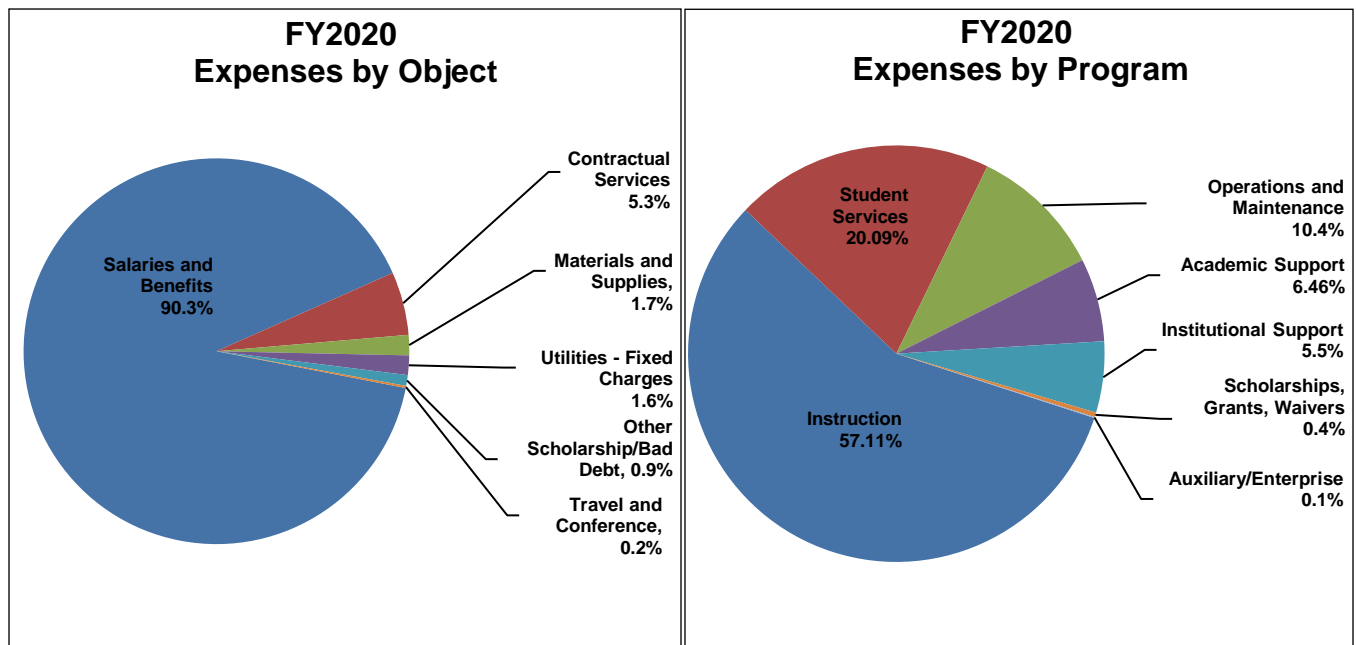
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BUDGET OVERVIEW

Harold Washington College's operating budget, excluding restricted grants, totals \$36.1 million in FY2020. The largest spending category is Salary and Benefits, totaling \$32.6 million (90.3%) of the operating budget. Utilities and Fixed Charges combined are \$590 thousand (1.6%); Contractual Services are \$1.9 million (5.3%); Materials and Supplies are \$615 thousand (1.7%); Waivers and Scholarships and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$325 thousand (0.9%). Travel and Conference are \$65 thousand (0.2%).

By program type, expenses breakdown as follows 57.1% of budget is allocated to Instruction, 6.5% is allocated to Academic Support, 20.1% is allocated to Student Services, 10.4% is allocated to Operations and Maintenance, and 5.5% is allocated to Institutional Support.



CITY COLLEGES OF CHICAGO

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HAROLD WASHINGTON COLLEGE

Operating Funds

	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Expenditures by Program			
Instruction	17,418,910	18,662,753	20,639,402
Academic Support	2,316,460	1,957,054	2,334,824
Student Services	6,194,169	7,297,438	7,259,041
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	27,250
Operations and Maintenance	3,290,639	3,653,225	3,754,495
Institutional Support	2,422,139	3,074,993	1,995,562
Scholarships, Grants, Waivers	208,777	153,487	128,487
Program Total	31,851,093	34,798,951	36,139,060
Expenditures by Object			
Salaries	25,870,036	25,699,849	26,765,538
Employee Benefits	2,917,495	5,645,614	5,863,615
Contractual Services	1,660,464	1,866,105	1,914,679
Materials and Supplies	579,618	618,772	614,817
Travel and Conference	111,832	71,623	64,650
Capital Outlay	-	-	-
Fixed Charges	42,269	60,000	55,775
Utilities	460,602	486,500	534,500
Other Expenditures			
Waivers and Scholarships	208,777	153,487	128,487
Bad Debt	-	-	-
Other Expenditures	-	197,000	197,000
Object Total	31,851,093	34,798,951	36,139,060

CITY COLLEGES OF CHICAGO

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HAROLD WASHINGTON COLLEGE

Enterprise Funds

Type Program Description	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Revenues			
Local Government	-	-	-
State Government	-	-	-
Federal Government	-	-	-
Tuition and Fees	-	-	-
Auxiliary/Enterprise	615,397	1,231,071	1,231,071
Investment Revenue	-	-	-
Other Sources	-	-	-
Revenue Total	615,397	1,231,071	1,231,071
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	685,523	798,070	799,343
Operations and Maintenance	-	-	-
Institutional Support	6,768	433,001	7,000
Scholarships, Grants, Waivers	-	-	-
Program Total	692,292	1,231,071	806,343
Expenditures by Object			
Salaries	570,223	652,661	652,592
Employee Benefits	70,196	145,409	146,751
Contractual Services	-	150,000	-
Materials and Supplies	51,873	283,001	7,000
Travel and Conference	-	-	-
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	-	-	-
Other Expenditures	-	-	-
Waivers and Scholarships	-	-	-
Bad Debt	-	-	-
Other Expenditures	-	-	-
Object Total	692,292	1,231,071	806,343
Revenues less Expenditures	(76,895)	-	424,728

CITY COLLEGES OF CHICAGO

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HAROLD WASHINGTON COLLEGE

PERFORMANCE MEASURES

Key Performance Indicator	Performance by year					
	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
IPEDS 150 Completion Rate	9%	11%	19%	17%	18%	20%
Total Awards	1,430	1,242	1,489	1,431	1,388	1,432
Total Degrees	631	847	1,057	1,133	1,180	1,250
Total Certificates	799	395	432	298	208	182
Credit Students Fall-to-Spring Retention	67.3%	68.4%	66.6%	66.2%	68.2%	67.1%
Student employment rate in area of training	58%	52%	51%	60%	78%	N/A
Med. earnings of stud. employed in training area	\$31,200	\$28,985	\$35,360	\$30,952	\$32,397	N/A
Total Enrollment (unduplicated)	15,469	14,048	14,573	14,169	12,789	12,765
Credit Enrollment	13,886	13,690	14,151	13,946	12,681	12,600
Adult Ed. Enrollment	N/A	N/A	N/A	N/A	N/A	N/A
Continuing Ed. Enrollment	1,771	481	543	313	214	237
C2C Enrollment	1,064	3,597	12,677	10,948	9,268	9,411
Transfer within 2 years of degree completion	59%	61%	60%	59%	56%	57%
Transfer after earning 12 credits (fall new stud.)	243	280	262	261	188	194
Remediation transitions 1yr	32.0%	32%	48%	51%	51%	53.9%
Transitions to College Credit	N/A	N/A	N/A	N/A	N/A	N/A
GED Attainment	N/A	N/A	N/A	N/A	N/A	N/A
Percent of Students Attaining Level Gains	N/A	N/A	N/A	N/A	N/A	N/A
Full-time to 30 ch in 1 year	8.5%	6.3%	8.8%	9.6%	9.7%	9.3%
Part-time to 15 ch in 1 year	13.9%	15.3%	15%	19.3%	20.4%	20.5%

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CITY COLLEGES OF CHICAGO

Fiscal Year 2020

Annual Operating Budget

Gregory Thomas Ph.D.

President



CITY COLLEGES of CHICAGO
Kennedy-King



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CITY COLLEGES OF CHICAGO

Community College District No. 508

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. With signature academic programs including Culinary Arts, Construction Technology, Automotive Technology, Child Development, Graphic Communications, HVAC, and Media Communications, Kennedy-King strives to provide students with an education that meets their unique goal of providing a pathway to a job and career or transfer to a 4-year institution.

2019 Accomplishments

- KKC introduced several new courses and programs in FY2019, including Math 025 and 018 courses (co-requisite support courses for 125 and 118, respectively), a new course in screenwriting, a new Infant and Toddler Advanced Certificate track within the Child Development curriculum, and a revamped Construction Masonry program.
- KKC provides comprehensive tutoring services and support to our students. The Academic Support Office provided over 9,500 hours of tutoring to 1,900 students over the fall 2018 and spring 2019 semesters. Data has shown that students who utilize tutoring services have a greater likelihood of course success and retention.
- Early College programming continues to grow at KKC. In FY2019, KKC enrolled over 430 dual credit students taking college courses at 12 partner high schools. Additionally, over 200 dual enrollment students (high school students taking college courses at KKC) benefited from KKC's Early College opportunities.
- KKC's Automotive Technology Program completed its five-year review, leading to renewal of accreditation. The reaffirmation extends program approval through 2024.
- KKC's Child Development Lab Center received another "Gold Circle of Quality" rating for going beyond the highest quality rating for an early learning and care center. Additionally, one of the lab's teachers, Ms. Anna Russell, has been awarded Illinois's Terri Lynne Lakoff Child Care Teacher award and has been nominated for the National Child Care Teacher Award.
- KKC has 6 representatives (5 faculty) serving on statewide discipline panels with the Illinois Articulation Initiative (IAI). Representatives attend bi-annual meetings to review curriculum and determine transferability of courses among participating public and private institutions.
- Five faculty members achieved Promotion in Rank during the 2018-2019 academic year and an additional two achieved tenure.
- KKC's Media Department was selected to create the commemorative video for the [Lincoln Park Conservancy 35th Anniversary Campaign](#). KKC student Vashon Jordan will serve as the photographer for the Conservancy's 2019 gala.
- KKC is now recognized as an internship partner for the [CineCares Foundation](#), whose mission is to invest in innovative, sustainable programs that empower the residents of Chicago through education and job training in TV and Film. KKC students will have increased opportunities for valuable work and learning experiences through this partnership.
- The 500th student at Dawson Technical Institute's Gas Utility Program for veterans completed in the spring semester. Partnered with People's Gas, the Utility Military Assistance Program

CITY COLLEGES OF CHICAGO

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(UMAP) provides returning United States veterans with an opportunity to train at DTI and enter into employment opportunities with the Illinois' largest natural gas delivery company.

- Washburne Culinary and Hospitality Institute (WCHI) celebrated one year of partnering with the 3rd District Police Explorers. WCHI hosted 12 culinary classes and collectively taught 800 children (5-18 years) healthy cooking habits, while also building better relationships between the residents of surrounding neighborhoods, the Chicago Police, and KKC.
- WCHI partnered with Lakeside Bank and award-winning Chefs Carrie Nahabedian and Sarah Stegner to host the 2nd Annual *Women 1st: Now We're Cooking Culinary Competition*. Twelve female WCHI students competed for a chance at \$10,000 in scholarship prize money. In addition, the competition received over \$6,000 in tuition credit donations to be split among all competitors.
- The Continuing Education Department and Dawson Technical Institute partnered with Elevate Energy to provide a free 10-week course in which thirty-one students participated. The course covered the basic concepts of solar photovoltaic systems and construction safety.
- The Continuing Education Department also partnered with Metropolitan Peace Academy on their "Communities Partnering 4 Peace" initiative. The 18-week course had over sixty participants, and provided training in areas including street outreach, community violence, trauma-informed practice, cognitive-behavioral interventions, and restorative justice.
- KKC President, Dr. Gregory Thomas, and Vice President, Eddie Phillips, co-presented at the College Board's *Dreams Deferred* Conference in Los Angeles with leaders from Chicago Public Schools. The presentation, *Expanding College Pathways Through K-12/Community College Partnerships*, highlighted strategic partnerships between KKC and CPS.
- Professors Stephanie Owen and Dr. Kyatonia Reaves presented on innovative curricula models and strategies that support students needing developmental instruction in reading and writing at the 2019 National Association of Developmental Education conference in Atlanta.
- Vice President Eddie Phillips and Biology Professor Clifford Wilson were selected by the American Association of Community Colleges to participate in the *Equity and Inclusion STEM Thought Leaders' Summit*, a two-day workshop in Washington, DC held to discuss strategies and opportunities to close equity gaps in STEM.

CITY COLLEGES OF CHICAGO

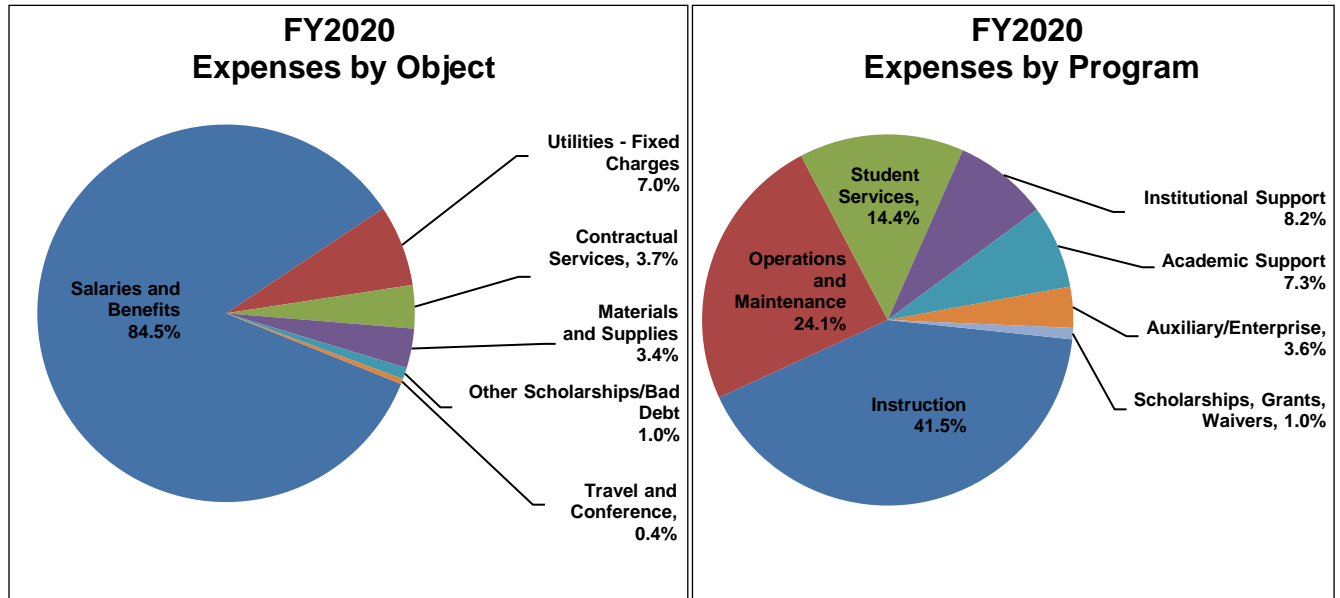
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BUDGET OVERVIEW

Kennedy-King College’s operating budget, excluding restricted grants, totals \$27.9 million in FY2020.

The largest spending category is Salary and Benefits, totaling \$23.5 million (84.5%) of the operating budget. Utilities and Fixed Charges combined are \$1.9 million (7.0%); Materials and Supplies are \$932 thousand (3.3%); Contractual Services are \$1.0 million (3.6%); Waivers and Scholarships and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$326 thousand or (1.2%). Travel and Conference are \$113 thousand (0.4%).

By program type, expenses breakdown as 41.5% of budget is allocated to Instruction, 7.3% is allocated to Academic Support, 14.4% is allocated to Student Services, 3.6% is allocated to Auxiliary/Enterprise, 24.1% is allocated to Operations and Maintenance, 8.3% is allocated to Institutional Support and 1.0% is allocated to Scholarships, Grant and Waivers.



CITY COLLEGES OF CHICAGO

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KENNEDY-KING COLLEGE

Operating Funds

	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Expenditures by Program			
Instruction	10,410,166	11,249,740	11,551,270
Academic Support	1,714,168	1,810,858	2,020,702
Student Services	3,412,601	4,098,546	3,999,137
Public Service	76	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	787,957	698,311	992,912
Operations and Maintenance	6,635,345	6,629,416	6,719,846
Institutional Support	2,527,951	2,324,074	2,302,349
Scholarships, Grants, Waivers	244,104	209,650	274,504
Program Total	25,732,369	27,020,595	27,860,721
Expenditures by Object			
Salaries	19,824,292	19,005,021	19,163,110
Employee Benefits	2,220,224	4,183,543	4,376,100
Contractual Services	804,555	745,169	1,012,275
Materials and Supplies	750,161	907,868	931,515
Travel and Conference	57,528	66,994	113,444
Capital Outlay	-	-	-
Fixed Charges	66,436	85,000	82,774
Utilities	1,765,469	1,766,350	1,856,000
Other Expenditures			
Waivers and Scholarships	244,104	209,650	274,504
Bad Debt	-	-	-
Other Expenditures	(400)	51,000	51,000
Object Total	25,732,369	27,020,595	27,860,721

CITY COLLEGES OF CHICAGO

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KENNEDY-KING COLLEGE

Enterprise Funds

Type	Program Description	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	3,189,528	1,981,255	1,091,436
	Investment Revenue	-	-	-
	Other Sources	-	-	-
Revenue Total		3,189,528	1,981,255	1,091,436
 Expenditures by Program				
	Instruction	1,648,427	334,978	-
	Academic Support	-	-	-
	Student Services	-	-	1,905
	Public Service	61,389	173,119	293,664
	Organized Research	-	-	-
	Auxiliary/Enterprise	1,526,636	1,923,620	1,515,100
	Operations and Maintenance	-	-	-
	Institutional Support	-	3,500	-
	Scholarships, Grants, Waivers	-	-	-
Program Total		3,236,452	2,435,217	1,810,669
 Expenditures by Object				
	Salaries	1,191,587	1,390,003	1,105,538
	Employee Benefits	92,274	205,736	195,790
	Contractual Services	1,648,427	384,118	102,950
	Materials and Supplies	297,691	396,000	391,224
	Travel and Conference	180	4,000	4,667
	Capital Outlay	-	-	-
	Fixed Charges	-	44,860	-
	Utilities	-	-	-
	Other Expenditures			
	Waivers and Scholarships	-	-	-
	Bad Debt	-	-	-
	Other Expenditures	6,294	10,500	10,500
Object Total		3,236,452	2,435,217	1,810,669
Revenues less Expenditures		(46,924)	(453,962)	(719,233)

CITY COLLEGES OF CHICAGO

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KENNEDY-KING COLLEGE

PERFORMANCE MEASURES

Key Performance Indicator	Performance by year					
	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
IPEDS 150 Completion Rate	26%	23%	25%	25%	20%	25%
Total Awards	1,164	1,258	1,328	1,192	881	760
Total Degrees	410	467	565	532	422	319
Total Certificates	754	791	763	660	459	441
Credit Students Fall-to-Spring Retention	66.40%	63.80%	62.90%	59.20%	59.00%	56.80%
Student employment rate in area of training	64%	66%	66%	69%	80%	N/A
Med. earnings of stud. employed in training area	\$31,720	\$41,548	\$36,005	\$33,295	\$33,734	N/A
Total Enrollment (unduplicated)	11,877	11,065	9,532	7,738	6,398	6,055
Credit Enrollment	6,813	6,761	5,720	4,750	4,161	3,863
Adult Ed. Enrollment	3,936	3,326	2,812	2,218	1,706	1,622
Continuing Ed. Enrollment	1,432	1,204	1,261	1,351	894	874
C2C Enrollment	994	2,369	5,401	4,151	3,485	3,115
Transfer within 2 years of degree completion	54%	53%	52%	46%	44%	41%
Transfer after earning 12 credits (fall new stud.)	37	47	32	37	33	29
Remediation transitions 1yr	24%	19%	27%	39%	40%	39%
Transitions to College Credit	88	127	93	97	160	185
GED Attainment	191	159	22	50	62	77
Percent of Students Attaining Level Gains	10.40%	11.50%	16.50%	23.80%	19.10%	21%
Full-time to 30 ch in 1 year	10.40%	13.00%	9.20%	16.70%	12.50%	17.30%
Part-time to 15 ch in 1 year	23.50%	19.40%	9.40%	12.20%	13.40%	13.10%

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Fiscal Year 2020
Annual Operating Budget

David A. Sanders
President

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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 provide accessible liberal arts and health-focused education that fosters personal and professional achievement". 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 and West Garfield communities via our Westside Learning Center Satellite campus), 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. Malcolm X College continues to strive to ensure student success by supporting our instructional practices with strong academic supports as well as initiatives to address non-cognitive impacts to student progression, retention and completion. In addition, in 2018, Malcolm X College committed to become a member of the Illinois Equity in Attainment Initiative with a goal of decreasing educational and societal inequities that would inhibit student success.

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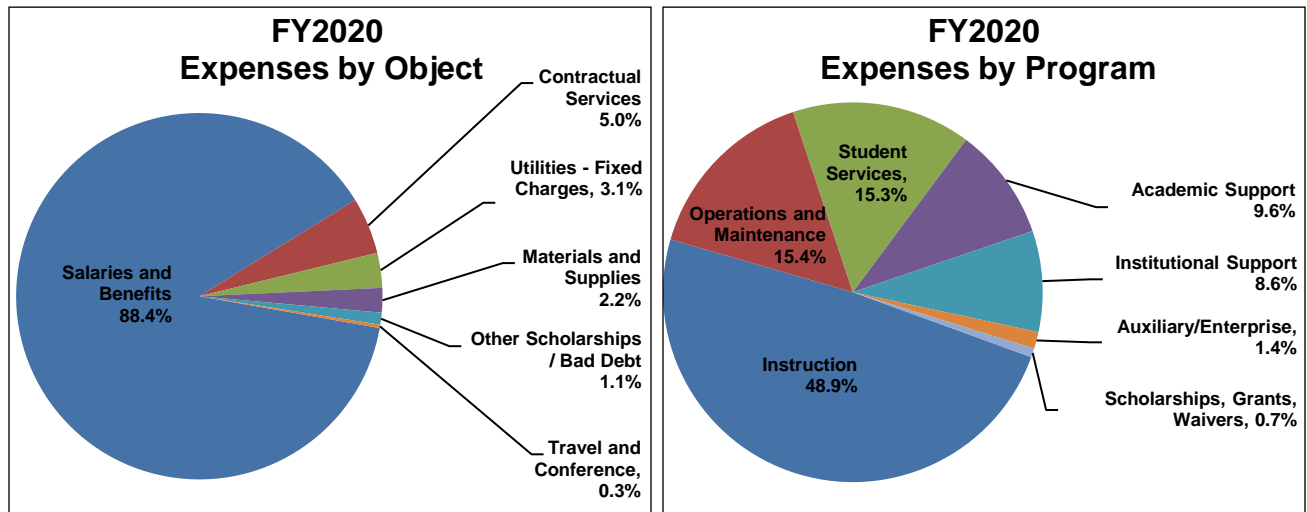
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BUDGET OVERVIEW

Malcolm X College’s operating budget, excluding restricted grants, totals \$40.1 million in FY2020.

The largest spending category is Salary and Benefits, totaling \$35.4 million (88.4%) of the operating budget. Contractual Services are \$2.0 million (5.0%); Utilities and Fixed Charges combined are \$1.2 million (3.1%); Materials and Supplies are \$868 thousand (2.2%); Other Expenditures, which includes Bad Debt, Waivers and Scholarships, and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$421 thousand or (1.1%). Travel and Conference are \$117 thousand or (0.2%).

By program type, expenses breakdown as 48.9% of budget is allocated to Instruction, 9.6% is allocated to Academic Support, 15.3% is allocated to Student Services, 1.4% is allocated to Auxiliary/Enterprise, 15.4% 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

MALCOLM X COLLEGE

Operating Funds

	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Expenditures by Program			
Instruction	16,861,953	18,943,109	19,613,195
Academic Support	3,599,167	3,528,084	3,846,023
Student Services	4,878,077	5,893,681	6,121,016
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	430,713	524,896	577,133
Operations and Maintenance	5,102,099	5,879,383	6,176,026
Institutional Support	3,236,415	3,192,248	3,444,156
Scholarships, Grants, Waivers	387,413	359,745	300,000
Program Total	34,495,838	38,321,146	40,077,548
Expenditures by Object			
Salaries	27,658,822	27,156,356	28,498,866
Employee Benefits	3,417,035	6,450,004	6,935,156
Contractual Services	1,279,838	2,059,627	2,003,355
Materials and Supplies	584,303	853,264	867,872
Travel and Conference	89,600	86,050	116,500
Capital Outlay	-	-	-
Fixed Charges	57,288	75,000	76,801
Utilities	1,021,379	1,160,100	1,158,000
Other Expenditures			
Waivers and Scholarships	387,413	359,745	300,000
Bad Debt	-	-	-
Other Expenditures	159	121,000	121,000
Object Total	34,495,838	38,321,146	40,077,548

CITY COLLEGES OF CHICAGO

Community College District No. 508

MALCOLM X COLLEGE

Enterprise Funds

Type	Program Description	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	101,746	1,207,319	1,207,318
	Investment Revenue	-	-	-
	Other Sources	-	-	-
Revenue Total		101,746	1,207,319	1,207,318
Expenditures by Program				
	Instruction	15,228	-	-
	Academic Support	-	-	-
	Student Services	-	-	1,620
	Public Service	200,469	239,370	197,527
	Organized Research	-	-	-
	Auxiliary/Enterprise	91,954	508,675	239,264
	Operations and Maintenance	-	-	-
	Institutional Support	-	-	-
	Scholarships, Grants, Waivers	-	-	-
Program Total		307,651	748,045	438,411
Expenditures by Object				
	Salaries	227,404	369,865	257,895
	Employee Benefits	26,402	86,805	57,096
	Contractual Services	26,644	119,750	50,000
	Materials and Supplies	16,334	115,875	52,853
	Travel and Conference	10,867	31,000	20,567
	Capital Outlay	-	-	-
	Fixed Charges	-	24,750	-
	Utilities	-	-	-
	Other Expenditures			
	Waivers and Scholarships	-	-	-
	Bad Debt	-	-	-
	Other Expenditures	-	-	-
Object Total		307,651	748,045	438,411
Revenues less Expenditures		(205,905)	459,274	768,907

CITY COLLEGES OF CHICAGO

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MALCOLM X COLLEGE

PERFORMANCE MEASURES

Key Performance Indicator	Performance by year					
	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
IPEDS 150 Completion Rate	8%	11%	7%	9%	15%	25%
Total Awards	841	959	996	1,185	1,405	1,647
Total Degrees	402	462	530	508	622	620
Total Certificates	439	497	466	677	783	1,027
Credit Students Fall-to-Spring Retention	65.2%	61.2%	63.4%	62.9%	63.9%	67.6%
Student employment rate in area of training	62%	52%	60%	60%	93%	N/A
Med. earnings of stud. employed in training area	\$29,120	\$31,200	\$31,200	\$33,597	\$36,714	N/A
Total Enrollment (unduplicated)	13,148	12,016	10,957	10,970	10,758	11,905
Credit Enrollment	7,383	7,583	7,259	6,948	7,690	8,174
Adult Ed. Enrollment	4,342	3,407	2,587	2,663	2,266	2,255
Continuing Ed. Enrollment	1,841	1,327	1,632	2,063	1,571	2,133
C2C Enrollment	1,009	3,822	6,800	5,908	6,219	6,568
Transfer within 2 years of degree completion	38%	41%	38%	43%	43%	36%
Transfer after earning 12 credits (fall new stud.)	61	60	58	68	43	49
Remediation transitions 1yr	27%	24%	31%	45%	45%	49.0%
Transitions to College Credit	67	144	100	129	218	174
GED Attainment	212	165	49	92	83	105
Percent of Students Attaining Level Gains	16.9%	18.2%	23.4%	26%	26%	28%
Full-time to 30 ch in 1 year	5.7%	4.4%	6.8%	14.7%	11.0%	9.3%
Part-time to 15 ch in 1 year	18.3%	16.7%	24.7%	17.4%	20.1%	24.2%

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Kimberly K. Hollingsworth
President



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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 TDL facility opened this spring, which will prepare students for the in-demand careers in ground, air, rail transport, multi-modal distribution, and logistics. The facility is LEED-certified and includes 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.

CITY COLLEGES OF CHICAGO

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ACCOMPLISHMENTS

Olive-Harvey has made progress in key metrics. Some of the progress made in 2018 is as follows:

- Twenty-four percent of students in the IPEDS student cohort graduated in FY2018, an increase of 52% from FY2017.
- The credit student fall-to-spring retention rate for FY2018 was 66%, which was a 10% increase over FY2017.
- Fifteen percent of full-time students completed 30 credit hours in one year, exceeding the target by 67% in FY18.
- Sixteen percent of part-time students completed 15 credit hours in one year, exceeding the target by 7% in FY18.
- The number of Dual Enrollment students in Fall 2018 increased by 315% compared to Fall 2017.

Adult Education

The Adult Education program at Olive-Harvey College has made progress with efforts to align with instructional standards and design stronger career bridge workforce outcomes.

- Evaluations – 100% of Adult Educators assigned to classes received an evaluation and substantive feedback
- Materials – OH is on target to be in full compliance with utilization of core materials that are aligned with federal and state standards in Language Arts, Math, and ESL

An analysis of testing facilities and realigning of tasks associated with post-testing has positioned OH for successfully transitioning to a new TABE placement test for ABE/ASE students during FY19.

Early College/CPS Partnerships

- Dual Enrollment students increased significantly (+300%) in Fall 2018 compared to Fall 2017. The increase in number came from the Jumpstart to Jobs (J2J) Program and forklifting cohorts, a short-term certificate program that has continual enrollment throughout the semester.
- The Office of Instruction developed a five-week, “mini-session” of courses specifically designed for our dual enrollment partners this summer to encourage juniors and seniors in high school to take advantage of the Early College program over the summer months.

Academic Advising

- Engagement and Partnerships: OHC's academic advising office collaborated with the University of Chicago to facilitate a Health Science Symposium to bring awareness to OHC's Natural Science program offerings and Guaranteed Admissions Partnerships. The symposium yielded 240 attendees including CVCA H.S pre-med students and Corliss H.S. seniors.
- Advising Sessions: OHC academic advisors conducted 4,559 appreciative and intrusive counseling sessions to 1,585 students between July 2018 and April 2019.

CITY COLLEGES OF CHICAGO

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Athletics

- The Athletic Department developed a study room for student athletes earning less than B average for the semester. The lab was developed as a space to allow the team camaraderie and study time.
- One student athlete in men's basketball, Sophomore Kendrick Robinson, was named to the NJCAA Region IV 1st Team, and was a NJCAA All American Honorable Mention.
- Men's basketball team finished the 2018-19 season with a record of 18-13 reaching the Division 1 tournament.
- Fourteen student-athletes graduated in Spring 2019.

Careers Programs and Continuing Education (Formally C2C)

- Increased Continuing Education (CE) courses and/or certifications, which exposed students to diverse course offerings and increased student access to varied opportunities – Spring 2019 and Summer 2019.
- Increased Customized Training Program for Lift Truck Operator Training with Dakkota Integrated Systems – Summer 2019.
- Enhanced access to “second-chance” community programs, like New Horizons, to improve opportunities for entry into the workforce and increased exposure to greater earning potential for an underserved population.
- Spearheaded a new partnership with AAR on behalf of the entire District to bring the Aviation Technology program to Olive-Harvey College in Spring 2019. The AAR partnership brings exposure to resources, industry experience and job opportunities for students in the aviation field. Fifteen students are currently enrolled in classes.

Transfers

- At least half of OHC's graduates transition to a 4-year college or university within two years. The top three transfer destinations are Chicago State University, Governors State University, and the University of Illinois at Chicago.
- During FY19, OHC hosted a Fall and Spring College Fair enabling over 389 students to speak with more than 50 colleges and universities about admissions, scholarships, and partnerships. To provide students with on-campus experience, OHC hosted two college tours. Eight students had an all-expense paid HBCU tour where the students visited Alcorn State University, Moore House College, Spelman College, Tennessee State University, and Fisk University. Additionally, 22 students received an all-expense paid tour to Illinois State University.
- The Transfer Office provided 1,829 students with information about application deadlines, scholarships offerings, recommendation letters, degree mapping, and much more.

Student Accomplishments

- In Fall 2018, Olive-Harvey STEM Club President Jimmy Ellis won third place at the Factom Smart Contract Hackathon that took place at Northwestern University, winning \$1,500 dollars. Contestants formed teams, came up with ideas on how to use block chain and smart contract technology.
- Olive-Harvey had great success with our Guaranteed Admissions Partners:

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- Governors State University
 - Dual Degree Program (DDP)
 - Thirty two students in the program
 - Two Promise Scholarship winners (tuition, fees, and book stipend for 4 semesters after Pell)
 - One Honors Scholarship (tuition, fees, books, for 4 semesters doesn't have to be Pell eligible)
- University of Illinois at Chicago
 - Guaranteed Admission Transfer (GAT) - 12 students in the program
- DePaul University
 - Dual Admission Partnership Program (DAPP) - 1 student in the program
- Veterans Support Services sponsors the monthly the South Side Veterans Coalition Services Meeting. On average, 22 participants meet to discuss veteran benefits, medical concerns, community events and Chicagoland service providers give presentations.
- In Spring 2019, two Phi Theta Kappa Honor Society Members attended the annual Phi Theta Kappa Awards Banquet in Springfield, Illinois. The students were recognized as part of the PTK All-Illinois Academic Team for 2018–2019.
- In Spring 2019, eight Phi Theta Kappa Honor Society Members attended the International Conference in Orlando Florida. This team represents a chapter of over 50 currently enrolled members at the College.
- One student was awarded a full tuition and room/board scholarship to Jackson State University this fall.
- In Summer 2018, Olive-Harvey College hosted 45 students for the One Summer Chicago Program. The participants received career readiness training and financial literacy training while working on campus.
- In Fall 2018, 266 students were recognized for achieving academic honors which include grade point averages above 3.0.
- In July 2018, Student Government Association Vice President Robyn Underwood participated in ThinkChicago, a three-day event for 200 of the nation's top engineering, computer science, design and business students.
- Olive-Harvey College hosted nine pop-up healthy market food pantries serving over 1250 participants this academic year. The pop-up food pantries were sponsored by the Chicago Greater Food Depository and staffed by student volunteers.

Financial Aid

- Conducted new Federal Work study (FWS) job fair that included all departments across OHC to boost student employment and departmental congruency.
- OHC had 94 Federal Work Study Students in 2018-2019.
- OHC has implemented an FWS utilization report alongside the business office to monitor FWS funds available and adjust when necessary.
- OHC completed verifications by end of term for Fall 2018 was 81.76%. Completed verifications increased to 83% for Spring 2019 and is currently at 83% for Summer 2019.
- OHC held numerous Satisfactory Academic Plan workshops for reinstatement of Financial Aid. This resulted in 385 students appealing their denial of Financial Aid and 303 of those students were enrolled in the 2018-2019 school year.

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Faculty and Staff Awards and Recognition

- Financial Aid Director Richard Hayes was recognized as a 2019 NISOD Excellence Award recipient. The NISOD Excellence Awards have a 25+ year history of honoring and recognizing the extraordinary work of faculty, administrators, and staff whose service to their students, colleagues, and community deserve special recognition. Director Hayes was also selected as an Engaging Excellence in Equity Fellow with the University of Illinois Office of Community College Research and Leadership. Mr. Hayes won a \$3,000 stipend to use towards initiatives with help for minority students at OH.
- Assistant Professor of Political Science Curtis Keyes and Professor of Sociology Cynthia Manns are members of UN/HBCU delegates, and presented on the history of HBCUs and the importance of continued support of HBCU's at the United Nations in New York City on October 19, 2018.
- Professor Cynthia Manns is the advisor to the new MOM's Club (Mothers on a Mission), a group dedicated to providing outreach, support and resources to students who are parents here at OHC.
- Dr. Khalilah Watson's, Assistant Professor of English, has had a paper accepted for publication. Dr. Watson's abstract entitled "The House That Race Built: Declarations of Toni Morrison's Prophetic Voice" has been accepted for publication in the text "Conflicts in Comradeship: Critical Responses about the Black Family in Toni Morrison's *God Help the Child*".
- Mfon Akpan, an OHC business adjunct, presented at the TEDx Trestle View Park event on September 15th, 2018. Please see a link to the TEDx Talk <https://www.tedxtrestleviewpark.com/>.
- Professor Melda Beaty is the Performance Review Editor for *Continuum: the Journal of African Diaspora, Drama, Theatre and Performance*.
- The Olive-Harvey College Wetland volunteers, championed by Dr. Oliver Pergams, Assistant Professor of Biology, worked at OHC's wetlands on October 20, 2018. Approximately 25 students cut down the invasive species Common and Glossy Buckthorn. Student Daquari Hollins and Dr. Oliver Pergams (who have herbicide licenses) sprayed the stumps with herbicide to prevent resprouts. Photos are at available at <https://bit.ly/2Al37Mk>.
- Interim President, Kimberly Hollingsworth, was named the *2019 Paragon President Award* winner, Phi Theta Kappa's award recognizing new college presidents.
- Olive-Harvey College's Early Childhood Education program recently was reaccreditation by the National Association for the Education of Young Children (NAEYC). Early Childhood Education faculty members Dr. Ivy Cobbins and Professor Mario Wright, as well as the Department Chair Dr. Jeffery Dillard, hosted three site visitors from NAEYC who examined all aspects of the Early Childhood education program to ensure that OHC's program meets the high standards of excellence set forth by NAEYC.
- Curtis Keyes, Assistant Professor of African American Studies, was awarded a fully paid fellowship to travel to Senegal, West Africa. This exciting faculty curriculum development seminar is sponsored by the Council of American Overseas Research Centers. It was a competitive process, and Professor Keyes was one of 30 community college professors teaching at a PBI that made the pool from across the country.
- Jacqueline Krueger, Assistant Professor of Biology, was accepted into the Tiny Earth Program at Wisconsin Institute for Discovery at the University of Wisconsin-Madison. Tiny Earth is a network of instructors and students focused on crowdsourcing antibiotic discovery from soil. Tiny Earth is a very selective program that seeks to inspire students to pursue careers in science through original laboratory and field research and to address a worldwide health threat of the diminishing supply of effective antibiotics.

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- The Olive-Harvey College African Studies Program hosted a mini-conference on Tuesday, March 26th – April 1st, 2019 entitled *Forced Migrations: Resistance from 1619-2019, the Year of Return in the Decade of People of African Descent*.
- Dr. Khalilah Watson, English faculty, was a featured writer on the Court Theatre website blog, introducing and paying homage to Ntozake Shange, playwright of *For Colored Girls Who Have Considered Suicide/When the Rainbow Is Enuf*. In the blog, Dr. Watson eloquently chronicled the impact Ms. Shange's work has had on women over the past four decades.
- James Bourke, Supply Chain Management Faculty, attended the ProMat 2019 Student Days Material Handling & Logistics Conference at McCormack Place Convention Center in Chicago. OHC was awarded a travel grant of \$250 to fund up to five students' attendance at the conference, nineteen OHC students registered to attend the event.
- "Front Porch Society", an original stage play written by Melda Beaty, English faculty, will open at the New African Grove Theatre Company at the Fulton County/South Fulton Arts Center in College Park, GA. "Front Porch Society" is the story of a woman's grief over the loss of her son amidst her town's excitement of electing the first black president. After years of failed attempts to seek justice, she's grown bitter and is not interested in celebrating the historic moment. When a scandal rocks the town, however, a past secret is revealed that restores her faded faith.
- The 2019 CCC Luminary Award winners are Jasmine Richmond (student) and Professor Shadi Assaf.

Academic and Support Services

- Seven free Placement Preparation Workshops were offered throughout the summer to assist students with preparing for the Read to Write Placement Exam.
- Embedded tutors were placed in LevelUp & Adult Education classes this summer to assist students with courses.
- The Olive-Harvey College Academic Support Services has received Stage One, Level 1 certification by the College Reading & Learning Association's (CRLA) International Tutor Training Program. The CRLA sets professional standards of skill and training for tutors and mentors, and this certification augments program credibility for administrators and institutions.
- Eight Math Boot Camps and four Read to Write Boot Camps were conducted to assist new students entering this Spring 2019 who are not yet college-ready in Math and English. The Boot Camps are designed to help students attain college readiness.
- Olive-Harvey College has once again done a phenomenal job providing tutoring services to our credit and adult education students during this academic year:
 - 5,843 appointments with 885 students to date.
- Academic Support held a scholarship event where tutors assisted students with scholarship application processes personal essay.
- Finals Study Jam, a college-wide study session to help student prepare for their final exams, was held across the college at the end of the semester.

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Career Planning & Placement

- **Career Exposure:** For FY19, OHC expanded our reach beyond Transportation, Distribution, and Logistics to provide job opportunities for the entire student body. We are excited to highlight our inaugural Career Fair that was held on December 3, 2018. The following employers attended the Career Fair
 - **Criminal Justice (4)** - Illinois Department of Corrections, Calumet City Police Department, Tactical Security Chicago, MCC Chicago/Metropolitan Correctional Center
 - **Child Development (5)** - Girl Scouts Of Greater Chicago & Northwest Indiana, Super Soccer Stars, 826CHI, East Side Development Center, Orion's Mind LLC
 - **Financial Services (2)** - Bank of America, Internal Revenue Services
 - **Healthcare (2)** - IL Dermatology Institute LLC, Blue Cross Blue Shield
 - **Logistics (5)** - FedEx, Sherwin Williams, Pepsi Co, Chicagoland Regional College Program, Method
 - **Social Services (1)** - IL Department of Human Services
 - **Retail (2)** - Nike, Walmart
- A collaborative effort was held between Olive-Harvey College, World Business Chicago, Partnership with The Ministerial Alliance and the Mayor's Office in March.
 - 31 employers, 41 ministers and 197 job seekers attended the event.
 - 35 conditional job offers were extended.
 - 29 second interview were offered.

Wellness Center

The Wellness Center has serviced 176 unique clients to date. This is a 5% increase in students serviced from the total last year.

The Wellness Center hosted a Suicide Awareness event in which over 40 students were screened for symptoms of depression, and ensured they had the information and referral they needed to ensure well-being.

Disability Access Center (DAC)

- DAC has provided services to 109 students to date. Student received in class accommodations, assistive technology and placement test accommodations from the DAC as well as ongoing support through mediation with advisors, instructors and significant others.
- DAC staff provided 805.8 hours of note taking services to 9 students. For Spring 2019, staff provided 763.5 hours of note taking services to 7 students.
- DAC proctored 11 exams in the office for a total of 14.5 hours in the fall and 13 exams for a total of 25.8 hours.
- DAC staff hosted 11 outreach events and participated in 25 additional activities hosted by other groups.

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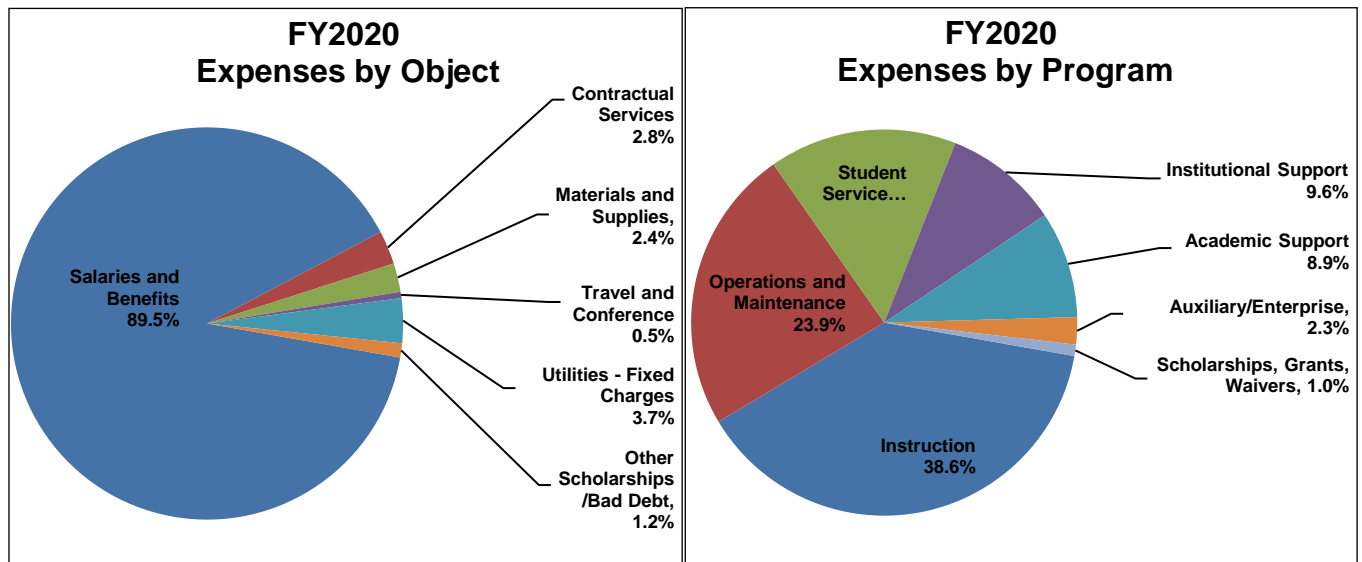
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BUDGET OVERVIEW

Olive-Harvey College's operating budget, excluding restricted grants, totals \$20.9 million in FY2020.

The largest spending category is Salary and Benefits, totaling \$18.7 million (89.5%) of the operating budget. Contractual Services are \$578 thousand (2.8%); Materials and Supplies are \$494 thousand (2.4%); Utilities and Fixed Charges combined are \$770 thousand (3.7%); Waivers and Scholarships and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$244 thousand (1.2%). Travel and Conference are \$107 thousand (0.5%).

By program type, expenses breakdown as 38.6% of budget is allocated to Instruction, 8.9% is allocated to Academic Support, 15.7% is allocated to Student Services, 2.3% is allocated to Auxiliary/Enterprise, 23.9% is allocated to Operations and Maintenance, 9.6% is allocated to Institutional Support and 1.0% is allocated to Scholarships, Grant and Waivers.



CITY COLLEGES OF CHICAGO

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OLIVE-HARVEY COLLEGE

Operating Funds

	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Expenditures by Program			
Instruction	7,254,419	8,098,306	8,081,082
Academic Support	1,306,271	1,345,723	1,866,707
Student Services	3,013,658	3,406,083	3,290,064
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	325,599	378,847	475,911
Operations and Maintenance	3,730,426	5,068,284	4,988,787
Institutional Support	1,979,823	2,517,720	2,010,001
Scholarships, Grants, Waivers	222,654	241,605	200,000
Program Total	17,832,850	21,056,568	20,912,551
Expenditures by Object			
Salaries	14,310,600	14,883,124	15,129,322
Employee Benefits	1,743,319	3,513,057	3,588,805
Contractual Services	545,995	751,295	578,350
Materials and Supplies	347,126	713,813	494,096
Travel and Conference	31,947	94,575	107,275
Capital Outlay	-	-	-
Fixed Charges	50,625	100,000	77,202
Utilities	580,584	715,100	693,500
Other Expenditures			
Waivers and Scholarships	222,654	241,605	200,000
Bad Debt	-	-	-
Other Expenditures	-	44,000	44,000
Object Total	17,832,850	21,056,568	20,912,551

CITY COLLEGES OF CHICAGO

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OLIVE-HARVEY COLLEGE

Enterprise Funds

Type	Program Description	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	19,837	6,942	6,942
	Investment Revenue	-	-	-
	Other Sources	-	-	-
Revenue Total		19,837	6,942	6,942
Expenditures by Program				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	-	-	45,237
	Organized Research	-	-	-
	Auxiliary/Enterprise	-	-	-
	Operations and Maintenance	-	-	-
	Institutional Support	-	-	-
	Scholarships, Grants, Waivers	-	-	-
Program Total		-	-	45,237
Expenditures by Object				
	Salaries	-	-	36,272
	Employee Benefits	-	-	3,265
	Contractual Services	-	-	4,500
	Materials and Supplies	-	-	1,200
	Travel and Conference	-	-	-
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures	-	-	-
	Waivers and Scholarships	-	-	-
	Bad Debt	-	-	-
	Other Expenditures	-	-	-
Object Total		-	-	45,237
Revenues less Expenditures		19,837	6,942	(38,295)

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OLIVE-HARVEY COLLEGE

PERFORMANCE MEASURES

Key Performance Indicator	Performance by year					
	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
IPEDS 150 Completion Rate	9%	9%	11%	13%	16%	24%
Total Awards	2,578	3,512	2,993	2,313	993	828
Total Degrees	331	266	406	431	271	234
Total Certificates	2,247	3,246	2,587	1,882	722	594
Credit Students Fall-to-Spring Retention	65.6%	61.9%	62%	54.8%	60.1%	65.5%
Student employment rate in area of training	65%	55%	58%	52%	71%	N/A
Med. earnings of stud. employed in training area	\$32,240	\$32,760	\$30,410	\$36,692	\$38,825	N/A
Total Enrollment (unduplicated)	11,005	12,040	9,522	7,783	5,768	5,144
Credit Enrollment	4,772	4,876	5,586	5,128	3,592	3,177
Adult Ed. Enrollment	2,969	3,028	2,616	2,419	1,959	1,742
Continuing Ed. Enrollment	2,791	3,613	2,594	1,093	545	344
C2C Enrollment	3,073	5,196	4,783	4,264	2,773	2,357
Transfer within 2 years of degree completion	53%	61%	59%	52%	50%	50%
Transfer after earning 12 credits (fall new stud.)	46	63	48	31	36	23
Remediation transitions 1yr	27%	24%	38%	46%	49.0%	48.0%
Transitions to College Credit	78	120	129	132	176	106
GED Attainment	201	166	37	69	87	64
Percent of Students Attaining Level Gains	13.1%	15.1%	20.6%	22.0%	22.5%	24%
Full-time to 30 ch in 1 year	8.4%	5.6%	7%	11.2%	9.2%	14.5%
Part-time to 15 ch in 1 year	15.2%	14.9%	20.2%	18.6%	15.0%	15.8%

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

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CITY COLLEGES[®]
of CHICAGO

CITY COLLEGES OF CHICAGO
Fiscal Year 2020
Annual Operating Budget

Shawn L. Jackson, Ph.D.
President



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CITY COLLEGES OF CHICAGO

Community College District No. 508

HARRY S TRUMAN COLLEGE

COLLEGE DESCRIPTION

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

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

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

- Almost half of credit students visited an academic support center, and over 10% of Adult Education students visited a center in Fall 2018.
- There were almost 25,000 total visits to Truman's academic support centers in Fall 2018, including visits to the Math Center, Writing Center, Reading Center, and the Science Center.
- The Tutoring Center was rebranded as The Advancement Center and has added additional services for Adult Education students. Almost 3,000 students visited the Advancement Center in Fall 2018.
- Students who visited the academic support centers had better outcomes in target courses than their counterparts who did not use the centers. For example, approx. 67% of students who visited the Math Center passed their Math courses, compared with approx. 45% of students who did not visit the center. Approx. 78% of students who visited the Science Center passed their science classes, compared with approx. 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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- Truman is participating in an IGA with DFSS to support early childhood scholarships which will bolster the current and future ECE workforce in earning additional credentials.
- 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 2018 term, the Transfer Center served approx. 1,500 individual students and provided over 3,000 touch-points.
- 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: Amundsen, Uplift, Multicultural Academy of Scholarship, Sullivan, Rickover Naval Academy, Roosevelt, Mather and Truman Middle College.

CITY COLLEGES OF CHICAGO

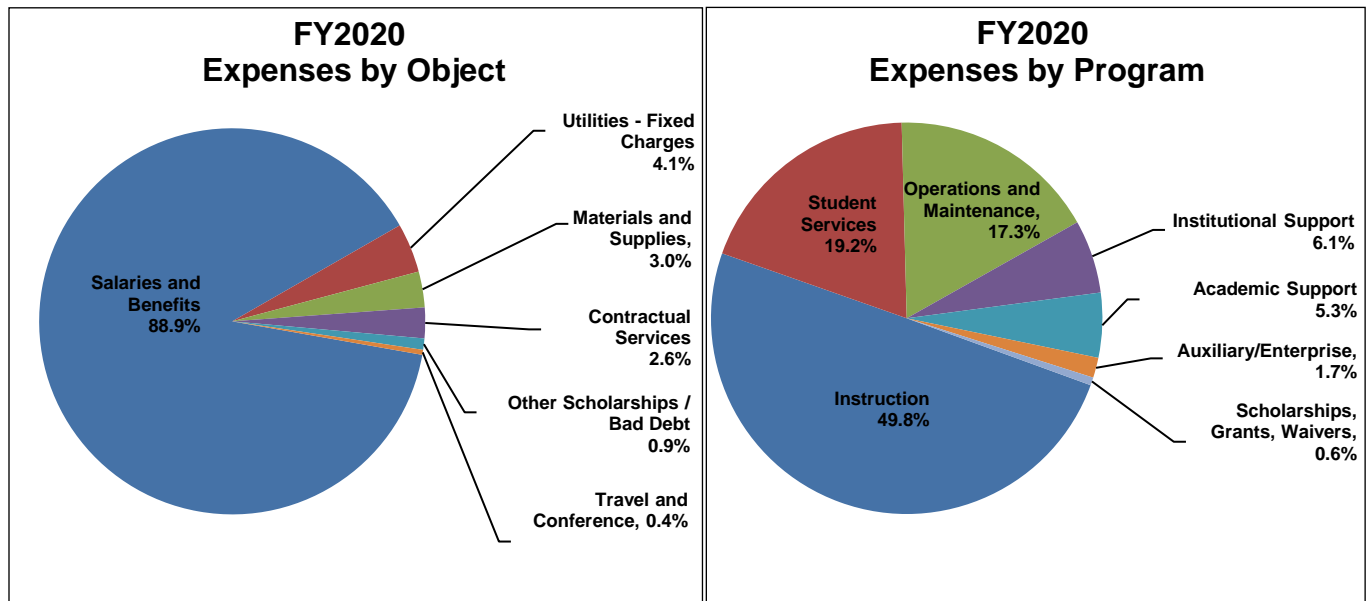
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BUDGET OVERVIEW

Harry S Truman College's operating budget, excluding restricted grants, totals \$28.7 million in FY2020.

The largest spending category is Salary and Benefits, totaling \$25.5 million (88.9%) of the operating budget. Contractual Services are \$736 thousand (2.6%); Materials and Supplies are \$860 thousand (3.0%); Utilities and Fixed Charges combined are \$1.2 million (4.1%); Waivers and Scholarships and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$271 thousand (0.9%). Travel and Conference are \$119 thousand (0.4%).

By program type, expenses breakdown as 49.8% of budget is allocated to Instruction, 5.3% is allocated to Academic Support, 19.2% is allocated to Student Services, 1.7% is allocated to Auxiliary/Enterprise, 17.3% is allocated to Operations and Maintenance, 6.1% is allocated to Institutional Support and 0.6% is allocated to Scholarships, Grant and Waivers.



CITY COLLEGES OF CHICAGO

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HARRY S TRUMAN COLLEGE

Operating Funds

	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Expenditures by Program			
Instruction	13,968,722	13,785,703	14,280,935
Academic Support	2,043,129	1,860,234	1,533,264
Student Services	4,841,987	5,226,283	5,504,683
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	292,093	505,933	475,995
Operations and Maintenance	4,558,523	4,995,511	4,944,924
Institutional Support	2,011,933	1,975,386	1,735,659
Scholarships, Grants, Waivers	154,085	333,408	186,168
Program Total	27,870,472	28,682,459	28,661,628
Expenditures by Object			
Salaries	22,623,543	20,917,475	20,921,376
Employee Benefits	2,473,416	4,456,535	4,570,739
Contractual Services	667,774	834,291	735,957
Materials and Supplies	786,184	818,350	859,950
Travel and Conference	75,682	102,700	119,260
Capital Outlay	-	-	-
Fixed Charges	80,776	119,700	113,178
Utilities	1,009,039	1,015,000	1,070,000
Other Expenditures			
Waivers and Scholarships	154,058	333,408	186,168
Bad Debt	-	-	-
Other Expenditures	-	85,000	85,000
Object Total	27,870,472	28,682,459	28,661,628

CITY COLLEGES OF CHICAGO

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HARRY S TRUMAN COLLEGE

Enterprise Funds

Type Program Description	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Revenues			
Local Government	-	-	-
State Government	-	-	-
Federal Government	-	-	-
Tuition and Fees	-	-	-
Auxiliary/Enterprise	142,082	140,000	4,840,000
Investment Revenue	-	-	-
Other Sources	-	-	-
Revenue Total	142,082	140,000	4,840,000
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	15,000	16,350	4,614,236
Public Service	165,149	275,288	235,591
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	(943)	-	169,473
Scholarships, Grants, Waivers	-	-	-
Program Total	179,206	291,638	5,019,300
Expenditures by Object			
Salaries	163,463	255,138	746,576
Employee Benefits	15,744	36,500	176,224
Contractual Services	-	-	2,600,000
Materials and Supplies	-	-	180,000
Travel and Conference	-	-	16,500
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	-	-	-
Other Expenditures	-	-	-
Waivers and Scholarships	-	-	1,300,000
Bad Debt	-	-	-
Other Expenditures	-	-	-
Object Total	179,206	291,638	5,019,300
Revenues less Expenditures	(37,125)	(151,638)	(179,300)

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HARRY S TRUMAN COLLEGE

PERFORMANCE MEASURES

Key Performance Indicator	Performance by year					
	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
IPEDS 150 Completion Rate	12%	14%	17%	20%	18%	19%
Total Awards	1,370	1,453	1,720	1,307	803	698
Total Degrees	658	792	698	762	515	503
Total Certificates	712	661	1,022	545	288	195
Credit Students Fall-to-Spring Retention	68.50%	67.00%	66.70%	66.00%	62.90%	66.10%
Student employment rate in area of training	67%	59%	57%	53%	84%	N/A
Med. earnings of stud. employed in training area	\$35,360	\$33,280	\$37,003	\$34,006	\$31,337	N/A
Total Enrollment (unduplicated)	21,069	19,553	17,449	16,369	14,999	13,597
Credit Enrollment	9,289	8,790	8,267	7,269	6,174	5,591
Adult Ed. Enrollment	10,892	10,285	8,967	9,044	9,006	7,963
Continuing Ed. Enrollment	1,994	1,423	993	678	309	542
C2C Enrollment	1,206	3,097	7,232	5,485	4,281	3,986
Transfer within 2 years of degree completion	39%	43%	46%	45%	51%	52%
Transfer after earning 12 credits (fall new stud.)	97	138	131	100	50	51
Remediation transitions 1yr	30%	36%	48%	63%	62%	60%
Transitions to College Credit	467	575	608	638	669	590
GED Attainment	264	265	53	102	130	155
Percent of Students Attaining Level Gains	25.40%	23.50%	30.00%	28.70%	32.50%	34%
Full-time to 30 ch in 1 year	8.20%	9.20%	12.50%	9.70%	9.90%	13.00%
Part-time to 15 ch in 1 year	22.20%	21.00%	28.50%	27.50%	24.50%	29.00%

CITY COLLEGES OF CHICAGO
Fiscal Year 2020
Annual Operating Budget

David Potash, Ph.D.
President

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CITY COLLEGES[®]
of CHICAGO

CITY COLLEGES OF CHICAGO

Community College District No. 508

WILBUR WRIGHT COLLEGE

COLLEGE DESCRIPTION

Wilbur Wright College is located on the northwest side of Chicago and serves over 17,000 students every semester with college credit, adult education, and continuing education classes. The main campus, designed by Chicago's own award-winning architect Bertrand Goldberg, is at Montrose and Narragansett and offers a beautiful and integrated environment for learning and support services. Wright College Humboldt Park offers career and vocational training, including a NIMS-certified Computerized Numerical Control program, general education courses, adult education and continuing education courses.

Wright is a federally designated Hispanic Serving Institution (HSI) with Illinois second largest enrollment of Hispanic college students. The college is active in the community, with four-year partners and many area high schools. 2019 marks Wright College's 85th year of operation.

MAJOR ACCOMPLISHMENTS

Accreditation

- Wright applied for and was accepted to the HLC Assessment Academy. The four year cohort experience provides each institution personalized guidance in developing, documenting and implementing a systematic approach to institutional assessment.

Adult Education

- Reestablished partnerships with CPS off site locations.
- Student Learning Outcomes, master syllabi and core materials were all updated.
- The new Language Arts curriculum and the professional development for Adult Educators on the new ESL curriculum were implemented in Spring 2019.
- The ESL Curriculum will be rolled out in Summer 2019.
- Professional development for Math instructors will be conducted in Summer 2019 and the new curriculum will be rolled out in Fall 2019.
- Worked to strengthen the welcoming campus culture for Adult Education students through intentional outreach efforts with student activities and student services and create stronger transition programs which lead to upward economic mobility.

Community

- Wright's partnership with Vaughn Occupational High School continues into its second year with their CORE program.
- Wright strengthened its partnership with Northwest Side Housing Center, Onward Neighborhood House, Erie House, and many other community-based organizations.
- The Wright College Food Pantry, thanks to the support of the Greater Chicago Food Depository, is open.

CITY COLLEGES OF CHICAGO

Community College District No. 508

- Wellness Wednesdays offer community and government offices an ongoing venue for sharing information with the Wright College community.
- Student Services established the Chicago Public Schools and Wright College partnership to educate and inform high school counselors and post-secondary coaches about all programs and services available at Wright.
- Associate Dean of Student Services Linda Huertas received the Illinois Latino Council on Higher Education's (ILACHE) 2019 Leadership Award.

Wright College Humboldt Park

- Safer Foundation is offering cohort-based education through Continuing Education.
- Puerto Rican Cultural Center evacuee cohort was supported through credit classes.
- Pedro Albizu Campus High School cohort took courses through a grant for IT pathways.
- Widespread support and engagement in a STEAM (Science, Technology, Engineering, Arts and Mathematics) Exposition.
- Humboldt Park held a Job Fair with more than over 30 organizations participating.
- Hosted CPS YCCS Network Professional Development.

Information Technology

- Wright joined AWS Educate and provides access to the AWS cloud platform for CIS web and mobile development courses.
- Wright College's first mobile app deployment (for android only). The iOS version will be released in Spring, 2019 – built by students.
- Wright College updated its datacenter power back up to support all network and infrastructure services.
- Wright College provided performance upgrades to 114 smart and multimedia classrooms impacting the instructional and end user time and experience with the technology in the classroom.
- Successfully serviced 1,877 IT tickets. Average time to resolution: 18 hours.
- Upgrades of IT equipment to multiple classrooms, labs, and student studying areas.
- Deployed 4 new LCD displays to campus center entrances to increase campus events visibility and awareness for all incoming visitors.

Community - Service Learning

Wright College continued its tradition of strong service-learning practices, and highlights include:

- Wright offered service-learning courses in criminal justice, composition, women's and gender studies, psychology, and computer information systems. Wright partnered with over 30 local agencies to offer students service-learning opportunities.
- The Diplomacy Lab, sponsored by the U.S. State Department, is a public-private partnership that enables college students to tackle foreign policy challenges. Speaking directly to State Department officials, Wright students and faculty proposed solutions to combat "fake news" and other forms of global disinformation.
- Community Colleges for Democracy (formerly The Democracy Commitment), a national organization, and Wright was one of 11 community colleges to receive the Engaging the

CITY COLLEGES OF CHICAGO

Community College District No. 508

Election Grant, an award to foster electoral engagement and voter turnout during the 2018 election. Wright students constructed candidate information posters, trained students to serve as deputy registrars, held an Election Night party, and celebrated Constitution Day with a full slate of activities. Wright also hosted a deliberative dialogue on universal basic income, where students engaged different ideas on topics related to income equality.

- Wright's first AmeriCorps Vista began her one-year appointment. The Vista is an internship sponsored by AmeriCorps and Campus Compact. Wright's Vista has worked on projects including service learning, adult education recruitment, engaging local community-based organizations, and other forms of community outreach.

Student Successes/Advising and Transfer

- Advisors conducted 11,133 advising/transfer appointments and 10,317 walk-in advising/transfer sessions.
- The transfer rate for students transferring within two years of degree completion was 55% in FY18. 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 graduates transferred to selective institutions including Northwestern University, Smith College and the School of the Art Institute with full ride scholarships.
- Five Wright College students were selected as semi-finalists for the Jack Kent Cooke Undergraduate Transfer Scholarship.
- This year graduates from the inaugural class of 2015 Star Scholars will be completing their bachelor's degrees at major four-year institutions including Cornell University, the University of Illinois at Urbana-Champaign, and the University of Illinois at Chicago.
- Wright College paralegal student Heather Atherton received the 2019 Newman Civic Fellowship.
- College Advisor Alejandro Herrera was selected by students to receive the 2019 Advisor Award for Wright College.

Wright College Engineering

Wright is making a sustained and significant effort to increase enrollment, outreach and student success in STEAM (Science, Technology, Engineering, and Math). Central to that initiative is growth of the college's engineering programs.

- Engineering Pathways (UIUC Guaranteed Admission) - Wright College Engineering Pathways enrolled 21 students for Fall 2018 Cohort. Sixty percent of Fall 2017 Cohort are transferring to UIUC, UIC, and IIT; one student received a GEAR UP Chevron Scholarship. All Fall 2015 Cohort students who transferred to UIUC and UIC in Fall 2017 are on track for baccalaureate graduation.
- The college has identified 370 students who are not in the Engineering Pathways and are interested in pursuing engineering. Thirty-two of these students were advised and changed courses. Five received early admission to UIUC and one was admitted to Rose Hullman. Two of these students were Jack Kent Cooke Semifinalists.
- Two engineering students will participate in the Princeton REU Biophysics Program in Summer of 2019.
- New Programs established in addition to Engineering Pathways
 - Engineering Summer Bridge Program
 - SIU/Wright College Applied Engineering Pathways (Recruiting for Fall 2019)

CITY COLLEGES OF CHICAGO

Community College District No. 508

- IIT/CCC Engineering (Dual Admission) (Recruiting for Fall 2019)
- Increase collaboration with High Schools (hosted 50 counselors for Counselors Breakfast)
- Wright College faculty received a \$1.43 NSF: HSI for Build Bridges into Engineering and Computer Science.
- UIUC/Wright Chevron is offering a scholarship through UIUC.
- Wright is dedicating space for engineering and has hired engineering staff.
- Industry Partnerships (internships, speakers, grant) includes work with Chevron, Underwriters Laboratory, Helpanswers Energy, Inc, Facebook, IDOT, MWRD, and Lockheed Martin.

CITY COLLEGES OF CHICAGO

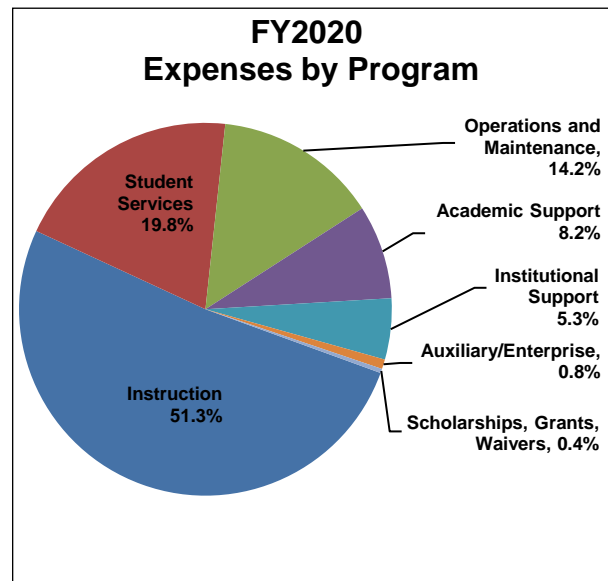
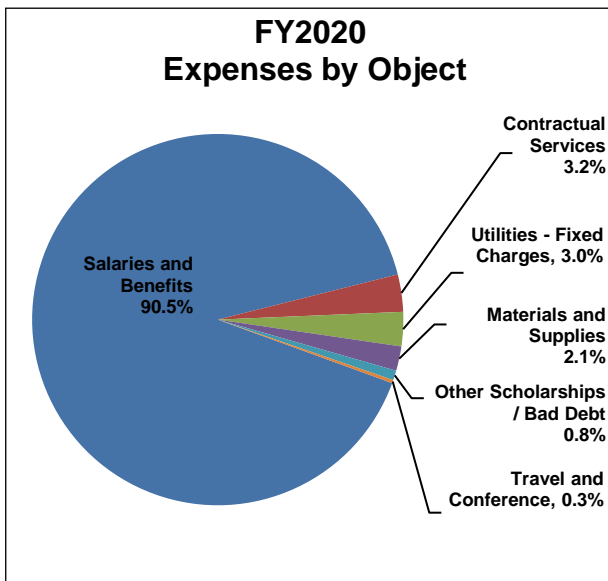
Community College District No. 508

BUDGET OVERVIEW

Wilbur Wright College's operating budget, excluding restricted grants, totals \$34.9 million in FY2020.

The largest spending category is Salary and Benefits, totaling \$31.6 million (90.5%) of the operating budget. Utilities and Fixed Charges combined are \$1 million (3.0%); Contractual Services are \$1.1 million (3.2%); Materials and Supplies are \$742 thousand (2.1%); Waivers and Scholarships and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$293 thousand or (0.8%). Travel and Conference are \$97 thousand or (0.3%).

By program type, expenses breakdown as 51.3% of budget is allocated to Instruction, 8.2% is allocated to Academic Support, 19.8% is allocated to Student Services, 0.8% is allocated to Auxiliary/Enterprise, 14.2% is allocated to Operational and Maintenance, 5.3% 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 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Expenditures by Program			
Instruction	16,539,548	17,238,686	17,929,194
Academic Support	2,838,022	2,733,272	2,849,598
Student Services	5,697,834	6,902,061	6,917,324
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	253,682	362,474	291,071
Operations and Maintenance	4,591,992	5,025,746	4,957,318
Institutional Support	2,245,011	2,480,599	1,850,465
Scholarships, Grants, Waivers	210,325	128,096	128,096
Program Total	32,376,413	34,870,935	34,923,066
Expenditures by Object			
Salaries	26,222,732	25,796,191	25,855,167
Employee Benefits	3,158,469	5,635,271	5,760,348
Contractual Services	1,102,621	1,268,599	1,133,411
Materials and Supplies	682,033	738,678	742,244
Travel and Conference	98,895	108,500	96,800
Capital Outlay	-	-	-
Fixed Charges	64,127	115,000	105,000
Utilities	837,211	915,600	937,000
Other Expenditures			
Waivers and Scholarships	210,325	128,096	128,096
Bad Debt	-	-	-
Other Expenditures	-	165,000	165,000
Object Total	32,376,413	34,870,935	34,923,066

CITY COLLEGES OF CHICAGO

Community College District No. 508

WILBUR WRIGHT COLLEGE

Enterprise Funds

Type	Program Description	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	1,068,150	407,672	407,672
	Investment Revenue	-	-	-
	Other Sources	-	-	-
Revenue Total		1,068,150	407,672	407,672
Expenditures by Program				
	Instruction	389,038	140,072	8,540
	Academic Support	74,259	-	-
	Student Services	-	8,720	2,160
	Public Service	297,035	372,454	532,486
	Organized Research	-	-	-
	Auxiliary/Enterprise	6,758	21,900	37,507
	Operations and Maintenance	-	-	-
	Institutional Support	-	-	-
	Scholarships, Grants, Waivers	-	-	-
Program Total		767,089	543,146	580,693
Expenditures by Object				
	Salaries	311,192	406,384	462,248
	Employee Benefits	26,358	64,262	69,784
	Contractual Services	300,000	1,000	1,000
	Materials and Supplies	129,539	65,500	41,904
	Travel and Conference	-	-	756
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures			
	Waivers and Scholarships	-	6,000	5,000
	Bad Debt	-	-	-
	Other Expenditures	-	-	-
Object Total		767,089	543,146	580,693
Revenues less Expenditures		301,061	(135,474)	(173,021)

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	FY2018
IPEDS 150 Completion Rate	14%	15%	15%	16%	17%	28%
Total Awards	1,631	1,801	1,806	1,660	1,317	1,297
Total Degrees	861	1,031	1,066	1,137	1,034	1,044
Total Certificates	770	770	740	523	283	253
Credit Students Fall-to-Spring Retention	70.1%	69.1%	68.2%	68.1%	67.6%	70.0%
Student employment rate in area of training	56%	57%	56%	61%	90%	N/A
Med. earnings of stud. employed in training area	\$34,580	\$33,280	\$33,280	\$33,418	\$34,142	N/A
Total Enrollment (unduplicated)	23,313	22,399	21,546	19,221	18,298	17,985
Credit Enrollment	12,773	13,019	13,131	12,212	11,291	11,216
Adult Ed. Enrollment	6,495	5,771	5,679	5,240	5,438	5,130
Continuing Ed. Enrollment	4,598	4,076	3,294	2,177	1,984	2,049
C2C Enrollment	1,329	5,233	11,514	9,888	8,543	8,356
Transfer within 2 years of degree completion	49%	49%	49%	54%	50%	55%
Transfer after earning 12 credits (fall new stud.)	132	180	165	150	135	101
Remediation transitions 1yr	41%	42%	47%	63%	58%	56.0%
Transitions to College Credit	156	278	146	265	388	388
GED Attainment	319	229	76	153	152	156
Percent of Students Attaining Level Gains	25.0%	22.9%	33.9%	38.5%	42.9%	40.0%
Full-time to 30 ch in 1 year	8.0%	7.5%	9.6%	11.5%	9.0%	9.60%
Part-time to 15 ch in 1 year	21.0%	20.1%	20.4%	23.2%	21.0%	22.5%

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DISTRICT OFFICE



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CITY COLLEGES OF CHICAGO
Community College District No. 508

SUMMARY DISTRICT OFFICE

Operating Funds

	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Expenditures by Program			
Instruction	52,187	219,000	302,623
Academic Support	1,711,898	2,678,001	2,895,333
Student Services	1,448,840	1,633,025	1,454,501
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	2,050,882	2,752,850	2,985,355
Operations and Maintenance	3,541,835	3,374,135	4,026,622
Institutional Support	57,757,899	32,711,998	33,643,502
Scholarships, Grants, Waivers	2,146,806	2,513,423	2,578,076
Program Total	68,710,347	45,882,432	47,886,012
Expenditures by Object			
Salaries	20,922,854	23,945,758	25,169,442
Employee Benefits	34,607,661	6,238,487	6,411,236
Contractual Services	3,564,216	4,515,081	4,791,076
Materials and Supplies	5,433,806	6,852,938	6,507,082
Travel and Conference	44,573	157,127	197,300
Capital Outlay	-	-	-
Fixed Charges	91,347	291,521	965,200
Utilities	1,391,253	1,168,036	1,066,600
Other Expenditures			
Waivers and Scholarships	2,146,806	2,513,423	2,578,076
Bad Debt	-	-	-
Other Expenditures	507,830	200,060	200,000
Object Total	68,710,346	45,882,431	47,886,012

CITY COLLEGES OF CHICAGO

Community College District No. 508

SUMMARY GENERAL APPROPRIATION

Operating Funds

	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Expenditures by Program			
Instruction	5,434,231	-	-
Academic Support	71,100	3,575,381	3,575,381
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	250,000
Operations and Maintenance	103,787	90,000	90,000
Institutional Support	(4,983,157)	7,790,364	8,012,936
Scholarships, Grants, Waivers	5,872,159	9,012,000	8,000,000
Program Total	6,498,119	20,467,745	19,928,317
Expenditures by Object			
Salaries	4,850,663	1,483,539	2,687,942
Employee Benefits	(20,077,994)	(454,407)	(3,704,785)
Contractual Services	1,579,426	3,094,517	2,752,333
Materials and Supplies	447,961	673,250	740,810
Travel and Conference	-	40,000	40,000
Capital Outlay	-	-	-
Fixed Charges	1,186,680	1,206,000	1,312,017
Utilities	-	-	-
Other Expenditures			
Waivers and Scholarship	5,866,223	9,000,000	8,000,000
Bad Debt	10,429,512	5,212,846	8,000,000
Other Expenditures	2,215,647	212,000	100,000
Object Total	6,498,119	20,467,745	19,928,317

BOARD OF TRUSTEES



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CITY COLLEGES OF CHICAGO

Community College District No. 508

BOARD OF TRUSTEES

DEPARTMENT DESCRIPTION

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

Board of Trustees

Walter E. Massey, Ph.D., Chair
Elizabeth Swanson, Vice Chair
Clarisol Duque, Secretary
Peggy A. Davis, Trustee
Karen Kent, Trustee
Deborah H. Telman, Trustee
Darrell A. Williams, Trustee
Armani A. Alexander, Student Trustee

Board Responsibilities

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

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

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

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

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

Regular Board Meetings

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

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

Committee Meetings

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

Committee	Chair
Executive Committee	Walter E. Massey, Ph.D.
Academic Affairs and Student Services	Elizabeth Swanson
Finance and Administrative Services	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 1st of each calendar year or as soon as thereafter may be possible, the Board elects officers and adopts its Rules for the Management and Government of City Colleges. The Rules contain all Board-adopted policies which include but are not limited to the following:

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

BUDGET OVERVIEW

The Board of Trustees operating budget, excluding restricted grants, totals \$312 thousand in FY2020.

The largest spending category is Salary and Benefits, totaling \$237 thousand (75.9%) of the operating budget. Contractual Services are \$15 thousand (4.7%); Materials and Supplies are \$58 thousand (18.5%); and Travel and Conference are \$3 thousand (0.8%).

CITY COLLEGES OF CHICAGO

Community College District No. 508

BOARD OF TRUSTEES

Operating Funds

	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	187,077	274,129	312,270
Scholarships, Grants, Waivers	-	-	-
Program Total	187,077	274,129	312,270
Expenditures by Object			
Salaries	105,830	153,056	186,500
Employee Benefits	16,758	41,546	50,625
Contractual Services	10,320	19,000	14,720
Materials and Supplies	54,170	57,527	57,925
Travel and Conference	-	3,000	2,500
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	-	-	-
Other Expenditures			
Waivers and Scholarships	-	-	-
Bad Debt	-	-	-
Other Expenditures	-	-	-
Object Total	187,077	274,129	312,270

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OFFICE OF THE CHANCELLOR



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CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF THE CHANCELLOR

DEPARTMENT DESCRIPTION

The Chancellor is responsible for managing a budget over \$447.6 million and 4,500 employees, as well as ensuring the success of more than 80,000 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 FY2020 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 FY2020 budget is \$751 thousand.

Salary and Benefits costs account for \$728 thousand (96.9%), followed by Materials and Supplies at \$18 thousand (2.4%). The remaining appropriation includes Travel and Conference at \$6 thousand (0.7%).

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF THE CHANCELLOR

Operating Funds

	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	855,405	1,263,508	751,112
Scholarships, Grants, Waivers	-	-	-
Program Total	855,405	1,263,508	751,112
Expenditures by Object			
Salaries	731,013	968,766	572,250
Employee Benefits	109,691	262,967	155,335
Contractual Services	4,374	3,275	-
Materials and Supplies	8,563	16,000	18,027
Travel and Conference	1,763	5,500	5,500
Capital Outlay	-	-	-
Fixed Charges	-	7,000	-
Utilities	-	-	-
Other Expenditures			
Waivers and Scholarships	-	-	-
Bad Debt	-	-	-
Other Expenditures	-	-	-
Object Total	855,405	1,263,508	751,112

**OFFICE OF ADMINISTRATIVE AND
PROCUREMENT SERVICES**



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CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF ADMINISTRATIVE AND PROCUREMENT SERVICES

DEPARTMENT DESCRIPTION

Administrative and Procurement Services provides coordination, monitoring, and leadership in the areas of Facilities Maintenance and Usage, Construction and Renovation, Plant Management, Auxiliary Services, Capital Planning and Development, Capital Facilities Funding, Safety and Security, Procurement of Goods and Services, Minority and Women-Owned Business Utilization Program, Mail Services, and Reprographics Services and Copy Centers.

Department Structure

Administrative & Procurement Services is comprised of four units with the shared goal of creating and maintaining an optimal learning environment for all our students: Capital Planning and Construction, Facility Operations, Safety and Security, and Procurement and Compliance. Administrative & Procurement Services is managed by the Vice Chancellor of Finance & Business Enterprises/Chief Financial Officer.

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

Facility Operations: Manages shared administrative services and contracts provided across the colleges, such as print and copy services, inter-office mail services, offsite records storage, vehicle fuel and repair, supply contracts for office and janitorial supplies, and maintenance, repair and operational supplies. This unit also ensures that sustainable practices are implemented into the daily operations of each campus through recycling and energy management programs. In FY2019, we endured record low temperatures, minimized any damage to our equipment and maintained critical operations through excellence from our building engineers, as well as long term capital investments, robust maintenance, increased BAS control, and ongoing training at our facilities. Through electricity and natural gas procurement locks, our exposure to market rate spikes was minimized.

Safety and Security: Provides a safe and secure environment for all students, faculty, staff and visitors by providing training resources for district-wide security staff, ensuring compliance with reporting mandates, such as the Clery Act, developing emergency response plans and coordinating exercises/drills, collaborating with other law enforcement agencies, and providing operational subject matter expertise and operational recommendations to the colleges.

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. Priorities include: addressing critical deferred facility maintenance projects; enhancing emergency response planning, training, and resources, as well as continue to lead

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district-wide exercises and drills; continuing to promote and advance sustainability efforts, such as recycling and reducing utility usage; piloting office supply distribution and inventory management system at the newly completed Olive-Harvey Transportation Distribution and Logistics (TDL) Center leveraging volume purchasing to continue to generate savings, and continuing to increase participation of minority- and women- owned businesses on District contracts.

BUDGET OVERVIEW

The Office of Administrative and Procurement Services FY2020 budget is \$4.7 million.

Salary and Benefits costs account for \$3.2 million (68.2%), followed by Utilities and Fixed Charges, budgeted at \$1.0 million (21.7%); Contractual Services at \$268 thousand (5.7%); Materials and Supplies at \$184 thousand (3.9%); and Travel and Conference at \$20 thousand (0.4%).

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OFFICE OF ADMINISTRATIVE AND PROCUREMENT SERVICES

Operating Funds

	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	3,261,887	3,374,135	4,026,622
Institutional Support	448,284	548,897	654,557
Scholarships, Grants, Waivers	-	-	-
Program Total	3,710,171	3,923,032	4,681,179

Expenditures by Object			
Salaries	2,602,870	2,541,727	2,561,674
Employee Benefits	378,346	656,117	630,005
Contractual Services	234,347	301,000	268,000
Materials and Supplies	92,360	125,215	184,000
Travel and Conference	4,549	18,400	20,000
Capital Outlay	-	-	-
Fixed Charges	60,986	215,573	932,500
Utilities	336,713	65,000	85,000
Other Expenditures			
Waivers and Scholarships	-	-	-
Bad Debt	-	-	-
Other Expenditures	-	-	-
Object Total	3,710,171	3,923,032	4,681,179

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OFFICE OF FINANCE
AND BUSINESS ENTERPRISES



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CITY COLLEGES OF CHICAGO

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OFFICE OF FINANCE AND BUSINESS ENTERPRISES

DEPARTMENT DESCRIPTION

The Office of Finance and Business Enterprises is responsible for managing City Colleges' finances and providing governance, support and leadership in financial management and reporting, business and treasury services, debt, accounting, grants, financial planning and budgeting, and business enterprises. 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) deliver effective student services in a fiscally responsible manner.

Department Structure Office of Finance and Business Enterprises

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

Accounting and Treasury: This department manages financial reporting, investments, and cash flow management. The division develops cash flow analysis and forecasting, issues and manages debt, and completes all financial and grant reporting on a monthly basis. Accounting is also responsible for the Comprehensive Annual Financial Report (CAFR), A-133 Single Audit Report and Illinois Community College Board financial report. In addition, the department processes all vendor, employee and student reimbursements for City Colleges.

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.

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

Child Development Laboratory Schools:

City Colleges operates five Child Development laboratory schools (“lab schools”). 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. The lab schools are located at Truman College, Malcolm X College, Daley College, Kennedy-King College, and Olive-Harvey College. All lab schools are licensed by the State of Illinois and offer comprehensive childcare services. There are several payment options, based on income.

Enterprise Student Service Operations:

- **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.
- **Food Service:** Business Enterprises oversees the food service management operation in the delivery of food services district-wide, including: cafeterias, kiosks, vending, catering, and childcare meals.

BUDGET OVERVIEW

The FY2020 operating budget for the Office of Finance and Business Enterprises is \$3.6 million.

Salaries and Benefits costs account for \$3.2 million (90.2%), followed by Other Expenditures (i.e. Bank Charges) at \$200 thousand (5.6%), Contractual Services at \$80 thousand (2.2%), Materials and Supplies at \$59 thousand (1.6%), and Travel and Conference at \$10 thousand (0.3%).

CITY COLLEGES OF CHICAGO

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OFFICE OF FINANCE AND BUSINESS ENTERPRISE

Operating Funds

	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	52,204	-	-
Student Services	220,446	250,000	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	170,792	187,414	165,688
Operations and Maintenance	279,948	-	-
Institutional Support	2,202,089	5,033,932	3,406,347
Scholarships, Grants, Waivers	-	184,750	-
Program Total	2,925,478	5,656,096	3,572,035
Expenditures by Object			
Salaries	3,396,026	3,610,176	2,535,223
Employee Benefits	(1,496,823)	957,313	688,176
Contractual Services	441,981	616,029	80,000
Materials and Supplies	73,060	72,428	58,695
Travel and Conference	3,403	12,400	9,940
Capital Outlay	-	-	-
Fixed Charges	-	3,000	-
Utilities	-	-	-
Other Expenditures			
Waivers and Scholarships	-	184,750	-
Bad Debt	-	-	-
Other Expenditures	507,830	200,000	200,000
Object Total	2,925,478	5,656,096	3,572,035

CITY COLLEGES OF CHICAGO

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OFFICE OF FINANCE AND BUSINESS ENTERPRISE

Enterprise Funds

<u>Type</u>	<u>Program Description</u>	<u>FY 2018 Audit</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget Request</u>
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	148,712	3,509,357	3,697,415
	Investment Revenue	-	-	-
	Other Sources	-	-	-
Revenue Total		148,712	3,509,357	3,697,415
Expenditures by Program				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	-	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	1,834,571	3,883,310	4,082,931
	Operations and Maintenance	-	-	-
	Institutional Support	-	-	-
	Scholarships, Grants, Waivers	-	-	-
Program Total		1,834,571	3,883,310	4,082,931
Expenditures by Object				
	Salaries	1,340,185	2,743,502	2,957,435
	Employee Benefits	331,901	698,820	722,507
	Contractual Services	114,730	374,488	316,489
	Materials and Supplies	47,012	51,000	71,000
	Travel and Conference	743	15,500	15,500
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures			
	Waivers and Scholarships	-	-	-
	Bad Debt	-	-	-
	Other Expenditures	-	-	-
Object Total		1,834,571	3,883,310	4,082,931
Revenues less Expenditures		-	(373,953)	(385,516)

OFFICE OF THE
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OFFICE OF THE GENERAL COUNSEL

DEPARTMENT DESCRIPTION

The Office of the General Counsel (OGC) manages the legal affairs of 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: 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 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 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 FY2020 budget is \$1.6 million.

Salary and Benefits costs account for \$1.5 million (97.4%), followed by Materials and Supplies at \$29 thousand (1.8%), and Travel and Conference at \$12 thousand (0.8%).

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OFFICE OF THE GENERAL COUNSEL

Operating Funds

	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	1,122,350	1,453,351	1,576,651
Scholarships, Grants, Waivers	-	-	-
Program Total	1,122,350	1,453,351	1,576,651
Expenditures by Object			
Salaries	964,019	1,116,980	1,221,797
Employee Benefits	136,542	289,329	313,453
Contractual Services	-	-	-
Materials and Supplies	21,089	44,582	29,050
Travel and Conference	700	1,000	12,350
Capital Outlay	-	-	-
Fixed Charges	-	1,400	-
Utilities	-	-	-
Other Expenditures			
Waivers and Scholarships	-	-	-
Bad Debt	-	-	-
Other Expenditures	-	60	-
Object Total	1,122,350	1,453,351	1,576,651

OFFICE OF HUMAN RESOURCES
AND STAFF DEVELOPMENT



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OFFICE OF HUMAN RESOURCES AND STAFF DEVELOPMENT

DEPARTMENT DESCRIPTION

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

DEPARTMENT STRUCTURE

The Department of Human Resources is comprised of five sections: Employee Enrichment, 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 Enrichment:** Develops a people-first approach in the creation and implementation of programs, strategies and policies that understand and continuously improve the entire employee experience. This section consists of two areas:
 - **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 overall improvement.
 - **Employee Engagement and Recognition** leads the development and implementation of strategies, recognition programs and events in collaboration with district leadership to ensure initiatives are in alignment with and in support of the vision and strategic plan of CCC, with a focus on improving employee engagement and culture.
- **Employee Performance and Development:** Develops and implements strategic employee performance and development programs. Consists of two 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.
 - **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. This section consists of two areas:

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- **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. This section 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.
 - **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. This section consists of two areas:
 - **Human Resources Information Services** establishes innovative solutions to integrated systems, for the administration and deployment of strategic Human Resources information and services.
 - **Payroll Services** is responsible for the successful processing and analysis of payroll for the district. Ensures legal compliance with all federal, state, and local rules and regulations related to payroll matters.

BUDGET OVERVIEW

The Office Human Resources and Staff Development's FY2020 budget is \$4.1 million.

Salary and Benefits costs account for \$3.7 million (90.4%), followed by Contractual Services budgeted at \$311 thousand (7.6%), Materials and Supplies at \$64 thousand (1.6%); and Travel; and Conference at \$20 thousand (0.5%).

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OFFICE OF HUMAN RESOURCES AND STAFF DEVELOPMENT

Operating Funds

	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	35,922,458	3,362,314	4,094,044
Scholarships, Grants, Waivers	-	-	-
Program Total	35,922,458	3,362,314	4,094,044
Expenditures by Object			
Salaries	1,888,733	2,297,159	2,914,827
Employee Benefits	33,876,654	611,321	784,588
Contractual Services	135,039	373,015	310,675
Materials and Supplies	22,032	70,819	63,955
Travel and Conference	-	10,000	20,000
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	-	-	-
Other Expenditures	-	-	-
Waivers and Scholarships	-	-	-
Bad Debt	-	-	-
Other Expenditures	-	-	-
Object Total	35,922,458	3,362,314	4,094,044

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OFFICE OF
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OFFICE OF INFORMATION TECHNOLOGY

DEPARTMENT DESCRIPTION

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) Business Intelligence and Data Analytics; (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.

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

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

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

Web Services and Academic Technologies: This team provides and supports web-based technologies which enhance teaching and learning, increase operational efficiency, and improve the customer service experience for all CCC users. Major systems include the Learning Management System and related instructional technology, online collaboration tools, the Constituent Relationship Management System, and custom web application development and integration. This team also

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collaborates with CCC Marketing and Communications to provide support and development of the digital platforms which allows CCC to showcase its programs and services and maximize the effectiveness of advertising campaigns.

Information 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 FY2020 budget is \$13.5 million.

Salary and Benefits costs account for \$5.6 million (41.8%) of the budgeted total, followed by Contractual Services budgeted at \$1.8 million (13.7%), Materials and Supplies at \$5.0 million (36.8%). Utilities and Fixed Charges account for \$982 thousand (7.3%) of the budget and the remaining \$50 thousand (0.4%) of the budget belongs to Travel and Conference.

CITY COLLEGES OF CHICAGO

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OFFICE OF INFORMATION TECHNOLOGY

Operating Funds

	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	11,534,390	13,284,092	13,498,531
Scholarships, Grants, Waivers	-	-	-
Program Total	11,534,390	13,284,092	13,498,531
Expenditures by Object			
Salaries	3,757,747	4,118,066	4,487,050
Employee Benefits	540,533	1,063,900	1,159,400
Contractual Services	1,705,174	1,411,522	1,847,792
Materials and Supplies	4,475,596	5,581,168	4,972,689
Travel and Conference	800	1,000	50,000
Capital Outlay	-	-	-
Fixed Charges	-	5,400	-
Utilities	1,054,540	1,103,036	981,600
Other Expenditures			
Waivers and Scholars	-	-	-
Bad Debt	-	-	-
Other Expenditures	-	-	-
Object Total	11,534,390	13,284,092	13,498,531

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CITY COLLEGES OF CHICAGO

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OFFICE OF THE INSPECTOR GENERAL

DEPARTMENT DESCRIPTION

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

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

Additionally, pursuant to Article 2.72 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;

In brief summary, the OIG's workload during 2018 was as follows:

- As of December 31, 2017, the OIG had 92 pending investigations. As of December 31, 2018, the OIG had 83 pending investigations.
- The OIG received or initiated 270 complaints.
- The OIG closed 279 complaints.

The OIG issued 31 Investigative Summaries (reports).

CITY COLLEGES OF CHICAGO

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BUDGET OVERVIEW

The Office of the Inspector General's FY2020 budget is \$789 thousand.

Salary and Benefits costs account for \$743 thousand (94.2%). The remaining appropriation of the operating budget includes Contractual Services for \$5 thousand (0.6%), Materials and Supplies for \$4 thousand (0.5%), Fixed Charges for \$33 thousand (4.1%), and Travel and Conference for \$5 thousand (0.6%).

CITY COLLEGES OF CHICAGO

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OFFICE OF THE INSPECTOR GENERAL

Operating Funds

	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	679,126	794,443	788,791
Scholarships, Grants, Waiver	-	-	-
Program Total	679,126	794,443	788,791
Expenditures by Object			
Salaries	552,108	587,831	584,131
Employee Benefits	87,777	159,564	158,560
Contractual Services	3,897	4,050	4,500
Materials and Supplies	3,899	3,150	4,150
Travel and Conference	1,085	5,700	4,750
Capital Outlay	-	-	-
Fixed Charges	30,361	34,148	32,700
Utilities	-	-	-
Other Expenditures			
Waivers and Scholarships	-	-	-
Bad Debt	-	-	-
Other Expenditures	-	-	-
Object Total	679,126	794,443	788,791

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CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF INSTITUTIONAL ADVANCEMENT

DEPARTMENT DESCRIPTION

The Office of Institutional Advancement (OIA) serves the educational goals of City Colleges of Chicago by increasing support the brand and market awareness of the system and its seven colleges among external and internal stakeholders. OIA accomplishes this by enlisting key constituencies in support of City Colleges' mission and working collaboratively to support enrollment of students. OIA build strong relationships with civic and community leaders, local and elected officials, corporations and foundations, donors and alumni, to strengthen City Colleges' reputation, foster a supportive regulatory and legislative climate, and secure contributions that support student impact. In doing so, OIA helps drive enrollment, retention and graduation of students that help lead to positive economic outcomes, helping 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 strategic goals and objectives, while supporting key needs and functions at the colleges. The Advancement Department provides fundraising support in the form of corporate and foundation relations, grants management, alumni and donor relations, and scholarship services. Additionally, the Advancement Department houses the City Colleges of Chicago Foundation, a not-for-profit, 501(c)3 organization which supports resource development strategy of City Colleges through the providing pass-through grants to the system and colleges for key programs, facilitates private scholarships for students at City Colleges, and supports the signature fundraising events for the benefit of the system.

Community & Legislative Affairs: The Community & Legislative Affairs Department 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 has two principal functions, 1) serve is an in-house creative center offering solutions for all marketing and communication needs, working across the system and colleges to tell City Colleges' story to a wide range of audiences. The department's mission is to preserve and strengthen the brand of City Colleges of Chicago and support strategic enrollment efforts through a variety of communications mediums including print, digital, video, and social; and 2) serve as a liaison to district and college leadership supporting strategic communications, public and media relations across internal and external stakeholders.

Special Initiatives: The Special Initiatives Department focuses on key partnership initiatives with City of Chicago agencies and institutions. The department consists of teams that manage the Chicago

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

CITY COLLEGES OF CHICAGO

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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.

BUDGET OVERVIEW

The Office of Institutional Advancement's FY2020 budget is \$5.0 million.

Salary and Benefits costs account for \$4.3 million (85.9%), followed by Materials and Supplies at \$318 thousand (6.4%) and \$353 thousand (7.1%) for Contractual Services, and \$33 thousand (0.7%) for Travel and Conference.

CITY COLLEGES OF CHICAGO

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OFFICE OF INSTITUTIONAL ADVANCEMENT

Operating Funds

	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	77,827	412,143	451,455
Operations and Maintenance	-	-	-
Institutional Support	2,058,837	3,908,705	4,530,496
Scholarships, Grants, Waivers	-	-	-
Program Total	2,136,664	4,320,848	4,981,952

Expenditures by Object

Salaries	1,708,359	2,671,220	3,408,335
Employee Benefits	242,637	718,261	870,067
Contractual Services	88,293	707,940	352,500
Materials and Supplies	81,766	155,300	318,050
Travel and Conference	15,609	43,127	33,000
Capital Outlay	-	-	-
Fixed Charges	-	25,000	-
Utilities	-	-	-
Other Expenditures			
Waivers and Scholarships	-	-	-
Bad Debt	-	-	-
Other Expenditures	-	-	-
Object Total	2,136,664	4,320,848	4,981,952

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OFFICE OF
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CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF INTERNAL AUDIT

DEPARTMENT DESCRIPTION

The mission of the Office of Internal Audit (IA) is to provide independent and objective assurance and consulting services designed to improve City Colleges operations and to assess compliance with applicable laws, regulations, and organizational policies and procedures. 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
- Employees' actions are in compliance with policies, standards, procedures and applicable laws and regulations
- Resources are acquired economically, used efficiently, and adequately protected
- Significant financial, managerial, and operating information is accurate, reliable, and timely
- 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 Executive Management

Department Structure

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

BUDGET OVERVIEW

The Office of Internal Audit's budget for FY2020 is \$395 thousand.

Salary and Benefits amounting to \$390 thousand (98.6%). Travel and Conference accounts for \$5 thousand (1.3%) of the total and Materials and Supplies accounts for \$500 (0.1%) of the budgeted total.

CITY COLLEGES OF CHICAGO

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OFFICE OF INTERNAL AUDIT

Operating Funds

	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	253,621	362,931	395,198
Scholarships, Grants, Waivers	-	-	-
Program Total	253,621	362,931	395,198
Expenditures by Object			
Salaries	215,390	281,515	306,500
Employee Benefits	37,242	76,416	83,198
Contractual Services	-	-	-
Materials and Supplies	340	1,000	500
Travel and Conference	650	4,000	5,000
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	-	-	-
Other Expenditures			
Waivers and Scholarships	-	-	-
Bad Debt	-	-	-
Other Expenditures	-	-	-
Object Total	253,621	362,931	395,198

OFFICE OF ACADEMIC AND
STUDENT AFFAIRS



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CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF ACADEMIC AND STUDENT AFFAIRS

DEPARTMENT DESCRIPTION

Academic and Student Affairs (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 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 student financials.

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, Enrollment Management, and Student Financials. 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 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 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 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.

CITY COLLEGES OF CHICAGO

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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.

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: Leads district-wide enrollment management planning and enhances the coordination of services that contribute to a student's recruitment, enrollment, retention and graduation. Enrollment Management serves to provide services and programs that are seamless, customer-friendly, student-centered and efficient, 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.

Student Financials: Works collaboratively with campus leadership, financial aid staff, and others to provide quality financial aid processing and services for all CCC students while maintaining compliance with complex federal and state regulations and institutional policy and procedures.

CITY COLLEGES OF CHICAGO

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BUDGET OVERVIEW

The Office of Academic and Student Affairs' FY2020 budget is \$13.2 million.

Salary and Benefits costs account for \$7.9 million (59.8%) of the total budget, followed by Contractual Services at \$1.9 million (14.5%) and Materials and Supplies at \$800 thousand (6.1%), Other Expenditures, which include Waivers and Scholarships, account for \$2.6 million (19.5%) and Travel and Conference accounts for \$34 thousand (0.3%) of the budgeted total.

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF ACADEMIC AND STUDENT AFFAIRS

Operating Funds

	FY 2018 Audit	FY 2019 Budget	FY 2020 Budget Request
Expenditures by Program			
Instruction	52,187	219,000	302,623
Academic Support	1,659,694	2,678,001	2,895,333
Student Services	1,228,394	1,383,025	1,454,501
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	1,802,263	2,153,293	2,368,211
Operations and Maintenance	-	-	-
Institutional Support	2,337,505	2,425,696	3,635,505
Scholarships, Grants, Waivers	2,146,806	2,328,672	2,578,076
Program Total	9,226,849	11,187,687	13,234,249
Expenditures by Object			
Salaries	4,869,473	5,599,262	6,391,154
Employee Benefits	652,833	1,401,751	1,517,828
Contractual Services	940,791	1,079,250	1,912,889
Materials and Supplies	600,932	725,751	800,042
Travel and Conference	16,015	53,000	34,260
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	-	-	-
Other Expenditures			
Waivers and Scholarships	2,146,806	2,328,673	2,578,076
Bad Debt	-	-	-
Other Expenditures	-	-	-
Object Total	9,226,849	11,187,687	13,234,249

STATISTICAL SECTION



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CITY COLLEGES OF CHICAGO

Community College District No. 508

STATISTICAL SECTION

OVERVIEW OF CITY COLLEGES OF CHICAGO

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

City Colleges 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, Sikia Restaurant, Child Development Centers, 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, more than 25 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.

CITY COLLEGES OF CHICAGO

Community College District No. 508

Property Taxes Levy Trend

FUND	2019*		2018		2017		2016		2015	
	TAXES LEVIED	RATE	TAXES LEVIED	RATE	TAXES LEVIED	RATE	TAXES LEVIED	RATE	TAXES LEVIED	RATE
Educational	96,510,614	0.111862	93,652,968	0.108550	96,286,505	0.125500	91,697,089	0.123941	88,619,089	0.124949
Liability	4,680,308	0.005425	4,543,468	0.005266	6,985,016	0.009104	6,985,016	0.009441	985,016	0.001389
Financial Auditing	538,031	0.000624	558,517	0.000647	645,074	0.000841	684,492	0.000925	384,492	0.000542
Operations and Maintenance	28,778,050	0.033356	27,936,737	0.032380	21,614,785	0.028173	25,614,785	0.034622	34,914,785	0.049228
Subtotal	130,507,003	0.151	126,691,690	0.147	125,531,380	0.164	124,981,382	0.169	124,903,382	0.176
Levied by the City of Chicago on CCC's behalf										
1999 Capital Improvement Bond (Debt Service)	32,670,000		32,670,000		32,670,000		32,670,000		32,670,000	
2007 Capital Improvement Bond (Debt Service)	2,499,500		2,499,500		2,499,500		2,499,500		2,498,250	
Subtotal	35,169,500		35,169,500		35,169,500		35,169,500		35,168,250	
TOTAL	165,676,503	0.151	161,861,190	0.147	160,700,880	0.164	160,150,882	0.169	160,071,632	0.176
Community College #508 (City Colleges)										
Tax Extension Grand Total *	N/A		126,826,760		125,818,389		125,026,392		125,526,944	
Chicago's Equalized Assessed Value (EAV)	86,276,708,093		86,276,708,093		76,722,182,440		73,984,605,433		70,924,421,349	

* 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

**Headcount Enrollment Trends by Career
(FY2015-FY2019)**

Career	FY 2015	FY 2016	FY 2017	FY2018	FY2019*	1-Year Change	5-Year Change
Semester Credit and Skills	61,356	57,400	51,774	50,436	50,562	0.2%	-17.6%
Adult Education	30,601	28,947	26,983	24,547	21,729	-11.5%	-29.0%
Continuing Education	13,464	10,070	7,577	8,411	7,773	-7.6%	-42.3%
Total (CCC Unduplicated)	100,444	91,626	83,181	80,719	77,409	-4.1%	-22.9%
Total (ICCB Unduplicated)	92,931	85,325	77,769	74,062	71,551	-3.5%	-23.0%

*Preliminary as of June 18, 2019

** Skills programs and courses were transitioned to the Semester Credit career in FY 2016.

**FTE Enrollment Trends by Career
(FY2015-FY2019)**

Career	FY 2015	FY 2016	FY 2017	FY2018	FY2019*	1-Year Change	5-Year Change
Semester Credit and Skills	29,263	26,419	24,181	23,825	23,147	-2.8%	-20.9%
Adult Education	11,874	11,540	11,086	10,284	9,499	-7.6%	-20.0%
Continuing Education	391	4	7	0	0	N/A	-100.0%
Total (Unduplicated)	41,529	37,965	35,275	34,109	32,647	-4.3%	-21.4%

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

*Preliminary as of June 18, 2019

** Skills programs and courses were transitioned to the Semester Credit career in FY 2016.

CITY COLLEGES OF CHICAGO

Community College District No. 508

Degrees/Certificates Awarded and GED Completers Five Year Summary: FY2014 – FY2018

	FY2014	FY2015	FY2016	FY2017	FY2018	5-Year Total
Degrees Awarded	4,322	4,944	5,010	4,456	4,424	23,156
Certificates Awarded	7,569	6,947	5,638	3,615	3,563	27,332
GED Completers	1350	331	675	701	779	3,836

Source: FY 2018 CCC Statistical Digest

CITY COLLEGES OF CHICAGO

Community College District No. 508

Average Class Size Trend, Fall 2015-2018 Credit, Adult Education, and Continuing Education

College	Semester Credit				Adult Education				Continuing Education			
	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2015	Fall 2016	Fall 2017	Fall 2018
DA	22.4	22.8	21.1	20.3	21.8	18.2	19.3	17.2	19.0	10.1	12.9	8.6
HW*	23.9	22.8	24.2	23.0	N/A	N/A	N/A	N/A	26.2	21.6	35.9	35.3
KK	19.1	19.7	18.9	16.5	14.5	16.8	17.2	13.1	12.3	7.8	11.3	12.0
MX	22.8	21.8	23.8	23.3	14.1	14.4	15.1	12.8	11.2	8.8	11.6	9.1
OH	15.4	17.9	18.1	15.8	16.6	17.3	15.0	14.0	5.8	3.5	4.8	7.1
TR	20.5	21.5	21.5	20.7	22.5	19.4	20.6	17.6	7.4	5.1	8.3	9.6
WR	22.0	22.2	22.8	22.5	23.6	19.2	22.0	16.8	8.9	9.2	11.1	7.6
CCC	21.4	21.6	22.1	21.1	19.5	18.1	18.9	16.1	11.0	8.4	11.4	9.3

*Harold Washington phased out Adult Education in Fall 2007.

Excludes online courses and team teaching

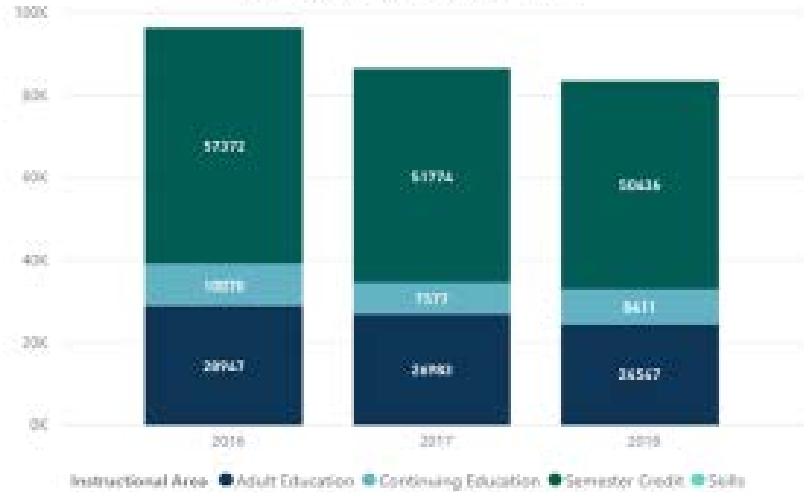
Source: OpenBook (accessed 4/16/2019)

CITY COLLEGES OF CHICAGO

Community College District No. 508



Enrollment, by Instructional Area



Home College Enrolled

All

Fiscal Year

All

Instructional Area	2016	2017	2018
Adult Education	28947	26983	24547
Continuing Education	10070	7577	8411
Semester Credit	57372	51774	50436
Skills	32		
Total	91626	83181	80719

Degrees and Certificates



Home College Awarded

All

Gender

All

Degree/Certificate Type	2016	2017	2018
AA - Associate of Arts	2072	2023	2129
AAS - Associate of Applied Science	980	779	637
AC - Advanced Certificate	998	939	901
AES - Associate of Engineering Science	18	15	18
AFA - Associate of Fine Arts	5	11	14
AGS - Associate of General Studies	1046	687	703
AS - Associate of Science	889	941	923
BC - Basic Certificate	4640	2676	2662
Total	10648	8079	7887
GED	675	701	779

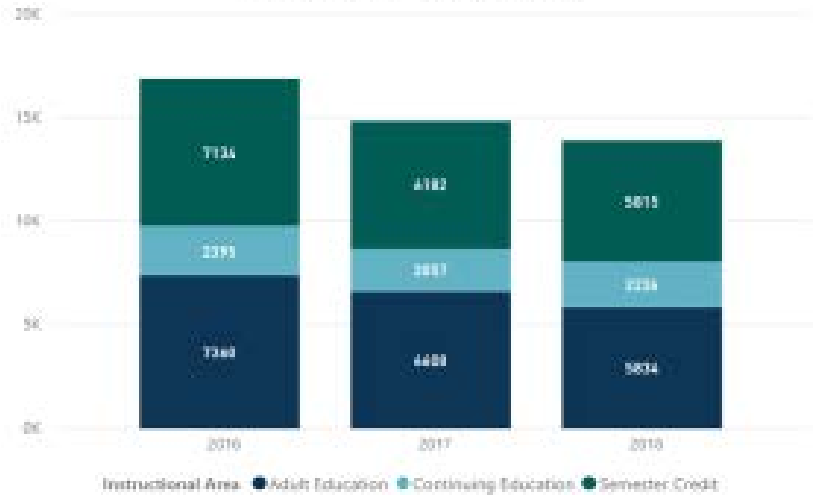
Web Version: www.ccc.edu/Pages/StatisticalDigest.htm

CITY COLLEGES OF CHICAGO

Community College District No. 508

DA

Enrollment, by Instructional Area



Home College Enrolled

DA

Fiscal Year

All

Instructional Area	2016	2017	2018
Adult Education	7360	6608	5834
Continuing Education	2395	2057	2225
Semester Credit	7134	6182	5815
Total	15953	14188	13264

Degrees and Certificates



Degrees and Certificates

Home College Awarded

DA

Gender

All

Degree/Certificate Type	2016	2017	2018
AA - Associate of Arts	259	223	255
AAS - Associate of Applied Science	92	89	59
AC - Advanced Certificate	256	347	366
AES - Associate of Engineering Science	4	2	4
AGS - Associate of General Studies	94	46	90
AS - Associate of Science	58	72	86
BC - Basic Certificate	797	525	505
Total	1560	1284	1325
GED	197	187	200

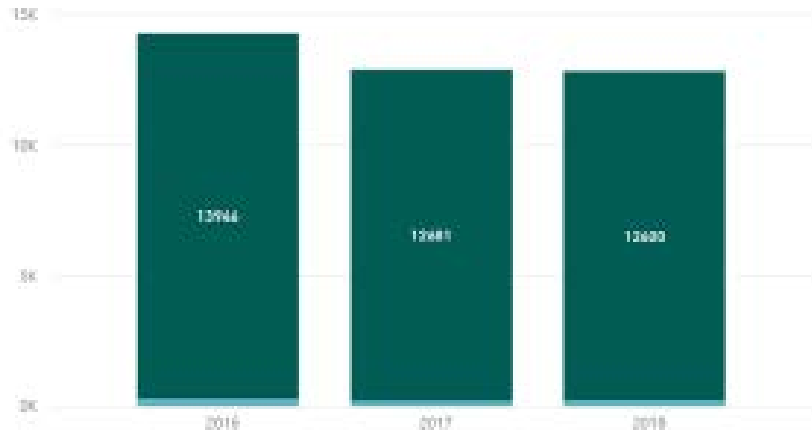
Web Version: www.ccc.edu/Pages/StatisticalDigest.htm

CITY COLLEGES OF CHICAGO

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HW

Enrollment, by Instructional Area



Instructional Area: ● Adult Education ● Continuing Education ● Semester Credit

Home College Enrolled:

HW

Fiscal Year:

All

Instructional Area	2016	2017	2018
Adult Education	3		1
Continuing Education	313	214	237
Semester Credit	13946	12681	12600
Total	14169	12850	12775

Degrees and Certificates



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

Home College Awarded:

HW

Gender:

All

Degree/Certificate Type	2016	2017	2018
AA - Associate of Arts	631	718	814
AAS - Associate of Applied Science	78	64	45
AC - Advanced Certificate	94	92	58
AES - Associate of Engineering Science	2	3	
AFA - Associate of Fine Arts	5	9	13
AGS - Associate of General Studies	231	190	141
AS - Associate of Science	186	216	237
BC - Basic Certificate	204	116	124
Total	1431	1388	1432
GED	12	13	

Web Version: www.ccc.edu/Pages/StatisticalDigest.htm

CITY COLLEGES OF CHICAGO

Community College District No. 508

KK

Enrollment, by Instructional Area



Instructional Area ● Adult Education ● Continuing Education ● Semester Credit

Home College: Enrolled

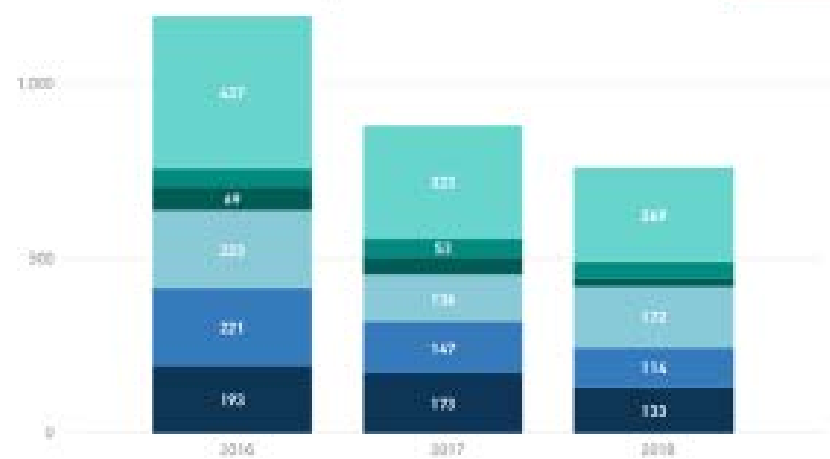
KK

Fiscal Year

All

Instructional Area	2016	2017	2018
Adult Education	2218	1706	1622
Continuing Education	1351	894	874
Semester Credit	4750	4161	3983
Total	7758	6423	6061

Degrees and Certificates



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

Home College: Awarded

KK

Gender

All

Degree/Certificate Type	2016	2017	2018
AA - Associate of Arts	193	173	133
AAS - Associate of Applied Science	221	147	114
AC - Advanced Certificate	223	136	172
AGS - Associate of General Studies	68	49	24
AS - Associate of Science	49	53	48
BC - Basic Certificate	437	323	209
Total	1192	881	760
GED	50	62	77

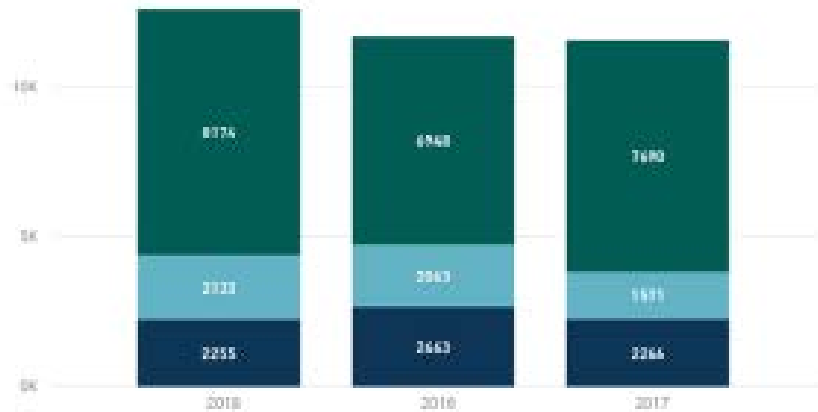
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CITY COLLEGES OF CHICAGO

Community College District No. 508

MX

Enrollment, by Instructional Area



Instructional Area: ● Adult Education ● Continuing Education ● Semester Credit

Home College Enrolled

MX

Fiscal Year

All

Instructional Area	2016	2017	2018
Adult Education	2663	2266	2255
Continuing Education	2063	1571	2133
Semester Credit	6048	7690	8174
Total	10970	10890	12029

Degrees and Certificates



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

Home College Awarded

MX

Gender

All

Degree/Certificate Type	2016	2017	2018
AA - Associate of Arts	103	123	115
AAS - Associate of Applied Science	124	274	244
AC - Advanced Certificate	77	96	135
AGS - Associate of General Studies	159	118	147
AS - Associate of Science	123	107	114
BC - Basic Certificate	600	687	892
Total	1185	1405	1647

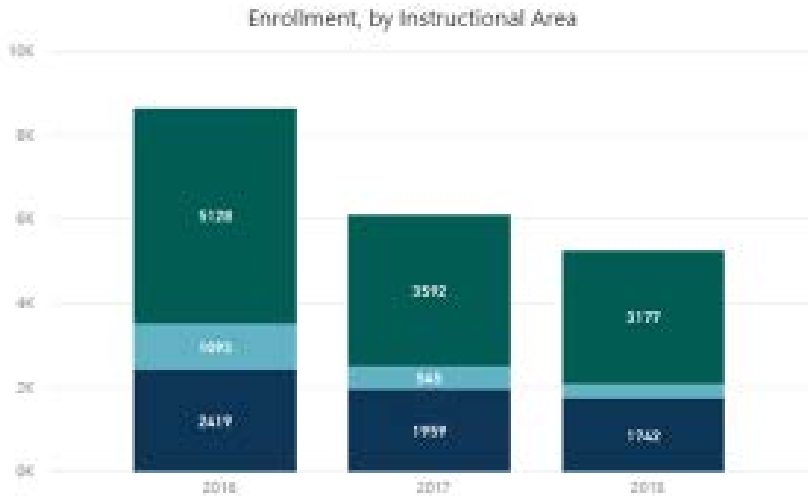
GED	92	83	105
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CITY COLLEGES OF CHICAGO

Community College District No. 508

OH



Instructional Area: ● Adult Education ● Continuing Education ● Semester Credit

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

Home College Enrolled:	Fiscal Year:		
OH	All		
Instructional Area	2016	2017	2018
Adult Education	3419	1959	1742
Continuing Education	1093	545	344
Semester Credit	5128	3592	3177
Total	7783	5809	5175

Home College Awarded:	Gender:		
OH	All		
Degree/Certificate Type	2016	2017	2018
AA - Associate of Arts	199	132	119
AAS - Associate of Applied Science	57	42	28
AC - Advanced Certificate	51	47	30
AGS - Associate of General Studies	100	35	42
AS - Associate of Science	75	62	45
BC - Basic Certificate	1831	675	564
Total	2313	993	828

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GED	69	87	64
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CITY COLLEGES OF CHICAGO

Community College District No. 508

TR

Enrollment, by Instructional Area



Instructional Area ● Adult Education ● Continuing Education ● Semester Credit

Home College Enrolled

TR

Fiscal Year

All

Instructional Area	2016	2017	2018
Adult Education	9044	9006	7963
Continuing Education	678	309	542
Semester Credit	7269	6174	5591
Total	16369	15059	13671

Degrees and Certificates



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

Home College Awarded

TR

Gender

All

Degree/Certificate Type	2016	2017	2018
AA - Associate of Arts	223	191	204
AAS - Associate of Applied Science	221	45	33
AC - Advanced Certificate	125	131	99
AES - Associate of Engineering Science	2	1	1
AGS - Associate of General Studies	152	111	109
AS - Associate of Science	164	167	156
BC - Basic Certificate	420	157	96
Total	1307	803	698
GED	102	130	155

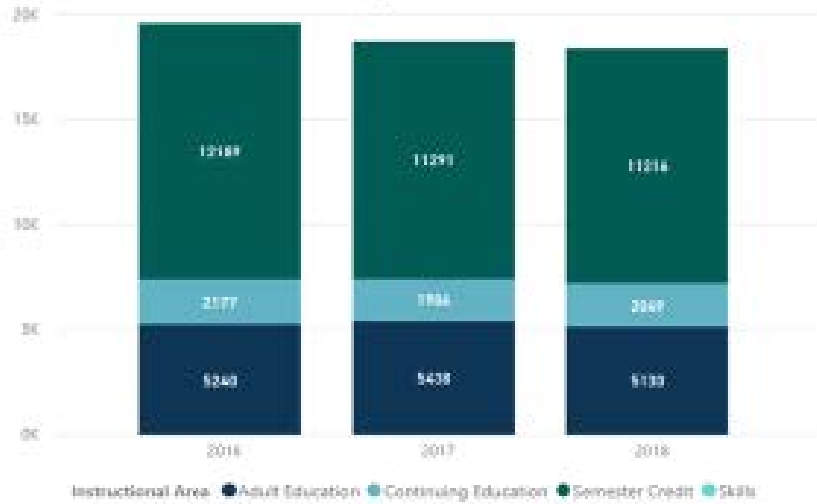
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CITY COLLEGES OF CHICAGO

Community College District No. 508

WR

Enrollment, by Instructional Area



Home College Enrolled:

WR

Fiscal Year:

All

Instructional Area	2016	2017	2018
Adult Education	5240	5438	5130
Continuing Education	2177	1984	2049
Semester Credit	12188	11291	11216
Skills	24		
Total	19221	18333	18075

Degrees and Certificates



Home College Awarded:

WR

Gender:

All

Degree/Certificate Type	2016	2017	2018
AA - Associate of Arts	465	463	459
AAS - Associate of Applied Science	187	138	114
AC - Advanced Certificate	172	90	41
AES - Associate of Engineering Science	10	9	13
AFA - Associate of Fine Arts		2	1
AGS - Associate of General Studies	241	178	190
AS - Associate of Science	234	244	237
BC - Basic Certificate	351	193	212
Total	1660	1317	1307
GED	153	152	156

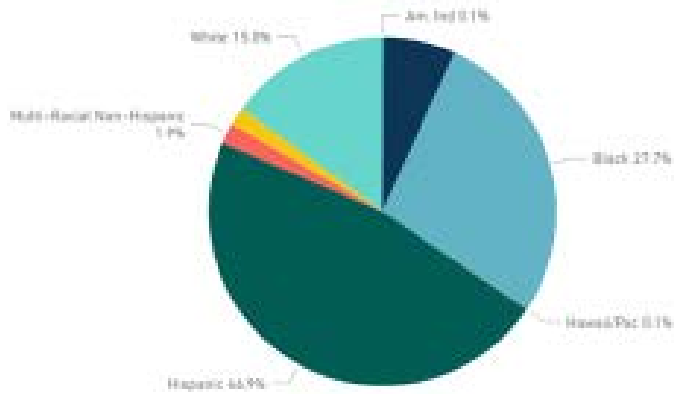
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CITY COLLEGES OF CHICAGO

Community College District No. 508

CCC

Enrollment, by Ethnicity



■ Am. Ind
 ■ Asian
 ■ Black
 ■ Hawaiian/Pac
 ■ Hispanic
 ■ Multi-Racial Non-Hispanic
 ■ Not Specif
 ■ White

Home College Enrolled:

All

Fiscal Year:

2018

Instructional Area	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
Adult Education	2005	5236	14091	66	3105
Continuing Education	330	1928	3205	69	1880
Semester Credit	3234	16023	21767	1455	7445
Total	5571	22361	37832	1538	12078

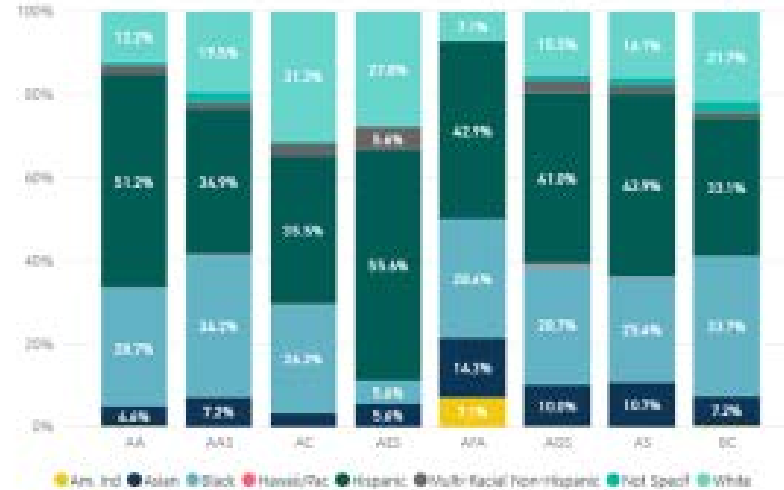
2018 Enrollment: American Indian - Credit: 18 Adult Ed: 27 Continuing Ed: 25 Total: 103

Hawaiian/Pacific Islander - Credit: 01 Adult Ed: 10 Continuing Ed: 0 Total: 11

2018 Degrees and Certificates: American Indian - AA: 1, AAS: 1, AGS: 1, BC: 1, CSD: 1

Hawaiian/Pacific Islander - AA: 2, AAS: 1, AC: 1, AGS: 4, AS: 2, BC: 1

Degrees and Certificates, by Ethnicity



■ Am. Ind
 ■ Asian
 ■ Black
 ■ Hawaiian/Pac
 ■ Hispanic
 ■ Multi-Racial Non-Hispanic
 ■ Not Specif
 ■ White

Home College Awarded:

All

Awarded Degree:

All

Fiscal Year:

2018

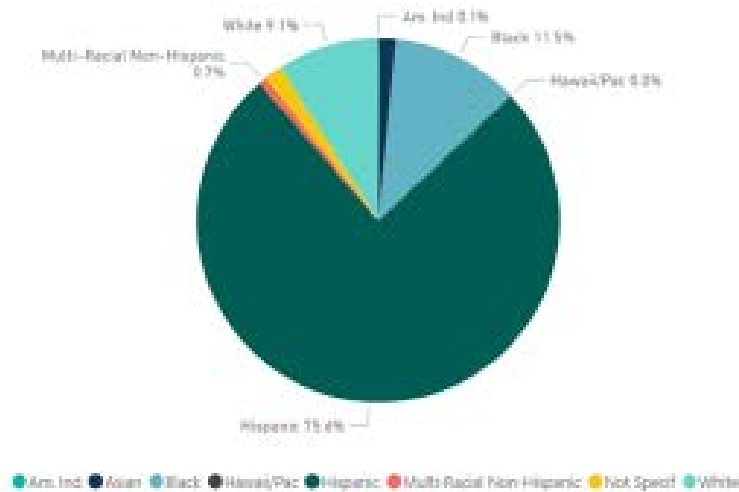
Degree Name	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
AA - Associate of Arts	97	610	1069	50	259
AAS - Associate of Applied Science	46	218	222	11	124
AC - Advanced Certificate	29	234	313	28	202
AES - Associate of Engineering Science	1	1	10	1	5
AFA - Associate of Fine Arts	2	4	6	0	1
AGS - Associate of General Studies	70	202	288	21	109
AS - Associate of Science	99	234	405	19	149
BC - Basic Certificate	188	866	837	36	502
Total	502	2206	2977	157	1435

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CITY COLLEGES OF CHICAGO

Community College District No. 508

Enrollment, by Ethnicity



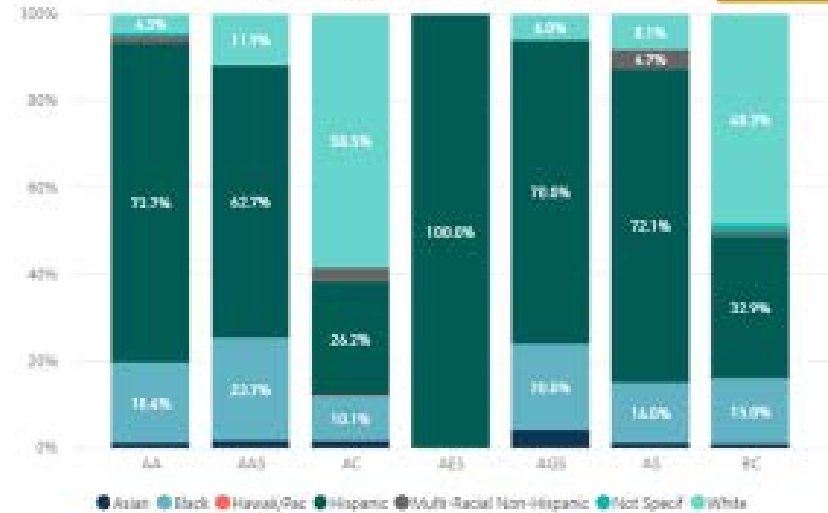
Home College Enrolled: DA
 Fiscal Year: 2018

Instructional Area	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
Adult Education	93	173	5350	4	203
Continuing Education	45	312	1584	17	84
Semester Credit	62	1139	3550	85	944
Total	194	1522	10025	94	1201

2018 Enrollment: American Indian - Credit: 58 Adult Ed: 27 Continuing Ed: 20 Total: 105
 Hawaiian/Pacific Islander - Credit: 31 Adult Ed: 13 Continuing Ed: 6 Total: 50
 2018 Degrees and Certificates: American Indian - AA: 3, AAS: 1, AGS: 1, BC: 7, GED: 1
 Hawaiian/Pacific Islander - AA: 2, AAS: 1, AC: 1, AGS: 4, AS: 2, BC: 3

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Degrees and Certificates, by Ethnicity

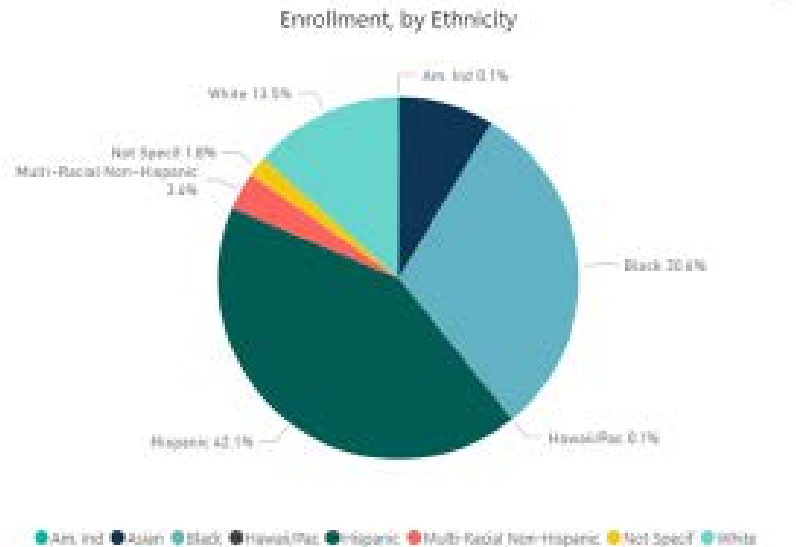


Home College Awarded: DA
 Awarded Degree: All
 Fiscal Year: 2018

Degree Name	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
AA - Associate of Arts	3	47	188	4	11
AAS - Associate of Applied Science	1	14	37		7
AC - Advanced Certificate	6	37	93	12	214
AES - Associate of Engineering Science			4		
AGS - Associate of General Studies	2	10	35		3
AS - Associate of Science	1	12	62	4	7
BC - Basic Certificate	5	75	162	5	241
Total	17	185	540	24	480

CITY COLLEGES OF CHICAGO

Community College District No. 508

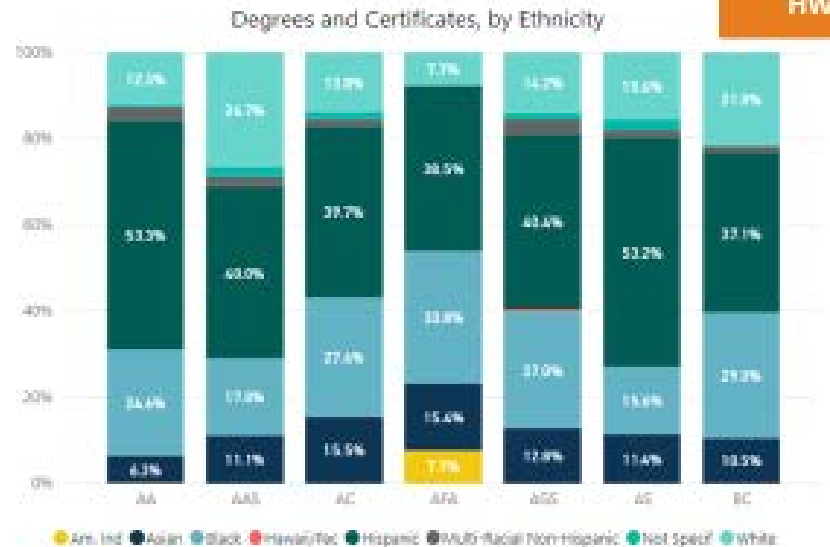


Home College Enrolled: HW Fiscal Year: 2018

Instructional Area	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
Adult Education			1		
Continuing Education	7	52	49	2	30
Semester Credit	1081	3874	5362	433	1698
Total	1088	3909	5377	433	1722

2018 Enrollment: American Indian - Credit 58 Adult Ed - 27 Continuing Ed - 26 Total 113
 Hawaiian/Pacific Islander - Credit 31 Adult Ed - 13 Continuing Ed - 6 Total 77
 2018 Degrees and Certificates: American Indian - AA: 0, AAS: 1, AC: 1, AGS: 1, AS: 1, BC: 1
 Hawaiian/Pacific Islander - AA: 2, AAS: 1, AC: 1, AGS: 4, AS: 2, BC: 3

Web Version: www.ccc.edu/Pages/StatisticalDigest.htm



Home College Awarded: HW Awarded Degree: AA Fiscal Year: 2018

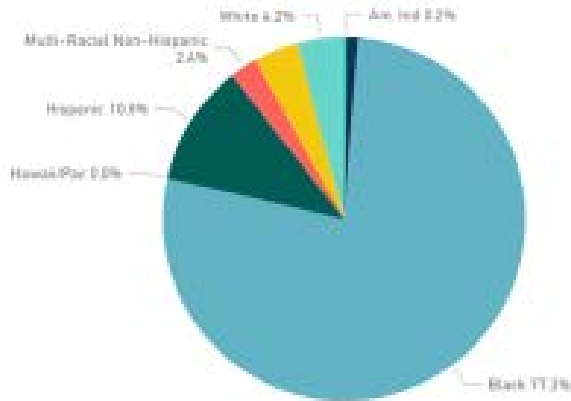
Degree Name	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
AA - Associate of Arts	51	200	434	24	100
AAS - Associate of Applied Science	5	8	18	1	12
AC - Advanced Certificate	9	16	22	1	8
AFA - Associate of Fine Arts	2	4	5		1
AGS - Associate of General Studies	18	38	57	5	20
AS - Associate of Science	27	37	126	4	37
BC - Basic Certificate	13	35	44	2	26
Total	119	327	683	35	196

CITY COLLEGES OF CHICAGO

Community College District No. 508

KK

Enrollment, by Ethnicity



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

Home College Enrolled

KK

Fiscal Year

2018

Instructional Area	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
Adult Education	8	1495	85	12	19
Continuing Education	13	446	55	10	124
Semester Credit	43	3008	537	134	112
Total	63	4688	654	148	252

2018 Enrollment: American Indian - Credit: 58 Adult Ed - 27 Continuing Ed - 20 Total: 103

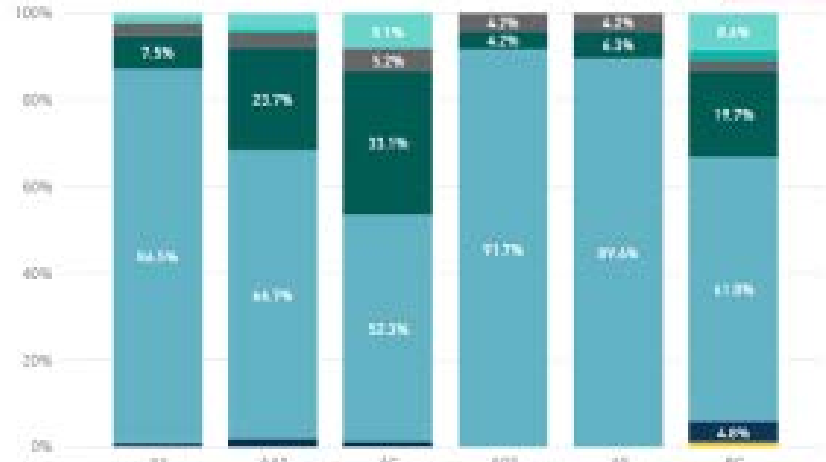
Hawaiian/Pacific Islander - Credit: 51 Adult Ed - 13 Continuing Ed - 8 Total: 77

2018 Degrees and Certificates: American Indian - AA: 0, AAS: 1, AGS: 1, BC: 1, ASD: 1

Hawaiian/Pacific Islander - AA: 2, AAS: 1, AC: 1, AGS: 4, AS: 2, BC: 1

Web Version: www.ccc.edu/Pages/StatisticalDigest.htm

Degrees and Certificates, by Ethnicity



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

Home College Awarded

KK

Awarded Degree

All

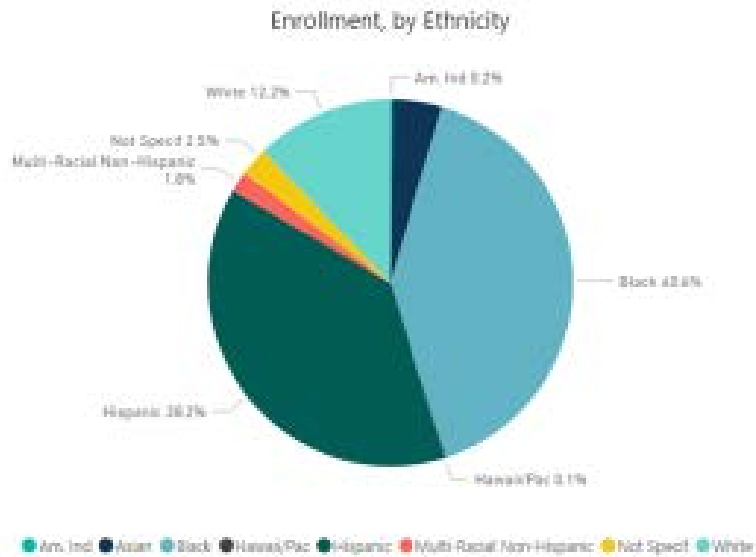
Fiscal Year

2018

Degree Name	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
AA - Associate of Arts	1	115	10	4	3
AAS - Associate of Applied Science	2	75	27	4	4
AC - Advanced Certificate	2	90	57	9	14
AGS - Associate of General Studies		22	1	1	
AS - Associate of Science		43	3	2	
BC - Basic Certificate	13	160	52	7	23
Total	18	450	136	25	41

CITY COLLEGES OF CHICAGO

Community College District No. 508

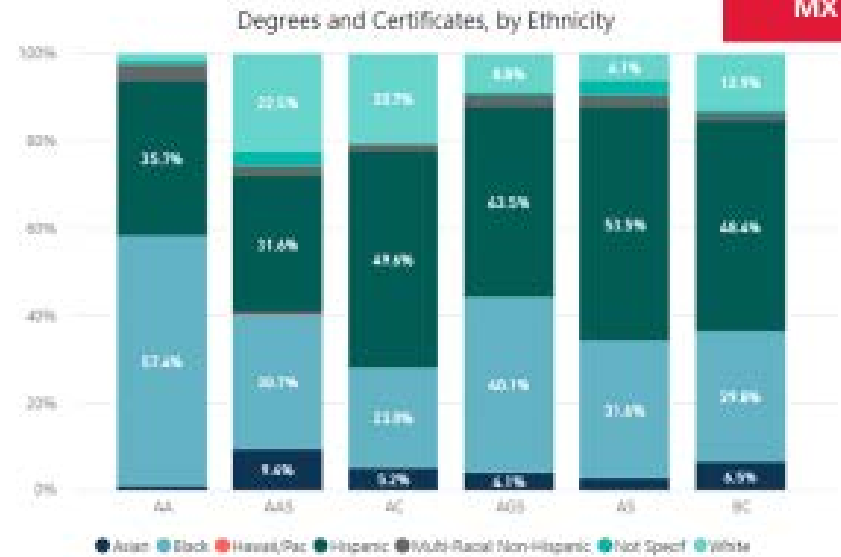


Home College Enrolled: Fiscal Year:

Instructional Area	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
Adult Education	165	1111	799	10	166
Continuing Education	64	600	527	24	667
Semester Credit	326	3339	3518	200	703
Total	522	4884	4594	220	1472

2018 Enrollment American Indian - Credit 58 Adult Ed: 27 Continuing Ed: 26 Total: 109
 Hawaiian/Pacific Islander - Credit 31 Adult Ed: 13 Continuing Ed: 8 Total: 77
 2018 Degrees and Certificates American Indian - AA: 3, AAS: 1, AGS: 1, BC: 1, OSD: 1
 Hawaiian/Pacific Islander - AA: 2, AAS: 1, AC: 1, AGS: 4, AS: 1, BC: 3

Web Version: www.ccc.edu/Pages/StatisticalDigest.htm



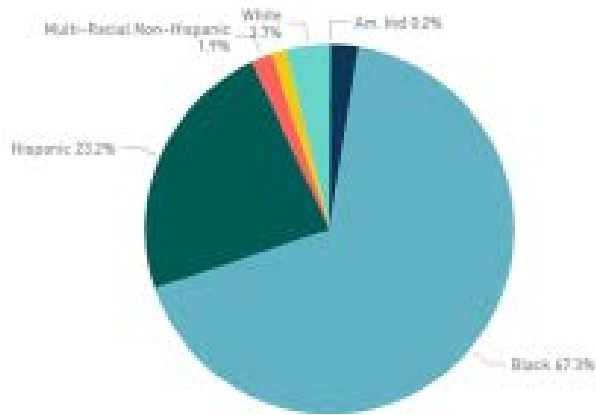
Home College Awarded: Awarded Degree: Fiscal Year:

Degree Name	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
AA - Associate of Arts	1	66	41	4	2
AAS - Associate of Applied Science	23	75	77	5	53
AC - Advanced Certificate	7	31	67	2	28
AGS - Associate of General Studies	6	59	64	4	13
AS - Associate of Science	3	36	61	3	7
BC - Basic Certificate	56	256	414	14	112
Total	90	494	697	32	207

CITY COLLEGES OF CHICAGO

Community College District No. 508

Enrollment, by Ethnicity



Am. Ind Asian Black Hispanic Multi-Racial Non-Hispanic Not Specif White

Home College Enrolled:

OH

Fiscal Year:

2018

Instructional Area	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
Adult Education	4	1034	671	10	21
Continuing Education	27	260	23	4	21
Semester Credit	92	2259	524	83	152
Total	121	3485	1202	98	194

2018 Enrollment: American Indian - Credit: 0; Adult Ed.: 27; Continuing Ed.: 0; Total: 27

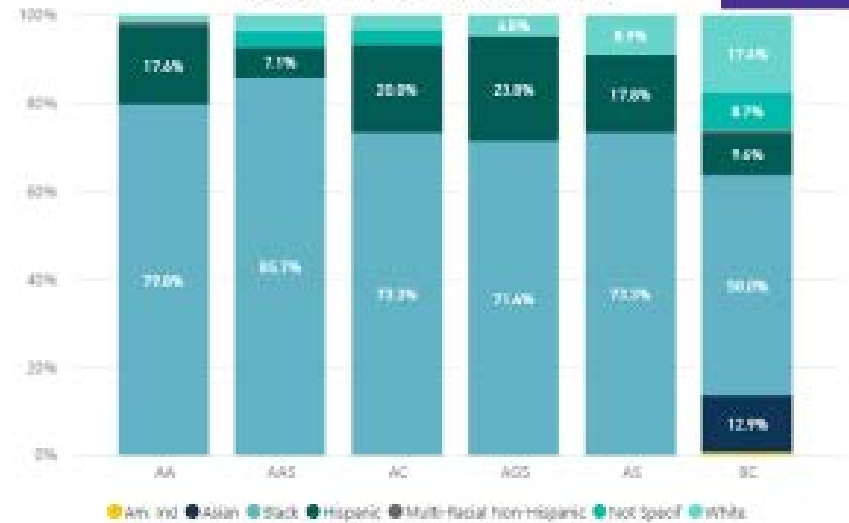
Hawaiian/Pacific Islander - Credit: 0; Adult Ed.: 0; Continuing Ed.: 0; Total: 0

2018 Degrees and Certificates: American Indian - AA: 0, AAS: 1, AC: 1, AGS: 1, AS: 0, BC: 0

Hawaiian/Pacific Islander - AA: 0, AAS: 0, AC: 0, AGS: 0, AS: 0, BC: 0

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Degrees and Certificates, by Ethnicity



Home College Awarded:

OH

Awarded Degree:

All

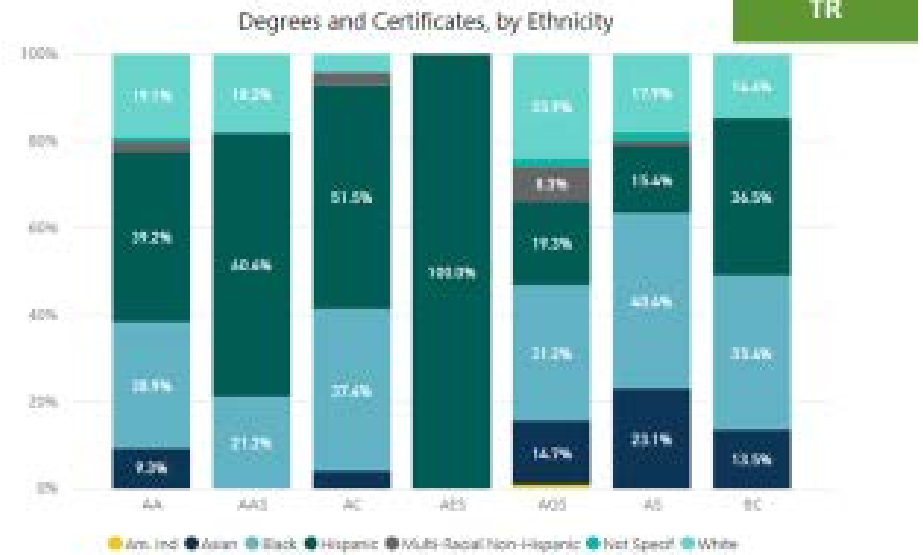
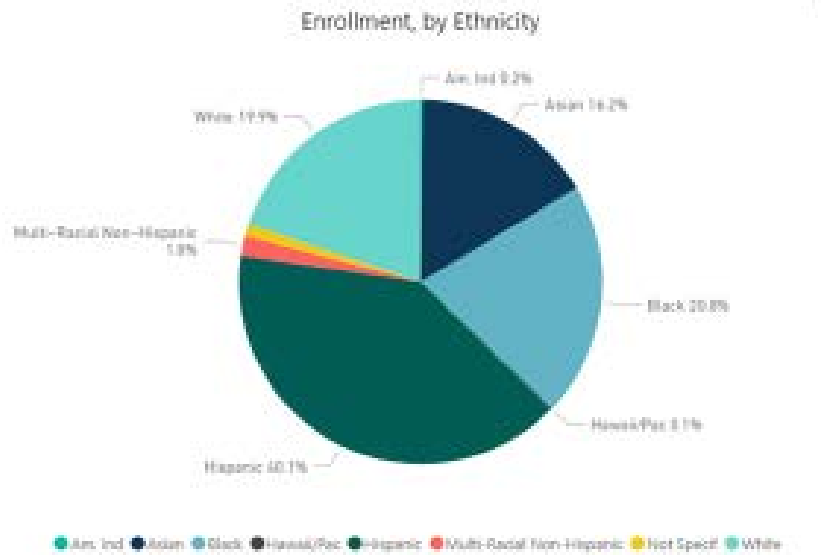
Fiscal Year:

2018

Degree Name	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
AA - Associate of Arts		95	21	1	2
AAS - Associate of Applied Science		24	2		1
AC - Advanced Certificate		22	6		1
AGS - Associate of General Studies		30	10		2
AS - Associate of Science		33	8		4
BC - Basic Certificate	72	281	54	4	98
Total	72	461	98	5	107

CITY COLLEGES OF CHICAGO

Community College District No. 508



Home College Enrolled: Fiscal Year:

Instructional Area	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
Adult Education	1514	1275	3714	24	1426
Continuing Education	46	117	112	4	142
Semester Credit	743	1548	1776	217	1259
Total	2216	2845	5477	241	2714

2018 Enrollment: American Indian - Credit 33 Adult Ed: 27 Continuing Ed: 20 Total: 100
 Hawaiian/Pacific Islander - Credit 31 Adult Ed: 13 Continuing Ed: 6 Total: 77
 2018 Degrees and Certificates: American Indian - AA: 5, AAS: 1, AGS: 1, BC: 0, AES: 1
 Hawaiian/Pacific Islander - AA: 2, AAS: 1, AC: 1, AGS: 4, AS: 2, BC: 3

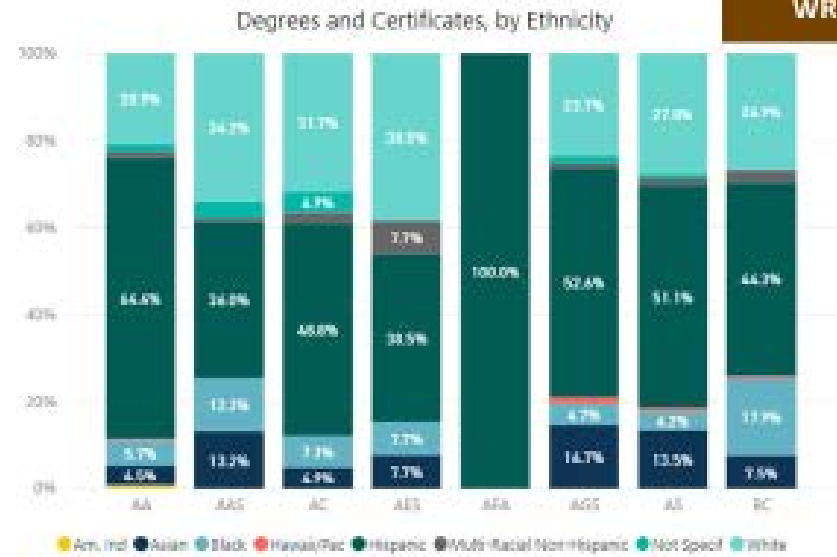
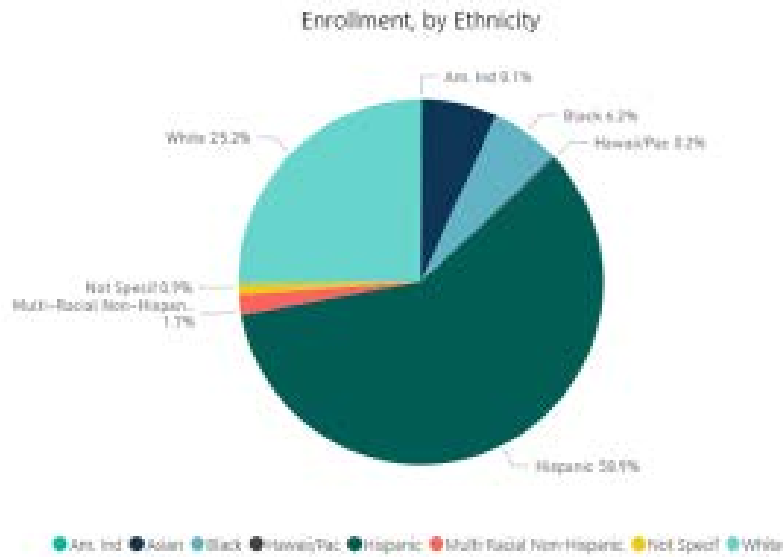
Home College Awarded: Awarded Degree: Fiscal Year:

Degree Name	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
AA - Associate of Arts	19	59	80	5	39
AAS - Associate of Applied Science		7	20		6
AC - Advanced Certificate	4	36	50	3	4
AES - Associate of Engineering Science			1		
AGS - Associate of General Studies	16	34	21	9	26
AS - Associate of Science	36	63	24	2	28
BC - Basic Certificate	13	34	35		14
Total	84	227	211	19	114

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CITY COLLEGES OF CHICAGO

Community College District No. 508



WR

Home College Enrolled: Fiscal Year:

Home College Awarded: Awarded Degree: Fiscal Year:

Instructional Area	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
Adult Education	221	148	3471	6	1270
Continuing Education	128	139	854	8	809
Semester Credit	887	856	6500	303	2577
Total	1209	1118	10655	316	4559

Degree Name	Asian	Black	Hispanic	Multi-Racial Non-Hispanic	White
AA - Associate of Arts	22	28	315	8	102
AAS - Associate of Applied Science	15	14	41	1	39
AC - Advanced Certificate	2	3	20	1	13
AES - Associate of Engineering Science	1	1	5	1	5
AFA - Associate of Fine Arts			1		
AGS - Associate of General Studies	28	9	100	2	45
AS - Associate of Science	32	10	121	4	66
BC - Basic Certificate	16	35	80	5	50
Total	111	97	658	21	300

2018 Enrollment: American Indian - Credit: 58 Adult Ed: 27 Continuing Ed: 25 Total: 110
 Hawaiian/Pacific Islander - Credit: 11 Adult Ed: 13 Continuing Ed: 8 Total: 32
 2018 Degrees and Certificates: American Indian - AA: 0, AAS: 1, AC: 1, AGS: 1, BC: 1, AES: 1
 Hawaiian/Pacific Islander - AA: 2, AAS: 1, AC: 1, AGS: 4, AS: 2, BC: 3

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CITY COLLEGES OF CHICAGO

Community College District No. 508

33813

ADOPTED – BOARD OF TRUSTEES
COMMUNITY COLLEGE DISTRICT NO. 508
AUGUST 1, 2019

**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, 2020 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, 2020, 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 Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, since June 24, 2019; and

WHEREAS, pursuant to the provisions of 110 ILCS 805/7-11 *et seq.*, as amended, of the Public Community College Act of the State of Illinois, on July 8, 2019, which date was not less than one week after these copies were placed on file and prior to final action thereon, said Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, held a public hearing thereon, of which notice was given by publication in the Chicago Sun-Times, a newspaper published and having general circulation in the District, on June 14, 2019, 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, 2020, 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, 2020. Pursuant to provisions of 110 ILCS 805/7-9 *et seq.*, as amended, of the Public Community College Act, of the State of Illinois, said Annual Budget sets forth estimates, by classes, of all current assets and liabilities of each fund of said Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, as of the beginning of

CITY COLLEGES OF CHICAGO

Community College District No. 508

the fiscal year ending June 30, 2020, 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 2018 and 2019, detailed estimates of all current revenues derived from taxes levied or to be levied for the years 2018 and 2019 which revenues will be applicable to expenditures or charges to be made or incurred during the fiscal year ending June 30, 2020, 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, 2020. 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, 2020, 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, 2020, 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, 2020; 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, 2020, 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, 2020, and also deferred collections thereof and abatements in the amounts of those taxes as extended upon the collector's books. The Annual Budget also includes Program Budget information designed to provide detailed comparative and historical information concerning the various activities of the Community College District No. 508.

Section 2.

That the amounts hereinafter set forth are hereby appropriated for educational purposes; for operation and maintenance of facilities purposes and the purchase of grounds; for the purpose of paying the operating and administrative costs and expenses, including the cost of legal services and the wages and salaries of employees in connection with defending or otherwise protecting the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, against any liability or loss under provisions of the Local Governmental and Governmental Employees Tort Immunity Act, Federal or State common or statutory law, the Worker's

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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, 2019, and ending June 30, 2020, 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, 2019, the amounts of such assets estimated to be available for appropriation in the fiscal year ending June 30, 2020, the detailed estimates for all taxes levied or to be levied for the years 2018 and 2019, the detailed estimates of all current revenues derived from taxes levied or to be levied for the years 2018 and 2019, which revenues will be applicable to expenditures or charges to be made or incurred during the fiscal year ending June 30, 2020, 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, 2020, 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, County of Cook and State of Illinois.

August 1, 2019 – Office of Finance

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CITY COLLEGES[®]
of CHICAGO

GLOSSARY



CITY COLLEGES[®]
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CITY COLLEGES OF CHICAGO

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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,

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on a test basis, evidence supporting the amounts and disclosures in the financial statements. It further includes an assessment of the accounting principles and procedures used and of the significant financial estimates made by management.

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

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

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

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

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

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

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

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

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

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

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

CHART OF ACCOUNTS: A list of all accounts generally used in an accounting system. In addition to

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account title, the chart includes an account number which has been assigned to each account. Accounts in the chart includes are arranged with accounts of a similar nature; for example, assets and liabilities.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

DISBURSEMENTS: The actual payment of cash by the College.

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

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

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

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

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

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

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

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

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

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

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

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

FISCAL YEAR: The year by or for which accounts are reckoned or the year between one annual time of settlement or balancing of accounts and another. A period of 12 months, not necessarily concurrent with the calendar year, with reference to which appropriations are made and expenses are authorized and at the end of which accounts are made up and the books balanced. City Colleges' fiscal year begins on July 1st and extends through June 30th of the following calendar year.

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

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

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

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

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

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

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

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

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

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

INVESTMENT REVENUE: Source category records revenues from investments.

INVESTMENTS: Investments are securities or other properties in which money is held, either temporarily or permanently, in expectation of obtaining revenues. Legal investments for community college funds are governed by State Statute, which allow funds belonging to or in the custody of the College to be invested. Bonds, treasury bills, certificates of deposit, and short-term discount obligations issued by the Federal National Mortgage Association are some of the types of investments which are permitted by law.

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

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

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

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

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

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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 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.

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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.

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

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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.

SUBOBJECT: A level or reporting more detailed than object level reporting.

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

SURPLUS: An excess of revenues over expenses.

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

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

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

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

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

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

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

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GLOSSARY OF ACRONYMS

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

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