



Fiscal Year 2019 **BUDGET**

Fiscal Year Ended June 30, 2019

Community College District 502
Counties of DuPage, Cook and Will and State of Illinois

**COLLEGE OF DUPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502**

**FISCAL YEAR 2019 BUDGET
July 1, 2018 – June 30, 2019**

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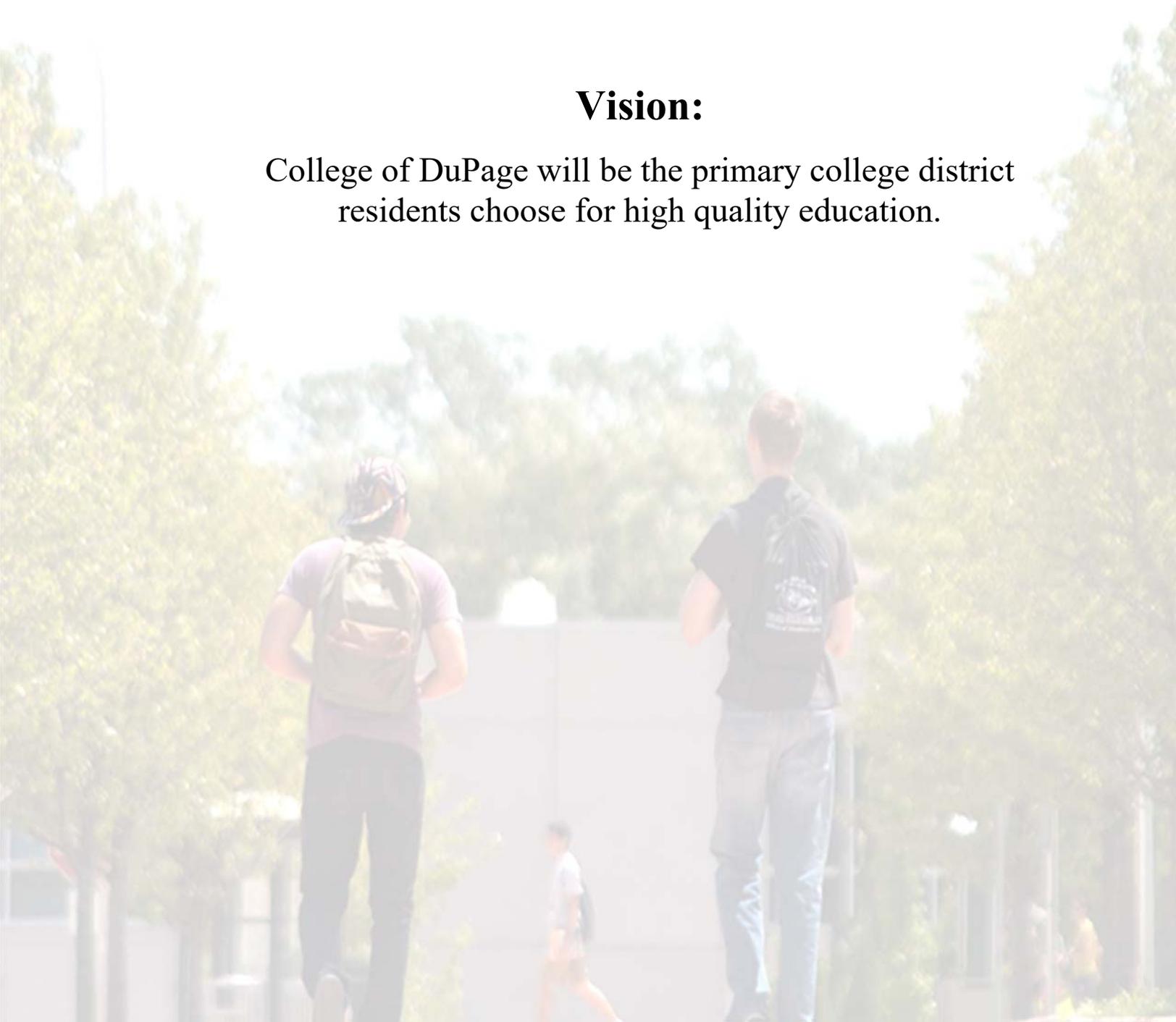
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I. INTRODUCTORY SECTION

Vision:

College of DuPage will be the primary college district residents choose for high quality education.



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Government Finance Officers Association

AWARD FOR BEST PRACTICES IN COMMUNITY COLLEGE BUDGETING

Presented to:

**College of DuPage
Illinois**

For Fiscal Year Beginning
July 1, 2017

Christopher P. Morill

EXECUTIVE DIRECTOR/CEO

The Award for Best Practices in Community College Budgeting is presented by the Government Finance Officers Association (GFOA) annually to community colleges demonstrating a budget process aligned with GFOAs' best practice recommendations. Budget processes are evaluated based on a number of criteria that focus on alignment of resources towards student achievement focusing on collaboration, communication, and rigorous development, evaluation, and prioritization of strategies to achieve a college's goals and objectives. In addition, the award includes criteria for conveying the results of this budget process through the budget presentation and also utilizing continuous improvement approaches to monitor outcomes.



**COMMUNITY COLLEGE DISTRICT #502
FISCAL YEAR BEGINNING JULY 1, 2018**

PRINCIPAL OFFICIALS

Board of Trustees

<u>Trustee Name</u>	<u>Position</u>	<u>Term Expiration</u>
Alan L. Bennett	Trustee	2019
Charles Bernstein	Trustee	2021
Christine M. Fenne	Trustee	2023
Daniel Markwell	Trustee	2023
Deanne Mazzochi	Trustee	2021
Frank Napolitano	Trustee	2021
Joseph C. Wozniak	Trustee	2019
Sonia Paul	Student Trustee	2019

Appointed Annually

Deanne Mazzochi	Board Chairman to 2019
Frank Napolitano	Board Vice Chairman to 2019
Christine M. Fenne	Board Secretary to 2019
Dr. Brian W. Caputo	Treasurer

Cabinet

Dr. Ann E. Rondeau, President
 Dr. Kirk E. Overstreet, Interim Vice President, Academic Affairs
 James Benté, Vice President, Planning & Institutional Effectiveness
 Dr. Brian W. Caputo, Vice President, Administrative Affairs
 Earl Dowling, Vice President, Institutional Advancement
 Linda Sands-Vankerk, Vice President, Project Hire-Ed
 Mia Igyarto, Interim Vice President, Human Resources
 John Kness, General Counsel
 Mary Ann Millush, Director, Legislative Relations & Special Assistant to the President
 Wendy Parks, Sr. Director, Public Relations, Communications & Marketing
Vacant, Provost

Officials Issuing Report

Dr. Brian W. Caputo, Vice President, Administrative Affairs
 Robert Hayley, Budget Manager
 Antoinette Stella, Budget Analyst



VISION, MISSION, VALUES, AND PHILOSOPHY

Vision

"College of DuPage will be the primary college district residents choose for high quality education."

Mission

The mission statement of College of DuPage identifies the fundamental purpose and aspirations of the College. The mission is the foundation upon which all College activities are built and ultimately evaluated.

"The mission of College of DuPage is to be a center for excellence in teaching, learning, and cultural experiences by providing accessible, affordable, and comprehensive education."

Values

INTEGRITY: *We expect the highest standard of moral character and ethical behavior.*

HONESTY: *We expect truthfulness and trustworthiness.*

RESPECT: *We expect openness to difference and to the uniqueness of all individuals.*

RESPONSIBILITY: *We expect fulfillment of obligations and accountability.*

Philosophy

College of DuPage believes in the power of teaching and learning. We endorse the right of each person to accessible and affordable opportunities to learn and affirm the innate value of the pursuit of knowledge and its application to life. Our primary commitment is to facilitate and support student success in learning.

College of DuPage is committed to excellence. We seek quality in all that we do. To ensure quality, we are committed to continual assessment and self-evaluation.

College of DuPage values diversity. We seek to reflect and meet the educational needs of the residents of our large, multicultural district. We recognize the importance of embracing individual differences and cultures and value the contributions made to the College by people of all ethnic and cultural backgrounds. We affirm our role as a catalyst for promoting dialogue and tolerance on issues supporting the common good.

College of DuPage promotes participation in planning and decision making. We support participatory governance and the involvement of the College community in the development of a shared vision. We believe that all students, staff, and residents can make meaningful contributions within a respectful environment that encourages meaningful discourse. We strive to build an organizational climate in which freedom of expression is defended and civility is affirmed.

College of DuPage will be a benefit to students and community. The needs of our students and community are central to all we do.



June 21, 2018

Members of the Board and Citizens of Community College District Number 502:

The Fiscal Year 2019 Budget of College of DuPage, Community College District Number 502, Counties of DuPage, Cook, and Will and State of Illinois (College) begins July 1, 2018 and ends June 30, 2019. The budget is a one-year financial reflection of the College's short-term and long-term planning processes, as outlined in the section of this book entitled, "Strategic Planning Process." The annual budget also reflects the five-year Financial Plan, which extends through June 30, 2023 and is included in this document.

This budget will meet the needs of College of DuPage and appropriately address our vision, mission, and values within economic constraints. Based upon the conservative philosophy underlying its development, this budget will enable the College to maintain a healthy financial position and pursue the thoughtful allocation of available resources in support of our institutional goals.

In the past year, significant progress has been made to elevate the image of the College in the eyes of its stakeholders and the higher education industry. Advances have come through the committed efforts of District 502 elected officials, College faculty, staff, and administrators. In the first instance, we have stayed focused on our mission of being a "center for excellence in teaching, learning, and cultural experiences..." This focus has led to greater student satisfaction as evidenced by feedback received from our students in the most recent Personal Assessment of the College Environment survey. To strengthen the College internally, we have made organizational changes that equip us to respond more effectively to student and developing curricular needs. In addition, we have bolstered the College's advancement function so as to expand access to higher education and support our finances for years to come.

Following a nearly two-year review process, the Higher Learning Commission (HLC), the accrediting body of College of DuPage, has removed the College's probationary status. The HLC stated it took this action based on the College's ability to "demonstrate that it meets HLC's Criteria for Accreditation." The HLC review process was comprehensive and provided us an opportunity to thoroughly review our practices and ultimately strengthen the College. It is a time to be proud of the extraordinary efforts executed by the entire College community.

Beyond the campus, we have energetically engaged our external environment with the objective of collaborating to deliver educational value along non-traditional as well as traditional lines. As a result, relations with local governments, the media, and other institutions have improved

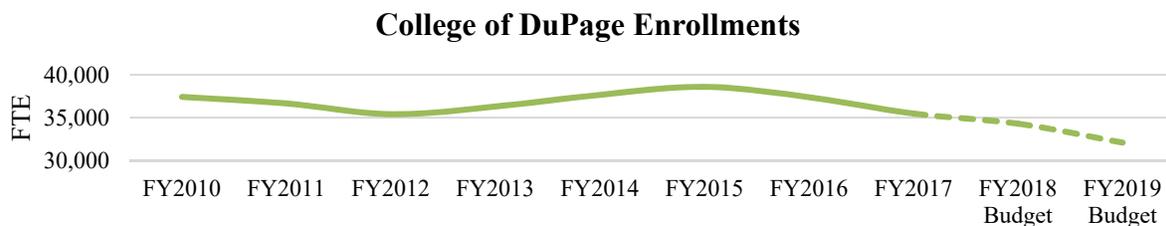
immensely. This is just the beginning. There is much more work to be done as we seek to be a nationally recognized leader in higher education. We embrace the future with optimism and a clear view of the elite institution College of DuPage has the potential to become.

While our positive trajectory is indisputable, the College faced certain challenges in developing its FY2019 budget. The FY2019 budget reflects our attempt to responsibly navigate those challenges.

Challenges

Enrollment Trend

Although, the College of DuPage has weathered the regional trend of declining higher education enrollment better than most, our institution has been impacted. The College has experienced an enrollment decline each term since Summer 2015, the most significant occurring in the Fall 2016 when we saw a 7% decline. The FY2019 budget projects enrollment to continue to decline at a rate of 4%.

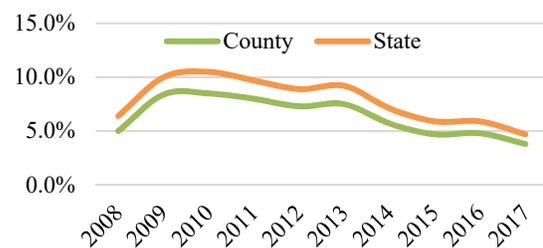


The decline is attributed to a number of factors, but most predominantly to the recovery in the economy and outmigration from the State of Illinois.

Economic Recovery

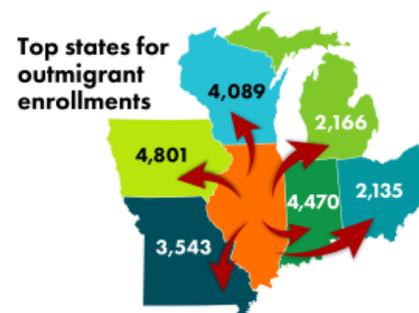
Student enrollment in the community college system is influenced by the unemployment rate. For many, the choice to attend college is weighed against the opportunity to work. The increase in employers' demand for labor continues to draw workers back into the workforce and, consequently, out of the community college system.

Annual Average Unemployment Rates



Outmigration

Several other state university systems in the Midwest are offering reduced prices to attract the Illinois student population. Institutions are becoming even more aggressive in their financial aid packages, at times making out-of-state opportunities an economical choice.



Source: Illinois Board of Higher Education

Pension Cost Shift

The biggest challenge facing the State continues to be the cost of its pension plans. These costs are difficult to mitigate due to State constitutional projections as interpreted by the Illinois Supreme Court.



In his FY2019 Budget Proposal, the governor of Illinois unveiled a proposal for school districts and universities to share the cost of funding their pension plans. The plan phases in the new shared costs over four years in 25% increments. If a pension cost shift is enacted, the College of DuPage will be required to make significant changes in its tuition rates and/or property tax levies.

Budget Priorities

The FY2019 budget was developed with several budget priorities in mind:

- Maintain a structurally balanced budget to maximum extent possible.
- Develop strategies to maintain the unrestricted fund balances in the General and Working Cash Funds to be no less than 50% of total expenditures in those funds.
- Keep tuition and property taxes as affordable as possible without impairing the quality or integrity of college programs and services.
- College of DuPage Pathways – Navigating to Student Success is an integrated, institution-wide approach to student success based upon intentionally designed, clear, coherent and structured educational experiences, informed by available evidence, that guide each student effectively from the point of entry to the college through to the attainment of his or her stated goals and objectives.
- Support student success by addressing issues identified in the Noel-Levitz Student Satisfaction Inventory Survey.

FY2019 Initiatives

Organizational Update: In FY2018, the College reorganized its Academic Affairs Division. The objectives of that reorganization were to flatten reporting relationships, enhance the focus of disciplines, and gain greater structured capacity to improve student outcomes. With that reorganization nearly completed, three other important and significant organizational changes will be undertaken in FY2019:

- **Provost:** Beginning July 1, 2018, the Vice President of Student Affairs and the Vice President of Academic Affairs will be combined to create the position of Provost. The Provost will be the senior executive who touches every aspect of student life – from the point of recruitment and enrollment to academic experiences to completion and graduation. This move will better align the senior management organizational structure in support of our mission and initiatives, including Guided Pathways Model.
- **Vice President of Administration:** Beginning July 1, 2018, the Facilities and Information Technology Departments will report to the Vice President for Administration and Chief Financial Officer. This change is designed to better integrate resource management functions across of the College, leveraging and optimizing wherever possible.

- **Compliance Officer:** Our Director of Internal Audit will be given the additional responsibilities as Chief Compliance Officer and will report to the College General Counsel. This move will better align compliance with regulatory oversight under our legal office and provide a ready resource for compliance questions.

Development of a Pathways/Student Success Culture: The Guided Pathways Model will be built upon three important design principles.

- Redesigned programs will address all aspects of a student’s college experience.
- A Guided Pathways redesign is not the next in a long line of discrete reforms, but rather a framework that helps integrate a variety of reform elements. The central goal will be to help each student choose, enter, and complete a program of study aligned with the student’s goals for employment and further education.
- The redesign process begins with student end goals for careers and further education in mind and “backward maps” programs and supports to ensure that the student is prepared to thrive in employment and/or education at the next level.

Facilities Master Plan: The College has contracted with a firm to prepare a new Facilities Master Plan. The plan will be finalized in FY2019 and will serve as the roadmap for construction activities over the next several years. Anticipated future educational needs of the community college district are key considerations in the development of the plan.

Innovation DuPage: The College is moving forward with plans to renovate 8,200 square feet of currently vacant space in the Glen Ellyn Civic Center for Innovation DuPage, the new business incubator and accelerator developed by College of DuPage and its partners. Innovation DuPage will significantly impact regional economic development by leveraging public and private partners in support of startup and early-stage business enterprises by connecting them to the knowledge, expert mentors, and resources necessary to succeed.

Project Hire-Ed: The relationship between education after high school and jobs has become trickier to navigate. This initiative will foster the development of career pathways programs for a range of workers within DuPage County and will connect COD programs with employment opportunities and further education to support upward mobility in careers. Employer demand for talent has elevated the importance of workers with specific skills gained through postsecondary education and training. This initiative will provide improved, collaborative and structured mechanisms for COD to establish partnerships with employers to develop educational programs that meet their existing and changing workforce needs.

Fund Balance Utilization: The College is currently in a strong financial position with a projected General Fund balance equal to 122% of its annual operating expenditures. Excellent budget management and execution practices across the College have led to this financial condition. From time to time, the College utilizes these reserves to cover one-time expenditures. The FY2019 budget utilizes fund balance in the following areas:

- *General Fund (Comprised of the Education and Operations & Maintenance Funds):* The College has budgeted the use of \$8.3 million of fund balance to finance construction activities across campus as well as new initiatives related to its Pathways program.

- *Operations & Maintenance Restricted Fund (Construction Fund):* The College has budgeted the use of \$17.6 million of fund balance to complete various construction projects. This fund balance came from prior-year bond proceeds and fund balance transfers made in prior years to support the capital plan.
- *Auxiliary Enterprises Fund:* Historically, the College partially subsidized the McAninch Arts Center with General Fund resources. In FY2019, a \$1.1 million subsidy will be made for these activities through the existing Auxiliary Enterprises Fund balance. We believe that it is most appropriate to apply existing balances in the Auxiliary Enterprises Fund to the arts center operations before drawing on resources intended for core educational purposes.

FY2019 Budget Overview

The FY2019 revenue and expenditure budgets for all funds are \$325.4 million and \$354.3 million, respectively. An overall budgeted reduction in fund balance of \$28.9 million is projected primarily due to the utilization of resources for the one-time expenditures as previously discussed. The Education Fund and the Operations and Maintenance Fund comprise the General Fund of the College. The General Fund includes the revenues and expenditures to run the day-to-day operations of the College. The budget for FY2019 General Fund shows revenues and transfers in of \$173.9 million and expenditures and transfers out of \$182.2 million resulting in the use of \$8.3 million of fund balance to achieve a balanced budget. The following summarizes the proposed FY2019 budget presented for approval.

Revenues:

The College has three primary revenue sources (property taxes, tuition and fees, and state funding) that comprise 89% of the total budgeted revenues. The budgeted revenues for FY2019 are \$325.4 million compared to a budget of \$297.7 million for FY2018. This represents an increase of \$27.7 million or 9.3%. Each of the revenue sources is described in more detail in the financial section for each fund.

In FY2018, the Board approved an increase in tuition and fee rates of \$1.00 per credit hour effective with the 2018 fall semester, bringing total tuition and fees to \$136.00 per semester hour. The FY2019 budget reflects the changes in these rates.

State funding for FY2019 is appropriated by the Illinois General Assembly. For FY2019, the College has budgeted the receipt of 100% of the state base operating grant, the amount equal to what was received prior to the budget impasse. The state also makes the pension payments to the State Universities Retirement System plan on behalf of the College. In FY2019, this amount is estimated at \$80.4 million in the Restricted Purposes Fund.

Expenditures:

Total College expenditures across all funds are budgeted at \$354.3 million, a \$34.5 million increase from the FY2018 budget. The increase in expenditures is attributable to additional construction spending and a significant increase in the SURS on-behalf payments. Each of the expenditures is described in more detail for the appropriate fund in the financial section.

We would like to extend our sincere thanks to the Board of Trustees for their leadership, the staff and faculty for their hard work on the FY2019 budget, and the residents of Community College District 502 for their continued support.

Respectfully yours,

A handwritten signature in black ink, appearing to read "A. Rondeau". The signature is fluid and cursive, with a long horizontal stroke at the end.

Dr. Ann E. Rondeau
President, College of DuPage
Vice Admiral, U.S. Navy (Ret.)

PROFILE OF THE COLLEGE

The community college district served by College of DuPage has grown significantly over the years. College of DuPage is the second largest provider of undergraduate education in the state of Illinois. Originally formed from 10 high school districts, District 502 has become the most populous community college district in Illinois, outside of Chicago. More than one million residents from all or part of 51 communities comprise today's District 502, with boundaries encompassing significant parts of Cook and Will counties, as well as the majority of DuPage County. Today, with approximately 26,000 students enrolled each semester, the College is dedicated to serving the diverse higher educational, civic, and cultural needs of the residents of Community College District 502.

Community College District 502 encompasses 357-square-miles and includes the majority of DuPage County and portions of Cook and Will Counties. The Glen Ellyn campus is located about 35 miles west of downtown Chicago. Total estimated 2017 population of DuPage County is approximately 950,000, and the total 2017 DuPage County equalized assessed valuation is \$36,996,101,637. District 502 residents are interested in the highest quality of education at all levels. The District has excellent public and private grade schools and high schools, as well as several private institutions of higher education.

The College is recognized by the Illinois Community College Board and governed by a locally-elected seven-member Board of Trustees and one elected, non-voting student representative. The College is accredited by the Higher Learning Commission. In October 2012, examiners from Illinois Performance Excellence evaluated College systems and processes against nationally developed Baldrige Education Criteria for Performance Excellence and awarded the College the Bronze Award, making College of DuPage only the sixth community college recipient of this award since its inception in 1996.

The principal employers in DuPage County include Edward Hospital, Heartland Food Corporation, Abercrombie & Kent Inc., Readlink Distribution, Footprint Acquisition, DuPage County, McDonald's Corporation, Tellabs Inc., and Advocate Good Samaritan. Two major research laboratories, Fermi Lab in Batavia and Argonne National Laboratories in Darien are located in District 502. The District also has several major shopping centers, such as Oak Brook, Stratford Square, Fox Valley, Yorktown, and many other small centers or strip malls. Some of the major hotels located within the District include Marriott Oak Brook, Hyatt Oak Brook, Hilton Suites Oakbrook Terrace, Radisson Lisle, Holiday Inn Naperville, Hyatt Regency Lisle, Hilton Lisle, Indian Lakes Resort Bloomingdale, and Wyndham Hamilton Hotel Itasca. The District normally has a relatively low unemployment rate and one of the highest equalized assessed valuations per community college student in Illinois.

College of DuPage is currently headed by an administration under President Dr. Ann Rondeau. Total staff at the College numbers over 3,000 and includes administrators, full- and part-time faculty members, counselors and advisors, classified staff, various other professionals, and student employees.

College of DuPage's operating revenue is derived primarily from local property taxes, tuition and fees, and state allocations. Additionally, the College receives grant funding from state and federal

sources. Gifts and grants from foundations and private sources are accepted through the College of DuPage Foundation.

Like many other service organizations, the primary expenditures of the College are for employee salaries and benefits. Salaries and fringe benefits account for almost 71% of total expenditures in the FY2019 General Fund budget. The majority of the College's employees are covered by collective bargaining agreements or other employment agreements. The College is under contract with all of its five labor unions. Contracts with the full-time faculty association, painters, groundskeepers, classified staff association-mechanics and carpenters, Fraternal Order of Police, and operating engineers were extended through the end of FY2019. The adjunct association contract has been extended through FY2021.

College of DuPage is a comprehensive community college that meets five key community educational needs: Transfer Education that prepares students for transfer to a four-year institution to pursue a bachelor's degree; Careers and Technical Education that prepares students who will graduate with an Associate in Applied Sciences degree or certificate to directly enter the workforce; Developmental Education that provides remedial education for students who are not academically ready to enroll in college-level courses; Continuing Education that provides non-credit courses to the community for personal development and enrichment; and Business Training that provides specialized or customized training and education to local companies for their employees.

College of DuPage offers seven associate degrees in two general areas, baccalaureate transfer and career and technical education. Baccalaureate transfer degrees include the Associate in Arts, Associate in Science, Associate in Engineering Science, Associate in Fine Arts in Art, and the Associate in Fine Arts in Music. The Associate in Applied Science degree provides education in more than 40 career and technical programs. The College also offers an Associate in General Studies degree designed for students who desire to arrange a program to meet their personal needs and interests.

In addition to associate degrees, College of DuPage offers over 175 certificates in almost 60 career and technical fields. College credit and Continuing Education classes are offered on the College's 273-acre Glen Ellyn campus, at four regional centers, and at area high schools and other community locations. Educational opportunities at College of DuPage include face-to-face courses, accelerated programs for adults, field and experiential learning, an honors program, online and hybrid courses, special programs for youth and older adults, customized training for business and industry, and courses required for licensure in various professions.

College of DuPage participates in the North Central Community College Conference and is a member of the National Junior College Athletic Association. Intercollegiate sports for men include baseball, basketball, cross country, football, golf, soccer, tennis, and track and field. College of DuPage has women's teams in basketball, cross-country, soccer, softball, tennis, track and field, and volleyball. There is also a spirit squad that performs at home football and basketball games.

HISTORY OF THE COLLEGE

On Sept. 25, 1967, College of DuPage opened under the leadership of President Rodney K. Berg and Board of Trustees Chairman George L. Seaton. Classes were held in office trailers and at leased suburban sites throughout the newly formed Community College District 502. Driving from class to class, the students, faculty and staff of this “campus-less” community college became affectionately known as road runners, hence the nickname for College community members: “Chaparrals.”



President Rodney Berg (left) & Board of Trustees Chairman George Seaton look out over the land where current campus was built.

College of DuPage’s origins can be traced to two signature events. The first was the Illinois General Assembly adoption of the Public Community College Act of 1965. The second was the approval by DuPage high school district voters of a 1965 referendum. Their foresight created a new community college to serve the dynamically growing and prospering DuPage area.

In 1968, a 273-acre Glen Ellyn campus site was acquired, and a year later, three interim buildings were constructed west of Lambert Road. The first permanent building, today’s Berg Instructional Center (BIC), opened in 1973. Four years later, the top floor of the BIC was completed. The year 1979 marked the appointment of Harold D. McAninch as College of DuPage’s second president, and in 1983 the Student Resource Center (SRC) and Physical Education and Community Recreation Center opened.



A 1980's view of the Student Resource Center and Berg Instructional Center.

Over the next decade, the McAninch Arts Center (1986) and Seaton Computing Center (SCC) (1990) opened on campus, while new Naperville and Westmont centers (1991) offered an even greater regional presence.

Michael T. Murphy became College of DuPage’s third president in 1994. Under President Murphy, College of DuPage became America’s largest single-campus community college, a distinction it held through 2003. Today, with approximately 26,000 students per term,

College of DuPage is the second largest public provider of undergraduate education in Illinois.

Capping the 2002 academic year, voters approved a \$183-million bond issue that provided funds for the renovation and rebuilding of the Glen Ellyn campus and several off-campus locations.

The arrival of the College’s fourth president, Dr. Sunil Chand highlighted 2003. Throughout 2004 and 2005, Chand launched major initiatives for the College’s academic accreditation through the

Academic Quality Improvement Program quality improvement process and curriculum conversion from quarters to semesters that officially began with the fall 2005 semester.

College of DuPage opened its Carol Stream Community Education Center in 2004. The year 2006 brought the Frontier Campus in Naperville, a collaboration between College of DuPage and Indian Prairie District 204. The year 2007 included completion of the Beem Building, along with construction of efficient new campus roadways and revamped parking lots.

College of DuPage in 2008 received a maximum seven-year reaccreditation through the North Central Association of Colleges and Schools Commission on Institutions of Higher Education.

Dr. Robert L. Breuder took over for Interim President Harold McAninch in January 2009 and that summer both the Health and Science Center and Technical Education Center opened on the Glen Ellyn campus. Construction and other physical improvements, including landscaping and signage, intensified in November 2010 when District 502 voters approved a \$168-million capital referendum initiative.

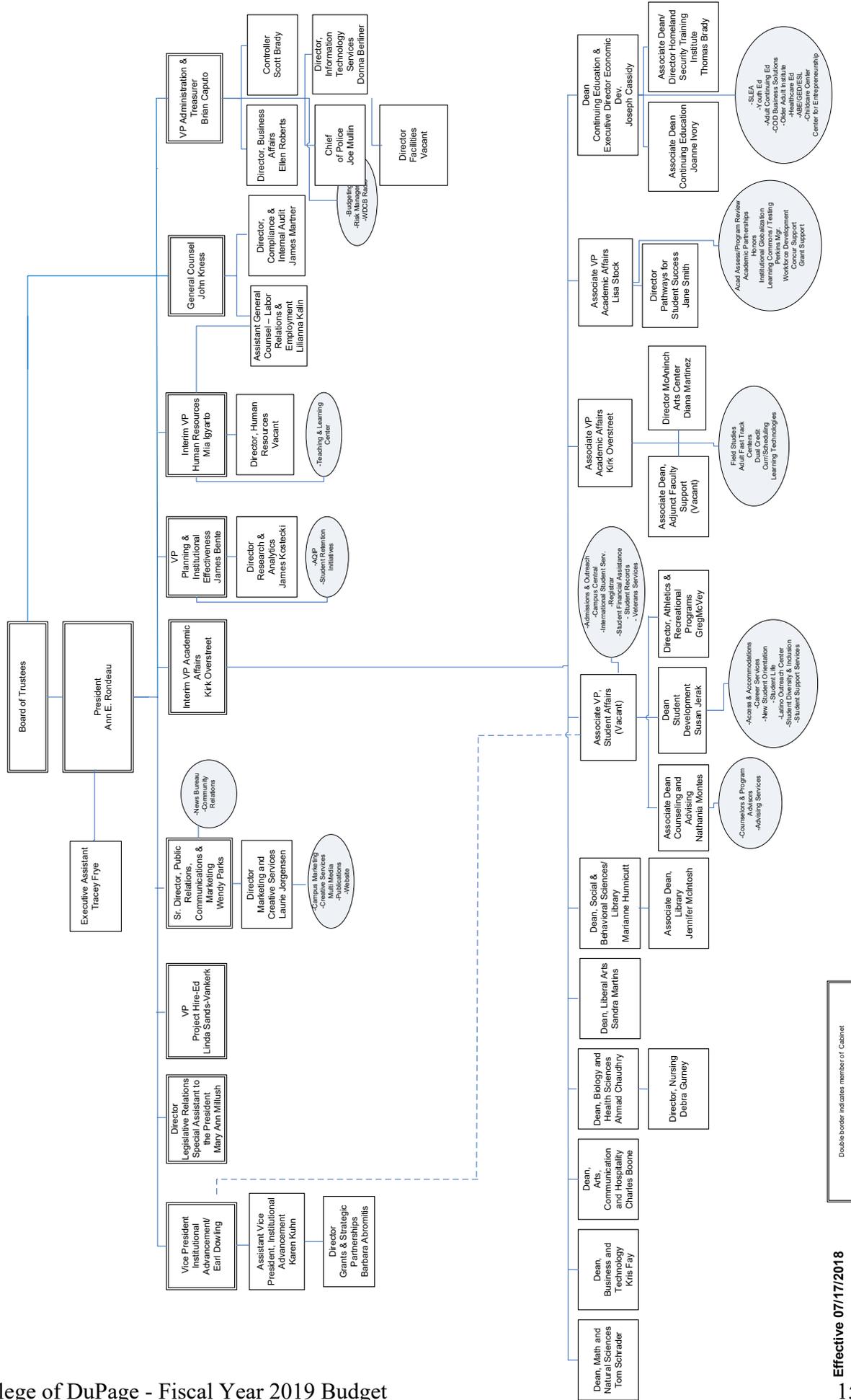
Funds from the 2002 referendum have been used for the construction of the Homeland Security Education Center, the Student Services Center and the Culinary & Hospitality Center. The 2010 referendum supported the renovation of the SRC, the SCC, the McAninch Arts Center, the Campus Maintenance Center and the Physical Education Center. The College realized several major outcomes, including significant semester-to-semester enrollment increases, the addition of approximately 50 new academic programs, and the creation of the 3+1 degree program that allows students to earn an entire bachelor's degree with a partner university without leaving the COD campus.

On May 2, 2016, the College of DuPage Board of Trustees appointed Dr. Ann E. Rondeau to serve as the sixth President in the College's 49-year history. Dr. Rondeau succeeded Acting Interim President Joseph E. Collins.

In 2016, after many years of physical building and expanding, the College undertook a series of cross-constituency endeavors intended to strengthen and update policies, processes, and procedures and to transform and modernize the College to changing environmental dynamics and conditions, from standards to demographics to learning delivery systems. The results have included, though not limited to, exemplary governance (setting a pace for community colleges in the state) and unprecedented recognition of financial practices.

Building upon these improvements, the College embarked on a long-term and rigorous Guided Pathways program. The Program emphasizes student outcomes and persistence, making the student the focus for all parts of the College, as well as strategically and operationally planning for resources to support and sustain this emphasis.

COLLEGE OF DUPAGE ADMINISTRATION ORGANIZATION CHART



Double border indicates member of Cabinet

Effective 07/17/2018

ANNUAL BUDGET PROCESS

The annual budget process begins with the development of a preliminary budget based on the analysis of all line-items to look for expenditures or revenues that appear out of line with past spending, receipts or current departmental responsibilities. Next, assumptions are applied to help project revenues and expenditure items. Each department then reviews their preliminary budget and submits budget modification requests based on departmental plans to the Budget Office. These requests are compiled and distributed to the President's Cabinet for review and prioritization.

The Budget Office then consolidates all Cabinet-endorsed requests and prepares a proposed budget. The budget becomes the first year of the five-year plan. The remaining four years are calculated by applying assumptions regarding growth rates to reflect inflation and the adding of new initiatives or programs. The President of the College then presents the proposed budget to the Board of Trustees for approval. By statute, the Board must make the proposed budget available for public inspection at least thirty (30) days before the Board's final action on the budget.

The Board will vote on the approval of the annual budget within or before the first quarter of the fiscal year in accordance with Section 3-20.1 of the Illinois Public Community College Act, 110 ILCS. Best practices are to approve the next fiscal year's budget prior to the expiration of the current fiscal year. The College plans its annual budget cycle to adhere to this best practice.

The College also solicits feedback from its Budget Committee through the budget process. The Budget Committee is the college-level advisory committee charged to more directly oversee the process for developing the budget for review and approval by the Board of Trustees; and to review and recommend strategic policies, procedures, and programs to the President, Treasurer, and/or the Board of Trustees on matters relating to budget and resource allocation.

Commencing with its adoption, the budget, on a line-by-line basis, is entered into the College's fully computerized encumbrance reporting system. This on-line system monitors all College expenditures during the year, allowing for expenditures to be controlled within the limits established in the budget. The system also summarizes the year-to-date performance of each department relative to the budget and the above-mentioned budget priorities.

After the adoption of the budget for a particular fiscal year, it may be necessary to permit the transfer of budget amounts between object and functional designations within a fund. The budget is controlled at the line-item level. Budget transfers are required for line items that exceed the annual budget amount. The Board has the authority to amend such budget by the same procedure as is provided for in its original adoption. No Board action is required for budget transfers within funds as long as the transfer does not change the total revenue or expenditure in that fund.

The College has three primary budgetary controls:

- 1) monitoring of actual monthly results to budget
- 2) processing and approval of procurement and personnel requisitions
- 3) approval of cash disbursements

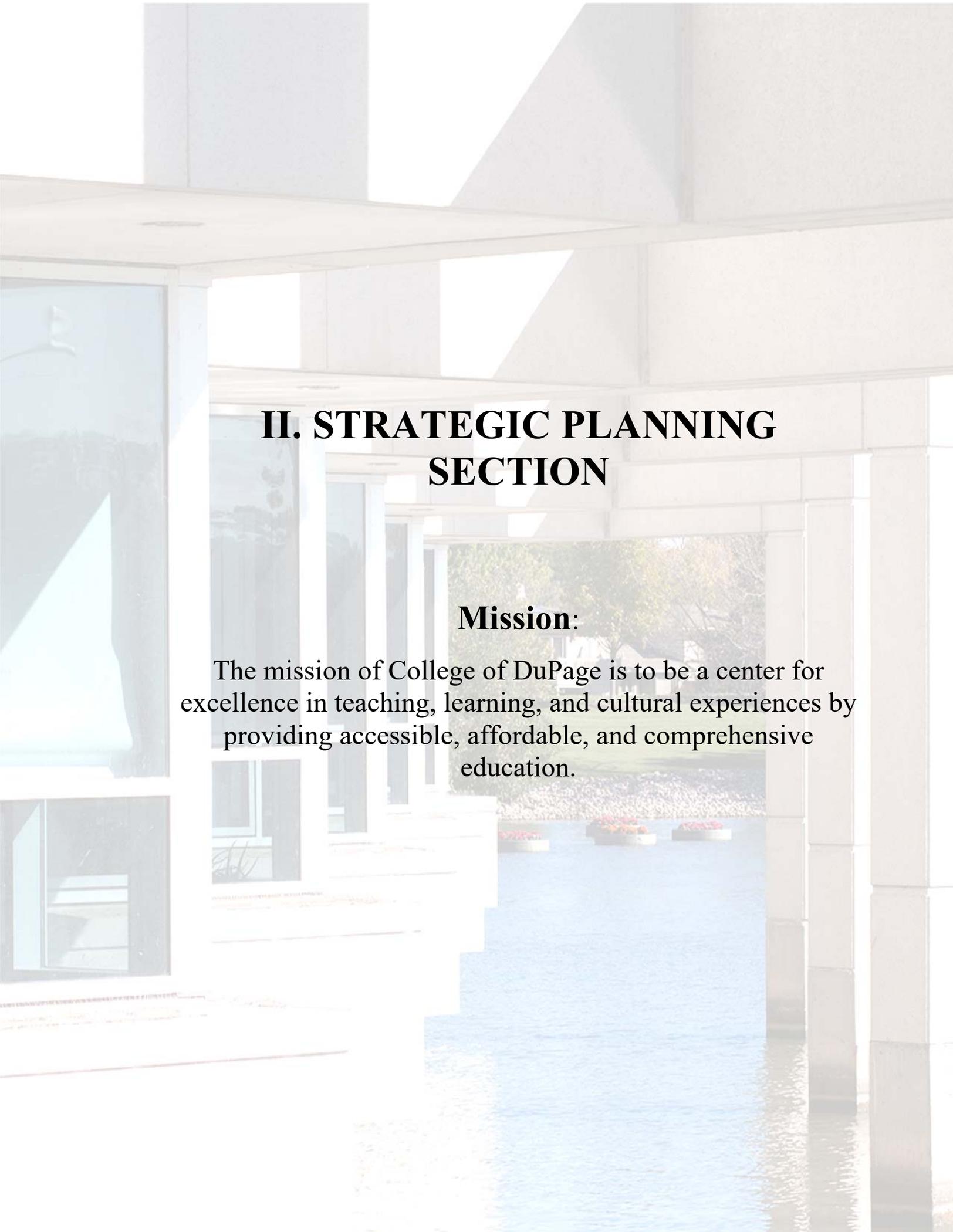
Each month actual results are compared and analyzed against the budget. Budget variances are discussed with the President and department head. Budget transfers may be prepared for line-items to address exceeding annual budget amounts. The College’s procurement system provides the second level of budgetary control: requisitions without sufficient funds in the line-item are not approved until a budget transfer has been approved to alleviate the shortage of funds. The funds availability check occurs a second time before the cash disbursement takes place. Lastly, the hiring of all personnel requires the Budget Manager’s approval on all requisitions to ensure the position is in the budget.

Budget Calendar

Below is a summary of the standard activities in developing the budget.



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II. STRATEGIC PLANNING SECTION

Mission:

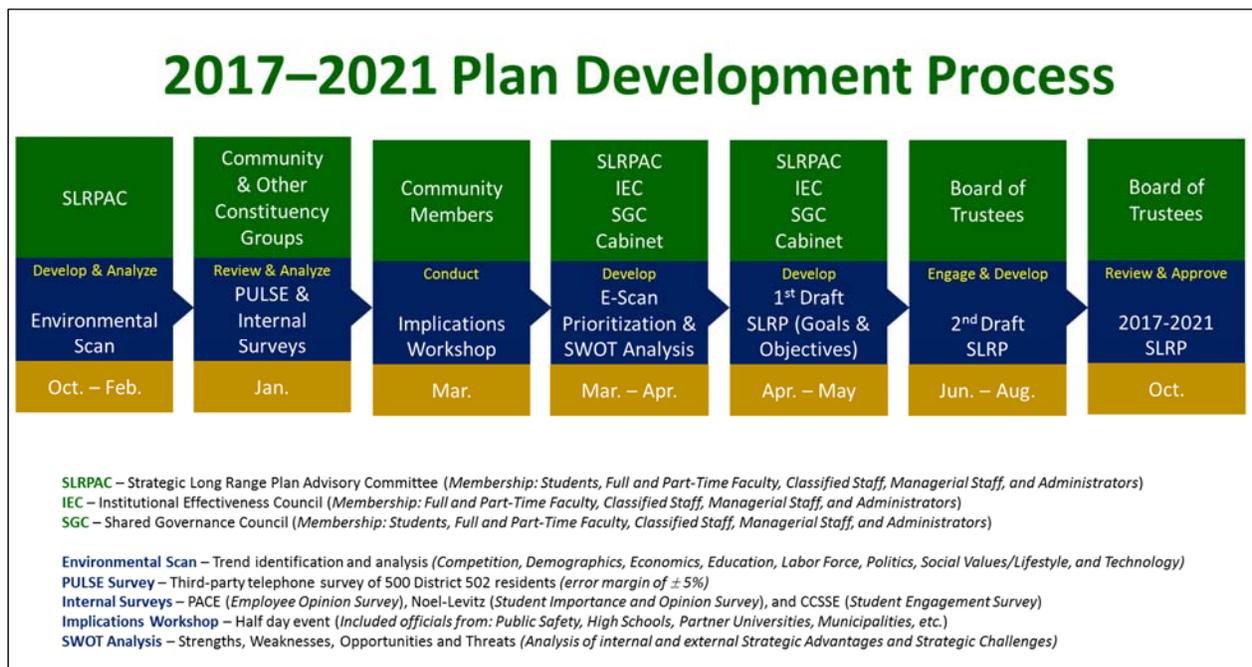
The mission of College of DuPage is to be a center for excellence in teaching, learning, and cultural experiences by providing accessible, affordable, and comprehensive education.

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STRATEGIC PLANNING PROCESS

COD's inclusive and cyclical planning process is designed to allow the College to fulfill its mission, maintain high academic standards, increase opportunities for student learning, and respond to future challenges and opportunities. The Strategic Long Range Plan Advisory Committee (SLRPAC), comprised of full-time faculty, administrators, classified staff, student leaders, and the Vice President of Planning and Institutional Effectiveness, is charged with annual evaluation and revision to the plan.

Overall stewardship of the strategic planning process is the responsibility of the Vice President, Planning & Institutional Effectiveness, who coordinates the timeline, committee collaboration, and documentation. The following diagram illustrates COD's planning process:



Strategic Long Range Plan Development

Phase I – Identification of Strengths, Weaknesses, Opportunities, and Threats (SWOT)

The work of the SLRPAC begins in the fall with the updating of the SWOT analysis. Based on a review of relevant internal and external data and input from various constituency groups and individuals (e.g. faculty, staff, students, Cabinet, Board of Trustees, etc.), the SLRPAC reviews, updates, adds, and when appropriate, removes items from the SWOT. The results of the SWOT update provide the foundation for the next phases of the strategic planning process.

Phase II – Review and Revise Core Statements

Based on the revised SWOT analysis and input from various constituency groups and individuals (e.g. faculty, staff, students, Cabinet, Board of Trustees, etc.), the SLRPAC reviews and, when appropriate, recommends changes to the institution's core statements (Philosophy, Mission, Vision and Values). Typically core statements do not change significantly over the three-year planning horizon.

Phase III – Develop Strategic Goals and Tasks

Goals are institutional in nature, while tasks serve as the “bridge” between the SLRP and Annual Plan (see Phase IV). Although goals and tasks are reviewed annually, typically goals do not change over the three-year planning horizon, whereas tasks can and do change on an annual basis. Tasks for the following academic year can be recommended by any constituency groups and individuals (e.g. faculty, staff, students, Cabinet, Board of Trustees, etc.). Using the revised SWOT analysis and input from constituency groups and individuals, the SLRPAC and Cabinet develops recommended tasks for the following year. The first three phases of the planning process (SWOT, Core Statements, and Goals and Tasks) complete the SLRP, which is approved annually by the Board of Trustees.

Phase IV – Develop and Implement Annual Plan

Working in collaboration with their respective administrators, the Cabinet develops the Annual Plan, which contains one-year objectives and strategies. These objectives and strategies must be consistent with the institution’s core statements, and each objective must be aligned to a task in the SLRP. As was previously noted, tasks serve as the bridge between the SLRP and Annual Plan. By having this “bridge,” essentially every area and employee is linked to the College’s philosophy, mission, vision, values and strategic goals.

Phase V – Monitoring Annual Plan Performance

Major initiatives are tracked against the institutional goals and their budget impact is reflected in the annual budget developed in the spring. The College Annual Plan and Budget include cross-referencing to the SLRP. This represents the first step in tracking the alignment of goals with specific allocations and expenditures. Budget monitoring occurs monthly by every budget officer, while the Annual Plan is formally monitored three times a year through a “stop light” report. Through the “stop light” report, the Cabinet monitors the institution’s progress at any point in time and whether the College is on track for achieving each objective in the Annual Plan.

Phase VI – Review Progress

Tasks that are tied to the Annual Plan give the SLRP an annual perspective. Significant activities, processes, and outcomes can be measured and reported through tasks. In March of each year, a Mid-Year Outcomes Report is developed and provided to the President.

Phase VII – Evaluate Progress

To promote accountability and transparency, in August, an Institutional Outcomes Report, which details the significant activities, processes, and outcomes achieved during the entire year, is developed and provided to the President. In turn, this report is presented to the Board of Trustees and subsequently posted to the internal employee portal and external public website.

Phase VIII – Improve Planning Process

Since the SLRPAC is responsible for the planning process, they conduct a process evaluation annually. Among other things, this process evaluation assesses issues such as process effectiveness and efficiency, accuracy of data, benchmarking, and current trends in institutional planning.

FY2017-2021 STRATEGIC LONG RANGE PLAN

College of DuPage engages in planning to assure that we are future-oriented in serving our students, community and other stakeholders. College of DuPage's strategic long range planning is a continuous process that guides the future direction of the institution. Specifically, the Strategic Long Range Plan defines the College's institutional philosophy, mission, vision, core values, long-term goals and associated strategic objectives.

At College of DuPage, the Strategic Long Range Plan is based on the concept of planning "from the outside-in." Therefore, the Strategic Long Range Plan is a map for the development and delivery of programs and services that address community challenges and needs.

With the approval of the Board of Trustees, the Strategic Long Range Plan sets the College's strategic direction over a five-year period. Therefore, the purpose of this document is to communicate to College of DuPage employees, students, community and other stakeholders a reference point for comprehensive long range planning.

KEY ENVIRONMENTAL SCAN TRENDS

Brown and Weiner (1985) define environmental scanning as "a kind of radar to scan the world systematically and signal the new, the unexpected, the major and the minor." Therefore, the environmental scan is intended to identify current and emerging external trends that impact our community, students and other stakeholders of the College.

By identifying and understanding external trends, the College can develop plans to proactively meet and address changing needs of our community, students and other stakeholders. To be as comprehensive as possible, the College scans eight areas or taxonomies which include:

- Competition
- Demographics
- Economy
- Education
- Labor Force
- Politics
- Social Values/Life Style
- Technology

During its most recent environmental scan, the College identified 74 trends across the taxonomies. The following 17 trends were identified as having the highest impact on the communities served by College of DuPage.

COMPETITION

Partnerships with Feeder Schools

As higher education institutions recognize the significant role they play in the quality of our nation's middle and secondary schools, efforts are increasing to build sustaining and mutually reinforcing partnerships with feeder schools.

Student Satisfaction

Factors that contribute to the satisfaction of those with a college degree include the quality of the experience in relationships with and access to faculty, internships and other experiential learning, the overall student experience and extracurricular activities. Individuals with less debt and good jobs are the most satisfied and able to develop their lives through steps such as continuing their education or buying a home. This appears to be the case regardless of race, ethnicity or generation.

DEMOGRAPHIC

Poverty Level in DuPage County

According to the American Community Survey five-year estimates, 7.0% of the DuPage County population lived in a state of poverty during the 2012 - 2016 period.

Ethnic Diversity in the Population of DuPage County

Underrepresented populations in DuPage County steadily increased since 1990 and are projected to continue increasing through 2020 and beyond.

ECONOMIC

Illinois Budget Deficit

There is a high probability state and local funding of education will decrease in the near future.

Skills Gap

The demand for skilled workers will exceed the supply, resulting in a shortage.

EDUCATION

Underprepared Students Despite Implementation of Common Core

As the number of underprepared students continues to increase, community colleges will continue to play a significant role in serving this population.

Underprepared Students Increasingly Attend Community Colleges

As the number of underprepared students continues to increase, community colleges will continue to play a significant role in serving this population.

LABOR FORCE

Demand for Healthcare Workers

As the population ages, the demand for healthcare workers will continue through 2024.

Shortage of Middle-Skill Workers

Between 2010-2020, 48% of jobs will require middle-skills. Middle-skills are generally evidenced by more than a high school credential but less than a bachelor's degree. Examples of jobs requiring such skills include electricians, dental hygienists, and paralegals. In Illinois, the Bureau of Labor Statistics is showing a shortage of middle-skill workers.

POLITICS

Accountability in Higher Education

Increasing state and federal attention continues to focus on accountability in postsecondary education.

Affordability in Higher Education

Tuition costs are out-pacing government funding for postsecondary student aid, with the greatest impact on low-income students who may be unable to afford college.

Higher Education Funding in Illinois

The state's failure to properly manage its finances continues to have a negative impact on higher education. This failure will ultimately change institutional operating procedures.

SOCIAL VALUES/LIFESTYLE

Digital Technologies Affect Learning and Careers

The use of existing digital technology for engagement and enhancement of learning will continue to expand as well as impact future careers.

Longer Life Expectancy

People in the United States are living longer, retiring later and pursuing multiple careers. Therefore, additional education or training will be required.

TECHNOLOGY

Increased Demand for Technological Skills and Training

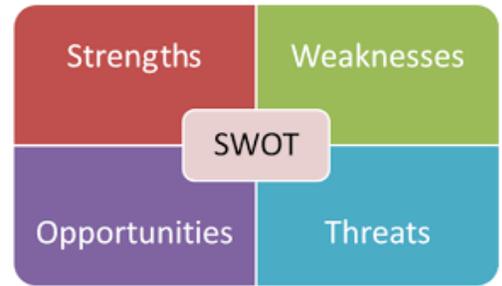
Given the rate of sustained rapid technological advancement, there is an ongoing need for increased base-level technological skills, continued technological training and professional development.

Increased Use of Mobile Devices Leads to New Educational Opportunities and Strategies

The transformative potential of mobile devices and applications will fuel change in the way college courses are created and delivered.

KEY SWOT ANALYSIS FACTORS

SWOT analysis is a strategic planning method that COD uses to evaluate the Strengths, Weaknesses, Opportunities, and Threats facing the College. The aim of the analysis is to identify the most significant internal and external factors that are important to developing, deploying, and achieving COD's strategic goals.



- **Strengths** are internal characteristics that give COD a competitive advantage.
- **Weaknesses** are internal characteristics that may place COD at a competitive disadvantage.
- **Opportunities** are external factors that COD can leverage or exploit to create value for our students and community or to give COD a better competitive advantage.
- **Threats** are factors in the external environment that could cause trouble for COD or hinder us in advancing our mission and achieving our vision.

	ADVANTAGES	CHALLENGES
INTERNAL	<p>STRENGTHS S</p> <ol style="list-style-type: none"> 1. Accessibility 2. Financial Position 3. Comprehensive Academics, Programs and Services 4. Modern Facilities 5. Affordability and Value 6. Academic Partnerships 	<p>WEAKNESSES W</p> <ol style="list-style-type: none"> 1. Image 2. Strained Relationship Between Administration and Faculty 3. Systematic Acquisition and Use of Data 4. Complex/Excessive Business Systems 5. Poor Internal Communication 6. Lack of a Systematic Governance Structure that Encourages Collaboration and Sharing of Knowledge
EXTERNAL	<p>OPPORTUNITIES O</p> <ol style="list-style-type: none"> 1. Cost-Effective Transfer Preparation, Certificates and Degrees 2. Alternative Learning Options (online learning, flexible scheduling, etc.) 3. Changing District Profile 4. Cost of Higher Education (external to College of DuPage) 5. Skills Gap in the Workplace 6. Public Awareness and Promotion of College of DuPage 	<p>THREATS T</p> <ol style="list-style-type: none"> 1. Public Perception 2. Accreditation Probation 3. Public Funding 4. Underprepared Incoming Students 5. Misalignment with High School Curriculum 6. Illinois Pension Liability 7. Data Security 8. Student Mental Health Issues

GOALS AND STRATEGIC OBJECTIVES

Goal 1: Accountability

College of DuPage is committed to being transparent, answerable and responsible to all stakeholders. To accomplish this we will:

Strategic Objectives:

- 1.1 Exceed the accreditation requirements of the Higher Learning Commission and other program specific accreditations and certifications (e.g., Accreditation Commission for Education in Nursing).
- 1.2 Develop, analyze and use meaningful metrics to demonstrate how well College of DuPage is educating students, including transfer and employment placement rates.
- 1.3 Ensure accuracy, integrity and reliability of data and of the data management system.
- 1.4 Integrate institutional data sources in order to track daily operations and overall organizational performance, including progress on achieving strategic objectives and annual targets.
- 1.5 Improve internal controls that create an auditable trail of evidence in order to promote efficiency and effectiveness of operations, ensure the safeguarding of assets, and to enhance fraud prevention and detection.
- 1.6 Ensure compliant and transparent processes that will promote stakeholder confidence and trust.
- 1.7 Create a fear-free culture where employees and other stakeholders feel compelled to speak up when they witness potential acts of wrongdoing or unethical conduct.

Goal 2: Value-Added Education

College of DuPage is committed to going beyond standard expectations and providing something more to the students and communities we serve. To accomplish this we will:

Strategic Objectives:

- 2.1 Empower students to design/customize their education to meet their specific educational goals and needs.
- 2.2 Ensure that course descriptions are clear (including required prerequisites), accurate and that transferability is clearly stated.
- 2.3 Review, revise and develop curricular offerings to assure high quality education and alignment with the current and emerging employee skill needs of local businesses and employers.
- 2.4 Add new and strengthen current academic transfer partnerships agreements (e.g., 3+1, 2+2) and create greater opportunities for students to earn college credit while still in high school (e.g., Early College initiative, dual credit).

- 2.5 Support student success by addressing student identified (e.g. Noel-Levitz Student Satisfaction Inventory survey) issues with academic advising, with a focus on the academic advisor's knowledge about programs at College of DuPage and transfer requirements at other institutions.
- 2.6 Support student completion within 150 percent of the normal time (e.g., three years for an associate's degree) by implementing a guided pathways approach to programs and degrees.
- 2.7 Expand efforts to attract and provide resources to assist nontraditional students to enroll in credit courses, especially those in the 55-plus age group.
- 2.8 Continue to improve Adult Basic Education / High School Equivalency / English Language Acquisition, etc., with a focus on transitioning students from non-credit to success in college degree and certificate programs of study.
- 2.9 Grow credit enrollment by enhancing and being known for providing exceptional educational and cultural experiences to students (e.g., study abroad programs, learning technologies, co-curricular activities).

Goal 3: Student Centeredness

College of DuPage is committed to methods of teaching that shift the focus of instruction from the teacher to the student. To accomplish this we will:

Strategic Objectives:

- 3.1 Enhance and expand opportunities to support student learning needs, including helping students identify a course of study, recognize their specific goals and assist them to overcome their weaknesses.
- 3.2 Create awareness among employees concerning student mental health and disability issues and adopt College policies and procedures to ensure they meet the needs of this population.
- 3.3 Develop innovative ways to gather quantitative and qualitative data from students about their needs and act upon that input.
- 3.4 Develop ways to better share data concerning student needs and success methods across all areas of the College.
- 3.5 Create effective communication pathways from the student, to the faculty, to the rest of the College.
- 3.6 Ensure that current College policies and procedures lead to improved student outcomes.
- 3.7 Foster a culture of intellectual expectations, achievement, and engagement for students.
- 3.8 Leverage faculty expertise to develop and implement original content/learning modules that can be scaled to meet current and emerging student educational goals and local employer needs.

Goal 4: Equality and Inclusiveness

College of DuPage is committed to ensuring that all stakeholders are involved in setting institutional direction; that their perspectives are heard and valued and their needs are understood and addressed. To accomplish this we will:

Strategic Objectives:

- 4.1 Implement methods (e.g., Personal Assessment of the College Environment survey) to assess the institutional culture and climate and develop specific actions related to identified opportunities for improvement.
- 4.2 Incentivize employees to utilize College of DuPage resources (facilities, services and offerings).
- 4.3 Expand the availability and use of professional development funds for all employees.
- 4.4 Support cross-departmental knowledge exchange for all constituencies (starting with on-boarding and continuing throughout the employee's career).
- 4.5 Expand the Shared Governance Council to drive the culture so that it is inclusive of people, processes, inputs, ideas, thoughts, beliefs and perspectives.
- 4.6 Continue to foster a culture of inclusiveness for students, employees, and the community through programs, activities, policies, and procedures.
- 4.7 Develop and implement programs and services to enhance institutional diversity and global engagement, including recruitment and support for international students.

Goal 5: Relationships

College of DuPage is committed to cooperating and collaborating with all stakeholders in order to advance mutual interests. To accomplish this we will:

Strategic Objectives:

- 5.1 Increase College of DuPage's exposure and partnerships in District 502 by utilizing existing facilities in cities, towns, and villages (e.g., municipal centers, libraries).
- 5.2 Develop a learning network by leveraging the off-campus centers and other community locations for the delivery of College programs and services.
- 5.3 Identify and implement optimal methods of communicating with and engaging all College stakeholders (e.g., alumni, business leaders, elected officials).
- 5.4 Utilize internal resources to develop a new College of DuPage brand and implement a communications plan that considers the preferences and needs of students and other internal and external stakeholders.
- 5.5 Modernize College of DuPage's website and other interfaces to improve functionality, information accessibility, and user friendliness.
- 5.6 Identify, assess, and enhance College of DuPage's community outreach activities, with a focus on the visual and performing arts.

- 5.7 Support collaboration, creation, and learning by promoting and providing College of DuPage resources to all District 502 residents in DuPage, Will, and Cook Counties (e.g., Center for Entrepreneurship).
- 5.8 Rebuild public confidence in College of DuPage’s institutional integrity through increased engagements by College staff, faculty, and Board members with community organizations (e.g., Rotary, chambers, libraries) with a focus on assessing and meeting community needs through the College’s programs and services.
- 5.9 Continue to “spotlight” and promote faculty through social media, live events, etc., in order to give students and other stakeholders insight into the quality of instruction and programs provided by College faculty.

Goal 6: Innovativeness

College of DuPage is committed to making meaningful change that enhances organizational effectiveness and adds new value for stakeholders. To accomplish this we will:

Strategic Objectives:

- 6.1 Foster an innovative culture and climate by encouraging (risk-free) experimentation and the sharing of best practices by all employees.
- 6.2 Develop a process to systematically seek student perspectives and ideas in order to enhance the student experience.
- 6.3 Leverage College technology in innovative ways for the benefit of students and the community at large.
- 6.4 Provide professional development opportunities to promote innovative ideas and solutions College-wide.
- 6.5 Support cross-departmental knowledge exchange for all constituencies (starting with on-boarding and continuing throughout the employee’s career).

Goal 7: Financial Stewardship

College of DuPage is committed to the careful and responsible management of the resources entrusted to its care. To accomplish this we will:

Strategic Objectives:

- 7.1 Keep tuition and property taxes as affordable as possible without impairing the quality or integrity of College programs and services.
- 7.2 Develop a financial model that identifies new revenue sources while eliminating the reliance on State of Illinois apportionment funds.
- 7.3 Educate stakeholders on the role, benefits and value of community colleges, with a focus on College of DuPage’s value and stewardship of taxpayer dollars.
- 7.4 Increase philanthropic giving in order to increase access to education and to enhance cultural opportunities for the community.

- 7.5 Investigate and act upon opportunities to partner with co-branded programs and services with other Illinois community colleges.
- 7.6 Increase the active involvement of alumni in giving of their time and resources to support the College of DuPage Foundation mission.
- 7.7 Explore and, if feasible, incentivize students (e.g., reduced tuition) for taking courses during non-peaktimes.

Goal 8: Infrastructure

College of DuPage is committed to maintaining, improving and developing structures, systems and facilities necessary for the delivery of high-quality education and meaningful cultural events. To accomplish this we will:

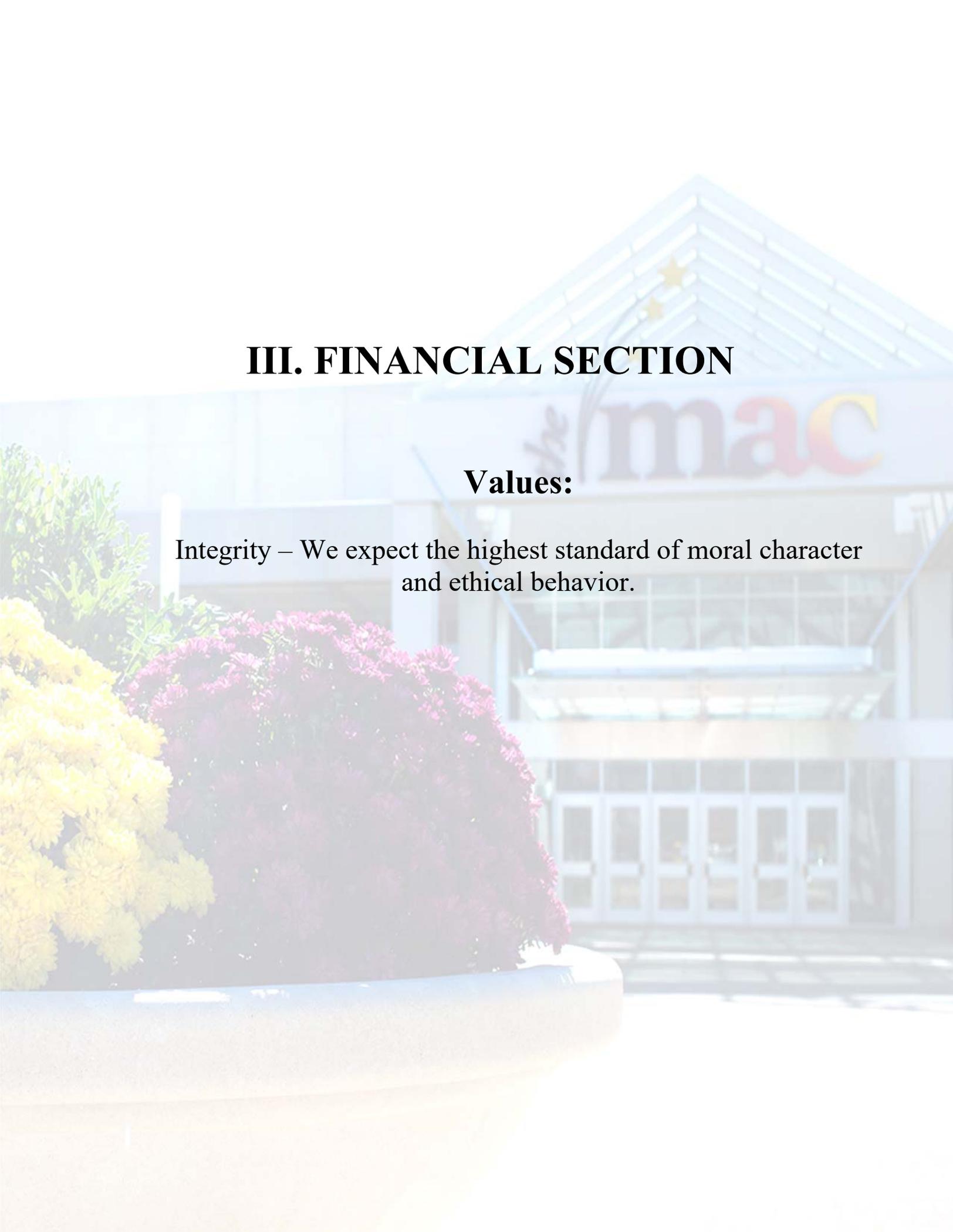
Strategic Objectives:

- 8.1 Use faculty and other stakeholder input and appropriate institutional and benchmark data to analyze and understand current space capacity and utilization, and further develop and implement a detailed Facility Master Plan with a focus on future academic and student support needs.
- 8.1 Unify the west and east sides of the Glen Ellyn campus, creating a pedestrian-friendly crossing and a “one campus” feel.
- 8.2 Investigate the need for additional centers with a focus on how they would impact student preferences, accessibility and needs and enhance a Learning Network that advances student success.
- 8.3 Revise, integrate and implement the Information Technology Strategic Plan in order to enhance student success, maximize institutional effectiveness, and ensure hardware and software are reliable, secure (from data breaches), and user friendly to students, employees, and other stakeholders.

The College’s Annual Plan, Fact Book, Strategic Long Range Plan, Environmental Scan (E-Scan), SWOT Development and College of DuPage’s Economic Impacts Report are available on the College’s website:

http://cod.edu/about/office_of_the_president/planning_and_reporting_documents/index.aspx

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III. FINANCIAL SECTION

Values:

Integrity – We expect the highest standard of moral character and ethical behavior.

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ACCOUNTING STRUCTURE

For financial reporting purposes, the College is considered a special-purpose government engaged only in business-type activities as required by generally accepted accounting principles (GAAP). Accordingly, the College's annual financial statements 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 an obligation has been incurred. All significant intra-agency transactions are eliminated.

The College prepares its budget based upon the current financial resources measurement focus and the modified accrual basis of accounting. The Illinois Community College Board requires that community colleges in the state prepare their budgets using this approach. Under the modified accrual basis of accounting, revenues are recognized when they become measurable and available to finance expenditures of the current period. Taxpayer-assessed taxes are considered "measurable" when in the hands of intermediary collecting governments and are recognized as revenue at that time. The College considers taxpayer-assessed taxes available when they are received within 60 days of the fiscal year end.

Expenditures are generally recognized under the modified accrual basis of accounting when the related liability is incurred. Under this basis of accounting, expenditures are recorded on the accrual basis except for:

- Inventory items, such as materials and supplies, are accounted for using the purchases method. Under this method, the items are expensed in the period acquired. However, at the end of the fiscal year inventory is taken of remaining items which are counted as assets on the balance sheet.
- Debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

The College uses funds to report on its financial position and the results of its operations. Fund accounting is designed to demonstrate legal compliance and aid financial management by segregating transactions related to certain college functions or activities. A fund is a separate accounting entity with a self-balancing set of accounts that comprise its assets, deferred outflows, liabilities, deferred inflows, fund balance, revenues, and expenditures. College resources allocated to and accounted for in individual funds are based upon the purposes for which they are to be spent or restricted by law or grant agreement. Expenditures are controlled at the fund level.

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

Internal Controls

Management of the College is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the College are protected from theft or misuse, and

to ensure that adequate accounting data are compiled to allow for the preparation of financial statements in conformity with GAAP. The internal control structure is designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that: (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits requires estimates and judgments by management.

Each year, as part of the annual audit, the independent certified public accounting firm provides a report on the internal control systems along with recommendations for improvement of internal controls. The College audit reported that there were no instances of a material weakness in the internal control structure or violation of applicable laws or regulations noted during the FY2017 audit. The FY2018 external audit is underway, and the College expects to have the audit completed and the management letter, if any, received by October 15, 2018.

FUND DESCRIPTIONS

The funds of the College are classified into three types: governmental, proprietary (enterprise) and fiduciary. In addition, the College maintains two account groups, the General Fixed Asset Account Group, and the General Long-term Debt Account Group. The account groups are used to record the College’s capital assets and long-term debt. The account groups are required to be maintained by the ICCB. These two Account Groups are not budgeted. The College’s fiduciary fund, the Agency Fund, is used to account for resources held by the College in a custodial capacity. Only assets and liabilities are recorded in the Agency Fund, which is not budgeted. The College’s governmental funds are divided into separate categories. The College follows the ICCB prescribed format for its chart of accounts. The ICCB recommends that accounts be structured in a fund-function-department-object format.

- General Fund The primary operating fund of the College used to account for and report all financial resources not accounted for and reported in another fund.

- Special Revenue Funds Used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects.

- Debt Service Fund Used to account for payment of principal, interest, and related charges on any outstanding bonds.

- Capital Projects Funds Used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

- Enterprise Fund Proprietary fund type used to report an activity for which a fee is charged to external users for goods or services.

- Permanent Fund Permanent funds are used to account for and report resources that are restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government’s programs.

General Fund <ul style="list-style-type: none"> • Education • Operations and Maintenance 	Special Revenue <ul style="list-style-type: none"> • Restricted Purposes
Debt Service <ul style="list-style-type: none"> • Bond and Interest 	Capital Projects <ul style="list-style-type: none"> • Operations and Maintenance • Restricted
Enterprise Fund <ul style="list-style-type: none"> • Auxiliary Enterprise 	Permanent Fund <ul style="list-style-type: none"> • Working Cash

GENERAL FUND

The Education Fund and the Operations and Maintenance Fund together comprise most of the core instruction and instructional support activities of the College. When grouped together these funds are referred to as the General Fund. The General Fund includes the revenue and expenditures associated with the day-to-day activities of the College. The combination of these funds into the General Fund allows for comparison to other educational institutions and is required by the ICCB for financial reporting purposes.

Education Fund (Fund 01)

The Education Fund is established by Section 3-1 of the Illinois Public Community College Act. The Education Fund is used to account for the revenues and expenditures of the academic and service programs of the College. This fund includes the cost of instructional, administrative, and professional salaries; supplies and moveable equipment; library books and materials; maintenance of instructional and administrative equipment; and other costs pertaining to the educational programs of the College.

Operations and Maintenance Fund (Fund 02)

The Operations and Maintenance Fund is established by Section 3-1 and Section 3-20.3 of the Illinois Public Community College Act. This fund is used to account for expenditures for the improvement, maintenance, repair, or benefit of buildings and property, including the cost of interior decorating and the installation, improvement, repair, replacement, and maintenance of building fixtures; rental of buildings and property for community college purposes; payment of all premiums for insurance upon buildings and building fixtures. If approved by resolution of the local board, the payment of salaries of janitors, engineers, or other custodial employees are allowed. All costs of fuel, lights, gas, water, telephone service, custodial supplies, and equipment, and professional surveys of the condition of College buildings are allowed.

CAPITAL PROJECTS FUND

Operations and Maintenance Restricted Fund (Fund 03)

The Operations and Maintenance Restricted Fund is established by Section 3-14 of the Illinois Public Community College Act. This fund is used to account for the accumulation and expenditure of funds for building purposes and site acquisition not to exceed an amount equal to 5% of the District's equalized assessed valuation.

DEBT SERVICE FUND

Bond and Interest Fund (Fund 04)

The Bond and Interest Fund is established by Section 3A-1 of the Public Community College Act. This fund is used to account for the payment of principal and interest on any outstanding bonds.

ENTERPRISE FUND

Auxiliary Enterprises Fund (Fund 05)

The Auxiliary Enterprise Fund is established by Section 3-31.1 of the Illinois Public Community College Act. Activities in this fund are for services to students, the community, and staff for which a fee is charged that is directly related to, although not necessarily equal to, the cost of the service. Examples of business activities in this fund include continuing education, radio station, field studies, bookstore, and the McAninch Arts Center.

SPECIAL REVENUE FUNDS

Restricted Purposes Fund (Fund 06)

The Restricted Purposes Fund is used for the accounting of monies that have restrictions regarding their use, primarily grants. Each specific project should be accounted for separately using a complete group of self-balancing accounts within the Restricted Purposes Fund. The College records its state and federal grants in this fund.

PERMANENT FUNDS

Working Cash Fund (Fund 07)

The Working Cash Fund is established by Chapter 110, Act 805, Section 3-33.1 of the Illinois Compiled Statutes. This fund was first established without voter approval by resolution of the local Board of Trustees for the purpose of enabling the District to have on hand at all times sufficient cash to meet the demands for ordinary and necessary expenditures. This fund is used to account for the proceeds of working cash bonds. Bonds were issued on May 1, 1983, in the amount of \$5 million to supplement the \$3 million that existed in the Working Cash Fund; the 1983 bonds have been repaid. Additional bonds may not be issued without voter approval.

Fund	Fund Type	Basis of Budgeting
Education (01)	General	Modified Accrual
Operations and Maintenance (02)	General	Modified Accrual
Operations and Maintenance Restricted (03)	Capital Projects	Modified Accrual
Bond and Interest (04)	Debt Service	Modified Accrual
Auxiliary Enterprises (05)	Enterprise	Modified Accrual
Restricted Purposes (06)	Special Revenue	Modified Accrual
Working Cash (07)	Permanent Fund	Modified Accrual
General Fixed Asset Account Group (08)	Account Group	Not Budgeted
General Long-Term Debt Account Group (09)	Account Group	Not Budgeted
Agency (10)	Fiduciary	Not Budgeted

FUNCTIONS

The function defines the type of programs and activities that are operated within a particular fund. The College 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, and remedial and ABE/ASE programs (associate degree credit and certificate credit). It includes expenditures for department chairpersons, administrators, and support staff for whom instruction is an important role. It also includes all equipment, materials, supplies, and costs that are necessary to support the instructional program.

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 expenditures 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.

Independent Operations

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

Auxiliary Services

This function provides for the operation of the cafeteria, bookstore, radio station, performing arts, continuing education, and other business-related activities. It also includes all equipment, materials, supplies, and costs that are necessary to support this function. Activities included in auxiliary services should be self-supporting.

Operation and Maintenance of Plant

Consists of building and grounds maintenance activities necessary 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 includes 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.

General Administration

This category includes expenditures for administrative activities that benefit the entire institution. Examples include expenditures for financial affairs, human resources, legal services, staff services, and procurement.

General Institutional

This category includes expenditures for central executive-level activities and support services that benefit the entire institution. Examples include expenditures for the governing board, research and development, marketing, information technology, insurance, construction/capital expenditures, and debt service payments.

Scholarships, Student Grants and Waivers

This category includes activities in the form of grants to students, prizes and awards, chargebacks, and financial aid to students in the form of state-mandated and institutional tuition and fee waivers.

OBJECTS

An object refers to the type of revenue or expenditure that supports a function's activities. Revenues are grouped by local, state, and federal government sources, student tuition and fees, interest on investments, and sales and service fees. Expenditures are grouped by major category, such as salaries, supplies, or capital outlay, and are further divided as needed for cost accounting and control purposes. The College utilizes the following categories to capture revenues and costs that serve as the basis to delineate objects:

REVENUES

Local Government Sources - These are monies received from taxpayers within the College's district boundaries and other community colleges.

- Real Estate Taxes – Monies received from taxpayers within the College's district boundaries based on the levy that is prorated to taxpayers based on the assessed valuation of property and the prevailing tax rate.
- Corporate Personal Property Replacement Taxes – Replacement taxes are revenues collected by the State of Illinois and paid to local governments to replace money that was lost by local governments when their powers to impose personal property taxes on corporations, partnerships, and other business entities were withdrawn. The 1970 Illinois Constitution directed the legislature to abolish business personal property taxes and replace the revenue lost by local government units and school districts. In 1979, a law was enacted to provide for statewide taxes to replace the monies lost to local governments.
- Chargeback Revenue – Tuition that is paid by other community colleges whose students attend College of DuPage because the local community college does not provide the necessary classes. Those students pay the COD in-district rates, and the other community college pays COD a chargeback rate that is meant to cover the out-of-district rate.

State Government Sources - These are comprised of monies received from the State of Illinois. The monies are to support operations and specific programs within the College.

- ICCB Base Operating Grant – Funds appropriated by 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 with a small portion of the allocation based on gross square footage of space at the College, 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 Universities Retirement System on-behalf of the College.

Federal Government Sources - These are monies received from the federal government to support specific programs within the College and provide financial aid to the students. The College’s main specific 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.

Student Tuition and Fees - The tuition and fee revenue represents the amount the College charges students for instruction based on credit hours. The fees charged to students are for student activities, debt, construction, student-to-student grant, and technology. In addition, other course-specific fees are charged for certain programs.

Interest on Investments - The amount of interest earned on the College’s cash and investment accounts.

Sales and Service Fees - These monies represent revenues received from students, faculty, staff, and the community for services provided by the College. Examples include revenue from ticket sales for performing arts, athletic events, restaurant operations, and public safety fines.

EXPENDITURES

Salaries - Salaries paid to employees of the College.

Employee Benefits - Employee benefit costs are related to all benefits provided to employees with employment at the College. Benefits include employer portion of costs for health insurance premiums for medical, vision, and dental, tuition reimbursement, life insurance, and early retirement contributions assignable to the College.

Contractual Services - Contractual services are costs for services rendered by firms and individuals under contract who are not employees of the College.

Materials and Supplies - The materials and supplies category includes the cost of materials and supplies necessary for the conduct of the College’s business. Business forms, envelopes, postage, printing, office supplies, and instructional supplies fall into this category.

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

Fixed Charges - The fixed charges object category includes costs 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 - Utilities include all costs necessary to operate the physical plant and other ongoing services, including gas, electric, water and sewage, telephone, and refuse disposal.

Capital Outlay – Capital outlay is the cost of all expenditures that are capitalized by the College, including site acquisition, facility improvements, office equipment, instructional equipment, and service equipment. The College capitalizes expenditures for equipment that costs \$5,000 or more. For additional information regarding capitalization thresholds, please refer to the Operations and Maintenance Fund section of this book.

Other Expenditures - The other expenditures object category includes expenditures not readily assignable to another object category. Examples include facilities chargebacks, bank fees and other financial charges, and tuition waivers and scholarships.

Contingency - Contingency funds are those appropriations set aside for emergencies or unforeseen expenditures. Contingency funds can only be used with approval of a budget transfer by the Board of Trustees.

DEPARTMENTS

Departments are used by the College as cost centers to capture costs incurred for these functions.

LONG-TERM FINANCIAL POLICIES

The College has a fully integrated financial structure lead by the Vice President, Administration, who also serves by appointment as Treasurer of the Board of Trustees. The Treasurer is the custodian, who receives and disburses all College funds. By College policy, the Treasurer has the authority to invest funds belonging to the College. The Treasurer makes monthly reports of the financial activities and investments of the College to the Board of Trustees. Financial reports are produced monthly and distributed to appropriate offices throughout the College.

The following is a listing and a brief description of the major financial policies that have been approved by the Board of Trustees and are reviewed on an annual basis, which enhances the internal control structure as well as the preparation of the budget and financial reports of the College.

a) Auxiliary Enterprises Fund Professional Service Contracts

On an annual basis, the Board approves all Auxiliary Enterprises Fund budgets, including the McAninch Arts Center, Radio Station, and Continuing Education. Within each of these budgets, the administration is authorized to contract for speakers, products, training, equipment rental, and other professional services to execute their business operations.

b) Budget Transfers

The Board of Trustees recognizes that, subsequent to the adoption of the annual budget, it may be necessary to permit transfers of budget amounts between object and functional designations within a fund. All budget transfers must be fully justified and adhere to established approval levels.

c) Financial Disclosure to Avoid Conflict of Interest

In accordance with state and federal regulations to avoid conflicts of interest, College of DuPage requires key personnel to file an economic interest statement with the three counties that are within COD's boundaries.

d) Investment of College Funds

College of DuPage invests public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the organization and conforming to all state and local statutes governing the investment of public funds. The Board has approved an investment policy that details the type of investments allowable, as well as collateralization requirements and concentration limits. The policy was developed in accordance with the Illinois Public Community College Act and the Public Funds Investment Act, which detail the types of allowable investments.

The College of DuPage Board of Trustees has adopted an investment policy (Policy 10-55) to provide a clear understanding for and amongst the College, Board of Trustees, outside investment managers and advisors, and other interested parties concerning the investment of College funds. This Policy will be used to evaluate the performance of the investment portfolio and investment providers.

The College shall invest public funds in a manner that:

- Seeks to preserve capital while earning a market rate of return relative to the acceptable level of risk undertaken as defined in the investment policy,
- Meets the cash flow needs of the College, and
- Satisfies all applicable governing laws, including, but not limited to, the Illinois Compiled Statutes, specifically 30 ILCS 235, the Public Funds Investment Act (the “Act”), and other state laws governing the investment of public funds, as amended from time-to-time.

The College’s investment objectives, in order of priority, include:

- **Safety:** The security of monies, whether on hand or invested, and preservation of principal in the overall portfolio shall be the primary concern of the Treasurer in selecting depositories or investments.
- **Liquidity:** The investment portfolio shall remain sufficiently liquid to meet all reasonably anticipated operating requirements over the next 3-4 years.
- **Return:** The Treasurer shall seek to attain a return comparable with the average return of a U.S. Treasury Bill or Treasury Index that most closely reflects the duration of the portfolio, taking into account risk, constraints, cash flow, and legal restrictions on investment as defined by this Policy and applicable law and Board policies. All investments shall be selected on the basis of best execution.

The Treasurer will work with Financial Affairs Department to maintain a cash forecast and allocate the funds by duration and investment type. This forecast will be used by the Treasurer to determine when funds may be required for expenditure.

e) Operations and Maintenance Restricted Fund

Expenditures for Operations and Maintenance Restricted Fund may be used for:

- Issuance of bonds and related expenditure such as legal fees, consultants, and printing costs.
- Site acquisition, site improvements such as landscaping, drainage, parking lots, walkways and other related costs.
- Building, initial construction or remodeling, including fixtures and equipment.
- Original equipping of offices (furniture and equipment).

f) Travel Approval/Other Reimbursable Expenditures

Travel expenditures will be reimbursed within limitations of the budget, Board policies, and existing travel procedures.

g) Tuition and Fees Schedule

The Board of Trustees, on an annual basis, approves tuition and fees prepared in accordance with the provisions of the Illinois Community College Act, the guidelines established by the Illinois Community College Board, and the current policies and practices of the College.

h) Tuition Refund

The College will publish procedures for refunding tuition and fees. Refunds are given for cancelled classes, medical withdrawals, College errors and student withdrawals according to

the stated refund policy. A student must withdraw from classes through the Registration Department to receive a refund during the refund period.

i) Budget for Contingencies

Contingency funds are those expenditures budgeted but not assigned to any direct expenditure category to be used for emergencies or unforeseen expenditure requirements. A typical reason for accessing these monies might be to cover the cost of additional faculty salaries or laboratory supplies for an instructional discipline in which the enrollment has increased dramatically. Contingency funds may not be expenditure directly. They are used only by budget transfer to other expenditure categories and require the approval of the Board of Trustees. This insures that all expenditures are recorded directly in the programs to which they relate. Because budget transfers change the original budgeted amount, budget-to-budget comparisons of contingency funds have no meaning once any budget transfers have been applied.

Balanced Budget

Budget decisions shall be made in accordance with the College's Annual Plan and shall conform to the requirements as set forth in the Illinois Community College Board Fiscal Management Manual. The definition of a balanced budget provides for the following:

- Annual expenditures plus other uses (i.e. fund balance) do not exceed projected revenues plus other sources
- Debt service
- Adequate reserves for maintenance and repairs to its existing facilities
- Adequate reserves for acquisition, maintenance, and replacement of capital equipment
- Adequate reserves for strategic capital projects
- Adequate funding levels to fulfill future terms and conditions of employment, including early retirement benefits
- Adequate allocations for special projects related to the strategic direction of the College
- Appropriate provisions for contingencies (unforeseen events requiring expenditures of current resources)
- Cash flow sufficient to provide for expenditures
- Ending fund balances (according to policies set specifically for that purpose)

Policies

A number of policies provide the context for planning and developing the budget in any given year. Fiscal policies address the acquisition and general allocation of resources: cash management, reserves, debt service, etc. Programmatic policies focus on what is done with those resources and how it is accomplished. Long-term policies deal with broad goals that vary little from year-to-year. Short-term policies are specific to the budget year. They address the key issues and concerns that frame the task at hand – preparing a balanced budget that effectively achieves the College's priorities within the context of the current and projected economic and political realities.

Fiscal Policies – Debt Management

The Board has taxing powers and may incur long-term debt obligations. By law, COD cannot have bonded indebtedness greater than 2.875% of the District’s equalized assessed valuation of property. COD utilizes the debt market to issue bonds approved by the community through referendum to pay for new construction, land improvements, building improvements, site improvements, and capital equipment that are budgeted in the Operations and Maintenance Restricted Fund. The College does not borrow funds for short-term operations as cash reserves are sufficient to manage operations. The College structures its debt in such a way as to maintain a relatively stable tax levy. Referendum-related bond issues may be paid off over a ten to twenty-year period, depending on the size of the referendum and IRS regulations regarding tax-exempt debt.

Long-Term Liabilities

Responsible financial management means looking beyond the next fiscal year to potential liabilities that may impact the College in future years. Retiree healthcare, unused vacation, and other post-employment benefits (OPEB) are long-term costs that must be addressed. It is essential to plan for such potential liabilities early and allocate resources accordingly to ensure that current budgetary policies and actions do not lead to unexpected financial burdens that could require drastic remedies in the years to come. Provisions are made in the annual budget for estimated payments of these benefits to employees. The College bi-annually has an actuarial calculation performed on its post-employment healthcare benefits so that the financial impact of this benefit is known. These OPEB costs are funded on a “pay as you go” basis; however, the Board has reserved \$12 million of its fund balance to pay for OPEB obligations.

Revenue Estimates

In order to maintain sound fiscal integrity, the College uses conservative estimates when forecasting revenues so that actual revenues equal or exceed budgeted revenues.

Maintenance of Fund Balance

The College will strive to maintain an ongoing unrestricted fund balance in the combined General Fund (comprised of the Education Fund and the Operations and Maintenance Fund) and Working Cash Fund in an amount equivalent to at least fifty percent (50%) of the College’s total annual expenditures in the General Fund, using the modified accrual basis of accounting as reflected in the previous year’s uniform financial statements submitted to the Illinois Community College Board (ICCB).

Proceeds from the issuance of general obligation bonds are not always spent in the year the funds are received. As a result, the College’s Capital Projects Fund would reflect these unspent proceeds in the ending fund balance. Thus, the budget in the Capital Projects Fund will include using this fund balance in the next year and may show a current year deficiency to utilize these unspent funds.

The debt service budget reflects debt service payments on existing and new debt. When issuing new debt, COD anticipates whether any principal and interest on the new debt will need to be repaid in the budget year. The College also estimates how much interest might be earned from property taxes receipts between the time they are received and when the debt service payments need to be made. When differences occur between actual and projected debt service payments, COD will maintain additional resources in its fund balance, otherwise known as sinking funds.

The College may budget these funds in future years to help repay debt in those years in order to lower the property tax levy.

Bond Rating

The College is determined to maintain its fiscal integrity by retaining its Aa1/AA+ bond ratings from Moody's Investors Service and Standard & Poor's Global Ratings, respectively. Maintenance of these ratings minimizes borrowing costs to the College.

Risk Management

The College maintains a risk management program designed to identify potential events that may affect the College and to protect and minimize risks to the College's property, services, and employees. This program includes a Risk Management Department that oversees comprehensive insurance programs, security and safety committees, employee communications, and a consulting firm retained to assist in the development and maintenance of the program.

Fixed Assets

The Board and the Administration have a fiduciary responsibility to safeguard College property. Addressing this responsibility begins with the establishment of sound Board policies and administrative procedures, along with the implementation of appropriate internal and external controls. Board Policy No. 10-85 (Disposal of College Property) governs the disposal of College property. Various administrative procedures govern the definition of College property, capitalization thresholds, tagging and inventory procedures, and the disposal of College property. Adequate accounting procedures and records for College property are essential to the protective custody of such property.

Procurement

College procurement decisions are made on the basis of serving the overall needs of the College. Authority for College procurement is designated as follows:

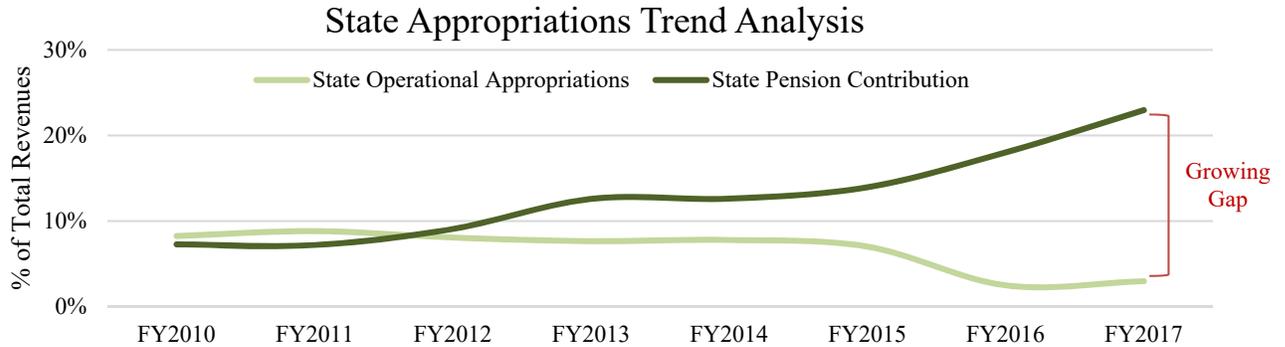
- The College's Purchasing Department has the authority to enter into all contracts that do not exceed the statutory bid limits, in accordance with Board policy, administrative procedures, the Illinois Public Community College Act, and state statutes.
- Procurement activities exceeding the statutory bid limit must have the approval of the Board of Trustees.
- The Purchasing Department has the authority to purchase from governmental contracts or cooperative/consortium agreements that have been competitively solicited. Such purchases of \$25,000 or greater must be submitted for approval by the Board of Trustees prior to release of the order.
- All contracts entered into on behalf of the College must be signed by the Vice President, Administrative Affairs & Treasurer.

Independent Audit

Board policy and state law require an annual audit of the financial statements of the College by an independent certified public accounting firm. A certified public accounting firm is hired through a public bidding process to conduct an independent audit of the College's accounting records in compliance with generally accepted accounting and auditing standards as well as Single Audit Act requirements. The College also employs an internal auditor who performs audits of the College's operations throughout the year based on a risk assessment.

OVERVIEW OF REVENUES AND EXPENDITURES AND HISTORICAL TRENDS

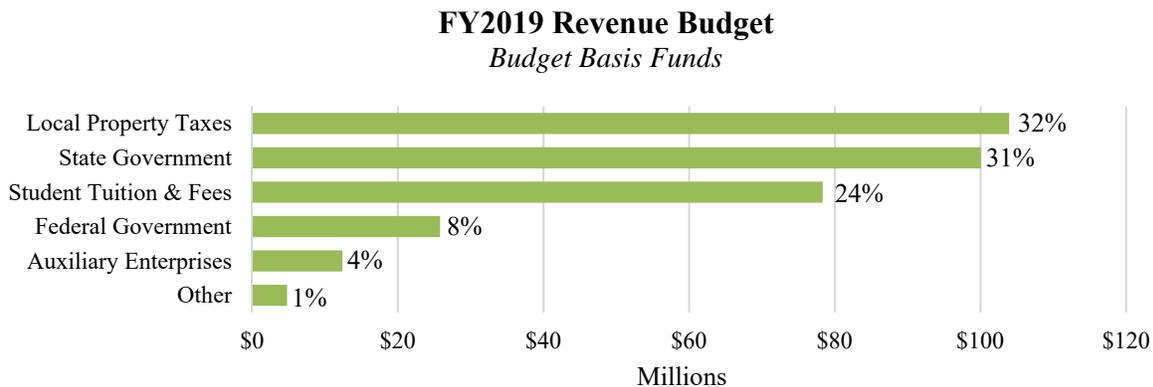
The Changing Revenue Landscape



The College of DuPage’s revenue landscape continues to shift as the appropriations from the State of Illinois move towards fulfilling its pension obligation. The decrease in operational funding from the State has put additional strain on the College’s financial position.

However, the College of DuPage has a diversified funding base consisting of local property taxes, student tuition and fees, state and federal aid, and other institutionally-generated revenues. The College believes that this diversity, the strength and stability of the local tax base, and its overall sound fiscal management will continue to provide the resources required to fulfill COD’s mission now and in the future without significant changes in the level of services provided.

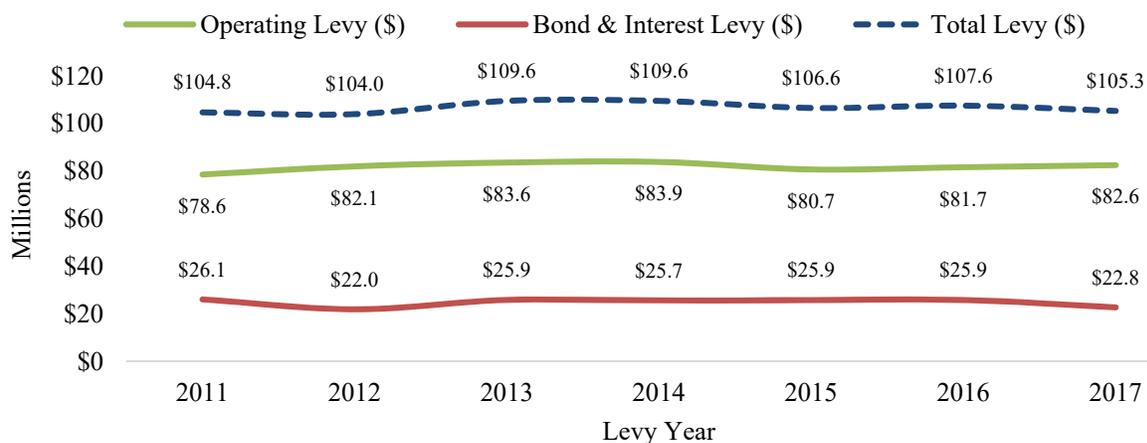
Revenue Trends



Local Property Taxes

One of the College’s major revenue sources is local property taxes, comprising 32% of the total FY2019 budgeted revenues. In the District, taxes are extended on assessed values after equalization. The levy rate displayed on the property owner tax bills is a function of the equalized assessed value and the levied tax amounts. The property tax cycle is based upon the calendar year. Taxes levied in one calendar year become payable during the following calendar year in two equal installments, usually on June 1 and September 1.

Local Property Tax Trends



Tax Levies. As part of the annual budget process of the College, a resolution is adopted by the College Board of Trustees for the dollar amount of the tax levy for the current calendar year to be collected in the next year.

1. Operating Levy - The operating tax levy is used to fund expenditures in the Education and Operation and Maintenance Funds.
2. Bond and Interest Levy - The bond and interest levy is used to pay the principal and interest payments on general obligation bonds issued by the College that are due during the fiscal year.

In 2015, the College reduced its operating levy by 5%, resulting in savings of \$3.2 million for the community. The 2017 levy (payable in FY2018 and FY2019) was equal to the 2016 final extension.

Property Tax Extension Limitation Law. The Property Tax Extension Limitation Law limits the amount of annual increase in property taxes to be extended for certain Illinois non-home rule units of government, including the College. In general, the Property Tax Extension Limitation Law restricts the amount of such increases to the lesser of 5% or the percentage increase in the Consumer Price Index during the calendar year preceding the levy year. Taxes can also be increased due to assessed valuation increases from new construction, referendum-approved tax rate increases, and consolidations of local government units.

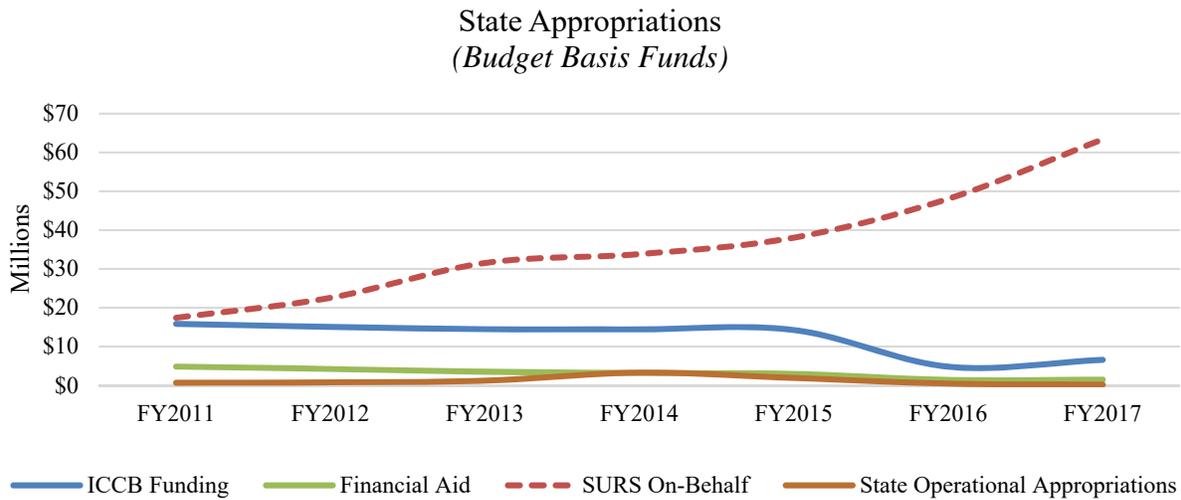
The Property Tax Extension Limitation Law limits the amount of property taxes extended to a taxing body. In addition, general obligation bonds (other than alternate revenue bonds), notes and installment contracts payable from *ad valorem* taxes unlimited as to rate and amount cannot be issued by the affected taxing bodies unless the obligations first are approved at a direct referendum or are for certain refunding purposes.

Property tax rates, a function of assessed values, have an inverse relationship to assessed value changes. In the five years prior to 2010, the average increase in assessed valuations of DuPage,

Cook, and Will counties was 6.2% annually. From 2010 through 2015, assessed valuations decreased 20.6%, resulting in a tax rate increases to the community. The 2015 valuations increased by 3.8%, the first annual increase since 2010. In 2016, the valuations increased by 6.5%.

Assessed valuations and tax levies are based on a calendar year. Since COD operates on a fiscal year beginning July 1 and ending June 30, the tax levy for a calendar year is allocated to the two fiscal years based on a 50% split. For instance, the tax levy for calendar year 2017 is allocated 50% to FY2018 and 50% to FY2019.

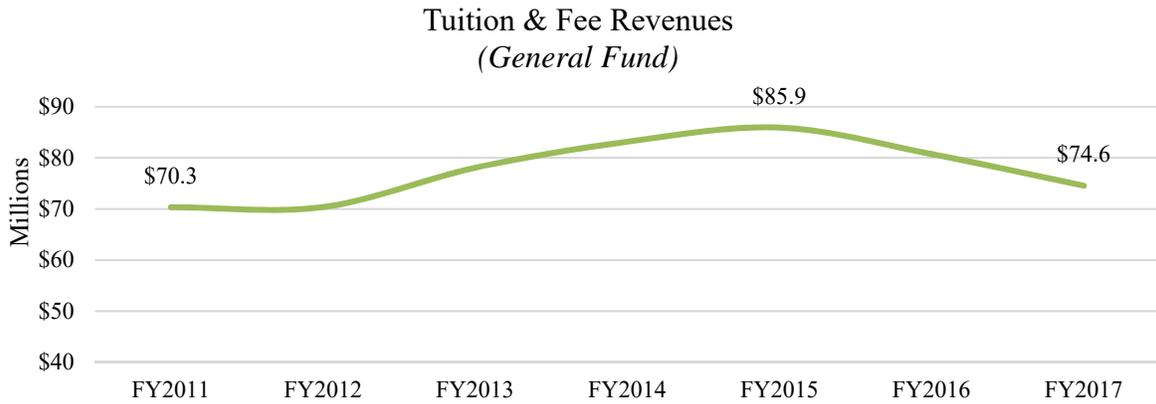
State Appropriations



Driven by an increase in the required pension contributions made on-behalf of the College to the State Universities Retirement System (SURS), total appropriations from the State of Illinois increased 85% from FY2011 through FY2017. SURS on-behalf payments increased 264% over the same period. The increase in pension contributions come with a decrease in State appropriations in each remaining category.

Revenue for FY2019 from the State of Illinois accounts for 8% of total General Fund revenues, or \$14.1 million.

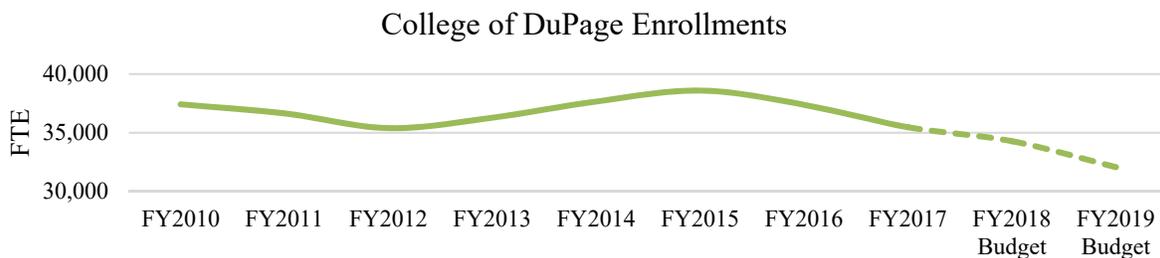
Student Tuition and Fees



Student tuition and fees make up approximately 24% of total College FY2019 budgeted revenues and 41% of budgeted General Fund revenues. These revenues are collected from students for tuition, materials, and miscellaneous items. These charges may be paid by the student, a relative, an employer, financial aid, a grant, or some other source. Courses dropped within the refund period established by the College will result in a refund at either 50% or 100% depending on when the student dropped the course. Rates for tuition and fees per credit hour are approved by the Board of Trustees on an annual basis and based upon management’s recommendations. **The budget assumes the per credit hour rate to increase by \$1.00 in FY2019 to \$136.00 per credit hour.**

Fiscal Year	Tuition and Fee Rates per Credit Hour		
	In-District	Out-of-District	Out-of-State
2019	\$ 136.00	\$ 323.00	\$ 393.00
2018	135.00	322.00	392.00
2017	135.00	322.00	392.00
2016	135.00	322.00	392.00
2015	144.00	331.00	401.00
2014	140.00	327.00	397.00
2013	136.00	323.00	393.00
2012	132.00	319.00	389.00
2011	129.00	316.00	386.00
2010	116.00	305.00	370.00

Source: Internal College Financial Records



For FY2018, the College has projected an average decline in enrollment of 4.4%. For the FY2019 budget, the College is projecting the trend to continue and has assumed a 4.0% decline in enrollment.

Expenditure Trends

Analysis by Function

(In Millions)	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Instruction	\$ 83.0	\$ 86.8	\$ 93.4	\$ 93.8	\$ 101.1	\$ 105.2	\$ 112.8
Academic Support	9.2	9.2	10.1	10.2	10.1	11.2	12.0
Student Services	12.0	11.1	13.8	16.1	17.9	19.8	21.1
Public Service	2.2	2.9	2.2	2.8	2.7	2.5	2.7
Independent Operations	7.6	11.1	9.3	9.5	10.0	10.4	10.7
Operations & Maintenance	15.4	17.2	17.2	18.5	19.1	19.2	19.7
General Administration	14.5	13.4	13.8	14.0	16.1	15.4	17.5
General Institutional	146.2	134.9	143.6	114.8	80.7	62.6	63.3
Scholarships, Student Grants, Waivers	36.8	37.9	39.8	41.5	43.6	38.1	34.1
Total	\$ 326.9	\$ 324.5	\$ 343.2	\$ 321.2	\$ 301.3	\$ 284.4	\$ 293.9

Instruction is the largest components of expenditures on a function basis, accounting for an average of 31% of total expenditures across all funds. Instruction includes all direct costs of teaching (faculty salaries, supplies).

General Institutional is the second largest component of cost on a function basis. This function includes costs for construction, bond redemption, research and development, marketing, information technology, and other central executive-level costs. These costs have declined significantly from FY2011 to FY2017 as major construction has winded down across campus.

Student Services expenditures have seen the largest percentage increase since FY2011 as the College continues to make student success a major priority. Significant investments have been made in order to provide additional support services to our students.

The Scholarships, Student Grants, and Waiver expenditure function is driven by enrollment. The enrollment decline since FY2015 has driven this reduction in cost.

Analysis by Object Category

(In Millions)	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Salaries	\$ 100.6	\$ 102.0	\$ 103.5	\$ 103.8	\$ 109.4	\$ 109.2	\$ 111.4
Employee Benefits	33.0	43.4	50.7	51.4	53.9	65.3	80.5
Contractual Services	14.1	16.4	13.0	15.8	11.9	13.4	10.0
Materials & Supplies	7.1	7.9	7.1	7.5	9.2	9.1	9.4
Conference & Meeting	1.6	1.9	1.9	2.5	2.5	2.4	2.4
Fixed Charges	38.4	41.2	37.0	36.3	36.2	36.4	36.6
Utilities	4.4	4.7	4.5	4.4	4.2	4.1	4.4
Capital Outlay	90.5	66.6	83.9	57.0	29.0	6.4	4.7
Other	0.8	2.7	1.9	1.3	1.5	0.4	0.6
Scholarships, Student Grants, Waivers	36.8	37.7	39.8	41.2	43.3	37.8	33.8
Total	\$ 327.1	\$ 324.5	\$ 343.2	\$ 321.2	\$ 301.3	\$ 284.4	\$ 293.9

Salaries and employee benefits are the largest components of expenditures on an object basis, accounting for 51% of the total budget on average. These expenditures were 65% of the total FY2017 expenditures. Through careful fiscal management, the College has experienced an average salary increase of 1.7% since FY2011. Employee Benefit expenditures have increased significantly over the past few years as the pension contribution made on-behalf of the College has increased. The State of Illinois is currently responsible for making these pension contributions, and the College merely accounts for the charges accordingly.

As indicated above, capital outlay expenditures declined significantly from FY2011 to FY2017 as major construction has winded down across campus.

FY2019 Budget Assumptions

Financial projections are developed initially during the budget planning process and continue to be updated throughout budget development. The assumptions below were used when developing the FY2019 Budget.

Property Values: Equalized assessed valuations in District 502 decreased in each levy year from 2009 to 2014 before increasing in 2015. For FY2019, the College assumes a 2017 EAV of \$42,598,035,754 (an increase from 2016 of 5.2%).

The 2017 operating tax levy, of which the first collections will occur at the end of FY2018 in June and the second collections will occur in FY2019 (September 2018), is at the same level as the prior year's tax extension amount. In effect, this represents an increase in revenue of approximately 1% in FY2019.

Credit Hours (Used for Tuition Revenue Estimate): For FY2019, the budget assumes an enrollment decline of 4%. Estimated total credit hours is 481,135.

Student Tuition and Fees: For FY2019, the budget assumes a tuition fee increase of \$1.00. The in-district rate is \$136 per credit hour.

Base Operating Grant: The College budget reflects receipt of 12 out of 12 monthly payments from the State of Illinois. This is equal to the Governor's FY2019 Budget Proposal.

State Grants: Revenues from the state for grants are expected to increase compared to the FY2018 budget. The FY2019 budget includes an allowance for uncollectible state veterans' grants of \$420,000.

Interest Revenue: Interest income increased 18.7% over the FY2018 budget, bringing the revenue total in line with the average of the FY2017 and FY2018 realized returns.

Salaries: The salary pool was increased 2.6% as the annual wage adjustments included in the current labor contracts and employment agreements were equal to inflation plus 0.5%.

Health Insurance: Health insurance premiums are expected to increase by 7%.

FY2019 Budgeted Interfund Transfers

The College engages in transactions which involve the transfer of cash between funds. When transparently accounted for, these exchanges are legal and are known as interfund transfers. The budgeted amounts and explanations for each transfer for FY2019 are outlined below:

	Transfer In	Transfer Out
Education Fund		
To Restricted Purposes Fund to cover unfunded state veterans' grants.	\$ -	\$ 420,000
To Operations & Maintenance Fund to cover recapitalization projects.	-	1,445,000
To Operations & Maintenance (Restricted) Fund to cover construction projects.	-	3,000,000
From Auxiliary Enterprises Fund.	1,395,957	-
Subtotal Education Fund	1,395,957	4,865,000
Operations & Maintenance Fund		
From Education Fund.	1,445,000	-
Operations & Maintenance (Restricted) Fund		
From Education Fund.	3,000,000	-
Auxiliary Enterprises Fund		
Bookstore net budget surplus transferred to Education Fund to support student services.	-	1,198,401
Food Service net budget surplus transferred to Education Fund to support student services.	-	197,556
	-	1,395,957
Restricted Purposes Fund		
From Education Fund	420,000	-
Total	\$ 6,260,957	\$ 6,260,957

**Three Year Position Summary Schedule
Full-Time Equivalency (FTE)**

Employee Group	Actual FY2017¹	Budget 2018	Budget 2019
Administrators			
Office of the President	2.0	1.0	1.0
Institutional Advancement	2.0	2.0	3.0
Administrative Affairs	8.0	8.0	6.0
General Counsel, Compliance & Audit	1.0	2.0	3.0
Provost	24.0	23.0	22.0
Planning & Institutional Effectiveness	2.0	2.0	2.0
Legislative Relations	1.0	1.0	1.0
Human Resources	2.0	2.0	2.0
Marketing & Communications	2.0	2.0	2.0
Project Hire-Ed	-	-	1.0
Administrators Total	44.0	43.0	43.0
Managerial Staff			
Institutional Advancement	1.0	2.0	2.0
Administrative Affairs	36.0	41.0	41.0
Provost	68.8	78.8	83.5
Human Resources	5.0	5.0	5.0
Marketing & Communications	7.0	7.0	8.0
Managerial Staff Total	117.8	133.8	139.5
Classified Staff			
Office of the President	1.0	1.0	1.0
Institutional Advancement	6.7	9.2	10.2
Administrative Affairs	203.4	213.1	208.0
General Counsel, Compliance & Audit	1.0	3.0	3.0
Provost	298.2	335.6	351.0
Planning & Institutional Effectiveness	3.0	4.0	5.0
Legislative Relations	1.0	1.0	1.0
Human Resources	14.5	15.5	15.5
Marketing & Communications	24.0	23.5	25.0
Project Hire-Ed	-	-	1.0
Classified Staff Total	552.9	605.9	620.7
Full-Time Faculty			
Provost	289.0	298.0	287.0
Full-Time Faculty Total	289.0	298.0	287.0

**Three Year Position Summary Schedule
Full-Time Equivalency (FTE)**

Employee Group	Actual FY2017¹	Budget 2018	Budget 2019
Counselors & Librarians			
Provost	19.0	23.0	23.0
Counselors & Librarians Total	19.0	23.0	23.0
Operating Engineers			
Administrative Affairs	18.0	20.0	20.0
Operating Engineers Total	18.0	20.0	20.0
Grounds, Maintenance, Painters & Carpenters			
Administrative Affairs	16.0	20.0	20.0
Grounds, Maintenance, Painters & Carpenters Total	16.0	20.0	20.0
Fraternal Order of Police			
Administrative Affairs	15.0	18.0	18.0
Fraternal Order of Police Total	15.0	18.0	18.0
Total			
Office of the President	3.0	2.0	2.0
Institutional Advancement	9.7	13.2	15.2
Administrative Affairs	296.4	320.1	313.0
General Counsel, Compliance & Audit	2.0	5.0	6.0
Provost	699.0	758.3	766.5
Planning & Institutional Effectiveness	5.0	6.0	7.0
Legislative Relations	2.0	2.0	2.0
Human Resources	21.5	22.5	22.5
Marketing & Communications	33.0	32.5	35.0
Project Hire-Ed	-	-	2.0
Total	1,071.6	1,161.6	1,171.2

Note: The above schedule includes full-time and part-time regular employees. Student worker, adjunct faculty, and temporary staff are excluded as these vary depending on enrollment levels. These positions are budgeted based on pooled dollar amounts.

¹Actual amounts are calculated based on an October pay date in order to keep a consistent count for comparison purposes.

Carryover Expenditures Included in the FY2019 Budget

	<u>GENERAL FUND</u>	<u>SPECIAL REVENUE FUND</u>	<u>DEBT SERVICE FUND</u>	<u>CAPITAL PROJECTS FUND</u>	<u>ENTERPRISE FUND</u>	<u>PERMANENT FUND</u>	
				<u>Operations & Maintenance Restricted Fund</u>	<u>Auxiliary Enterprises Fund</u>	<u>Working Cash Fund</u>	<u>Total All Funds</u>
<u>Education Fund</u>	<u>\$ 17,210,263</u>	<u>\$ 111,523,365</u>	<u>\$ 31,503,280</u>	<u>\$ 21,791,338</u>	<u>\$ 12,168,798</u>	<u>\$ 7,000</u>	<u>\$ 354,311,157</u>
<u>Total Expenditures</u>	<u>\$ 160,107,113</u>	<u>\$ 111,523,365</u>	<u>\$ 31,503,280</u>	<u>\$ 21,791,338</u>	<u>\$ 12,168,798</u>	<u>\$ 7,000</u>	<u>\$ 354,311,157</u>
<u>Less:</u>							
<u>Carryovers</u>	<u>(625,000)</u>	<u>-</u>	<u>-</u>	<u>(5,399,978)</u>	<u>-</u>	<u>-</u>	<u>(6,691,378)</u>
<u>Net Total Expenditures</u>	<u>\$ 159,482,113</u>	<u>\$ 111,523,365</u>	<u>\$ 31,503,280</u>	<u>\$ 16,391,360</u>	<u>\$ 12,168,798</u>	<u>\$ 7,000</u>	<u>\$ 347,619,779</u>

The FY2019 Budget includes \$354.3 million in expenditures, of which \$6.7 million are carryover items. Carryovers items are projects in progress or unspent money for major equipment or contractual services budgeted as expenditures in one fiscal year that are not spent and are then budgeted again in the subsequent fiscal year. Removing carryovers from the amount of the total expenditures provides a perspective on the “new money” that is provided in the budget of a given year.

EDUCATION FUND

Education Fund carryovers include a procurement software implementation project, website redesign project, marketing project management software, and a video portal project.

OPERATIONS & MAINTENANCE FUND

Operations & Maintenance Fund carryovers include a Facilities Master Plan project; Physical Education Center arena floor replacement; chiller and boiler overhauls; and other mechanical work projects.

OPERATION AND MAINTENANCE RESTRICTED FUND

Operations & Maintenance Restricted Fund carryovers include various building renovations, system upgrades, and office rehab projects across campus.

**COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502**

**ALL FUNDS
FY2019 BUDGET**

	<u>FY2017 Actual</u>	<u>FY2018 Budget</u>	<u>FY2019 Budget</u>
Revenues			
Local Property Taxes	\$ 107,232,185	\$ 105,777,031	\$ 103,949,861
Personal Property Replacement Tax	1,679,128	1,390,024	1,300,000
Other Local Revenues	115,129	104,644	100,000
State Government	71,627,721	66,770,514	100,076,187
Federal Government	26,328,946	25,133,045	25,812,545
Student Tuition and Fees	88,494,649	89,888,324	84,872,169
Sales and Service Fees	3,832,972	4,012,439	4,367,644
Facilities Rental	657,946	698,700	687,500
Interest	1,606,832	1,500,000	1,780,000
Non-Government Gifts, Grants	1,302,432	1,676,073	1,686,431
Other	601,379	740,000	735,000
Total Revenues	<u>303,479,319</u>	<u>297,690,794</u>	<u>325,367,337</u>
Expenditures			
Instruction	112,797,648	110,066,341	124,883,589
Academic Support	12,046,940	13,988,362	15,426,583
Student Services	21,127,091	22,863,557	27,697,011
Public Service	2,704,979	3,727,047	4,733,492
Independent Operations	10,658,842	12,571,286	12,519,545
Operations and Maintenance	19,654,501	21,218,963	23,078,693
General Administration	17,413,875	16,745,370	18,346,937
General Institutional	63,400,994	84,639,095	91,949,760
Scholarships, Student Grants, Waivers	34,115,334	34,008,997	35,675,547
Total Expenditures	<u>293,920,204</u>	<u>319,829,018</u>	<u>354,311,157</u>
Excess / (Deficiency) of Revenues Over Expenditures	<u>9,559,115</u>	<u>(22,138,224)</u>	<u>(28,943,820)</u>
Other Financing Sources / (Uses)			
Gain on Disposal of Fixed Assets	35,817	-	-
Transfer In	1,946,847	1,597,500	6,260,957
Transfer (Out)	(1,946,847)	(1,597,500)	(6,260,957)
Total Other Financing Sources / (Uses)	<u>35,817</u>	<u>-</u>	<u>-</u>
Surplus / (Deficiency)	<u>9,594,932</u>	<u>(22,138,224)</u>	<u>(28,943,820)</u>
Beginning Fund Balance¹	<u>251,256,786</u>	<u>260,851,718</u>	<u>270,124,887</u>
Ending Fund Balance	<u>\$ 260,851,718</u>	<u>\$ 238,713,494</u>	<u>\$ 241,181,067</u>

¹ The FY2019 beginning fund balances are projected.

**COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502**

**ALL FUNDS
EXPENDITURES BY OBJECT
FY2019 BUDGET**

	FY2017 Actual	FY2018 Budget	FY2019 Budget
Expenditures			
Salaries	\$ 111,442,006	\$ 115,649,550	\$ 118,339,481
Employee Benefits	80,514,565	72,872,869	98,437,047
Contractual Services	10,002,520	20,726,074	18,963,501
Materials & Supplies	9,407,069	11,425,087	11,642,965
Conference & Meeting	2,427,397	4,143,236	4,212,941
Fixed Charges	36,551,141	42,363,267	33,562,706
Utilities	4,370,686	4,684,906	4,915,804
Capital Outlay	4,718,588	10,190,567	24,775,026
Other	644,353	1,969,221	2,597,227
Scholarships, Student Grants, Waivers	33,841,879	33,804,241	35,364,459
Contingency	-	2,000,000	1,500,000
Total Expenditures	\$ 293,920,204	\$ 319,829,018	\$ 354,311,157

COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502

REVENUES, EXPENDITURES, TRANSFERS, AND CHANGES IN FUND BALANCES - ALL FUNDS
FY2019 BUDGET

	GENERAL FUND		SPECIAL REVENUE FUND	DEBT SERVICE FUND	CAPITAL PROJECTS FUND	ENTERPRISE FUND	PERMANENT FUND	Total All Funds
	Education Fund	Operations & Maintenance Fund	Restricted Purposes Fund	Bond & Interest Fund	Operations & Maintenance Restricted Fund	Auxiliary Enterprises Fund	Working Cash Fund	
Revenues								
Local Property Taxes	\$ 70,456,910	\$ 11,644,846	\$ -	\$ 21,848,105	\$ -	\$ -	\$ -	\$ 103,949,861
Personal Property								
Replacement Tax	1,300,000	-	-	-	-	-	-	1,300,000
Other Local Revenues	100,000	-	-	-	-	-	-	100,000
State Government	14,137,700	-	85,938,487	-	-	-	-	100,076,187
Federal Government	-	-	24,919,933	892,612	-	-	-	25,812,545
Student Tuition & Fees	68,149,170	2,309,447	84,170	6,735,886	1,058,496	6,535,000	-	84,872,169
Sales & Service Fees	706,789	-	-	-	-	3,660,855	-	4,367,644
Facilities Rental	297,200	-	-	-	-	390,300	-	687,500
Interest	1,200,000	250,000	-	100,000	100,000	65,000	65,000	1,780,000
Non-Government								
Gifts, Grants	27,500	-	160,775	-	-	1,498,156	-	1,686,431
Other	465,000	20,000	-	-	-	250,000	-	735,000
Total Revenues	156,840,269	14,224,293	111,103,365	29,576,603	1,158,496	12,399,311	65,000	325,367,337
Expenditures								
Instruction	75,783,771	-	49,099,818	-	-	-	-	124,883,589
Academic Support	10,954,242	-	4,472,341	-	-	-	-	15,426,583
Student Services	19,637,514	-	8,059,497	-	-	-	-	27,697,011
Public Service	2,329,069	-	1,470,038	-	-	934,385	-	4,733,492
Independent Operations	-	-	2,901,547	-	-	9,617,998	-	12,519,545
Operations & Maintenance	5,878,893	11,725,718	5,474,082	-	-	-	-	23,078,693
General Administration	12,132,571	-	6,207,366	-	-	-	7,000	18,346,937
General Institutional	24,203,053	5,484,545	7,351,129	31,503,280	21,791,338	1,616,415	-	91,949,760
Scholarships, Student Grants, Waivers	9,188,000	-	26,487,547	-	-	-	-	35,675,547
Total Expenditures	160,107,113	17,210,263	111,523,365	31,503,280	21,791,338	12,168,798	7,000	354,311,157
Excess / (Deficiency) of Revenues Over Expenditures	(3,266,844)	(2,985,970)	(420,000)	(1,926,677)	(20,632,842)	230,513	58,000	(28,943,820)
Other Financing Sources / (Uses)								
Transfers In / (Out)	(3,469,043)	1,445,000	420,000	-	3,000,000	(1,395,957)	-	-
Total Other Financing Sources / (Uses)	(3,469,043)	1,445,000	420,000	-	3,000,000	(1,395,957)	-	-
Surplus / (Deficiency)	(6,735,887)	(1,540,970)	-	(1,926,677)	(17,632,842)	(1,165,444)	58,000	(28,943,820)
Beginning Fund Balances¹	188,240,795	36,065,136	-	8,041,295	19,247,763	10,036,446	8,493,452	270,124,887
Ending Fund Balances	\$ 181,504,908	\$ 34,524,166	\$ -	\$ 6,114,618	\$ 1,614,921	\$ 8,871,002	\$ 8,551,452	\$ 241,181,067

¹ The FY2019 beginning fund balances are projected.

COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502

REVENUES, EXPENDITURES, TRANSFERS, AND CHANGES IN FUND BALANCES - ALL FUNDS
FY2018 BUDGET

	GENERAL FUND		SPECIAL REVENUE FUND	DEBT SERVICE FUND	CAPITAL PROJECTS FUND	ENTERPRISE FUND	PERMANENT FUND	Total All Funds
	Education Fund	Operations & Maintenance Fund	Restricted Purposes Fund	Bond & Interest Fund	Operations & Maintenance Restricted Fund	Auxiliary Enterprises Fund	Working Cash Fund	
Revenues								
Local Property Taxes	\$ 68,922,259	\$ 11,367,200	\$ -	\$ 25,487,572	\$ -	\$ -	\$ -	\$ 105,777,031
Personal Property								
Replacement Tax	1,390,024	-	-	-	-	-	-	1,390,024
Other Local Revenues	104,644	-	-	-	-	-	-	104,644
State Government	6,600,000	-	60,170,514	-	-	-	-	66,770,514
Federal Government	-	-	24,240,433	892,612	-	-	-	25,133,045
Student Tuition & Fees	71,801,523	2,468,471	77,140	7,199,707	1,131,383	7,210,100	-	89,888,324
Sales & Service Fees	590,774	-	-	-	-	3,421,665	-	4,012,439
Facilities Rental	257,700	-	-	-	-	441,000	-	698,700
Interest	1,004,700	173,550	-	113,250	100,800	62,400	45,300	1,500,000
Non-Government								
Gifts, Grants	63,800	-	180,607	-	-	1,431,666	-	1,676,073
Other	465,000	45,000	-	-	-	230,000	-	740,000
Total Revenues	151,200,424	14,054,221	84,668,694	33,693,141	1,232,183	12,796,831	45,300	297,690,794
Expenditures								
Instruction	74,637,513	-	35,428,828	-	-	-	-	110,066,341
Academic Support	10,894,811	-	3,093,551	-	-	-	-	13,988,362
Student Services	17,300,224	-	5,563,333	-	-	-	-	22,863,557
Public Service	1,675,304	-	1,182,008	-	-	869,735	-	3,727,047
Independent Operations	-	-	2,032,725	-	-	10,538,561	-	12,571,286
Operations & Maintenance	6,409,457	11,050,256	3,759,250	-	-	-	-	21,218,963
General Administration	12,672,630	-	4,065,740	-	-	-	7,000	16,745,370
General Institutional	22,744,710	4,270,080	5,111,956	39,953,761	10,965,277	1,593,311	-	84,639,095
Scholarships, Student Grants, Waivers	9,093,694	-	24,915,303	-	-	-	-	34,008,997
Total Expenditures	155,428,343	15,320,336	85,152,694	39,953,761	10,965,277	13,001,607	7,000	319,829,018
Excess / (Deficiency) of Revenues								
Over Expenditures	(4,227,919)	(1,266,115)	(484,000)	(6,260,620)	(9,733,094)	(204,776)	38,300	(22,138,224)
Other Financing Sources / (Uses)								
Transfers In / (Out)	629,500	-	484,000	-	-	(1,113,500)	-	-
Total Other Financing Sources / (Uses)	629,500	-	484,000	-	-	(1,113,500)	-	-
Surplus / (Deficiency)	(3,598,419)	(1,266,115)	-	(6,260,620)	(9,733,094)	(1,318,276)	38,300	(22,138,224)
Beginning Fund Balances	173,615,795	34,065,136	(1,405,496)	14,148,292	20,936,392	11,036,446	8,455,152	260,851,717
Ending Fund Balances	\$ 170,017,376	\$ 32,799,021	\$ (1,405,496)	\$ 7,887,672	\$ 11,203,298	\$ 9,718,170	\$ 8,493,452	\$ 238,713,493

COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502

REVENUES, EXPENDITURES, TRANSFERS, AND CHANGES IN FUND BALANCES - ALL FUNDS
FY2017 ACTUAL

	GENERAL FUND		SPECIAL REVENUE FUND	DEBT SERVICE FUND	CAPITAL PROJECTS FUND	ENTERPRISE FUND	PERMANENT FUND	
	Education Fund	Operations & Maintenance Fund	Restricted Purposes Fund	Bond & Interest Fund	Operations & Maintenance Restricted Fund	Auxiliary Enterprises Fund	Working Cash Fund	Total All Funds
Revenues								
Local Property Taxes	\$ 69,798,703	\$ 11,522,721	\$ -	\$ 25,910,761	\$ -	\$ -	\$ -	\$ 107,232,185
Personal Property								
Replacement Tax	1,679,128	-	-	-	-	-	-	1,679,128
Other Local Revenues	115,129	-	-	-	-	-	-	115,129
State Government	6,498,407	101,940	65,027,374	-	-	-	-	71,627,721
Federal Government	-	-	25,412,165	916,781	-	-	-	26,328,946
Student Tuition & Fees	72,062,865	2,488,195	89,030	7,061,120	1,161,573	5,631,866	-	88,494,649
Sales & Service Fees	623,564	-	-	-	-	3,209,408	-	3,832,972
Facilities Rental	243,649	-	-	-	-	414,297	-	657,946
Interest	1,044,747	194,574	-	117,805	128,812	69,625	51,269	1,606,832
Non-Government								
Gifts, Grants	9,671	-	173,086	-	-	1,119,675	-	1,302,432
Other	417,857	15,520	-	-	-	168,002	-	601,379
Total Revenues	152,493,720	14,322,950	90,701,655	34,006,467	1,290,385	10,612,873	51,269	303,479,319
Expenditures								
Instruction	73,265,419	-	39,532,229	-	-	-	-	112,797,648
Academic Support	8,520,469	-	3,526,471	-	-	-	-	12,046,940
Student Services	14,811,124	-	6,315,967	-	-	-	-	21,127,091
Public Service	1,496,603	-	1,208,376	-	-	-	-	2,704,979
Independent Operations	201	-	2,287,889	-	-	8,370,752	-	10,658,842
Operations & Maintenance	5,975,990	9,361,836	4,316,675	-	-	-	-	19,654,501
General Administration	12,516,020	-	4,894,549	-	-	3,306	-	17,413,875
General Institutional	18,808,399	2,269,410	5,796,413	34,264,930	1,563,206	698,637	-	63,400,995
Scholarships, Student Grants, Waivers	9,021,562	-	25,093,772	-	-	-	-	34,115,334
Total Expenditures	144,415,787	11,631,246	92,972,341	34,264,930	1,563,206	9,072,695	-	293,920,205
Excess / (Deficiency) of Revenues								
Over Expenditures	8,077,933	2,691,704	(2,270,686)	(258,463)	(272,821)	1,540,178	51,269	9,559,114
Other Financing Sources / (Uses)								
Gain on Disposal of Fixed Assets	35,817	-	-	-	-	-	-	35,817
Transfers In / (Out)	(1,177,742)	769,105	840,320	-	-	(431,683)	-	-
Total Other Financing Sources / (Uses)	(1,141,925)	769,105	840,320	-	-	(431,683)	-	35,817
Surplus / (Deficiency)	6,936,008	3,460,809	(1,430,366)	(258,463)	(272,821)	1,108,495	51,269	9,594,931
Beginning Fund Balances	166,679,787	30,604,327	24,870	14,406,755	21,209,213	9,927,951	8,403,883	251,256,786
Ending Fund Balances	\$ 173,615,795	\$ 34,065,136	\$ (1,405,496)	\$ 14,148,292	\$ 20,936,392	\$ 11,036,446	\$ 8,455,152	\$ 260,851,717

GENERAL FUND

Together, the Education Fund and the Operations and Maintenance Fund comprise the General Fund of the College. The General Fund includes the expenditures needed to conduct the day-to-day business of the College. Most of the instruction and instructional support activities are recorded in the Education Fund. The Illinois Community College Board uses a General Fund for financial reporting purposes and to facilitate comparisons between educational institutions.

EDUCATION FUND

The Education Fund is established by Section 3-1 of the Illinois Public Community College Act. The Education Fund is used to account for the revenues and expenditures of the academic and service programs of the College. It includes the cost of instructional, administrative, and professional salaries; supplies and moveable equipment; library books and materials; maintenance of instructional and administrative equipment; and other costs pertaining to the educational program of the college.

OPERATIONS AND MAINTENANCE FUND

The Operations and Maintenance Fund is established by Section 3-1 and Section 3-20.3 of the Illinois Public Community College Act. This fund is used to account for expenditures for maintenance of the facilities and grounds of the College.

**COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502**

**GENERAL FUND
FY2019 BUDGET**

	<u>FY2017 Actual</u>	<u>FY2018 Budget</u>	<u>FY2019 Budget</u>
Revenues			
Local Property Taxes	\$ 81,321,424	\$ 80,289,459	\$ 82,101,756
Personal Property Replacement Tax	1,679,128	1,390,024	1,300,000
Other Local Revenues	115,129	104,644	100,000
State Government	6,600,347	6,600,000	14,137,700
Student Tuition and Fees	74,551,060	74,269,994	70,458,617
Sales and Service Fees	623,564	590,774	706,789
Facilities	243,649	257,700	297,200
Interest	1,239,321	1,178,250	1,450,000
Non-Government Gifts, Grants	9,671	63,800	27,500
Other	<u>433,377</u>	<u>510,000</u>	<u>485,000</u>
Total Revenues	<u>166,816,670</u>	<u>165,254,645</u>	<u>171,064,562</u>
Expenditures			
Instruction	73,265,419	74,637,513	75,783,771
Academic Support	8,520,469	10,894,811	10,954,242
Student Services	14,811,124	17,300,224	19,637,514
Public Service	1,496,603	1,675,304	2,329,069
Operations and Maintenance	15,337,826	17,459,713	17,604,611
General Administration	12,516,020	12,672,630	12,132,571
General Institutional	21,078,010	27,014,790	29,687,598
Scholarships, Student Grants, Waivers	<u>9,021,562</u>	<u>9,093,695</u>	<u>9,188,000</u>
Total Expenditures	<u>156,047,033</u>	<u>170,748,679</u>	<u>177,317,376</u>
Excess / (Deficiency) of Revenues Over Expenditures	<u>10,769,637</u>	<u>(5,494,034)</u>	<u>(6,252,814)</u>
Other Financing Sources / (Uses)			
Gain on Disposal of Fixed Assets	35,817	-	-
Transfer In	769,105	1,113,500	2,840,957
Transfer (Out)	<u>(1,177,742)</u>	<u>(484,000)</u>	<u>(4,865,000)</u>
Total Other Financing Sources / (Uses)	<u>(372,820)</u>	<u>629,500</u>	<u>(2,024,043)</u>
Surplus / (Deficiency)	<u>10,396,817</u>	<u>(4,864,534)</u>	<u>(8,276,857)</u>
Beginning Fund Balance¹	<u>197,284,114</u>	<u>207,680,931</u>	<u>224,305,931</u>
Ending Fund Balance	<u>\$ 207,680,931</u>	<u>\$ 202,816,397</u>	<u>\$ 216,029,074</u>

¹ The FY2019 beginning fund balance is projected.

**COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502**

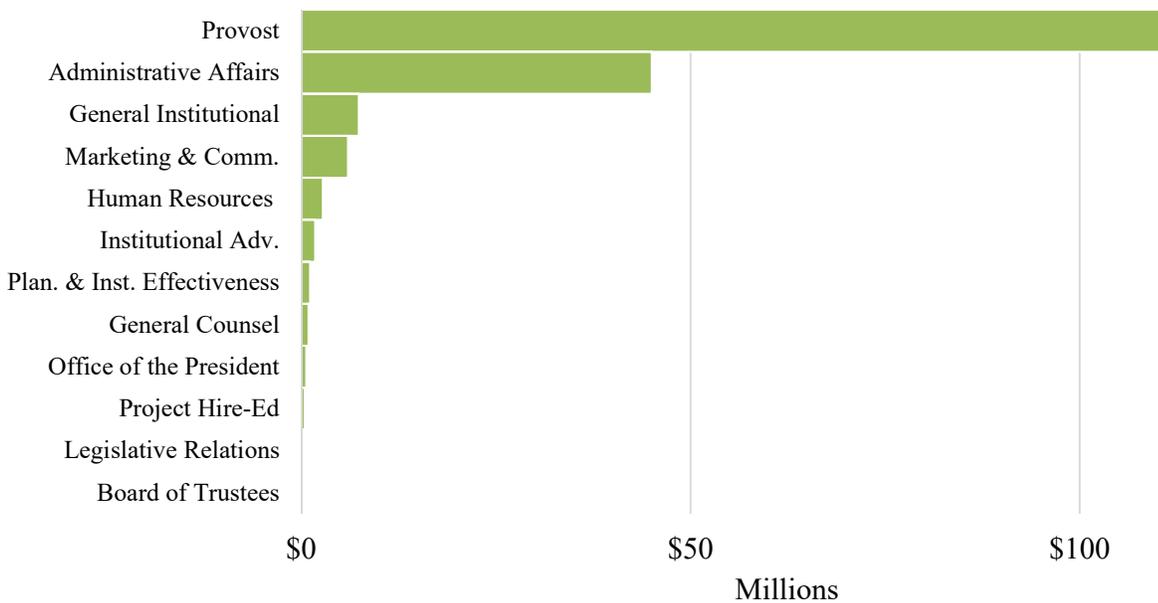
**GENERAL FUND
EXPENDITURES BY OBJECT
FY2019 BUDGET**

	<u>FY2017 Actual</u>	<u>FY2018 Budget</u>	<u>FY2019 Budget</u>
Expenditures			
Salaries	\$ 103,919,645	\$ 106,329,112	\$ 109,403,580
Employee Benefits	16,246,749	15,857,929	16,995,172
Contractual Services	8,200,114	12,437,272	15,428,733
Materials & Supplies	7,942,858	9,670,833	9,712,371
Conferences & Meetings	1,133,047	2,340,783	2,469,613
Fixed Charges	2,139,191	2,038,900	2,336,579
Utilities	4,367,729	4,675,306	4,912,204
Capital Outlay	2,789,740	5,093,728	4,015,037
Other	286,398	1,211,121	1,356,087
Scholarships, Student Grants, Waivers	9,021,562	9,093,695	9,188,000
Contingency	-	2,000,000	1,500,000
Total General Fund Expenditures	<u>\$ 156,047,033</u>	<u>\$ 170,748,679</u>	<u>\$ 177,317,376</u>

**Three-Year Organizational Division Summary
General Fund Expenditures**

Division Name	FY2017 Actual	FY2018 Budget	FY2019 Budget
Provost	\$ 98,387,333	\$ 108,025,565	\$ 111,052,403
Administrative Affairs	35,991,048	43,516,703	45,014,150
General Institutional	11,108,868	6,741,139	7,352,213
Marketing & Communications	4,839,019	5,673,878	5,982,087
Human Resources	2,359,744	2,797,422	2,759,411
Institutional Advancement	1,024,984	1,344,337	1,753,093
Planning & Institutional Effectiveness	742,634	917,706	1,085,113
General Counsel, Compliance & Audit	448,900	701,936	905,052
Office of the President	846,707	610,844	626,304
Project Hire-Ed	-	-	389,719
Legislative Relations	245,162	335,247	274,121
Board of Trustees	52,634	83,902	123,710
Total General Fund Expenditures	<u>\$ 156,047,033</u>	<u>\$ 170,748,679</u>	<u>\$ 177,317,376</u>

Organizational Division Summary

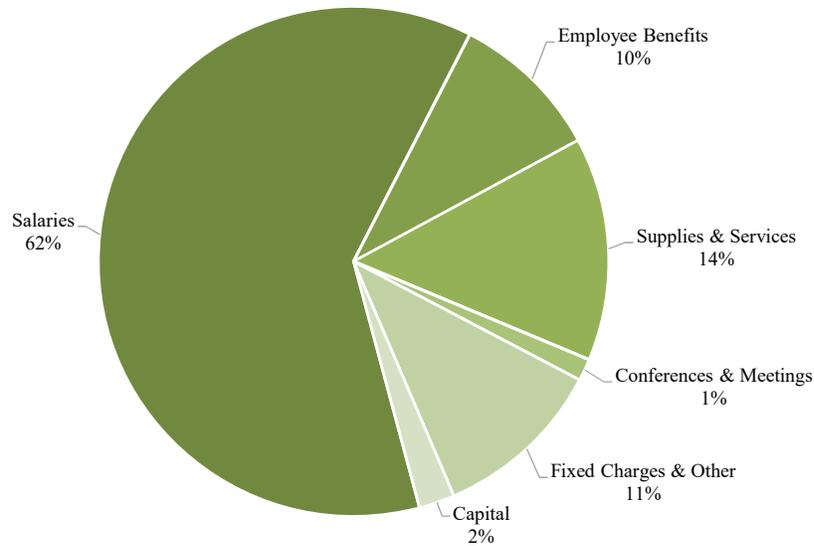


**Organizational Division Detail
FY2019 Expenditure Budget
General Fund**

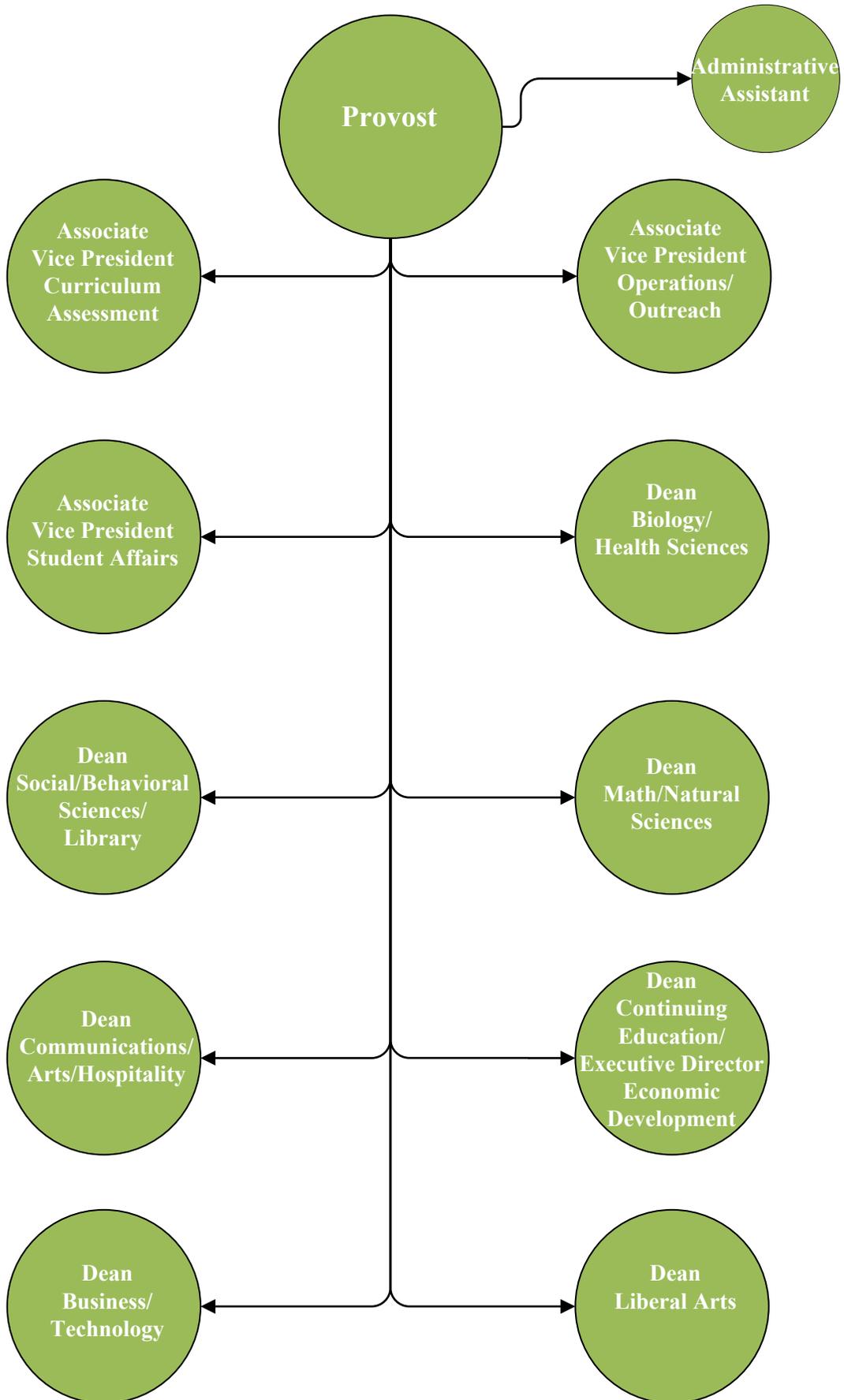
Division Name	Salaries	Employee Benefits	Supplies & Services	Conferences & Meeting	Fixed Charges & Other	Capital	Totals
Provost	\$ 87,292,256	\$ 12,586,895	\$ 7,277,918	\$ 1,716,197	\$ 1,504,000	\$ 675,137	\$ 111,052,403
Administrative Affairs	19,040,464	3,773,582	13,627,332	225,281	5,116,591	3,230,900	45,014,150
General Institutional¹	(5,100,000)	(1,041,643)	1,320,000	15,000	12,158,856	-	7,352,213
Marketing & Communications	2,751,044	558,143	2,082,400	100,700	380,800	109,000	5,982,087
Human Resources	1,787,832	362,559	415,007	137,865	56,148	-	2,759,411
Institutional Advancement	1,252,081	256,769	122,458	72,110	49,675	-	1,753,093
Planning & Institutional Effectiveness	741,100	154,719	97,334	87,490	4,470	-	1,085,113
General Counsel	717,456	150,666	21,600	12,520	2,810	-	905,052
Office of the President	441,264	92,665	53,775	33,800	4,800	-	626,304
Project Hire-Ed	280,760	58,959	20,000	25,000	5,000	-	389,719
Legislative Relations	199,323	41,858	330	29,800	2,810	-	274,121
Board of Trustees	-	-	102,950	13,850	6,910	-	123,710
Total General Fund Expenditures	<u>\$ 109,403,580</u>	<u>\$ 16,995,172</u>	<u>\$ 25,141,104</u>	<u>\$ 2,469,613</u>	<u>\$ 19,292,870</u>	<u>\$ 4,015,037</u>	<u>\$ 177,317,376</u>

¹Negative amount is due to position vacancy factor and estimated fringe benefit overhead allocation. The department budgets were developed assuming no vacant positions and benefit costs based on FY2019 budget estimates. The negative amount represents a negative contingency related to a vacancy assumption of about 4.6%.

Organizational Division Expenditure Overview



Office of the Provost



Office of the Provost

(In Millions)	FY2017	FY2018	FY2019
	Actual	Budget	Budget
AVP of Student Affairs	\$ 13.15	\$ 16.61	\$ 18.15
Biology and Health Sciences	13.93	14.64	14.90
Social/Behavioral Sciences/Library	14.08	14.64	14.82
Arts, Communications & Hospitality	11.76	12.83	13.22
Liberal Arts	11.88	12.00	11.97
Business & Technology	11.88	11.83	11.86
Math & Natural Sciences	9.92	10.65	10.52
AVP of Operations & Outreach	4.84	6.07	6.28
AVP of Curriculum & Assessment	4.25	5.05	5.66
Continuing Education/Extended Learning	1.75	2.81	2.68
Provost	0.95	0.90	1.00
Total Expenditures	\$ 98.39	\$ 108.03	\$ 111.06

Function

The Provost reports to the President and is responsible for the development and implementation of the academic and student affairs priorities and policies for the College and the allocation of resources that will support those priorities. The Provost works closely with administrative leaders to provide the highest possible quality of educational programs, both within and outside the classroom.

Reporting Areas

Associate VP of Student Affairs

The Associate VP of Student Affairs oversees student development, admissions and outreach, counseling and advising, athletics, registrar, and student financial assistance areas. Student affairs is committed to providing outstanding student and campus services. By utilizing a series of highly integrated information systems and a robust reporting environment, student affairs provides ongoing analysis of the characteristics and behaviors of current, prospective, and former students in order to help the campus achieve our enrollment goals.

Biology & Health Sciences

The Biology and Health Sciences division provides career education and academic transfer in a variety of disciplines with more than 40 programs. Courses and curricula are designed to develop knowledge, skills and attributes applicable to both academic and non-academic life. This division is comprised of three main areas of study: biological sciences, health sciences, and nursing.

Social & Behavioral Sciences / Library

The Social and Behavioral Sciences Division provides academic transfer and career education in a variety of disciplines. Courses and curricula are designed to develop knowledge skills and attributes applicable to both academic and non-academic life. This division is comprised of 12 disciplines as well as the library. The library is dedicated to providing instruction and access to resources and services that support the academic program and the general informational needs,

Office of the Provost

diverse cultural interests, intellectual development, and professional growth of the entire college community.

The Library is a 108,000 square-foot, student-centered learning environment open over 80 hours per week. Services include information literacy instruction, reference, computing and printing support, circulation, reserves, resource sharing, equipment distribution, and a digital media lab. The Library maintains approximately a quarter million print resources and over 100 electronic collections.

Arts, Communications & Hospitality

The Arts, Communications, and Hospitality Division provides a variety of educational experiences in cultural identity, expression, and appreciation.

Students with an interest in the fine arts as a profession can pursue an Associate in Fine Arts (A.F.A.) degree in Art or Music with transfer opportunities available. Students interested in studies with a liberal arts core can pursue studies an AA degree path in art, dance, mass communications, music, speech communication, and theater arts.

The Applied Arts programs include architecture, audio production (music), cosmetology, culinary arts, fashion studies, graphic design, hospitality & tourism, interior design, motion picture/television, music business, and photography. Both AAS degrees and certificates are offered in the Applied Arts programs.

Liberal Arts

The Liberal Arts Division offers areas of study in English and English Language Studies (formerly ESL), and the Humanities, as well as coursework in developmental reading and writing and a variety of Honors courses. The Liberal Arts curriculum is broad and rigorous and provides many of the general education requirements for graduation and transfer to four-year programs. The breadth of options in the Liberal Arts Division includes coursework through a variety of delivery modes in history, humanities, English, philosophy/religious studies, and nine languages, including American Sign Language. Many courses also feature enriched learning experience for students, including service learning projects, experiential learning and field-based research, peer mentoring opportunities, and extended learning communities.

Unique to the Liberal Arts Division are study abroad language immersion programs in Costa Rica, Spain, Germany, Italy, China, Japan and France. These programs help students apply what they learn as they study in the host country, and prepare them to engage as global citizens in work and life. Both associate degrees and certificates are offered in the Liberal Arts programs.

Business & Technology

The Business and Technology Division prepares its students for entry into the job market and permits them to obtain a firm academic base for continuing their education at a baccalaureate-granting institution in various business, service industry, and technical fields. Faculty have real-world experience that assures a student of realistic professional guidance. Each program cultivates business, industry, and educational partnerships ensuring curriculum and lab resources are aligned to promote career success.

Office of the Provost

Math & Natural Sciences

The Math and Natural Sciences Division provides academic transfer education across five major disciplines: Chemistry, Earth Science, Engineering, Mathematics and Physics. Courses and curricula within this division are designed to provide students the ability to develop mastery of the scientific method, to organize resources toward the solution of specific problems, and to perform unbiased analysis of quantitative data.

Associate VP Operations & Outreach

Reporting to and supporting the Vice President of Academic Affairs, the Associate Vice President of Operations and Outreach provides leadership in support of the academic mission of the College, with primary responsibility for: Adult Fast Track, Centers (Naperville, Addison, Carol Stream, and Westmont), Dual Credit, Office of Adjunct Faculty Support, Field Studies, and Study Abroad, Learning Technologies, Curriculum and Scheduling, and McAninch Arts Center.

Associate VP Curriculum & Assessment

The Associate VP Curriculum & Assessment coordinates academic assessment and program review, Learning Commons and Testing, and workforce development. In addition, the office initiates and develops strategic academic partnerships with senior colleges and universities, as well as provides opportunities for global learning through institutional globalization initiatives. Furthermore, the office supports the Honors Program, grants, and grant activities.

Continuing Education

Continuing Education/Extended Learning (CE) serves a diverse cross-section of District 502 residents through the Youth Academy, Adult Enrichment, Adult Education, Business Solutions (Career and Professional Development), and Homeland Security Training Institute units. Continuing Education offerings begin at Kindergarten age in the fully functioning day camp and journey with its learning partners through every phase of life including elementary, middle and high school, professional development programs, business contract training and the Lifelong Learning Institute.

Continuing Education seeks to connect the College to the larger community, introduce non-traditional students to expert full-time and adjunct faculty, support innovative teaching and learning, and enhance academic and career pathways through dynamic programs and services. Continuing Education brings value to community members of all ages, partnering with public and private sector organizations to positively contribute to the regional economic development and the overall quality of life.

Office of the Provost

FY2018 Annual Plan Updates

These strategies were among the more significant strategies that the division pursued during the 2018 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2018 Annual Plan.

 On track to meet objective.

 Not on track to meet objective.

Key Strategies	SLRP (Objective)	Action Steps	Performance Measures	Status
Build a career readiness component into the Guided Pathways approach to programs and degrees.	2.6, 1.2, 3.8	Collaborate with at least two academic programs to pilot a Guided Pathways model of education.	Career and workforce readiness tools or experiences are built into the model.	 Waiting on guidance from Pathways steering committee.
Review current advising model at College of DuPage.	1.5, 1.6, 2.5, 3.1, 3.5, 3.6, 3.7, 4.6, 5.2, 6.3, 8.1, 8.3	Develop comprehensive college-wide advising plan to implement in FY19.	Complete by 6/30/18.	
Increase responsiveness to stakeholder needs.	1.1, 1.2, 2.5, 3.5, 3.7, 3.8	Collaborate with faculty to respond to challenges identified through the HLC review and Noel-Levitz surveys. Collaborate with district high schools to develop strategies to address the Workforce Readiness Act.	Achieve full accreditation by 12/31/17. Pilot Fall 2017.	
Provide program offerings to meet employee and employer skill needs.	2.3, 2.8, 2.9, 3.7, 5.9, 6.3	Review and identify feasibility for a minimum of three new academic programs. Review Continuing Education portfolio of programs.	Through VPAA Council by 10/31/17. Complete review by 12/31/17.	

Office of the Provost

Key Strategies	SLRP (Objective)	Action Steps	Performance Measures	Status
Build and strengthen local, national, and global partnerships.	5.1, 5.3, 5.7, 5.8	Continue discussion with University West London on study abroad and 2+2 agreements. Launch Innovation DuPage project with team of local partners. Develop apprenticeship program.	Conduct site visit by 12/31/17. Signed MOU by 9/30/17. Two pilot programs Spring 2018.	
Further develop assessment methods across the Academic Affairs Division.	1.2, 1.4	Develop general education assessment plan for AY17-18 including dissemination plan. Develop assessment methods for Field Studies courses. Support re-accreditation in Auto Tech and Paralegal.	Plan by October 2017 for execution through academic year. Complete by 5/31/18. Complete by 6/30/18.	

Office of the Provost

FY2019 Annual Plan Highlights

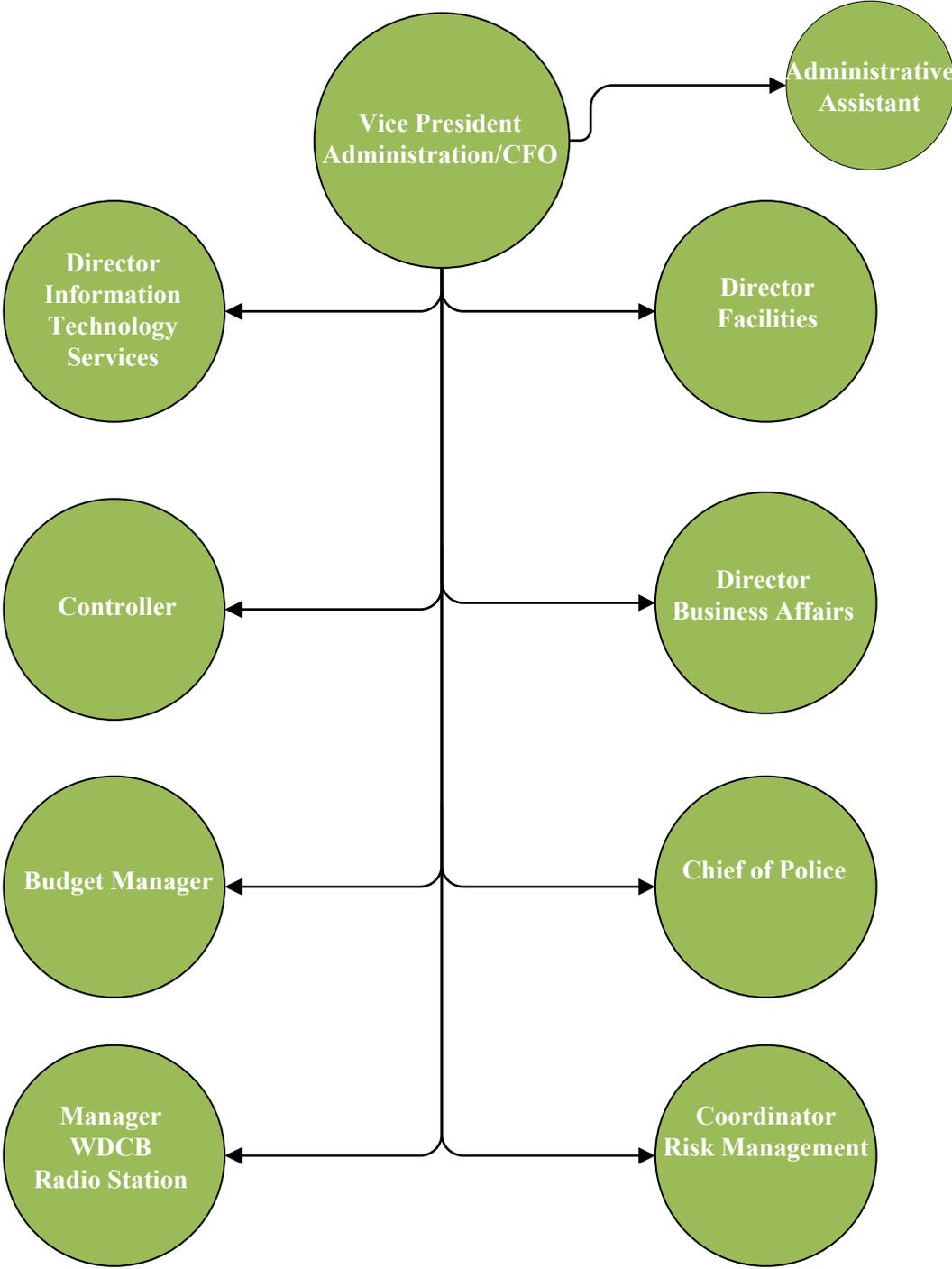
These strategies are among the more significant strategies that the division will pursue during the 2019 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2019 Annual Plan.

Key Strategies	SLRP (Objective)	Action Steps	Performance Measures	Resource Requirements
Provide program offerings to meet employee and employer skill needs.	2.3, 2.8, 2.9, 3.7, 5.9, 6.3	Identify a minimum of three new academic programs/ certificates for development. Review Continuing Education portfolio of programs.	Complete by 11/30/18. Complete by 12/31/18.	
Grow Pathways for district students' lifelong academic pursuits.	2.3, 2.4, 2.5, 2.6, 3.5, 6.3	Pathway Project engagement with all divisions. Complete program mapping for all programs. Increase dual credit opportunities. Hire a full-time Articulator Coordinator.	Monthly Student Affairs updates. Increase enrollment by 5%. Complete by 12/13/18.	1.0 FTE \$66,000 1.0 FTE \$86,400
Building and strengthen local, national, and global partnerships	5.1, 5.3, 5.7, 5.8	Launch Innovation DuPage project. Develop apprenticeship program.	Pilot two programs by 12/31/18.	\$2,242,000
Address facility needs.	8.1, 8.2, 8.3	Identify MAC storage space. Enhance BIC space for adjunct instructors. Develop and execute plan for Beem Building space.	Complete by 12/31/18. Complete by 6/30/19. Complete by 6/30/19.	\$302,400 \$280,000 \$5,030,100

Office of the Provost

Key Strategies	SLRP (Objective)	Action Steps	Performance Measures	Resource Requirements
Hire personnel to meet the increased demand for Career Services in the workforce pathway.	2.3, 2.6, 3.1, 3.5, 3.8, 6.2	Hire Career Services Specialist.		1.0 FTE \$50,820
		Hire Digital Marketing Specialist.		1.0 FTE \$48,000
Establish practices to support students in identification of education goals.	2.1, 2.5, 2.6, 3.1	Open and staff Student Services Support Center.		17.0 FTE \$1.1 million
		Student Insight and Action Analytics software enhancements.		\$600,000
Develop Pathways/Student Success Culture.	1.1, 1.2, 2.1-2.9, 3.1-3.8, 4.6, 4.7, 5.1-5.7, 6.1-6.5	Redesign and re-align programs, support services, and instructional approaches consistent with the Pathways model.	Student completion. Reduction of excess credits and time to obtain degree.	\$445,000

Administrative Affairs



Administrative Affairs

(In Millions)	FY2017 Actual	FY2018 Budget	FY2019 Budget
Facilities	\$ 14.66	\$ 18.90	\$ 20.14
Information Technology Services	11.74	15.30	15.22
Financial Affairs	4.12	4.20	4.16
Police Department	2.08	2.33	2.37
Business Affairs	2.13	2.10	2.09
Vice President-Administration	0.40	0.32	0.46
Risk Management	0.32	0.37	0.37
Budget Office	-	-	0.20
WDCB Radio Station	0.54	-	-
Total Expenditures	\$ 35.99	\$ 43.52	\$ 45.01

Function

The Vice President, Administrative Affairs is responsible for the planning, coordination and direction of the departments of Facilities, Information Technology Services, Financial Affairs, Police, Business Affairs, Risk Management, Budget, and the WDCB Radio Station.

Reporting Areas

Facilities

The Facilities Department provides general services, maintenance, and repair to the main campus and off-site locations. Work includes space management, construction, furniture, physical plant operations, and maintenance, building cleaning and maintenance, refuse and recycling, roads, grounds maintenance and snow removal, and utilities and energy management. The department implements and manages the development and completion of new building construction, building renovation, and large site improvement projects on campus. Construction includes projects related to the COD Facilities Master Plan and large-scale projects as directed by the College leadership. As the College's planning, design, and construction experts, the department serves the institution's leaders, administrators, and faculty by guiding them through the process of analyzing their space needs, facilitating the development of educational specifications and guiding the process that translates those needs into the construction environment.

Information Technology Services

The Department of Information Technology Services (IT) is a vital component to College of DuPage's ability to achieve strategic objectives. IT provides the technology, data, infrastructure, and tools needed to enable students, faculty, and administrators to maximize the value College of DuPage offers while also delivering objective measures of College of DuPage's progress toward achieving its strategic goals. IT has established a strategy and plan that support and enable the mission, goals, and objectives of College of DuPage. The Information Technology Plan is an integral part of the college-wide process for institutional planning. The College's Vision, Mission, Values, Goals and Tasks combined with the Information Technology Mission and Key Tenets help guide the development of the Information Technology Plan. The leadership and employees of IT

Administrative Affairs

at College of DuPage strive to provide a comprehensive system of hardware, software, services, and support for students, faculty and staff.

Financial Affairs

The Financial Affairs Department includes accounts payable, accounts receivable, capital assets, cash receipts, accounting, and payroll. The department prepares monthly financial statements, coordinates the annual audit, manages investments, maintains system of internal control, and prepares invoices related to student and non-student accounts.

Police

The College of DuPage Police Department is a professional 24-hour law enforcement agency responsible for emergency planning and preparedness as well as providing all expected police services, including criminal and traffic law enforcement, life safety and physical security, and public service response.

Business Affairs

Business Affairs includes the offices of dining services, campus bookstore, purchasing, print shop, staff services, copy center, mailroom, recycling, warehouse, and conferences and events.

The Campus Dining Services contract is outsourced and offers breakfast, lunch, and dinner at two locations on campus. Catering service is provided that offers an array of food and beverage selections designed to meet the varied needs of the campus community. The selection of food provided for events ranges from outsourced to simple coffee breaks to elegantly served receptions and dinners.

The Campus Bookstore is also operated by an outside vendor. The Bookstore sells books, school supplies, cards, gifts, clothing, snacks, and emblematic items. The Bookstore has convenient hours Monday through Saturday, with extended hours during the first week of classes each semester. The College receives a percentage of sales.

Risk Management

The Risk Management Department is responsible for managing the process of risk management and loss prevention in all aspects of the College. This department analyzes risk exposure, and establishes procedures for safety and emergencies, as well as financial, legal, contractual, and insurance needs. The department develops, implements, and manages programs on safety, insurance, liability, workers' compensation, contractual processes, and all related policies and procedures for the College. It also evaluates loss prevention programs based on their benefit to the College and the opportunity for human loss, financial loss, or loss of reputation, and makes appropriate recommendations.

Budget

The Budget Office oversees the development of a college-wide budget of more than \$300 million. They facilitate the optimal use of the College's financial resources and provide timely, useful budget information to the college community and its constituents. The office leverages financial resources that enable the financial, operational, and strategic plans of the College.

Administrative Affairs

WDCB Radio Station

The department serves the college district and beyond with a full-time, 24/7/365, full-service public radio station. WDCB provides DuPage-centric news coverage and promotes College of DuPage events and initiatives through partnerships and marketing announcements, as well as specialized programming features such as “COD Happenings.” The station provides cultural education, appreciation, and outreach via its jazz-based music format, which draws a weekly audience of more 150,000 across Chicagoland. The WDCB Radio Station budget is included in the Auxiliary Enterprises Fund.

FY2018 Annual Plan Updates

These strategies were among the more significant strategies that the division pursued during the 2018 fiscal year. For a complete list of the division's strategies, see the College’s Fiscal Year 2018 Annual Plan.



On track to meet objective.



Not on track to meet objective.

Key Strategies	SLRP (Objective)	Action Steps	Performance Measures	Status
Improve the College’s ability to budget for and control employee positions.	1.5	Implement the position control module in the College’s ERP system.	Implement the module by 12/31/17.	
Create a “one campus” feel by instituting comparable food service venue on the west side of campus.	8.2	Opening a Jazzman’s food venue.	Complete by 1/31/18.	
Increase campus knowledge and preparedness of emergency response actions.	3.5, 4.4, 6.4, 6.5	Manage Ready to Respond Campus initiative and draft New Violence Prevention Plan and Campus Emergency Operations Plan.	By Fall 2017, have campus ready for tabletop exercise. By Spring 2018, have submitted RTR packet to state agency.	
Implement financial aid self-service software	8.4	Work with consultants to implement the software solution in cooperation with the Financial Aid Department.	Complete by 6/30/18.	

Administrative Affairs

Key Strategies	SLRP (Objective)	Action Steps	Performance Measures	Status
Manage the FY2018 Capital Maintenance and Construction Projects.	1.5, 8.1	<p>Develop strategies to start the design process for all of the facility-related projects (e.g., HVAC equipment and system, roadway and building maintenance).</p> <p>Ensure projects are meeting specifications, under budget, and on schedule.</p>	Complete by 6/30/18	
Maintain the infrastructure of the building systems.	7.3, 7.1	<p>Implement preventive maintenance procedures for the Engineering, Building, and Roads Department.</p> <p>Develop a contingency plan for critical equipment in cases of equipment failure.</p> <p>Develop an equipment replacement plan.</p>	Complete by 3/31/18.	
Complete Facilities Master Plan.	8.1	Work with College leadership to initiate a comprehensive master planning process addressing future facility-related needs.	Initiate FY18 complete with 10 to 11 months from selection of a consultant.	 Project was delayed. Committee is being formed.

Administrative Affairs

FY2019 Annual Plan Highlights

These strategies are among the more significant strategies that the division will pursue during the 2019 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2019 Annual Plan.

Key Strategies	SLRP (Objective)	Action Steps	Performance Measures	Resource Requirements
Create more user-friendly financial statements.	1.6, 7.3	Create alternative statements that provide an easier understanding of financial information.	Modify current Board reports and replace with newly created reports. Implemented by 4/30/19.	
Budget & Budget-in-Brief Publications.	7.3	Publish FY2020 Budget & Budget-in-Brief in a widely accessible and transparent format.	Complete by 7/31/19.	
Enhance and expand Conference & Events Services.	1.5, 1.6, 5.4, 5.8, 6.3, 6.5	Increase technical staff.	Reduction of CES technical services overtime and compensatory time.	1.0 FTE \$48,000
Execute FY19 Information Technology Plan Projects.	3.6, 5.5, 6.3, 8.4	Implement the approved technology plan initiatives.	Completion of projects per plan.	\$5,091,500
Facilities Master Plan and Building Conditions Assessment.	8.1	Development of comprehensive Facilities Master Plan and building conditions assessment.	Delivery of Comprehensive Facilities Master Plan (FMP) by 6/30/19.	\$450,000
Implement Facilities Projects.	8.1	Upgrade in MAC 153. Beem Building Renovation. Construct International Hall. Construct Innovation DuPage.	Completion of projects per plan.	\$258,000 \$5,000,000 \$372,600 \$2,000,000

General Institutional

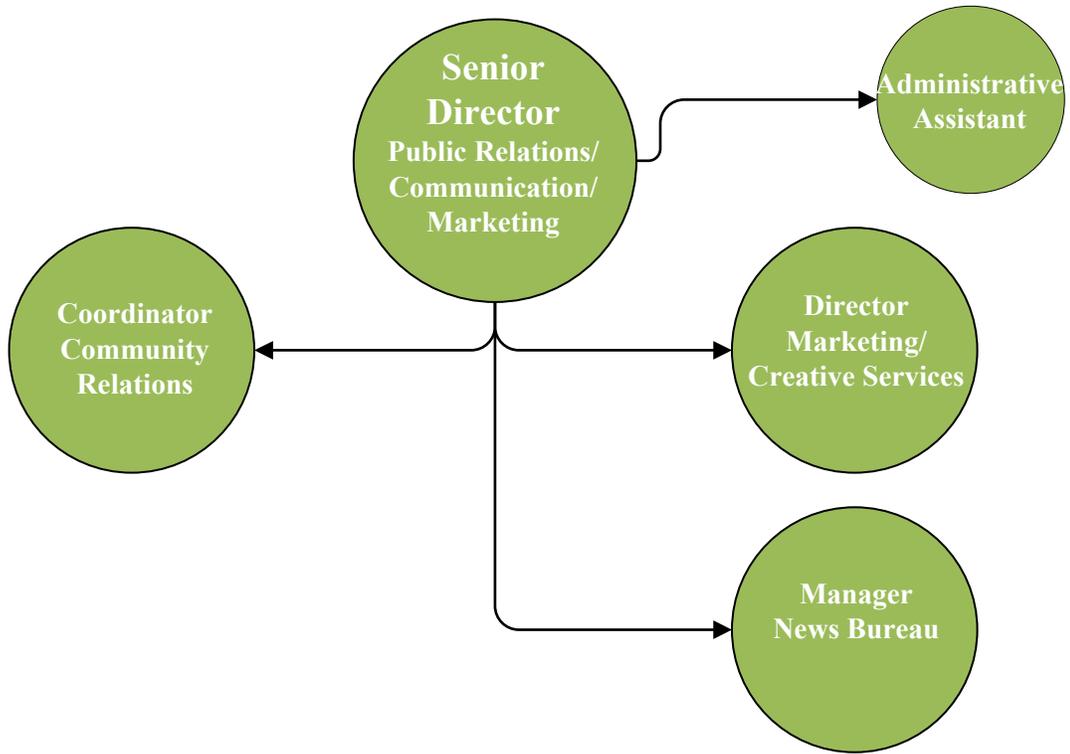
(In Millions)	FY2017 Actual	FY2018 Budget	FY2019 Budget
General Institutional	\$ 11.11	\$ 11.92	\$ 12.55
Position Vacancy Load	-	(5.18)	(5.20)
Total Expenditures	\$ 11.11	\$ 6.74	\$ 7.35

Function

In certain instances, the College budgets for shared costs as general institutional charges. Expenditures within this category includes risk consortium insurance costs, tuition waivers, scholarships, and rental charges. The category also includes a position vacancy load rate of 4.6%.

Additional information detailing general institutional expenditures is located within the Budget by Fund section of this budget book.

Marketing & Communications



Marketing & Communications

(In Millions)	FY2017	FY2018	FY2019
	Actual	Budget	Budget
Marketing & Multimedia	\$ 3.72	\$ 4.51	\$ 4.80
Public Relations	0.78	0.80	0.82
Community Relations Dept.	0.34	0.36	0.36
Total Expenditures	\$ 4.84	\$ 5.67	\$ 5.98

Function

Marketing & Communications advances the College’s mission by increasing overall visibility and awareness of its programs, services, thought leadership, faculty, staff and students through a variety of key communications, public relations, social media, marketing, multimedia and community relations platforms.

Reporting Areas

Marketing

The primary purpose of the Marketing Department is to advance the College’s mission by increasing overall visibility and awareness of its programs and services. This includes developing and implementing the College’s integrated marketing communications strategy; conducting market research; developing and maintaining the College’s unique brand identity, and creating print and electronic publications.

Multimedia Services

The Multimedia Services Department provides for the media communication needs of faculty, staff, students and the community-at-large. The department supports all aspects of multimedia design, creation, and distribution. The goal of Multimedia Services is to maintain College of DuPage’s high standards by offering instructional enhancement and promotional and marketing programs highlighting College events and accomplishments. The department programs and manages the cable television channel WDCB-TV and the College’s YouTube Channel. Multimedia Services also produces “Images,” a monthly campus news program. In addition, the department’s activities include interdepartmental communications; training; live streaming; maintenance of the archival webpage for the Board of Trustees meetings; and community outreach.

Public Relations and Communications

The Public Relations and Communications Department spearheads best-in-class strategic public relations and communications initiatives to raise awareness of the College and its leadership, faculty, students and staff for internal as well as external audiences. The department also manages the News Bureau, FOIA Office, media relations and social media. The News Bureau is responsible for developing press releases for local, regional, and national media outlets regarding news, programs, students, faculty, events, and other topics; and assigning and photos and determining social media content across multiple platforms that support the College’s mission and vision.

Marketing & Communications

Community Relations

Community Relations' mission is to honor College of DuPage's reciprocal relationship with the community and offer mutually beneficial partnership programs, thereby expanding awareness of the contributions to the community by the College's students, faculty and staff. Community Relations is responsible for multiple programs and initiatives designed to engage with and enlighten the public regarding College of DuPage, including but not limited to:

- Arranging speaking engagements, through its Speaker's Bureau, for faculty, staff, and administration at sites throughout the District
- Engaging with businesses, non-profits, and community leaders to ascertain mutually beneficial partnerships
- Coordinating service projects that benefit District 502 organizations
- Organizing events that draw members of the public to campus and engage staff, faculty, and students

FY2018 Annual Plan Updates

These strategies were among the more significant strategies that the division pursued during the 2018 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2018 Annual Plan.

-  On track to meet objective.
-  Not on track to meet objective.

Key Strategy	SLRP (Objective)	Action Steps	Performance Measures	Status
To increase community presence, better leveraging of connections, and identifying geographical strengths and improving on weaknesses.	5.3, 5.4, 5.7	Hire Director of Public Relations and Communications.	Complete by 10/1/17.	
Host and promote ACT-SO events.	5.7	Host ACT-SO competition and related monthly enrichment sessions.	Monthly.	
Promote community resources offered by the College.	5.3, 5.7	Create a non-academic printed and online catalog.	Complete by 6/30/18.	

Marketing & Communications

Key Strategy	SLRP (Objective)	Action Steps	Performance Measures	Status
Build external partnerships with area corporations, community organizations, business leaders, private foundations, and community members.	2.4, 3.8, 5.1, 5.7, 5.8, 5.9, 7.5	<p>Identify key areas for coordination of all advancement efforts and identify potential community and corporate partners for each area.</p> <p>Meet with faculty and administrators in each area to identify specific and general needs.</p> <p>Cultivate corporate and community donors, sponsors, and funders to support the identified needs in each area.</p> <p>Develop and promote engagement opportunities with corporate partners.</p>	<p>Contact and cultivate a minimum of five partners for each key area identified.</p> <p>Implement one corporate and community engagement opportunity in each key area.</p>	
Support enrollment growth.	2.2, 2.7, 2.9, 5.3, 5.4, 5.7, 5.8, 5.9	<p>Develop and implement an annual direct marketing and advertising plan.</p> <p>Co-plan and coordinate Career Fair.</p> <p>Support Rockin' for Troops event.</p> <p>Plan and Execute STEM-CON 2018.</p> <p>Publish a community-wide publication.</p> <p>Develop and implement an in-house content marketing strategy.</p> <p>Incorporate TV advertising into our annual marketing plan.</p>	<p>Application volume and CTR on digital advertising.</p> <p>Attendance and survey results.</p> <p>Include a survey link in the second edition.</p> <p>Achieve "click-through" rates higher than industry standard.</p>	

Marketing & Communications

FY2019 Annual Plan Highlights

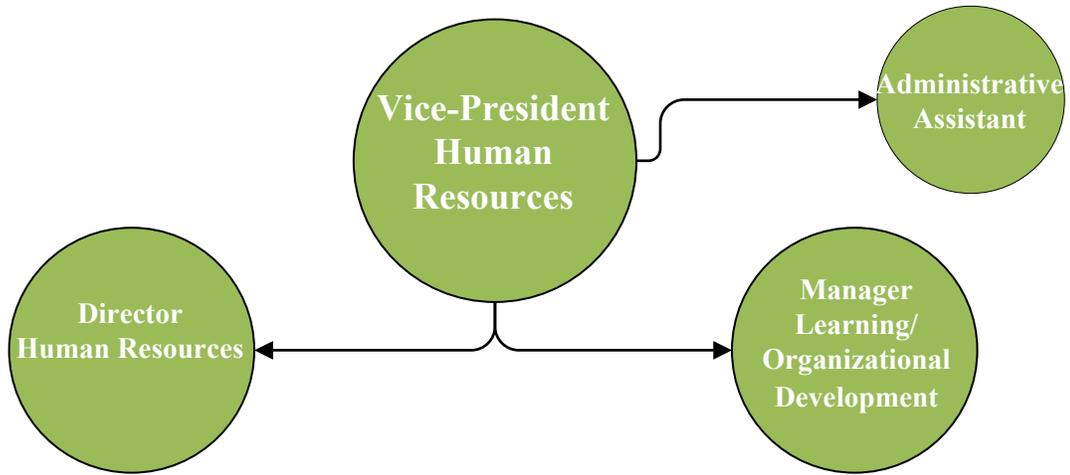
These strategies are among the more significant strategies that the department will pursue during the 2019 fiscal year. For a complete list of the department's strategies, see the College's Fiscal Year 2019 Annual Plan.

Key Strategy	SLRP (Objective)	Action Steps	Performance Measures	Resource Requirements
Strengthen the visibility of the president and other thought leadership.	5.3, 5.8, 5.9	Obtain key media placements in local, regional and trade publications.	Track and monitor 4,000 key media placements. Presence in print publications as well as on television and radio broadcasts.	\$10,000
Conceptualize and execute a community report.	5.1, 5.3, 5.8	Identify key stories, resources, events that best illustrate the wealth of opportunities at the College of DuPage.	Achieve an open rate of 10% for the electronic version of the new community report.	
Augment key signature community programs.	5.4, 5.1, 5.8	Develop key messaging and strategy for promotion of Innovation DuPage. Increase visibility of COD Cares Program.	Grow attendance at key signature community programs by 20%. Increase placement of pre- and post-event coverage in existing College publications by 20%.	
Strengthen existing and identify new mutually beneficial community partnerships.	5.3, 5.6, 5.7, 5.8, 5.9	Institute utilization of a new Customer Relations Management System. Expand reciprocal relationships with local community-based organizations. Update and expand the list of key stakeholders.	Increase involvement with community outreach responsibilities by 20%. Launch all-campus survey. Increase key stakeholders list by 20%.	\$10,000

Marketing & Communications

Key Strategy	SLRP (Objective)	Action Steps	Performance Measures	Resource Requirements
Expand awareness of cultural and economic resources.	5.1, 5.3, 5.6, 5.7, 5.8, 5.9	Distribute the Community Resources Guide. Further, promote and expand experts within the Speakers Bureau.	Distribute an online new Community Resources Guide and target an open rate of 10%. Increase Speaker's Bureau participation by 10%.	
Develop and implement an annual direct marketing and advertising plan.	2.2, 2.7, 2.9, 5.3, 5.4, 5.7, 5.8, 5.9	Publish the community-wide publication <i>Engage</i> .	Increase student retention.	\$242,000
Complete Website Redesign.	2.2, 2.7, 2.9, 3.1, 5.3, 5.4, 5.7, 5.8, 5.9	Rewrite content implement new design. Incorporate more video into the storytelling on the website.	Review Google Analytics to observe visitor use of the new website.	1.0 FTE \$60,000 \$155,000

Human Resources



Human Resources

(In Millions)	FY2017	FY2018	FY2019
	Actual	Budget	Budget
Human Resources	\$ 1.89	\$ 2.14	\$ 2.12
Learning & Organizational Development	0.44	0.62	0.60
Employee Wellness	0.03	0.04	0.04
Total Expenditures	\$ 2.36	\$ 2.80	\$ 2.76

Function

The Vice President of Human Resources is responsible for the operation of the College’s complex human resources function. The Vice President exercises the necessary authority for planning, organizing, controlling, decision-making and leadership of the human resources function. This includes the development and operation of wage, salary and benefits policies, recruitment and hiring of employees, resolution of labor issues, administration of collective bargaining agreements, management of employee relations and legal issues, training and professional development of staff, and management of record systems and procedures.

Reporting Areas

Human Resources

The Office of Human Resources Division at College of DuPage is dedicated to the College's mission of excellence in teaching and learning and student success through providing quality service and a supportive environment to all employees and departments of the College as follows:

Recruitment & Employment strives to present the College of DuPage as an employer of choice for applicants seeking positions in the education field. Our goal is to attract highly qualified potential job seekers with our team-based, collaborative environment which offers a diverse workforce (including student employees) of nearly 4,000, of which 3,000 are active at any given time.

Compensation & Benefits plans, organizes and directs the activities of all compensation and benefit practices and procedures to enable the College to attract and retain a qualified workforce to meet current and future institutional needs. The Compensation Department maintains, develops, and manages all human resource data systems as well as manages and administers the College’s salary/compensation administration process. The Benefits Department is responsible for designing benefit plans and administering related processes including employee eligibility and enrollment, dependent verification, payroll deduction accuracy, vendor management, benefits invoice processing, and annual medical reimbursement payments for over 700 retirees.

Labor & Employee Relations serves as the College’s contact for all labor and employee relations matters as well as department organization and reorganization initiatives. This department provides guidance on employment policies and practices for staff. The department also counsels on workplace issues to ensure fair and consistent treatment of employees and compliance with federal/state laws and regulations and Board policies.

Human Resources

Learning & Organizational Development

The Learning & Organizational Development Department is comprised of three areas:

Learning and Organizational Development designs, develops, and delivers employee training and development events on compliance, leadership, orientation, professional development, training, and service excellence.

Teaching and Learning Center Operations manages the logistical operations of events by securing rooms, marketing, registration, attendance tracking, and preparation of course materials. This is done for both TLC-initiated events as well as in partnership with other departments in the College to facilitate the delivery and coordination of their events (i.e., college-wide, in-service activities).

TLC Lab is a technology lab accessible to all staff and faculty. Employees can work in the lab individually or seek consultation from TLC technology experts.

Employee Wellness

Employee Wellness focuses on prevention, health care accountability through consumer driven behavior, and increasing employee knowledge of the impact and benefits of enhanced nutrition, exercise, financial planning, wellness and stress management.

Prevention - 100% College-paid preventative care (medical plan members) includes on-site flu-shots and biometric screenings.

Support - Wellness Program - \$240 set aside for fitness membership or Weight Watchers program (provided via individual development budget) and Wellness Fair.

Additional Resources:

- Financial wellness classes
- CHC Wellbeing newsletter
- Employee Assistance Program-a work-based program that offers confidential short-term counseling, referrals, and follow-up services to employees who have personal and/or work-related problems.
- Blue Cross Blue Shield of Illinois Well-a program designed to support healthy choices through participation in self-directed courses, access to a library of health information, and interactive tools and trackers to monitor diet and exercise.
- Access to wellness articles available through the HR Benefits website.

Human Resources

FY2018 Annual Plan Updates

These strategies were among the more significant strategies that the division pursued during the 2018 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2018 Annual Plan.



On track to meet objective.



Not on track to meet objective.

Key Strategy	SLRP (Objective)	Action Steps	Performance Measures	Status
Increase professional development programming.	3.2, 3.8, 4.2, 4.3, 4.4, 4.6, 6.1, 6.3, 6.4, 6.5	Work with subject matter experts and professional development advisory committees to identify and develop professional development opportunities.	Increase faculty professional development offerings by 10%. Increase TLC offerings attendance by 10%.	 Faculty usage trending below 10% goal.
Provide compliance training and administration.	1.3, 1.4, 1.5, 1.6, 1.7, 3.2, 4.6, 5.3	Create a schedule of mandatory compliance training. Investigate and implement a system approach to compliance administration.	Achieve 100% compliance for all courses, <i>excluding</i> adjunct faculty and student populations.	
Revise current performance evaluation process.	3.7, 4.1, 4.2, 4.3, 4.4, 4.6, 5.3, 6.1, 6.4, 6.5	Create constituency groups to review and revise current processes and present recommendations to Cabinet.	Target implementation Fall 2017 for 2018 performance review cycle.	
Continue to promote positive labor and employee relations.	1.6, 1.7, 3.5, 3.8, 4.3, 4.4, 4.6, 4.7, 5.3, 6.3, 6.4, 6.5, 7.1, 8.2, 8.4	Create awareness for Student Success/Pathways. Provide training based on the Noel Levitz and PACE survey results. Create a Human Resources team website. Complete CODAA contract negotiations.	Hold in-service events in August and January that directly address Pathways, Noel Levitz results and PACE survey results. Complete by 3/31/18. New CODAA contract in place in 12/31/17.	

Human Resources

Key Strategy	SLRP (Objective)	Action Steps	Performance Measures	Status
Improve the efficiency and effectiveness of the Human Resources Division.	1.3, 1.4, 1.5, 1.6, 4.1, 4.2, 4.3, 4.6, 5.3, 5.4, 5.5, 6.4, 8.4	Partner with Information Technology to seek alternative options for system solutions. Implement an automated new hire notification process. Automate the process of establishing, maintaining and utilizing sick/personal time for part-time counseling and advising employees.	Implementation plan by 3/31/18. Complete by 12/31/17. Complete by 3/31/18.	

FY2019 Annual Plan Highlights

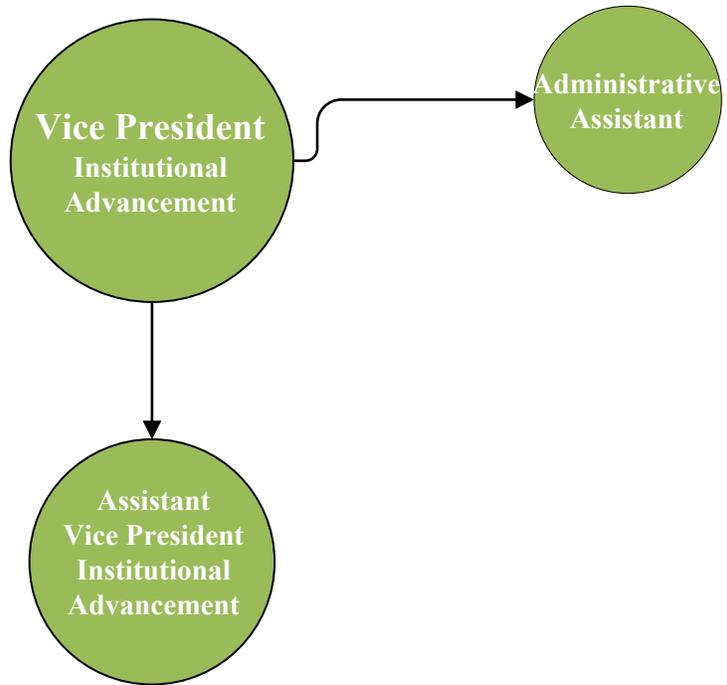
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Key Strategy	SLRP (Objective)	Action Steps	Performance Measures	Resource Requirements
Implement professional development programs.	3.2, 3.8, 4.2, 4.3, 4.4, 4.6, 6.1, 6.3, 6.4, 6.5	Develop and implement an all-College leadership event. Review assessment and performance data to determine appropriate supervisory courses.	Increase faculty professional development offerings by 10%. Increase TLC offerings attendance by 10%.	\$56,000
Provide compliance training and administration.	1.3, 1.4, 1.5, 1.6, 1.7, 3.2, 4.6, 5.3	Secure new compliance vendor through RFP process and implement training.	Implement new compliance training with vendor.	\$10,000
Continue to promote positive labor and employee relations.	1.6, 1.7, 3.5, 3.8, 4.3, 4.4, 4.6, 4.7	Collaborate with labor counsel to prepare for 2019 union contract negotiations.	Feedback from employee forums.	

Human Resources

Key Strategy	SLRP (Objective)	Action Steps	Performance Measures	Resource Requirements
Develop and implement innovative strategies to improve employee population health and wellbeing.	1.3, 1.4, 4.1, 4.2, 6.1, 6.3, 7.1, 7.5	Develop population health management strategies.	Reduction & management of chronic conditions. Mitigation of prescription drug cost increases. Establishment of a college-wide culture of health & financial wellbeing.	

Institutional Advancement



Institutional Advancement

(In Millions)	FY2017	FY2018	FY2019
	Actual	Budget	Budget
Institutional Advancement	1.02	1.34	1.34
VP Institutional Advancement	-	-	0.41
Total Expenditures	\$ 1.02	\$ 1.34	\$ 1.75

Function

The mission of the Office of Institutional Advancement is to advance the goals and institutional priorities of the College by providing exemplary leadership in strategic enrollment planning, programs, and services.

Reporting Areas

Institutional Advancement

The Institutional Advancement Division is responsible for the overall resource development for the College including state, federal, and private grants as well as the College of DuPage Foundation. On average, Institutional Advancement raises \$6 to \$7 million dollars annually to support the work of the College and its students.

More specifically, the Grants Division identifies and qualifies opportunities, then supports and guides College of DuPage staff and faculty through the grant application and administration process. The funding obtained through grants positively impacts College operations, enhances academic programs, engages students, encourages future learners, and builds the college community. In addition, the Foundation is a separate legal entity with its own governing board and nearly \$15 million in invested assets. The Foundation focuses on securing corporate and private philanthropy. Foundation fundraising efforts support students directly through scholarships, and more generally through obtaining funds for academic and community programs.

Institutional Advancement

FY2018 Annual Plan Updates

These strategies were among the more significant strategies that the division pursued during the 2018 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2018 Annual Plan.

 On track to meet objective.

 Not on track to meet objective.

Key Strategy	SLRP (Objective)	Action Steps	Performance Measures	Status
Build external partnerships with area corporations, community organizations, business leaders, private foundations and community members.	2.4, 3.8, 5.1, 5.7, 5.8, 5.9, 7.5	<p>Identify 3-5 key areas for coordination of all advancement efforts.</p> <p>Meet with faculty and administrators in each area to identify specific and general needs.</p> <p>Develop and promote engagement opportunities with corporate partners, including internships, job shadowing, volunteer classroom speakers, etc.</p>	Contact and cultivate a minimum of five corporate / community partners for each key area identified.	
Seek external funding to support students, faculty, and college programs.	7.4	<p>Search and respond daily to state, federal and private funding opportunities for academic and other college programming.</p> <p>Cultivate individual and corporate donors to sponsor specific programs, scholarships, and major gifts to support students, faculty and college programming.</p>	<p>Secure a minimum of \$4.5 million in public and private grant funds.</p> <p>Secure a minimum of \$3 million in private donations, endowed scholarships, sponsorships, and planned and major gifts.</p>	

Institutional Advancement

Key Strategy	SLRP (Objective)	Action Steps	Performance Measures	Status
Participate in program development in response to state and federal funding initiatives, college priorities, and student need.	2.5, 2.6, 2.8, 3.1, 3.7, 3.8, 6.1	Coordinate program development efforts across internal departments and with external partners as appropriate to ensure the greatest likelihood of financial support and program/student success.	Submit 1-3 program proposals in each key area, depending on the availability of funding opportunities.	
Engage alumni with students, faculty, and college programs in order to leverage the expertise and other resources they can bring to the college.	7.6	<p>Expand the alumni database and encourage graduating students to give back by becoming active alumni.</p> <p>Continue Distinguished Alumni program to forge connections with influential alumni.</p> <p>Engage alumni with students and programming from at least one identified key area.</p> <p>Hold at least one event designed to bring alumni back to campus and further engage them with the college.</p>	<p>Increase alumni database by 10%.</p> <p>Induct 6-8 new Distinguished Alumni.</p> <p>Engage 1-3 previous Distinguished Alumni in meaningful ways across campus.</p> <p>Implement 1-3 alumni engagement activities in at least one key area.</p> <p>Raise at least \$100,000 through alumni donor cultivation and events.</p>	

Institutional Advancement

Key Strategy	SLRP (Objective)	Action Steps	Performance Measures	Status
Build an internal and external culture of philanthropy around the mission and vision of College of DuPage.	4.1, 4.6, 7.4	<p>Conduct Employee Giving Campaign, involving alumni, employees, and other stakeholders in the process.</p> <p>Publish and distribute an annual report outlining the uses of donated funds for student, faculty, and program support.</p>	<p>Increase giving through the Employee Giving Campaign by 10%.</p> <p>Increase contributions to the Annual Fund by 10%.</p>	

FY2019 Annual Plan Highlights

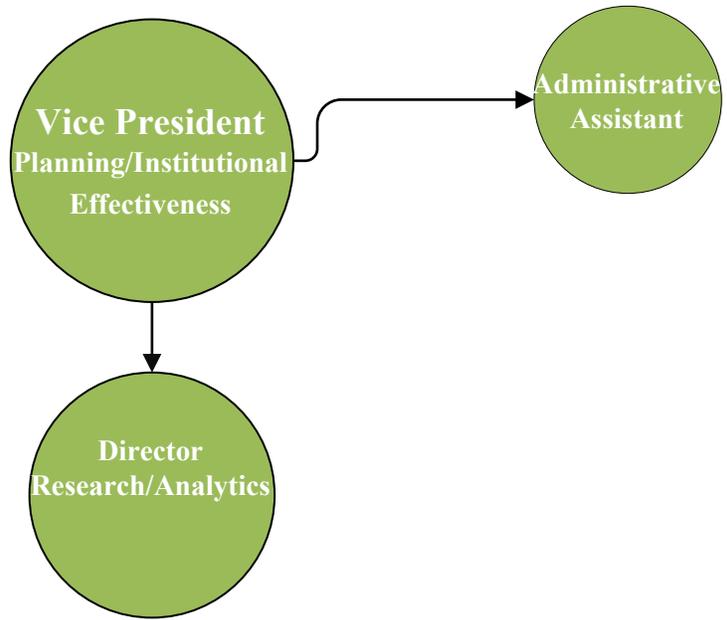
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Key Strategy	SLRP (Objective)	Action Steps	Performance Measures	Resource Requirements
Promote and advance the student and programmatic needs of the college.	1.2, 2.7, 2.9, 3.1, 3.5, 3.7, 5.1, 5.3, 5.4, 5.5, 5.6, 5.7, 5.8, 5.9	<p>Development of a fund raising strategy.</p> <p>Identifying financial and communication tactics.</p> <p>Establish communication pathways between Foundation Executive Director and President.</p>	Establish metrics to meet College of DuPage strategic needs.	
Seek external funding to support students, faculty, and college programs.	7.4	<p>Respond daily to funding opportunities.</p> <p>Cultivate individual and corporate donors.</p>	<p>Secure a minimum of \$5 million in grant funds.</p> <p>Secure a minimum of \$3 million from other sources.</p>	

Institutional Advancement

Key Strategy	SLRP (Objective)	Action Steps	Performance Measures	Resource Requirements
Engage alumni with students, faculty, and college programs	7.6	<p>Continue to build the alumni database.</p> <p>Continue Distinguished Alumni program.</p> <p>Develop an alumni mentoring program model.</p>	<p>Increase alumni engagement by 10%.</p> <p>Implement 1-3 alumni engagement activities.</p> <p>Raise at least \$100,000 through alumni donor cultivation and events.</p>	
Build an internal and external culture of philanthropy.	4.1, 4.6, 7.4	Conduct Employee Giving Campaign, involving, alumni, employees, and other stakeholders in the process.	Increase giving through the Employee Giving Campaign by 10%.	

Planning & Institutional Effectiveness



Planning & Institutional Effectiveness

(In Millions)	FY2017	FY2018	FY2019
	Actual	Budget	Budget
Planning & Institutional Effectiveness	\$ 0.74	\$ 0.92	\$ 1.09
Total Expenditures	\$ 0.74	\$ 0.92	\$ 1.09

Function

The Vice President of Planning & Institutional Effectiveness is the chief planning officer of the College. The position is responsible for the development of an annually updated Strategic Long Range Plan (SLRP); overseeing the production of appropriate planning documents for the institution; ensuring the preparation of an Annual Action Plan; ensuring the integration of the SLRP and the Annual Action Plan; producing a comprehensive Fact Book; and producing an Annual Outcomes Document connected to the SLRP. In addition, the position is the College's Accreditation Liaison Officer to the Higher Learning Commission, and oversees and manages all activities and reports related to regional accreditation. The position also oversees the statutory status (recognition) of the College with Illinois Community College Board.

Reporting Area

Research and Analytics

The Office of Research and Analytics supports the mission of College of the College by providing accurate, reliable, and timely information and analysis to support the academic, accreditation regulatory and operational processes. In addition, The Office of Research and Analytics is responsible for producing, verifying, and submitting key regulatory reports, such as the Integrated Postsecondary Education Data system report to the U.S. Department of Education. The Office of Research and Analytics also functions as a clearing house for survey research projects, which includes addressing research-related questions on policy, questionnaire design, procedures, sampling, and analysis.

Planning & Institutional Effectiveness

FY2018 Annual Plan Updates

These strategies were among the more significant strategies that the division pursued during the 2018 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2018 Annual Plan.

 On track to meet objective.

 Not on track to meet objective.

Key Strategies	SLRP (Objective)	Action Steps	Performance Measures	Status
Create a council that promotes greater inclusion in accreditation activities.	1.1, 1.6, 4.6, 6.1	Secure commitment from council members to become Higher Learning Commission Peer Reviewers.	Minimum of six employees (3 faculty) participating as peer reviewers by 12/31/17.	
Update the Strategic Long Range Plan.	1.1, 1.6, 4.6	Publish the College's Fact Book and Strategic Long Range Plan Update.	Have revised SLRP recommendations to Board of Trustees at October 2018 meeting.	
Lead and coordinate the Action Plan development process.	1.1, 4.6, 1.6	Develop the FY19 Action Plan. Develop a mid-year and end-of-year outcomes report based on the FY18 Action Plan.	Action Plans submitted by 12/31/17. Outcomes reports published by 3/31/18 and 6/30/18.	
Ensure external reporting submissions are timely and accurate.	1.1, 1.3, 1.6	Ensure timely and accurate submission of College data to the National Community College Benchmarking Project and Illinois Community College Board.	Specific due dates are found in the Fiscal Year 2018 Action Plan.	

Planning & Institutional Effectiveness

FY2019 Annual Plan Highlights

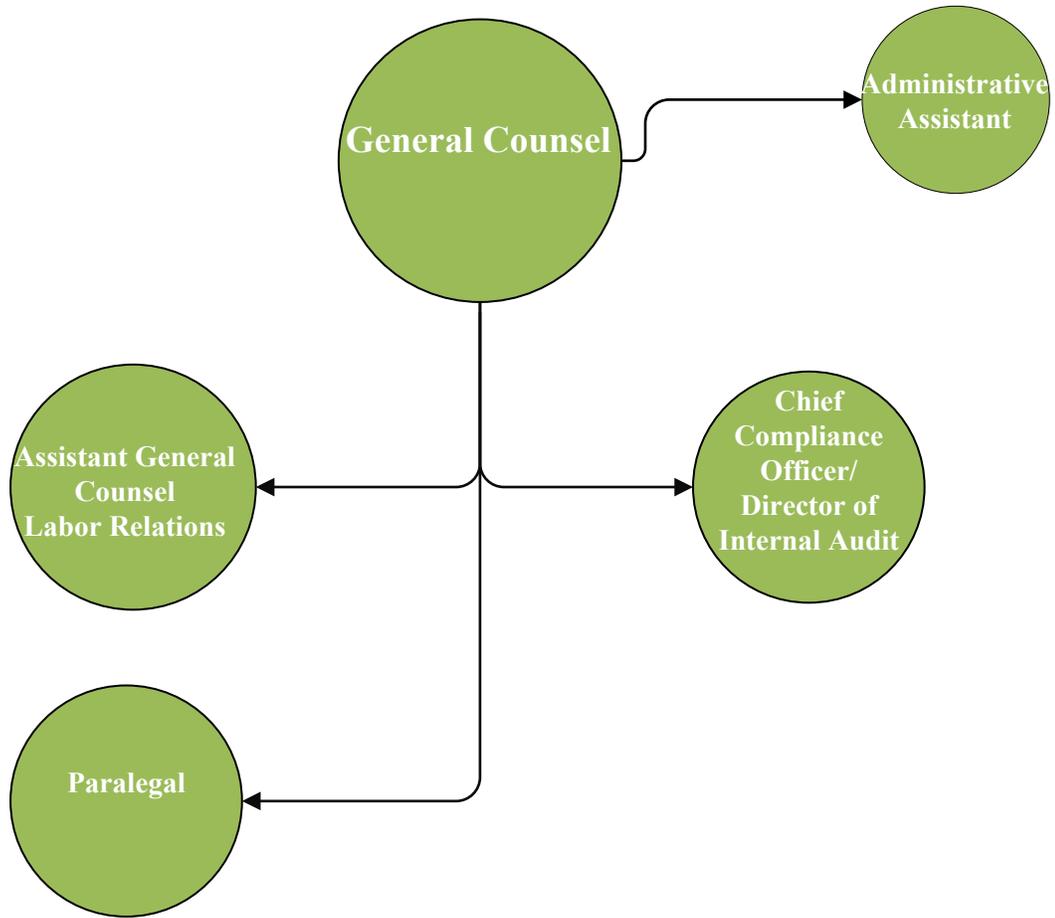
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Key Strategies	SLRP (Objective)	Action Steps	Performance Measures	Resource Requirements
Actively engaging members of the College community with the Higher Learning Commission and with the HLC's Criteria for Accreditation.	1.1, 3.6	Encourage and support College staff attendance at HLC events. Support faculty and administrators to become members of the HLC Peer Review Corps. Provide sessions/workshops on the HLC and accreditation requirements.	At least six individuals will serve the HLC Peer Reviews. Two TLC accreditation sessions will be conducted.	\$27,000
Develop staff capacity to support the Guided Pathways initiative.	2.6, 3.3, 3.4	Create R&A staff job description. Recruit, hire, and orient Guided Pathways analytic support staff.	New R&A staff on board by the end of Spring 2019.	1.0 FTE \$84,000
Track COD alumni who have transferred to a four-year institution.	1.2	Define the key metrics related to tracking alumni who have entered the workforce. Select a vendor that can provide the key metrics. Enhance COD National Clearing House subscription.	Complete at least one study that looks at alumni over three-years.	\$30,000

Planning & Institutional Effectiveness

Key Strategies	SLRP (Objective)	Action Steps	Performance Measures	Resource Requirements
Lead and coordinate the FY19 update to the 2017-2021 Strategic Long Range Plan and FY20 Annual Action Plan.	1.4, 5.3	<p>Conduct a PULSE Survey.</p> <p>Revise the SWOT analysis.</p> <p>Recommend modifications to the Strategic Long Range Plan Objectives.</p> <p>Secure Board approval and publish the annual SLRP update.</p> <p>Track and report on organizational performance and outcomes.</p>	<p>Board of Trustees approved SLRP update by 9/30/18.</p> <p>FY18 Institutional Outcomes Report by 9/30/18.</p> <p>Three Annual action Plan “Stop-Light” Reports (Oct., Jan., and Apr.).</p>	
Ensure required external regulatory, accreditation, and comparative data reporting, submissions.	1.3, 1.6	<p>Submit timely and accurate College data to ICCB.</p> <p>Submit timely and accurate College data to the National Community College Benchmarking Project.</p> <p>Submit timely and accurate College data to the HLC.</p>	All external reporting targets met.	

General Counsel, Compliance, & Audit



General Counsel, Compliance, & Audit

(In Millions)	FY2017 Actual	FY2018 Budget	FY2019 Budget
General Counsel	\$ 0.15	\$ 0.40	\$ 0.59
Internal Auditor	0.30	0.30	0.31
Total Expenditures	\$ 0.45	\$ 0.70	\$ 0.90

Function

The General Counsel, Compliance, & Audit Division is responsible for managing the institution's legal affairs, including advising on legal rights, obligations, and related matters. The General Counsel oversees the Director of Compliance and Internal Audit, reports to the President, and serves at the pleasure of the Board.

FY2018 Annual Plan Updates

These strategies were among the more significant strategies that the division pursued during the 2018 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2018 Annual Plan.



On track to meet objective.



Not on track to meet objective.

Key Strategies	SLRP (Objective)	Action Steps	Performance Measures	Status
Continue to develop the capabilities of the Office of General Counsel through ongoing legal research and leveraging of sources of information; assess and optimize relationships with outside counsel to ensure excellent legal advice.	7.1	Provide, on an ongoing basis, legal advice on as-yet unknown legal questions.	Dependent upon circumstances.	
Oversee and complete ongoing review process in conjunction with outside counsel.	1.1, 1.5, 1.6, 1.7	Review and revise Board of Trustees Policy Manual.	Complete by 10/01/17.	

General Counsel, Compliance, & Audit

Key Strategies	SLRP (Objective)	Action Steps	Performance Measures	Status
Identify key areas of compliance needs and risks (state and federal) and review existing procedures and practices in conjunction with internal auditor and outside counsel as needed.	1.1, 1.5, 1.6, 1.7	Conduct and oversee confidential internal reviews on matters relating to compliance and internal processes.	Complete by 1/30/17.	
Review facts and governing law pertaining to specific cases to identify and establish successful litigation strategies; engage and direct outside counsel as needed.	7.1	Manage and direct responses to litigation.	Ongoing.	

FY2019 Annual Plan Highlights

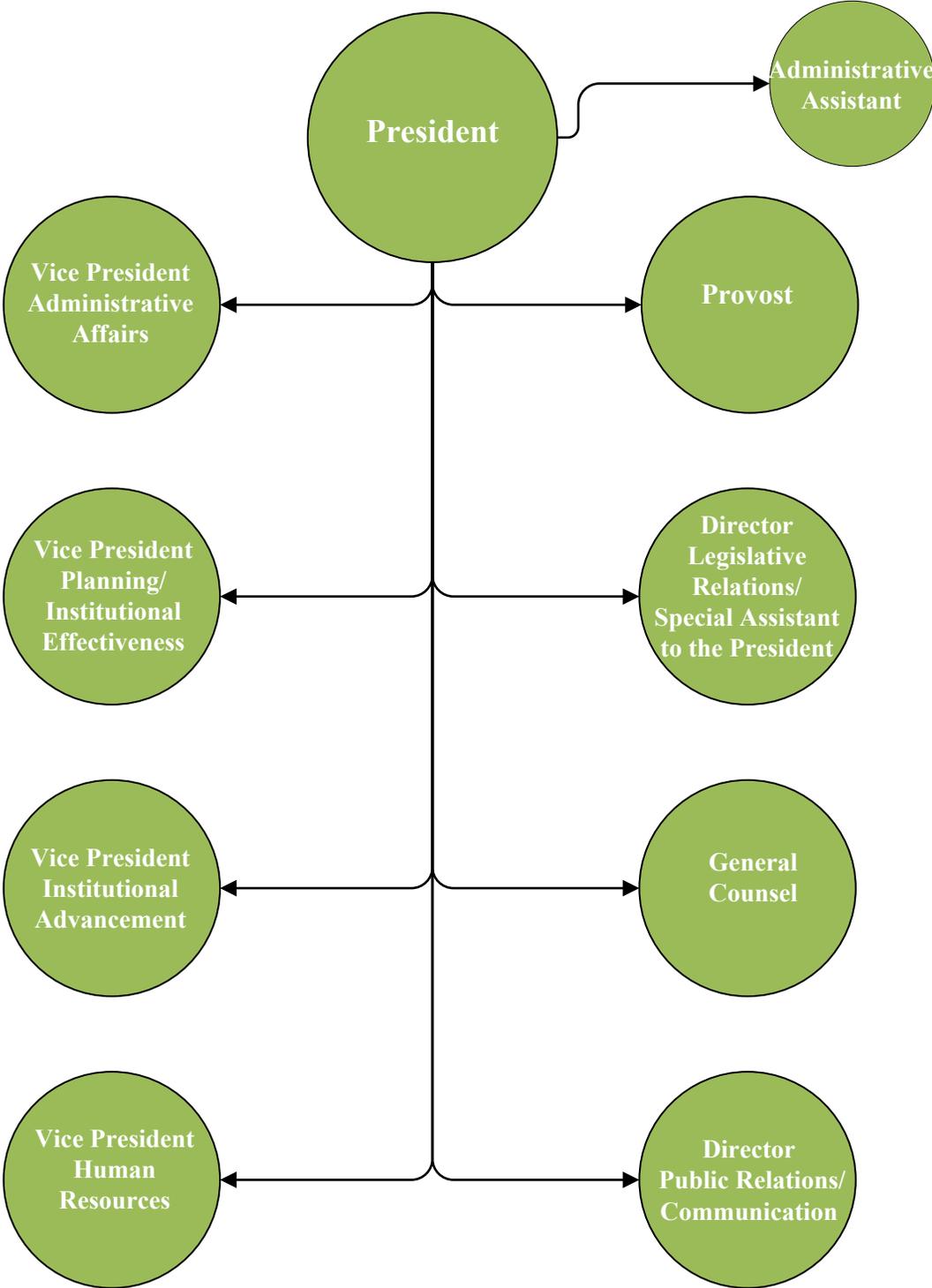
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Key Strategies	SLRP (Objective)	Action Steps	Performance Measures	Resource Requirements
Provide advice on legal questions as they arise.	7.1	Continue to refine the capabilities of the Office of General Counsel.	Dependent upon circumstances: the nature of the issues to be addressed is yet unknown.	
Review and revise Board of Trustees Policy Manual.	1.1, 1.5, 1.6, 1.7	Oversee and complete ongoing review process.	New manual is expected to be finalized 10/1/18.	

General Counsel, Compliance, & Audit

Key Strategies	SLRP (Objective)	Action Steps	Performance Measures	Resource Requirements
Conduct and oversee confidential internal reviews on matters relating to compliance and internal process.	1.1, 1.5, 1.6, 1.7	Identify key areas of compliance needs and risks, and review existing procedures and practices.	Relevant areas to be identified by 10/1/18.	
Manage and direct responses to pending and future litigation.	7.1	Review facts and governing law pertaining to specific cases. Direct, assess, and evaluate outside counsel.	Dependent upon circumstances and outcomes in litigation.	
Identify and hire additional support staff member.	7.1	Create new search criteria. Process, screen, interview, and select candidate.	Hire staff by 6/30/18.	1.0 FTE \$60,000

Office of the President



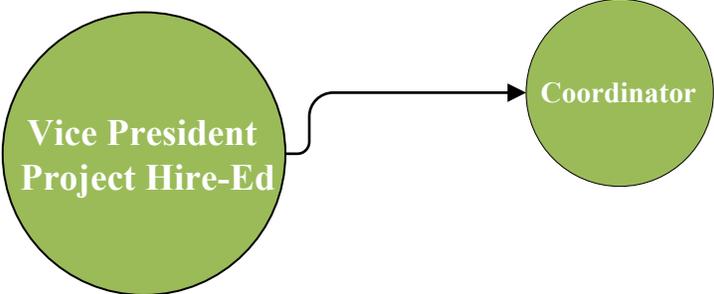
Office of the President

(In Millions)	FY2017	FY2018	FY2019
	Actual	Budget	Budget
President's Office	\$ 0.85	\$ 0.61	\$ 0.63
Total Expenditures	\$ 0.85	\$ 0.61	\$ 0.63

Function

College of DuPage is currently headed by an administration under President Dr. Ann Rondeau. The following report directly to the President: Provost; Vice President, Administrative Affairs and Treasurer (CFO); Vice President, Planning and Institutional Effectiveness; Vice President, Project Hire-Ed; Vice President, Human Resources; Vice President, Institutional Advancement; Director, Legislative Relations; General Counsel; Director, Marketing and Communications.

Project Hire-Ed



Project Hire-Ed

(In Millions)	FY2017 Actual	FY2018 Budget	FY2019 Budget
Project Hire-Ed	\$ -	\$ -	\$ 0.39
Total Expenditures	\$ -	\$ -	\$ 0.39

Function

The Project Hire-Ed initiative, beginning in FY2019, will foster the development of career pathways programs for a range of workers within DuPage County. The initiative will establish partnerships with employers to develop educational programs that meet their existing and changing workforce needs.

FY2019 Annual Plan Highlights

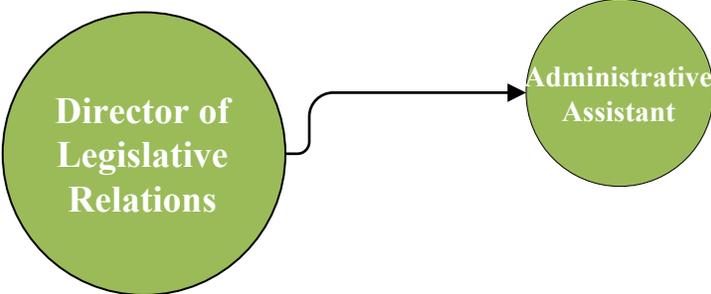
These strategies are among the more significant strategies that the division will pursue during the 2019 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2019 Annual Plan.

Key Strategy	SLRP (Objective)	Action Steps	Performance Measures	Resource Requirements
Identify and develop partnership opportunities with DuPage County employers.	1.2, 2.1, 2.3, 2.6, 2.8, 3.8, 4.6, 5.1, 5.7, 5.8, 6.1, 7.2, 7.3	Create Project Hire-Ed Committee.	7-1-18	
		Collect and analyze DuPage County labor market data and demands.	Targeted completion 10-31-18	
		Implement an internal survey to identify current employer partnerships, and create central database.	Targeted completion 9-30-18	
		Identify potential employer partners and conduct needs assessments.	ongoing	
		Partner with Choose DuPage to hold an employer forum.	Targeted completion 12-1-18	
		Build relationships with workforce development organizations and explore funding opportunities.	ongoing	

Project Hire-Ed

<p>Develop Project Hire-Ed Models/Programs</p>	<p>1.2, 2.1, 2.3, 2.6, 2.8, 3.8, 4.6, 5.1, 5.7, 5.8, 6.1, 7.2, 7.3</p>	<p>Develop a structured needs assessment instrument to determine priority skills/jobs.</p> <p>Develop a pilot training program for five small manufacturers in Addison focusing on basic job skills (Addison Model).</p> <p>Develop additional models based on employer needs and alternate student paths.</p> <p>Identify partnership opportunities with high schools to assist in building models.</p>	<p>Targeted completion 9-1-18; ongoing</p> <p>Targeted completion 01-01-19</p> <p>Targeted completion 06-30-19</p> <p>Target completion initial model 12-31-18; thereafter 06-30-19</p>	
<p>Explore on-the-job skills building components for Project Hire-Ed models/paths.</p>	<p>1.2, 2.1, 2.3, 2.6, 2.8, 3.8, 4.6, 5.1, 5.7, 5.8, 6.1, 7.2, 7.3</p>	<p>Research Registered Apprenticeships through the DOL including ICATT model.</p> <p>Benchmark apprenticeship programs utilized by employers and other institutions (including Registered Apprenticeships).</p> <p>Identify resources to assist with the development of on-the-job skills building components.</p>	<p>Targeted completion 11-1-18</p> <p>Targeted completion 11-30-18</p> <p>Targeted initial completion for Addison Model 11-1-18; thereafter 06-30-19</p>	

Legislative Relations



Legislative Relations

(In Millions)	FY2017 Actual	FY2018 Budget	FY2019 Budget
Legislative Relations	\$ 0.25	\$ 0.34	\$ 0.27
Total Expenditures	\$ 0.25	\$ 0.34	\$ 0.27

Function

Director Legislative Relations/Special Assistant to the President is responsible for local, state and federal government relations; serves as liaison to the Board of Trustees; provides support for all presidential initiatives; and acts on behalf of the President and College in a manner reflective of the institution's mission, vision and values.

FY2018 Annual Plan Updates

These strategies were among the more significant strategies that the division pursued during the 2018 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2018 Annual Plan.

-  On track to meet objective.
-  Not on track to meet objective.

Key Strategies	SLRP (Objective)	Action Steps	Performance Measures	Status
Advance approved legislative agenda.	5.7, 5.8	<p>Ensure College's legislative delegation is aware of the legislative agenda through various initiatives, such as mailings, ACCT National Legislative Summit, lobby days, and meetings with legislators.</p> <p>Coordinate an event to acquaint the legislative delegation with the College campus.</p> <p>Prepare and distribute legislative updates when the Illinois General Assembly is in session.</p>	Ongoing.	

Legislative Relations

Key Strategies	SLRP (Objective)	Action Steps	Performance Measures	Status
Help strengthen College's financial position.	7.1, 7.3	Advocate for support of College by state and federal legislators and agencies. Pursue funding for facility replacement and RAMP requests through capital appropriations in the state budget.	Ongoing.	

FY2019 Annual Plan Highlights

These strategies are among the more significant strategies that the division will pursue during the 2019 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2019 Annual Plan.

Key Strategies	SLRP (Objective)	Action Steps	Performance Measures	Resource Requirements
Increase visibility of the College in the community and advance mutual interests.	1.7, 5.8, 6.4	Identify and schedule meetings for the President with key leaders of the region. Coordinate various county, municipality and town hall meetings.	Ongoing.	
Increase sense of community within the College.	1.7, 5.3, 6.1, 6.2	Coordinate Presidents receptions/events during the year.	Ongoing.	
Advance the approved legislative agenda.	5.7, 5.8	Coordinate pursuit of legislative agenda. Accomplish College's legislative agenda through various initiatives.	Ongoing.	

Legislative Relations

Key Strategies	SLRP (Objective)	Action Steps	Performance Measures	Resource Requirements
Strengthen the College's financial position.	7.2, 7.3	Advocate for support of College by state and federal legislators and agencies. Pursue funding for facility replacement and RAMP requests.	Ongoing.	
Interface with the Board of Trustees.	1.7, 3.4, 3.7, 4.6, 5.8, 6.2	Coordinate the annual Board of Trustees retreat and related functions and meetings. Mentor the Student Trustee.	Ongoing.	

Board of Trustees

(In Millions)	FY2017	FY2018	FY2019
	Actual	Budget	Budget
Board of Trustees	\$ 0.05	\$ 0.08	\$ 0.12
Total Expenditures	\$ 0.05	\$ 0.08	\$ 0.12

Function

The College of DuPage Board of Trustees is comprised of seven publicly elected trustees and one non-voting student trustee. The Board is the institution's governing authority with responsibility for the development and adoption of COD's policies, oversight of the activities of the College, and jurisdiction in all matters of the College and its mission.

The Board of Trustees budget is in place to cover expenditures related to training events, professional dues, and other contractual services.

General Fund – Education Fund

The Education Fund is established by Section 3-1 of the Illinois Public Community College Act. The Education Fund is used to account for the revenues and expenditures of the academic and service programs of the College. This fund includes the cost of instructional, administrative, and professional salaries; supplies and moveable equipment; library books and materials; maintenance of instructional and administrative equipment; and other costs pertaining to the educational programs of the College. The statutory maximum property tax rate for the Education Fund is 75 cents per \$100 of equalized assessed valuation (EAV) for community college districts in cities with fewer than 500,000 inhabitants.

Revenues

Revenues in FY2019 are projected at \$156.8 million, or 3.7% higher than the FY2018 budget. Two categories, property tax, and tuition and fees comprise 88.4% of the total revenues. The College continues to rely minimally on the State of Illinois. State revenues are equivalent to only 9.0% of the Education Fund revenues.

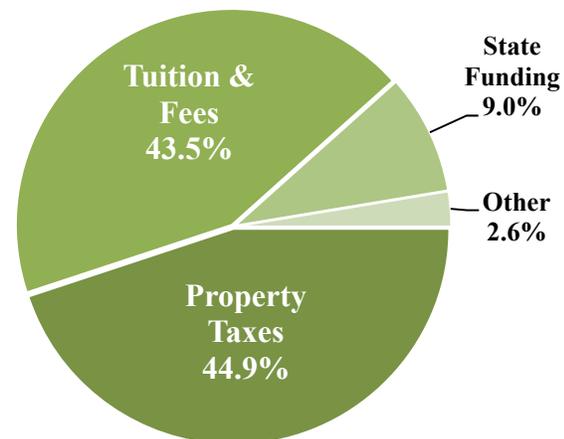
Property tax revenues are projected at \$70.5 million or 2.2% higher than the FY2018 budget due to an increase in property development and a 1% property tax levy increase. From 2009 through 2014 the DuPage County EAV declined by 24%, resulting in property tax rate increases to the district residents. To ease the burden on our community, the Board of Trustees voted to lower the 2015 tax levy by 5%. Since 2014, the DuPage County EAV has been increasing by an average of 5.6%.

Tuition and fee revenues total \$68.1 million in FY2019. The College experienced significant enrollment decreases this past year: 1.3%, 3.3%, and 5.4% in the Summer 2017, Fall 2017 and Spring 2018 terms, respectively. Driven by these enrollment declines, tuition and fee revenues are projected to decrease 5.1% from the FY2018 budget. For FY2019, the budget assumes an enrollment decline of 4% and estimated total credit hours of 481,135.

FY2019 revenues from the State of Illinois are projected at \$14.1 million, equal to the FY2018 funding levels. During the two-year budget impasse at the State level, the College's funding level was significantly reduced. However, in FY2018 the College is projected to receive \$21.5 million. The State of Illinois is distributing both the FY2017 and FY2018 allocations in FY2018.

Other revenues are projected at \$4.1 million and include investment income, sales and service fees for hotel room rentals, food sales from the culinary arts program, Tax Increment Financing surplus distribution revenue, public safety fines, library fees, and other miscellaneous fees.

Budgeted Revenues



Expenditures

FY2019 Education Fund budgeted expenditures are projected at \$160.1 million, a 3.2% increase from the FY2018 budget. Two categories, salaries, and fringe benefits comprise 76.4% of the total expenditures.

Salary costs are projected to increase 2.8% from the FY2018 budget. The College's Board of Trustees approved contract extensions for each of its labor unions through FY2019. These contract extensions included an increase to the salary schedule pool equivalent to the Urban Consumer Price Index (CPI-U) plus 0.5%, or 2.6%. These salary pool increases were extended to other personnel groups in February 2018.

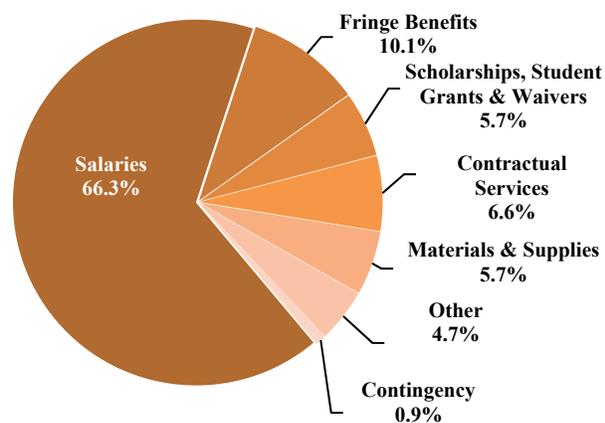
Like other businesses, the cost of providing benefits is a significant portion of the budget at the College. Total employee benefits in the Education Fund are projected at \$16.2 million and are estimated to increase by 7.2% from the FY2018 budget. The College continues to be a member of the Community College Healthcare Consortium whose focus is to procure the lowest possible rates for healthcare coverage by combining purchasing power with other community colleges. To mitigate rising healthcare costs, the College rolled out new health insurance plans in January 2017. These health insurance premium costs are projected to increase 7.0% in January 2019. The FY2019 budget also includes funding for new legislation that requires the College to make pension contributions on behalf of select groups of employees. The estimated pension contribution by the College for FY2019 is \$225,000.

The capital outlay expenditure budget has decreased \$0.3 million from the FY2018 budget. This is to bring the budget more in line with prior year spending trends.

Scholarships, student grants, and waivers are estimated to increase 1.0% from the FY2018 budget due to the projected increase in dual credit enrollments in FY2019. The College is making investments into the dual credit program in FY2019 with a goal of increasing the program's enrollment by 5%.

Finally, the FY2019 Education Fund expenditure budget includes a \$1.5 million contingency. This contingency is in place to cover unanticipated costs related to enrollment increases, legal services, or other unexpected costs.

Budgeted Expenditures



**COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502**

**EDUCATION FUND
FY2019 BUDGET**

	<u>FY2017 Actual</u>	<u>FY2018 Budget</u>	<u>FY2019 Budget</u>
Revenues			
Local Property Taxes	\$ 69,798,703	\$ 68,922,259	\$ 70,456,910
Personal Property Replacement Tax	1,679,128	1,390,024	1,300,000
Other Local Revenues	115,129	104,644	100,000
State Government	6,498,407	6,600,000	14,137,700
Student Tuition & Fees	72,062,865	71,801,523	68,149,170
Sales and Service Fees	623,564	590,774	706,789
Facilities Rental	243,649	257,700	297,200
Interest	1,044,747	1,004,700	1,200,000
Non-Government Gifts, Grants	9,671	63,800	27,500
Other	417,857	465,000	465,000
Total Revenues	<u>152,493,720</u>	<u>151,200,424</u>	<u>156,840,269</u>
Expenditures			
Instruction	73,265,419	74,637,513	75,783,771
Academic Support	8,520,469	10,894,811	10,954,242
Student Services	14,811,124	17,300,224	19,637,514
Public Service	1,496,603	1,675,304	2,329,069
Independent Operations	201	-	-
Operations and Maintenance	5,975,990	6,409,457	5,878,893
General Administration	12,516,020	12,672,630	12,132,571
General Institutional	18,808,399	22,744,710	24,203,053
Scholarships, Student Grants, Waivers	9,021,562	9,093,694	9,188,000
Total Expenditures	<u>144,415,787</u>	<u>155,428,343</u>	<u>160,107,113</u>
Excess / (Deficiency) of Revenues Over Expenditures	<u>8,077,933</u>	<u>(4,227,919)</u>	<u>(3,266,844)</u>
Other Financing Sources / (Uses)			
Proceeds from Disposal of Fixed Assets	35,817	-	-
Transfer In	-	1,113,500	1,395,957
Transfer (Out)	(1,177,742)	(484,000)	(4,865,000)
Total Other Financing Sources / (Uses)	<u>(1,141,925)</u>	<u>629,500</u>	<u>(3,469,043)</u>
Surplus / (Deficiency)	<u>6,936,008</u>	<u>(3,598,419)</u>	<u>(6,735,887)</u>
Net Change	<u>6,936,008</u>	<u>(3,598,419)</u>	<u>(6,735,887)</u>
Beginning Fund Balance¹	<u>166,679,787</u>	<u>173,615,795</u>	<u>188,240,795</u>
Ending Fund Balance	<u>\$ 173,615,795</u>	<u>\$ 170,017,376</u>	<u>\$ 181,504,908</u>

¹ The FY2019 beginning fund balance is projected.

**COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502**

**EDUCATION FUND
EXPENDITURES BY OBJECT
FY2019 BUDGET**

	FY2017 Actual	FY2018 Budget	FY2019 Budget
Expenditures			
Salaries	\$ 100,773,239	\$ 103,037,666	\$ 105,899,857
Employee Benefits	15,614,115	15,135,997	16,225,789
Contractual Services	6,508,167	9,560,890	10,639,238
Materials & Supplies	7,516,629	9,073,233	9,063,671
Conferences & Meetings	1,130,710	2,320,333	2,450,663
Fixed Charges	1,502,018	1,283,900	1,346,934
Utilities	150,501	36,440	33,793
Capital Outlay	1,917,958	2,735,998	2,466,637
Other	280,888	1,150,192	1,292,531
Scholarships, Student Grants & Waivers	9,021,562	9,093,694	9,188,000
Contingency	-	2,000,000	1,500,000
Total Expenditures	\$ 144,415,787	\$ 155,428,343	\$ 160,107,113

General Fund – Operations and Maintenance Fund

The Operations and Maintenance (O&M) Fund is established by Section 3-1 and Section 3-20.3 of the Illinois Public Community College Act. This fund is used to account for expenditures for the improvement, maintenance, or benefit of buildings and property, including the cost of interior decorating and the installation. It is also used to account for 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. The statutory maximum property tax rate is set at 10 cents per \$100 of equalized assessed valuation (EAV) for community college districts in cities with fewer than 100,000 inhabitants.

Over the last several years, new construction and renovation of existing facilities at the College have allowed the campus to accommodate new and expanded programs. Because of the expansion of the physical plant and infrastructure, annual maintenance costs have increased. To ensure that adequate funding is available to maintain these significant investments, the Board of Trustees established a fund balance restriction in the amount of \$52.9 million for recapitalization projects to protect these investments.

Projects for recurring capital maintenance expenditures are charged to this fund under the section called “Capital Maintenance Projects.” Capital maintenance projects are used to account for capital expenditures that may repeat in a multi-year facilities maintenance cycle.

Capitalization Policy Thresholds:

The following capitalization thresholds are used by the College:

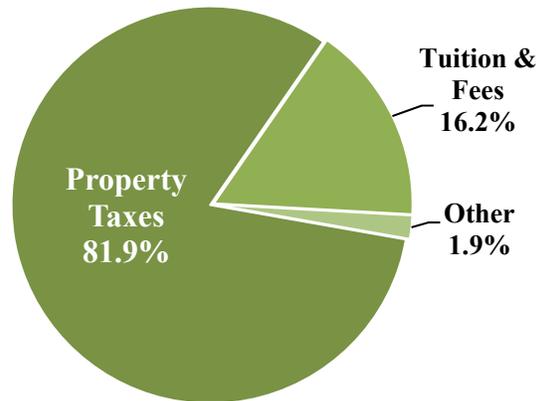
<u>Asset</u>	<u>Dollar Threshold</u>	<u>Useful Life (Years)</u>
• Buildings	\$100,000	50
• Building Improvements	\$50,000	20
• Land Improvements	\$50,000	20
• Infrastructure	\$50,000	20
• Equipment	\$5,000	6
• Vehicles	\$5,000	4
• Computer Equipment	\$5,000	4
• Land	All	Indefinite

Revenues

The funding for the Operation & Maintenance Fund comes primarily from property taxes and a portion of a student construction fee charged as part of tuition and fees. Revenues in FY2019 are projected to be \$14.2 million.

Property tax revenues are projected at \$11.6 million or 2.4% higher than the FY2018 budget due to an increase in property development and a 1% property tax levy increase. From 2009 through 2014 the DuPage County EAV declined by 24%, resulting in property tax rate increases to district residents. To ease the burden on our community, the Board of Trustees voted to lower the 2015 tax levy by 5%. Since 2014, the DuPage County EAV has been increasing by an average of 5.5%.

Budgeted Revenues



The student fee revenues are projected at \$2.3 million, or 6.4% lower than the FY2018 budget. The College experienced significant enrollment decreases this past year: 1.3%, 3.3%, and 5.4% in the Summer 2017, Fall 2017 and Spring 2018 terms, respectively. For FY2019, the budget assumes an enrollment decline of 4% and estimated total credit hours of 481,135.

The Board of Trustees has provided management the authority to change the allocation of the Construction Fee between two funds based on annual budgetary needs. The FY2019 \$7.00 Student Construction Fee allocation follows:

Student Construction Fee

- 69% allocated to Operations & Maintenance Fund \$4.80
- 31% allocated to Operations & Maintenance Restricted Fund \$2.20

The fee in the Operations & Maintenance Fund will be used to fund capital maintenance projects.

Expenditures

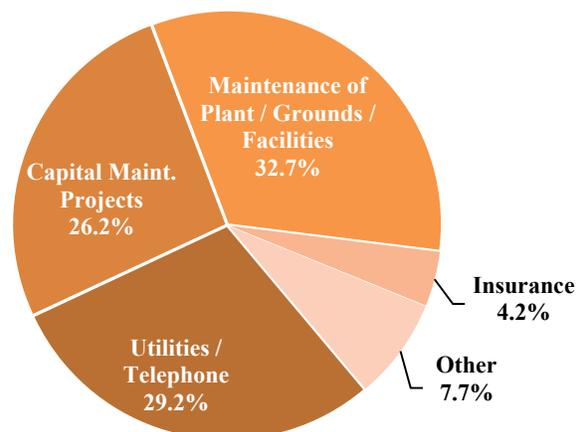
The FY2019 budgeted expenditures are projected at \$17.2 million, a 12.3% increase over the FY2018 budget. The increase is related to additional capital maintenance projects and a facilities administration restructuring. In FY2018 the plant administration department, budgeted in the Education Fund, was consolidated with the construction administration department and budgeted in the Operations & Maintenance Fund, reported as “Facilities.”

<u>Description</u>	(In Millions)			Budget
	FY2017	FY2018	FY2019	Increase
	Actual	Budget	Budget	(Decrease)
Utility Department	\$ 4.1	\$ 4.2	\$ 4.4	\$ 0.2
Capital Maintenance Projects	1.6	3.7	4.7	1.0
Maintenance of Plant	2.6	2.9	3.0	0.1
Facilities	0.5	1.0	1.5	0.5
Grounds	1.0	1.2	1.1	(0.1)
Building Construction & Repairs	0.9	1.0	1.0	-
Regional Center Maintenance	0.1	0.5	0.5	-
Insurance	0.6	0.5	0.7	0.2
Telephone	0.2	0.5	0.5	-
Negative Labor Contingency	-	(0.2)	(0.2)	-
Total Expenditures	\$ 11.6	\$ 15.3	\$ 17.2	\$ 1.9

Utility expenditures are projected to increase 5.2% in FY2019. The College is always looking for ways to mitigate these costs escalations. The FY2019 budget includes two solar projects on the Culinary and Hospitality Center and Physical Education Center.

For FY2019, the Facilities Department has been restructured to include staffing previously budgeted in the Education Fund. This has resulted in an increase of \$0.5 million over FY2018. The FY2019 budget also includes carryover funding to provide resources for a comprehensive facilities master plan. Each college district is required to submit and maintain a districtwide site and construction master plan. The plan will detail general plans for all proposed site acquisitions, facility acquisitions, and construction. The plan is further detailed in the Operations and Maintenance Restricted Fund section of this document.

Budgeted Expenditures



FY2019 Capital Maintenance Projects

Capital maintenance projects include capital expenditures that may repeat in a multi-year facilities maintenance cycle. The FY2019 budget is \$1.0 million greater than the prior budget. The budget includes \$1.1 million for recapitalization projects, funded through a restricted fund balance transfer from the Education Fund. The budget also includes \$0.8 million for unidentified projects in order to address additional maintenance needs throughout the year. Given the healthy fund balance, the College wants to ensure it is able to address maintenance needs as they arise and not defer those costs.

The FY2019 capital maintenance project listing follows:

Dept No.	Project Description	FY2019 Budget	Dept No.	Project Description	FY2019 Budget	
20024	Maintain Roads Walks & Lots	\$ 400,000	20179	Pavilion Food Vendor Concrete Pad	\$ 25,000	
20025	Space & Planning	325,000	20142	Entry Glazing Leaks Repair - MAC	20,000	
20177	Solar Panel Application Project - PE	300,000	20181	MPTV / CNTV Server Closet Rewire	20,000	
20180	Soccer Field Repairs	250,000	20138	Lift Station / Pump Repair - Beem	18,000	
20022	FF&E Purchases	200,000	20146	Common Area Lighting Controls	12,000	
20020	Other Maintenance Projects	190,500	20074	Electronic Locks - HSC	10,000	
20162	Arena Floor Replacement - PE	148,400	20128	Campus Wide Clocks	10,000	
20070	Concrete Repairs-Campus Wide	100,000	20106	West Campus Automatic Throw Over	10,000	
20130	Elevator Renovation	100,000	20173	Replace Chiller Line Valve - MAC	10,000	
20141	Boiler Breeching Asbestos - BIC	100,000	20176	Energy Metering - Various Locations	10,000	
20118	Culinary Mechanical Work - CHC	100,000	20174	Planter Pedestal Stone Repair - MAC	5,000	
20153	Arena Curtains - PE	75,000	Recapitalization Project Subgroup			
20147	Chiller Overhaul	60,000	21003	Emergency Generator Emissions	350,000	
20157	Boiler Overhaul/Maintenance	51,000	21004	Roof Replacement Project - Carol Stream	140,000	
20021	Site & Grounds	50,000	21006	Building Automation System Repl. - TEC	125,000	
20178	Solar Project - CHC	50,000	21007	Pre-Cast Joints - PE	120,000	
20111	Door Repair/Replacement	40,000	21011	Condensing Units Location - HEC	100,000	
20172	Re-Commissioning - HEC / HSC	40,000	21008	Stack Replacement - TEC	80,000	
20015	Maintain Art Work	36,000	21010	Building Automation System Repl. - Beem	50,000	
20175	Exterior Wall Panel - PE	35,000	21009	Replace Electric Boiler - SRC	35,000	
20016	Window Maintenance	30,000	21001	Boiler Replacement - Carol Stream	30,000	
20098	Standby Generator Hourly Maintenance	30,000	21005	Lobby Lighting - HSC/SRC	25,000	
20112	Carpet Replacement	25,000	21002	Former Planter Roof Repair - BIC	20,000	
20123	Repl. Broken Windows-CampusWide	25,000	20999	Projects TBD	750,000	
					<i>Total Capital Maintenance Projects</i>	<i>\$4,735,900</i>

Detailed project descriptions can be found on the following pages.

Project Number, Name & Description:

20015	Maintain Art Work	Campus - Wide Art Collection Purpose: Furnishing and installation of support materials for campus art collection. FY2019 Budget - \$36,000
20016	Window Maintenance	Maintenance of Windows - Campus Wide Purpose: Maintain functionality of campus buildings. FY2019 Budget - \$30,000
20020	Other Maintenance Projects	Other Maintenance Projects Purpose: Provide funds for maintenance projects as needs arise. FY2019 Budget - \$190,500
20021	Site & Grounds	Site & Grounds - Campus Wide Purpose: Maintain site and grounds conducive to student learning/enrichment. FY2019 Budget - \$50,000
20022	FF&E Purchases	Furniture, Fixture and Equipment Purpose: Purchase furniture, fixtures and equipment as needed. FY2019 Budget - \$200,000
20024	Maintain Roadways	Maintain Roads/Walkways/Parking Lots Purpose: Maintain safe roads/walkways for vehicle & pedestrian circulation. FY2019 Budget - \$400,000
20025	Space & Planning	Space & Planning Needs Purpose: Provide for space and planning needs as required. FY2019 Budget - \$325,000
20070	Concrete Repairs - Campus Wide	Concrete Repairs - Campus Wide Purpose: Maintain safe walk and roadways for students and other users. FY2019 Budget - \$100,000
20074	Electronic Locks - HSC	Install Electronic Locks in HSC Purpose: Provide Security for students and faculty. FY2019 Budget - \$10,000

20098	Boiler DA Tank Controller	Boiler DA Tank Controller Installation Purpose: Provide necessary heating system repairs. FY2019 Budget - \$30,000
20106	West Campus ATO	Main Incoming Electrical Service Distribution Purpose: Regular maintenance of main incoming electrical switchgear. FY2019 Budget - \$10,000
20111	Door Repair/Replacement	Door Repair/Replacement Purpose: Provide for necessary door repairs/replacement as needed. FY2019 Budget - \$40,000
20112	Carpet Replacement	Carpet Replacement - Campus Wide Purpose: Provide for carpet replacement as required - various locations. FY2019 Budget - \$25,000
20118	Culinary Mechanical Work - CHC	Culinary Mechanical Work - HVAC Purpose: Provide for improved energy efficiency. FY2019 Budget - \$100,000
20123	Replace Broken Windows	Replace Broken Windows - Campus Wide Purpose: Provide for broken window replacement campus wide. FY2019 Budget - \$25,000
20128	Campus - Wide Clocks	Campus - Wide Clocks Purpose: Provide for installation of clocks campus wide that are synchronized. FY2019 Budget - \$10,000
20130	Elevator Renovation	Campus Elevator Renovations Purpose: Provide for elevator renovations. FY2019 Budget - \$100,000
20138	Lift Station / Pump Repair - Beem	Sewage Ejector Equipment Purpose: Repair sewage pumping equipment for Beem Building. FY2019 Budget - \$18,000
20141	Boiler Breeching Asbestos - BIC	Boiler Repairs Purpose: Repair and replacement of boiler insulating jackets and distribution insulation. FY2019 Budget - \$100,000

20142	Entry Glazing Leaks Repair - MAC	Glazing Repair Purpose: Repair of leaking skylights over the main entry of the MAC. FY2019 Budget - \$20,000
20146	Common Area Lighting Controls	Common Area Lighting Controls - Installation Purpose: Provide for more efficient lighting use. FY2019 Budget - \$12,000
20147	Chiller Overhaul	Central Plant - Chilled Water Pump Upgrade Purpose: Provide for more efficient water use. FY2019 Budget - \$60,000
20153	Arena Curtains - PE	Replacement – Arena End & Side Curtains Purpose: Installation of arena curtain for student sport functionality. FY2019 Budget - \$75,000
20157	Boiler Overhaul/Maintenance	Boiler Overhaul/Maintenance Purpose: Provide adequate boiler system. FY2019 Budget - \$51,000
20162	Arena Floor Replacement - PE	Replacement of PE Arena Floor Purpose: Provide safe floor for sports activities FY2019 Budget - \$148,400
20172	Re-Commissioning - HEC / HSC	HVAC Controls Purpose: Upgrading and recalibration of outdated HVAC control systems. FY2019 Budget - \$40,000
20173	Replace Chiller Line Valve - MAC	HVAC Repairs Purpose: Repair and replacement of damaged or end of service chiller piping. FY2019 Budget - \$10,000
20174	Planter Pedestal Stone Repair - MAC	Site Improvement Repair Purpose: Furnishing and installation of damaged ornamental stone structure. FY2019 Budget - \$5,000
20175	Exterior Wall Panel - PE	Building Envelope Repair Purpose: Remove and replace existing original deteriorating precast panel sealant. FY2019 Budget - \$35,000

20176	Energy Metering - Various Locations	Utility Monitoring Purpose: Repair or install new measuring devices on various incoming utility equipment. FY2019 Budget - \$10,000
20177	Solar Panel Application Project - PEC	Energy Efficiency/Sustainability Purpose: Install solar panels to provide power for hot water heating. FY2019 Budget - \$300,000
20178	Solar Project - CHC	Energy Efficiency/Sustainability Purpose: Install solar panels to provide power for hot water heating. FY2019 Budget - \$50,000
20179	Pavilion Food Vendor Concrete Pad	Site and Operational Improvement Purpose: Install concrete pad for MAC Pavilion vendor set-up. FY2019 Budget - \$25,000
20180	Soccer Field Repairs	Athletic Field Repairs Purpose: Repair areas damaged by regular sports usage FY2019 Budget - \$250,000
20181	MPTV / CNTV Server Closet Rewire	Data Infrastructure Purpose: Replace and relocate MPTV main server to improve operating environment. FY2019 Budget - \$20,000

Recapitalization Projects

21001	Boiler Replacement - CS	Boiler Replacement Purpose: Repair Carol Stream Boiler reaching end of service life. FY2019 Budget - \$30,000
21002	Former Planter Roof Repair - MAC	Roofing Replacement Purpose: Replace portion of roofing reaching end of service life. FY2019 Budget - \$20,000
21003	Emergency Generator Emissions – BIC/SRC	Regulatory Compliance Purpose: Upgrade emissions control equipment to comply with new standards. FY2019 Budget - \$350,000

21004	Roof Replacement Project - CS	Roof Replacement Purpose: Replace Carol Stream roof reaching end of service life. FY2019 Budget - \$140,000
21005	Lobby Lighting - HSC/SRC	Lighting Efficiency Upgrades Purpose: Replace outdated HID lighting system with energy efficient LED fixtures. FY2019 Budget - \$25,000
21006	Building Automation System Replacement - TEC	Equipment Upgrade Purpose: Upgrade building automation system to eliminate outdated control equipment. FY2019 Budget - \$125,000
21007	Pre-Cast Joints - PEC	Exterior Envelope Repair Purpose: Replace original 1983 precast concrete panel sealant joints FY2019 Budget - \$120,000
21008	Stack Replacement - TEC	HVAC Equipment Replacement Purpose: Replace main boiler flue stack to eliminate condensate leakage. FY2019 Budget - \$80,000
21009	Replace Electric Boiler - SRC	HVAC Equipment Replacement Purpose: Replace boiler-reaching end of service life. FY2019 Budget - \$35,000
21010	Building Automation System Replacement - Beem	Equipment Upgrade Purpose: Upgrade building automation system to eliminate outdated control equipment. FY2019 Budget - \$50,000
21011	Condensing Units Location - HEC	Equipment Operating Efficiency Purpose: Raise existing condensing units to improve air circulation and optimize function. FY2019 Budget - \$100,00
20099	Projects TBD	Projects TBD Purpose: Provide adequate funds for unanticipated projects to be determined. FY2019 Budget - \$750,000

Five-Year Capital Maintenance Project Budget Projection:

The following is a five-year projection of capital maintenance expenditures from FY2019 through FY2023. As seen in the following schedule, many of the expenditures are recurring each year as part of the facilities maintenance cycle. The schedule also includes a summary of the College’s Recapitalization Plan. Recapitalization is the practice of planning for rehabilitation or replacement of capital assets prior to or at the end of their expected useful lives. As a majority of the College’s buildings are over 20 years old, this plan includes resources to addresses parking and paving, roofing, mechanical systems, and other major building components.

Capital Maintenance Projects (Fund 02) - Five Year Cost Projection

Project	Projected Expenditures:	FY2019	FY2020	FY2021	FY2022	FY2023	Total
20015	Maintain Art Work	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 180,000
20016	Window Maintenance	30,000	30,000	30,000	30,000	30,000	150,000
20020	Other Maintenance Projects	190,500	190,500	190,500	190,500	190,500	952,500
20021	Site & Grounds	50,000	50,000	50,000	50,000	50,000	250,000
20022	FF&E Purchases	200,000	200,000	200,000	200,000	200,000	1,000,000
20024	Maintain Roads Walks & Lots	400,000	400,000	400,000	400,000	400,000	2,000,000
20025	Space & Planning	325,000	325,000	325,000	325,000	325,000	1,625,000
20070	Concrete Repairs-Campus Wide	100,000	100,000	100,000	100,000	100,000	500,000
20074	Electronic Locks - HSC	10,000	10,000	10,000	10,000	10,000	50,000
20098	Standby Generator Hourly Maintenance	30,000	30,000	30,000	30,000	30,000	150,000
20106	West Campus Automatic Throw Over	10,000	10,000	10,000	10,000	10,000	50,000
20111	Door Repair/Replacement	40,000	40,000	40,000	40,000	40,000	200,000
20112	Carpet Replacement	25,000	25,000	25,000	25,000	25,000	125,000
20118	Culinary Mechanical Work - CHC	100,000	100,000	100,000	100,000	100,000	500,000
20123	Repl. Broken Windows-CampusWide	25,000	25,000	25,000	25,000	25,000	125,000
20128	Campus Wide Clocks	10,000	10,000	10,000	10,000	10,000	50,000
20130	Elevator Renovation	100,000	100,000	100,000	100,000	100,000	500,000
20138	Lift Station / Pump Repair - Beem	18,000	-	-	-	-	18,000
20141	Boiler Breeching Asbestos - BIC	100,000	-	-	-	-	100,000
20142	Entry Glazing Leaks Repair - MAC	20,000	-	-	-	-	20,000
20146	Common Area Lighting Controls	12,000	-	-	-	-	12,000
20147	Chiller Overhaul	60,000	-	-	-	-	60,000
20153	Arena Curtains - PE	75,000	-	-	-	-	75,000
20157	Boiler Overhaul/Maintenance	51,000	-	-	-	-	51,000
20162	Arena Floor Replacement - PE	148,400	-	-	-	-	148,400
20172	Re-Commissioning - HEC / HSC	40,000	-	-	-	-	40,000
20173	Replace Chiller Line Valve - MAC	10,000	-	-	-	-	10,000
20174	Planter Pedestal Stone Repair - MAC	5,000	-	-	-	-	5,000
20175	Exterior Wall Panel - PE	35,000	-	-	-	-	35,000
20176	Energy Metering - Various Locations	10,000	-	-	-	-	10,000
20177	Solar Panel Application Project - PE	300,000	-	-	-	-	300,000
20178	Solar Project - CHC	50,000	-	-	-	-	50,000
20179	Pavilion Food Vendor Concrete Pad	25,000	-	-	-	-	25,000
20180	Soccer Field Repairs	250,000	-	-	-	-	250,000
20181	MPTV / CNTV Server Closet Rewire	20,000	-	-	-	-	20,000
20999	Projects TBD	750,000	1,000,000	1,000,000	1,000,000	1,000,000	4,750,000
	Recapitalization Projects ¹	1,075,000	7,362,000	3,670,000	6,205,000	6,685,000	24,997,000
	Total	\$ 4,735,900	\$ 10,043,500	\$ 6,351,500	\$ 8,886,500	\$ 9,366,500	\$ 39,383,900
Student Construction Fee (\$4.80)		\$ 2,309,447	\$ 2,240,165	\$ 2,172,960	\$ 2,151,230	\$ 2,129,718	\$ 11,003,520
Education Fund Balance Restriction (Recapitalization)		1,075,000	7,362,000	3,670,000	6,205,000	6,685,000	24,997,000
Use of Operations & Maintenance Fund Balance		1,351,453	441,335	508,540	530,270	551,782	3,383,380
Total Funding Available		\$ 4,735,900	\$ 10,043,500	\$ 6,351,500	\$ 8,886,500	\$ 9,366,500	\$ 39,383,900

¹Recapitalization projects are projects that are included in the long-term recapitalization plan. These projects include the replacement of roofs, major building mechanical systems, and interiors/finishes.

**COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502**

**OPERATIONS & MAINTENANCE FUND
FY2019 BUDGET**

	FY2017 Actual	FY2018 Budget	FY2019 Budget
Revenues			
<hr/>			
Local Property Taxes	\$ 11,522,721	\$ 11,367,200	\$ 11,644,846
State Government	101,940	-	-
Student Tuition and Fees	2,488,195	2,468,471	2,309,447
Interest	194,574	173,550	250,000
Other	<u>15,520</u>	<u>45,000</u>	<u>20,000</u>
Total Revenues	<u>14,322,950</u>	<u>14,054,221</u>	<u>14,224,293</u>
Expenditures			
<hr/>			
Operations and Maintenance	9,361,836	11,050,256	11,725,718
General Institutional	<u>2,269,410</u>	<u>4,270,080</u>	<u>5,484,545</u>
Total Expenditures	<u>11,631,246</u>	<u>15,320,336</u>	<u>17,210,263</u>
Excess / (Deficiency) of Revenues Over Expenditures	<u>2,691,704</u>	<u>(1,266,115)</u>	<u>(2,985,970)</u>
Other Financing Sources / (Uses)			
<hr/>			
Transfer In	<u>769,105</u>	<u>-</u>	<u>1,445,000</u>
Total Other Financing Sources / (Uses)	<u>769,105</u>	<u>-</u>	<u>1,445,000</u>
Surplus / (Deficiency)	<u>3,460,809</u>	<u>(1,266,115)</u>	<u>(1,540,970)</u>
Beginning Fund Balance¹	<u>30,604,327</u>	<u>34,065,136</u>	<u>36,065,136</u>
Ending Fund Balance	<u>\$ 34,065,136</u>	<u>\$ 32,799,021</u>	<u>\$ 34,524,166</u>

¹ The FY2019 beginning fund balance is projected.

**COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502**

**OPERATIONS & MAINTENANCE FUND
EXPENDITURES BY OBJECT
FY2019 BUDGET**

	<u>FY2017 Actual</u>	<u>FY2018 Budget</u>	<u>FY2019 Budget</u>
<u>Expenditures</u>			
Salaries	3,146,406	\$ 3,291,446	3,503,723
Employee Benefits	632,634	721,932	769,384
Contractual Services	1,691,947	2,876,382	4,789,495
Materials & Supplies	426,229	597,600	648,700
Conferences & Meetings	2,337	20,450	18,950
Fixed Charges	637,173	755,000	989,645
Utilities	4,217,228	4,638,866	4,878,411
Capital Outlay	871,782	2,357,730	1,548,400
Other	<u>5,510</u>	<u>60,930</u>	<u>63,555</u>
Total Expenditures	<u>\$ 11,631,246</u>	<u>\$ 15,320,336</u>	<u>\$ 17,210,263</u>

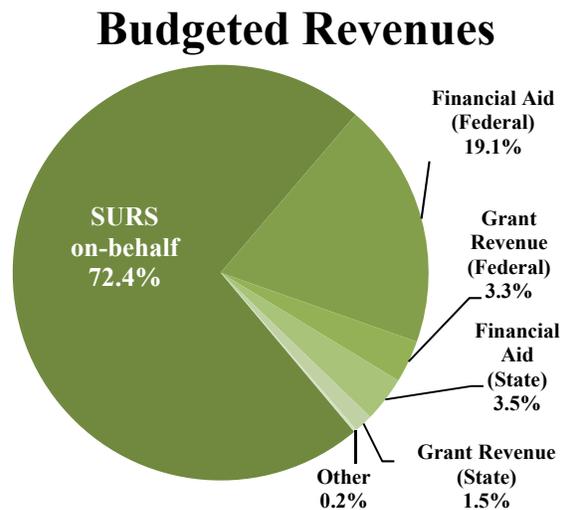
Restricted Purposes Fund

The Restricted Purposes Fund is used for the accounting of monies that have restrictions regarding their use, such as grants. Each specific project should be accounted for separately using a complete group of self-balancing accounts within the Restricted Purposes Fund. The College records its state and federal grants in this fund. Because expenditures are limited to the amount of grant funds awarded, the Restricted Purposes Fund balance should equal zero.

Revenues

Student financial aid, federal grants, state grants, and private foundation grants are examples of resources accounted for in the Restricted Purposes Fund. In recent years, the State of Illinois has not funded grants for veterans, requiring the College to provide services to qualifying individuals at no cost. For FY2019, the total amount of Restricted Fund revenue budgeted is \$111.1 million.

The budget for FY2019 shows an increase in revenues of \$26.4 million from the FY2018 budget primarily due to higher SURS pension and healthcare plan payments. The SURS revenue and expenditure is not received or paid by the College but is contributed to the retirement system by the State of Illinois on behalf of the College (i.e., on-behalf contributions).



State of Illinois

SURS on Behalf Pension and Retiree Health Contribution \$80,400,000

The State of Illinois makes the pension and healthcare plan payments to the State Universities Retirement System (SURS) on behalf of the College. Per GASB Statement 24, the payment made by the state to SURS is recognized both as revenue and an expenditure on the College's financial statements.

Student Financial Aid - State \$3,922,500

This represents student financial assistance for programs such as the Monetary Assistance Program (MAP), Workforce Innovation Opportunity Act, and Department of Human Service Office of Rehabilitation Services scholarship programs. The largest portion is \$3,420,000 from the Illinois Student Assistance Commission for the MAP grant.

The state has not appropriated funds for IVG, ING, and MIA/POW for FY2013 – FY2019. Therefore, the College is anticipating funding these scholarships in the amount of \$420,000 with

its own revenues. The FY2019 budget includes a transfer in from the Education Fund to cover the costs of these unfunded mandates.

State Grant Revenue **\$1,615,987**
Adult Education, Illinois Community College Board *\$1,539,320*
Provides support for instruction and administration of Adult Education, Literacy, ESL, and GED courses.

Other State Grants *\$76,667*

Federal Government

Student Financial Aid - Federal **\$21,268,377**
This represents student financial assistance such as Department of Education Pell Grants, Special Education Opportunity Grants, and College Work Study. The largest portions are \$20.3 million for Pell Grants.

Federal Grant Revenue **\$3,651,556**
Carl Perkins, Department of Education *\$1,249,386*
Provides support to improve student achievement and prepares students for postsecondary education, furthering learning and careers.

Adult Education and Family Literacy, Department of Education *\$878,275*
Provides support for instruction and administration of Adult Education, Literacy, English as a Second Language, and General Education Degree courses.

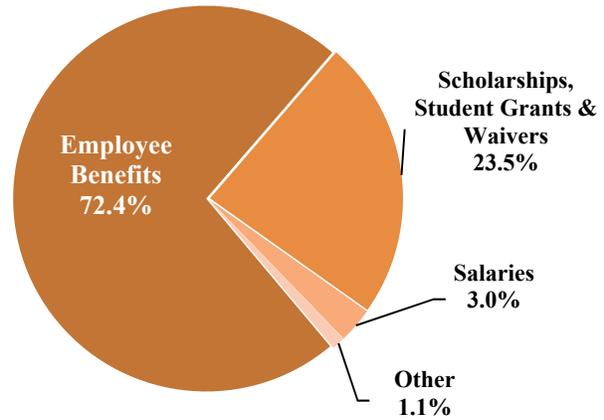
Military Award Programs *\$934,000*
These awards provide educational assistance to service members, veterans, and their dependents.

Other Federal Grants *\$589,895*
Other federal grants include Procurement Technical Assistance Center and Department of Commerce and Economic Opportunity grants.

Expenditures

Expenditures budgeted and incurred in the Restricted Purposes Fund are dictated generally by the grant revenues that are awarded to the College. The changes noted above in the FY2019 budgeted revenue categories have a direct relationship on the total budgeted expenditures for FY2019. A summary of the major expenditure categories in the Restricted Purposes Fund is shown in the chart to the right.

Budgeted Expenditures



**COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502**

**RESTRICTED PURPOSES FUND
FY2019 BUDGET**

	FY2017 Actual	FY2018 Budget	FY2019 Budget
Revenues			
State Government	\$ 65,027,374	\$ 60,170,514	\$ 85,938,487
Federal Government	25,412,165	24,240,433	24,919,933
Student Tuition and Fees	89,030	77,140	84,170
Non-Government Gifts, Grants	173,086	180,607	160,775
Total Revenues	<u>90,701,655</u>	<u>84,668,694</u>	<u>111,103,365</u>
Expenditures			
Instruction	39,532,229	35,428,828	49,099,818
Academic Support	3,526,471	3,093,551	4,472,341
Student Services	6,315,967	5,563,333	8,059,497
Public Service	1,208,376	1,182,008	1,470,038
Independent Operations	2,287,889	2,032,725	2,901,547
Operations and Maintenance	4,316,675	3,759,250	5,474,082
General Administration	4,894,549	4,065,740	6,207,366
General Institutional	5,796,413	5,111,956	7,351,129
Scholarships, Student Grants, Waivers	25,093,772	24,915,303	26,487,547
Total Expenditures	<u>92,972,341</u>	<u>85,152,694</u>	<u>111,523,365</u>
Excess / (Deficiency) of Revenues Over Expenditures	<u>(2,270,686)</u>	<u>(484,000)</u>	<u>(420,000)</u>
Other Financing Sources / (Uses)			
Transfer In	<u>840,320</u>	<u>484,000</u>	<u>420,000</u>
Total Other Financing Sources / (Uses)	<u>840,320</u>	<u>484,000</u>	<u>420,000</u>
Surplus / (Deficiency)	<u>(1,430,366)</u>	<u>-</u>	<u>-</u>
Beginning Fund Balance¹	<u>24,870</u>	<u>(1,405,496)</u>	<u>-</u>
Ending Fund Balance	<u>\$ (1,405,496)</u>	<u>\$ (1,405,496)</u>	<u>\$ -</u>

¹ The FY2019 beginning fund balances are projected.

**COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502**

**RESTRICTED PURPOSES FUND
EXPENDITURES BY OBJECT
FY2019 BUDGET**

<u>Expenditures</u>	<u>FY2017 Actual</u>	<u>FY2018 Budget</u>	<u>FY2019 Budget</u>
Salaries	\$ 3,069,192	\$ 3,051,706	\$ 3,307,614
Employee Benefits	63,755,984	56,259,588	80,791,929
Contractual Services	250,501	305,715	312,085
Materials & Supplies	444,275	284,307	336,167
Conferences & Meetings	154,315	264,249	221,895
Capital Outlay	365,791	166,083	253,731
Other	115,143	110,499	123,486
Scholarships, Student Grants & Waivers	<u>24,817,140</u>	<u>24,710,547</u>	<u>26,176,459</u>
Total Expenditures	<u>\$ 92,972,341</u>	<u>\$ 85,152,694</u>	<u>\$ 111,523,365</u>

Bond and Interest Fund

The Bond and Interest Fund is established by Section 3A-1 of the Public Community College Act. The Bond and Interest Fund is used to account for the payment of principal, interest, and related charges on any outstanding long-term debt issued by the College.

SUMMARY

For FY2019, the College is budgeting \$31.5 million for debt service expenditures, which includes \$20.9 million for principal, \$10.1 million for interest, and \$506,000 for fees. The debt service expenditures for FY2019 represent 8.9% of the total budget of the College. The College has structured its debt service expenditures to maintain a level debt service in the Bond and Interest Fund and to minimize annual fluctuations in the amount taxpayers are required to support on their property tax bills.

BOND REFUNDING

All of the outstanding bonds of the College were issued at a fixed rate to fund capital improvements. Refunding bonds are bonds issued to refinance previously issued capital project bonds to take advantage of lower interest rates. In March 2018, the College issued Series 2018 General Obligation Bonds in the amount of \$30,060,000 million. The proceeds of these bonds were used to refund the College's Series 2007 General Obligation Bonds resulting in a net present value savings of \$2.1 million.

The FY2019 budget includes \$506,000 to cover a potential refunding of its outstanding 2009B bonds. The soonest the College could refund the 2009B bonds is in September 2018. The College was initially guaranteed a federal rebate on the Build America Bonds of 35% of interest paid; because of a sequester, the College has received between 8.7% and 6.6% less (2013-present) of this promised interest reimbursement. Should savings exist, the College may refund its bonds in order to have a fixed interest amount not subject to a sequester.

EARLY REDEMPTION

The College of DuPage Board of Trustees at its December 14, 2017 meeting unanimously approved the early redemption of a portion of 2007 General Obligation Bonds, yielding the College's property taxpayers present value savings of approximately \$640,000.

DEBT RATINGS

The College has Aa1/AA+ bond ratings from Moody's and Standard & Poor's, respectively. Maintenance of these ratings minimizes borrowing costs to the College.

On March 12, 2018, Standard & Poor's revised the College of DuPage bond rating from "AA" to "AA+" and affirmed its rating outlook of "stable" on the College's outstanding general obligation bonds. The rating agency wrote in its rationale, "The raised rating reflects the College's continued positive financial operations and its successful implementation of a new governing structure."

At that same time, Moody’s Investors Service affirmed the Colleges Aa1 rating and shifted its outlook from stable to positive. In its rationale, Moody’s, like S&P, cited the College’s strong financial operations and leadership.

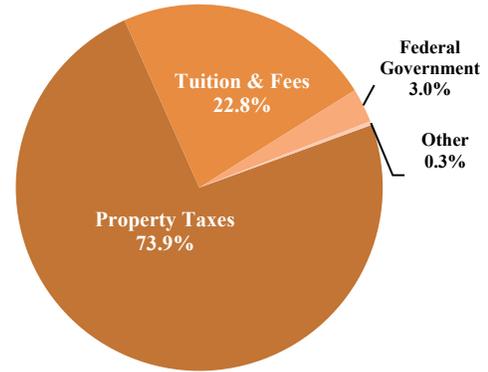
Revenues

The Bond and Interest Fund’s revenue sources are property taxes and a debt service fee included as part of tuition and fees. The FY2019 debt service fee is \$14.00 per credit hour.

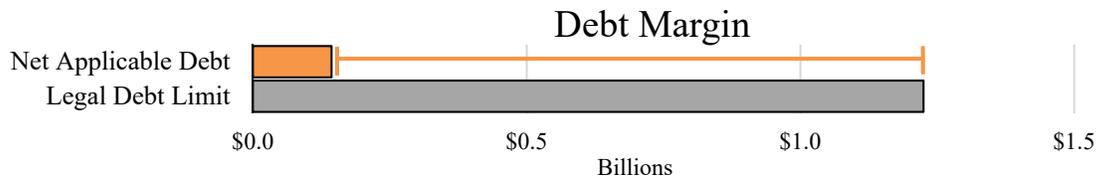
As part of the federal government sequester, the Build America Bond subsidy was reduced by 6.8% for FY2018. The FY2019 budget assumes the same rate.

In November 2010, voters of District 502 approved a referendum that authorized the College to issue up to \$168.0 million in bonds to fund various capital improvements. The College has issued all \$168.0 million of the approved referendum bonds. The first \$84.0 million was part of Series 2011A issued in August 2011 and the second \$84.0 million was issued as Series 2013A in April 2013.

Budgeted Revenues



LEGAL DEBT MARGIN



The State of Illinois has established limits on the amount of bonded indebtedness that a local government can have outstanding. Borrowing amounts available below this limit are referenced as the “legal debt margin.” For Illinois community colleges, the debt limit is 2.875% of the most current equalized assessed valuation of property within the community college’s borders.

Based on the 2017 estimated EAV, the College’s outstanding debt cannot exceed \$1.22 billion. The College will have \$143.5 million of net debt outstanding applicable to the limitation, leaving an estimated margin of \$1.08 billion as of June 30, 2018.

The following is calculation of the legal debt margin as of June 30, 2017 and the estimated debt margin of the College as of June 30, 2018. The EAV for the tax year 2016 is based on the final 2016 EAV of the District and the EAV for tax year 2017 is based on the estimated 2017 EAV of the District.

	Tax Year 2016	Tax Year 2017
Equalized Assesed Valuation (EAV)	\$ 40,504,389,066	\$ 42,598,035,754
Debt Limit Rate	2.875%	2.875%
Debt Limit for College of DuPage	\$ 1,164,501,186	\$ 1,224,693,528
Net Debt Applicable to the Debt Limit ¹	\$ 162,606,708	\$ 143,483,705
Legal Debt Margin	\$ 1,001,894,478	\$ 1,081,209,823

¹ Balances include current and non-current portions of Series 2011A, Series 2013A, and Series 2018 bond principal outstanding, less amount available in debt service subfund.

Bonds that are paid back from revenues the College generates (alternate revenue bonds) are excluded from the debt limit calculation. The College has issued bonds that are funded by property taxes and alternative revenues generated by the College. The following table summarizes debt outstanding by the type of payment source as of June 30, 2018:

<u>G.O. Bond Issue</u>	<u>Funded by Tax Levy</u>	<u>Funded by Alternate Revenues</u>	<u>Totals</u>
Series 2006	\$ -	\$ 3,895,000	\$ 3,895,000
Series 2009 B	-	48,515,000	48,515,000
Series 2011 A	49,125,000	-	49,125,000
Series 2011 B	-	6,345,000	6,345,000
Series 2013 A	72,340,000	-	72,340,000
Series 2018	30,060,000	-	30,060,000
Totals	<u>\$ 151,525,000</u>	<u>\$ 58,755,000</u>	<u>\$ 210,280,000</u>

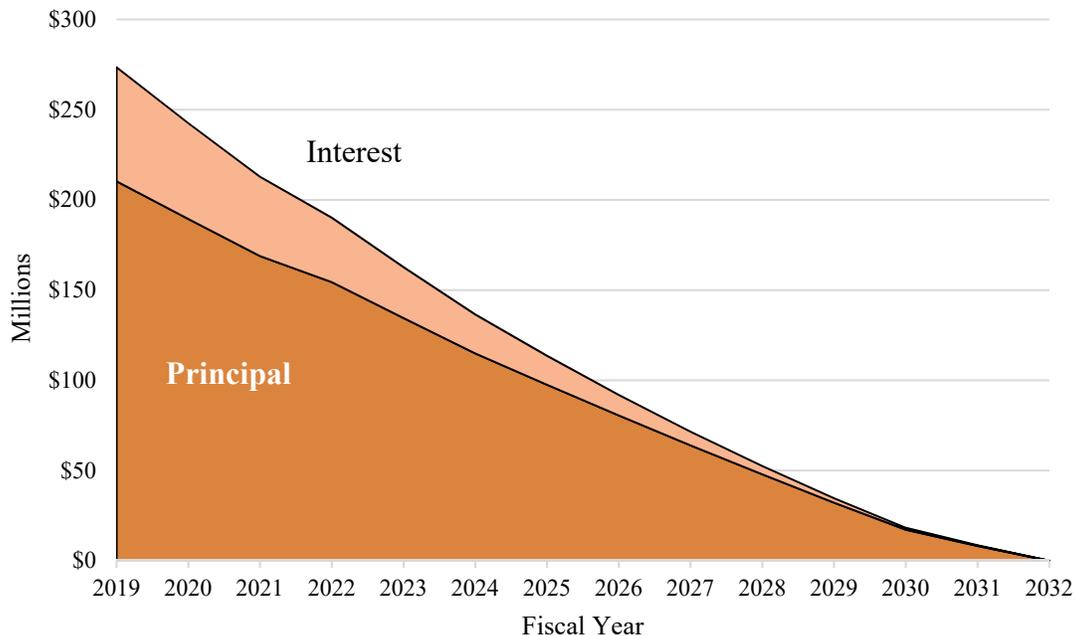
PLEGGED REVENUES

The College has pledged future tuition and fee revenues to repay alternative revenue bonds: Series 2006, Series 2009B, and Series 2011B. Annual principal and interest payments on these bonds for FY2019 are 27.9% of the total budgeted debt service payments. The following is a schedule of pledged revenue coverage for the past five fiscal years using the College's Education Fund tuition revenues:

Fiscal Year Ending June 30	Education Fund Pledged Revenues	Principal and Interest Paid	College Coverage	Bond and Interest Fund Coverage
2017	\$ 72,062,865	\$ 8,759,625	8.23	0.77
2016	78,106,622	8,742,625	8.93	0.75
2015	83,164,910	8,791,650	9.46	0.78
2014	80,413,513	8,813,150	9.12	0.65
2013	75,367,838	8,850,060	8.52	0.64

PRINCIPAL AND INTEREST SUMMARY

Principal & Interest Remaining



The following table is a summary of principal and interest due by fiscal year for all outstanding bonds. By the end of FY2028, or over the next ten years, the College will repay 85% of its outstanding debt.

Fiscal Year	Principal	Interest	Total
2019	\$ 20,895,000	\$ 10,102,280	\$ 30,997,280
2020	20,530,000	9,198,313	29,728,313
2021	14,460,000	8,210,070	22,670,070
2022	19,915,000	7,507,320	27,422,320
2023	19,575,000	6,552,250	26,127,250
2024	17,395,000	5,575,950	22,970,950
2025	16,985,000	4,690,905	21,675,905
2026	16,565,000	3,803,893	20,368,893
2027	16,110,000	2,952,243	19,062,243
2028	15,635,000	2,122,518	17,757,518
2029	15,015,000	1,433,513	16,448,513
2030	9,015,000	709,425	9,724,425
2031	8,185,000	326,975	8,511,975
Total	\$ 210,280,000	\$ 63,185,655	\$ 273,465,655

**COLLEGE OF DUPAGE
LONG - TERM DEBT
ANNUAL PRINCIPAL REQUIREMENTS**

General Obligation Bond Issue	Purpose	Interest Rate	2019	2020	2021	2022	2023	2024 - 2031	Total
Funded by Tax Levy:									
Series 2011A	Refunded Series 2011A, Construction Projects	3.0-3.7%	\$ 3,935,000	\$ 2,915,000	\$ 1,840,000	\$ 725,000	\$ 2,905,000	\$ 36,805,000	\$ 49,125,000
Series 2013A	Construction Projects	3.15-5.0%	4,180,000	4,350,000	4,565,000	4,795,000	4,995,000	49,455,000	72,340,000
Series 2018	Refunded Series 2007	4.0-5.0%	7,140,000	7,430,000	2,065,000	8,190,000	5,235,000	-	30,060,000
Total Funded by Tax Levy			\$ 15,255,000	\$ 14,695,000	\$ 8,470,000	\$ 13,710,000	\$ 13,135,000	\$ 86,260,000	\$ 151,525,000
Alternate Revenue Bonds:									
Series 2006	Partially Refunded Series 2003B	3.75-4.00%	\$ 1,910,000	\$ 1,985,000	\$ -	\$ -	\$ -	\$ -	\$ 3,895,000
Series 2009B	Construction Projects	3.75-5.75%	3,730,000	3,850,000	3,965,000	4,095,000	4,230,000	28,645,000	48,515,000
Series 2011B	Refunded Series 2003B	4.0-4.75%	-	-	2,025,000	2,110,000	2,210,000	-	6,345,000
Total Alternate Revenue Bonds			\$ 5,640,000	\$ 5,835,000	\$ 5,990,000	\$ 6,205,000	\$ 6,440,000	\$ 28,645,000	\$ 58,755,000
Total Principal			\$ 20,895,000	\$ 20,530,000	\$ 14,460,000	\$ 19,915,000	\$ 19,575,000	\$ 114,905,000	\$ 210,280,000

**COLLEGE OF DUPAGE
LONG - TERM DEBT
ANNUAL DEBT SERVICE REQUIREMENTS**

General Obligation Bond Issue	Interest Rate	2019	2020	2021	2022	2023	2024 - 2031	Total
Funded by Tax Levy:								
Series 2011A								
Refunded Series 2011A, Construction Projects	3.0-3.7%	\$ 6,399,550	\$ 5,182,800	\$ 3,962,050	\$ 2,755,050	\$ 4,899,800	\$ 43,046,750	\$ 66,246,000
Series 2013A	3.15-5.0%	7,383,180	7,385,980	7,383,480	7,385,230	7,383,980	59,087,325	96,009,175
Series 2018	4.0-5.0%	8,571,600	8,576,000	2,839,500	8,861,250	5,496,750	-	34,345,100
Total Funded by Tax Levy		\$ 22,354,330	\$ 21,144,780	\$ 14,185,030	\$ 19,001,530	\$ 17,780,530	\$ 102,134,075	\$ 196,600,275
Alternate Revenue Bonds:								
Series 2006	3.75-4.00%	\$ 2,058,010	\$ 2,060,430	\$ -	\$ -	\$ -	\$ -	\$ 4,118,440
Series 2009B	3.75-5.75%	6,298,740	6,236,903	6,173,840	6,105,590	6,031,745	34,386,347	65,233,165
Series 2011B	4.0-4.75%	286,200	286,200	2,311,200	2,315,200	2,314,975	-	7,513,775
Total Alternate Revenue Bonds		\$ 8,642,950	\$ 8,583,533	\$ 8,485,040	\$ 8,420,790	\$ 8,346,720	\$ -	\$ 76,865,380
Total Debt Service		\$ 30,997,280	\$ 29,728,313	\$ 22,670,070	\$ 27,422,320	\$ 26,127,250	\$ 102,134,075	\$ 273,465,655

**COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502**

**BOND & INTEREST FUND
FY2019 BUDGET**

	<u>FY2017 Actual</u>	<u>FY2018 Budget</u>	<u>FY2019 Budget</u>
Revenues			
Local Property Taxes	\$ 25,910,761	\$ 25,487,572	\$ 21,848,105
Federal Government	916,781	892,612	892,612
Student Tuition and Fees	7,061,120	7,199,707	6,735,886
Interest	<u>117,805</u>	<u>113,250</u>	<u>100,000</u>
Total Revenues	<u>34,006,467</u>	<u>33,693,141</u>	<u>29,576,603</u>
Expenditures - General Institutional			
Principal Payments			
General Obligation Bonds			
Series 2007	6,410,000	12,775,000	-
Series 2011A	6,255,000	5,025,000	3,935,000
Series 2013A	3,750,000	5,115,000	4,180,000
Series 2018	<u>-</u>	<u>-</u>	<u>7,140,000</u>
Subtotal General Obligation Bonds	<u>16,415,000</u>	<u>22,915,000</u>	<u>15,255,000</u>
Alternate Revenue Bonds			
Series 2006	1,770,000	1,840,000	1,910,000
Series 2009B	<u>3,525,000</u>	<u>3,625,000</u>	<u>3,730,000</u>
Subtotal Alternate Revenue Bonds	<u>5,295,000</u>	<u>5,465,000</u>	<u>5,640,000</u>
Total Principal Payments	<u>21,710,000</u>	<u>28,380,000</u>	<u>20,895,000</u>
Interest Payments			
General Obligation Bonds			
Series 2007	2,469,925	2,149,425	-
Series 2011A	3,009,400	2,715,800	2,464,550
Series 2013A	3,608,930	3,458,930	3,203,180
Series 2018	<u>-</u>	<u>-</u>	<u>1,431,600</u>
Subtotal General Obligation Bonds	<u>9,088,255</u>	<u>8,324,155</u>	<u>7,099,330</u>
Alternate Revenue Bonds			
Series 2006	287,810	217,010	148,010
Series 2009B	2,890,615	2,736,396	2,568,740
Series 2011B	<u>286,200</u>	<u>286,200</u>	<u>286,200</u>
Subtotal Alternate Revenue Bonds	<u>3,464,625</u>	<u>3,239,606</u>	<u>3,002,950</u>
Total Interest Payments	<u>12,552,880</u>	<u>11,563,761</u>	<u>10,102,280</u>
Other	<u>2,050</u>	<u>10,000</u>	<u>506,000</u>
Total Expenditures	<u>34,264,930</u>	<u>39,953,761</u>	<u>31,503,280</u>
Surplus / (Deficiency)	<u>(258,463)</u>	<u>(6,260,620)</u>	<u>(1,926,677)</u>
Beginning Fund Balance¹	<u>14,406,755</u>	<u>14,148,292</u>	<u>8,041,295</u>
Ending Fund Balance	<u>\$ 14,148,292</u>	<u>\$ 7,887,672</u>	<u>\$ 6,114,618</u>

¹ The FY2019 beginning fund balance is projected.

Operations and Maintenance Restricted Fund

The Operations and Maintenance Restricted Fund (“Construction Fund”) is established by Section 3-14 of the Illinois Public Community College Act. This fund is used to account for the accumulation and expenditure of funds for building purposes and site acquisition not to exceed an amount equal to five percent of the District's equalized assessed valuation. Building bond proceeds are also accounted for in this fund.

Expenditures in this fund are commonly referred to as non-recurring capital expenditures and relate to projects which often take more than a year to complete and, once placed in service, may cause an increase in operating expenditure due to additional maintenance, utility, and custodial costs.

Projects within this fund are placed in the following construction categories:

- *New buildings* – construction of new buildings including furnishings.
- *Building renovations* – major renovations to existing buildings.
- *Infrastructure* – major renovations to vital campus infrastructure to reduce operating, maintenance, and energy costs, and to provide for a healthier user environment.
- *Site and ground improvements* – landscaping and sidewalks, paths, and streets for safe and efficient pedestrian/vehicle circulation.

Capitalization Policy Thresholds:

Effective July 1, 2017, the following capitalization thresholds are used by the College:

<u>Asset</u>	<u>Dollar Threshold</u>	<u>Useful Life (Years)</u>
• Buildings	\$100,000	50
• Building Improvements	\$50,000	20
• Land Improvements	\$50,000	20
• Infrastructure	\$50,000	20
• Equipment	\$5,000	6
• Vehicles	\$5,000	4
• Computer Equipment	\$5,000	4
• Land	All	indefinite

Revenues

The primary source of funding for the Construction Fund is bond proceeds from voter-approved referendums. Other sources of funding include income from the investment of bond proceeds, student construction fee, grants from the State of Illinois, and transfers from the General Fund. Several state grant applications are pending funding appropriation from the state.

The total amount spent or to be spent on construction projects is:

Bond Referendum #2 Projects (approved by voters in November 2010)

- Budgeted – FY2019 \$ 2,190,000
- Total Projected Cost of Projects – FY2011-2018 \$186,829,230

Bonds for Referendum #2 were issued in August 2011 in the amount of \$84.0 million, with the remaining \$84.0 million of the bond authorization issued in April 2013. The College realized a premium on the April 2013 bonds of \$13.5 million. The Construction Fund has utilized current revenues and fund balance to fund the construction costs.

Student Construction Fee

Students are charged a \$7.00 construction fee as part of overall tuition and fees.

To maintain flexibility and continue to fund both construction and capital maintenance projects, the COD Board provided management with the flexibility to allocate these funds as needed between the Operations and Maintenance Restricted Fund and the Operations and Maintenance Fund. The total \$7.00 construction fee is expected to generate \$3.4 million in revenues in FY2019.

The allocation of the fee for FY2019 will be \$2.20 per credit hour (\$1.1 million) to the Operations & Maintenance Restricted Fund and \$4.80 per credit hour (\$2.3 million) to the Operations & Maintenance Fund.

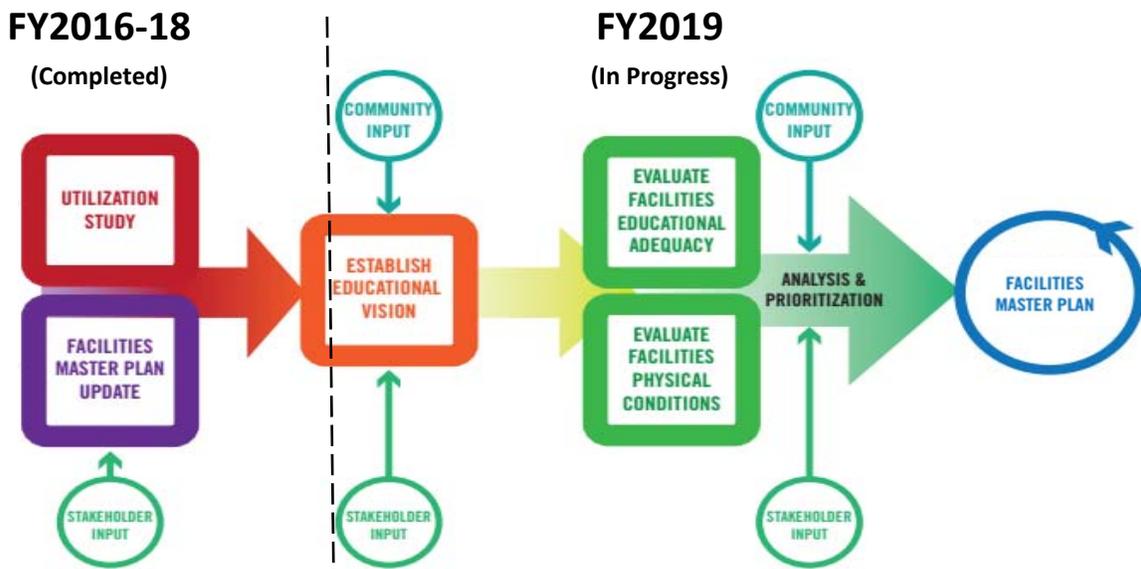
Facilities Master Plan:

The College is required to provide the Illinois Community College Board (ICCB) with an updated District Site and Construction Master Plan. The College refers to this long-term planning document as the Facilities Master Plan (FMP). The purpose of the plan is to inform the ICCB of possible primary site new construction and secondary site acquisition/construction plans for the next five years throughout the district.

In 2003, a Facilities Planning and Construction Department was established in order to develop an FMP to ensure that new construction was consistent with the College’s mission statement for both students and the community. The development of the plan was a collaborative effort with the Master Plan Advisory Task Force and the Facilities Master Plan Advisory Committee. The plan which was presented to the community, senior management team, and the Board of Trustees for review and approval. The plan is reviewed on an annual basis with changes recommended based on input from students and the community and College needs.

With Bond Referendum #2 approval in November 2010, another major FMP was developed following the same meticulous review process the first plan followed.

In FY2019, the College will complete yet another FMP. The College started the first phase of this plan in FY2016 with its Master Plan Update. The following diagram outlines the planning process the College is currently taking, and it identifies the next steps to be taken by the College.



Source: FY2016-2017 Facilities Master Plan Update

The Master Plan Update provides an overview of the basic demographics on campus and identifies challenges. The goals were as follows:

- Illustrate and quantify physical site and building changes on campus since 2010 when the previous master plan update was completed.
- Create a physical framework plan that provides a foundation for future master planning and decision-making addressing campus growth.
- Define programmatic space needs that the College may need in the near future that may be required to expand academic program offerings.
- Identify transportation, parking, and infrastructure needs.

Development Since 2010

Since 2010, the College renovated or newly constructed the vast majority of its current facility space. The College has renovated or built nearly 1.4 million square feet—or 78%—of its overall facility space. The College has redeveloped and created new green open spaces, built new parking lots, and developed a new campus street.

Main Campus Challenges

From its inception in 1967, the campus was built primarily with automobile access in mind. COD is a 100% commuter campus. The priority placed on the automobile over the pedestrian creates three main challenges:

- There is a lack of interconnected green open spaces that generate a holistic campus feel. Most landscape areas adorn entrances to buildings but are not cohesively connected.
- Lambert Road divides the campus into two parts—east and west—and diminishes the “sense of place” on campus.
- A high percentage of campus land is dedicated to automobiles (either roads or parking areas). Nearly 30% of the total campus land area is devoted to parking lots and campus roads.

Space Needs Analysis

In a continued effort to provide quality education, a space needs analysis was conducted in order to examine the space needs of the College. A list of physical spaces was gathered and organized by geographic area. The list included a wide range of different space types including academic classrooms, teaching labs, student support and student life spaces, and offices among others. The overarching space use ideas were as follows:

- Unify east and west campuses into a “one campus” feeling.
- Increase amenities, support services, and learning environments on west campus to build a critical mass of activity and optimize land use.
- Relocate some program and/or administrative areas from the SRC/BIC/HSC to west campus to enable backfill opportunities for learning environments on east campus.

FY2019 Construction Projects

The following sections provide detailed information on the future construction projects, organized by their respective funding sources. In FY2019, the majority of the construction budget will be used to renovate existing college facilities.

FY2019 Budget for Operations and Maintenance Restricted Fund (03):

Operation and Maintenance Restricted Fund Budget for Fiscal Year 2019

Construction Project	Construction Category	Completion Date:	Budget FY2019
Bond Referendum #2			
825 SRC 2000 - Upgrades	Building Renovations	FY2019	\$ 1,300,000
827 MAC 153 Classroom Renovation	Building Renovations	FY2019	300,000
017 SRC NE Door Upgrades	Building Renovations	FY2019	300,000
007 Partners Hall	Building Renovations	FY2019	290,000
Subtotal - Referendum #2			\$ 2,190,000
Other Projects (non-Referendum)			
033 Beem Building	Building Renovations	FY2019	\$ 5,030,100
005 Emerging Projects	Building Renovations	FY2019	4,000,000
036 BIC Academic Space Conversion	Building Renovations	FY2019	3,000,000
024 Innovation DuPage Renovation	Building Renovations	FY2019	2,000,313
035 Student Services Support Center	Building Renovations	FY2019	2,000,000
003 Field Studies Storage Facility	New Buildings	FY2019	670,680
039 HEC Emergency Generator	Building Renovations	FY2019	375,000
031 International Hall	Building Renovations	FY2019	372,600
038 Lambert Road Pedestrian Shelters	New Buildings	FY2019	340,000
034 College Art Collection Storage	Building Renovations	FY2019	302,400
026 Institutional Advancement Off.	Building Renovations	FY2019	281,685
009 BIC Addition-Adjunct Offices	Building Renovations	FY2019	280,800
025 General Counsel Office Rehab	Building Renovations	FY2019	242,180
019 Regional Centers LED Signs	Building Renovations	FY2019	201,220
029 Library Media Room Renovation	Building Renovations	FY2019	190,000
028 SRC2135 Executive Office	Building Renovations	FY2019	130,000
032 PE Switchgear Site	Building Renovations	FY2019	99,360
030 CHC-Food Prep Area	Building Renovations	FY2019	85,000
Subtotal - Other Construction Projects			\$ 19,601,338
Budgeted Expenditure Total			\$ 21,791,338
Funding Sources			
Use of Fund Balance / Unspent Bond Proceeds			\$ 20,632,842
Student Construction Fee (\$2.20 per credit hour)			1,058,496
Investment Income from Bonds			100,000
Funding Sources Total			\$ 21,791,338

Project Number, Name & Description:

Referendum #2

007	Partners Hall	Corridor connecting BIC/SRC/SSC to house displays recognizing partner schools community groups and corporate affiliates. Purpose: Provide recognition for COD partners. FY2019 Budget - \$290,000 Total Project Cost - \$382,600
017	SRC NE Door Upgrades	Construction of a canopy, vestibule, and door improvements at NE corner of SRC. Purpose: Provide better building access for students. FY2019 Budget - \$300,000 Total Project Cost - \$342,792
825	SRC 2000 Upgrades	Audio & visual system upgrades to Turner Conference Center. Purpose: Provide adequate audio and visual system upgrades for effective conference use. FY2019 Budget - \$1,300,000 Total Project Cost - \$1,700,000
827	MAC 153 Classroom Renovation	Construction of a four-tier classroom configuration in MAC 153. Purpose: Provide mobile collaborative seating and workspaces. FY2019 Budget - \$300,000 Total Project Cost - \$345,000

Other Construction Projects

003	Field Studies Storage Facility	Construction of a storage facility for Field Studies and other ED Departments. Purpose: Provide storage and security for Field Studies equipment. FY2019 Budget - \$670,680 Total Project Cost - \$670,680
009	BIC Adjunct Offices	Construction of additional adjunct teacher offices. Purpose: Provide offices as required for adjunct teachers. FY2019 Budget - \$280,800 Total Project Cost - \$302,400
019	Regional Centers LED Signs	Installation of LED message signage at regional center facilities. Purpose: Provide information signs for public awareness of college programs. FY2019 Budget - \$201,220 Total Project Cost - \$201,220
024	Innovation DuPage Renovation	Renovation of the Glen Ellyn Civic Center. Purpose: Provide space for the Innovation DuPage cooperative venture. FY2019 Budget - \$2,000,313 Total Project Cost - \$2,024,000

025	General Counsel Office Rehab	Expansion of the existing General Counsel office. Purpose: Provide office space for labor relations staff and College's trustees. FY2019 Budget - \$242,180 Total Project Cost - \$258,180
026	Institutional Advancement Office	Repurposing of existing meeting room or offices. Purpose: Create an environment more conducive to conducting the activities of the College's Institutional Advancement Office. FY2019 Budget - \$281,685 Total Project Cost - \$303,000
028	SRC2135 Executive Office	Conversion of the existing Planning Room. Purpose: Create office space for the executive leading the new Hire-Ed program. FY2019 Budget - \$130,000 Total Project Cost - \$20,000
029	Library Media Room Renovation	Expansion of the space devoted to media education. Purpose: Meet growing demand for services and improve ability of staff to consult with students during the development of their work. FY2019 Budget - \$190,000 Total Project Cost - \$205,000
030	CHC-Food Prep Area	Conversion of the former restaurant ordering office. Purpose: Provide additional preparation space for students. FY2019 Budget - \$85,000 Total Project Cost - \$100,000
031	International Hall	Repurposing the existing lower level corridor connecting SRC and SSC. Purpose: Create a graphic acknowledgement of the home countries of current international students and celebrate the diversity of our student body. FY2019 Budget - \$372,600 Total Project Cost - \$372,600
032	PE Switchgear Site	Investigation and eventual correction of a site drainage problem. Purpose: Eliminate the causes of significant amounts of water leaking into the main electrical switchgear room serving the Physical Education Center. FY2019 Budget - \$99,360 Total Project Cost - \$99,360
033	Beem Building	Renovation of the Beem Building Renovation. Purpose: Repurpose the early childcare building for administrative service departments. FY2019 Budget - \$5,030,100 Total Project Cost - \$5,030,100

034	College Art Collection Storage	<p>Creation of a storage/work area with proper climate and humidity control. Purpose: Proper storage and cataloging of the College of DuPage art collection.</p> <p>FY2019 Budget - \$302,400 Total Project Cost - \$302,400</p>
035	Student Services Support Center	<p>Creation of Student Services Support Center space. Purpose: Convert existing space to house the new Student Services Support Center.</p> <p>FY2019 Budget - \$2,000,000 Total Project Cost - \$2,000,000</p>
036	BIC Academic Space Conversion	<p>Renovation of space in the BIC. Purpose: Optimize backfill remodeling of those spaces formerly occupied by the new tenants of the Beem Building.</p> <p>FY2019 Budget - \$3,000,000 Total Project Cost - \$3,000,000</p>
038	Lambert Road Pedestrian Shelters	<p>Creation of shelters. Purpose: Provide refuge to students, faculty and staff waiting to cross Lambert Road during inclement or extreme weather conditions.</p> <p>FY2019 Budget - \$340,000 Total Project Cost - \$340,000</p>
039	HEC Emergency Generator	<p>Creation of Emergency Generator. Purpose: Reinforce the HEC as the College's back-up operations facility in the event of an emergency incident.</p> <p>FY2019 Budget - \$375,000 Total Project Cost - \$375,000</p>
005	Emerging Projects	<p>New projects arising during FY19. Purpose: Budget to enable College to respond to programmatic and operational needs that were not specifically anticipated in the annual budget.</p> <p>FY2019 Budget - \$4,000,000 Total Project Cost - \$4,000,000</p>

Projects by Construction Category:

FY2019 budget by construction category:

Operations and Maintenance Restricted Fund - FY2019 Budget by Construction Category

Project Nos./Description	Architectural Services	New Buildings	Building Remodeling	Equipment Office	Equipment Service	Total
003 Field Studies Storage Facility	\$ 45,000	\$ 625,680	\$ -	\$ -	\$ -	\$ 670,680
005 Emerging Projects	-	-	4,000,000	-	-	4,000,000
007 Partners Hall	20,000	-	270,000	-	-	290,000
009 BIC Addition-Adjunct Offices	5,000	-	255,800	20,000	-	280,800
017 SRC NE Door Upgrades	-	-	300,000	-	-	300,000
019 Regional Centers LED Signs	14,000	-	187,220	-	-	201,220
024 Innovation DuPage Renovation	140,000	-	1,860,313	-	-	2,000,313
025 General Counsel Office Rehab	10,000	-	217,180	15,000	-	242,180
026 Institutional Advancement Off.	-	-	281,685	-	-	281,685
028 SRC2135 Executive Office	7,000	-	53,000	70,000	-	130,000
029 Library Media Room Renovation	5,000	-	156,000	29,000	-	190,000
030 CHC-Food Prep Area	10,000	-	75,000	-	-	85,000
031 International Hall	27,000	-	315,600	30,000	-	372,600
032 PE Switchgear Site	7,000	-	92,360	-	-	99,360
033 Beem Building	437,400	-	4,292,700	300,000	-	5,030,100
034 College Art Collection Storage	22,680	-	229,720	50,000	-	302,400
035 Student Services Support Center	200,000	-	1,700,000	100,000	-	2,000,000
036 BIC Academic Space Conversion	300,000	-	2,700,000	-	-	3,000,000
038 Lambert Road Pedestrian Shelters	35,000	305,000	-	-	-	340,000
039 HEC Emergency Generator	-	-	-	-	375,000	375,000
825 Audio Visual System Upgrades	20,000	-	1,230,000	50,000	-	1,300,000
827 MAC 153 Classroom Renovation	10,000	-	255,000	35,000	-	300,000
Total	\$ 1,315,080	\$ 930,680	\$ 18,471,578	\$ 699,000	\$ 375,000	\$ 21,791,338

Construction Impact on FY2019 Operating and Maintenance (Fund 02) Budget:

After major renovations, the following buildings were placed in service in FY2014 and completed in FY2015: Student Resource Center (SRC), McAninch Arts Center (MAC), the Physical Education Center (PEC), and the Campus Maintenance Center (CMC). In FY2016, one new building, the Homeland Security Center, Phase II, was placed into service. This facility is estimated to be 39,714 square feet.

As a result of these new buildings, the College has incurred incremental costs in its operating and maintenance budget related to insurance, utilities, and maintenance and custodial services. These expenditure increases will become a permanent part of the annual budget.

The FY2019 construction projects are primarily renovations to existing college spaces and are expected to result in reducing future maintenance expenditures.

The financial impact of construction on the operating budget is monitored on an ongoing basis throughout the year. In addition to providing for the needs of the students, the emphasis has been placed on savings through energy efficiencies and reduced maintenance requirements.

Five-Year Expenditure Projection - Operations and Maintenance Restricted Fund (03):

I. Bond Referendum #2		Actual/Projected			Projected Expenditures			
Projected Expenditures:		FY2003-2018	FY2019	FY2020	FY2021	FY2022	FY2023	Total
825	SRC 2000 - Upgrades	\$ 400,000	\$ 1,300,000	\$ -	\$ -	\$ -	\$ -	\$ 1,700,000
827	MAC 153 Classroom Renovation	45,000	300,000	-	-	-	-	345,000
007	Partners Hall	92,600	290,000	-	-	-	-	382,600
017	SRC NE Door Upgrades	42,792	300,000	-	-	-	-	342,792
Var.	Completed Projects	186,248,838	-	-	-	-	-	186,248,838
Total Projected Expenditures:		\$ 186,829,230	\$ 2,190,000	\$ -	\$ -	\$ -	\$ -	\$ 189,019,230

II. Other Construction		Actual/Projected			Projected Expenditures			
Projected Expenditures:		FY2003-2018	FY2019	FY2020	FY2021	FY2022	FY2023	Total
033	Beem Building	\$ -	\$ 5,030,100	\$ -	\$ -	\$ -	\$ -	\$ 5,030,100
Var.	Emerging Projects	-	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
036	BIC Academic Space Conversion	-	3,000,000	-	-	-	-	3,000,000
024	Innovation DuPage Renovation	23,687	2,000,313	-	-	-	-	2,024,000
035	Student Services Support Center	-	2,000,000	-	-	-	-	2,000,000
003	Field Studies Storage Facility	-	670,680	-	-	-	-	670,680
039	HEC Emergency Generator	-	375,000	-	-	-	-	375,000
031	International Hall	-	372,600	-	-	-	-	372,600
038	Lambert Road Pedestrian Shelters	-	340,000	-	-	-	-	340,000
034	College Art Collection Storage	-	302,400	-	-	-	-	302,400
026	Institutional Advancement Off.	21,315	281,685	-	-	-	-	303,000
009	BIC Addition-Adjunct Offices	21,600	280,800	-	-	-	-	302,400
025	General Counsel Office Rehab	16,000	242,180	-	-	-	-	258,180
019	Regional Centers LED Signs	-	201,220	-	-	-	-	201,220
029	Library Media Room Renovation	15,000	190,000	-	-	-	-	205,000
028	SRC2135 Executive Office	20,000	130,000	-	-	-	-	150,000
032	PE Switchgear Site	-	99,360	-	-	-	-	99,360
030	CHC-Food Prep Area	15,000	85,000	-	-	-	-	100,000
Total Projected Expenditures:		\$ 132,602	\$ 19,601,338	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 35,733,940

Total Fund 03 Projected Expenditures		\$ 186,961,832	\$ 21,791,338	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 224,753,170
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Bond Referendum #2 projects are forecasted to be completed in FY2019. Total funding for Bond Referendum #2 consisted of bond proceeds, student construction fees, investment income, and state grants.

The Other Construction projects (non-referendum) are funded by the unrestricted fund balance and student construction fees. At the present time, there are no plans to issue any new bonds. The specific project list will be prioritized through the development of the FMP.

**COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502**

**OPERATIONS & MAINTENANCE RESTRICTED FUND
FY2019 BUDGET**

	FY2017 Actual	FY2018 Budget	FY2019 Budget
Revenues			
Student Tuition and Fees	\$ 1,161,573	\$ 1,131,383	\$ 1,058,496
Interest	128,812	100,800	100,000
Total Revenues	<u>1,290,385</u>	<u>1,232,183</u>	<u>1,158,496</u>
Expenditures			
General Institutional	1,563,206	10,965,277	21,791,338
Total Expenditures	<u>1,563,206</u>	<u>10,965,277</u>	<u>21,791,338</u>
Excess / (Deficiency) of Revenues Over Expenditures	<u>(272,821)</u>	<u>(9,733,094)</u>	<u>(20,632,842)</u>
Other Financing Sources / (Uses)			
Transfer In / (Out)	-	-	3,000,000
Total Other Financing Sources / (Uses)	<u>-</u>	<u>-</u>	<u>3,000,000</u>
Surplus / (Deficiency)	<u>(272,821)</u>	<u>(9,733,094)</u>	<u>(17,632,842)</u>
Beginning Fund Balance¹	<u>21,209,213</u>	<u>20,936,392</u>	<u>19,247,763</u>
Ending Fund Balance	<u>\$ 20,936,392</u>	<u>\$ 11,203,298</u>	<u>\$ 1,614,921</u>

¹ The FY2019 beginning fund balances are projected.

**COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502**

**OPERATIONS & MAINTENANCE RESTRICTED FUND
EXPENDITURES BY OBJECT
FY2019 BUDGET**

<u>Expenditures</u>	<u>FY2017 Actual</u>	<u>FY2018 Budget</u>	<u>FY2019 Budget</u>
Contractual Services	\$ 157,277	\$ 6,138,433	\$ 1,315,080
Capital Outlay	<u>1,405,929</u>	<u>4,826,844</u>	<u>20,476,258</u>
Total Expenditures	<u>\$ 1,563,206</u>	<u>\$ 10,965,277</u>	<u>\$ 21,791,338</u>

Auxiliary Enterprises Fund

The Auxiliary Enterprises Fund is used to record revenues and expenditures related to providing services to students, faculty, staff, and the general public for which a fee is charged that is directly related to the services provided. The intent is that this fund will be self-supporting and that the fee will cover the cost of the service, although this is not always the case.

- ▶ ICCB Definition:
 - Established by Section 3-31.1 of the Public Community College Act.
 - **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. Examples of accounts in this fund include food services and student stores.

- ▶ College of DuPage / GAAP Definition:
 - The Auxiliary Enterprises Fund is used to record revenues and expenditures related to providing services to students, faculty, staff, and the general public for which a fee is charged that is directly related to the service provided. The intent is that this fund be self-supporting and that any fees will cover the costs of the services.

Each activity is accounted for similar to that of a private business enterprise. Food Service, the Bookstore, the Courier, the McAninch Art Center (MAC), WDCB Radio, and Continuing Education are examples of activities residing in the Auxiliary Enterprises Fund. In FY2014, the Chaparral Fitness Center opened in the newly renovated Physical Education Building and operates as an auxiliary unit. The total amount of revenues and transfers-in budgeted for FY2019 is \$12.4 million; total amount of expenditures and transfers-out is \$13.6 million resulting in a fund balance draw down of \$1.2 million for FY2019. The following is a selected list of activities in the Auxiliary Enterprise Fund:

Auxiliary Enterprises Fund Surplus / (Deficiency) FY 2019 Budget

Subfund	FY2019			Surplus / (Deficiency)	Transfer In / (Out)	FY2019 Ending Fund Balance
	Beginning Fund Balance	Revenues	Expenditures			
Continuing Education	\$ 549,573	\$ 5,110,000	\$ 5,522,122	\$ (412,122)	\$ -	\$ 137,451
The MAC	(722,410)	2,376,706	2,826,994	(450,288)	1,079,242 ¹	(93,456)
WDCB Radio	2,659,388	1,330,500	1,616,415	(285,915)	-	2,373,473
Field Studies	52,746	1,325,000	1,317,550	7,450	-	60,196
Bookstore	4,991,777	1,250,000	51,599	1,198,401	(1,198,401)	4,991,777
Chaparral Fitness	199,082	290,405	355,644	(65,239)	-	133,843
Food Service	938,722	237,500	39,944	197,556	(197,556)	938,722
Courier	225,161	120,000	144,835	(24,835)	-	200,326
Other	1,142,407	359,200	293,695	65,505	(1,079,242) ¹	128,670
	\$ 10,036,446	\$ 12,399,311	\$ 12,168,798	\$ 230,513	\$ (1,395,957)	\$ 8,871,002

¹Budgeted intrafund transfer to reduce negative fund balance.

Continuing Education

There are over 35 departments under the banner of Continuing Education (CE) organized into three main divisions: Business Solutions, Youth Academy, and Adult Enrichment. CE provides both credit and non-credit classes. Some of the CE course offerings include Suburban Law Enforcement Academy, which provides training for law enforcement personnel; Business Solutions, which provides continuing professional education for such areas as healthcare, real estate, commercial driver's licensure, and project management; High School, which provides recovery or enrichment credit to high school students at local area high schools; Kids Off Campus, which provides summer youth programs for children aged 6 to 12, including an all-day camp, enrichment courses, academic offerings, field trips, physical education, and art.

Continuing Education: The FY2019 revenue and expenditure budgets have decreased from the FY2018 budget due in part to the closing of the Early Childhood Education and Care (ECEC) program. The ECEC had been consistently operating at a significant loss for several years. Since FY11, the ECEC lost over \$1.5 million (tuition revenue minus ECC direct expenses). This loss does not include rent, utilities, janitorial, maintenance, and numerous other staff and services provided by the College.

The MAC

The McAninch Arts Center (MAC) houses and manages all the performances for the College. The three major components of the art center consist of direct performing events both by internal performers and hired artists (New Philharmonic); the operations and building upgrades (Friends of MAC, MAC Operations, MAC Rentals); and MAC Touring shows. The MAC seeks to cover its own operating costs. However, its mission is to provide opportunities and venues for the College's students and local population to experience art and culture. As with most performing arts programs, contributions are required from donors for operations to break even. Student activity fees of \$160,000 are allocated to the MAC to allow for heavily discounted or free tickets to shows for students.

Revenues of the MAC are projected to increase in FY2019 by \$40,310. Expenditures are also expected to increase by \$74,507. The FY2019 budget includes an intrafund transfer of \$1,079,242 to reduce the negative fund balance accumulated in prior years.

WDCB Radio

WDCB is a broadcast service of College of DuPage from which the College can reach the community through cultural and news/public affairs programming. WDCB presents the College to a vast audience in northeastern Illinois, especially the greater Chicago metropolitan area and District 502.

The FY2019 budgeted revenues and expenditures of the radio station are projected to increase slightly over the prior year. The station management is continuing to make a concerted effort to enhance revenues and responsibly contain expenditures so as to eliminate deficiencies in the station's subfund over the long term.

Field Studies

Field Studies offers credit courses that combine classroom work with field experiences. Classes are experience based and faculty lead. Courses include Arts and Culture, Interdisciplinary Learning Communities, Outdoor Adventure and Science and Nature. The courses vary from local to international destinations. Study Abroad courses immerse the student in culture and language of the host country.

Bookstore

The Bookstore offers textbooks, supplies, COD logo gifts, and sundry items for sale. The Bookstore is operated by an outside vendor, Follett Higher Education Group. Under the terms of this agreement, the service provider agrees to operate the bookstore facility with a total minimum rental guarantee of \$1.1 million annually and an additional pledge to pay the College based on gross monthly revenues.

FY2019 revenues of the Bookstore are projected to increase by \$150,000. FY2019 expenditures are expected to decrease due to a recent property tax reassessment. The Bookstore commissions are driven by student purchases and thus are being invested back into student programming.

Chaparral Fitness Center

The Chaparral Fitness Center opened its doors in January 2014. Both students and community members have access to the 11,000 square-foot fitness center; the eight-lane, 25-yard lap pool; as well as personal and group fitness training. Fitness lab membership is \$35 a month/\$396 annually for community members and \$26 a month/\$288 annually for seniors. Full-time students receive membership to the club as part of their tuition. In FY2014, the student activity fee was increased by \$1.00 per credit hour to \$3.70 to improve amenities afforded to the students.

FY2019 revenues of the fitness center are projected to equal FY2018 revenues. FY2019 expenditures are projected to increase slightly in comparison to FY2018 expenditures.

Food Service

Food Service includes both cafeteria and vending services. The cafeteria provides breakfast, lunch, and dinner throughout the academic year. The cafeteria offers branded food options to students, including Subway, Chick-fil-A, and Starbucks. In addition to providing food services on campus, Sodexo provides catering for special events on campus. The College earns revenue as a commission that is based on a 50/50 split of the vendor's profits each year.

Vending services are provided at all campus facilities. Vending machines are located at numerous places throughout the campus and are accessible on a continuous basis whenever the buildings are open. The machines offer a variety of traditional and new age beverages, coffee, sandwiches, and snack items including candy, chips, and other popular snack items. The College earns revenue from a commission that is based on a percentage of the sales of the vendors.

In the spring of 2018, Jazzman's Café opened for business. The café is located on the first floor of the Technical Education Center and allows students, employees, and others to make more convenient food purchases on the west side of campus.

Courier

The Courier is a student newspaper which is published weekly throughout the fall and spring semesters (27 issues total). Revenue is generated from advertising sales and a portion of the student activity fee. In FY2019, \$20,000 of student activity fees has been allocated to the Auxiliary Enterprises Fund in order to support expenditures for the Courier. Expenditures include stipends to students, printing, and other supplies.

Auxiliary Enterprises Fund Financial Information

Revenues

<u>Activity</u>	<u>FY2017 Actual</u>	<u>FY2018 Budget</u>	<u>FY2019 Budget</u>
Continuing Education	\$ 4,240,572	\$ 5,746,100	\$ 5,110,000
The MAC	2,071,655	2,313,976	2,376,706
WDCB Radio	1,144,518	1,320,500	1,330,500
Field Studies	1,129,583	1,325,000	1,325,000
Bookstore	1,215,419	1,100,000	1,250,000
Chaparral Fitness	365,738	290,405	290,405
Food Service	235,497	217,500	237,500
Courier	100,604	130,750	120,000
Other	109,287	352,600	359,200
	<u>\$ 10,612,873</u>	<u>\$ 12,796,831</u>	<u>\$ 12,399,311</u>

Expenditures

<u>Activity</u>	<u>FY2017 Actual</u>	<u>FY2018 Budget</u>	<u>FY2019 Budget</u>
Continuing Education	\$ 4,447,502	\$ 6,300,996	\$ 5,522,122
The MAC	2,245,914	2,814,716	2,826,994
WDCB Radio	698,637	1,593,311	1,616,415
Field Studies	1,096,636	1,317,550	1,317,550
Bookstore	19,286	128,500	51,599
Chaparral Fitness	317,157	331,015	355,644
Food Service	122,987	75,500	39,944
Courier	78,967	143,499	144,835
Other	45,609	296,520	293,695
	<u>\$ 9,072,695</u>	<u>\$ 13,001,607</u>	<u>\$ 12,168,798</u>

The amounts in the tables above represent only Auxiliary Enterprises Fund activity for these business units. The MAC and Continuing Education incur costs in other College funds as well.

**COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502**

**AUXILIARY ENTERPRISES FUND
FY2019 BUDGET**

	FY2017 Actual	FY2018 Budget	FY2019 Budget
Revenues			
Student Tuition and Fees	\$ 5,631,866	\$ 7,210,100	\$ 6,535,000
Sales and Service Fees	3,209,408	3,421,665	3,660,855
Facilities Rental	414,297	441,000	390,300
Interest	69,625	62,400	65,000
Non-Government Gifts, Grants	1,119,675	1,431,666	1,498,156
Other	168,002	230,000	250,000
Total Revenues	<u>10,612,873</u>	<u>12,796,831</u>	<u>12,399,311</u>
Expenditures			
Independent Operations	8,374,058	11,408,296	10,552,383
General Institutional	698,637	1,593,311	1,616,415
Total Expenditures	<u>9,072,695</u>	<u>13,001,607</u>	<u>12,168,798</u>
Excess / (Deficiency) of Revenues			
Over Expenditures	<u>1,540,178</u>	<u>(204,776)</u>	<u>230,513</u>
Other Financing Sources / (Uses)			
Transfer In	337,422	-	-
Transfer (Out)	(769,105)	(1,113,500)	(1,395,957)
Total Other Financing Sources / (Uses)	<u>(431,683)</u>	<u>(1,113,500)</u>	<u>(1,395,957)</u>
Surplus / (Deficiency)	1,108,495	(1,318,276)	(1,165,444)
Beginning Fund Balance¹	<u>9,927,951</u>	<u>11,036,446</u>	<u>10,036,446</u>
Ending Fund Balance	<u>\$ 11,036,446</u>	<u>\$ 9,718,170</u>	<u>\$ 8,871,002</u>

¹ The FY2019 beginning fund balances are projected.

**COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502**

**AUXILIARY ENTERPRISES FUND
EXPENDITURES BY OBJECT
FY2019 BUDGET**

	<u>FY2017 Actual</u>	<u>FY2018 Budget</u>	<u>FY2019 Budget</u>
<u>Expenditures</u>			
Salaries	\$ 4,453,169	\$ 6,268,732	\$ 5,628,287
Employee Benefits	511,832	755,352	649,946
Contractual Services	1,394,627	1,837,654	1,900,603
Materials & Supplies	1,019,936	1,469,947	1,594,427
Conference & Meeting	1,140,035	1,538,204	1,521,433
Fixed Charges	149,070	380,606	228,847
Utilities	2,957	9,600	3,600
Capital Outlay	157,127	103,912	30,000
Other	<u>243,942</u>	<u>637,600</u>	<u>611,655</u>
Total Expenditures	<u>\$ 9,072,695</u>	<u>\$ 13,001,607</u>	<u>\$ 12,168,798</u>

Working Cash Fund

The Working Cash Fund is established by Chapter 110, Act 805, Section 3-33.1 of the Illinois Compiled Statutes. This fund was first established without voter approval by resolution of the Board of Trustees for the purpose of enabling the district to have on-hand at all times sufficient cash to meet the demands for ordinary and necessary expenditures. This fund is used to account for the proceeds of working cash bonds. Bonds were issued on May 1, 1983 in the amount of \$5 million to supplement the \$3 million that previously existed in the Working Cash Fund; the 1983 bonds have been repaid. Additional bonds may not be issued without voter approval.

The Working Cash Fund is used as a source of working capital by other funds. The monies in the Working Cash Fund are used to make temporary loans to funds that are in need of cash. Any working cash loans to other funds are to be repaid by the end of the fiscal year.

Payments for the principal or interest of working cash bonds should be made from within the Bond and Interest Fund. At this time, the College has no working cash bonds outstanding.

The budget for FY2019 consists of investment income and bank and investment fees. The investment earnings are kept in this fund to achieve growth in the fund balance.

	FY2017	FY2018	FY2019
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Revenues			
Investment Income	\$ 40,924	\$ 45,300	\$ 65,000
Expenditures			
Contractual Services	<u>-</u>	<u>7,000</u>	<u>7,000</u>
Surplus / (Deficiency)	<u>\$ 40,924</u>	<u>\$ 38,300</u>	<u>\$ 58,000</u>

**COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502**

**WORKING CASH FUND
FY2019 BUDGET**

	<u>FY2017 Actual</u>	<u>FY2018 Budget</u>	<u>FY2019 Budget</u>
Revenues			
Interest	\$ 51,269	\$ 45,300	\$ 65,000
Total Revenues	<u>51,269</u>	<u>45,300</u>	<u>65,000</u>
Expenditures			
General Administration	-	7,000	7,000
Total Expenditures	<u>-</u>	<u>7,000</u>	<u>7,000</u>
Surplus / (Deficiency)	<u>51,269</u>	<u>38,300</u>	<u>58,000</u>
Beginning Fund Balance¹	<u>8,403,883</u>	<u>8,455,152</u>	<u>8,493,452</u>
Ending Fund Balance	<u>\$ 8,455,152</u>	<u>\$ 8,493,452</u>	<u>\$ 8,551,452</u>

¹ The FY2019 beginning fund balances are projected.



IV. LONG-TERM FINANCIAL PLAN SECTION

Values:

Honesty – We expect truthfulness and trustworthiness.

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FY2019-2023 Financial Plan

The purpose of this FY2019-2023 Financial Plan (“Plan”) is to create a framework which allows the Board of Trustees, Administration, and Strategic Long Range Planning Committee to examine the implications of the major financial decisions that must be made to protect the overall financial strength of the College. The Plan is developed using the most current information available for enrollment, assessed property values in the District, state and federal budget conditions, economic trends, current College spending patterns, and future College program needs. With input from the Cabinet, assumptions are made for the next five years about projected revenues and expenditures. The Plan is prepared for the General, Debt Service, Construction, Auxiliary Enterprises, and Working Cash Funds.

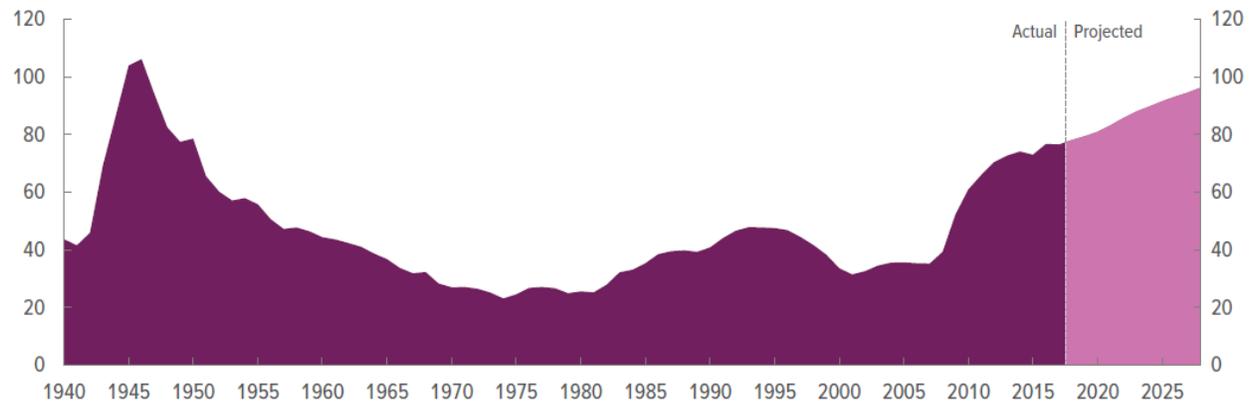
The Plan reflects the challenges presented by the national and state economies and their effect on the College’s finances. The College has three primary sources of General Fund revenue: tuition and fees, local property taxes, and state support. State support has been especially problematic in recent years.

National Outlook

In their April 2018 economic release, the Congressional Budget Office (“CBO”) discussed the federal deficit and national debt:

Federal Debt Held by the Public

Percentage of Gross Domestic Product



Source: Congressional Budget Office.

Debt Held by the Public Is Projected to Approach 100 Percent of GDP

“As deficits accumulate in CBO’s projections, debt held by the public rises from 78 percent of GDP (or \$16 trillion) at the end of 2018 to 96 percent of GDP (or \$29 trillion) by 2028. That percentage would be the largest since 1946 and well more than twice the average over the past five decades.

Such high and rising debt would have serious negative consequences for the budget and the nation:

- Federal spending on interest payments on that debt would increase substantially, especially because interest rates are projected to rise over the next few years.
- Because federal borrowing reduces total saving in the economy over time, the nation’s capital stock would ultimately be smaller, and productivity and total wages would be lower.
- Lawmakers would have less flexibility to use tax and spending policies to respond to unexpected challenges.
- The likelihood of a fiscal crisis in the United States would increase. There would be a greater risk that investors would become unwilling to finance the government’s borrowing unless they were compensated with very high interest rates; if that happened, interest rates on federal debt would rise suddenly and sharply.”

As our federal government’s interest payments increase over time and national savings decrease, our legislators will have less flexibility with tax dollars. Whether it is an income tax increase on a potential student, or a reduction in a higher education category, such as Pell Grants, to cover increased spending elsewhere, potential students may find it more difficult to pursue higher education.

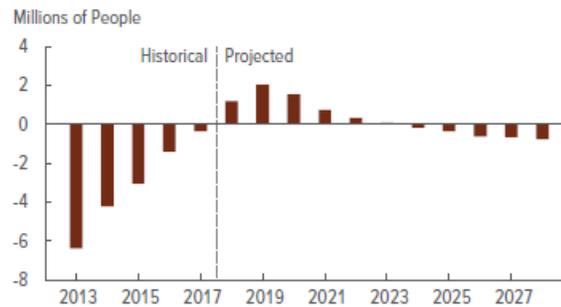
Unemployment

CBO's Economic Projections for Calendar Years 2018 to 2028					
	Actual	Forecast		Projected Annual Average	
	2017	2018	2019	2020-2021	2022-2028
		Year to Year (Percentage Change)			
Inflation (CPI-U)	2.1	2.2	2.2	2.5	2.4
		Calendar Year Average			
Unemployment Rate (Percent)	4.4	3.8	3.3	3.9	4.8

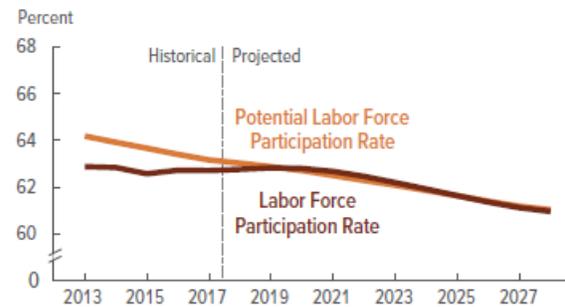
CBO projects that the unemployment rate will fall from 4.4% in 2017 to 3.8% by the end of 2018 and to 3.3% by the end of 2019. That decline reflects a projected increase in demand for labor that would reduce the number of unemployed people. However, the stronger demand for labor would also encourage people to remain in the labor force or rejoin it.

The Labor Market

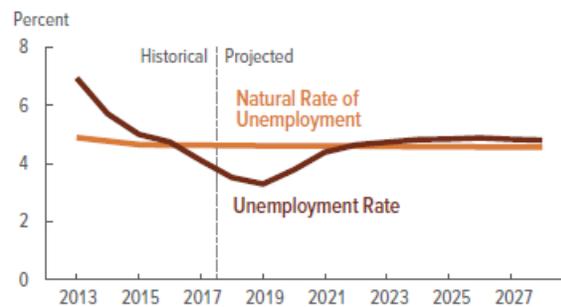
1 In CBO's projections for the near term, output growth boosts the estimated **employment gap**, . . .



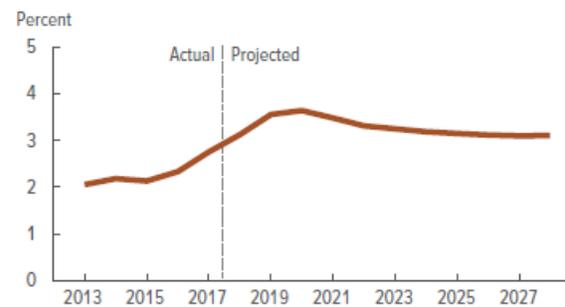
2 . . . pushing the **labor force participation rate** above CBO's estimate of the **potential rate** and . . .



3 . . . driving the **unemployment rate** below CBO's estimate of the **natural rate**.



4 The demand for labor puts upward pressure on **growth in wages**.



Sources: Congressional Budget Office; Bureau of Labor Statistics.

Unemployment rates are a factor-driving enrollment within the community college system. For many, the choice to attend college is weighed against the opportunity to work. The increase in employers' demand for labor continues to draw workers back into the workforce and away from the pursuit of higher education.

State of Illinois Outlook

In July 2017, the Illinois House approved a state budget ending a two-year budget impasse. However, the state is still facing a financial crisis as a result of the impasse and increasing public pension costs. Currently, the state's backlog of unpaid bills is \$8.5 billion. This balance comes after the state sold \$6 billion of bonds in November. In May 2018, the state issued \$500 million in bonds in order to support Illinois capital programs. Moody's issued a rating of Baa3 while Standard and Poor issued a rating of BBB-. The bond ratings are one level above junk status and will not only affect finances at the state level, but many universities and public institutions, reliant on state support, will risk being downgraded. Ultimately, taxpayers will be burdened with the increased cost of borrowing resulting from the state's inability to create financial stability.

FY2019 Governor's Budget Proposal

The FY2019 proposed budget was made public on February 14, 2018. According to the FY 2019 proposed budget "The fiscal instability of Illinois' government contributes greatly to our economic struggles. Annual budgets have run in the red year after year, and budgets were not enacted in

fiscal years 2016 and 2017 due to political contention. The structural deficit has steadily grown because costs are consistently growing at a far greater rate than revenues. Illinois has high taxes, but even higher spending obligations. The rating agencies have given Illinois the lowest credit ratings of any state in the nation. Higher income taxes from 2011 through 2014 did little to address the underlying problems. And, in November 2017, the state’s backlog of unpaid bills reached more than \$16 billion (nearly half of a fiscal year’s budget) before \$6.5 billion in general obligation bond proceeds were used to pay down some of the backlog.”

The FY2019 proposed state budget includes the following highlights concerning higher education:

Higher Education—Maintaining university and community college funding levels:

- Provides \$100 million in essential new capital funding for urgent deferred maintenance and repair of university and community college facilities;
- Provides \$500 million in capital funding for the Discovery Partners Institute at the University of Illinois;
- Provides \$31 million for Veterans’ and National Guard scholarships;
- Maintains fiscal year 2018 funding levels for university and community college operations; and
- Maintains fiscal year 2018 funding levels for all grants distributed by the Illinois Student Assistance Commission, including grants pursuant to the Monetary Award Program for need-based financial aid to college students.

Additionally, the proposed budget includes initiatives that address reducing the state’s role in financing health insurance costs for teachers and university and community college employees and retirees:

- Reintroduces the Governor’s proposal for a consideration model that offers benefit options to retirement system participants of the State Employees’ Retirement System, the Teachers’ Retirement System, and the State Universities Retirement System as a means to contain long-term pension costs.
- Begins the incremental shift of payment responsibility for the normal costs of pensions to the school districts and institutions that employ the participants in the Teachers’ Retirement System and the State Universities Retirement System.

College of DuPage Outlook

College of DuPage management and Board of Trustees have been very thoughtful and deliberate in their actions to mitigate future risk to the College from both internal and external sources, such as the State of Illinois. The Board of Trustees has restricted \$124.2 million of the current General Fund balance to ensure the overall financial strength of the College:

IT Strategic Plan	\$ 5,000,000
Retiree OPEB Liability	12,000,000
Recapitalization Plan	52,900,000
Capital Projects	<u>54,300,000</u>
Total	<u>\$124,200,000</u>

The authorization of these fund balance restrictions provides the College with the resources for anticipated long-term strategic capital initiatives while maintaining compliance with its unrestricted fund balance policy. The FY2019 budget calls for the use of \$4.0 million of the college's restricted fund balance to provide resources for its capital projects.

One of the primary goals of the Five-Year Plan is to **position College of DuPage as the choice for higher education in Community College District 502.**

No matter how well the operations of the College are managed, the institution will be impacted by factors beyond its control, primarily at the State of Illinois. Risks to the College with respect to the state budget are:

- Permanent reduction or elimination of base operating grant payments.
- The call for a permanent property tax freeze.
- Shifting cost of health insurance for retired community college staff to the College.
- Pension reform that would shift a portion of costs to the community college system.
- Allowing bankruptcy protection for Illinois municipalities.
- Creating local employee empowerment zones.

The Plan assumes continued stabilization of the property tax values in the District with modest EAV increases in the later years due to price appreciation and value of new construction.

The healthcare reform law passed by the Obama Administration includes an excise tax ("Cadillac tax") on high-cost health plans that will go into effect in 2022. The tax will be imposed if, in 2020, the total employee and employer shares of the premium – without dental and vision – exceed \$10,200 for an individual plan and \$27,500 for a family plan. The tax will be levied at a rate of 40% of the amount of the premium that exceeds these thresholds and will be paid by the College, not the employee. The College has redefined its health insurance benefit plans to avoid this new excise tax.

Prior to the State of Illinois budget impasse, the College historically received \$12 million in state base operating grant payments annually. In FY2016 and FY2017 the College had received 29% and 45% of that funding level, respectively. However, in FY2018, the College is expected to receive over \$20 million as the state distributes both FY2017 and FY2018 appropriations. As described in the College's Strategic Long Range Plan, the College will continue to develop a financial model that identifies new revenue sources while eliminating the reliance on the State of Illinois apportionment funds.

The aforementioned discussion details the challenging period the College is entering into over the next five years. Projected enrollment declines will require the usage of fund balance reserves, bringing the FY2023 unrestricted fund balance below the College's 50% goal.

Five-Year Plan Summary

As a result of the uncertainty clouding the business environment in which the College of DuPage operates, we have prepared the Five-Year Plan based on conservative assumptions. The Plan

assumptions, consistent with the CBO projections, assume a stable and improving business environment with low inflation.

The Plan is based on a recovery of the residential housing market with EAV values stabilizing and increasing modestly at 4.0% through the 2021 levy year. Beginning in levy year 2018 (FY2020) the property tax levy is assumed to increase by one percent.

Tuition rates increase by \$1.00 per credit hour each year to cover inflationary costs and partially offset the projected enrollment decline. Although the Guided Pathways initiative will yield relief by enhancing persistence, the effect will likely not be seen until FY2022.

State operating grant funding is projected to remain flat through FY2023 given the financial challenges of the state. The College expects any potential increases in state funding will be associated with additional state pension contributions on behalf of the college as indicated in the Governor's Proposed FY2019 Budget.

The College must continue to mitigate cost increases through careful fiscal management. Expenditure categories are projected to decline in FY2020 as Pathways initiative costs normalize in future years. Furthermore, the College will continue evaluating position vacancies to reduce its overall labor budget over the next two years. The majority of the College's operating expenditure budget is comprised of salaries and benefits, normally accounting for 70 to 80% of total operating expenditures. Controlling these expenditure categories is crucial to the overall financial health of the College.

College Budgetary Assumptions					
	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>
	Revenues				
Property Tax Levy Year	2017	2018	2019	2020	2021
Assessed Valuation Change	5.8%	4.0%	4.0%	4.0%	4.0%
Operating Levy Estimate	\$ 82,514,325	\$ 82,514,325	\$ 83,339,468	\$ 84,172,863	\$ 85,014,592
State Support - ICCB Operating Grants	\$ 14,137,700	\$ 14,137,700	\$ 14,137,700	\$ 14,137,700	\$ 14,137,700
Inflation (Consumer Price Index)	2.2%	2.5%	2.5%	2.4%	2.4%
Enrollment Decline	-4.0%	-3.0%	-3.0%	-1.0%	-1.0%
Auxiliary Revenue Growth	0.0%	2.0%	2.0%	2.0%	2.0%
Tuition and Fees In-District Rate	\$ 136	\$ 137	\$ 138	\$ 139	\$ 140
Percentage Change	0.7%	0.7%	0.7%	0.7%	0.7%
	Expenditures				
Salaries ^{1,2}	<i>Base Year</i>	-1.00%	-1.00%	2.90%	2.90%
Healthcare Benefits	<i>Base Year</i>	5.00%	5.00%	5.00%	5.00%
Contractual Services ¹	<i>Base Year</i>	-3.00%	-2.00%	1.00%	1.00%
Supplies & Materials ¹	<i>Base Year</i>	-2.00%	-2.00%	1.00%	1.00%
Conferences & Meetings	<i>Base Year</i>	-1.50%	-1.50%	1.00%	1.00%
Fixed Charges	<i>Base Year</i>	2.50%	2.50%	2.40%	2.40%
Utilities	<i>Base Year</i>	3.00%	3.00%	3.00%	3.00%
Capital Outlay	<i>Base Year</i>	1.00%	1.00%	1.00%	1.00%
Scholarships, Student Grants, Waivers ³	<i>Base Year</i>	-3.00%	-3.00%	-1.00%	-1.00%
Other Expenditures	<i>Base Year</i>	1.00%	1.00%	1.00%	1.00%
	Transfers				
In to Education Fund (from Auxiliary)	\$ 1,395,957	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000
Out to Operations & Maint. Fund (from Education)	\$ (1,445,000)	\$ (7,362,000)	\$ (3,670,000)	\$ (6,205,000)	\$ (6,685,000)
Out to Restricted Purposes Fund (from Education)	\$ (420,000)	\$ (420,000)	\$ (420,000)	\$ (420,000)	\$ (420,000)
Out to Construction Fund (from Education)	\$ (3,000,000)	\$ (3,000,000)	\$ (3,000,000)	\$ (2,000,000)	\$ (2,000,000)
¹ Expenditures expected to decline as Pathways initiative costs normalize in future years.					
² The College will continue to evaluate position vacancies in an effort to reduce its overall labor budget in future years.					
³ Scholarships, Student Grants, & Waiver expenditures expected to decrease as enrollment declines in future years.					

Operating deficiencies are projected for the General Fund (Education and Operating and Maintenance Funds) through FY2023 due to the projected enrollment declines and significant investments into the College's recapitalization plan. These projected deficiencies will be funded with existing fund balance to ensure the budgets are balanced. All recapitalization projects will be funded through the \$52.9 million fund balance reservation.

General Fund Revenues and Expenditures					
	In Millions				
	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>
Revenues	\$ 171.1	\$ 169.9	\$ 169.1	\$ 169.8	\$ 171.0
% Change		-0.7%	-0.5%	0.4%	0.7%
Expenditures	\$ 177.3	\$ 181.2	\$ 176.8	\$ 183.8	\$ 188.9
% Change		2.2%	-2.4%	4.0%	2.8%
Transfers In / (Out)	\$ (2.0)	\$ (2.3)	\$ (2.3)	\$ (1.3)	\$ (1.3)
% Change		15.0%	0.0%	-43.5%	0.0%
Suplus / (Deficiency)	\$ (8.2)	\$ (13.6)	\$ (10.0)	\$ (15.3)	\$ (19.2)

Operating Revenues

The College has a strong funding base with property taxes and student tuition and fees accounting for 89% of General Fund revenues in FY2019. The Plan assumes continued stabilization of the property tax values in the District with modest EAV increases in the later years due to price appreciation and value of new construction. The growth in property tax revenue for the College will be driven by an annual 1.0% operating levy increase, well below the allowable inflationary increase.

Property taxes are collected on a calendar year basis while the College operates on a July 1 to June 30 fiscal year. Taxes levied in 2017 are collected in 2018. Therefore, the taxes are divided between two fiscal years. Of the 2017 levy taxes collected in 2018, one-half are recorded in fiscal year 2018 and the other half in fiscal year 2019. The following example shows the property tax revenue estimated for the General Fund:

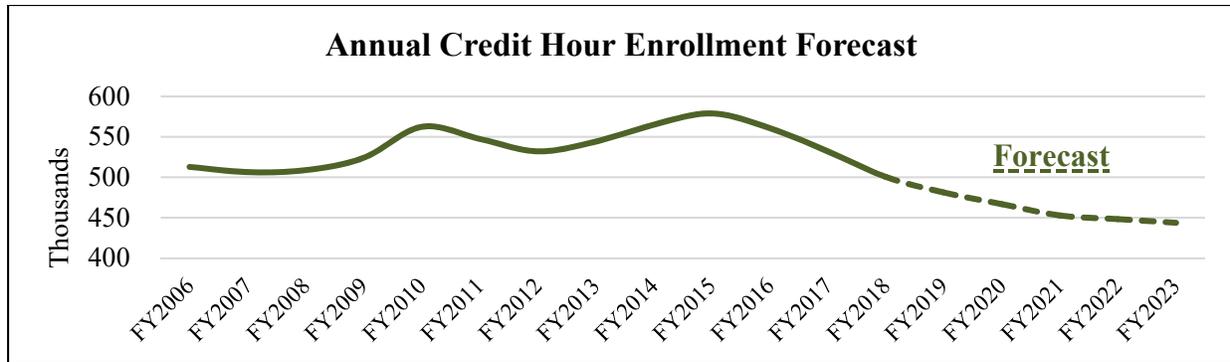
FY2019 Estimated Property Tax Revenue				
	Estimated		Recorded in	
	Levy Collections		FY2019	
2017 Levy Final Extension, est.	\$	82,514,325	50%	\$ 41,257,164
2018 Levy Request, est.		82,514,325	50%	41,257,164
Subtotal				<u>82,514,327</u>
Estimated Collection Rate				99.5%
Net Local Property Taxes for FY2019				<u><u>82,101,756</u></u>

Based on the College's current debt outstanding, the debt levy is projected to decrease from \$22.7 million for levy year 2017 to \$21.0 million for levy year 2018. The debt service levy in 2019 will dip to \$14.3 million as a result of the early principal redemption in FY2018. The chart below summarizes assessed valuations and tax levies for the five-year period.

Five-Year Property EAV and Tax Collection Estimates					
	Levy Year				
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Equalized Assessed Valuation	\$ 42,598,035,754	\$ 44,301,957,184	\$ 46,074,035,472	\$ 47,916,996,890	\$ 49,833,676,766
Percentage Change	5.80%	4.00%	4.00%	4.00%	4.00%
Consumer Price Index	2.20%	2.50%	2.50%	2.40%	2.40%
Levy Increase Estimate	1.00%	0.00%	1.00%	1.00%	1.00%
Operating Levy Estimate	\$ 82,514,325	\$ 82,514,325	\$ 83,339,468	\$ 84,172,863	\$ 85,014,592
Debt Service Levy Estimate	\$ 22,657,151	\$ 21,039,056	\$ 14,326,880	\$ 19,191,545	\$ 17,958,335
Total Estimated Tax Levy	<u>\$ 105,171,476</u>	<u>\$ 103,553,381</u>	<u>\$ 97,666,348</u>	<u>\$ 103,364,408</u>	<u>\$ 102,972,927</u>
	Fiscal Year				
	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>
Operating Levy Estimated Collection					
50% Prior Year Levy	\$ 41,257,164	\$ 41,669,734	\$ 42,086,431	\$ 42,507,296	\$ 43,527,471
50% Two Years Ago Levy	<u>41,257,164</u>	<u>41,257,163</u>	<u>41,669,734</u>	<u>42,086,431</u>	<u>42,507,296</u>
Net of 0.5% Assumed Uncollectable	82,101,756	82,512,263	83,337,385	84,170,758	85,604,593
Total General Fund	<u>\$ 82,101,756</u>	<u>\$ 82,512,263</u>	<u>\$ 83,337,385</u>	<u>\$ 84,170,758</u>	<u>\$ 85,604,593</u>
Fund Allocation:					
Education	\$ 70,456,910	\$ 70,960,546	\$ 71,670,151	\$ 72,386,852	\$ 73,619,950
Operations and Maintenance	<u>11,644,846</u>	<u>11,551,717</u>	<u>11,667,234</u>	<u>11,783,906</u>	<u>11,984,643</u>
Subtotal General Fund	<u>\$ 82,101,756</u>	<u>\$ 82,512,263</u>	<u>\$ 83,337,385</u>	<u>\$ 84,170,758</u>	<u>\$ 85,604,593</u>
Debt Service Levy Estimated Collection					
50% Prior Year Levy	\$ 10,519,528	\$ 7,163,440	\$ 9,595,773	\$ 8,979,168	\$ 8,510,640
50% Two Years Ago Levy	<u>11,328,577</u>	<u>10,519,528</u>	<u>7,163,440</u>	<u>9,595,773</u>	<u>8,979,168</u>
Net of 0.5% Assumed Uncollectable	21,848,105	17,682,968	16,759,213	18,574,941	17,489,808
Total Debt Service	<u>\$ 21,848,105</u>	<u>\$ 17,682,968</u>	<u>\$ 16,759,213</u>	<u>\$ 18,574,941</u>	<u>\$ 17,489,808</u>

The College is subject to Property Tax Extension Law Limit (PTELL), which limits increases in its property tax extensions to the lesser of 5% or the increase in the national Consumer Price Index (CPI) for the year proceeding the levy year. This amount is adjusted by the value of new construction in the District as well as the expiration of Tax Increment Financing (TIF) districts and other factors. The 1991 tax levy was the first levy affected by the tax cap legislation. When a District levies more than 105% of the previous year's tax extensions, the District must have at least one public hearing regarding the proposed tax extension. A newspaper notice must be published no more than 14 days nor less than seven days prior to the date of the public hearing. The notice must be published in each county in a newspaper of general circulation.

The recently released CPI by the Illinois Department of Revenue for PTELL use was 2.1% for calendar year 2017 (this is the CPI used for the 2018 levy year). Economists continue to project low inflation during this five-year time horizon. As a result, the Plan is projecting annual CPI used for PTELL calculations between 2.4% and 2.5% in FY2019 – FY2023.



The College has conservatively projected a 4.0% decline in enrollment in FY2019 followed by annual enrollment declines of 3.0 to 1.0% over the next five years.

C.O.D. Tuition and Fees Five-Year Projection					
	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>
Tuition and Fee Rates per Credit Hour					
In-District	\$ 103.15	\$ 104.15	\$ 105.15	\$ 106.15	\$ 107.15
Out-of-District	290.15	291.15	292.15	293.15	294.15
Out-of-State/International	360.15	361.15	362.15	363.15	364.15
Technology Fee	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00
Construction Fee (F02)	4.80	4.80	4.80	4.80	4.80
Construction Fee (F03)	2.20	2.20	2.20	2.20	2.20
Debt Service Fee	14.00	14.00	14.00	14.00	14.00
Student Activities Fee	3.70	3.70	3.70	3.70	3.70
Student-to-Student Fee	0.15	0.15	0.15	0.15	0.15
Subtotal Fees	<u>32.85</u>	<u>32.85</u>	<u>32.85</u>	<u>32.85</u>	<u>32.85</u>
Total In-District Tuition and Fees	<u>\$ 136.00</u>	<u>\$ 137.00</u>	<u>\$ 138.00</u>	<u>\$ 139.00</u>	<u>\$ 140.00</u>
Annual Estimates					
Credit Hours - 10th Day Estimates	481,135	466,701	452,700	448,173	443,691
Tuition and Fee Revenue					
Education Fund	\$ 68,149,170	\$ 66,562,999	\$ 65,010,409	\$ 64,805,678	\$ 64,598,513
Operations and Maintenance Fund	2,309,447	2,240,165	2,172,960	2,151,230	2,129,718
Operations and Maintenance - Restricted Fund	1,058,496	1,026,742	995,940	985,980	976,121
Bond and Interest Fund	6,735,886	6,533,813	6,337,799	6,274,421	6,211,677
Auxiliary Enterprises Fund	6,535,000	6,665,700	6,799,014	6,934,994	7,073,694
Restricted Purposes Fund	84,170	70,005.14	67,904.99	67,225.94	66,553.68
Total Tuition and Fee Revenue	<u>\$ 84,872,169</u>	<u>\$ 83,099,425</u>	<u>\$ 81,384,027</u>	<u>\$ 81,219,530</u>	<u>\$ 81,056,276</u>

Tuition and Fees are projected to moderately increase year over year at a rate below inflation. The modest increases result in a tuition rate in FY2023 of \$140.00, or equal to the tuition rate in FY2014.

The College is limited as to how much it can charge for tuition to one-third of the College's per capita cost. At June 30, 2017, the per capita cost on a semester hour basis was \$470.81; one-third of that is \$156.94. The College is below that maximum in all Plan years.

The budget assumes the State's appropriation of annual operating grant payments to the College during this five-year time horizon remains flat at \$14.1 million.

Interest revenues increase slightly each year primarily due to higher interest rates. Personal Property Replacement Taxes and Other Local Taxes are expected to increase by approximately 1% each year, while Sales and Service Fees are also projected at a 1% increase each year.

The bookstore and the food service auxiliary operations will continue supporting educational services by transferring \$1.1 million earned through commissions to the General Fund.

Operating Expenditures

With respect to operating expenditures, salary and benefits are the largest single component of the College's operating budget representing approximately 71.3% of total General Fund expenditures in the FY2019 budget. The College has negotiated annual salary increases equal to current year inflation plus 0.5%, or 2.6% in FY2019 with all its collectively bargained employees. The Plan continues this trend with annual wage increases tied to the rate of inflation. Furthermore, the College will continue evaluating position vacancies to reduce its overall labor budget over the next two years. As described above, control of these expenditure categories is crucial to the overall financial health of the College.

Health insurance costs for employees in FY2019-2023 are projected to increase 5% each year after FY2019 primarily due to healthcare inflation. This cost projection is below the College's previous estimates due to the redefined benefit plans the College implemented in FY2017. The College will continue to evaluate options to minimize the effect rising healthcare costs in FY2019 and going forward.

Contractual services and supplies expenditures are projected to decline over the next two years as significant technology initiatives normalize in future years. In the following years these costs are projected to increase 1.00% each year.

The College has used many strategies to reduce the costs of utilities from strategic purchasing to replacing equipment with new energy efficient models and bulk purchases. During the five-year period, the cost of utilities is expected to grow at 3% each year.

General Fund transfers out include transfers to the Construction Fund and the Restricted Purpose Fund. The five-year projection assumes the General Fund will continue to support the veteran grants, which has not been funded by the state in recent years. The state stopped funding this in FY2013 for state-mandated education benefits to veterans. The projection also includes annual transfers to the Construction Fund of \$2.0-\$3.0 million to cover various renovation and relocation costs across campus. Significant construction projects will be identified through the College's Facilities Master Plan that is being finalized in FY2019.

There is a great deal of uncertainty in the higher education community given the issues occurring at the state level. The College, through its conservative fiscal management, has fund balance reserves that allow it to continue to operate at a level that serves stakeholders well.

Because of the uncertainty with any projection, a sensitivity analysis shows how a 1% change in key variables impacts revenue up or down. For example, a 1% change in enrollment affects revenues by \$654,344 while a \$1.00 change in the tuition or fees rate impacts revenue \$481,135. Conversely, a 1% change in labor costs of \$109.4 million impacts operating expenditures by \$1.09 million.

C.O.D. Sensitivity Analysis on Key General Fund Revenues/Expenses				
	FY2019 Budget			
	(Base Amount)	Change	1-Year Effect	
Property Tax Revenues	\$ 82,101,756	1.0%	\$	821,018
Property Tax Rates, Assuming no EAV change	\$ 0.2280	\$ 0.01	\$	4,259,804
In-District Tuition/Fees Rate	\$ 136.00	\$ 1.00	\$	481,135
Enrollment (Annual FTE)	32,076	1.0%	\$	654,344
Investment Earnings Rate	0.5%	0.1%	\$	240,000
Salary Increase - All Groups	\$ 109,403,580	1.0%	\$	1,094,036
Salary Increase - Administrators	\$ 6,441,540	1.0%	\$	64,415
Salary Increase - FT Faculty/Counselors/Librarians	\$ 36,218,200	1.0%	\$	362,182
Salary Increase - PT Faculty/Advisors	\$ 23,207,002	1.0%	\$	232,070
Salary Increase - Classified/Managerial	\$ 41,545,713	1.0%	\$	415,457
Employee Benefits	\$ 16,225,789	1.0%	\$	162,258

Other Fund Highlights

The Bond and Interest Fund has a fund balance deficiency beginning in FY2023. This deficiency is a result of the College’s projected enrollment decline over the next five-year period. A portion of the College’s outstanding debt is financed through a \$14.00 per year student fee. The College will evaluate its student fee structure over the next five years to address the projected fund balance shortfall.

The Construction Fund five-year projection will change significantly over the next year as the College completes its Facilities Master Plan. The plan will serve as the roadmap for construction activities over the next several years. Anticipated future educational needs of the community college district are key considerations in the development of the plan.

**COLLEGE OF DUPAGE
FIVE-YEAR FINANCIAL PLAN
GENERAL FUND
(COMBINED EDUCATION AND OPERATIONS & MAINTENANCE FUNDS)**

	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>
Revenues					
Local Property Taxes	\$ 82,101,756	\$ 82,512,263	\$ 83,337,385	\$ 84,170,758	\$ 85,604,593
Personal Property Replacement Tax	1,300,000	1,313,000	1,326,130	1,339,391	1,352,785
Other Local Revenues	100,000	101,000	102,010	103,030	104,060
State Government	14,137,700	14,137,700	14,137,700	14,137,700	14,137,700
Student Tuition and Fees	70,458,617	68,803,164	67,183,369	66,956,908	66,728,230
Sales and Service Fees	706,789	713,857	720,995	728,205	735,487
Interest	1,450,000	1,464,500	1,479,145	1,493,936	1,508,876
Other	809,700	817,797	825,975	834,235	842,577
Total Revenues	<u>171,064,562</u>	<u>169,863,281</u>	<u>169,112,709</u>	<u>169,764,164</u>	<u>171,014,309</u>
Expenditures					
Salaries	109,403,580	108,309,544	107,226,449	110,336,016	113,535,760
Employee Benefits	16,995,173	17,844,932	18,737,178	19,674,037	20,657,739
Contractual Services	15,428,733	21,285,121	17,314,659	19,986,105	20,603,916
Materials & Supplies	9,712,371	9,518,124	9,327,761	9,421,039	9,515,249
Conferences & Meetings	2,469,613	2,432,569	2,396,080	2,420,041	2,444,241
Fixed Charges	2,336,579	2,394,993	2,454,868	2,513,785	2,574,116
Utilities	4,912,204	5,059,570	5,211,357	5,367,698	5,528,729
Capital Outlay	4,015,037	4,055,187	4,095,739	4,136,697	4,178,064
Other	1,356,086	1,369,647	1,383,343	1,397,177	1,411,149
Scholarships, Student Grants & Waivers	9,188,000	8,912,360	8,644,989	8,558,539	8,472,954
Contingency	1,500,000	-	-	-	-
Total Expenditures	<u>177,317,376</u>	<u>181,182,047</u>	<u>176,792,424</u>	<u>183,811,134</u>	<u>188,921,917</u>
Excess / (Deficiency) of Revenues Over Expenditures	<u>(6,252,814)</u>	<u>(11,318,766)</u>	<u>(7,679,715)</u>	<u>(14,046,969)</u>	<u>(17,907,609)</u>
Other Financing Sources / (Uses)					
Transfer In / (Out)	<u>(2,024,043)</u>	<u>(2,320,000)</u>	<u>(2,320,000)</u>	<u>(1,320,000)</u>	<u>(1,320,000)</u>
Surplus / (Deficiency)	<u>(8,276,857)</u>	<u>(13,638,766)</u>	<u>(9,999,715)</u>	<u>(15,366,969)</u>	<u>(19,227,609)</u>
Beginning Fund Balance¹	<u>224,305,931</u>	<u>216,029,074</u>	<u>202,390,308</u>	<u>192,390,593</u>	<u>177,023,624</u>
Ending Fund Balance	<u>\$ 216,029,074</u>	<u>\$ 202,390,308</u>	<u>\$ 192,390,593</u>	<u>\$ 177,023,624</u>	<u>\$ 157,796,015</u>

¹ The FY2019 beginning fund balance is projected.

**COLLEGE OF DUPAGE
FIVE-YEAR FINANCIAL PLAN
EDUCATION FUND**

	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>
Revenues					
Local Property Taxes	\$ 70,456,910	\$ 70,960,546	\$ 71,670,151	\$ 72,386,852	\$ 73,619,950
Personal Property Replacement Tax	1,300,000	1,313,000	1,326,130	1,339,391	1,352,785
Other Local Revenues	100,000	101,000	102,010	103,030	104,060
State Government	14,137,700	14,137,700	14,137,700	14,137,700	14,137,700
Student Tuition and Fees	68,149,170	66,562,999	65,010,409	64,805,678	64,598,513
Sales and Service Fees	706,789	713,857	720,995	728,205	735,487
Interest	1,200,000	1,212,000	1,224,120	1,236,361	1,248,725
Other	789,700	797,597	805,573	813,629	821,765
Total Revenues	<u>156,840,269</u>	<u>155,798,700</u>	<u>154,997,089</u>	<u>155,550,847</u>	<u>156,618,986</u>
Expenditures					
Salaries	105,899,857	104,840,858	103,792,450	106,802,431	109,899,701
Employee Benefits	16,225,789	17,037,078	17,888,932	18,783,379	19,722,548
Contractual Services	10,639,238	10,320,061	10,113,660	10,214,796	10,316,944
Materials & Supplies	9,063,671	8,882,398	8,704,750	8,791,797	8,879,715
Conferences & Meetings	2,450,663	2,413,903	2,377,695	2,401,471	2,425,486
Fixed Charges	1,346,934	1,380,607	1,415,123	1,449,085	1,483,864
Utilities	33,793	34,807	35,851	36,927	38,034
Capital Outlay	2,466,637	2,491,303	2,516,216	2,541,379	2,566,792
Other	1,292,531	1,305,456	1,318,511	1,331,696	1,345,013
Scholarships, Student Grants & Waivers	9,188,000	8,912,360	8,644,989	8,558,539	8,472,954
Contingency	1,500,000	-	-	-	-
Total Expenditures	<u>160,107,113</u>	<u>157,618,832</u>	<u>156,808,176</u>	<u>160,911,501</u>	<u>165,151,052</u>
Excess / (Deficiency) of Revenues Over Expenditures	<u>(3,266,844)</u>	<u>(1,820,133)</u>	<u>(1,811,087)</u>	<u>(5,360,654)</u>	<u>(8,532,066)</u>
Other Financing Sources / (Uses)					
Transfer In / (Out)	<u>(3,469,043)</u>	<u>(9,682,000)</u>	<u>(5,990,000)</u>	<u>(7,525,000)</u>	<u>(8,005,000)</u>
Surplus / (Deficiency)	<u>(6,735,887)</u>	<u>(11,502,133)</u>	<u>(7,801,087)</u>	<u>(12,885,654)</u>	<u>(16,537,066)</u>
Beginning Fund Balance¹	<u>188,240,795</u>	<u>181,504,908</u>	<u>170,002,775</u>	<u>162,201,688</u>	<u>149,316,034</u>
Ending Fund Balance	<u>\$ 181,504,908</u>	<u>\$ 170,002,775</u>	<u>\$ 162,201,688</u>	<u>\$ 149,316,034</u>	<u>\$ 132,778,968</u>

¹ The FY2019 beginning fund balance is projected.

**COLLEGE OF DUPAGE
FIVE-YEAR FINANCIAL PLAN
OPERATIONS & MAINTENANCE FUND**

	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>
Revenues					
Local Property Taxes	\$ 11,644,846	\$ 11,551,717	\$ 11,667,234	\$ 11,783,906	\$ 11,984,643
Student Tuition and Fees	2,309,447	2,240,165	2,172,960	2,151,230	2,129,718
Interest	250,000	252,500	255,025	257,575	260,151
Other	20,000	20,200	20,402	20,606	20,812
Total Revenues	<u>14,224,293</u>	<u>14,064,581</u>	<u>14,115,621</u>	<u>14,213,317</u>	<u>14,395,324</u>
Expenditures					
Salaries	3,503,723	3,468,686	3,433,999	3,533,585	3,636,059
Employee Benefits	769,384	807,853	848,246	890,658	935,191
Contractual Services	3,714,495	3,603,060	3,530,999	3,566,309	3,601,972
Recapitalization Projects	1,075,000	7,362,000	3,670,000	6,205,000	6,685,000
Materials & Supplies	648,700	635,726	623,011	629,242	635,534
Conferences & Meetings	18,950	18,666	18,386	18,570	18,755
Fixed Charges	989,645	1,014,386	1,039,746	1,064,700	1,090,252
Utilities	4,878,411	5,024,763	5,175,506	5,330,771	5,490,695
Capital Outlay	1,548,400	1,563,884	1,579,523	1,595,318	1,611,271
Other	63,555	64,191	64,832	65,481	66,136
Total Expenditures	<u>17,210,263</u>	<u>23,563,215</u>	<u>19,984,248</u>	<u>22,899,633</u>	<u>23,770,865</u>
Excess / (Deficiency) of Revenues Over Expenditures	<u>(2,985,970)</u>	<u>(9,498,633)</u>	<u>(5,868,628)</u>	<u>(8,686,316)</u>	<u>(9,375,541)</u>
Other Financing Sources / (Uses)					
Transfer In / (Out)	<u>1,445,000</u>	<u>7,362,000</u>	<u>3,670,000</u>	<u>6,205,000</u>	<u>6,685,000</u>
Surplus / (Deficiency)	<u>(1,540,970)</u>	<u>(2,136,633)</u>	<u>(2,198,628)</u>	<u>(2,481,316)</u>	<u>(2,690,541)</u>
Beginning Fund Balance¹	<u>36,065,136</u>	<u>34,524,166</u>	<u>32,387,533</u>	<u>30,188,905</u>	<u>27,707,589</u>
Ending Fund Balance	<u>\$ 34,524,166</u>	<u>\$ 32,387,533</u>	<u>\$ 30,188,905</u>	<u>\$ 27,707,589</u>	<u>\$ 25,017,048</u>

¹ The FY2019 beginning fund balance is projected.

**COLLEGE OF DUPAGE
FIVE-YEAR FINANCIAL PLAN
OPERATIONS & MAINTENANCE RESTRICTED FUND**

	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>
Revenues					
Student Tuition and Fees	\$ 1,058,496	\$ 1,026,742	\$ 995,940	\$ 985,980	\$ 976,121
Interest	100,000	101,000	102,010	103,030	104,060
Total Revenues	<u>1,158,496</u>	<u>1,127,742</u>	<u>1,097,950</u>	<u>1,089,011</u>	<u>1,080,181</u>
Expenditures					
Contractual Services	1,315,080	1,000,000	1,000,000	1,000,000	1,000,000
Capital Outlay	20,476,258	3,000,000	3,000,000	3,000,000	3,000,000
Total Expenditures	<u>21,791,338</u>	<u>4,000,000</u>	<u>4,000,000</u>	<u>4,000,000</u>	<u>4,000,000</u>
Excess / (Deficiency) of Revenues Over Expenditures	<u>(20,632,842)</u>	<u>(2,872,258)</u>	<u>(2,902,050)</u>	<u>(2,910,989)</u>	<u>(2,919,819)</u>
Other Financing Sources / (Uses)					
Transfer In / (Out)	<u>3,000,000</u>	<u>3,000,000</u>	<u>3,000,000</u>	<u>2,000,000</u>	<u>2,000,000</u>
Surplus / (Deficiency)	<u>(17,632,842)</u>	<u>127,742</u>	<u>97,950</u>	<u>(910,989)</u>	<u>(919,819)</u>
Beginning Fund Balance¹	<u>19,247,763</u>	<u>1,614,921</u>	<u>1,742,663</u>	<u>1,840,613</u>	<u>929,624</u>
Ending Fund Balance	<u>\$ 1,614,921</u>	<u>\$ 1,742,663</u>	<u>\$ 1,840,613</u>	<u>\$ 929,624</u>	<u>\$ 9,805</u>

¹ The FY2019 beginning fund balance is projected.

**COLLEGE OF DUPAGE
FIVE-YEAR FINANCIAL PLAN
BOND & INTEREST FUND**

	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>
Revenues					
Local Property Taxes	\$ 21,848,105	\$ 17,682,968	\$ 16,759,213	\$ 18,574,941	\$ 17,489,808
Federal Government	892,612	837,923	778,608	720,524	655,855
Student Tuition and Fees	6,735,886	6,533,813	6,337,799	6,274,421	6,211,677
Interest	<u>100,000</u>	<u>101,000</u>	<u>102,010</u>	<u>103,030</u>	<u>104,060</u>
Total Revenues	<u>29,576,603</u>	<u>25,155,704</u>	<u>23,977,630</u>	<u>25,672,916</u>	<u>24,461,400</u>
Expenditures - General Institutional					
Principal Payments					
General Obligation Bonds					
Series 2011A	3,935,000	2,915,000	1,840,000	725,000	2,905,000
Series 2013A	4,180,000	4,350,000	4,565,000	4,795,000	4,995,000
Series 2018	<u>7,140,000</u>	<u>7,430,000</u>	<u>2,065,000</u>	<u>8,190,000</u>	<u>5,235,000</u>
Subtotal General Obligation Bonds	<u>15,255,000</u>	<u>14,695,000</u>	<u>8,470,000</u>	<u>13,710,000</u>	<u>13,135,000</u>
Alternate Revenue Bonds					
Series 2006	1,910,000	1,985,000	-	-	-
Series 2009B	3,730,000	3,850,000	3,965,000	4,095,000	4,230,000
Series 2011B	<u>-</u>	<u>-</u>	<u>2,025,000</u>	<u>2,110,000</u>	<u>2,210,000</u>
Subtotal Alternate Revenue Bonds	<u>5,640,000</u>	<u>5,835,000</u>	<u>5,990,000</u>	<u>6,205,000</u>	<u>6,440,000</u>
Total Principal Payments	<u>20,895,000</u>	<u>20,530,000</u>	<u>14,460,000</u>	<u>19,915,000</u>	<u>19,575,000</u>
Interest Payments					
General Obligation Bonds					
Series 2011A	2,464,550	2,267,800	2,122,050	2,030,050	1,994,800
Series 2013A	3,203,180	3,035,980	2,818,480	2,590,230	2,388,980
Series 2018	<u>1,431,600</u>	<u>1,146,000</u>	<u>774,500</u>	<u>671,250</u>	<u>261,750</u>
Subtotal General Obligation Bonds	<u>7,099,330</u>	<u>6,449,780</u>	<u>5,715,030</u>	<u>5,291,530</u>	<u>4,645,530</u>
Alternate Revenue Bonds					
Series 2006	148,010	75,430	-	-	-
Series 2009B	2,568,740	2,386,903	2,208,840	2,010,590	1,801,745
Series 2011B	<u>286,200</u>	<u>286,200</u>	<u>286,200</u>	<u>205,200</u>	<u>104,975</u>
Subtotal Alternate Revenue Bonds	<u>3,002,950</u>	<u>2,748,533</u>	<u>2,495,040</u>	<u>2,215,790</u>	<u>1,906,720</u>
Total Interest Payments	<u>10,102,280</u>	<u>9,198,313</u>	<u>8,210,070</u>	<u>7,507,320</u>	<u>6,552,250</u>
Other	<u>506,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
Total Expenditures	<u>31,503,280</u>	<u>29,738,313</u>	<u>22,680,070</u>	<u>27,432,320</u>	<u>26,137,250</u>
Surplus / (Deficiency)	<u>(1,926,677)</u>	<u>(4,582,609)</u>	<u>1,297,560</u>	<u>(1,759,404)</u>	<u>(1,675,850)</u>
Beginning Fund Balance¹	<u>8,041,295</u>	<u>6,114,618</u>	<u>1,532,009</u>	<u>2,829,569</u>	<u>1,070,165</u>
Ending Fund Balance	<u>\$ 6,114,618</u>	<u>\$ 1,532,009</u>	<u>\$ 2,829,569</u>	<u>\$ 1,070,165</u>	<u>\$ (605,685)</u>

¹ The FY2019 beginning fund balance is projected.

**COLLEGE OF DUPAGE
FIVE-YEAR FINANCIAL PLAN
AUXILIARY ENTERPRISES FUND**

	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>
Revenues					
Student Tuition and Fees	\$ 6,535,000	\$ 6,665,700	\$ 6,799,014	\$ 6,934,994	\$ 7,073,694
Sales and Service Fees	3,660,855	3,734,072	3,771,413	3,809,127	3,847,218
Facilities	390,300	398,106	402,087	406,108	410,169
Interest	65,000	65,650	66,307	66,970	67,639
Non-Government Gifts, Grants	1,498,156	1,528,119	1,543,400	1,558,834	1,574,423
Other	<u>250,000</u>	<u>255,000</u>	<u>257,550</u>	<u>260,126</u>	<u>262,727</u>
Total Revenues	<u>12,399,311</u>	<u>12,646,647</u>	<u>12,839,771</u>	<u>13,036,159</u>	<u>13,235,870</u>
Expenditures					
Salaries	5,628,287	5,572,004	5,516,284	5,676,256	5,840,868
Employee Benefits	649,946	682,443	716,565	752,394	790,013
Contractual Services	1,900,603	1,843,585	1,806,713	1,824,780	1,843,028
Materials & Supplies	1,594,427	1,562,538	1,531,288	1,546,601	1,562,067
Conferences & Meetings	1,521,433	1,498,612	1,476,132	1,490,894	1,505,803
Fixed Charges	228,847	234,568	240,432	246,203	252,112
Utilities	3,600	3,708	3,819	3,934	4,052
Capital Outlay	30,000	30,300	30,603	30,909	31,218
Other	<u>611,655</u>	<u>617,772</u>	<u>623,949</u>	<u>630,189</u>	<u>636,491</u>
Total Expenditures	<u>12,168,798</u>	<u>12,045,530</u>	<u>11,945,787</u>	<u>12,202,159</u>	<u>12,465,651</u>
Excess / (Deficiency) of Revenues Over Expenditures	<u>230,513</u>	<u>601,117</u>	<u>893,984</u>	<u>834,000</u>	<u>770,219</u>
Other Financing Sources / (Uses)					
Transfer In / (Out)	<u>(1,395,957)</u>	<u>(1,100,000)</u>	<u>(1,100,000)</u>	<u>(1,100,000)</u>	<u>(1,100,000)</u>
Surplus / (Deficiency)	<u>(1,165,444)</u>	<u>(498,883)</u>	<u>(206,016)</u>	<u>(266,000)</u>	<u>(329,781)</u>
Beginning Fund Balance ¹	<u>10,036,446</u>	<u>8,871,002</u>	<u>8,372,119</u>	<u>8,166,103</u>	<u>7,900,103</u>
Ending Fund Balance	<u>\$ 8,871,002</u>	<u>\$ 8,372,119</u>	<u>\$ 8,166,103</u>	<u>\$ 7,900,103</u>	<u>\$ 7,570,322</u>

¹ The FY2019 beginning fund balance is projected.

**COLLEGE OF DUPAGE
FIVE-YEAR FINANCIAL PLAN
WORKING CASH FUND**

	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>
Revenues					
Interest	\$ 65,000	\$ 65,650	\$ 66,307	\$ 66,970	\$ 67,639
Total Revenues	<u>65,000</u>	<u>65,650</u>	<u>66,307</u>	<u>66,970</u>	<u>67,639</u>
Expenditures					
Contractual Services	7,000	7,000	7,000	7,000	7,000
Total Expenditures	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>
Surplus / (Deficiency)	<u>58,000</u>	<u>58,650</u>	<u>59,307</u>	<u>59,970</u>	<u>60,639</u>
Beginning Fund Balance¹	<u>8,493,452</u>	<u>8,551,452</u>	<u>8,610,102</u>	<u>8,669,409</u>	<u>8,729,378</u>
Ending Fund Balance	<u>\$ 8,551,452</u>	<u>\$ 8,610,102</u>	<u>\$ 8,669,409</u>	<u>\$ 8,729,378</u>	<u>\$ 8,790,017</u>

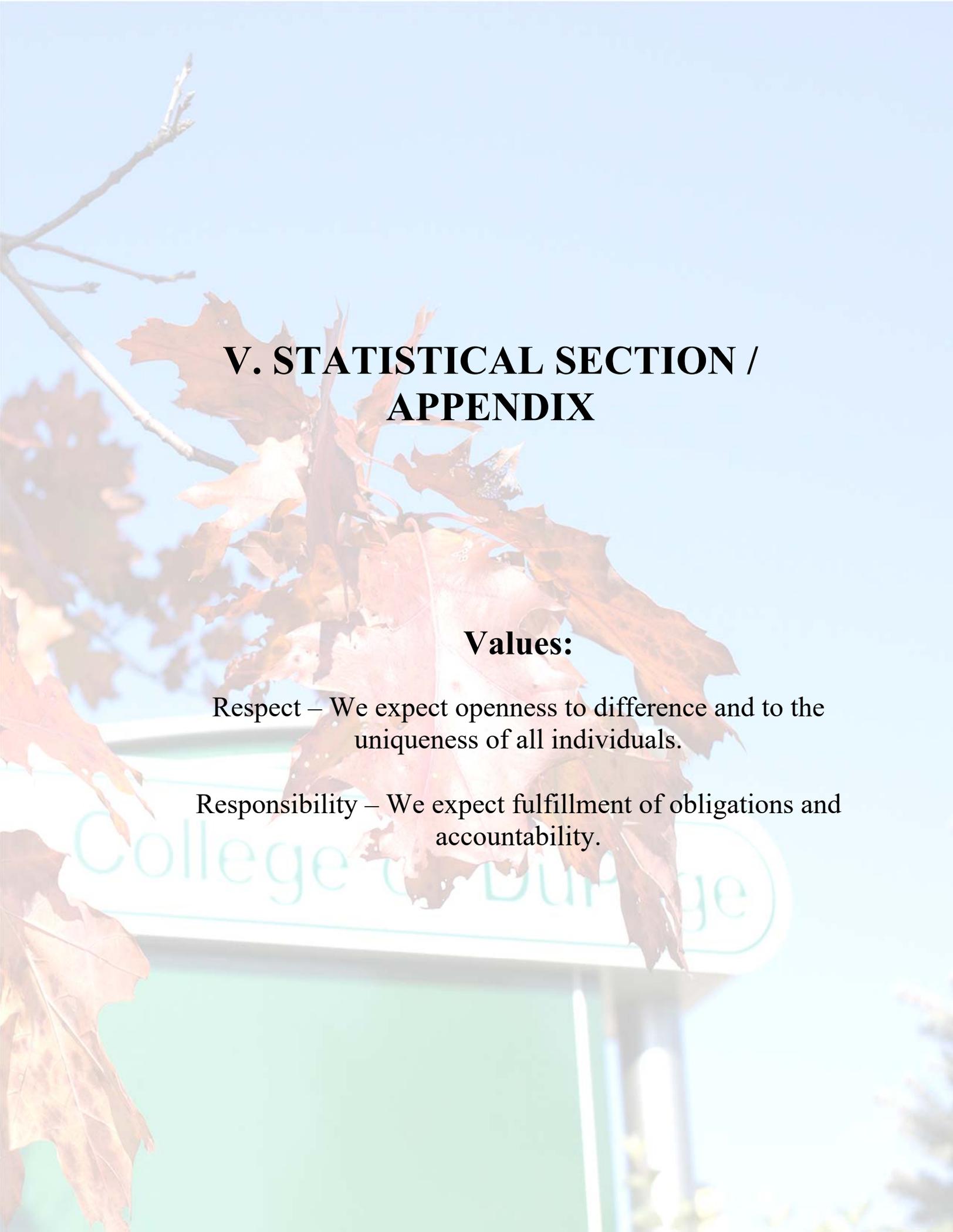
¹ The FY2019 beginning fund balance is projected.

**COLLEGE OF DUPAGE
FIVE-YEAR FINANCIAL PLAN
FUND BALANCE CALCULATION (BOARD POLICY 10-40)**

	FY2019	FY2020	FY2021	FY2022	FY2023
Fund Balances					
Education Fund	\$ 181,504,908	\$ 170,002,775	\$ 162,201,688	\$ 149,316,034	\$ 132,778,968
Operations & Maintenance Fund	34,524,166	32,387,533	30,188,905	27,707,589	25,017,048
Working Cash Fund	8,551,452	8,610,102	8,669,409	8,729,378	8,790,017
Total Fund Balances	\$ 224,580,526	\$ 211,000,410	\$ 201,060,002	\$ 185,753,001	\$ 166,586,033
General Fund Expenditures	177,317,376	181,182,047	176,792,424	183,811,134	188,921,917
% of General Fund Expenditures	127%	116%	114%	101%	88%
Fund Balance Restrictions					
IT Plan	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Retiree OPEB Liability	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000
Recapitalization Plan	51,825,000	44,463,000	40,793,000	34,588,000	27,903,000
Capital Investment Projects	51,329,320	48,329,320	45,329,320	43,329,320	41,329,320
Total Fund Balance Restrictions	\$ 120,154,320	\$ 109,792,320	\$ 103,122,320	\$ 94,917,320	\$ 86,232,320
Total Unrestricted Fund Balance	\$ 104,426,206	\$ 101,208,090	\$ 97,937,682	\$ 90,835,681	\$ 80,353,713
As a % of General Fund Expenditures	59%	57%	55%	51%	45%

NOTE

Note: The College will continue to evaluate its key revenue and expenditure drivers over the next five years to address the projected FY2023 Fund Balance percentage that is below the 50% goal.

The background of the page features a soft-focus photograph of autumn leaves in shades of brown and orange. In the lower portion, a white sign with green lettering is partially visible, reading "College of Business".

V. STATISTICAL SECTION / APPENDIX

Values:

Respect – We expect openness to difference and to the uniqueness of all individuals.

Responsibility – We expect fulfillment of obligations and accountability.

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FINANCIAL TRENDS

**HISTORY OF GENERAL FUND REVENUES AND EXPENDITURES
LAST TEN FISCAL YEARS**

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
OPERATING REVENUES BY SOURCE				
Local government				
Local taxes	\$ 65,483,153	\$ 70,633,294	\$ 73,497,591	\$ 76,802,162
Chargeback revenue	508,217	517,541	775,955	662,258
Corporate personal property replacement tax	1,794,791	1,814,989	1,252,327	1,624,041
Total local government	<u>67,786,161</u>	<u>72,965,824</u>	<u>75,525,873</u>	<u>79,088,461</u>
State government				
Illinois Community College Board	13,194,737	10,185,251	15,582,870	12,770,564
ICCB-Career and Technical Education	602,226	577,555	965,013	954,226
Other state grants	-	-	-	-
Total state government	<u>13,796,963</u>	<u>10,762,806</u>	<u>16,547,883</u>	<u>13,724,790</u>
Federal government				
Other	3,889	3,568	461,659	-
Total federal government	<u>3,889</u>	<u>3,568</u>	<u>461,659</u>	<u>-</u>
Student tuition and fees				
Tuition & Universal Fees	47,023,479	54,764,145	54,319,237	61,600,732
Other Fees	6,385,739	8,104,862	7,812,169	8,736,005
Total student tuition and fees	<u>53,409,218</u>	<u>62,869,007</u>	<u>62,131,406</u>	<u>70,336,737</u>
Other sources				
Investment revenue	2,406,897	1,438,053	346,517	187,228
Other	325,013	521,613	1,572,790	759,828
Transfers from non-operating subfunds	470,206	261,146	90,343	-
Total other sources	<u>3,202,116</u>	<u>2,220,812</u>	<u>2,009,650</u>	<u>947,056</u>
Total operating revenues	<u>\$ 138,198,347</u>	<u>\$ 148,822,017</u>	<u>\$ 156,676,471</u>	<u>\$ 164,097,044</u>
OPERATING EXPENDITURES BY PROGRAM				
Instruction	\$ 68,748,828	\$ 74,540,219	\$ 71,187,671	\$ 68,457,861
Academic support	8,978,010	9,255,291	9,185,239	8,162,548
Student services	11,844,921	12,628,453	12,355,236	10,509,285
Public service	1,127,437	1,000,519	1,020,106	711,901
Operations and maintenance of plant	14,944,479	14,468,424	14,885,996	14,314,476
General administration	9,918,321	10,587,783	11,654,227	10,981,973
General institutional	9,746,124	10,399,783	9,585,180	16,352,550
Scholarships, student grants, waivers	6,973,540	8,209,772	8,865,198	8,087,108
Transfers	1,128,082	278,832	8,475,898	577,560
Total operating expenditures by program	<u>\$ 133,409,742</u>	<u>\$ 141,369,076</u>	<u>\$ 147,214,751</u>	<u>\$ 138,155,262</u>
BY OBJECT				
Salaries	\$ 87,826,791	\$ 95,314,207	\$ 93,391,771	\$ 93,147,009
Employee benefits	13,501,108	13,883,430	15,647,631	14,167,194
Contractual services	5,120,475	4,933,454	4,644,661	7,694,394
General materials and supplies	6,859,787	6,043,658	4,843,776	5,129,162
Conference and meeting	992,318	694,548	473,128	332,205
Fixed charges	1,848,145	2,139,393	2,330,289	2,114,936
Utilities	4,446,352	4,727,706	4,798,151	4,351,616
Capital outlay	3,626,689	3,925,268	3,020,202	2,002,999
Other	8,059,995	9,428,580	9,589,244	8,638,187
Transfers	1,128,082	278,832	8,475,898	577,560
Total operating expenditures by object	<u>\$ 133,409,742</u>	<u>\$ 141,369,076</u>	<u>\$ 147,214,751</u>	<u>\$ 138,155,262</u>

Sources: College of DuPage Comprehensive Annual Financial Reports and general ledger reports.

Note: General Fund includes the Education Fund and Operations and Maintenance Fund.

TABLE 1

	2012	2013	2014	2015	2016	2017
\$	79,907,411	\$ 76,947,743	\$ 82,313,861	\$ 82,580,585	\$ 82,806,741	\$ 81,321,424
	673,262	764,431	754,539	557,633	394,500	115,129
	1,494,002	1,526,489	1,544,222	1,660,637	1,520,291	1,679,128
	82,074,675	79,238,663	84,612,622	84,798,855	84,721,532	83,115,681
	8,513,709	15,525,035	13,242,154	11,925,844	3,501,271	5,375,886
	949,453	927,782	934,215	1,011,715	-	1,122,521
	-	378,823	17,598	11,237	-	101,940
	9,463,162	16,831,640	14,193,967	12,948,796	3,501,271	6,600,347
	29,219	-	-	-	-	-
	29,219	-	-	-	-	-
	57,891,729	62,763,330	67,272,229	69,313,249	65,334,341	60,681,717
	12,481,989	15,305,618	15,890,194	16,615,874	15,407,701	13,869,642
	70,373,718	78,068,948	83,162,423	85,929,123	80,742,042	74,551,359
	266,171	(65,036)	1,256,754	(1,335,824)	930,563	1,239,321
	605,193	726,183	1,060,961	1,829,723	1,390,719	1,346,078
	263,828	769,105	769,105	769,105	769,105	769,105
	1,135,192	1,430,252	3,086,820	1,263,004	3,090,387	3,354,504
\$	163,075,966	\$ 175,569,503	\$ 185,055,832	\$ 184,939,778	\$ 172,055,232	\$ 167,621,891
\$	70,262,946	\$ 71,722,905	\$ 70,968,094	\$ 75,901,494	\$ 74,404,447	\$ 73,265,419
	7,768,567	8,288,789	8,315,791	8,153,163	8,550,126	8,520,469
	9,035,526	11,333,730	13,064,145	14,244,859	15,105,075	14,811,124
	716,621	1,207,339	1,213,764	1,419,201	1,500,705	1,496,603
	15,595,390	15,076,887	16,129,400	16,535,012	15,989,344	15,337,826
	11,371,599	11,505,119	11,538,602	12,804,915	11,788,857	12,516,020
	24,180,963	22,010,319	19,138,674	17,704,633	20,975,073	21,077,809
	7,398,633	9,346,575	10,463,757	12,496,222	10,478,753	9,021,562
	179,500	179,500	179,500	624,909	1,150,154	1,177,742
\$	146,509,745	\$ 150,671,163	\$ 151,011,727	\$ 159,884,408	\$ 159,942,534	\$ 157,224,574
\$	93,745,280	\$ 96,850,656	\$ 97,174,229	\$ 102,603,770	\$ 102,080,937	\$ 103,919,644
	19,355,194	17,902,389	15,964,836	14,238,728	15,598,491	16,246,749
	5,949,416	7,598,046	9,209,476	8,911,398	11,306,367	8,200,114
	5,882,401	5,756,243	6,015,720	7,473,343	7,750,230	7,942,858
	435,246	847,064	1,181,098	1,132,676	1,296,344	1,133,047
	2,486,128	2,185,491	1,828,855	1,799,858	2,027,069	2,139,191
	4,729,031	4,492,150	4,430,670	4,236,305	4,120,934	4,367,729
	4,888,871	4,765,920	3,659,083	5,274,877	4,043,248	2,789,740
	8,858,678	10,093,704	11,368,260	13,588,544	10,568,760	9,307,960
	179,500	179,500	179,500	624,909	1,150,154	1,177,742
\$	146,509,745	\$ 150,671,163	\$ 151,011,727	\$ 159,884,408	\$ 159,942,534	\$ 157,224,774

REVENUE CAPACITY

**PROPERTY TAX LEVY, EXTENSIONS, CPI, EAV AND TAX RATES
CURRENT LEVY AND PAST 10 YEARS**

	Levy Year					
	2007	2008	2009	2010	2011	2012
Tax Levy - Requested						
General Fund						
Education	\$ 61,812,570	\$ 64,884,055	\$ 66,012,700	\$ 67,085,315	\$ 69,580,855	\$ 71,188,420
O & M	9,790,000	10,292,949	10,656,039	10,888,193	11,327,116	11,580,462
Total General Fund	71,602,570	75,177,004	76,668,739	77,973,508	80,907,971	82,768,882
% Change From Prev Year Extended	7.87%	7.33%	4.48%	5.48%	4.43%	5.27%
Debt	14,702,525	15,364,575	27,073,788	27,573,488	25,867,225	21,466,725
% Change From Prev Year Extended	3.73%	2.22%	73.08%	1.04%	-7.94%	-17.84%
Total	\$ 86,305,095	\$ 90,541,579	\$ 103,742,527	\$ 105,546,996	\$ 106,775,196	\$ 104,235,607
% Change From Prev Year Extended	7.14%	6.42%	16.54%	4.28%	1.14%	-0.49%

Final Tax Extensions for All Counties *2017 amounts are estimated from DuPage County*

General Fund						
Education	\$ 60,449,345	\$ 63,264,926	\$ 63,610,736	\$ 66,611,577	\$ 67,591,527	\$ 70,507,162
O & M	9,594,923	10,114,611	10,310,636	10,862,742	11,033,145	11,546,491
Total General Fund	70,044,268	73,379,537	73,921,372	77,474,319	78,624,672	82,053,653
% Change From Prev Year	5.5%	4.8%	0.7%	4.8%	1.5%	4.4%
Debt	15,031,561	15,642,703	27,288,833	28,098,610	26,128,492	21,953,634
% Change From Prev Year	6.1%	4.1%	74.5%	3.0%	-7.0%	-16.0%
Total	\$ 85,075,829	\$ 89,022,240	\$ 101,210,205	\$ 105,572,929	\$ 104,753,164	\$ 104,007,287
% Change From Prev Year	5.6%	4.6%	13.7%	4.3%	-0.8%	-0.7%
CPI	2.5%	4.1%	0.1%	2.7%	1.5%	3.0%

EAV

DuPage	\$ 38,909,050,896	\$ 41,338,403,397	\$ 41,322,377,605	\$ 38,913,477,604	\$ 36,370,343,716	\$ 33,451,760,619
Will	2,449,457,478	2,535,083,018	2,544,699,547	2,401,363,863	2,324,887,763	2,215,406,953
Cook	3,368,763,397	3,924,143,457	4,016,070,084	4,056,945,632	3,321,911,689	3,096,213,474
Total	\$ 44,727,271,771	\$ 47,797,629,872	\$ 47,883,147,236	\$ 45,371,787,099	\$ 42,017,143,168	\$ 38,763,381,046
% Change From Previous Year						
DuPage	7.7%	6.2%	0.0%	-5.8%	-6.5%	-8.0%
Will	7.8%	3.5%	0.4%	-5.6%	-3.2%	-4.7%
Cook	6.1%	16.5%	2.3%	1.0%	-18.1%	-6.8%
Total	7.6%	6.9%	0.2%	-5.2%	-7.4%	-7.7%

Tax Rate (DuPage County)

General Fund						
Education	0.1342	0.1321	0.1338	0.1483	0.1611	0.1818
O & M	0.0213	0.0211	0.0217	0.0242	0.0263	0.0298
Total General Fund	0.1555	0.1532	0.1555	0.1725	0.1874	0.2116
Debt	0.0333	0.0326	0.0572	0.0624	0.0621	0.0565
Total	0.1888	0.1858	0.2127	0.2349	0.2495	0.2681
% Change From Previous Year						
Operating	-2.2%	-1.5%	1.5%	10.9%	8.6%	12.9%
Debt	-1.8%	-2.1%	75.5%	9.1%	-0.5%	-9.0%
Total	-2.1%	-1.6%	14.5%	10.4%	6.2%	7.5%

Notes:

1. The 2017 Levy information is based on actual extensions from DuPage County, which are usually available in the spring.
2. The 2005 through 2008 Education levies include the Education, Audit, Tort and Social Security levies. Beginning in 2009 the College combined all those levies into the Education Fund.

TABLE 2

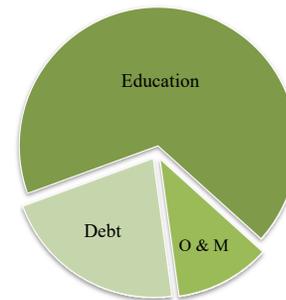
Levy Year				
2013	2014	2015	2016	2017
\$ 73,600,472	\$ 71,905,419	\$ 68,460,016	\$ 69,310,623	\$ 70,109,864
11,993,848	11,741,177	11,250,094	11,431,076	11,587,487
85,594,320	83,646,596	79,710,110	80,741,699	81,697,351
4.32%	0.00%	-5.00%	0.00%	0.00%
25,500,755	25,501,755	25,503,255	25,504,155	22,545,551
16.16%	-1.62%	-0.57%	-1.38%	-12.88%
\$ 111,095,075	\$ 109,148,351	\$ 105,213,365	\$ 106,245,854	\$ 104,242,902
6.81%	-0.38%	-3.96%	-0.34%	-3.10%
\$ 71,905,419	\$ 72,063,274	\$ 69,310,623	\$ 70,109,864	\$ 70,840,533
11,741,177	11,842,205	11,431,076	11,587,487	11,714,460
83,646,596	83,905,479	80,741,699	81,697,351	82,554,993
1.9%	0.3%	-3.8%	1.2%	1.0%
25,921,001	25,650,721	25,861,679	25,879,465	22,789,949
18.1%	-1.0%	0.8%	0.1%	-11.9%
\$ 109,567,597	\$ 109,556,200	\$ 106,603,378	\$ 107,576,816	\$ 105,344,942
5.3%	0.0%	-2.7%	0.9%	-2.1%
1.7%	1.5%	0.8%	0.7%	0.7%
\$31,661,507,852	\$31,405,750,165	\$32,769,352,267	\$34,980,981,549	\$36,996,101,637
2,220,200,983	2,264,520,392	2,360,738,851	2,496,014,228	2,574,540,828
2,922,703,981	2,969,341,483	2,888,194,626	3,027,393,289	3,027,393,289
\$ 36,804,412,816	\$ 36,639,612,040	\$ 38,018,285,744	\$ 40,504,389,066	\$ 42,598,035,754
-5.4%	-0.8%	4.3%	6.7%	5.8%
0.2%	2.0%	4.2%	5.7%	3.1%
-5.6%	1.6%	-2.7%	4.8%	0.0%
-5.1%	-0.4%	3.8%	6.5%	5.2%
0.1941	0.1958	0.1812	0.1735	0.1663
0.0317	0.0322	0.0299	0.0287	0.0275
0.2258	0.2280	0.2111	0.2022	0.1938
0.0698	0.0695	0.0675	0.0639	0.0535
0.2956	0.2975	0.2786	0.2661	0.2473
6.7%	1.0%	-7.4%	-4.2%	-4.2%
23.5%	-0.4%	-2.9%	-5.3%	-16.3%
10.3%	0.6%	-6.4%	-4.5%	-7.1%

Relationship Between EAV Change and Tax Rate Change

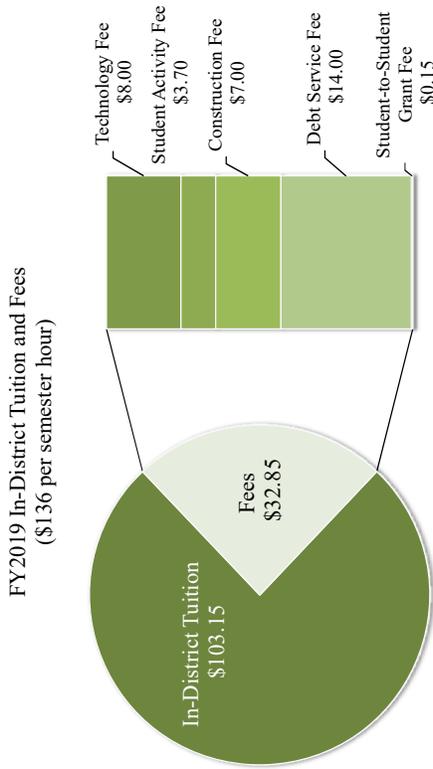
DuPage County

Levy Year	EAV Change	Tax Rate Change
2017	5.8%	-7.1%
2016	6.7%	-4.5%
2015	4.3%	-6.4%
2014	-0.8%	0.6%
2013	-5.4%	10.3%
2012	-8.0%	7.5%
2011	-6.5%	6.2%
2010	-5.8%	10.4%
2009	0.0%	14.5%
2008	6.2%	-1.6%
2007	7.7%	-2.1%

2017 Requested Tax Levy



REVENUE CAPACITY
TUITION AND FEE BREAKDOWN



Fiscal Year	Total In District Tuition and Fees per Semester Hour	% Change	CPI % Change	In District Tuition per Semester Hour	Construction Fee (1)	Debt Service Fee	Technology Fee	Student Activity Fee	Service Fee	Student-to-Student Grant Fee
2019	\$ 136.00	0.74%	2.10%	\$ 103.15	\$ 7.00	\$ 14.00	\$ 8.00	\$ 3.70	\$ -	\$ 0.15
2018	135.00	0.00%	2.10%	102.15	7.00	14.00	8.00	3.70	-	0.15
2017	135.00	-3.57%	-0.01%	102.15	7.00	14.00	8.00	3.70	-	0.15
2016	140.00	-2.78%	1.50%	104.15	9.00	12.00	8.00	3.70	3.00	0.15
2015	144.00	2.86%	1.70%	108.15	9.00	12.00	8.00	3.70	3.00	0.15
2014	140.00	2.94%	3.00%	107.15	9.00	10.00	8.00	2.70	3.00	0.15
2013	136.00	3.03%	1.50%	103.15	9.00	10.00	8.00	2.70	3.00	0.15
2012	132.00	2.33%	2.70%	99.15	9.00	10.00	8.00	2.70	3.00	0.15
2011	129.00	11.21%	0.10%	99.15	9.00	10.00	8.00	2.70	-	0.15
2010	116.00	7.41%	4.08%	92.15	5.00	9.00	7.00	2.70	-	0.15

Data Sources: College of DuPage records and Comprehensive Annual Financial Reports.

Notes:

(1) Construction fee is allocated between the Operations and Maintenance Fund and Operations and Maintenance Restricted Fund based on budgetary needs.

TABLE 4

ICCB TUITION AND FEE COMPARISON-IN-DISTRICT RATES

COLLAR COUNTY COMMUNITY COLLEGES					
College Name	FY2009	FY2013	% Change	FY2018	% Change
Prairie State College	\$87.00	\$116.00	75.0%	\$171.00	50.9%
South Suburban College	103.75	125.75	82.5%	162.75	63.7%
Joliet Junior College	88.00	107.00	82.2%	144.00	61.1%
Harper College	104.00	122.50	84.9%	142.50	73.0%
Moraine Valley Community College	82.00	121.00	67.8%	142.00	57.7%
Oakton Community College	86.60	93.75	92.4%	141.25	61.3%
College of Lake County	95.00	112.00	84.8%	138.00	68.8%
College of DuPage	108.00	136.00	79.4%	135.00	80.0%
Waubensee Community College	82.00	102.00	80.4%	134.00	61.2%
Triton College	69.00	106.00	65.1%	134.00	51.5%
Elgin Community College	91.00	105.00	86.7%	129.00	70.5%
ICCB Average	84.04	107.89	77.9%	140.80	59.7%

Data Sources: ICCB Guidebooks

ILLINOIS COLLEGES AY2016-17 ANNUAL IN-DISTRICT TUITION AND FEES

Select Illinois Public Universities	
University of Illinois, Urbana-Chicago	\$15,698
University of Illinois, Chicago	14,810
Illinois State University	14,961
Northern Illinois University	14,193
Western Illinois University	13,078
College of DuPage	4,050
Select Illinois Private Colleges and Universities	
Northwestern University	\$50,856
Loyola University, Chicago	42,032
DePaul University	37,626
Elmhurst College	35,500
Wheaton College	34,050
Bradley University	32,120
Saint Xavier University	32,250
Dominican University	31,570
Benedictine University	32,170
Lewis University	30,050
Robert Morris University	26,250
Columbia College, Chicago	25,698
Aurora University	22,830
College of DuPage	4,050

Data Source: Illinois Student Assistance Commission 2017 Data Book and ICCB Guidebook.

The costs provided here are updated each fall with the previous year's information and are intended only as an estimate of the average tuition and fee costs at the colleges listed.

REVENUE CAPACITY

OPERATING INDICATORS LAST TEN FISCAL YEARS

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Annual Credit Hour Enrollment (Credit)	508,998	521,882	561,330	549,755	530,976	544,320	565,005	578,951	560,732	532,068
Annual FTES (Credit)	33,933	34,792	37,422	36,650	35,398	36,288	37,667	38,597	37,382	35,471
Annual Credit Head Count (1)	13,089	8,783	4,049	4,871	4,167	70,730	72,904	74,496	72,891	70,294
Annual Non-credit Head Count (2)	-	-	-	-	-	3,566	3,253	3,437	4,340	5,437
Fall 10th Day (3)										
Head Count (Credit)	25,768	25,668	27,083	26,722	26,209	26,156	28,627	29,476	28,678	26,901
Head Count (Non-credit)	2,593	2,562	736	1,001	877	879	701	598	920	1,477
	<u>28,361</u>	<u>28,230</u>	<u>27,819</u>	<u>27,723</u>	<u>27,086</u>	<u>27,035</u>	<u>29,328</u>	<u>30,074</u>	<u>29,598</u>	<u>28,378</u>
Seat Count (Credit)	67,067	68,636	73,661	73,065	69,881	70,838	76,674	76,699	74,628	69,288
Seat Count (Non-credit)	3,704	3,516	900	1,175	1,046	1,068	719	722	1,332	2,393
FTES (Credit)	14,601	14,913	16,036	15,902	15,175	15,397	16,565	16,858	16,310	15,133
Credit Students Only Head Count (3)										
Full-Time	9,382	9,882	10,591	10,331	9,465	9,628	9,908	10,022	9,811	9,004
Part-Time	16,386	15,786	16,492	16,391	16,744	16,528	18,719	19,454	18,867	17,897
	<u>25,768</u>	<u>25,668</u>	<u>27,083</u>	<u>26,722</u>	<u>26,209</u>	<u>26,156</u>	<u>28,627</u>	<u>29,476</u>	<u>28,678</u>	<u>26,901</u>
Male	11,518	11,648	12,430	12,390	11,964	12,293	13,063	13,557	13,228	12,530
Female	14,250	14,020	14,622	14,148	13,516	13,650	14,873	15,501	15,060	13,970
Unreported	-	-	31	184	729	213	691	418	390	401
	<u>25,768</u>	<u>25,668</u>	<u>27,083</u>	<u>26,722</u>	<u>26,209</u>	<u>26,156</u>	<u>28,627</u>	<u>29,476</u>	<u>28,678</u>	<u>26,901</u>
American Indian/Alaskan	81	74	75	62	70	51	75	65	61	57
Asian or Pacific Islander	2,871	2,908	2,681	2,503	2,353	2,535	2,832	3,024	2,866	2,973
Black, Non-Hispanic	1,597	1,655	1,725	1,813	1,869	2,105	2,233	2,224	2,066	1,897
Hispanic	3,753	3,813	3,179	2,982	3,013	4,654	5,616	6,315	6,225	6,172
White, Non-Hispanic	17,164	16,884	16,260	16,060	15,546	15,227	16,076	16,126	15,460	14,323
Other/Unknown	302	334	631	723	1,050	1,584	1,795	1,722	2,000	1,479
Unreported	-	-	2,532	2,579	2,308	-	-	-	-	-
	<u>25,768</u>	<u>25,668</u>	<u>27,083</u>	<u>26,722</u>	<u>26,209</u>	<u>26,156</u>	<u>28,627</u>	<u>29,476</u>	<u>28,678</u>	<u>26,901</u>
Prior Education (4)										
Bachelors Degree or Higher	4,150	3,986	3,150	3,231	2,840	2,485	2,184	2,183	2,011	1,949
Some College through										
Certificate and Associates Degree	6,742	6,487	5,936	5,931	5,788	5,693	5,721	5,665	5,371	4,981
HS/GED	13,808	14,064	13,003	13,416	13,577	14,108	14,826	14,809	14,552	13,832
< HS	2,631	2,403	3,005	1,893	1,504	1,272	1,181	1,106	944	805
Unknown *	1,030	1,290	2,725	3,252	3,377	3,477	5,416	6,311	6,720	6,811
	<u>28,361</u>	<u>28,230</u>	<u>27,819</u>	<u>27,723</u>	<u>27,086</u>	<u>27,035</u>	<u>29,328</u>	<u>30,074</u>	<u>29,598</u>	<u>28,378</u>
Within-Term Retention, Fall ** (5)	94%	95%	92%	92%	91%	91%	N/A	N/A	N/A	N/A

N/A - Information not available at time of printing.

* Starting in FY2014, the College stopped tracking non-credit headcount for prior education. The non-credit headcount is included in Unknown.

** Starting in FY2014, the College stopped tracking within-term retention.

Data Source: College records and ICCB Annual Enrollment and Completion submission (A1; submitted to ICCB September 1, 2015)

Notes:

- (1) Credit headcount--Fall, Spring, and Summer terms based on tenth day reports.
- (2) Non-credit headcount--Fall, Spring, and Summer terms based on tenth day reports.
- (3) Data from the Fall 10th Day Reports.
- (4) Total Headcount, Fall 10th Day thru 2012; credit headcount.
- (5) Within-term retention based on percentage of full-time equivalent of credit students at midterm.

Information from US Census Data for 2013

	DuPage		Cook		Will	
	Amount	Percent	Amount	Percent	Amount	Percent
SOCIAL						
Total households	336,028	100.00%	1,933,335	100.00%	222,652	100.00%
Family households (families)	238,824	71.10%	1,186,609	61.40%	171,130	76.90%
With own children under 18 years	111,416	33.20%	539,175	27.90%	88,971	40.00%
Married-couple family	194,741	58.00%	797,551	41.30%	137,202	61.60%
With own children under 18 years	89,589	26.70%	353,264	18.30%	70,024	31.40%
Nonfamily households	97,204	28.90%	746,726	38.60%	51,522	23.10%
Householder living alone	82,865	24.70%	620,864	32.10%	43,172	19.40%
65 years and over	28,124	8.40%	192,545	10.00%	15,909	7.10%
Households with one or more people under 18 years	117,795	35.10%	611,641	31.60%	95,493	42.90%
Households with one or more people 65 years and over	77,721	23.10%	464,111	24.00%	46,349	20.80%
Average household size	2.71	N/A	2.65	N/A	3.02	N/A
Average family size	3.27	N/A	3.45	N/A	3.49	N/A
SCHOOL ENROLLMENT						
Population 3 years and over enrolled in school	254,541	100.00%	1,396,496	100.00%	204,367	100.00%
Nursery school, preschool	18,363	7.20%	95,729	6.90%	14,714	7.20%
Kindergarten	12,282	4.80%	65,948	4.70%	10,659	5.20%
Elementary school (grades 1-8)	100,730	39.60%	532,011	38.10%	88,711	43.40%
High school (grades 9-12)	55,950	22.00%	289,516	20.70%	45,775	22.40%
College or graduate school	67,216	26.40%	413,292	29.60%	44,508	21.80%
EDUCATIONAL ATTAINMENT						
Population 25 years and over	618,755	100.00%	3,484,571	100.00%	429,849	100.00%
Less than 9th grade	22,217	3.60%	269,920	7.70%	17,225	4.00%
9th to 12th grade, no diploma	26,594	4.30%	271,435	7.80%	23,661	5.50%
High school graduate (includes equivalency)	119,881	19.40%	842,779	24.80%	117,027	27.20%
Some college, no degree	121,944	19.70%	673,717	19.30%	98,991	23.00%
Associate's degree	41,893	6.80%	217,864	6.30%	33,960	7.90%
Bachelor's degree	176,529	28.50%	726,485	20.80%	89,333	20.80%
Graduate or professional degree	109,697	17.70%	482,371	13.80%	49,652	11.60%
Percent high school graduate or higher	N/A	92.10%	N/A	84.50%	N/A	90.50%
Percent bachelor's degree or higher	N/A	46.30%	N/A	34.70%	N/A	32.30%

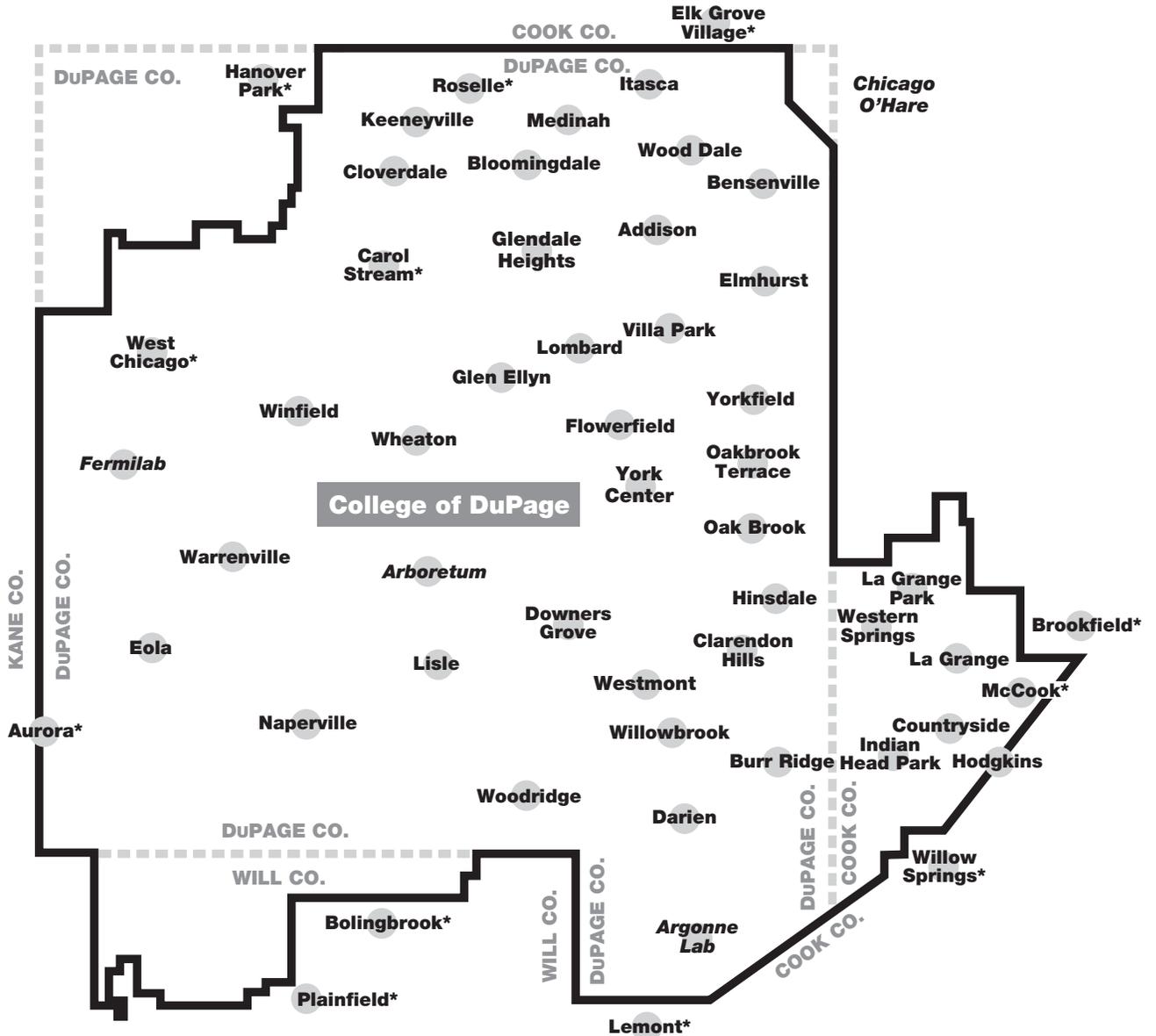
Information from US Census Data for 2013

	DuPage		Cook		Will	
	Amount	Percent	Amount	Percent	Amount	Percent
SOCIAL - Continued						
LANGUAGE SPOKEN AT HOME						
Population 5 years and over	866,609	100.00%	4,870,429	100.00%	633,272	100.00%
English only	638,622	73.70%	3,189,642	65.50%	507,238	80.10%
Language other than English	227,987	26.30%	1,680,787	34.50%	126,034	19.90%
Speak English less than "very well"	84,739	9.80%	739,245	15.20%	46,646	7.40%
Spanish	92,650	10.70%	991,493	20.40%	75,028	11.80%
Speak English less than "very well"	39,825	4.60%	448,869	9.20%	31,801	5.00%
Other Indo-European languages	87,489	10.10%	416,231	8.50%	30,725	4.90%
Speak English less than "very well"	27,591	3.20%	173,526	3.60%	8,873	1.40%
Asian and Pacific Islander languages	41,481	4.80%	190,201	3.90%	14,510	2.30%
Speak English less than "very well"	15,614	1.80%	88,968	1.80%	4,957	0.80%
Other languages	6,367	0.70%	82,862	1.70%	5,771	0.90%
Speak English less than "very well"	1,709	0.20%	27,882	0.60%	1,015	0.20%
INCOME AND BENEFITS (IN 2013 INFLATION-ADJUSTED DOLLARS)						
Total households	336,028	100.00%	1,933,335	100.00%	222,652	100.00%
Less than \$10,000	11,339	3.40%	164,182	8.50%	7,676	3.40%
\$10,000 to \$14,999	7,839	2.30%	94,737	4.90%	5,446	2.40%
\$15,000 to \$24,999	21,627	6.40%	202,394	10.50%	15,644	7.00%
\$25,000 to \$34,999	25,440	7.60%	188,026	9.70%	15,087	6.80%
\$35,000 to \$49,999	37,431	11.10%	246,880	12.80%	24,788	11.10%
\$50,000 to \$74,999	56,832	16.90%	332,109	17.20%	40,812	18.30%
\$75,000 to \$99,999	48,595	14.50%	232,994	12.10%	35,636	16.00%
\$100,000 to \$149,999	63,544	18.90%	253,214	13.10%	45,184	20.30%
\$150,000 to \$199,999	29,602	8.80%	103,691	5.40%	18,766	8.40%
\$200,000 or more	33,779	10.10%	115,108	6.00%	13,613	6.10%
Median household income (dollars)	78,487	N/A	54,548	N/A	76,147	N/A
Mean household income (dollars)	104,013	N/A	78,472	N/A	90,649	N/A
HOUSING						
HOUSING TENURE						
Occupied housing units	336,028	100.00%	1,933,335	100.00%	222,652	100.00%
Owner-occupied	250,115	74.40%	1,127,937	58.30%	184,498	82.90%
Renter-occupied	85,913	25.60%	805,398	41.70%	38,154	17.10%
Average household size of owner-occupied unit	2.83	N/A	2.79	N/A	3.08	N/A
Average household size of renter-occupied unit	2.36	N/A	2.46	N/A	2.71	N/A

Information from US Census Data for 2013

	DuPage		Cook		Will	
	Amount	Percent	Amount	Percent	Amount	Percent
HOUSING - Continued						
YEAR HOUSEHOLDER MOVED INTO UNIT						
Occupied housing units	336,028	100.00%	1,933,335	100.00%	222,652	100.00%
Moved in 2010 or later	47,138	14.00%	334,226	17.30%	23,049	10.40%
Moved in 2000 to 2009	152,805	45.50%	904,873	46.80%	121,142	54.40%
Moved in 1990 to 1999	71,041	21.10%	329,314	17.00%	46,834	21.00%
Moved in 1980 to 1989	35,768	10.60%	163,495	8.50%	15,265	6.90%
Moved in 1970 to 1979	18,662	5.60%	110,597	5.70%	9,856	4.40%
Moved in 1969 or earlier	10,614	3.20%	90,830	4.70%	6,506	2.90%
DEMOGRAPHIC						
SEX AND AGE						
Total population	922,803	100.00%	5,212,372	100.00%	679,688	100.00%
Male	452,525	49.00%	2,525,379	48.40%	337,682	49.70%
Female	470,278	51.00%	2,686,993	51.60%	342,006	50.30%
Under 5 years	56,194	6.10%	341,943	6.60%	46,416	6.80%
5 to 9 years	62,731	6.80%	328,812	6.30%	55,792	8.20%
10 to 14 years	64,545	7.00%	336,681	6.50%	55,967	8.20%
15 to 19 years	65,856	7.10%	350,625	6.70%	52,997	7.80%
20 to 24 years	54,722	5.90%	369,740	7.10%	38,667	5.70%
25 to 34 years	118,425	12.80%	840,665	16.10%	81,381	12.00%
35 to 44 years	124,675	13.50%	710,823	13.60%	105,442	15.50%
45 to 54 years	146,499	15.90%	708,813	13.60%	104,289	15.30%
55 to 59 years	64,552	7.00%	320,060	6.10%	40,109	5.90%
60 to 64 years	52,881	5.70%	267,930	5.10%	31,930	4.70%
65 to 74 years	61,896	6.70%	338,907	6.50%	39,290	5.80%
75 to 84 years	32,951	3.60%	202,762	3.90%	19,504	2.90%
85 years and over	16,876	1.80%	94,611	1.80%	7,904	1.20%
18 years and over	697,713	100.00%	3,993,976	100.00%	487,246	100.00%
Male	337,711	48.40%	1,905,622	47.70%	239,092	49.10%
Female	360,002	51.60%	2,088,354	52.30%	248,154	50.90%

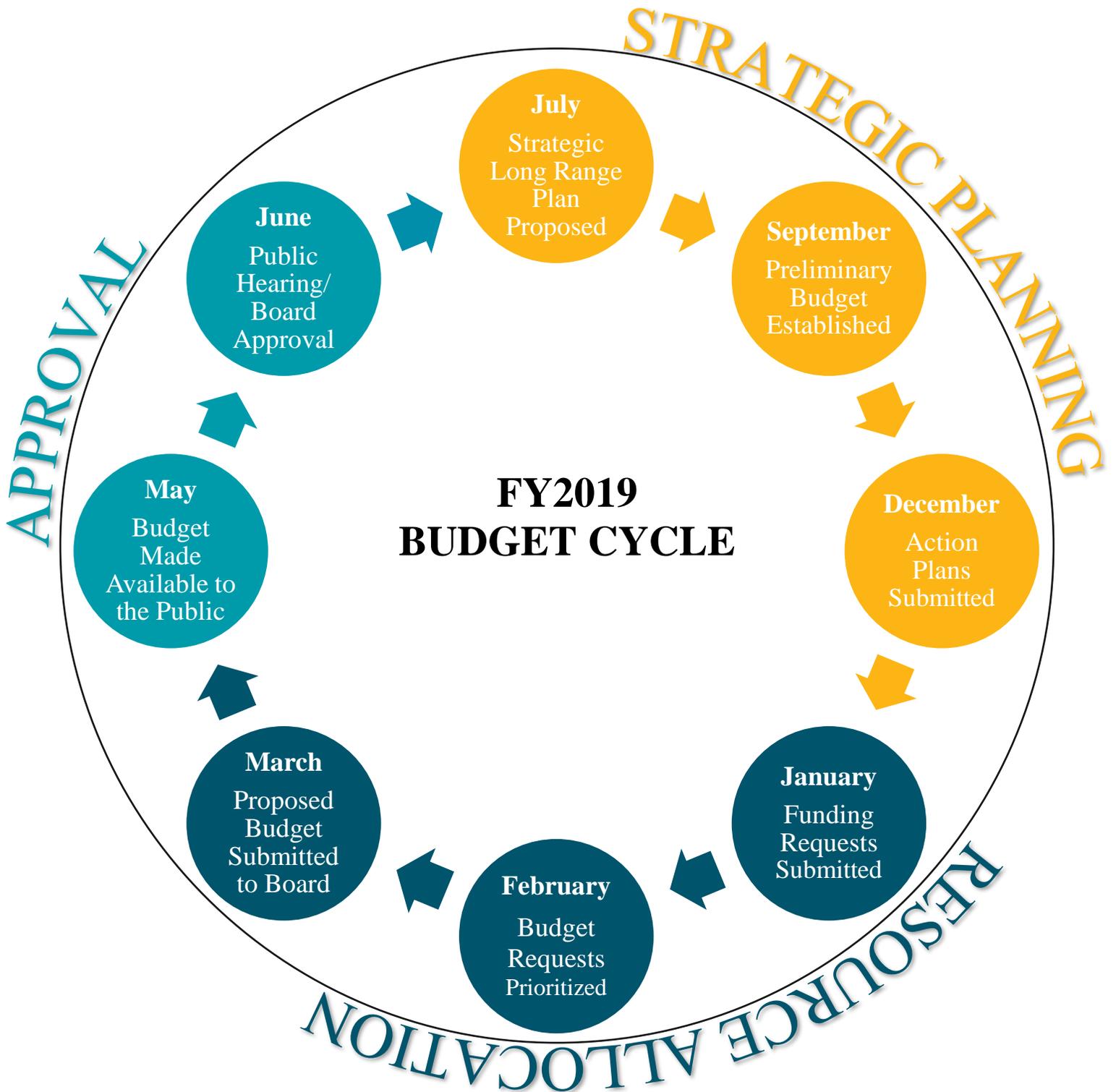
Community College District 502



———— Community College District

- - - - - DuPage County Line

***Only portions of these communities are in District 502.**



**COLLEGE OF DUPAGE
COMMUNITY DISTRICT NUMBER 502**

Illinois Compiled Statutes

**Adoption of Annual Budget
Process for Amending Annual Budget**

(110 ILCS 805/3-20.1) (from Ch. 122, par. 103-20.1)

Sec. 3-20.1. The board of each community college district shall within or before the first quarter of each fiscal year, adopt an annual budget which it deems necessary to defray all necessary expenses and liabilities of the district, and in such annual budget shall specify the objects and purposes of each item and amount needed for each object or purpose.

The budget shall contain a statement of the cash on hand at the beginning of the fiscal year, an estimate of the cash expected to be received during such fiscal year from all sources, an estimate of the expenditures contemplated for such fiscal year, and a statement of the estimated cash expected to be on hand at the end of such year. The estimate of taxes to be received may be based upon the amount of actual cash receipts that may reasonably be expected by the district during such fiscal year, estimated from the experience of the district in prior years and with due regard for other circumstances that may substantially affect such receipts. Nothing in this Section shall be construed as requiring any district to change or preventing any district from changing from a cash basis of financing to a surplus or deficit basis of financing; or as requiring any district to change or preventing any district from changing its system of accounting.

The board of each community college district shall fix a fiscal year. If the beginning of the fiscal year of a district is subsequent to the time that the tax levy for such fiscal year shall be made, then such annual budget shall be adopted prior to the time such tax levy shall be made.

Such budget shall be prepared in tentative form by some person or persons designated by the board, and in such tentative form shall be made conveniently available to public inspection for at least 30 days prior to final action thereon. At least one public hearing shall be held as to such budget prior to final action thereon. Notice of availability for public inspection and of such public hearing shall be given by publication in a newspaper published in such district, at least 30 days prior to the time of such hearing. If there is no newspaper published in such district, notice of such public hearing shall be given by posting notices thereof in 5 of the most public places in such district. It shall be the duty of the secretary of the board to make the tentative budget available to public inspection, and to arrange for such public hearing. The board may from time to time make transfers between the various items in any fund not exceeding in the aggregate 10% of the total of such fund as set forth in the budget. The board may from time to time amend such budget by the same procedure as is herein provided for its original adoption. (Source: P. A. 78-669.)

(continued)

**COLLEGE OF DUPAGE
COMMUNITY DISTRICT NUMBER 502**

Illinois Compiled Statutes

**Adoption of Annual Budget
Process for Amending Annual Budget**

(continued)

(110 ILCS 805/3-20.2) (from Ch. 122, par. 103-20.2)

Sec. 3-20.2. Whenever the voters of a community college district have voted in favor of an increase in the annual tax rate for educational or operation and maintenance of facilities purposes or both at an election held after the adoption of the annual community college budget for any fiscal year, the board may adopt or pass during that fiscal year an additional or supplemental budget under the sole authority of this Section by a vote of a majority of the full membership of the board, any other provision of this Article to the contrary notwithstanding, in and by which such additional or supplemental budget the board shall appropriate such additional sums of money as it may find necessary to defray expenses and liabilities of that district to be incurred for educational or operation and maintenance of facilities purposes or both of the district during that fiscal year, but not in excess of the additional funds estimated to be available by virtue of such voted increase in the annual tax rate for educational or operation and maintenance of facilities purposes or both. Such additional or supplemental budget shall be regarded as an amendment of the annual community college budget for the fiscal year in which it is adopted, and the board may levy the additional tax for educational or operation and maintenance of facilities purposes or both to equal the amount of the additional sums of money appropriated in that additional or supplemental budget, immediately. (Source: P.A. 85-1335.)

**COLLEGE OF DuPAGE
REGULAR BOARD MEETING**

BOARD APPROVAL

1. **SUBJECT**

Notice of Public Hearing for FY2019 Budget.

2. **REASON FOR CONSIDERATION**

Board approval is required to set the date of June 21, 2018, for the public hearing of the FY2019 Budget.

3. **BACKGROUND INFORMATION**

The College is required to advertise the 30-day availability of the tentative budget for public display and the date of the public hearing 30 days prior to the public hearing. This is in accordance with Chapter 110, Section 805/3-20.1, of the Illinois Public Community College Act which states, "Notice of availability for public inspection and of such public hearing shall be given by publication in a newspaper published in such district, at least 30 days prior to the time of such hearing."

The attached **Notice of Public Hearing** will be advertised in the following newspapers:

Central Cook Suburban	Wednesday	May 9, 2018
Will South Reporter	Wednesday	May 9, 2018
Central DuPage	Thursday	May 10, 2018
East DuPage	Friday	May 11, 2018
Daily Herald	Monday	May 14, 2018

In addition to posting the proposed budget on the College's website, as we have done in the past, we will place physical copies of the tentative FY2019 budget in the libraries in Wheaton, Naperville, Glen Ellyn, LaGrange, and College of DuPage. These are in addition to the public copy available in the office of the Vice President, Administration.

4. **RECOMMENDATION**

That the Board of Trustees approves setting June 21, 2018, as the public hearing date for the FY2019 Budget.

LEGAL NOTICE

NOTICE OF PUBLIC HEARING

Notice is hereby given by the Board of Trustees of College of DuPage, Community College District No. 502, Counties of DuPage, Cook and Will, State of Illinois, that a tentative budget for said District for the fiscal year beginning July 1, 2018 and ending June 30, 2019 will be on file and conveniently available for public inspection for at least thirty (30) days prior to the time of the public hearing in the office of the Vice President, Administration of said District, 425 Fawell Boulevard, SRC Room 2130, Glen Ellyn, Illinois, 60137 in this Community College District, other sites as determined by the Administration, as well as posted to the College's web site at www.cod.edu/budget.

Notice is hereby given that a public hearing on said budget will be held on June 21, 2018, at 6:45 p.m. in the Board Room, SSC2200, of said Community College District No. 502, 425 Fawell Boulevard, Glen Ellyn, Illinois, 60137.

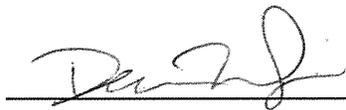
Staff Contact: Brian Caputo, VP Administration, CFO and Treasurer
Robert Hayley, Budget Manager

SIGNATURE PAGE FOR

Notice of Public Hearing for FY2019 Budget

ITEM(S) ON REQUEST

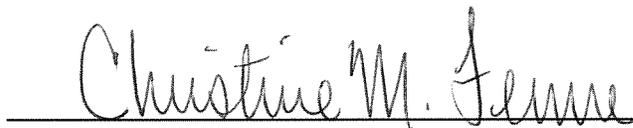
That the Board of Trustees approves setting June 21, 2018, as the public hearing date for the FY2019 Budget.



4/19/18

Board Chairman

Date



4/19/18

Board Secretary

Date

**COLLEGE OF DUPAGE
REGULAR BOARD MEETING**

BOARD APPROVAL

1. **SUBJECT**

Adoption of FY2019 Budget.

2. **REASON FOR CONSIDERATION**

In accordance with Board Policy 5-15, Responsibilities of the Board and Board Policy 10-30, Annual Budget; Board of Trustees' approval is required of the attached Resolution for the adoption of the College's FY2019 Budget.

3. **BACKGROUND INFORMATION**

The Resolution for the adoption of the budget is approved annually by the Board of Trustees and then submitted to DuPage, Cook, and Will Counties, and the Illinois Community College Board. This Resolution is supplemented by the budget statements distributed at the May 10, 2018 Board Meeting, showing amounts by object and function for each fund.

The Notice of Public Hearing was advertised in the following newspapers:

Central Cook Suburban	May 9, 2018
Will South Reporter	May 9, 2018
Central DuPage	May 10, 2018
East DuPage	May 11, 2018
Daily Herald	May 14, 2018

A budget hearing was held on Thursday, June 21, 2018, at 6:45 p.m., allowing the public to comment on the proposed FY2019 Budget.

4. **RECOMMENDATION**

That the Board of Trustees approves the attached Resolution for the Adoption of the FY2019 Budget.

Staff Contact: Brian Caputo, Vice President, Administration & Treasurer
Robert Hayley, Budget Manager

RESOLUTION
COMMUNITY COLLEGE DISTRICT BUDGET FORM
STATE OF ILLINOIS
For Fiscal Year Beginning July 1, 2018

Budget for College of DuPage, Community College District No. 502, Counties of DuPage, Cook and Will and State of Illinois for the fiscal year beginning July 1, 2018 and ending June 30, 2019.

WHEREAS the Board of Trustees of Community College District No. 502, Counties of DuPage, Cook and Will and State of Illinois, caused to be prepared in tentative form, a budget, and the Secretary of this Board of Trustees has made the same conveniently available for public inspection for at least thirty (30) days prior to final action thereon:

AND WHEREAS a public hearing was held as to such budget on the 21st of June, 2018, notice of said hearing was given at least thirty (30) days prior thereto as required by law and all other legal requirement compiled with:

NOW THEREFORE, Be it Resolved by the Board of Trustees of said District as follows:

Section 1: That the fiscal year of the Community College District be and the same hereby is fixed and declared to the beginning July 1, 2018 and ending June 30, 2019.

Section 2: That the following budget containing an estimate of amounts available in each fund, separately, and expenditures for each be and the same is hereby adopted as the budget of this Community College District No. 502 for the said fiscal year:

FUND	REVENUES & TRANSFERS IN	EXPENDITURES & TRANSFERS OUT
Education	\$ 158,236,226	\$ 164,972,113
Operations and Maintenance	15,669,293	17,210,263
Restricted Purpose	111,523,365	111,523,365
Bond and Interest	29,576,603	31,503,280
Operations and Maintenance Restricted	4,158,496	21,791,338
Auxiliary Enterprises	12,399,311	13,564,755
Working Cash	65,000	7,000
Total	\$ 331,628,294	\$ 360,572,114

ATTEST:

Signed this 21st day of June, 2018.



Chairman, Board of Trustees
Community College District No. 502,
Counties of DuPage, Cook and Will and
State of Illinois



ADOPTION OF BUDGET

For the Fiscal Year July 1, 2018 – June 30, 2019

The Budget must be approved and signed below by the members of the Community College Board of Trustees.

Adopted this 21st of June, 2018 by a roll call vote of 7
yeas, and 0 nays, to wit:

Members Voting Yea:

[Signature]
Frank A. Napolitano
[Signature]
Charles Bernstein
[Signature]
Samuel Marshall
Christine M. Ferrero

Members Voting Nay:

SIGNATURE PAGE
ADOPTION OF FY2019 BUDGET

ITEM(S) ON REQUEST

That the Board of Trustees approves the attached Resolution for the adoption of the FY2019 Budget.

Brian W. Caputo 6/25/18
Vice President, Administration and Treasurer Date

Ann E. Londrone 6/27/18
President Date

GLOSSARY OF TERMS

ACADEMIC QUALITY IMPROVEMENT PROJECT (AQIP). A model for accreditation offered by the North Central Association of College and Schools Commission on Institutes of Higher Education.

ACADEMIC SUPPORT. (See **FUNCTION**)

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. The College 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. Period for which financial statements are prepared.

ACCRUAL BASIS. Recognizes revenues when earned and expenditures when a fund liability is created, regardless of the accounting period in which cash payment is actually made. An encumbrance system may be used in conjunction with an accrual basis accounting system.

ACCRUED EXPENDITURES. Those expenditures 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. Accrued liabilities are those amounts owed but not yet paid as of a given date.

ACCRUED REVENUE. Accrued revenue is revenue earned and not yet collected.

AFRO-ACADEMIC, CULTURAL, TECHNOLOGICAL AND SCIENTIFIC OLYMPICS (ACT-SO). An achievement program designed to recruit, stimulate and encourage high academic and cultural achievement among African-American high school students.

APPROPRIATION. An authorization that enables the College to make expenditures and incur obligations for specific purpose.

ASSESSED VALUATION. The value on each unit of property for which a prescribed amount must be paid as property taxes.

AUDIT. An examination of the financial records of the college to obtain reasonable assurance that the financial statements prepared by the College are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. It further includes an assessment of the accounting principles and procedures used and of the significant financial estimates made by management.

AUXILIARY ENTERPRISE FUND. (See FUND)

BASE CREDIT HOUR GRANT. Grant received for courses for each credit hour or equivalent for students who were certified as being in attendance at midterm of the semester during the fiscal year. There are no restrictions on the use of these funds.

BOND. A written promise to pay a specific sum of money (called the face value or principal 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.

BONDED DEBT. The portion of the College's liabilities which is related to outstanding bonds.

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

BUDGET-IN-BRIEF. A summarized, reader-friendly version of a larger, formal budget document.

CAPITAL ASSETS. Assets that are essential to continuance of proper operation of the College. They include land, buildings, machinery, furniture, and other equipment which the College intends to hold or continue to use over a long period of time.

CAPITAL OUTLAY. (See OBJECT)

CARRYOVER. An amount budgeted as an expenditure in one year that is not spent and is then budgeted again in the subsequent year.

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

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

CONFERENCE AND MEETING. (See OBJECT)

CONTINGENCY. (See OBJECT)

CONTRACTUAL SERVICES. (See OBJECT)

CORPORATE PERSONAL PROPERTY REPLACEMENT TAX. A tax collected by the Illinois Department of Revenue as a replacement for the personal property tax.

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

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

CARDIOPULMONARY RESUSCITATION (CPR). A procedure designed to restore normal breathing after cardiac arrest that includes the clearance of air passages to the lungs, mouth-to-mouth method of artificial respiration, and heart massage by the exertion of pressure on the chest.

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

CURRENT EXPENDITURES. Any expenditure except for capital outlay and debt service. They include total charges incurred, whether paid or unpaid.

CURRENT LIABILITIES. Obligations which are payable within a short period of time, usually no longer than one year.

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

DEFERRED OUTFLOWS. Consumption of fund equity applicable to a future reporting period (for example, deferred charges on bond refunding).

DEFERRED INFLOWS. Acquisition or receipt of fund equity applicable to a future reporting period (for example, unavailable property tax revenue and unavailable tuition and fee revenue).

DEFICIENCY. A shortfall of revenues and transfers in under expenditures and transfers out.

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

DISBURSEMENTS. Disbursements are the actual payments of cash by the College.

DOUBLE ENTRY ACCOUNTING. An accounting system that requires for every entry made to the debit side of an account(s) there must be an equal entry to the credit side of an account(s).

EDUCATION FUND. (See FUND)

EMPLOYEE BENEFITS. (See OBJECT)

ENCUMBRANCES. Anticipated or actual liabilities provided for by appropriation that are recognized when a contract, purchase order, or salary commitment is made. An encumbrance reduces the appropriation to avoid expenditure of funds needed to pay anticipated liabilities or expenditures.

EQUALIZATION GRANT. The equalization grant attempts to reduce the disparity in local funds available per student among districts. Equalized assessed valuations, full-time equivalent students, corporate personal property replacement tax revenue, fixed costs, and the district's program mix are considered in the equalization calculations.

EXPENDITURES. Under the current financial resources measurement focus, decreases in net financial resources not properly classified as other financing uses.

FEDERAL GOVERNMENT SOURCES. Revenue provided directly from the federal government. Expenditures incurred with this revenue should be identifiable as federally-supported expenditures.

FINANCIAL STATEMENT. A financial statement is a formal summary of accounting records setting forth the District's 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. It consists of a period of twelve months, not necessarily concurrent with the calendar year, with reference to which appropriations are made and expenditures are authorized. The College's fiscal year is the period from July 1 through June 30.

FIXED CHARGES. (See OBJECT)

FULL-TIME EQUIVALENT STUDENTS (FTEs). A statistic which has become standard for equivalent comparisons between internal units and between colleges. It is computed by dividing student credit hours by 15 with the assumption that a full-time student is enrolled for **15** credit hours a term.

FUNCTION. Classification structure representing the collection of program elements serving a common set of objectives that reflect the major institutional missions and related support objectives.

ACADEMIC SUPPORT. Activities designed to provide support services for the institution's primary missions of instruction, public service and research. Academic support includes the operation of the library, educational media services, instructional materials, and academic computing used in the learning process. It also includes expenditures for all equipment, materials, supplies, and costs that are necessary to support this function.

GENERAL ADMINISTRATION. Those activities which have as their purpose the development, general regulation, direction, and control of the affairs of the college on a district-wide basis. The president's office, business office, and personnel services are included in this function. It also includes all equipment, materials, supplies, and costs that are necessary to support this function.

GENERAL INSTITUTIONAL. Those costs that benefit the entire college and are not readily assignable to a particular cost center. Administrative data processing, insurance costs, legal fees, provision for contingencies, and non-operating expenditures, are examples of items included in this area.

INSTRUCTION. 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 Adult Basic Education/Adult Secondary Education programs (associate degree credit and certificate credit). It includes expenditures for department chairpersons, administrators, and support staff for whom instruction is an important role. It also includes all equipment, materials, supplies, and costs that are necessary to support the instructional program.

OPERATIONS AND MAINTENANCE. Housekeeping activities necessary in order to keep the physical facilities open and ready for use. Maintenance 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.

PUBLIC SERVICE. 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.

SCHOLARSHIPS, STUDENT GRANTS, AND WAIVERS. Activities in the form of grants to students, prizes and awards, chargebacks, and aid to students in the form of state-mandated and instructional tuition and fee waivers. Employees/family tuition waivers are not included in this category.

STUDENT SERVICES. 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.

FUND. A separate fiscal and accounting entity with a self-balancing set of accounts that comprise its assets, deferred outflows of resources, liabilities, deferred inflows of resources, fund equity, revenues, and expenditures or expenses, as appropriate. College resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. An account group, on the other hand, is a financial reporting device designed to provide accountability for certain assets and liabilities that are not recorded in the funds because they do not directly affect net expendable available resources.

Following are the funds and account groups used by the College:

AUXILIARY ENTERPRISE FUND (an Enterprise Fund). Used to account for college services where a fee is charged to students and/or staff. Each enterprise/service should be accounted for separately using a group of self-balancing accounts within the fund.

BOND AND INTEREST FUND (a Debt Service Fund). Used to account for payment of principal, interest, and related charges on any outstanding bonds.

EDUCATION FUND (included within the General Fund). Used to account for the revenues and expenditures of the academic and service programs of the College. It includes the cost of instructional, administrative, and professional salaries; supplies and equipment; library books and materials; maintenance of instructional and administrative equipment; and other costs relating to the educational program of the College.

GENERAL FIXED ASSETS ACCOUNT GROUP. Used to account for all fixed assets of the College.

GENERAL FUND. The primary operating fund of the College used to account for and report all financial resources not accounted for and reported in another fund. The Education Fund and the Operating and Maintenance Fund comprise the General Fund.

GENERAL LONG-TERM DEBT ACCOUNT GROUP. Used to account for all long-term debt of the College.

OPERATIONS AND MAINTENANCE FUND (included within the General Fund). Used to account for expenditures for the improvement, maintenance, repair, or benefit of buildings and property, including the cost of interior decorating and the installation, improvement, repair, replacement, and maintenance of building fixtures; rental of buildings and property for community college purposes; payment of all premiums for insurance upon building and building fixtures; all costs of fuel, lights, gas, water, telephone

service, custodial supplies, equipment; and professional surveys of the condition of College buildings.

OPERATIONS AND MAINTENANCE (RESTRICTED) FUND (a Capital Projects Fund). Used to account for monies restricted for building purposes and site acquisition.

RESTRICTED PURPOSES FUND (a Special Revenue 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 set of self-balancing accounts within the fund.

WORKING CASH FUND (a Special Revenue Fund). Used to enable the College to have on hand at all-time sufficient cash to meet the demands of ordinary and necessary expenditures.

FUND BALANCE. Net position of a governmental fund (difference between assets, liabilities, deferred out flows of resources, and deferred inflows of resources).

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB). The independent organization that establishes and improves standards of accounting and financial reporting for U.S. state and local governments.

GENERAL ADMINISTRATION. (See FUNCTION)

GENERAL FIXED ASSETS ACCOUNT GROUP. (See FUND)

GENERAL INSTITUTIONAL. (See FUNCTION)

GENERAL LONG-TERM DEBT ACCOUNT GROUP. (See FUND)

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP). The common set of accounting principles, standards and procedures that governments use to compile their financial statements. GAAP are a combination of authoritative standards (set by policy boards, i.e. GASB) and the commonly accepted ways of recording and reporting accounting information.

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.

INSTRUCTION. (See FUNCTION)

INTERFUND TRANSFERS. Transfers of monies between funds. Monies may not be transferred between funds except by the same procedure as that used to approve the budget, including public notification, publication, inspection, and comment. Interfund transfers are usually part of the overall budget plan and are built into the budget at the time of its approval by the Board of Trustees.

INTERNAL CONTROL. Integrated set of policies and procedures designed to assist management to achieve its goals and objectives. To be truly comprehensive, a government's internal control framework must 1) provide a favorable control environment, 2) provide for the continuing assessment of risk, 3) provide for the design, implementation, and maintenance of effective control-related policies and procedures, 4) provide for the effective communication of information, and 5) provide for the ongoing monitoring of the effectiveness of control-related policies and procedures as well as the resolution of potential problems identified by controls.

INVESTMENTS. 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 that are permitted by law.

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

MODIFIED ACCRUAL BASIS OF ACCOUNTING. The basis of accounting that recognizes assets, liabilities, revenue and expenditures using the current financial resources measurement focus. The accrual basis of accounting is modified in two ways: 1) revenues are recognized when it is both measurable and available and, 2) expenditures are recognized in the period in which governments in general liquidate the related liability rather than when that liability is first incurred.

NET EXPENDITURE. The actual cost incurred by the College 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 after deducting from the gross revenue for a given period all expenditures during the same period.

OBJECT. Applies to expenditure classifications and designates materials or services purchased. Expenditures are grouped by major objects, such as salaries, supplies, or capital outlay, and are further divided as needed for cost accounting and control purposes. The term function may also be used to refer to object classification.

CAPITAL OUTLAY. An item that has a useful life of more than one year and a value of \$5,000 or greater. Capital assets are reported at their cost at date of acquisition or their estimated value at the date of donation. Generally accepted accounting principles require that capital assets be depreciated (expensed) over their estimated useful life, rather than expensed in total in the accounting period acquired. The straight-line depreciation method is used by the College.

CONFERENCE AND MEETING. Expenditures associated with conference registration and fees, costs for hosting or attending meetings, and related travel costs, whether local or otherwise.

CONTINGENCY. Appropriations set aside for emergencies or unforeseen expenditures. Contingency funds are used only by budget transfers.

CONTRACTUAL SERVICES. Monies paid for services rendered by firms and individuals under contract who are not employees of the College.

EMPLOYEE BENEFITS. Costs are for all benefits that employees accrue through continued employment with the College. Benefits include health insurance coverage (except that portion paid by the employee), sabbatical leave salaries, tuition reimbursement, life insurance, early retirement contributions assignable to the College, and others.

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

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

OTHER EXPENDITURES. Expenditures not readily assignable to another object category. Examples include tuition chargebacks, other chargebacks, and charges and adjustments.

SALARIES. Monies paid to employees of the College for personal services rendered to the College. Full-time, part-time, and temporary employees, whether administrators, faculty, or staff are paid wages or salaries.

UTILITIES. Utilities costs necessary to operate the physical plant and other ongoing services, including gas, water, sewage, telephone, and refuse disposal.

ON-BEHALF PAYMENTS. Direct payments of fringe benefits or salaries made by one entity (the paying entity or paying government) to a third-party recipient for the employees of another, legally separate entity (the employer entity or employer government).

OPERATIONS AND MAINTENANCE. (See FUNCTION)

OPERATIONS AND MAINTENANCE FUND. (See FUND)

OPERATIONS AND MAINTENANCE (RESTRICTED) FUND. (See FUND) (also referred to as Construction Fund)

OTHER EXPENDITURES (See OBJECT)

OTHER FINANCING SOURCE. Increase in current financial resources that is reported separately from revenues to avoid distorting revenue trends, such as bond proceeds.

OTHER FINANCING USE. Decrease in current financial resources that is reported separately from expenditures to avoid distorting expenditure trends, such as transfers out to other funds.

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

PUBLIC SERVICE. (See **FUNCTION**)

READY TO RESPOND (RTR). An initiative to help with command, control, and coordination of disaster response.

RECEIPT. The actual receipt of cash.

RESTRICTED PURPOSES FUND. (See **FUND**)

REVENUES. An acquisition of net assets that is applicable to the current fiscal year, but is not classified as another financing source (such as a transfer into a fund).

SALARIES. (See **OBJECT**)

SCHOLARSHIPS, STUDENT GRANTS, AND WAIVERS. (See **FUNCTION**)

STUDENT SERVICES. (See **FUNCTION**)

UTILITIES. (See **OBJECT**)

WORKING CASH FUND. (See **FUND**)

ACRONYMS

AA	Academic Affairs
ABE	Adult Basic Education
ACC	Academic Computing Center
ACT-SO	Afro-Academic, Cultural, Technological and Scientific Olympiad
AGB	Association of Governing Boards
AQIP	Academic Quality Improvement Program
ASE	Adult Secondary Education
BIB	Budget-in-Brief
BIC	Berg Instructional Center
BOT	Board of Trustees
CAFR	Comprehensive Annual Financial Reports
CASE	Council for Advancement and Support of Education
CCIC	College and Career Information Center
CDL	Commercial Driver's License
CE	Continuing Education
CES	Current Employment Statistics
CHC	Culinary and Hospitality Center
CIS	Computer Information System
CIT	Computer Information Technology
CMC	Campus Maintenance Center
COD	College of DuPage
CPI	Consumer Price Index
CPI-U	Consumer Price Index for All Urban Consumers
CPR	Cardiopulmonary Resuscitation
CTE	Career Technical Education
EAV	Equalized Assessed Valuation
ESEIP	Enhanced Student Experience
ESL	English as a Second Language
ETSB	Emergency Telephone System Board
FAFSA	Free Application for Federal Student Aid
FF&E	Furniture, Fixtures & Equipment
FMP	Facilities Master Plan
FT	Full-Time
FTE	Full-Time Equivalent
FY	Fiscal Year
FYE	First Year Experience
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GDP	Gross Domestic Product
GED	General Education Degree
GPA	Grade Point Average

ACRONYMS

HLC	Higher Learning Commission
HR	Human Resources
IBHE	Illinois Board of Higher Education
ICCB	Illinois Community College Board
IDES	Illinois Department of Employment Security
IEC	Institutional Effectiveness Council
ILCS	Illinois Compiled Statutes
ILPEx	Illinois Performance Excellence
ING	Illinois National Guard Grant
IRS	Internal Revenue Service
ISAC	Illinois Student Assistance Commission
IT	Information Technology
IVG	Illinois Veteran's Grant
KPI	Key Performance Indicators
MAC	McAninch Arts Center
MAP	Monetary Assistance Program
MCS	Marketing and Creative Services
MIA	Missing in Action
MOOC	Massive Open Online Course
NCJAA	National Junior College Athletic Association
OFTI	Office Technology Information
PAFR	Popular Annual Financial Report
PC	Personal Computer
PE	Physical Education Center
PMI	Purchasing Manager's Index
POW	Prisoner of War
PPI	Producer Price Index
PPRT	Personal Property Replacement Tax
PT	Part-Time
PTELL	Property Tax Extension Limitation Law
Q	Quarter
QIP	Quality Improvement Project
ReSET	Reconceiving the Student Experience Team
RTR	Ready to Respond
SCC	Seaton Computing Center
SEOG	Special Education Opportunity Grants
SGC	Shared Governance Council
SLEA	Suburban Law Enforcement Academy
SLRP	Strategic Long Range Plan
SLRPAC	Strategic Long Range Plan Advisory Committee

ACRONYMS

SMT	Senior Management Team
SRC	Student Resource Center
STS [GRANT]	Student to Student Grant
SURS	State Universities Retirement System
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAC	Treasurer's Advisory Committee
TLC	Teaching and Learning Center
VP	Vice President
WDCB	College of DuPage Broadcast Service
WTI	West Texas Intermediate
YTD	Year-to-Date



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