



Fiscal Year 2021 **BUDGET**

Fiscal Year Ending June 30, 2021

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

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

**FISCAL YEAR 2021 BUDGET
July 1, 2020 – June 30, 2021**

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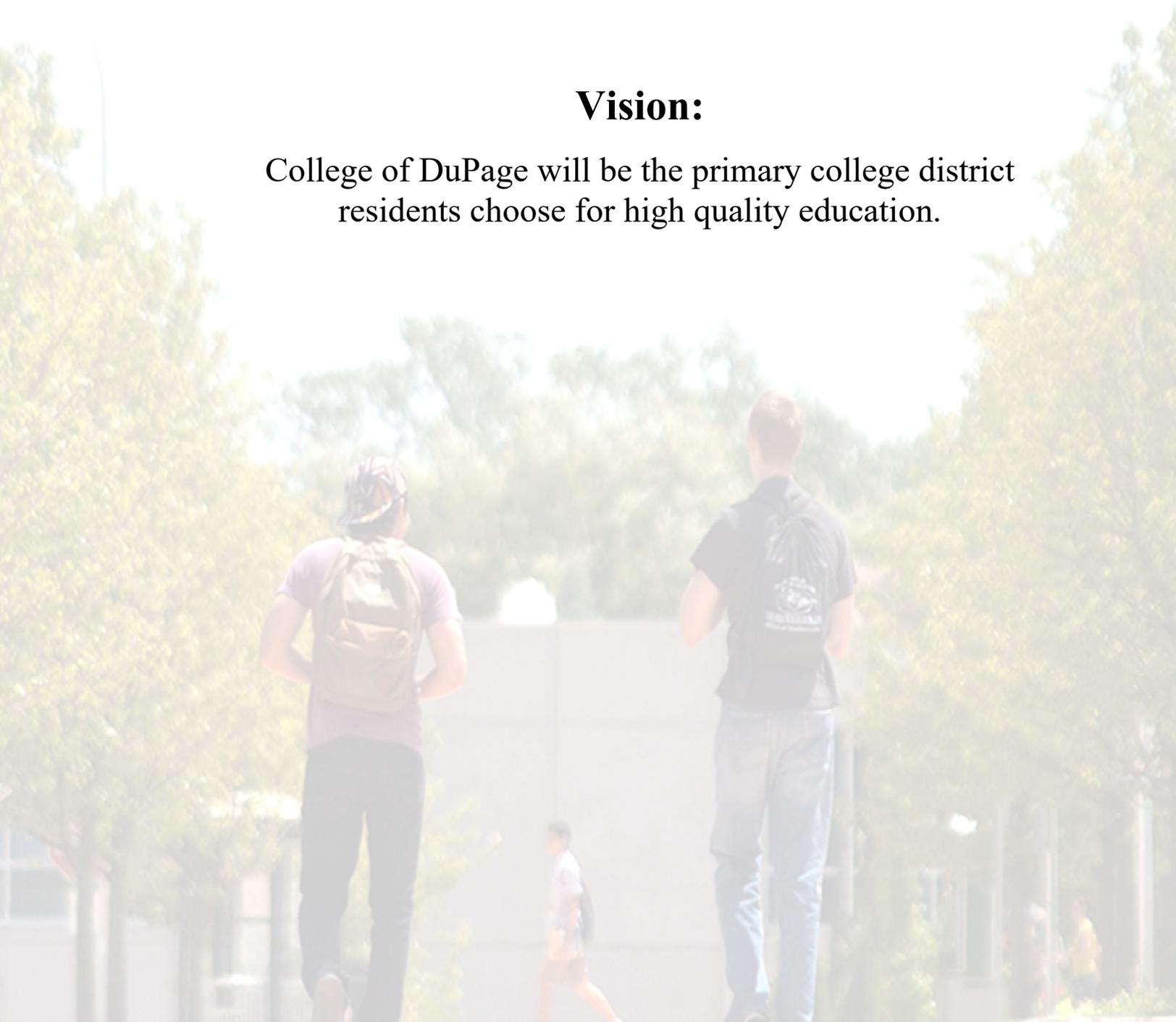
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I. INTRODUCTORY SECTION

Vision:

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





Government Finance Officers Association

**PARTICIPANT IN GFOA'S
BEST PRACTICES IN COMMUNITY
COLLEGE BUDGETING PROGRAM**

**College of DuPage
Illinois**

For Fiscal Year Ending
June 30, 2020

Christopher P. Morill

EXECUTIVE DIRECTOR/CEO

The above community college has applied for the Award for Best Practices in Community College Budgeting; however, GFOA has not yet completed the review of its application and has provided this certificate to acknowledge that this community college has made efforts to implement the new budget process guidelines.

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 criteria includes recommendations 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, 2020

PRINCIPAL OFFICIALS

Board of Trustees

<u>Trustee Name</u>	<u>Position</u>	<u>Term Expiration</u>
Charles Bernstein	Trustee	2021
Annette K. Corrigan	Trustee	2025
Maureen Dunne	Trustee	2025
Christine M. Fenne	Trustee	2023
Heidi Holan	Trustee	2021
Daniel Markwell	Trustee	2023
Frank Napolitano	Trustee	2021
Samaha Syed	Student Trustee	2021

Appointed Annually

Frank Napolitano	Board Chairman
Christine M. Fenne	Board Vice Chairman
Daniel Markwell	Board Secretary
Scott Brady	Treasurer

Cabinet

- Dr. Brian W. Caputo, President
- Dr. Mark Curtis-Chavez, Provost
- James Benté, Vice President, Planning & Institutional Effectiveness
- Ellen Roberts, Interim Vice President, Administrative Affairs
- Walter Johnson, Interim Vice President, Institutional Advancement
- Linda Sands-Vankerk, Vice President, Human Resources & Project Hire-Ed
- Liliana Kalin, Interim General Counsel
- Wendy Parks, Vice President, Public Relations, Communications & Marketing
- Wendy McCambridge, Director, Legislative Relations & Special Assistant to the President

Officials Issuing Report

- Ellen Roberts, Interim 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 courtesy and dignity in all interpersonal interactions.
- 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.



July 1, 2020

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

Late last year, the world began facing one of the most serious public health threats of the century. In March, the World Health Organization (WHO) officially declared COVID-19 (the novel coronavirus) a pandemic. In response, our institution immediately began taking steps to ensure the safety of our students, faculty, and staff while minimizing the risk of disruption to our institution. Senior leadership took preventative measures in order to reduce the potential for a coronavirus incident on campus and established the COD Coronavirus Advisory Task Force. In addition, the COVID-19 Student Emergency Fund was created in order to help meet the essential needs of our students. The College leadership will continue to monitor the coronavirus threat and adjust the institutional response as circumstances warrant.

We have operated in uncharted territory over the past few months. The current pandemic has changed our lives, including how we learn. But College of DuPage has been up to the challenge. Our dedicated faculty and staff have gone above and beyond to make sure students continue to receive the best education possible.

The Fiscal Year 2021 Budget of College of DuPage, Community College District Number 502, Counties of DuPage, Cook, and Will and State of Illinois (College) begins July 1, 2020 and ends June 30, 2021. This budget reflects our plan to carefully navigate these unprecedented challenges and maintain the institution's financial stability. We believe this budget will meet the needs of College of DuPage and appropriately address our vision, mission, and values within the anticipated economic constraints. Based upon the conservative philosophy underlying its development, this budget will enable the College to maintain a stable financial position and pursue the thoughtful allocation of available resources in support of our institutional goals.

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." A five-year Financial Forecast for the period that extends through June 30, 2025 is also included in this document.

Fiscal Year 2020 Highlights

Guided Pathways

The guided pathways model is based on coherent and easy-to-follow college-level programs of study that are aligned with requirements for success in employment and at the next stage of education. The College reached a major milestone in the implementation of the Pathways Framework this past year. One of our Pathways-related goals for this academic year was to complete all of the basic program maps. A basic program map specifies the fundamental sequence of courses that a student must complete to attain his or her stated educational objectives in any one of a wide variety of programs offered at College of DuPage. The completion of the basic program maps was an enormous task. The development of the maps required a great deal of the time, effort, and applied expertise of a large number of College community members. Central to the development of the maps was our outstanding faculty. Also heavily involved in the work were the academic deans. The next major phase of the College's mapping work will entail creating variations of the basic program maps that suggest the courses to take at College of DuPage to optimize follow-on studies at the most common transfer institutions of our students (i.e., "transfer maps").

Higher Learning Commission (HLC) Focused Visit

In September 2019, the College hosted a Focused Visit to evaluate the Higher Learning Commission's previously identified issues regarding governance, professional relationships and student outcome assessment. During that visit, the Peer Review Team recommended all 10 issues under governance and professional relationships be cleared. The two items related to student outcome assessment were recommended for clearance as focused review items with emphasis in the College's next comprehensive visit in April of 2022.

Frida Kahlo Art Exhibit

The Cleve Carney Museum of Art and the McAninch Arts Center was scheduled to host one of the largest private collections of original artworks by Frida Kahlo in a multifaceted exhibition entitled Frida Kahlo 2020. In light of the recent health crisis facing our nation, the exhibition has been postponed until the summer of 2021 and is expected to be the most comprehensive presentation of Kahlo's work displayed in the Chicago area in over 40 years.

Innovation DuPage in the Classroom

Innovation DuPage (ID) is a non-profit venture that unites entrepreneurs and small business owners with the people, resources and programs that help them grow. We were pleased to announce that Innovation DuPage graduated 35 participants of its Owner-to-CEO Accelerator program. The program is a 12-week accelerator course where participants learn in an immersive environment focused on financial planning, leadership, organizational strategies, digital marketing, sales, emerging technologies and human resources. Thirty strategic partners including national laboratories, six universities and colleges as well as numerous chambers of commerce, economic development entities, municipalities and corporations participated.

ID is working with College of DuPage to serve the Hispanic American Construction Industry Association with two grant-funded programs that help diversify the region's workforce while bringing approximately \$130,000 in training dollars. ID and the Business Development Center

(BDC) are busier than ever supporting the small companies that will help our regional economy recover. Also, six months after opening its doors, ID incorporated students into its vision. Emerging company GOTivation worked with our graphic design students to create a series of icons and animated graphics that were used in the GOTivation app. This partnership gave students real life experience of working with a client.

New Project Hire-Ed Certificate

Project Hire-Ed serves as a bridge between education and the workforce to help employers find the right talent for their organizations and teach our students the skills employers are seeking. College of DuPage works with business leaders to develop strategies to close the gap and ensure our local workforce is prepared to perform. In February of 2020, the Board of Trustees approved the 30-credit hour Project Hire-Ed Apprenticeship Certificate program. The certificate allows students an opportunity to pursue apprenticeship opportunities, currently in the applied technology area, which creates exposure to multiple career paths. Students will finish program requirements and work with their employer to identify the specific courses from an emphasis track in order to complete the certificate.

Challenges

While the situation is fluid, it is apparent that we should prepare for a potential decline in tuition and fee revenue based upon new lower enrollment projections. We are also anticipating a decline in operating support from the State of Illinois.

Enrollment Trend

Enrollment is expected to decline by 8.5% in FY2021. This would reflect a decline of 3,000 full-time equivalent students (from the previous fiscal year), for an approximate \$5 million overall decline in tuition revenue. This enrollment trend is expected to continue due to the following factors.

High School Enrollment

High school enrollment has been gradually declining since 2018 and is expected to decline over the next few years. Based on the actual number of freshmen enrolled in our public high schools in 2019, we anticipate a 1.7% decline between 2019 to 2022.

Outmigration (Out of State Competition)

Nearly half of Illinois public high school graduates who enrolled in four-year colleges left the state for school in 2017. This represented an almost 2% increase over 2016. Most experts, as well as the Illinois Board of Higher Education, agree that the reason for this significant escalation in the rate of student outmigration was the state's prolonged budget impasse. In the two years prior to the budget impasse, outmigration rose by 1.2%. Since the impasse, outmigration went up by 3.7%.

COVID-19 Pandemic

As a result of the COVID-19 pandemic, how families and students view and approach higher education is likely to be significantly altered over the next several years. While the decline is attributed to a number of factors, in light of the pandemic, new high school graduates may decide to take a "gap-year" and not start their pursuit of higher education until a later date.

Increase in Unemployment Rate

DuPage County saw an increase in the amount of 1,460% in filed unemployment claims in March from February. There were 28,447 claims filed in March 2020, compared to 1,823 filed claims in February 2020. Traditionally, employment and unemployment rates, much more than the number of high school graduates or other population trends, are the biggest factors driving enrollment for community colleges.

State of Illinois Operating Support

Diminished support from the State of Illinois is anticipated as the state struggles to meet the demands associated with the pandemic from an already precarious financial position. Illinois has the lowest general obligation (GO) bond rating of any state in the country due to its unfunded pension liability and structural budget deficits. In April 2020 Fitch downgraded the State's GO bond ratings to BBB- from BBB. The BBB- rating is just one notch above junk status.

Fiscal Year 2021 Initiatives

The Fiscal 2021 Budget has a distinctly different tone than perhaps any College budget in the past several years. In light of the economic uncertainties that the College faces, it is critical that we pause, reevaluate, and see what our environment looks like over the next 12 months. Although progress is slowing, it is not stopping. The College is still moving forward in the areas described below.

Student Success, Retention, and Recruiting

The college's Pathways Steering Committee (PSC) and Executive Council continue to work. Continuing and new teams will focus on the development of transfer mapping and the First-Year Experience. In addition, a team will support the Illinois Equity in Attainment Initiative through the college's Pathways organizational structure. Pathways is also joining forces with the Strategic Enrollment Management Committee to collaborate on data analysis. A new advising team will incorporate the previous work of an institutional Advising Task Force and examine how to best integrate enrollment, onboarding, advising and student support systems in the context of best practices research from national sources.

High School Engagement

Over the next year, the College will continue to expand its Math Transitions and Dual Credit Programs. The Math Transitions Program is a partnership between the College and local high schools to offer a fourth-year high school math class designed to prepare students for college and the workforce. High school students learn math through a variety of methods, including traditional lecture, project-based applications, and individual work in a web-based learning system. After successful completion of the program, students are deemed ready for a college-level math course and do not require additional remedial courses. Approximately 2,000 high school seniors from over 20 area public and private high schools participated in the Math Transitions Program during the 2019-2020 school year. Similar enrollment numbers are anticipated for the 2020-2021 school year.

The College of DuPage's Dual Credit Program seeks to improve college access and success rates by providing accessible, affordable, and comprehensive college education to high school students. College of DuPage currently offers approximately 94 free courses at 23 high schools. 170 high school teachers are approved to teach these courses at in-district and out-of-district schools as well as other selected locations. During FY20, the College developed a new plan for the expansion of dual credit offerings in Community College District 502 high schools. When fully implemented, the plan will serve to enhance dual credit offerings by partnering with more high schools and assisting teachers with discipline expertise to become credentialed as dual credit course instructors. The credentialing initiative will ensure that teachers provide quality and rigorous college coursework that prepares COD students to fulfill their educational and career goals.

Project Hire-Ed Apprenticeship Program

Through Project Hire-Ed, the College of DuPage will see continued growth and expansion with our apprenticeship programs. In FY21, existing apprenticeships will be converted into registered apprenticeships through the Department of Labor. The current Applied Technology apprenticeships will continue to grow and apprenticeships in new industry sectors will be targeted and explored, including healthcare and information technology.

Accreditation Assurance Argument

The Higher Learning Commission conducts comprehensive evaluations of accredited institutions to confirm that the institution continues to meet the Criteria for Accreditation, is pursuing institutional improvement, and complies with requirements set by the U.S. Department of Education. For institutions like COD, who are on the *Standard Pathway*, a routine comprehensive visit occurs at the four- and ten-year point in the accreditation cycle. In April 2022, COD will be at the four-year point. Consequently, we will host a team of peer reviewers for a two-day comprehensive evaluation. Prior to the site visit, the College will prepare and submit a detailed *Assurance Argument* that will demonstrate through evidence that the institution is meeting the Criteria for Accreditation and Federal Compliance Requirements.

Community Engagement

We will continue to engage community partners to develop academic programs, certificates and courses which lead to sustainable employment and support current and future businesses and industries within District 502. We will develop strategies to create and increase visibility of the institution and help District 502 constituencies better understand the benefits of attending COD.

Budget Priorities

The College's FY2021 budget was developed with several priorities in mind:

- Continue to deliver the College's current program offerings and maintain our current workforce.
- Maintain a structurally balanced budget to the maximum extent possible.
- Develop strategies to maintain the unrestricted fund balances in the General and Working Cash Funds of no less than 50% of total expenditures of the General Fund.

- Keep tuition and property taxes affordable without impairing the quality or integrity of college programs and services.

Fund Balance Utilization: The College is currently in a strong financial position with a projected General Fund balance equal to 112% 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 FY2021 budget utilizes fund balance in the following areas:

General Fund (Comprised of the Education and Operations & Maintenance Funds): The College has budgeted the transfer of \$44 million of fund balance to finance future construction activities.

Operations & Maintenance Restricted Fund (Construction Fund): The College has budgeted the use of \$7.1 million of fund balance to complete various construction projects.

Bond & Interest Fund: The College has budgeted the use of \$4.0 million of fund balance to cover the costs related to an early redemption of its Series 2011B bonds.

FY2021 Budget Overview

The FY2021 revenue and expenditure budgets for all funds are \$320.4 million and \$342.1 million, respectively. An overall budgeted reduction in fund balance of \$21.8 million is projected, primarily due to the utilization of resources for the one-time expenditures related to facility projects and debt service payments.

Revenues:

The College has three primary revenue sources (property taxes, tuition and fees, and state funding) that comprise 88% of the total budgeted revenues. The budgeted revenues for FY2021 are \$320.4 million compared to a budget of \$324.9 million for FY2020. This represents a \$4.5 million decrease in annual revenues. Each of the revenue sources is described in more detail in the financial section for each fund.

In light of projected enrollment declines, the College's Board of Trustees approved an increase in tuition and fee rates of \$1.00 per credit hour effective with the fall 2020 semester, bringing total tuition and fees to \$138.00 per semester hour. The FY2021 budget reflects the changes in these tuition rates.

State funding for FY2021 is appropriated by the Illinois General Assembly. As these appropriations have not been finalized at the state level, the College has projected a 7.5% decline in operating support from the state. This decline in operating support is offset by an increase in student aid and capital project funding. The state also makes the pension payments to the State Universities Retirement System plan on behalf of the College. In FY2021, this amount is estimated at \$81.9 million in the Restricted Purposes Fund.

Expenditures:

Total College expenditures across all funds are budgeted at \$342.1 million, a \$7.5 million decrease from the FY2020 budget. The expenditures of each fund are described in more detail in the relevant portion of the financial section.

Significant expenditure items found in the budget are:

- *College Position Changes.* The prospect of lower tuition revenue and state support necessitated that we reduce costs to maintain the institution's financial stability. College leadership evaluated all open positions and eliminated the non-essential openings from the FY2021 Budget. In total, 116 positions have been eliminated and two have been added. A Project Manager position has been added to support the annual Cleve Carney Museum of Art Exhibits. The second new position will support a grant match requirement for the Project Hire-Ed initiative.
- *Marketing-to-Classroom Conversion.* 6,600 square feet of space within the Berg Instructional Center previously held by the Marketing & Communications Department will be converted to classrooms. The construction project follows the relocation of the Marketing & Communication Department to the Institutional Resource Center.
- *Early Redemption of Series 2011B Bonds.* When a bond is redeemed early, future interest costs are eliminated. After examining all outstanding bonds issues of the College and our existing fund balance levels, we are planning to call and redeem \$4.0 million of currently outstanding general obligations bonds issued in 2011, resulting an estimated present value interest savings of \$400,000.
- *Capital Equipment Replacement Plan.* The plan will facilitate capital planning in the budget process as the College strives to regularly allocate resources over multiple years to methodically replace equipment in our classrooms, labs, and support service operations.

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 support the day-to-day operations of the College. The budget for FY2021 General Fund shows revenues of \$168.0 million and expenditures of \$178.7 million resulting in the use of \$10.7 million of fund balance to achieve a balanced budget.

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 FY2021 budget, and the residents of Community College District 502 for their continued support.

Respectfully submitted,



Brian W. Caputo, Ph.D., C.P.A.
President
College of DuPage

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 more than 24,000 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. The Glen Ellyn campus is located about 35 miles west of downtown Chicago. Total estimated 2018 population of DuPage County is approximately 930,000, and the total 2018 DuPage County equalized assessed valuation is \$38.7 billion. 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, Canham Steel Corporation, APL Logistics, Ace Hardware Corp., and Behavioral Health Service. 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, Sheraton 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. Brian W. Caputo. 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 employee benefits are approximately 70% of total expenditures in the General Fund budget. A majority of the College's employees are covered by collective bargaining agreements or other employment agreements. The five represented groups' terms are as follows:

- College of DuPage Adjunct Association IEA-NEA - Expires 2021
- Illinois Fraternal Order of Police Labor Council – Expires 2022
- College of DuPage Classified Staff Association (Groundskeepers, Mechanics, Carpenters & Painters) - Expires 2022
- College of DuPage Faculty Association IEA-NEA - Expires 2023
- Local No. 399, International Union of Operating Engineers – Expires 2023

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 170 certificates in almost 50 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. Additionally, a spirit squad 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 more than 24,000 attending the College,

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 Administrative Annex Building, along with construction of efficient new campus roadways and revamped parking lots.

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, 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.

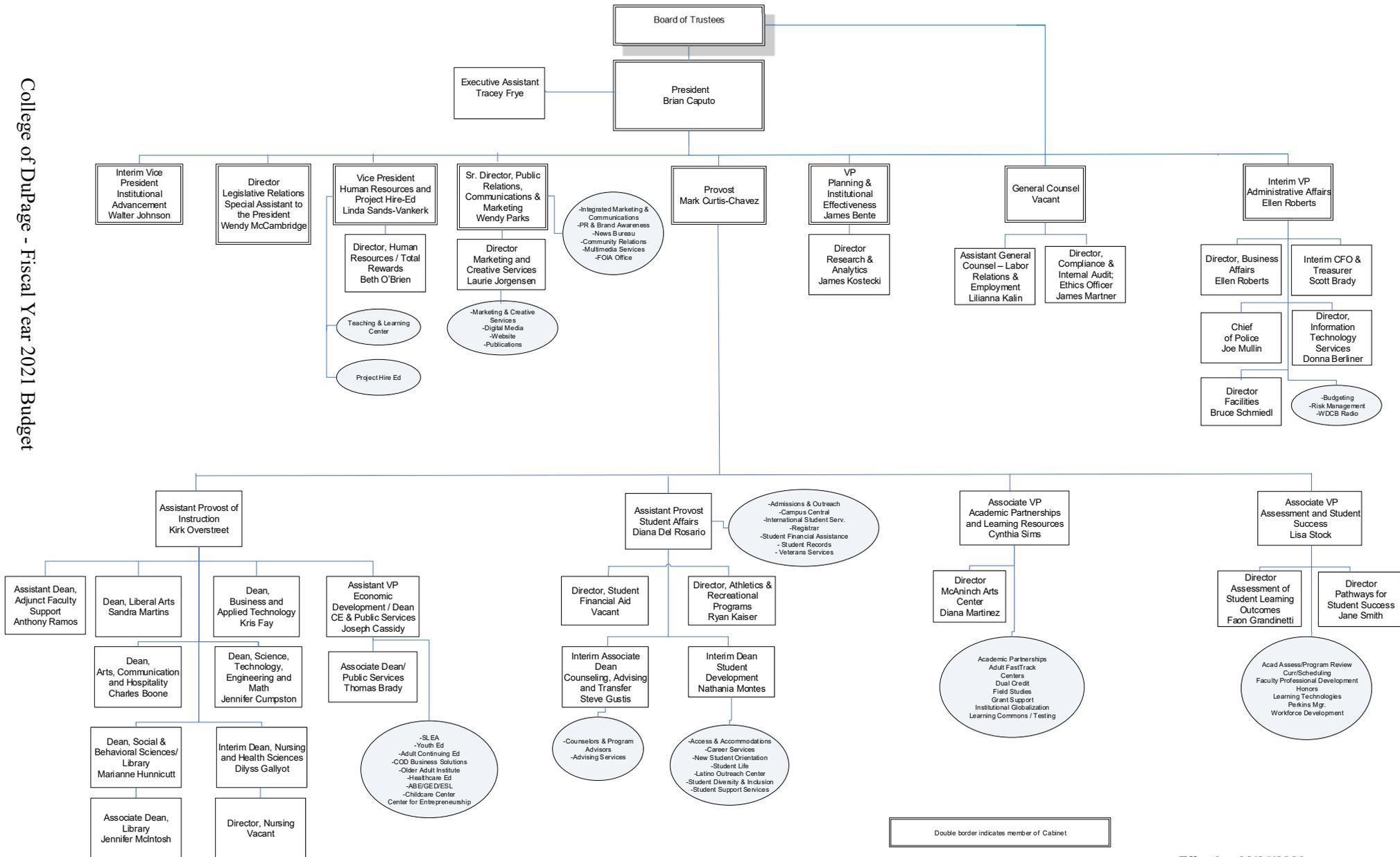
On May 2, 2016, the College of DuPage Board of Trustees appointed Dr. Ann E. Rondeau to serve as the sixth President in the College's 49-year history. Dr. Rondeau succeeded Acting Interim President Joseph E. Collins.

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.

On November 15, 2018, the College of DuPage Board of Trustees unanimously voted to appoint Dr. Brian W. Caputo, Vice President of Administration and CFO at the College, as the interim president as of January 1, 2019 succeeding Dr. Rondeau. The interim title was removed on June 20, 2019 after the Board unanimously approved a three year contract with Dr. Caputo to serve as president.

COLLEGE OF DUPAGE ADMINISTRATION ORGANIZATION CHART



Double border indicates member of Cabinet

Effective 02/21/2020

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 a five-year financial forecast. 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 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.

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.

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. With the exception of budget transfers within the construction fund, 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.

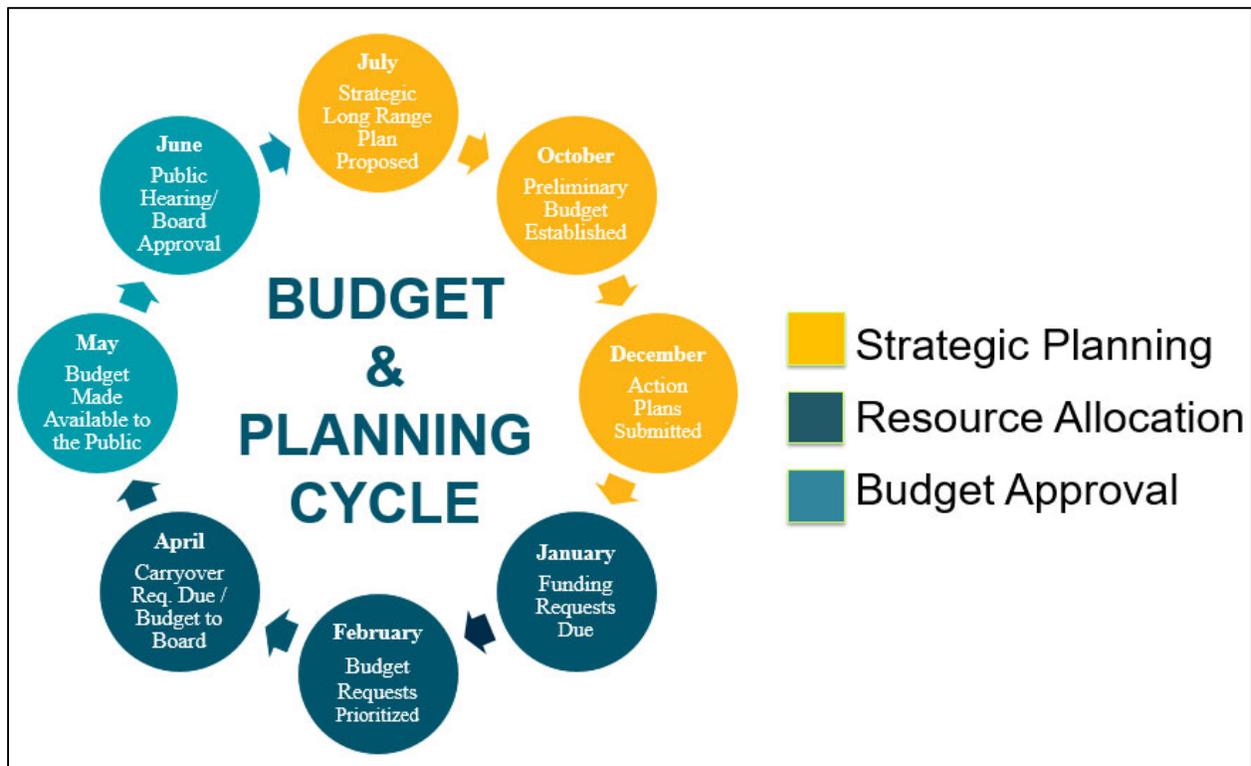
The College has three primary budgetary controls:

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

Each month actual results are compared and analyzed against the budget. Budget variances are discussed with the President and department heads. 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.



The background of the page is a photograph of a modern building with large glass windows. The building's architecture features clean lines and a mix of light-colored panels. Through the windows, a view of a lake is visible, with several flower boxes floating on the water. The overall scene is bright and clear, suggesting a sunny day.

II. STRATEGIC PLANNING SECTION

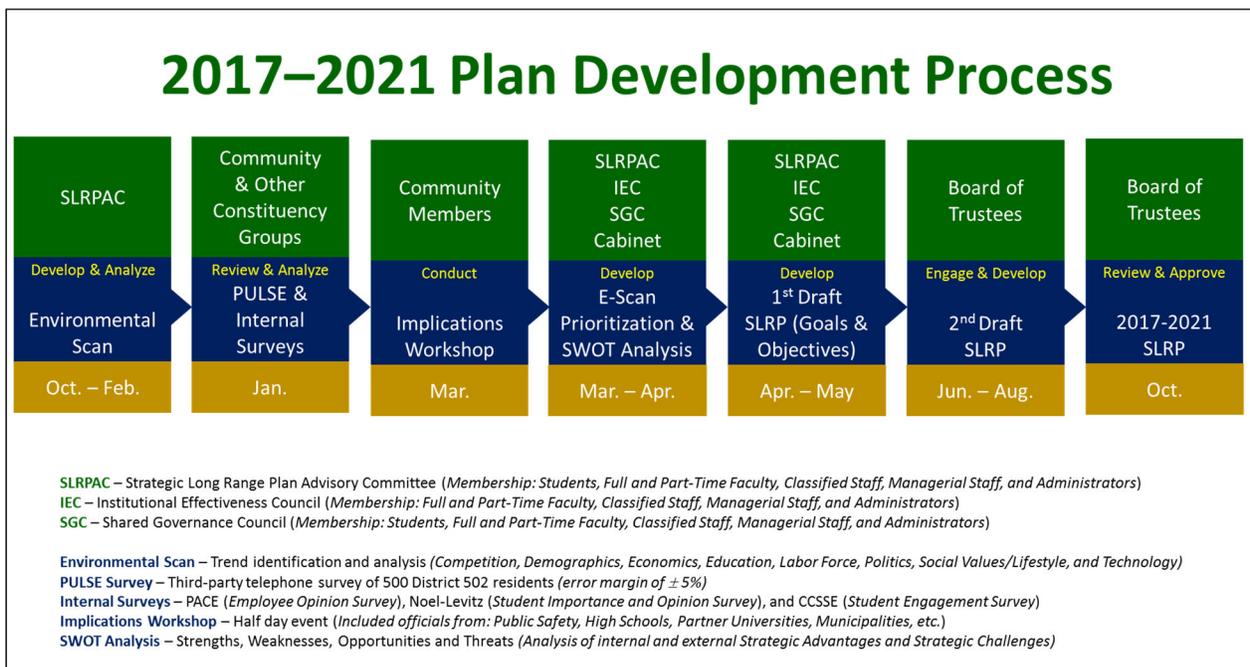
Mission:

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.

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 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

The probability of state and local funding decreasing in the near future is significant.

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

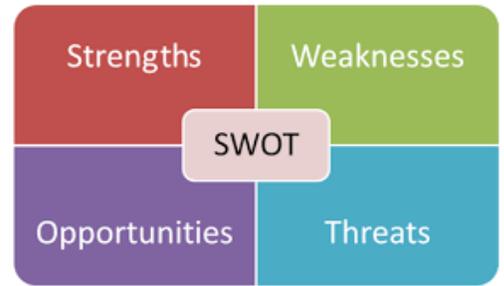
Given the rate of sustained rapid technological advancement, an ongoing need for increased base-level technological skills, continued technological training and professional development exists.

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 used 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 challenges for COD or hinder us in advancing our mission and achieving our vision.

	ADVANTAGES	CHALLENGES
INTERNAL	<p style="text-align: right;">S</p> <p>STRENGTHS</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 style="text-align: right;">W</p> <p>WEAKNESSES</p> <ol style="list-style-type: none"> 1. Systematic Use of Data 2. Systematic Evaluation of Effectiveness for Student Learning 3. Noel Levitz Student Satisfaction Inventory (SSI) Ratings 4. Community College Survey of Student Engagement (CCSSI) Ratings
EXTERNAL	<p style="text-align: right;">O</p> <p>OPPORTUNITIES</p> <ol style="list-style-type: none"> 1. Cost Effective Transfer Preparation, Certificates, and Degrees 2. Alternative Learning Options 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 style="text-align: right;">T</p> <p>THREATS</p> <ol style="list-style-type: none"> 1. Public Funding 2. Underprepared Incoming Students 3. Illinois Pension Liability 4. Data Security 5. Student Mental Health Issues 6. The Community College Stigma 7. Competition from out-of-state institutions of higher education 8. Decreasing in-district high school graduates

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 partnership 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 non-traditional 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, and 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 stakeholder 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

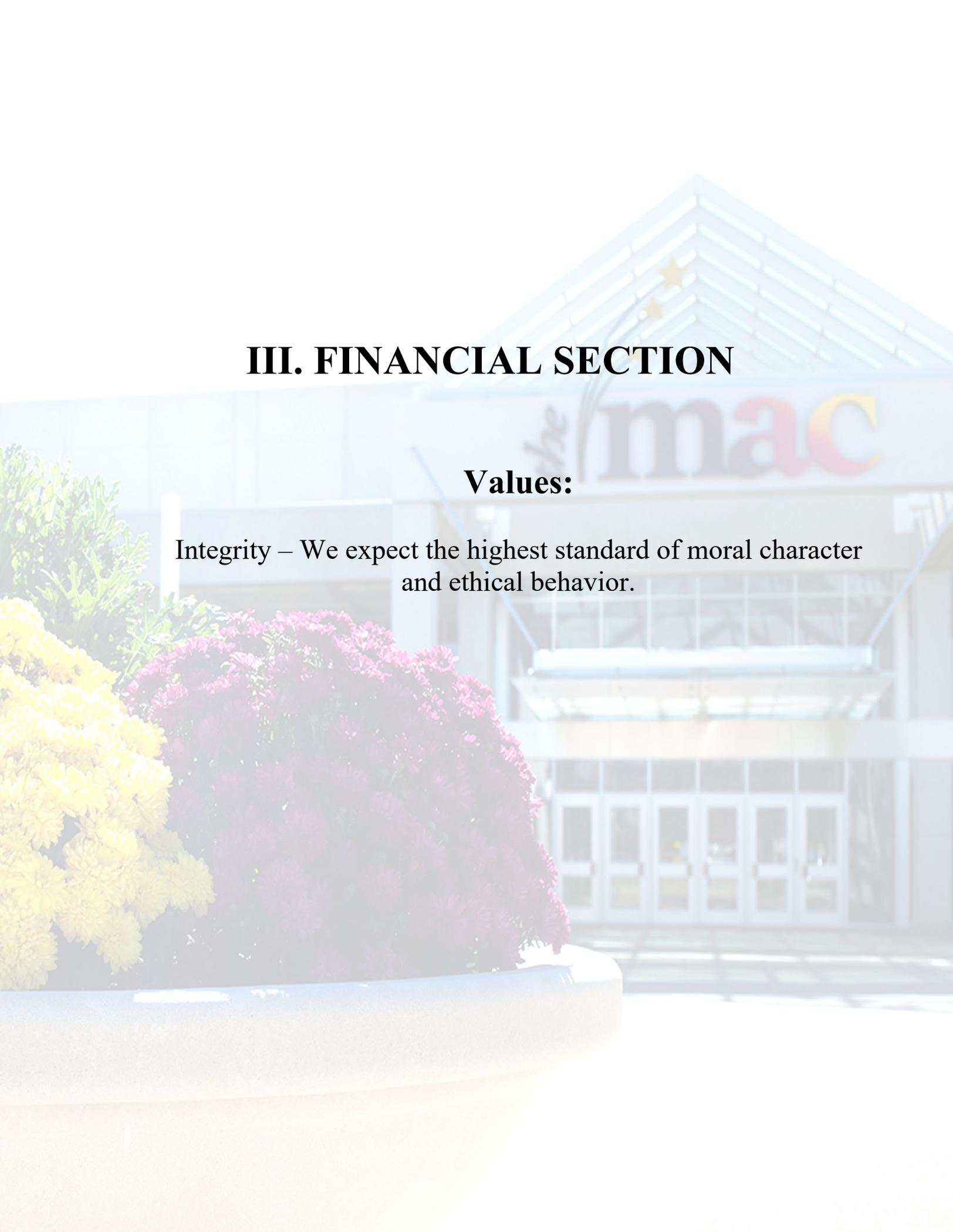
College of DuPage is committed to maintaining, improving and developing structures, systems and facilities necessary for the delivery of high-quality education and meaningful cultural events. To accomplish this we will:

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:

https://www.cod.edu/about/administration/planning_and_reporting_documents/

The background of the slide features a photograph of a modern building with a prominent glass entrance. Above the entrance, the logo 'the mac' is visible, with 'the' in a smaller font and 'mac' in large, colorful letters. Two gold stars are positioned above the 'mac' part of the logo. In the foreground, a large, light-colored planter holds several bushes of flowers, including bright yellow and purple chrysanthemums. The overall scene is brightly lit, suggesting a sunny day.

III. FINANCIAL SECTION

Values:

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

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's FY2019 audit reported no instances of material weaknesses in the internal control structure or violations of applicable laws or regulations. The College's fiscal year end audit typically begins in late May of each year and concludes in October or early November, with the presentation of the Comprehensive Annual Financial Report and audit results to the Audit Committee of the Board of Trustees, as well as the full Board.

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 Fund	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 Fund	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

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 Enterprises 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 FUND

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 FUND

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. This function also includes Auxiliary Services activity. 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, business 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.

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 are 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 interest on investments represents 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 include the amount of compensation 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 Interim Chief Financial Officer (CFO), 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.
- **Sustainability** – Material, relevant, and decision-useful sustainability factors are regularly considered by the College, within the bounds of financial and fiduciary prudence, in evaluating investment decisions. Such factors include, but are not limited to: a) corporate governance and leadership factors; b) environmental factors; c) social capital factors; d) human capital factors; and e) business model and innovation factors, as provided under the Illinois Sustainable Investing Act.

The Treasurer will work with the 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 expenditures such as legal fees, consultants, and printing costs.
- Site acquisition and 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 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 \$14.5 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 Aaa/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:

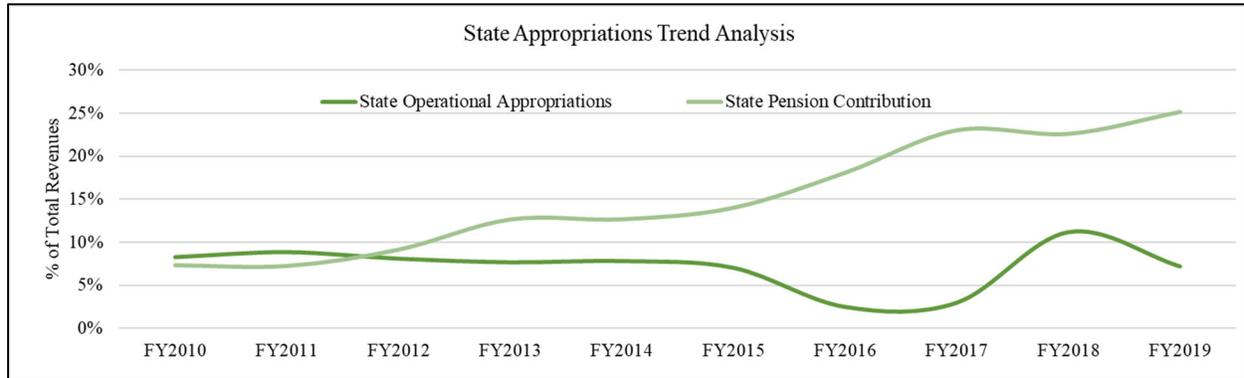
- The College's Procurement Services Department has the authority to enter into all contracts that do not exceed the statutory bid limits, in accordance with Board policy, administrative procedures, the Illinois Public Community College Act, and state statutes.
- Procurement activities exceeding the statutory bid limit must have the approval of the Board of Trustees.
- The Procurement Services 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 or the President.

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

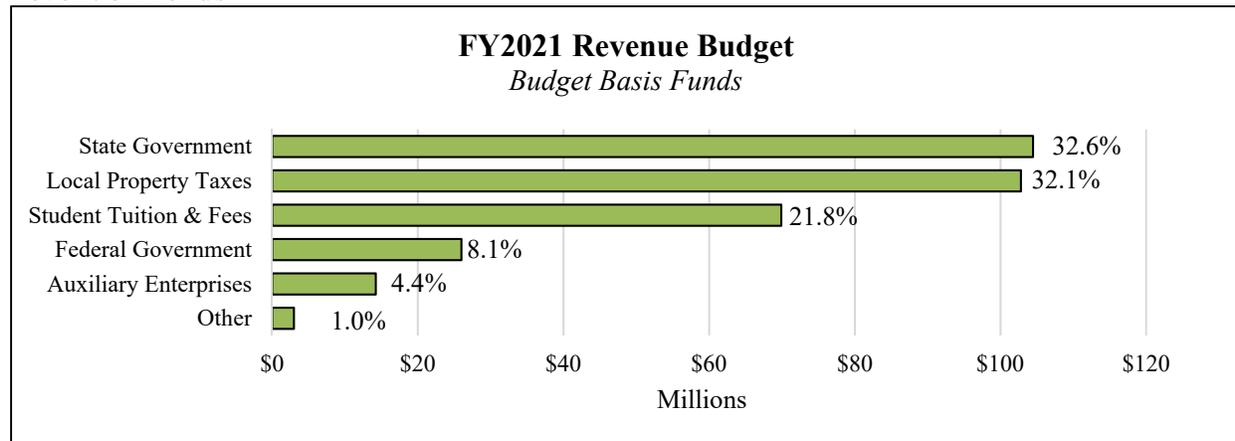
The Changing Revenue Landscape



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 consistent funding base of local property taxes, student tuition and fees, state and federal aid, and other institutionally-generated revenues. The College believes that this revenue stream 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.

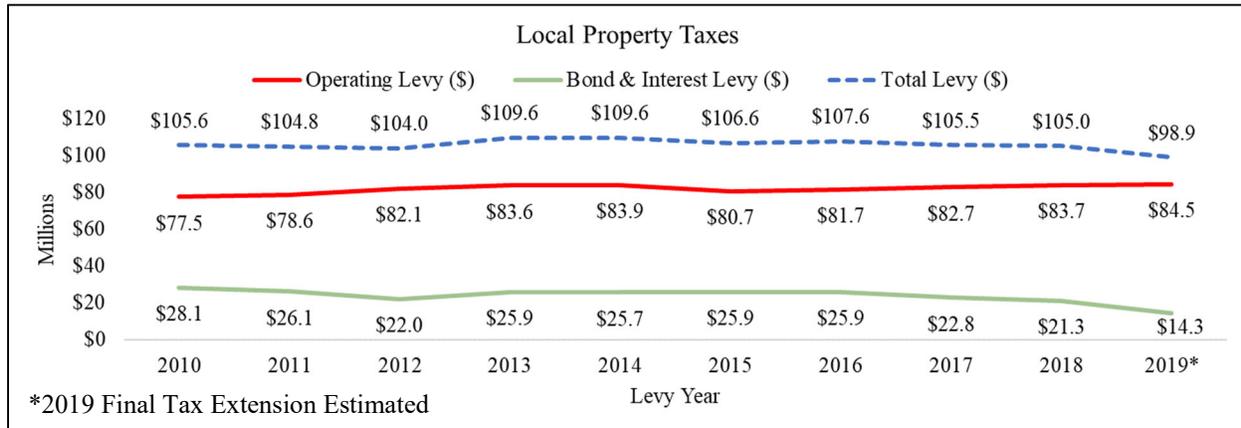
Revenue Trends



Local Property Taxes

One of the College’s major revenue sources is local property taxes, comprising 32.1% of the total FY2021 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.



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 2019 levy (payable in FY2020 and FY2021) was equal to the 2018 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.

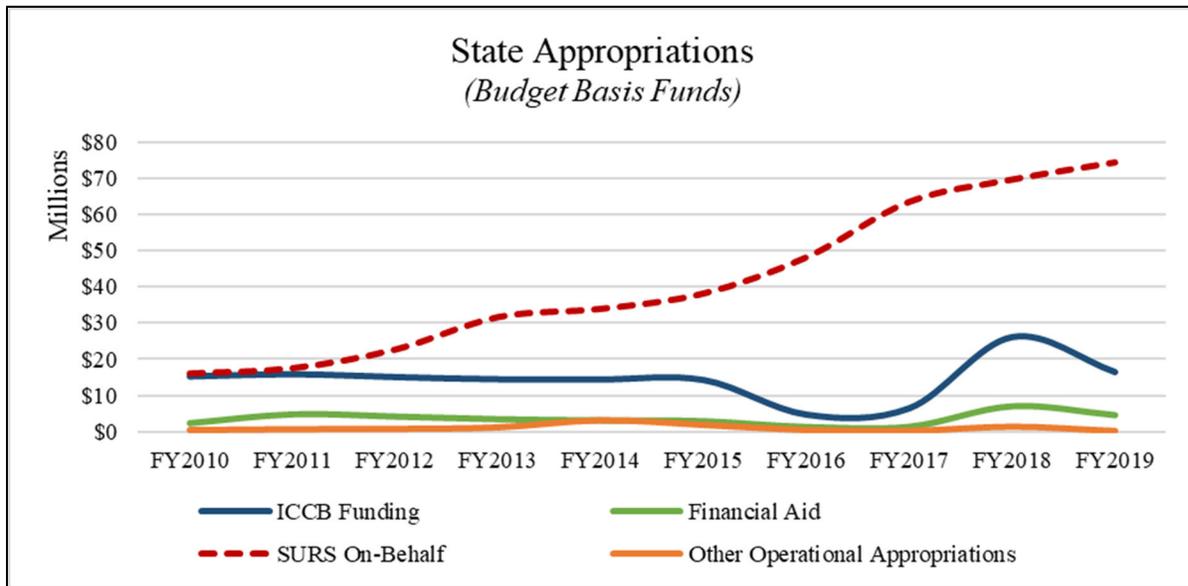
The Property Tax Extension Limitation Law limits the amount of property taxes extended to a taxing body. In addition, general obligation bonds (other than alternate revenue bonds), notes and installment contracts payable from *ad valorem* taxes unlimited as to rate and amount cannot be issued by the 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 2009 through 2014, the assessed valuations of

DuPage, Cook, and Will counties decreased 23.5%, resulting in a tax rate increases to the community. Since 2014, the valuations have recovered, increasing 22.5% from 2014 to 2018.

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 2019 is allocated 50% to FY2020 and 50% to FY2021.

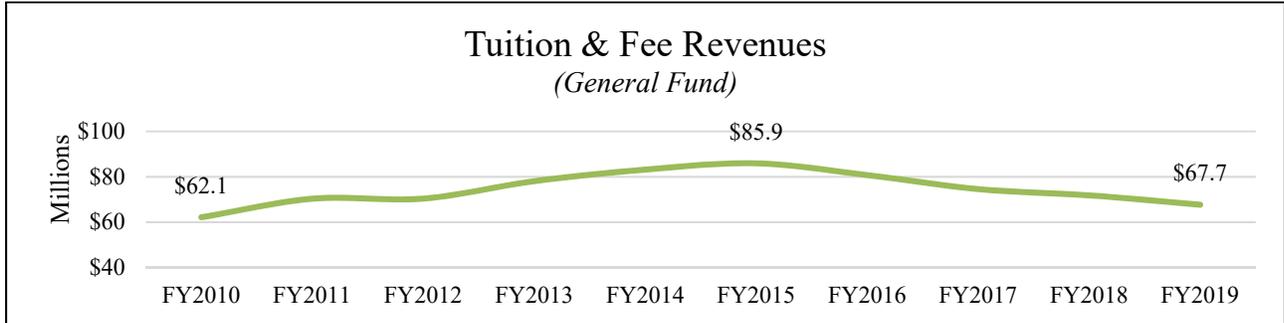
State Appropriations



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 181% from FY2010 through FY2019. SURS on-behalf payments increased 366% over the same period. In FY2018, the College did receive a backlog of its base operating grant payments from the State of Illinois, for a total of \$26 million in ICCB funding. This funding represented a portion of the payments missed in FY2016 and FY2017.

Revenue for FY2021 from the State of Illinois accounts for 8.8% of total General Fund revenues, or \$14.8 million.

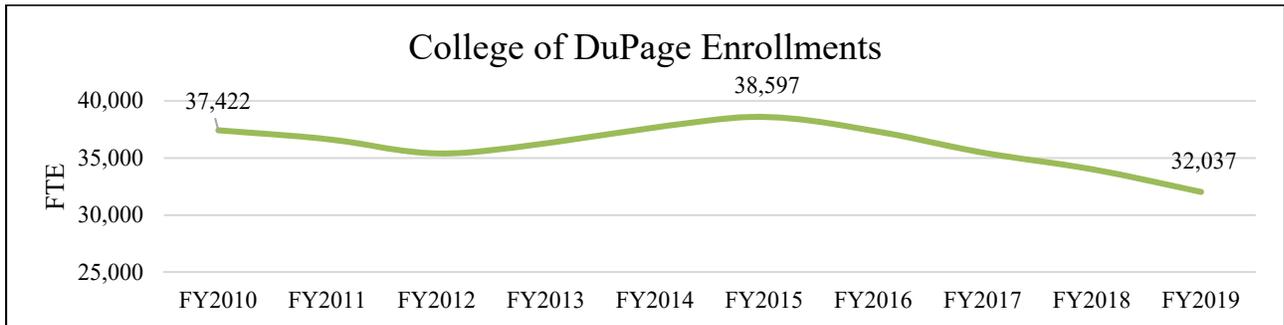
Student Tuition and Fees



Student tuition and fees make up approximately 24% of total College FY2021 budgeted revenues and 38% 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

Fiscal Year	Out-of-		
	In-District	District	Out-of-State
2021	\$ 138.00	\$ 325.00	\$ 395.00
2020	137.00	324.00	394.00
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

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 FY2021 to \$138.00 per credit hour.



For the FY2021 budget, the College is projecting an 8.5% decline in enrollment.

Expenditure Trends - Analysis by Function

(In Millions)	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Instruction	\$ 93.4	\$ 93.8	\$ 101.1	\$ 105.2	\$ 112.8	\$ 113.1	\$ 114.2
Academic Support	10.1	10.2	10.1	11.2	12.0	15.1	15.3
Student Services	13.8	16.1	17.9	19.8	21.1	22.9	25.2
Public Service	2.2	2.8	2.7	2.5	2.7	3.1	3.8
Independent Operations	9.3	9.5	10.0	10.4	10.7	11.1	10.3
Operations & Maintenance	17.2	18.5	19.1	19.2	19.7	20.2	21.0
General Administration	13.8	14.0	16.1	15.4	17.5	16.7	17.2
General Institutional	143.6	114.8	80.7	62.6	63.3	71.0	70.2
Scholarships, Student Grants, Waivers	39.8	41.5	43.6	38.1	34.1	39.7	34.7
Total	\$ 343.2	\$ 321.2	\$ 301.3	\$ 284.4	\$ 293.9	\$ 312.9	\$ 311.9

Instruction is the largest component of expenditures on a function basis, accounting for an average of 34% of total expenditures across all funds. Instruction includes all direct costs of teaching (primarily faculty salaries and instructional 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 costs. These costs have declined significantly from FY2013 to FY2019 as major construction has diminished across campus.

Student Services expenditures have seen the largest percentage increase since FY2013 at 83%, 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.

Expenditure Trends - Analysis by Object Category

(In Millions)	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Salaries	\$ 103.5	\$ 103.8	\$ 109.4	\$ 109.2	\$ 111.4	\$ 112.1	\$ 112.9
Employee Benefits	50.7	51.4	53.9	65.3	80.5	86.1	90.4
Contractual Services	13.0	15.8	11.9	13.4	10.0	10.5	10.5
Materials & Supplies	7.1	7.5	9.2	9.1	9.4	9.7	9.8
Conference & Meeting	1.9	2.5	2.5	2.4	2.4	2.6	2.7
Fixed Charges	37.0	36.3	36.2	36.4	36.6	42.2	33.6
Utilities	4.5	4.4	4.2	4.1	4.4	4.3	4.5
Capital Outlay	83.9	57.0	29.0	6.4	4.7	5.0	11.6
Other	1.9	1.3	1.5	0.4	0.6	1.0	1.6
Scholarships, Student Grants, Waivers	39.8	41.2	43.3	37.8	33.8	39.5	34.3
Total	\$ 343.2	\$ 321.2	\$ 301.3	\$ 284.4	\$ 293.9	\$ 312.9	\$ 311.9

Salaries and employee benefits are the largest components of expenditures on an object basis, accounting for 54% of the total expenditures on average, and 65% of the total FY2019 expenditures. Through careful fiscal management, the College has experienced an average annual salary increase of 1.5% since FY2013. 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.

FY2021 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 FY2021 Budget.

Property Values: For FY2021, the College assumes a 2019 EAV of \$46,238,884,312 (an increase from 2018 of 3.0%).

The 2019 operating tax levy, of which the first collections will occur at the end of FY2020 in June and the second collections will occur in FY2021 (September 2020), 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 FY2021.

Credit Hours (Used for Tuition Revenue Estimate): For FY2021, the budget assumes an enrollment decline of 8.5%. Estimated total credit hours are 419,355.

Student Tuition and Fees: For FY2021, the budget assumes a tuition fee increase of \$1.00. The in-district rate is \$138 per credit hour.

State Base Operating Grant: The College budget reflects a 7.5% decline in apportionment revenues from the State of Illinois.

State On-Behalf Pension Costs: The budget assumes a 5% increase in on-behalf pension costs.

Interest Revenue: Interest income decreased 77% over the FY2020 budget. This projected decrease assumes investment rate of return equal to 0.25%.

Salaries: The salary pool was increased 2.8% 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 6%.

FY2021 Budgeted Interfund Transfers

The College engages in transactions which involve the transfer of cash between funds. The budgeted amounts and explanations for each transfer for FY2021 are outlined below:

Education Fund	<u>Transfer In</u>	<u>Transfer Out</u>
To Restricted Purposes Fund to cover unfunded state veterans' grants.	\$ -	\$ 364,000
To Operations & Maintenance Fund to cover recapitalization projects.	-	35,000,000
To Construction Fund to cover construction projects.	-	44,000,000
To Auxiliary Fund to support Chaparral Fitness Center.	-	180,000
To Auxiliary Fund to support Buffalo Theater.	-	110,000
To Auxiliary Fund to support MAC Touring and the summer concert series.	-	343,500
To Auxiliary Fund to support New Philharmonic.	-	16,500
To Auxiliary Fund to support the Courier student newspaper.	-	40,000
From Auxiliary Enterprises Fund - Bookstore net revenue transfer.	950,000	-
From Auxiliary Enterprises Fund - Food service net revenue transfer.	218,500	-
Subtotal Education Fund	1,168,500	80,054,000
Operations & Maintenance Fund		
From Education Fund.	35,000,000	-
Operations & Maintenance (Restricted) Fund		
From Education Fund.	44,000,000	-
Auxiliary Enterprises Fund		
From Education Fund	690,000	-
Bookstore net budget surplus transferred to Education Fund to support student services.	-	950,000
Food Service net budget surplus transferred to Education Fund to support student services.	-	218,500
	690,000	1,168,500
Restricted Purposes Fund		
From Education Fund.	364,000	-
Total	\$ 81,222,500	\$ 81,222,500

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

Employee Group	Actual FY2019¹	Budget 2020	Budget 2021	Net Change
Administrators				
Administrative Affairs	5.0	6.0	5.0	(1.0)
General Counsel, Compliance & Audit	3.0	3.0	3.0	-
Human Resources & Project Hire-Ed	3.0	3.0	2.0	(1.0)
Institutional Advancement	2.0	1.0	1.0	-
Legislative Relations	1.0	1.0	1.0	-
Office of the President	1.0	1.0	1.0	-
Planning & Institutional Effectiveness	2.0	2.0	2.0	-
Provost	18.0	24.0	22.0	(2.0)
Marketing & Communications	2.0	2.0	2.0	-
Administrators Total	37.0	43.0	39.0	(4.0)
Managerial Staff				
Administrative Affairs	42.0	42.0	40.0	(2.0)
Human Resources & Project Hire-Ed	4.0	6.0	2.0	(4.0)
Institutional Advancement	1.0	4.0	3.0	(1.0)
Provost	76.8	82.8	85.8	3.0
Marketing & Communications	7.0	8.0	8.0	-
Managerial Staff Total	130.8	142.8	138.8	(4.0)
Classified Staff				
Administrative Affairs	191.6	205.6	194.1	(11.6)
General Counsel, Compliance & Audit	2.0	3.0	3.0	-
Human Resources & Project Hire-Ed	14.5	16.5	15.9	(0.6)
Institutional Advancement	5.7	10.7	7.2	(3.5)
Legislative Relations	1.0	1.0	1.0	-
Office of the President	1.0	1.0	1.0	-
Planning & Institutional Effectiveness	4.0	7.0	6.0	(1.0)
Provost	281.3	367.6	325.3	(42.3)
Marketing & Communications	25.0	26.5	26.5	-
Classified Staff Total	526.2	639.0	580.0	(59.0)
Full-Time Faculty				
Provost	282.0	295.0	275.0	(20.0)
Full-Time Faculty Total	282.0	295.0	275.0	(20.0)

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

Employee Group	Actual FY2019¹	Budget 2020	Budget 2021	Net Change
Counselors & Librarians				
Provost	22.0	23.0	22.0	(1.0)
Counselors & Librarians Total	22.0	23.0	22.0	(1.0)
Operating Engineers				
Administrative Affairs	18.1	20.0	18.0	(2.0)
Operating Engineers Total	18.1	20.0	18.0	(2.0)
Grounds, Maintenance, Painters & Carpenters				
Administrative Affairs	16.0	20.0	18.0	(2.0)
Grounds, Maintenance, Painters & Carpenters Total	16.0	20.0	18.0	(2.0)
Fraternal Order of Police				
Administrative Affairs	16.5	18.0	18.0	-
Fraternal Order of Police Total	16.5	18.0	18.0	-
Total				
Administrative Affairs	289.2	311.6	293.1	(18.6)
General Counsel, Compliance & Audit	5.0	6.0	6.0	-
Human Resources & Project Hire-Ed	21.5	25.5	19.9	(5.6)
Institutional Advancement	8.7	15.7	11.2	(4.5)
Legislative Relations	2.0	2.0	2.0	-
Office of the President	2.0	2.0	2.0	-
Planning & Institutional Effectiveness	6.0	9.0	8.0	(1.0)
Provost	680.1	792.4	730.1	(62.3)
Marketing & Communications	34.0	36.5	36.5	-
Total	1,048.5	1,200.8	1,108.8	(92.0)

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 FY2021 Budget

	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
Total Expenditures	\$ 157,122,657	\$ 21,534,696	\$ 115,433,960	\$ 26,168,730	\$ 8,055,860	\$ 13,810,559	\$ 7,000	\$ 342,133,462
Less:								
Carryovers	(891,024)	(1,830,313)	-	-	(3,885,135)	-	-	(6,606,472)
Net Total Expenditures	\$ 156,231,633	\$ 19,704,383	\$ 115,433,960	\$ 26,168,730	\$ 4,170,725	\$ 13,810,559	\$ 7,000	\$ 335,526,990

The FY2021 Budget includes \$342.1 million in expenditures, of which \$6.6 million are carryover items. Carryover 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.

***Special Note:** Due to the Coronavirus (COVID-19), carryovers are higher than anticipated as a result of the recent closures of our campus and regional centers.*

EDUCATION FUND

Education Fund carryovers include a police squad car, consultant expenses, various information technology maintenance projects, instructional and non-capital equipment, temporary staffing, advertising, and the rescheduling of the Food Insecurity Summit.

OPERATIONS & MAINTENANCE FUND

Operations & Maintenance Fund carryovers include various mechanical work projects.

OPERATION AND MAINTENANCE RESTRICTED FUND

Operations & Maintenance Restricted Fund carryovers include various building renovations, remodels, and upgrades to projects across campus.

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

**ALL FUNDS
FY2021 BUDGET**

	<u>FY2019 Actual</u>	<u>FY2020 Budget</u>	<u>FY2021 Budget</u>
Revenues			
Local Property Taxes	\$ 101,930,953	\$ 101,194,397	\$ 101,210,816
Personal Property Replacement Tax	1,538,154	1,400,000	1,600,000
State Government	95,514,639	101,275,758	104,470,602
Federal Government	25,853,807	26,311,287	25,980,585
Student Tuition and Fees	80,583,257	81,659,168	76,388,896
Sales and Service Fees	3,794,969	5,146,698	5,537,988
Facilities Rental	614,050	613,000	615,250
Interest	8,367,067	4,301,000	1,000,000
Non-Government Gifts, Grants	1,346,190	2,206,348	2,444,092
Other	659,351	829,000	1,110,000
Total Revenues	<u>320,202,437</u>	<u>324,936,656</u>	<u>320,358,229</u>
Expenditures			
Instruction	114,205,244	123,392,419	122,582,503
Academic Support	15,260,735	15,613,400	16,592,740
Student Services	25,220,834	27,607,023	28,647,655
Public Service	3,757,372	4,725,631	5,237,370
Independent Operations	10,313,577	15,002,521	14,042,729
Operations and Maintenance	21,015,925	23,309,701	23,112,650
General Administration	17,186,198	18,805,442	18,158,537
General Institutional	70,262,769	84,302,938	77,522,232
Scholarships, Student Grants, Waivers	34,697,783	36,864,377	36,237,046
Total Expenditures	<u>311,920,437</u>	<u>349,623,452</u>	<u>342,133,462</u>
Excess / (Deficiency) of Revenues Over Expenditures	<u>8,282,000</u>	<u>(24,686,796)</u>	<u>(21,775,233)</u>
Other Financing Sources / (Uses)			
Net Proceeds from Bond Sale	216,560	-	-
Gain on Disposal of Fixed Assets	12,127	-	-
Transfer In	3,299,074	10,999,100	81,222,500
Transfer (Out)	(3,299,074)	(10,999,100)	(81,222,500)
Total Other Financing Sources / (Uses)	<u>228,687</u>	<u>-</u>	<u>-</u>
Surplus / (Deficiency)	<u>8,510,687</u>	<u>(24,686,796)</u>	<u>(21,775,233)</u>
Beginning Fund Balance¹	<u>285,533,186</u>	<u>294,043,873</u>	<u>298,362,403</u>
Ending Fund Balance	<u>\$ 294,043,873</u>	<u>\$ 269,357,077</u>	<u>\$ 276,587,170</u>

¹ The FY2021 beginning fund balances are projected.

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

**ALL FUNDS
EXPENDITURES BY OBJECT
FY2021 BUDGET**

	FY2019 Actual	FY2020 Budget	FY2021 Budget
Expenditures			
Salaries	\$ 112,920,003	\$ 116,767,706	\$ 116,824,729
Employee Benefits	90,416,477	98,468,250	99,467,017
Contractual Services	10,530,805	18,135,591	19,161,202
Materials & Supplies	9,752,663	14,534,884	13,184,405
Conference & Meeting	2,699,075	4,193,784	3,268,057
Fixed Charges	33,574,634	32,105,476	28,902,417
Utilities	4,530,247	4,882,220	4,943,400
Capital Outlay	11,595,943	20,827,270	16,982,538
Other	1,411,257	2,110,755	2,395,230
Scholarships, Student Grants, Waivers	34,489,333	36,597,516	36,004,467
Contingency	-	1,000,000	1,000,000
Total Expenditures	\$ 311,920,437	\$ 349,623,452	\$ 342,133,462

COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502

REVENUES, EXPENDITURES, TRANSFERS, AND CHANGES IN FUND BALANCES - ALL FUND
FY2021 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	\$ 72,500,000	\$ 12,035,398	\$ -	\$ 16,675,418	\$ -	\$ -	\$ -	\$ 101,210,816
Personal Property								
Replacement Tax	1,600,000	-	-	-	-	-	-	1,600,000
State Government	14,817,103	-	88,888,979	-	764,520	-	-	104,470,602
Federal Government	-	-	25,980,585	-	-	-	-	25,980,585
Student Tuition & Fees	62,779,829	1,593,549	68,903	5,451,615	-	6,495,000	-	76,388,896
Sales & Service Fees	693,000	-	-	-	-	4,844,988	-	5,537,988
Facilities Rental	304,450	-	-	-	-	310,800	-	615,250
Interest	500,000	300,000	-	-	200,000	-	-	1,000,000
Non-Government								
Gifts, Grants	48,500	-	131,493	-	-	2,264,099	-	2,444,092
Other	800,000	10,000	-	-	-	300,000	-	1,110,000
Total Revenues	154,042,882	13,938,947	115,069,960	22,127,033	964,520	14,214,887	-	320,358,229
Expenditures								
Instruction	73,483,632	-	49,098,871	-	-	-	-	122,582,503
Academic Support	11,137,199	-	5,455,541	-	-	-	-	16,592,740
Student Services	19,336,371	-	9,311,284	-	-	-	-	28,647,655
Public Service	2,507,393	-	1,733,881	-	-	996,096	-	5,237,370
Independent Operations	-	-	2,728,883	-	-	11,313,846	-	14,042,729
Operations & Maintenance	6,099,390	11,633,541	5,379,719	-	-	-	-	23,112,650
General Administration	12,216,405	-	5,935,132	-	-	-	7,000	18,158,537
General Institutional	24,241,267	9,901,155	7,654,603	26,168,730	8,055,860	1,500,617	-	77,522,232
Scholarships, Student Grants, Waiver ¹	8,101,000	-	28,136,046	-	-	-	-	36,237,046
Total Expenditures	157,122,657	21,534,696	115,433,960	26,168,730	8,055,860	13,810,559	7,000	342,133,462
Excess / (Deficiency) of Revenues								
Over Expenditures	(3,079,775)	(7,595,749)	(364,000)	(4,041,697)	(7,091,340)	404,328	(7,000)	(21,775,233)
Other Financing Sources / (Uses)								
Transfers In / (Out)	(78,885,500)	35,000,000	364,000	-	44,000,000	(478,500)	-	-
Total Other Financing Sources / (Uses)	(78,885,500)	35,000,000	364,000	-	44,000,000	(478,500)	-	-
Surplus / (Deficiency)	(81,965,275)	27,404,251	-	(4,041,697)	36,908,660	(74,172)	(7,000)	(21,775,233)
Beginning Fund Balances¹	212,500,805	41,364,595	-	4,327,601	16,494,697	14,759,974	8,914,731	298,362,403
Ending Fund Balances	\$ 130,535,530	\$ 68,768,846	\$ -	\$ 285,904	\$ 53,403,357	\$ 14,685,802	\$ 8,907,731	\$ 276,587,170

¹ The FY2021 beginning fund balance is projected

COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502

REVENUES, EXPENDITURES, TRANSFERS, AND CHANGES IN FUND BALANCES - ALL FUND
FY2020 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	\$ 71,663,073	\$ 11,875,059	\$ -	\$ 17,656,265	\$ -	\$ -	\$ -	\$ 101,194,397
Personal Property								
Replacement Tax	1,400,000	-	-	-	-	-	-	1,400,000
State Government	14,735,390	-	86,540,368	-	-	-	-	101,275,758
Federal Government	-	-	25,921,287	390,000	-	-	-	26,311,287
Student Tuition & Fees	65,796,058	2,188,053	73,377	6,381,822	1,002,858	6,217,000	-	81,659,168
Sales & Service Fees	700,793	-	-	-	-	4,445,905	-	5,146,698
Facilities Rental	302,200	-	-	-	-	310,800	-	613,000
Interest	3,000,000	525,000	-	210,000	256,000	190,000	120,000	4,301,000
Non-Government								
Gifts, Grants	32,500	-	163,827	-	-	2,010,021	-	2,206,348
Other	569,000	10,000	-	-	-	250,000	-	829,000
Total Revenues	158,199,014	14,598,112	112,698,859	24,638,087	1,258,858	13,423,726	120,000	324,936,656
Expenditures								
Instruction	74,090,615	-	49,301,804	-	-	-	-	123,392,419
Academic Support	11,141,059	-	4,472,341	-	-	-	-	15,613,400
Student Services	19,490,494	-	8,116,529	-	-	-	-	27,607,023
Public Service	2,266,533	-	1,503,685	-	-	955,413	-	4,725,631
Independent Operations	-	-	2,901,547	-	-	12,100,974	-	15,002,521
Operations & Maintenance	5,930,104	11,905,515	5,474,082	-	-	-	-	23,309,701
General Administration	12,591,076	-	6,207,366	-	-	-	7,000	18,805,442
General Institutional	24,698,471	5,101,900	7,351,128	29,331,953	16,156,000	1,663,486	-	84,302,938
Scholarships, Student								
Grants, Waiver:	9,138,000	-	27,726,377	-	-	-	-	36,864,377
Total Expenditures	159,346,352	17,007,415	113,054,859	29,331,953	16,156,000	14,719,873	7,000	349,623,452
Excess / (Deficiency) of Revenues								
Over Expenditures	(1,147,338)	(2,409,303)	(356,000)	(4,693,866)	(14,897,142)	(1,296,147)	113,000	(24,686,796)
Other Financing Sources / (Uses)								
Transfers In / (Out)	(8,699,100)	1,263,500	356,000	-	7,500,000	(420,400)	-	-
Total Other Financing Sources / (Uses)	(8,699,100)	1,263,500	356,000	-	7,500,000	(420,400)	-	-
Surplus / (Deficiency)	(9,846,438)	(1,145,803)	-	(4,693,866)	(7,397,142)	(1,716,547)	113,000	(24,686,796)
Beginning Fund Balances	207,767,823	38,781,404	89,696	8,810,957	16,211,108	13,636,191	8,746,694	294,043,873
Ending Fund Balances	\$ 197,921,385	\$ 37,635,601	\$ 89,696	\$ 4,117,091	\$ 8,813,966	\$ 11,919,644	\$ 8,859,694	\$ 269,357,077

COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502

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

	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	\$ 68,529,537	\$ 11,357,280	\$ -	\$ 22,044,136	\$ -	\$ -	\$ -	\$ 101,930,953
Personal Property								
Replacement Tax	1,538,154	-	-	-	-	-	-	1,538,154
State Government	14,773,455	-	80,741,184	-	-	-	-	95,514,639
Federal Government	-	-	25,040,338	813,469	-	-	-	25,853,807
Student Tuition & Fees	65,474,483	2,203,166	73,169	6,425,789	1,009,755	5,396,895	-	80,583,257
Sales & Service Fees	584,050	-	-	-	-	3,210,919	-	3,794,969
Facilities Rental	228,800	-	-	-	-	385,250	-	614,050
Interest	6,358,576	813,364	-	311,861	414,827	282,812	185,627	8,367,067
Non-Government								
Gifts, Grants	60	-	171,700	-	-	1,174,430	-	1,346,190
Other	472,220	8,050	-	-	-	179,081	-	659,351
Total Revenues	157,959,335	14,381,860	106,026,391	29,595,255	1,424,582	10,629,387	185,627	320,202,437
Expenditures								
Instruction	69,466,784	-	44,738,460	-	-	-	-	114,205,244
Academic Support	10,342,337	-	4,918,398	-	-	-	-	15,260,735
Student Services	16,813,143	-	8,407,691	-	-	-	-	25,220,834
Public Service	2,103,928	-	1,653,444	-	-	-	-	3,757,372
Independent Operations	337	-	2,475,177	-	-	7,838,063	-	10,313,577
Operations & Maintenance	5,943,647	10,192,084	4,880,194	-	-	-	-	21,015,925
General Administration	11,799,619	-	5,383,339	-	-	3,240	-	17,186,198
General Institutional	19,657,495	2,092,418	6,942,950	31,211,853	9,042,862	1,315,191	-	70,262,769
Scholarships, Student Grants, Waivers	7,808,236	-	26,889,547	-	-	-	-	34,697,783
Total Expenditures	143,935,526	12,284,502	106,289,200	31,211,853	9,042,862	9,156,494	-	311,920,437
Excess / (Deficiency) of Revenues								
Over Expenditures	14,023,809	2,097,358	(262,809)	(1,616,598)	(7,618,280)	1,472,893	185,627	8,282,000
Other Financing Sources / (Uses)								
Net Proceeds from Bond Sale	-	-	-	216,560	-	-	-	216,560
Gain on Disposal of Fixed Assets	12,127	-	-	-	-	-	-	12,127
Transfers In / (Out)	(3,299,074)	-	299,074	-	3,000,000	-	-	-
Total Other Financing Sources / (Uses)	(3,286,947)	-	299,074	216,560	3,000,000	-	-	228,687
Surplus / (Deficiency)	10,736,862	2,097,358	36,265	(1,400,038)	(4,618,280)	1,472,893	185,627	8,510,687
Beginning Fund Balances	197,030,961	36,684,046	53,431	10,210,995	20,829,388	12,163,298	8,561,067	285,533,186
Ending Fund Balances	\$ 207,767,823	\$ 38,781,404	\$ 89,696	\$ 8,810,957	\$ 16,211,108	\$ 13,636,191	\$ 8,746,694	\$ 294,043,873

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

**GENERAL FUND
FY2021 BUDGET**

	<u>FY2019 Actual</u>	<u>FY2020 Budget</u>	<u>FY2021 Budget</u>
Revenues			
Local Property Taxes	\$ 79,886,817	\$ 83,538,132	\$ 84,535,398
Personal Property Replacement Tax	1,538,154	1,400,000	1,600,000
State Government	14,773,455	14,735,390	14,817,103
Student Tuition and Fees	67,677,649	67,984,111	64,373,378
Sales and Service Fees	584,050	700,793	693,000
Facilities	228,800	302,200	304,450
Interest	7,171,940	3,525,000	800,000
Non-Government Gifts, Grants	60	32,500	48,500
Other	<u>480,270</u>	<u>579,000</u>	<u>810,000</u>
Total Revenues	<u>172,341,195</u>	<u>172,797,126</u>	<u>167,981,829</u>
Expenditures			
Instruction	69,466,784	74,090,615	73,483,632
Academic Support	10,342,337	11,141,059	11,137,199
Student Services	16,813,143	19,490,494	19,336,371
Public Service	2,103,928	2,266,533	2,507,393
Independent Operations	337	-	-
Operations and Maintenance	16,135,731	17,835,619	17,732,931
General Administration	11,799,619	12,591,076	12,216,405
General Institutional	21,749,913	29,800,371	34,142,422
Scholarships, Student Grants, Waivers	<u>7,808,236</u>	<u>9,138,000</u>	<u>8,101,000</u>
Total Expenditures	<u>156,220,028</u>	<u>176,353,767</u>	<u>178,657,353</u>
Excess / (Deficiency) of Revenues Over Expenditures	<u>16,121,167</u>	<u>(3,556,641)</u>	<u>(10,675,524)</u>
Other Financing Sources / (Uses)			
Gain on Disposal of Fixed Assets	12,127	-	-
Transfer In	-	2,413,500	36,168,500
Transfer (Out)	<u>(3,299,074)</u>	<u>(9,849,100)</u>	<u>(80,054,000)</u>
Total Other Financing Sources / (Uses)	<u>(3,286,947)</u>	<u>(7,435,600)</u>	<u>(43,885,500)</u>
Surplus / (Deficiency)	<u>12,834,220</u>	<u>(10,992,241)</u>	<u>(54,561,024)</u>
Beginning Fund Balance¹	<u>233,715,007</u>	<u>246,549,227</u>	<u>253,865,400</u>
Ending Fund Balance	<u>\$ 246,549,227</u>	<u>\$ 235,556,986</u>	<u>\$ 199,304,376</u>

¹ The FY2021 beginning fund balance is projected.

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

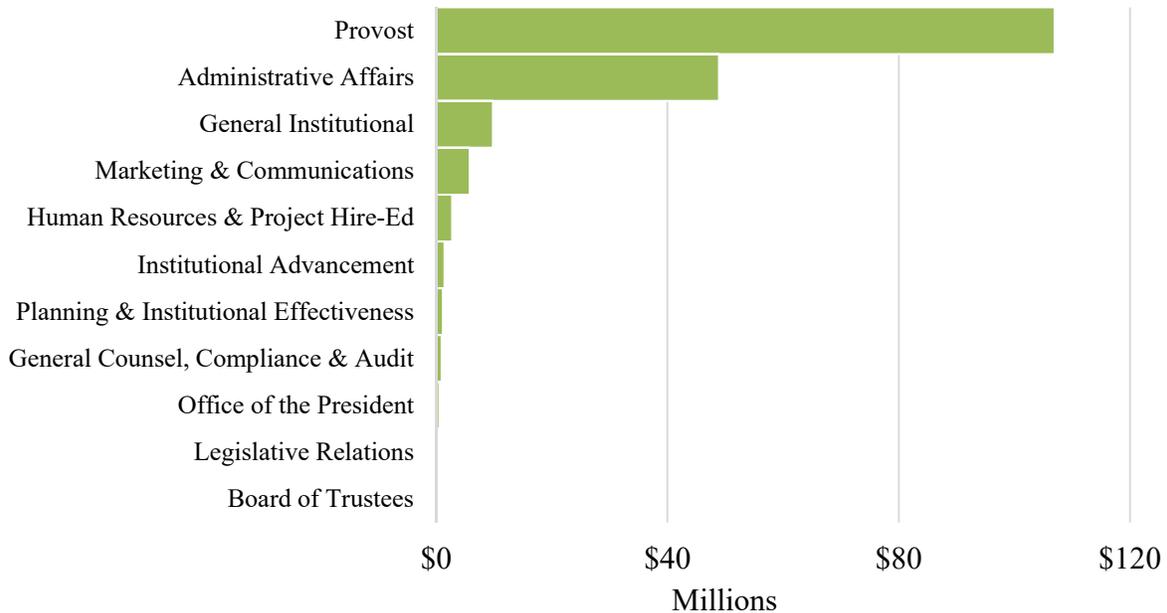
**GENERAL FUND
EXPENDITURES BY OBJECT
FY2021 BUDGET**

	FY2019 Actual	FY2020 Budget	FY2021 Budget
<u>Expenditures</u>			
Salaries	\$ 104,620,514	\$ 107,465,751	\$ 107,435,106
Employee Benefits	15,222,037	16,993,120	16,522,727
Contractual Services	8,460,469	14,419,941	16,279,014
Materials & Supplies	8,237,202	11,315,019	10,122,087
Conferences & Meetings	1,501,498	2,485,339	1,569,479
Fixed Charges	2,419,706	2,652,223	2,866,300
Utilities	4,530,248	4,880,620	4,942,800
Capital Outlay	2,664,458	4,724,021	8,603,528
Other	755,660	1,279,733	1,215,312
Scholarships, Student Grants, Waivers	7,808,236	9,138,000	8,101,000
Contingency	-	1,000,000	1,000,000
Total General Fund Expenditures	<u>\$ 156,220,028</u>	<u>\$ 176,353,767</u>	<u>\$ 178,657,353</u>

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

Division Name	FY2019 Actual	FY2020 Budget	FY2021 Budget
Provost	\$ 98,699,037	\$ 107,529,197	\$ 106,977,663
Administrative Affairs	36,216,993	44,647,019	48,884,357
General Institutional	9,773,479	10,237,703	9,798,577
Marketing & Communications	5,288,426	5,878,460	5,762,809
Human Resources & Project Hire-Ed	2,577,899	3,211,279	2,733,428
Institutional Advancement	1,090,022	1,687,354	1,438,612
Planning & Institutional Effectiveness	862,355	1,210,295	1,161,610
General Counsel, Compliance & Audit	797,577	919,027	914,972
Office of the President	525,133	631,850	533,068
Legislative Relations	261,890	277,872	281,822
Board of Trustees	<u>127,217</u>	<u>123,710</u>	<u>170,435</u>
Total General Fund Expenditures	<u>\$ 156,220,028</u>	<u>\$ 176,353,767</u>	<u>\$ 178,657,353</u>

Organizational Division Summary

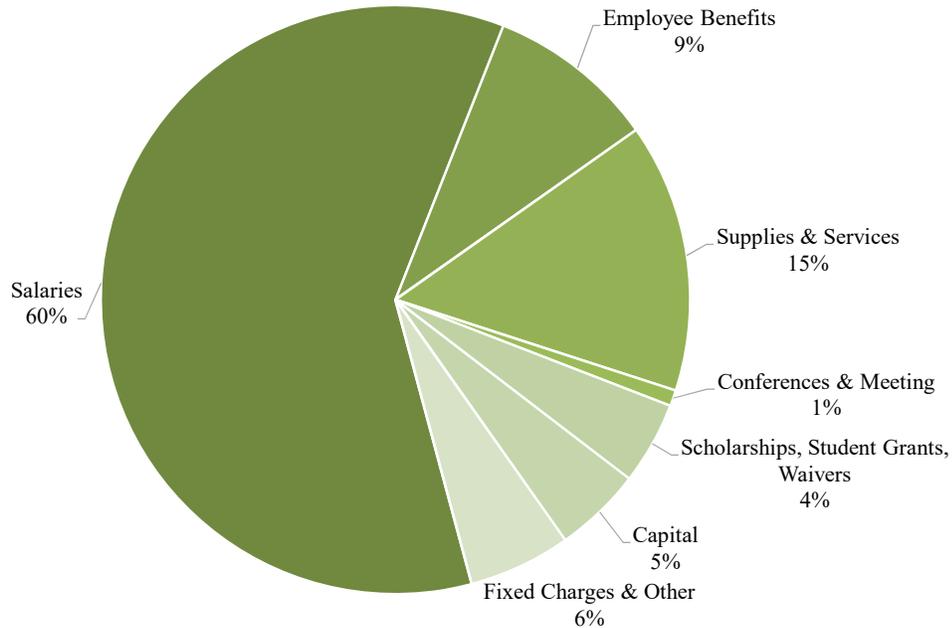


**Organizational Division Detail
FY2021 Expenditure Budget
General Fund**

Division Name	Salaries	Employee Benefits	Supplies & Services	Conferences & Meeting	Scholarships, Student Grants, Waivers		Capital	Fixed Charges & Other	Totals
Provost	\$ 82,103,760	\$ 11,645,852	\$ 7,721,540	\$ 1,098,184	\$ -	\$ 2,591,867	\$ 1,816,460	\$ 106,977,663	
Administrative Affairs	18,651,686	3,589,296	15,270,718	144,250	-	5,865,461	5,362,946	48,884,357	
General Institutional¹	(1,400,000)	(273,086)	828,000	27,500	8,101,000	-	2,515,163	9,798,577	
Marketing & Communications	2,877,184	565,355	1,830,070	103,000	-	146,200	241,000	5,762,809	
Human Resources & Project Hire-Ed	1,984,531	361,901	302,823	46,330	-	-	37,843	2,733,428	
Institutional Advancement	1,087,427	210,185	49,500	65,500	-	-	26,000	1,438,612	
Planning & Institutional Effectiveness	832,992	163,718	154,900	7,000	-	-	3,000	1,161,610	
General Counsel	743,060	148,612	17,800	2,500	-	-	3,000	914,972	
Office of the President	366,323	73,265	63,700	16,780	-	-	13,000	533,068	
Legislative Relations	188,143	37,629	20,500	33,550	-	-	2,000	281,822	
Board of Trustees	-	-	141,550	24,885	-	-	4,000	170,435	
Total General Fund Expenditures	<u>\$ 107,435,106</u>	<u>\$ 16,522,727</u>	<u>\$ 26,401,101</u>	<u>\$ 1,569,479</u>	<u>\$ 8,101,000</u>	<u>\$ 8,603,528</u>	<u>\$ 10,024,412</u>	<u>\$ 178,657,353</u>	

¹Negative amount is due to the position vacancy factor and estimated fringe benefit overhead allocation. The department budgets were developed assuming no vacant positions and benefit costs based on FY2021 budget estimates. The negative amount represents a negative contingency related to a vacancy assumption of about 5.0%.

Organizational Division Expenditure Overview



Office of the Provost

(In Millions)	FY2019	FY2020	FY2021
	Actual	Budget	Budget
Asst. Provost, Instruction	\$ 74.68	\$ 79.39	\$ 81.23
Asst. Provost, Student Affairs	14.45	19.22	17.69
AVP Academic Partnerships & Learning Resources	7.53	9.35	8.77
AVP Assessment & Student Success	1.96	2.22	2.32
Provost Office	0.08	0.76	0.99
Position Vacancy Load ¹	-	(3.41)	(4.02)
Total Expenditures	\$ 98.70	\$ 107.53	\$ 106.98

¹ Negative amount represents a position vacancy assumption of 5%. Department budgets were developed assuming full-employment.

Function

The Provost, Chief Academic and Student Affairs Officer (CAO & CSO), 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.

Area Leadership

Provost: Mark Curtis-Chávez

Direct Reports

Assistant Provost of Instruction: Kirk Overstreet

Assistant Provost of Student Affairs: Diana Del Rosario

Associate VP of Academic Partnerships and Learning Resources: Cynthia Sims

Associate VP of Assessment and Student Success: Lisa Stock

Academic & Student Affairs Analyst: Ben Yost

Administrative Assistant VI: Barbara Groves

Reporting Areas

Assistant Provost, Instruction

The Assistant Provost of Instruction provides leadership in support of the academic mission of the College, with primary responsibility for: Nursing and Health Sciences, Social and Behavioral Science/Library, Arts, Communications and Hospitality, Liberal Arts, Business and Applied Technology, Math and Natural Sciences, Continuing Education, and Office of Adjunct Faculty Support.

Assistant Provost, Student Affairs

The Assistant Provost 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

Office of the Provost

ongoing analysis of the characteristics and behaviors of current, prospective, and former students in order to help the campus achieve our enrollment goals.

Associate Vice President, Academic Partnership and Learning Resources

Reporting to and supporting the Provost, the Associate Vice President of Academic Partnerships and Learning Resources 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 (as well as provides opportunities for global learning through institutional globalization initiatives), Curriculum and Scheduling, and McAninch Arts Center.

Associate Vice President, Assessment and Student Success

Reporting to and supporting the Provost, the Associate Vice President of Academic Affairs coordinates academic assessment and program review, Learning Commons and Testing, Learning Technologies and workforce development. In addition, the office initiates and develops strategic academic partnerships with senior colleges and universities. Furthermore, the office supports the Honors Program, Perkins Grant, and other grant activities.

FY2020 Annual Plan Updates

These strategies were among the more significant strategies that the division pursued during the 2020 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2020 Annual Plan.



On track to meet objective.



Not on track to meet objective.

Strategy #1: Increase by 5% the number of students participating in internship/apprenticeship and community engaged learning opportunities at College of DuPage. (AP-00230)	
SLRP Objective: 5.7	
Strategy #2: Integrate all disciplines in new Science, Technology, Engineering, and Mathematics (STEM) Division. (AP-00086)	
SLRP Objective: 4.4	
Strategy #3: Provide Guided Pathways opportunities to District 502 Dual Credit high school students that facilitate a seamless transfer to a COD Associate's Degree or certificate program. (AP-00161)	
SLRP Objective: 2.4	
Strategy #4: Present Frida Kahlo Exhibition. (AP-00192)	
SLRP Objective: 5.6 Status Update: Frida Kahlo Exhibit rescheduled to Summer 2021.	
Strategy #5: Participate in student success initiatives by lowering college costs through improved access to free and low-cost course resources. (AP-00252)	
SLRP Objective: 7.1	

Office of the Provost

FY2021 Annual Plan Highlights

These strategies are among the more significant strategies that the division will pursue during the 2021 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2021 Annual Plan.

Strategy #1: Strategic enrollment management - Academic Affairs Collaboration. (AP-00637)
SLRP Objective: 1.1
Strategy #2: Increase service to students by establishing Student Financial Aid vision and service tenets and expanding outreach efforts. (AP-00646)
SLRP Objective: 7.1
Strategy #3: Improve athletic and recreation facilities to maintain a high quality and operational environment. (AP-00639)
SLRP Objective: 2.9
Strategy #4: Assessment - continue to develop a culture of instruction assessment and continuous curricular improvements. (AP-00633)
SLRP Objective: 3.1
Strategy #5: Implementation of the first year of the Illinois Equity in Attainment Initiative (ILEA) Equity Plan will include delivery of professional development campus-wide. (AP-00632)
SLRP Objective: 4.6

Administrative Affairs

(In Millions)	FY2019 Actual	FY2020 Budget	FY2021 Budget
Facilities	\$ 14.81	\$ 20.00	\$ 23.80
Information Technology Services	12.27	15.60	15.13
Financial Affairs	3.55	4.22	4.25
Police Department	2.39	2.41	2.48
Business Services	2.34	2.07	2.43
VP, Administrative Affairs	0.32	0.47	0.43
Risk Management	0.35	0.38	0.38
Budget Office	0.19	0.22	0.22
Position Vacancy Load ¹	-	(0.72)	(0.24)
Total Expenditures	\$ 36.22	\$ 44.65	\$ 48.88

¹ Negative amount represents a position vacancy assumption of 5%. Department budgets were developed assuming full-employment.

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 Services, Risk Management, Budget, and the WDCB Radio Station.

Area Leadership

Interim VP of Administration: Ellen Roberts

Direct Reports

Director of Facilities: Bruce Schmiedl

Director, Information Technology Services: Donna Berliner

Interim CFO & Treasurer: Scott Brady

Chief of Police: Joe Mullin

Coordinator, Risk Management: Philip Gieschen

Budget Manager: Robert Hayley

Station Manager, WDCB FM: Daniel Bindert

Administrative Assistant VI: Vera Humphrey

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, 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

Administrative Affairs

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 of 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 supports and enables 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 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 Services

Business Services includes the offices of dining services, campus bookstore, procurement services, print shop, campus services, copy center, mailroom, 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 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 commissions as 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

Administrative Affairs

insurance needs. The department develops, implements, and manages programs on safety, insurance, liability, workers' compensation, 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 College financial resources and provides 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.

FY2020 Annual Plan Updates

These strategies were among the more significant strategies that the division pursued during the 2020 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2020 Annual Plan.

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

Strategy #1: Develop Budget Principles and Policy Manual. (AP-00137)	
SLRP Objective: 6.5	
Strategy #2: Implement Facilities Master Plan and Re-capitalization Plan strategies. (AP-00221)	
SLRP Objective: 8.1	
Strategy #3: Review, revise, and develop written accounts receivable procedures for all major departmental functions. (AP-00197)	
SLRP Objective: 3.6	
Strategy #4: Prepare and test the College community's response to emergency events. (AP-00145)	
SLRP Objective: 4.6	
Strategy #5: Improve efficiency of procurement process. (AP-00267)	
SLRP Objective: 1.5 Status Update: Software implementation project behind schedule due to delays related to the Ellucian Ethos integration. Strategy will be completed in FY2021.	

Administrative Affairs

FY2021 Annual Plan Highlights

These strategies are among the more significant strategies that the division will pursue during the 2021 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2021 Annual Plan.

Strategy #1: Upgrade College Print Solution. (AP-00392)
SLRP Objective: 1.4
Strategy #2: Improve information shared on student progress through the Hobsons Starfish software implementation project. (AP-00394)
SLRP Objective: 2.1
Strategy #3: Develop Hazard Response Plan. (AP-00407)
SLRP Objective: 1.6
Strategy #4: Execute recapitalization projects in accordance with recommendations of Facilities Conditions Assessment. (AP-00397)
SLRP Objective: 1.4
Strategy #5: Streamline workflow processes and approval thresholds for all purchase-to-payment systems. (AP-00404)
SLRP Objective: 6.3

General Institutional

(In Millions)	FY2019	FY2020	FY2021
	Actual	Budget	Budget
General Institutional	\$ 1.96	\$ 3.20	\$ 3.47
Scholarships, Student Grants, Waivers	7.81	9.14	8.10
Position Vacancy Load ¹	<u>-</u>	<u>(2.10)</u>	<u>(1.77)</u>
Total Expenditures	<u>\$ 9.77</u>	<u>\$ 10.24</u>	<u>\$ 9.80</u>

¹Negative amount represents a position vacancy assumption of 5%. Department budgets were developed assuming full-employment.

Function

In certain instances, the College budgets for shared costs as general institutional charges. Expenditures within this category includes risk consortium insurance costs, legal services, tuition waivers, scholarships, and rental charges. The category also includes a position vacancy load rate of 5%.

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

Marketing & Communications

(In Millions)	FY2019 Actual	FY2020 Budget	FY2021 Budget
Manager, Multimedia Center	\$ 1.11	\$ 1.18	\$ 1.21
Marketing & Multimedia	3.09	3.51	3.22
Public Relations	0.78	0.81	0.99
Community Relations Dept.	0.31	0.38	0.34
Total Expenditures	\$ 5.29	\$ 5.88	\$ 5.76

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. The division also manages the News Bureau, FOIA Office, media relations, social media and internal communications to enhance internal and external community engagement.

Area Leadership

VP, Public Relations, Communications & Marketing: Wendy Parks

Direct Reports

Director, Marketing and Creative Services: Laurette Jorgensen

Manager, Multimedia Services: James Nocera

Manager, News Bureau: Jennifer Duda

Senior Writer/Editor: Brian Kleemann

Internal Marketing & Communications Manager: Amy Calhoun

Coordinator, Community Relations: Ami Chambers

Administrative Assistant VI/FOIA Officer: Barbara Mitchell

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;

Marketing & Communications

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.

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

Marketing & Communications

FY2020 Annual Plan Updates

These strategies were among the more significant strategies that the division pursued during the 2020 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2020 Annual Plan.

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

Strategy #1: Develop and maintain a catalog of program marketing materials. (AP-00163)	
SLRP Objective: 2.9	
Strategy #2: Create marketing and communications initiatives that help to grow enrollment. (AP-00162)	
SLRP Objective: 2.9	
Strategy #3: Develop insight into attitudes about the College through student, parent, prospect, and community research that will inform all of our marketing efforts. (AP-00167)	
SLRP Objective: 6.2	
Strategy #4: Support College of DuPage mission and initiatives by providing multimedia solutions, which may include podcasts, web support, videos, animation, etc. (AP-00047)	
SLRP Objective: 5.3	
Strategy #5: Enhance the relevance and brand awareness of the college through its social media platforms and track the impact of social media campaigns. (AP-00374)	
SLRP Objective: 5.3	

FY2021 Annual Plan Highlights

These strategies are among the more significant strategies that the department will pursue during the 2021 fiscal year. For a complete list of the department's strategies, see the College's Fiscal Year 2021 Annual Plan.

Strategy #1: Coordinate community engagement events that elevate the College's image and strengthen partnerships with external stakeholders. (AP-00418)
SLRP Objective: 5.3
Strategy #2: Create marketing and communications initiatives to help grow enrollment. (AP-00359)
SLRP Objective: 2.9
Strategy #3: Develop an annual program of STEM events available to students and the community that educate about STEM at COD. (AP-00361)
SLRP Objective: 2.9
Strategy #4: Continue to develop the web site to improve its usefulness to students and prospects. (AP-00364)
SLRP Objective: 2.9
Strategy #5: Develop insight into attitudes about the college through Student, Parent, Prospect and Community Research that will inform all of our Marketing Efforts. (AP-00366)
SLRP Objective: 2.9

Human Resources & Project Hire-Ed

(In Millions)	FY2019	FY2020	FY2021
	Actual	Budget	Budget
Human Resources	\$ 1.81	\$ 2.11	\$ 1.80
Project Hire-Ed	0.33	0.55	0.44
Learning & Organizational Development	0.41	0.51	0.45
Compensation, Benefits and HRIS	0.03	0.04	0.04
Total Expenditures	\$ 2.58	\$ 3.21	\$ 2.73

Function

The Vice President of Human Resources and Project Hire-Ed 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.

Area Leadership

Vice President, Human Resources & Project Hire-Ed: Linda Sands-Vankerk

Direct Reports

Director, Human Resources and Total Rewards: Elizabeth O'Brien
 Manager, Employment and HR Systems: Michelle Olson Rzeminski
 Manager, Learning & Organizational Development: Judith Coates
 Manager, Project Hire-Ed: Danielle Kuglin Seago
 Administrative Assistant VI: Jacquelyn Campagnolo

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. The 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

Human Resources & Project Hire-Ed

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.

Project Hire-Ed

The Project Hire-Ed initiative, which began in FY2018, strives to foster the development of career pathways programs for a range of workers within DuPage County. Through the establishment of partnerships with employers to develop educational programs that meet their existing and changing workforce needs.

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 (TLC) 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

Human Resources & Project Hire-Ed

- 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.

FY2020 Annual Plan Updates

These strategies were among the more significant strategies that the division pursued during the 2020 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2020 Annual Plan.

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

Strategy #1: Streamline HR processes for improved efficiency and user experience. (AP-00007)	
SLRP Objective: 1.3	
Strategy #2: Implement expanded Human Resources technology and tools. (AP-00010)	
SLRP Objective: 6.3	
Strategy #3: Develop and implement professional development programs in accordance with the College's priorities, goals and objectives. (AP-00018)	
SLRP Objective: 4.3	
Strategy #4: Provide compliance training and compliance administration in accordance with the College's priorities, goals and objectives. (AP-00013)	
SLRP Objective: 1.5	
Strategy #5: Identify and develop partnership opportunities with DuPage County employers to assist them in meeting their workforce planning and talent pipeline needs. (AP-00045)	
SLRP Objective: 2.3	

Human Resources & Project Hire-Ed

FY2021 Annual Plan Highlights

These strategies are among the more significant strategies that the division will pursue during the 2021 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2021 Annual Plan.

Strategy #1: Create COD Employer Brand Strategy (AP-00413)
SLRP Objective: 5.4
Strategy #2: Implement expanded Human Resources technology and tools (AP-00414)
SLRP Objective: 6.3
Strategy #3: Continue implementation of H.R. Partner model. (AP-00412)
SLRP Objective: 4.4
Strategy #4: Provide compliance training and compliance administration in accordance with the College's priorities, goals and objectives. (AP-00385)
SLRP Objective: 1.3
Strategy #5: Identify and develop partnership opportunities with DuPage County employers to assist them in meeting their workforce planning and talent pipeline needs. (AP-00421)
SLRP Objective: 2.3

Institutional Advancement

(In Millions)	FY2019	FY2020	FY2021
	Actual	Budget	Budget
Institutional Advancement	\$ 0.72	\$ 0.99	\$ 0.88
VP, Institutional Advancement	0.37	0.46	0.39
Grant Management Office	-	0.24	0.17
Total Expenditures	\$ 1.09	\$ 1.69	\$ 1.44

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 building a culture of philanthropy, securing external funding to support College programs, and developing lifelong connections with alumni.

Area Leadership

Interim Vice President, Institutional Advancement: Walter Johnson

Direct Reports

Grant Program Manager: Marcia Frank

Manager, Advancement Services: Shelley Weiler

Manager, Alumni/Employee Giving & Affinity Groups: Ellen Farrow

Manager, Annual Giving: Nina Menis

Manager, Institutional Advancement: Jane Oldfield

Manager, Major Gifts: Anthony Padgett

Communications Specialist: Angela Bender

Administrative Assistant VI: Julie Wolfe

Reporting Areas

Institutional Advancement

The Institutional Advancement Division is responsible for the overall resource development for the College. The primary resource development arm of the College, 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.

Grant Management Office

Public and private grants provide resources to assist the College in achieving particular objectives related to a proposed project or program. The Grants Department at College of DuPage researches funding opportunities; matches opportunities from governmental, corporate, and foundation agencies with the appropriate faculty or staff; develops, writes and submits grant proposals; handles grant contracts; oversees the management of all open grant projects to ensure compliance; and assists with other grant-related or development work as directed. The department averages \$6 million dollars in grant funding per year.

Institutional Advancement

FY2020 Annual Plan Updates

These strategies were among the more significant strategies that the division pursued during the 2020 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2020 Annual Plan.

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

Strategy #1: Establish the Office of Institutional Advancement as a key member of college strategic planning teams, community outreach, and resource development efforts. (General). (AP-00078)	
SLRP Objective: 5.3	
Strategy #2: Develop relationships that leverage the expertise and interests of alumni into meaningful college initiatives. (Alumni Relations). (AP-00087)	
SLRP Objective: 7.6	
Strategy #3: Collaborate with College of DuPage Foundation to expand philanthropic support to the College of DuPage (Foundation) from internal and external constituents and stakeholders. (AP-00088)	
SLRP Objective: 7.4	
Strategy #4: To build corporate and private foundation relationships in support of key college initiatives such as STEM and health care programs. (Corporate - Foundation Relations). (AP-00280)	
SLRP Objective: 5.3	

FY2021 Annual Plan Highlights

These strategies are among the more significant strategies that the division will pursue during the 2021 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2021 Annual Plan.

Strategy #1: Increase the active involvement of alumni in giving of their time and resources to support the College of DuPage Foundation mission. (AP-00338)
SLRP Objective: 7.6
Strategy #2: Identify and implement optimal methods of communicating with and engaging all College stakeholders (e.g., alumni business leaders, elected officials). (AP-00340)
SLRP Objective: 5.3
Strategy #3: Alumni Relations will create, develop and host five (5) reunion events within District 502. (AP-00341)
SLRP Objective: 5.3
Strategy #4: Renew the Distinguished Alumni Program. (AP-00342)
SLRP Objective: 7.6
Strategy #5: Alumni Relations will create, develop and host five (5) reunion-like events outside District 502. Intended to make distant alumni feel welcome. (AP-00343)
SLRP Objective: 5.3

Planning & Institutional Effectiveness

<u>(In Millions)</u>	FY2019	FY2020	FY2021
	Actual	Budget	Budget
Planning & Institutional Effectiveness	\$ 0.86	\$ 1.21	\$ 1.16
Total Expenditures	<u>\$ 0.86</u>	<u>\$ 1.21</u>	<u>\$ 1.16</u>

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.

Area Leadership

VP Planning & Institutional Effectiveness: James Benté

Direct Report(s)

Director Research & Analytics: James Kostecki

Administrative Assistant VI: Kathy Cosentino

Reporting Area

Research and Analytics

The Office of Research and Analytics supports the mission 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

FY2020 Annual Plan Updates

These strategies were among the more significant strategies that the division pursued during the 2020 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2020 Annual Plan.

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

Strategy #1: Prepare institution for fall 2019 HLC Focused Visit. (AP-00287)	
SLRP Objective: 1.1	
Strategy #2: Develop greater understanding and engagement of College community with the Higher Learning Commission's (HLC) revised Criteria for Accreditation that will be adopted by the HLC Board in Feb. 2019. (AP-00288)	
SLRP Objective: 1.1	
Strategy #3: Lead and coordinate the FY20 update to the 2017-2021 Strategic Long Range Plan. (AP-00290)	
SLRP Objective: 1.4	
Strategy #4: Continue to develop staff capacities to support the College's Guided Pathways initiative. (AP-00292)	
SLRP Objective: 2.6	
Strategy #5: Gather qualitative data from students and other key stakeholders about their perceptions, opinions, beliefs, and attitudes towards the education and services provided by COD. (AP-00293)	
SLRP Objective: 3.4	

FY2021 Annual Plan Highlights

These strategies are among the more significant strategies that the division will pursue during the 2021 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2021 Annual Plan.

Strategy #1: Prepare institution for the 2021-2022 HLC Comprehensive Review and Site Visit. (AP-00351)	
SLRP Objective: 1.1	
Strategy #2: Prepare institution for the 2022 ICCB Recognition Process. (AP-00353)	
SLRP Objective: 1.1	
Strategy #3: Lead and coordinate the development of the 2022-2026 Strategic Long Range Plan. (AP-00356)	
SLRP Objective: 1.4	
Strategy #4: Ensure that all external regulatory/accreditation reporting is accurate and timely. (AP-00357)	
SLRP Objective: 2.6	
Strategy #5: Lead and coordinate efforts to use the Baldrige Criteria as the institution's Performance Improvement System. (AP-00358)	
SLRP Objective: 6.1	

General Counsel, Compliance, & Audit

(In Millions)	FY2019 Actual	FY2020 Budget	FY2021 Budget
General Counsel	\$ 0.50	\$ 0.60	\$ 0.59
Internal Auditor	0.30	0.32	0.32
Total Expenditures	\$ 0.80	\$ 0.92	\$ 0.91

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.

Area Leadership

Interim General Counsel: Lilianna Kalin

Direct Reports

Assistant General Counsel-Labor Relations & Employment: Vacant

Director of Compliance & Internal Audit; Ethics Officer: James Martner

Administrative Assistant: Vacant

FY2020 Annual Plan Updates

These strategies were among the more significant strategies that the division pursued during the 2020 fiscal year. For a complete list of the division's strategies, see the College’s Fiscal Year 2020 Annual Plan.



On track to meet objective.



Not on track to meet objective.

Strategy #1: Provide effective ongoing legal advice on future legal questions and issues. (AP-00272)	
SLRP Objective: 7.1	
Strategy #2: Revise and modernize Board of Trustees Policy Manual. (AP-00273)	
SLRP Objective: 1.1	
Strategy #3: Develop and mature new internal compliance function in conjunction with Director of Compliance. (AP-00274)	
SLRP Objective: 1.1	
Strategy #4: Develop and mature new internal compliance function in conjunction with Director of Compliance. (AP-00274)	
SLRP Objective: 7.1	
Strategy #5: Ensure that Title IX/campus safety framework and access and accommodations protocols are legally compliant and effective. (AP-00277)	
SLRP Objective: 7.1	

General Counsel, Compliance, & Audit

FY2021 Annual Plan Highlights

These strategies are among the more significant strategies that the division will pursue during the 2021 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2021 Annual Plan.

Strategy #1: Provide, on an ongoing basis, advice on legal questions as they arise. (AP-00663)
SLRP Objective: 5.1
Strategy #2: Review and revise Board of Trustees Policy Manual. (AP-00664)
SLRP Objective: 5.1
Strategy #3: Conduct and oversee confidential internal reviews on matters relating to compliance and internal processes. (AP-00665)
SLRP Objective: 5.1
Strategy #4: Manage and direct responses to pending and future litigation on an ongoing basis. (AP- 00666)
SLRP Objective: 5.1
Strategy #5: Identify and hire additional support staff member (either paralegal or project manager, as appropriate). (AP-00667)
SLRP Objective: 5.1

Office of the President

(In Millions)	FY2019	FY2020	FY2021
	Actual	Budget	Budget
President's Office	\$ 0.53	\$ 0.63	\$ 0.53
Total Expenditures	<u>\$ 0.53</u>	<u>\$ 0.63</u>	<u>\$ 0.53</u>

Function

College of DuPage is currently headed by President Dr. Brian Caputo. The following report directly to the President: Provost; Interim Vice President, Administrative Affairs; Vice President, Planning and Institutional Effectiveness; Vice President, Human Resources and Project Hire-Ed; Vice President, Institutional Advancement; Director, Legislative Relations; General Counsel; Vice President, Marketing and Communications.

Area Leadership

President: Dr. Brian W. Caputo

Direct Reports

Provost: Dr. Mark Curtis-Chavez

Interim VP of Administration: Ellen Roberts

VP, Public Relations, Communications & Marketing: Wendy Parks

VP, Human Resources & Project Hire-Ed: Linda Sands-Vanker

Interim VP, Institutional Advancement: Walter Johnson

Interim General Counsel: Lilianna Kalin

VP, Planning & Institutional Effectiveness: James Bente

Director, Legislative Relations, Special Assistant to the President: Wendy McCambridge

Executive Assistant: Tracey Frye

Legislative Relations

<u>(In Millions)</u>	FY2019 Actual	FY2020 Budget	FY2021 Budget
Legislative Relations	\$ 0.26	\$ 0.28	\$ 0.28
Total Expenditures	\$ 0.26	\$ 0.28	\$ 0.28

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.

Area Leadership

Director, Legislative Relations, Special Assistant to the President: Wendy McCambridge
Administrative Assistant V: Erin Carrillo

FY2020 Annual Plan Updates

These strategies were among the more significant strategies that the division pursued during the 2020 fiscal year. For a complete list of the division's strategies, see the College’s Fiscal Year 2020 Annual Plan.

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

Strategy #1: To advance approved legislative agenda. (AP-00283)	
SLRP Objective: 5.8	
Strategy #2: To help strengthen the College's financial position. (AP-00284)	
SLRP Objective: 7.3	
Strategy #3: To carry out other administrative roles and responsibilities as needed to advance project initiatives. (AP-00285)	
SLRP Objective: 6.1	
Strategy #4: To interface with the Board of Trustees to enhance their knowledge and effectiveness. (AP-00286)	
SLRP Objective: 1.1	
Strategy #5: To increase visibility of the College in the community and advance mutual interest in strengthening partnerships. (AP-00281)	
SLRP Objective: 5.8	

Legislative Relations

FY2021 Annual Plan Highlights

These strategies are among the more significant strategies that the division will pursue during the 2021 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2021 Annual Plan.

Strategy #1: To increase the visibility of the College in the community and advance mutual interests in strengthening partnerships. (AP-00367)
SLRP Objective: 5.8
Strategy #2: To help ensure an improved sense of community within the College. (AP-00368)
SLRP Objective: 6.1
Strategy #3: To advance approved legislative agenda. (AP-00369)
SLRP Objective: 5.3
Strategy #4: To interface with Board of Trustees to enhance their knowledge and effectiveness. (AP-00371)
SLRP Objective: 6.4
Strategy #5: To carry out other administrative roles and responsibilities as needed to advance presidential initiatives.
SLRP Objective: 6

Board of Trustees

(In Millions)	FY2019	FY2020	FY2021
	Actual	Budget	Budget
Board of Trustees	<u>\$ 0.13</u>	<u>\$ 0.12</u>	<u>\$ 0.17</u>
Total Expenditures	<u>\$ 0.13</u>	<u>\$ 0.12</u>	<u>\$ 0.17</u>

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

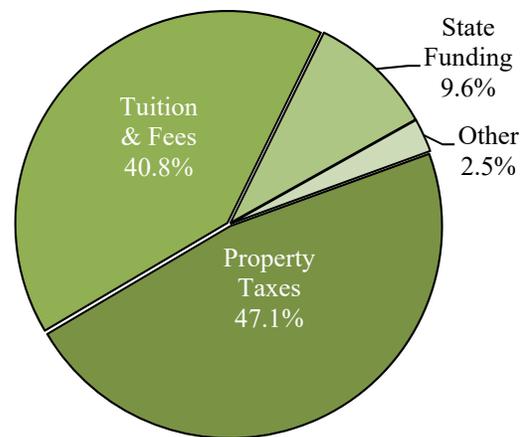
Revenues in FY2021 are projected at \$154.0 million, or 2.6% lower than the FY2020 budget. Two categories, property tax, and tuition and fees comprise 87.8% of the total revenues. The College continues to rely minimally on the State of Illinois. State revenues are equivalent to only 9.6% of the Education Fund revenues.

Property tax revenues are projected at \$72.5 million or 1.2% higher than the FY2020 budget due to an increase in property development and a 1% property tax levy increase. From 2009 through 2014 the District's 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%. From 2014 to 2018, the District's EAV recovered, increasing by 22.5%.

Tuition and fee revenues total \$62.8 million in FY2021. The College experienced the following enrollment declines over the past year: 3%, 2.5%, and 11% in the Summer 2019, Fall 2019 and Spring 2020 terms, respectively. For FY2021, the budget assumes enrollment to continue to decline at a rate of 8.5%. Several years of enrollment declines resulted in a \$1.00 tuition rate increase, and a change in the College's student fee structure. Student fees related to construction and debt service activities have been reallocated to the Education fund beginning in FY2021. The \$1.00 tuition rate increase and \$4.20 student fee reallocation lessens the impact of a \$5.0 million decrease in tuition revenue as a result of the 8.5% enrollment decline. Following the tuition structure changes, tuition and fee revenues are projected to decrease \$3.0 million, or by 4.6% in this budgetary fund.

FY2021 revenues from the State of Illinois are projected at \$14.8 million, a 7.5% decrease in the FY2020 state appropriations. During the two-year budget impasse at the state level, the College's funding level was significantly reduced. However, in FY2018 the College received \$22.9 million. The State of Illinois distributed both the FY2017 and FY2018 allocations in FY2018.

Budgeted Revenues

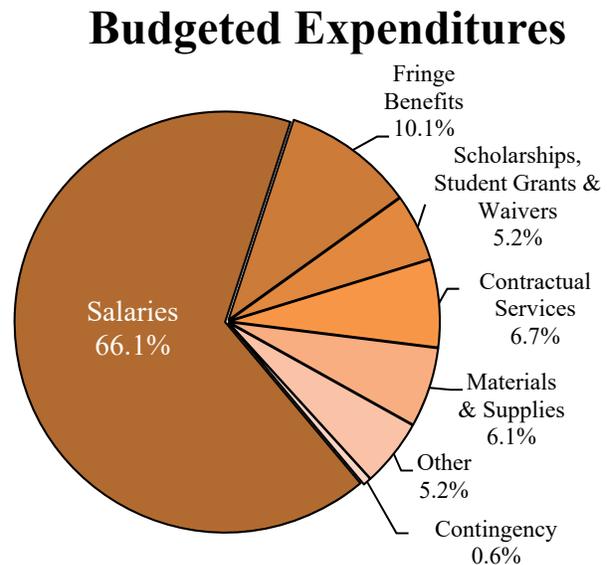


Other revenues are projected at \$3.9 million and include investment income, sales and service fees for hotel room rentals, food sales from the culinary arts program, personal property replacement tax, public safety fines, library fees, and other miscellaneous fees.

Expenditures

FY2021 Education Fund budgeted expenditures are projected at \$157.1 million, a 1.4% decrease from the FY2020 budget. Two categories, salaries and fringe benefits, comprise 76.2% of the total expenditures.

The FY2021 salary budget is equal to the FY2020 budget. Several groups of the College’s employees are covered by collective bargaining agreements or other employment agreements. Contracts with the full-time faculty association, the painters, groundskeepers, classified staff association-mechanics and carpenters, the Fraternal Order of Police, and the operating engineers were negotiated over the past year. The adjunct association contract has been extended through FY2021. Although labor rates are increasing to keep pace with cost of living increases, the College eliminated \$5 million of part-time and full-time position vacancies from the FY2021 budget. These positions are postponed and will be evaluated in the development of the FY2022 budget. Further detail on the organizational changes is found within the three-year position summary schedule of this budget document.



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 \$15.8 million. This is a 2.6% decline in benefit costs over the prior year budget. The budget assumes a 6% increase in health insurance premiums; however, this cost escalation is offset by the reduction in the benefited positions described above. 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 adjusted its health insurance offerings for the 2019 calendar year. The FY2021 budget also includes funding for legislation that requires the College to make pension contributions on behalf of select groups of employees. The budgeted pension contribution by the College for FY2021 is \$200,000.

Contractual service charges are projected to increase by 4%, or \$0.4 million compared to the FY2020 budget. This increase is driven by inflationary cost increases and additional technology software.

In light of the projected enrollment declines, the College reduced its material and supply budgets and the conference and meeting costs into next year. Supply budgets have been reduced by 10%. Non-essential travel has also been removed from the FY2021 budget.

The capital outlay budget was increased by 35%, or \$1.0 million compared to the FY2020 budget. This increase is directly related to the Capital Equipment Replacement Plan (CERP) that was developed in FY2020. The plan will ensure that the College maintains the appropriate level of funds to maintain current and functional equipment in our classrooms, labs, and in our support service functions.

The scholarships, student grants, and waivers budget has decreased \$1.0 million driven by the enrolment declines.

Finally, the FY2021 Education Fund expenditure budget includes a \$1.0 million contingency. This contingency is in place to cover unanticipated costs such as legal services expenditures, insurance premiums, or other unexpected costs.

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

**EDUCATION FUND
FY2021 BUDGET**

	<u>FY2019 Actual</u>	<u>FY2020 Budget</u>	<u>FY2021 Budget</u>
Revenues			
Local Property Taxes	\$ 68,529,537	\$ 71,663,073	\$ 72,500,000
Personal Property Replacement Tax	1,538,154	1,400,000	1,600,000
State Government	14,773,455	14,735,390	14,817,103
Student Tuition & Fees	65,474,483	65,796,058	62,779,829
Sales and Service Fees	584,050	700,793	693,000
Facilities Rental	228,800	302,200	304,450
Interest	6,358,576	3,000,000	500,000
Non-Government Gifts, Grants	60	32,500	48,500
Other	472,220	569,000	800,000
Total Revenues	<u>157,959,335</u>	<u>158,199,014</u>	<u>154,042,882</u>
Expenditures			
Instruction	69,466,784	74,090,615	73,483,632
Academic Support	10,342,337	11,141,059	11,137,199
Student Services	16,813,143	19,490,494	19,336,371
Public Service	2,103,928	2,266,533	2,507,393
Independent Operations	337	-	-
Operations and Maintenance	5,943,647	5,930,104	6,099,390
General Administration	11,799,619	12,591,076	12,216,405
General Institutional	19,657,495	24,698,471	24,241,267
Scholarships, Student Grants, Waivers	7,808,236	9,138,000	8,101,000
Total Expenditures	<u>143,935,526</u>	<u>159,346,352</u>	<u>157,122,657</u>
Excess / (Deficiency) of Revenues Over Expenditures	<u>14,023,809</u>	<u>(1,147,338)</u>	<u>(3,079,775)</u>
Other Financing Sources / (Uses)			
Proceeds from Disposal of Fixed Assets	12,127	-	-
Transfer In	-	1,150,000	1,168,500
Transfer (Out)	(3,299,074)	(9,849,100)	(80,054,000)
Total Other Financing Sources / (Uses)	<u>(3,286,947)</u>	<u>(8,699,100)</u>	<u>(78,885,500)</u>
Surplus / (Deficiency)	<u>10,736,862</u>	<u>(9,846,438)</u>	<u>(81,965,275)</u>
Beginning Fund Balance¹	<u>197,030,961</u>	<u>207,767,823</u>	<u>212,500,805</u>
Ending Fund Balance	<u>\$ 207,767,823</u>	<u>\$ 197,921,385</u>	<u>\$ 130,535,530</u>

¹ The FY2021 beginning fund balance is projected.

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

**EDUCATION FUND
EXPENDITURES BY OBJECT
FY2021 BUDGET**

<u>Expenditures</u>	<u>FY2019 Actual</u>	<u>FY2020 Budget</u>	<u>FY2021 Budget</u>
Salaries	\$ 101,209,226	\$ 103,913,820	\$ 103,910,718
Employee Benefits	14,578,972	16,251,760	15,823,573
Contractual Services	7,088,060	10,151,397	10,574,520
Materials & Supplies	7,840,912	10,643,863	9,607,787
Conferences & Meetings	1,501,222	2,466,389	1,567,979
Fixed Charges	1,484,853	1,786,223	1,596,300
Utilities	10,956	24,700	19,500
Capital Outlay	1,667,116	2,754,021	3,717,467
Other	745,973	1,216,179	1,203,813
Scholarships, Student Grants & Waivers	7,808,236	9,138,000	8,101,000
Contingency	-	1,000,000	1,000,000
Total Expenditures	<u>\$ 143,935,526</u>	<u>\$ 159,346,352</u>	<u>\$ 157,122,657</u>

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 \$60 million for recapitalization projects to protect these investments. In the FY2021 Budget, the fund balance restriction will be transferred to the appropriate budgetary fund: the Operations & Maintenance Fund.

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 FY2021 are projected to be \$13.9 million.

Property tax revenues are projected at \$12.0 million or 1.4% higher than the FY2020 budget due to an increase in property development and a 1% property tax levy increase. From 2009 through 2014 the District's 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%. From 2014 to 2018, the District's EAV recovered, increasing by 22.5%.

The student fee revenues are projected at \$1.6 million, or 27.2% lower than the FY2020 budget.

The College experiences the following enrollment declines over the past year: 3%, 2.5%, and 11% in the Summer 2019, Fall 2019 and Spring 2020 terms, respectively. Several years of enrollment declines resulted in a change in the College's student fee structure. \$1.00 of student fees related to maintenance has been reallocated to the Education fund beginning in FY2021. For FY2021, the budget assumes enrollment to continue to decline at a rate of 8.5%.

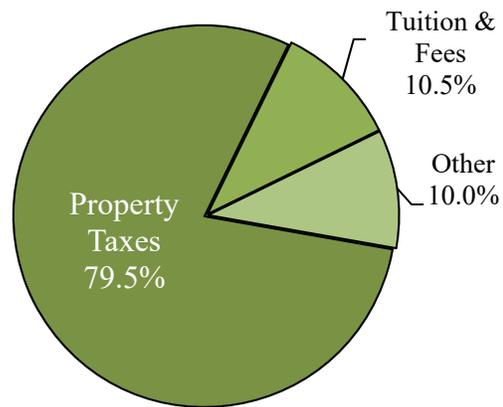
The Board of Trustees has provided management the authority to change the allocation of the Construction Fee between two funds based on annual budgetary needs. The FY2021 \$3.80 Student Construction Fee allocation follows:

Student Construction Fee

- 100% allocated to Operations & Maintenance Fund \$3.80

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

Budgeted Revenues



Expenditures

The FY2021 budgeted expenditures are projected at \$21.5 million, a 26.6% increase over the FY2020 budget. The increase is directly attributed to the College’s Recapitalization Plan. In FY2020 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
	FY2019	FY2020	FY2021	Increase
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>(Decrease)</u>
Utility Department	\$ 4.2	\$ 4.5	\$ 4.5	\$ -
Capital Maintenance Projects	1.3	3.2	3.1	(0.1)
Recapitalization Projects	-	1.3	5.8	4.5
Maintenance of Plant	2.8	3.1	2.9	(0.2)
Facilities	0.9	1.5	1.1	(0.4)
Grounds	0.7	1.2	1.4	0.2
Building Construction & Repairs	0.9	1.1	0.9	(0.2)
Regional Center Maintenance	0.5	0.5	0.5	-
Insurance	0.7	0.6	1.0	0.4
Telephone	0.3	0.3	0.3	-
Negative Labor Contingency	-	(0.3)	-	0.3
Total Expenditures	\$ 12.3	\$ 17.0	\$ 21.5	\$ 4.5

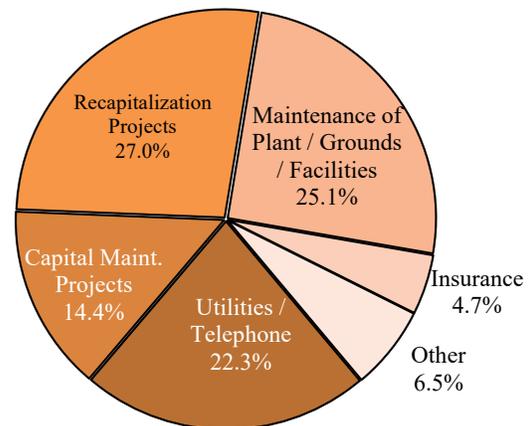
The primary expenditure drivers within the Operating & Maintenance Fund are facility projects, utility costs, and facility and maintenance personnel.

Utility department expenditures are projected to remain flat in FY2021. The College is always looking for ways to mitigate these costs escalations.

The Grounds department budget is increasing \$200,000 compared to the FY2020 budget due to the replacement of capital equipment.

The College is projecting a potential 40% increase in general insurance premiums in FY2021. This is due to both the property market and liability market deteriorating significantly over the past nine months driven by large verdicts across the Country as well as significant property catastrophes over the past several years. The insurance market correction began last year and has exellerated.

Budgeted Expenditures



The final expenditure driver is the facility maintenance project list for FY2021. Further detail on those projects can be found in the following pages.

Facility Projects

Two types of facility projects are included in this budgetary fund.

- 1) **Capital Maintenance** – This project group involves pre-planned maintenance or repair to current facilities but do not recur on an annual basis. These costs are incurred to keep an asset at its working condition, or to bring an asset back to an earlier working condition. This project category also covers furniture replacement and the Space and Planning Committee priorities set throughout the year. The budget also includes \$1.0 million for emerging projects 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.

In FY2021, \$3.1M of budget has been allocated to support the following capital maintenance projects:

Project No.	Project Name	FY2021 Budget
FY2020 Carryover Projects		
20024	Parking Lot/Roadway Resurfacing	\$ 818,400
20070	Concrete Roadways/Sidewalk Repairs	223,000
20098	BIC - Stand-by Generation Plant	20,000
20141	BIC - Boiler Breeching - Asbestos	90,000
20142	MAC-Entry Glazing Leak Repair	20,000
20147	Central Chiller Repairs	60,000
20180	Soccer Field Repairs	37,260
20185	Addison - HVAC Repairs	25,000
20187	Jet East Campus Storm Drains	4,000
20197	BIC Air Intake Redesign	100,000
FY2021 New Projects		
20022	FF&E Purchases	200,000
20025	Space & Planning	325,000
20907	LED Digital Lighting for Belushi Hall	100,000
20908	Welding Lab Piping/Regulator Installation	10,000
20909	CHC Chiller Repairs	30,000
20999	Emerging Projects - TBD	1,000,000
Total		<u>\$ 3,062,660</u>

- 2) **Recapitalization** - These projects are for replacement of building subsystems, which include among other things roofs, electrical distribution equipment, HVAC equipment, etc. At its January 2020 meeting, the Board approved restricting \$60 million of fund balance to support the College's Recapitalization Plan.

In FY2021, \$5.8M of the \$60 million restriction has been allocated to support the following recapitalization projects:

Project No.	Project Name	FY2021 Budget
FY2020 Carryover Projects		
21001	Carol Stream Boiler Replacement	\$ 37,000
21002	BIC - Former Planter/Roof Replacement	91,300
21003	Emergency Generator Emissions	296,101
21006	TEC - Building Automation System (BAS) Replacement	565,000
21007	PEC - Pre-cast Joints	180,000
21010	Carol Stream BAS Replacement	120,000
21012	Westmont Roof Top Air Handling Unit	75,000
21013	BIC South Exterior Concrete Replacement	172,334
21014	Elevator Renovation Plan	231,200
21015	HEC / HSC Re-commissioning	40,000
21016	Seaton Lobby Lighting Replacement	25,000
21017	Utility Steam Vault Door	69,700
FY2021 New Projects		
21019	Overhaul BIC Chiller #3	70,000
21020	TEC Boiler Replacement	250,000
21021	Energy Optimization Projects	45,000
21022	Campus Ground & Walkway Lighting (Phase 1 of 2)	65,000
21023	Parking Lot Lighting Replacements (Phase 1 of 5)	80,000
21024	Radio Tower Transfer Switch and Code Compliance Replacement	45,000
21025	BIC Overhaul Four Aged Gen Plant Generators	800,000
21026	Arc Flash Hazard/Short Circuit Analyses - 17 Total	830,380
21043	HSC Repair Insulation/vapor barrier CHW to RTU's	139,500
21044	BIC Study Repair of Chilled Water/Steam to HSC	554,600
21045	BIC Water-Cooled Chiller System Refurbish/Replacement	554,500
21046	MAC Elevator #1 Refurbishing	175,000
21047	SRC Gen Plant Muffler Replacement (3 units)	130,000
21048	HEC Site Lighting (canopy, ground, wall mtd. fixtures)	21,760
21049	HSC Secure Loose Trespa Panels	50,120
21050	CHC Replace Tower fill in CHC Cooling Tower	50,000
21051	CHC Repair 3rd Floor Soffits and Exterior Enclosure	30,000
Total		<u>\$ 5,793,495</u>

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

**OPERATIONS & MAINTENANCE FUND
FY2021 BUDGET**

	FY2019 Actual	FY2020 Budget	FY2021 Budget
Revenues			
Local Property Taxes	\$ 11,357,280	\$ 11,875,059	\$ 12,035,398
Student Tuition and Fees	2,203,166	2,188,053	1,593,549
Interest	813,364	525,000	300,000
Other	8,050	10,000	10,000
Total Revenues	<u>14,381,860</u>	<u>14,598,112</u>	<u>13,938,947</u>
Expenditures			
Operations and Maintenance	10,192,084	11,905,515	11,633,541
General Institutional	<u>2,092,418</u>	<u>5,101,900</u>	<u>9,901,155</u>
Total Expenditures	<u>12,284,502</u>	<u>17,007,415</u>	<u>21,534,696</u>
Excess / (Deficiency) of Revenues Over Expenditures	<u>2,097,358</u>	<u>(2,409,303)</u>	<u>(7,595,749)</u>
Other Financing Sources / (Uses)			
Transfer In	-	1,263,500	35,000,000
Total Other Financing Sources / (Uses)	<u>-</u>	<u>1,263,500</u>	<u>35,000,000</u>
Surplus / (Deficiency)	<u>2,097,358</u>	<u>(1,145,803)</u>	<u>27,404,251</u>
Beginning Fund Balance¹	<u>36,684,046</u>	<u>38,781,404</u>	<u>41,364,595</u>
Ending Fund Balance	<u>\$ 38,781,404</u>	<u>\$ 37,635,601</u>	<u>\$ 68,768,846</u>

¹ The FY2021 beginning fund balance is projected.

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

**OPERATIONS & MAINTENANCE FUND
EXPENDITURES BY OBJECT
FY2021 BUDGET**

	FY2019 Actual	FY2020 Budget	FY2021 Budget
Expenditures			
Salaries	\$ 3,411,288	\$ 3,551,931	\$ 3,524,388
Employee Benefits	643,065	741,360	699,154
Contractual Services	1,372,409	4,268,544	5,704,494
Materials & Supplies	396,290	671,156	514,300
Conferences & Meetings	276	18,950	1,500
Fixed Charges	934,853	866,000	1,270,000
Utilities	4,519,292	4,855,920	4,923,300
Capital Outlay	997,342	1,970,000	4,886,061
Other	9,687	63,554	11,499
Total Expenditures	<u>\$ 12,284,502</u>	<u>\$ 17,007,415</u>	<u>\$ 21,534,696</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 FY2021, the total amount of Restricted Fund revenue budgeted is \$115.1 million.

The budget for FY2021 shows an increase in revenues of \$2.4 million from the FY2020 budget driven by additional state support in the Monetary Award Program (MAP) and additional SURS on-behalf pension 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

\$81,872,923

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.

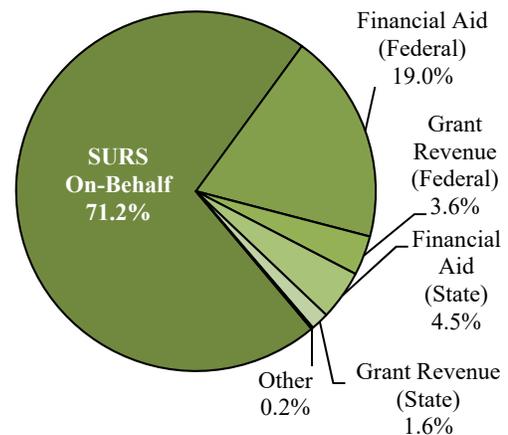
Student Financial Aid - State

\$5,150,250

This represents student financial assistance for programs such as the Monetary Award Program, Workforce Innovation Opportunity Act, and Department of Human Service Office of Rehabilitation Services scholarship programs. The largest portion is \$4,464,000 from the Illinois Student Assistance Commission for the MAP grant.

The state has not fully appropriated funds for IVG, ING, and MIA/POW for FY2013 – FY2020. Therefore, the College is anticipating funding these scholarships in the amount of \$364,000 with its own revenues. The FY2021 budget includes a transfer in from the Education Fund to cover the costs of these unfunded mandates.

Budgeted Revenues



State Grant Revenue **\$1,865,806**
Adult Education, Illinois Community College Board *\$1,758,510*
 Provides support for instruction and administration of Adult Education, Literacy, ESL, and GED courses.

Other State Grants *\$107,296*

Federal Government

Student Financial Aid - Federal **\$21,886,143**
 This represents student financial assistance such as Department of Education Pell Grants, Special Education Opportunity Grants, and College Work Study. The largest portions are \$21.1 million for Pell Grants.

Federal Grant Revenue **\$4,094,442**
Carl Perkins, Department of Education *\$1,744,223*
 Provides support to improve student achievement and prepares students for postsecondary education, furthering learning and careers.

Adult Education and Family Literacy, Department of Education *\$907,410*
 Provides support for instruction and administration of Adult Education, Literacy, English as a Second Language, and General Education Degree courses.

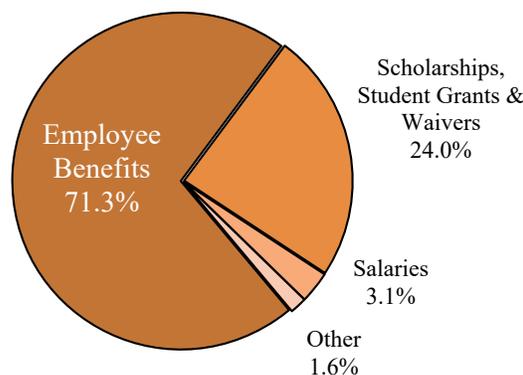
Military Award Programs *\$792,000*
 These awards provide educational assistance to service members, veterans, and their dependents.

Other Federal Grants *\$650,809*
 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 FY2021 budgeted revenue categories have a direct relationship on the total budgeted expenditures for FY2021. 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
FY2021 BUDGET**

	FY2019 Actual	FY2020 Budget	FY2021 Budget
Revenues			
State Government	\$ 80,741,184	\$ 86,540,368	\$ 88,888,979
Federal Government	25,040,338	25,921,287	25,980,585
Student Tuition and Fees	73,169	73,377	68,903
Non-Government Gifts, Grants	171,700	163,827	131,493
Total Revenues	<u>106,026,391</u>	<u>112,698,859</u>	<u>115,069,960</u>
Expenditures			
Instruction	44,738,460	49,301,804	49,098,871
Academic Support	4,918,398	4,472,341	5,455,541
Student Services	8,407,691	8,116,529	9,311,284
Public Service	1,653,444	1,503,685	1,733,881
Independent Operations	2,475,177	2,901,547	2,728,883
Operations and Maintenance	4,880,194	5,474,082	5,379,719
General Administration	5,383,339	6,207,366	5,935,132
General Institutional	6,942,950	7,351,128	7,654,603
Scholarships, Student Grants, Waivers	26,889,547	27,726,377	28,136,046
Total Expenditures	<u>106,289,200</u>	<u>113,054,859</u>	<u>115,433,960</u>
Excess / (Deficiency) of Revenues Over Expenditures	<u>(262,809)</u>	<u>(356,000)</u>	<u>(364,000)</u>
Other Financing Sources / (Uses)			
Transfer In	299,074	356,000	364,000
Total Other Financing Sources / (Uses)	<u>299,074</u>	<u>356,000</u>	<u>364,000</u>
Surplus / (Deficiency)	<u>36,265</u>	<u>-</u>	<u>-</u>
Beginning Fund Balance¹	<u>53,431</u>	<u>89,696</u>	<u>-</u>
Ending Fund Balance	<u>\$ 89,696</u>	<u>\$ 89,696</u>	<u>\$ -</u>

¹ The FY2021 beginning fund balances are projected.

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

**RESTRICTED PURPOSES FUND
EXPENDITURES BY OBJECT
FY2021 BUDGET**

Expenditures	FY2019 Actual	FY2020 Budget	FY2021 Budget
Salaries	\$ 3,605,958	\$ 3,581,136	\$ 3,520,788
Employee Benefits	74,689,604	80,842,804	82,308,756
Contractual Services	381,377	330,355	330,863
Materials & Supplies	373,044	286,330	633,821
Conferences & Meetings	150,119	123,473	164,106
Fixed Charges	1,000	-	-
Capital Outlay	247,932	248,102	347,250
Other	300,382	186,143	370,473
Scholarships, Student Grants & Waivers	<u>26,539,784</u>	<u>27,456,516</u>	<u>27,757,903</u>
Total Expenditures	<u>\$ 106,289,200</u>	<u>\$ 113,054,859</u>	<u>\$ 115,433,960</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 FY2021, the College is budgeting \$26.2 million for debt service expenditures, which includes \$18.2 million for principal, \$7.7 million for interest, and \$256,000 for the possible issuance costs of refunding bonds (2011A) in March 2021. Included in the \$18.2 million principal payment, is the early redemption of the 2011B series. The debt service expenditures for FY2021 represent 7.6% 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.

DEBT RATINGS

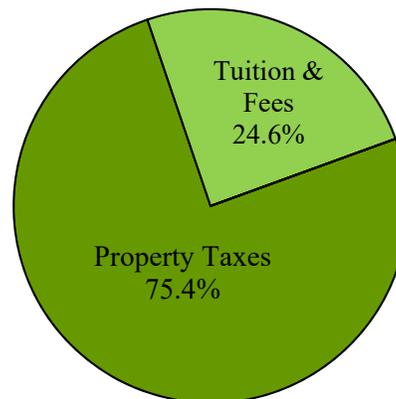
The College has Aaa/AA+ bond ratings from Moody's and Standard & Poor's, respectively. Maintenance of these ratings minimizes borrowing costs to the College. On March 13, 2020, Moody's upgraded its "Aa1" bond rating to Aaa on the College's outstanding general obligation bonds. Moody's cited the College's large tax base from affluent demographic profile, a very strong financial operations resulting in ample reserves levels, and a low debt burden.

Revenues

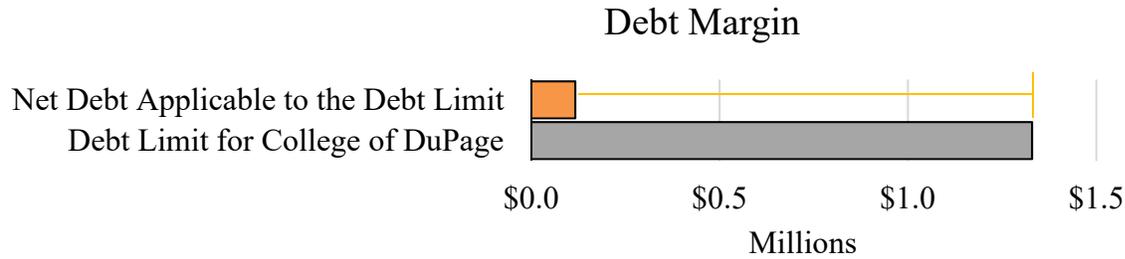
The Bond and Interest Fund's revenue sources are property taxes and a debt service fee included as part of tuition and fees. The FY2021 debt service fee is \$13.00 per credit hour.

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 2019 estimated EAV, the College’s outstanding debt cannot exceed \$1.33 billion. The College will have \$117.2 million of net debt outstanding applicable to the limitation, leaving an estimated margin of \$1.21 billion.

The following is calculation of the legal debt margin as of June 30, 2019 and the estimated debt margin of the College as of June 30, 2020. The EAV for the tax year 2018 is based on the final 2018 EAV of the District and the EAV for tax year 2019 is based on the estimated 2019 EAV of the District.

	Tax Year 2018	Tax Year 2019
Equalized Assesed Valuation (EAV)	\$ 44,892,120,691	\$ 46,238,884,312
Debt Limit Rate	2.875%	2.875%
Debt Limit for College of DuPage	\$ 1,290,648,470	\$ 1,329,367,924
Net Debt Applicable to the Debt Limit ¹	\$ 127,459,043	\$ 117,247,399
Legal Debt Margin	\$ 1,163,189,427	\$ 1,212,120,525

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.

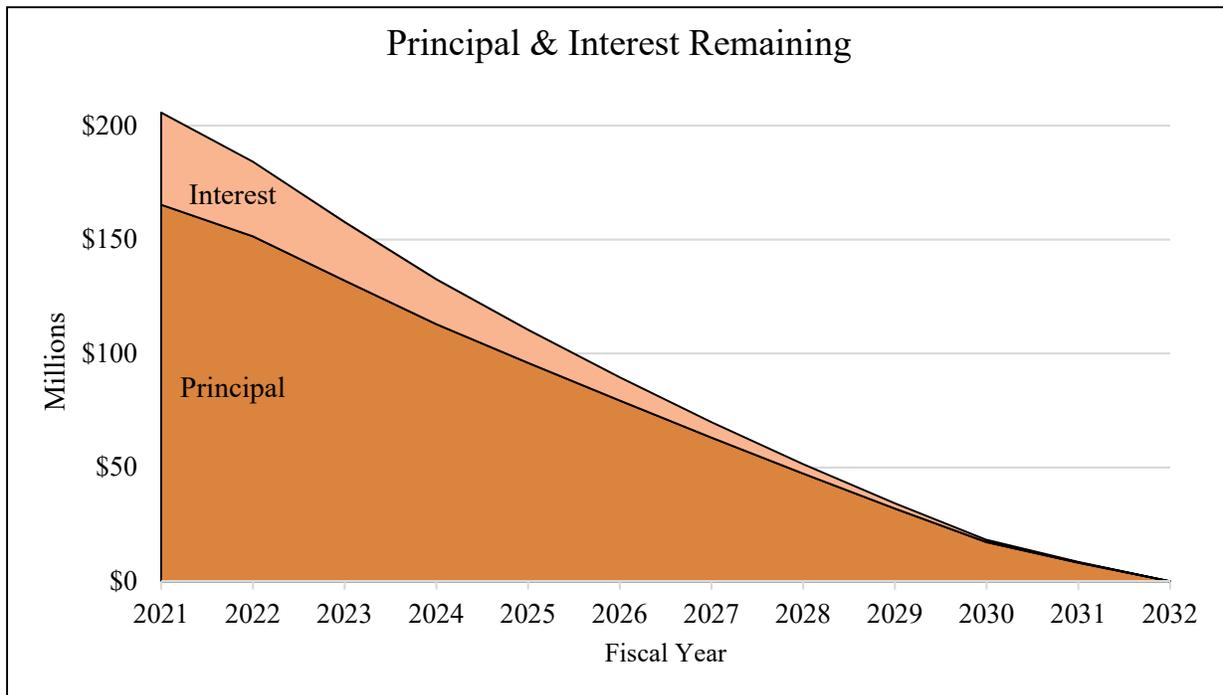
Bonds that are paid back from revenues the College generates (alternate revenue bonds) are excluded from the debt limit calculation. The College has issued bonds that are funded by property taxes and alternative revenues generated by the College.

The following table summarizes debt outstanding by the type of payment source as of the start of the fiscal year.

<u>G.O. Bond Issue</u>	<u>Funded by Tax Levy</u>	<u>Funded by Alternate Revenues</u>	<u>Totals</u>
Series 2011 A	\$ 42,275,000	\$ -	\$ 42,275,000
Series 2011 B	-	6,345,000	6,345,000
Series 2013 A	63,810,000	-	63,810,000
Series 2018	15,490,000	-	15,490,000
Series 2019	-	37,400,000	37,400,000
Totals	\$ 121,575,000	\$ 43,745,000	\$ 165,320,000

PRINCIPAL AND INTEREST SUMMARY

The following table is a summary of outstanding principal and interest payable at the start of each fiscal year. Under the current debt repayment schedule, the College will repay 100% of its outstanding debt by FY2032.



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

<u>General Obligation Bond Issue</u>	<u>Purpose</u>	<u>Interest Rate</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026-2031</u>	<u>Total</u>
Funded by Tax Levy:									
Series 2011A	Refunded Series 2003A, Construction Projects	3.0-3.7%	\$ 3,962,050	\$ 2,755,050	\$ 4,899,800	\$ 9,634,550	\$ 8,420,300	\$ 24,991,900	\$ 54,663,650
Series 2013A	Construction Projects	3.15-5.0%	7,383,480	7,385,230	7,383,980	7,386,730	7,384,730	44,315,865	81,240,015
Series 2018	Refunded Series 2007	4.0-5.0%	2,839,500	8,861,250	5,496,750	-	-	-	17,197,500
Total Funded by Tax Levy			<u>\$ 14,185,030</u>	<u>\$ 19,001,530</u>	<u>\$ 17,780,530</u>	<u>\$ 17,021,280</u>	<u>\$ 15,805,030</u>	<u>\$ 69,307,765</u>	<u>\$ 153,101,165</u>
Alternate Revenue Bonds:									
Series 2011B	Refunded Series 2003B	4.0-4.75%	\$ 6,631,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,631,200
Series 2019	Refunded Series 2009B	3.0-5.0%	5,096,500	5,095,500	5,091,000	5,077,750	5,075,750	20,238,800	45,675,300
Total Alternate Revenue Bonds			<u>\$ 11,727,700</u>	<u>\$ 5,095,500</u>	<u>\$ 5,091,000</u>	<u>\$ 5,077,750</u>	<u>\$ 5,075,750</u>	<u>\$ 20,238,800</u>	<u>\$ 52,306,500</u>
Total Debt Service			<u>\$ 25,912,730</u>	<u>\$ 24,097,030</u>	<u>\$ 22,871,530</u>	<u>\$ 22,099,030</u>	<u>\$ 20,880,780</u>	<u>\$ 89,546,565</u>	<u>\$ 205,407,665</u>

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

<u>General Obligation Bond Issue</u>	<u>Purpose</u>	<u>Interest Rate</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026- 2031</u>	<u>Total</u>
Funded by Tax Levy:									
Series 2011A	Refunded Series 2003A, Construction Projects	3.0-3.7%	\$ 1,840,000	\$ 725,000	\$ 2,905,000	\$ 7,785,000	\$ 6,960,000	\$ 22,060,000	\$ 42,275,000
Series 2013A	Construction Projects	3.15-5.0%	4,565,000	4,795,000	4,995,000	5,240,000	5,500,000	38,715,000	63,810,000
Series 2018	Refunded Series 2007	4.0-5.0%	2,065,000	8,190,000	5,235,000	-	-	-	15,490,000
Total Funded by Tax Levy			<u>\$ 8,470,000</u>	<u>\$ 13,710,000</u>	<u>\$ 13,135,000</u>	<u>\$ 13,025,000</u>	<u>\$ 12,460,000</u>	<u>\$ 60,775,000</u>	<u>\$ 121,575,000</u>
Alternate Revenue Bonds:									
Series 2011B	Refunded Series 2003B	4.0-4.75%	\$ 6,345,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,345,000
Series 2019	Refunded Series 2009B	3.0-5.0%	3,420,000	3,590,000	3,765,000	3,940,000	4,135,000	18,550,000	37,400,000
Total Alternate Revenue Bonds			<u>\$ 9,765,000</u>	<u>\$ 3,590,000</u>	<u>\$ 3,765,000</u>	<u>\$ 3,940,000</u>	<u>\$ 4,135,000</u>	<u>\$ 18,550,000</u>	<u>\$ 43,745,000</u>
Total Principal			<u>\$ 18,235,000</u>	<u>\$ 17,300,000</u>	<u>\$ 16,900,000</u>	<u>\$ 16,965,000</u>	<u>\$ 16,595,000</u>	<u>\$ 79,325,000</u>	<u>\$ 165,320,000</u>

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

General Obligation Bond Issue	Purpose	Interest Rate	2021	2022	2023	2024	2025	2026-2031	Total
Funded by Tax Levy:									
Series 2011A	Refunded Series 2003A, Construction Projects	3.0-3.7%	\$ 2,122,050	\$ 2,030,050	\$ 1,994,800	\$ 1,849,550	\$ 1,460,300	\$ 2,931,900	\$ 12,388,650
Series 2013A	Construction Projects	3.15-5.0%	2,818,480	2,590,230	2,388,980	2,146,730	1,884,730	5,600,865	17,430,015
Series 2018	Refunded Series 2007	4.0-5.0%	774,500	671,250	261,750	-	-	-	1,707,500
Total Funded by Tax Levy			<u>\$ 5,715,030</u>	<u>\$ 5,291,530</u>	<u>\$ 4,645,530</u>	<u>\$ 3,996,280</u>	<u>\$ 3,345,030</u>	<u>\$ 8,532,765</u>	<u>\$ 31,526,165</u>
Alternate Revenue Bonds:									
Series 2011B	Refunded Series 2003B	4.0-4.75%	\$ 286,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 286,200
Series 2019	Refunded Series 2009B	3.0-5.0%	1,676,500	1,505,500	1,326,000	1,137,750	940,750	1,688,800	8,275,300
Total Alternate Revenue Bonds			<u>\$ 1,962,700</u>	<u>\$ 1,505,500</u>	<u>\$ 1,326,000</u>	<u>\$ 1,137,750</u>	<u>\$ 940,750</u>	<u>\$ 1,688,800</u>	<u>\$ 8,561,500</u>
Total Interest			<u>\$ 7,677,730</u>	<u>\$ 6,797,030</u>	<u>\$ 5,971,530</u>	<u>\$ 5,134,030</u>	<u>\$ 4,285,780</u>	<u>\$ 10,221,565</u>	<u>\$ 40,087,665</u>

COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502

BOND & INTEREST FUND
FY2021 BUDGET

	<u>FY2019</u> <u>Actual</u>	<u>FY2020</u> <u>Budget</u>	<u>FY2021</u> <u>Budget</u>
Revenues			
Local Property Taxes	\$ 22,044,136	\$ 17,656,265	\$ 16,675,418
Federal Government	813,469	390,000	-
Student Tuition and Fees	6,425,789	6,381,822	5,451,615
Interest	<u>311,861</u>	<u>210,000</u>	<u>-</u>
Total Revenues	<u>29,595,255</u>	<u>24,638,087</u>	<u>22,127,033</u>
Expenditures - General Institutional			
Principal Payments			
General Obligation Bonds			
Series 2011A	3,935,000	2,915,000	1,840,000
Series 2013A	4,180,000	4,350,000	4,565,000
Series 2018	<u>7,140,000</u>	<u>7,430,000</u>	<u>2,065,000</u>
Subtotal General Obligation Bonds	<u>15,255,000</u>	<u>14,695,000</u>	<u>8,470,000</u>
Alternate Revenue Bonds			
Series 2006	1,910,000	1,985,000	-
Series 2009B	3,730,000	-	-
Series 2011B	-	-	6,345,000
Series 2019	<u>-</u>	<u>3,380,000</u>	<u>3,420,000</u>
Subtotal Alternate Revenue Bonds	<u>5,640,000</u>	<u>5,365,000</u>	<u>9,765,000</u>
Total Principal Payments	<u>20,895,000</u>	<u>20,060,000</u>	<u>18,235,000</u>
Interest Payments			
General Obligation Bonds			
Series 2011A	2,464,550	2,267,800	2,122,050
Series 2013A	3,203,180	3,035,980	2,818,480
Series 2018	<u>1,431,600</u>	<u>1,146,000</u>	<u>774,500</u>
Subtotal General Obligation Bonds	<u>7,099,330</u>	<u>6,449,780</u>	<u>5,715,030</u>
Alternate Revenue Bonds			
Series 2006	148,010	75,430	-
Series 2009B	2,568,740	1,193,451	-
Series 2011B	286,200	286,200	286,200
Series 2019	<u>-</u>	<u>1,261,092</u>	<u>1,676,500</u>
Subtotal Alternate Revenue Bonds	<u>3,002,950</u>	<u>2,816,173</u>	<u>1,962,700</u>
Total Interest Payments	<u>10,102,280</u>	<u>9,265,953</u>	<u>7,677,730</u>
Other	<u>214,573</u>	<u>6,000</u>	<u>256,000</u>
Total Expenditures	<u>31,211,853</u>	<u>29,331,953</u>	<u>26,168,730</u>
Excess (Deficiency) of Revenues			
Over Expenditures	<u>(1,616,598)</u>	<u>(4,693,866)</u>	<u>(4,041,697)</u>
Other Financing Sources (Uses)			
Proceeds from Sale of Bonds	40,780,000	-	-
Premium on Bonds	4,367,639	-	-
Payment to Refunding Agent	<u>(44,931,079)</u>	<u>-</u>	<u>-</u>
Total Other Financing Sources (Uses)	<u>216,560</u>	<u>-</u>	<u>-</u>
Surplus / (Deficiency)	<u>(1,400,038)</u>	<u>(4,693,866)</u>	<u>(4,041,697)</u>
Beginning Fund Balance¹	<u>10,210,995</u>	<u>8,810,957</u>	<u>4,327,601</u>
Ending Fund Balance	<u>\$ 8,810,957</u>	<u>\$ 4,117,091</u>	<u>\$ 285,904</u>

¹ The FY2021 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

Historically, 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.

Student Construction Fee

Students are charged a \$3.80 construction fee as part of overall tuition and fees.

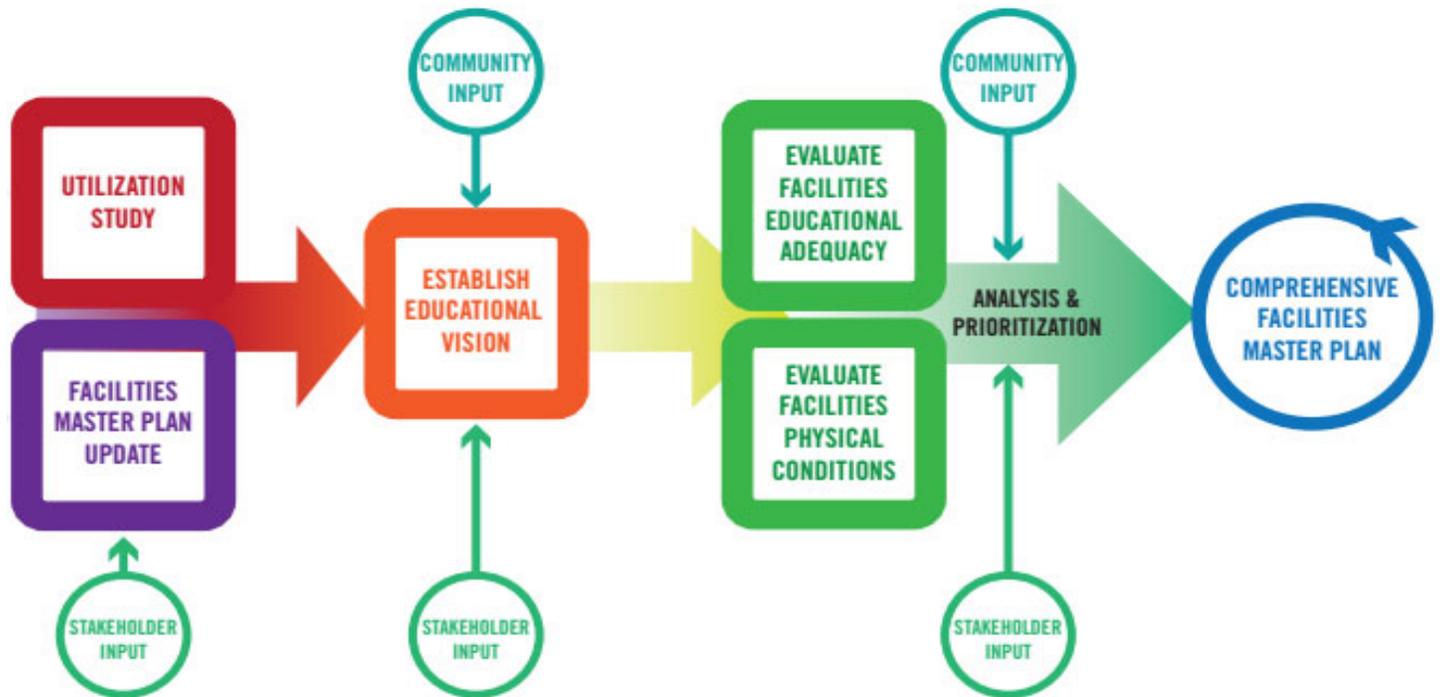
To maintain flexibility and continue to fund both construction and capital maintenance projects, the COD Board provided management with the flexibility to allocate these funds as needed between the Construction Fund and the Operations and Maintenance Fund. The total \$3.80 construction fee is expected to generate \$1.6 million in revenues in FY2021.

The allocation of the fee will not be allocated to the Construction Fund in FY2021. The full \$3.80 per credit hour (\$1.6 million) is instead allocated to the Operations & Maintenance Fund. A fund balance transfer will instead be made to support construction activities moving forward.

Fund Balance Transfer

At its January 2020 meeting, the Board approved restricting \$44.0 million of the Education Fund's fund balance to support construction activities. In the FY2021 Budget, the fund balance restriction will be transferred to the appropriate budgetary fund: the Construction Fund.

Facilities Master Plan (FMP):



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 to ten years throughout the district.

Facilities Master Plan Update

In FY2016, a Master Plan Update was completed to provide an overview of the basic demographics on campus and any related 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.

Utilization Study - Space Needs Analysis

In a continued effort to provide quality education, a space needs analysis was conducted in FY2017 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.

Comprehensive Master Plan

In FY2019, the College completed its comprehensive facilities master plan. 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 was presented to the community, senior management team, and the Board of Trustees for review and approval. The plan will be reviewed on an annual basis with changes recommended based on input from students and the community and College needs. Included in this plan are goals, principals, an existing condition assessment, space needs identifications, learning environment recommendations, land use, and infrastructure planning. Taken as a composite, these elements form the ‘roadmap’ to guide the College into the future.

Influences Shaping the Master Plan:

- ***Pathways Initiative***-Pathways is an initiative that rethinks the traditional approach to student success by collecting data, evaluating student behavior, and improving one-on-one support services and enhancing learning resources.
- ***Strategic Long Range Plan***-The master plan aligns with the College’s current strategic plan by making physical planning recommendations that support our institutions strategic goals and objectives.
- ***Academic Excellence***-The College continues to invest in academic excellence by switching to a Provost model, evolving its science, technology, engineering, and math (STEM) curriculum, continuing to invest in state-of-the-art classrooms, and becoming a Pathways-driven institution.
- ***Changes in Technology***-In order to accommodate more technologically driven students, the campus has a strong WiFi backbone, seamless connectivity, and fully integrated technology in classrooms, labs, and study spaces.
- ***Competition***-Without effective planning, colleges could lose out to competition. This master plan is not just influenced by competitors, but motivated to continue COD’s reputation as the best-in-class, first choice community college.
- ***Physical Connections on Campus***-There is a need to recommit to improving outdoor pedestrian connections resulting from the stark east-west divide on campus, increase development of new facilities on the west side of campus and improve Lambert Road for pedestrians.
- ***Focus on Retention***-Related to Pathways, the need to focus on retention is directly related to student success and enrollment growth.
- ***Utilization of Resources***-This master plan seeks ways to best use what the College already has by identifying ways the College can better utilize future resources.

FY2021 Construction Projects

In light of the pandemic, the College deferred numerous capital projects. The construction taking place in FY2021 is primarily closing out existing projects. The following sections provide detailed information on the future construction projects.

Construction Fund FY2021 Budget:

Construction Project	Construction Category	Completion Date:	Anticipated	Project Budget	
			Total	FY2021	
FY2020 Carryover Projects					
34027 Road Repair & Campus Wide Concrete Repair	Land Improvements	FY2021	\$ 574,360	\$ 574,360	
34028 Various Mechanical System Improvements	Building Renovations	FY2021	445,000	445,000	
39036 Marketing Office to Classroom Conversion	Building Renovations	FY2022	1,900,000	1,775,500	
39047 BIC Stem Pilot - Classroom Remodel	Building Renovations	FY2021	636,000	516,000	
39053 PE Arena Scoreboards	Equipment Replacement	FY2021	249,000	249,000	
39055 Baseball & Softball Design	Land Improvements	FY2021	129,000	12,000	
FY2021 New Projects					
39062 Speech Lab Updates	Building Renovations	FY2023	1,130,400	125,000	
39068 Project Hire-Ed Office Space	Building Renovations	FY2021	150,000	150,000	
39074 Baseball Outfield Drainage	Land Improvements	FY2021	209,000	209,000	
39005 Emerging Projects	Building Renovations	FY2021	4,000,000	4,000,000	
Budgeted Expenditure Total			\$ 9,422,760	\$ 8,055,860	

Funding Sources

Use of Fund Balance	\$ 7,091,340
State Government	764,520
Investment Income	200,000
Funding Sources Total	\$ 8,055,860

FY2021 budget by construction category:

Project Nos./Description	Architectural	Building	Land	Equipment	Total
	Services	Remodeling	Improvements		
34027 Road Repair & Campus Wide Concrete Repair	\$ -	\$ -	\$ 574,360	\$ -	\$ 574,360
34028 Various Mechanical System Improvements	-	445,000	-	-	445,000
39036 Marketing Office to Classroom Conversion	30,000	1,445,500	-	300,000	1,775,500
39047 BIC Stem Pilot - Classroom Remodel	33,000	248,000	-	235,000	516,000
39053 PE Arena Scoreboards	-	-	-	249,000	249,000
39055 Baseball & Softball Design	12,000	-	-	-	12,000
39062 Speech Lab Updates	19,600	75,400	-	30,000	125,000
39068 Project Hire-Ed Office Space	12,000	108,000	-	30,000	150,000
39074 Baseball Outfield Drainage	-	-	209,000	-	209,000
39005 Emerging Projects	-	4,000,000	-	-	4,000,000
Total	\$ 106,600	\$ 6,321,900	\$ 783,360	\$ 844,000	\$ 8,055,860

Detailed Descriptions of FY2021 Projects - Fund 03:

OTHER CONSTRUCTION:

34027	Road Repair & Campus Wide Concrete Repair	Road and concrete repair. (State Grant-75%, COD- 25%) Purpose: Maintain safe roads/walkways for vehicle & pedestrian circulation. <i>FY2021 Budget - \$574,360 Total Project Cost - \$574,360</i>
34028	Various Mechanical System Improvements	Campus Wide- Mechanical repairs/replace (State Grant-75%, COD-25%). Purpose: Maintain mechanical operations and increase energy efficiency. <i>FY2021 Budget - \$445,000 Total Project Cost - \$445,000</i>
39036	Marketing Office to Classroom Conversion	Renovation of space in the BIC. Purpose: Convert former Marketing Office to classrooms. <i>FY2021 Budget - \$1,775,500 Total Project Cost - \$1,900,000</i>
39047	BIC Stem Pilot-Classroom Remodel	Classroom Remodel. Purpose: To create a space for the STEM Pilot Program. <i>FY2021 Budget - \$516,000 Total Project Cost - \$636,000</i>
39053	PE Arena Scoreboards	Replacement Purchase. Purpose: To purchase and replace existing PE Arena Scoreboards. <i>FY2021 Budget - \$249,000 Total Project Cost - \$249,000</i>
39055	Baseball & Softball Design	Athletic field improvements - design only. Purpose: Design various baseball and softball field improvements. <i>FY2021 Budget - \$12,000 Total Project Cost - \$129,000</i>
39062	Speech Lab Updates	Renovate existing speech classrooms. Purpose: Prototype for more effective speech education. <i>FY2021 Budget - \$125,000 Total Project Cost - \$1,130,400</i>
39068	Project Hire-Ed Office Space	Relocation & Expansion of Project Hire-Ed. Purpose: Provide larger space for Project Hire-Ed work team. <i>FY2021 Budget - \$150,000 Total Project Cost - \$150,000</i>
39074	Baseball Outfield Drainage	Baseball field surface improvements. Purpose: Improve field surface playability & field maintenance. <i>FY2021 Budget - \$209,000 Total Project Cost - \$209,000</i>
39005	Emerging Projects	New projects arising during FY2021. Purpose: Budget to enable the College to respond to programmatic and operational needs that were not anticipated in the annual budget. <i>FY2021 Budget - \$4,000,000 Total Project Cost - \$4,000,000</i>

Construction Impact on FY2021 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.

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 have become a permanent part of the annual budget.

The FY2021 construction projects are primarily renovations to existing college spaces and are not 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.

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

**OPERATIONS & MAINTENANCE RESTRICTED FUND
FY2021 BUDGET**

	FY2019 Actual	FY2020 Budget	FY2021 Budget
Revenues			
State Government	\$ -	\$ -	\$ 764,520
Student Tuition and Fees	1,009,755	1,002,858	-
Interest	414,827	256,000	200,000
Total Revenues	1,424,582	1,258,858	964,520
 Expenditures			
General Institutional	9,042,862	16,156,000	8,055,860
Total Expenditures	9,042,862	16,156,000	8,055,860
 Excess / (Deficiency) of Revenues Over Expenditures	(7,618,280)	(356,000)	(7,091,340)
 Other Financing Sources / (Uses)			
Transfer In / (Out)	3,000,000	7,500,000	44,000,000
Total Other Financing Sources / (Uses)	3,000,000	7,500,000	44,000,000
 Surplus / (Deficiency)	(4,618,280)	(7,397,142)	36,908,660
 Beginning Fund Balance¹	20,829,388	16,211,108	16,494,697
 Ending Fund Balance	\$ 16,211,108	\$ 8,813,966	\$ 53,403,357

¹ The FY2021 beginning fund balances are projected.

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

**OPERATIONS & MAINTENANCE RESTRICTED FUND
EXPENDITURES BY OBJECT
FY2021 BUDGET**

<u>Expenditures</u>	<u>FY2019 Actual</u>	<u>FY2020 Budget</u>	<u>FY2021 Budget</u>
Contractual Services	\$ 528,254	\$ 490,000	\$ 106,600
Capital Outlay	8,514,608	15,666,000	7,949,260
Total Expenditures	<u>\$ 9,042,862</u>	<u>\$ 16,156,000</u>	<u>\$ 8,055,860</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. The total amount of revenues budgeted for FY2021 is \$14.2 million; total amount of expenditures is \$13.8 million resulting in a net profit of \$0.4 million. The FY2021 budget also includes operating transfers into the Chaparral Fitness Center, Courier, and the MAC. The Bookstore and Food Services departments have budgeted transfers out to support college operations if needed. The following is a selected list of activities in the Auxiliary Enterprise Fund:

Auxiliary Enterprises Fund Surplus / (Deficiency) FY 2021 Budget

<u>Subfund</u>	<u>FY2021 Beginning Fund Balance</u>	<u>Revenues</u>	<u>Expenditures</u>	<u>Surplus / (Deficiency)</u>	<u>Transfer In / (Out)</u>	<u>FY2021 Ending Fund Balance</u>
Continuing Education	\$ 1,143,411	\$ 5,377,000	5,462,151	\$ (85,151)	\$ -	\$ 1,058,260
The MAC	339,783	2,329,205	3,074,783	(745,578)	470,000	64,205
Frida Kahlo Exhibit	(142,913)	2,027,482	1,606,675	420,807	-	277,894
WDCB Radio	2,672,787	1,355,500	1,500,617	(145,117)	-	2,527,670
Field Studies	280,093	1,325,000	1,325,550	(550)	-	279,543
Bookstore	7,781,355	950,000	-	950,000	(950,000)	7,781,355
Chaparral Fitness	277,053	194,000	356,526	(162,526)	180,000	294,527
Food Service	1,569,813	262,500	44,000	218,500	(218,500)	1,569,813
Courier	157,012	100,000	141,314	(41,314)	40,000	155,698
Other	681,579	294,200	298,943	(4,743)	-	676,836
	<u>\$ 14,759,974</u>	<u>\$ 14,214,887</u>	<u>\$ 13,810,559</u>	<u>\$ 404,328</u>	<u>\$ (478,500)</u>	<u>\$ 14,685,802</u>

Continuing Education

Over 35 departments under the banner of Continuing Education (CE) are 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. In comparison to FY2020, the FY2021 revenues for Continuing Education are projected to increase by 8%. Expenditures are projected to increase by 1%.

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. Operating transfers of \$470,000 are allocated to the MAC to provide funding for the Buffalo Theater, New Philharmonic, Lakeside Pavilion Summer Concert Series, and to allow discounted ticketing for students. Revenues of the MAC are projected to increase in FY2021 by 7% and the expenditure budget is expected to increase by 8% compared to the FY2020 budget.

Frida Kahlo Exhibit

The College will be hosting a historic and extraordinary cultural event. The exhibition, originally scheduled in the summer of 2020, will run June through September 2021. The exhibition will include over one hundred million dollars in rare and valuable Frida Kahlo art. The amount of revenues budgeted for FY2021 is \$2.0 million and expenditures is \$1.6 million.

WDCB Radio

WDCB is a broadcast outreach service of College of DuPage which reaches a vast audience through cultural and public affairs programming. WDCB's weekly listenership of well over 100,000 extends from District 502 throughout the entire Chicago metro area and also includes more than 10,000 weekly listeners across the country and overseas via web audio streaming. In comparison to FY2020, the FY2021 budgeted revenues of the radio station are projected to remain the same. Expenditures are projected to decrease by 10%.

Field Studies

Field Studies offers credit courses that combine classroom work with field experiences. Classes are experience-based and faculty-led. 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 and pay the College a minimum of \$950,000 in FY2021.

Chaparral Fitness Center

The Chaparral Fitness Center opened its doors in January 2014. 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 and part-time students pay \$12 a month. FY2021 revenues are expected to remain the same as FY2020. FY2021 expenditures are projected to decrease by 16%. The prior year budget included the purchase of several capital equipment items.

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 by Pepsi and Canteen 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.

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. In FY2021, a \$40,000 operating transfer 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

Activity	FY2019 Actual	FY2020 Budget	FY2021 Budget
Continuing Education	\$ 4,110,218	\$ 4,994,000	\$ 5,377,000
The MAC	2,206,776	2,178,821	2,329,205
Frida Kahlo Exhibit	-	1,604,705	2,027,482
WDCB Radio	1,212,249	1,355,500	1,355,500
Field Studies	1,093,851	1,325,000	1,325,000
Bookstore	1,091,723	950,000	950,000
Other	317,470	484,200	294,200
Food Service	236,077	237,500	262,500
Chaparral Fitness	262,039	194,000	194,000
Courier	98,984	100,000	100,000
	<u>\$ 10,629,387</u>	<u>\$ 13,423,726</u>	<u>\$ 14,214,887</u>

Expenditures

Activity	FY2019 Actual	FY2020 Budget	FY2021 Budget
Continuing Education	\$ 3,919,294	\$ 5,432,156	\$ 5,462,151
The MAC	2,408,872	2,858,927	3,074,783
Frida Kahlo Exhibit	-	2,562,600	1,606,675
WDCB Radio	1,315,190	1,663,486	1,500,617
Field Studies	977,469	1,317,550	1,325,550
Chaparral Fitness	311,487	423,584	356,526
Other	45,789	301,458	298,943
Courier	135,279	135,612	141,314
Food Service	20,237	24,500	44,000
Bookstore	22,877	-	-
	<u>\$ 9,156,494</u>	<u>\$ 14,719,873</u>	<u>\$ 13,810,559</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
FY2021 BUDGET**

	<u>FY2019 Actual</u>	<u>FY2020 Budget</u>	<u>FY2021 Budget</u>
Revenues			
Student Tuition and Fees	\$ 5,396,895	\$ 6,217,000	\$ 6,495,000
Sales and Service Fees	3,210,919	4,445,905	4,844,988
Facilities Rental	385,250	310,800	310,800
Interest	282,812	190,000	-
Non-Government Gifts, Grants	1,174,430	2,010,021	2,264,099
Other	<u>179,081</u>	<u>250,000</u>	<u>300,000</u>
Total Revenues	<u>10,629,387</u>	<u>13,423,726</u>	<u>14,214,887</u>
Expenditures			
Independent Operations	7,841,303	13,056,387	12,309,942
General Institutional	<u>1,315,191</u>	<u>1,663,486</u>	<u>1,500,617</u>
Total Expenditures	<u>9,156,494</u>	<u>14,719,873</u>	<u>13,810,559</u>
Excess / (Deficiency) of Revenues Over Expenditures	<u>1,472,893</u>	<u>(1,296,147)</u>	<u>404,328</u>
Other Financing Sources / (Uses)			
Transfer In	-	729,600	690,000
Transfer (Out)	<u>-</u>	<u>(1,150,000)</u>	<u>(1,168,500)</u>
Total Other Financing Sources / (Uses)	<u>-</u>	<u>(420,400)</u>	<u>(478,500)</u>
Surplus / (Deficiency)	<u>1,472,893</u>	<u>(1,716,547)</u>	<u>(74,172)</u>
Beginning Fund Balance¹	<u>12,163,298</u>	<u>13,636,191</u>	<u>14,759,974</u>
Ending Fund Balance	<u>\$ 13,636,191</u>	<u>\$ 11,919,644</u>	<u>\$ 14,685,802</u>

¹ The FY2021 beginning fund balances are projected.

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

**AUXILIARY ENTERPRISES FUND
EXPENDITURES BY OBJECT
FY2021 BUDGET**

	FY2019 Actual	FY2020 Budget	FY2021 Budget
Expenditures			
Salaries	\$ 4,693,530	\$ 5,720,819	\$ 5,868,835
Employee Benefits	504,836	632,326	635,534
Contractual Services	1,160,705	2,888,295	2,437,725
Materials & Supplies	1,142,418	2,933,535	2,428,497
Conference & Meeting	1,047,458	1,584,972	1,534,472
Fixed Charges	156,648	127,300	123,387
Utilities	-	1,600	600
Capital Outlay	168,945	189,147	82,500
Other	281,954	641,879	699,009
Total Expenditures	<u>\$ 9,156,494</u>	<u>\$ 14,719,873</u>	<u>\$ 13,810,559</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.

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

**WORKING CASH FUND
FY2021 BUDGET**

	FY2019 Actual	FY2020 Budget	FY2021 Budget
Revenues			
Interest	\$ 185,627	\$ 120,000	\$ -
Total Revenues	<u>185,627</u>	<u>120,000</u>	<u>-</u>
Expenditures			
General Administration	-	7,000	7,000
Total Expenditures	<u>-</u>	<u>7,000</u>	<u>7,000</u>
Surplus / (Deficiency)	<u>185,627</u>	<u>113,000</u>	<u>(7,000)</u>
Beginning Fund Balance¹	<u>8,561,067</u>	<u>8,746,694</u>	<u>8,914,731</u>
Ending Fund Balance	<u>\$ 8,746,694</u>	<u>\$ 8,859,694</u>	<u>\$ 8,907,731</u>

¹ The FY2021 beginning fund balances are projected.

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

**WORKING CASH FUND
EXPENDITURES BY OBJECT
FY2021 BUDGET**

	<u>FY2019 Actual</u>	<u>FY2020 Budget</u>	<u>FY2021 Budget</u>
Expenditures			
Contractual Services	\$ -	\$ 7,000	\$ 7,000
Total Expenditures	<u>\$ -</u>	<u>\$ 7,000</u>	<u>\$ 7,000</u>



IV. LONG-TERM FINANCIAL FORECAST SECTION

Values:

Honesty – We expect truthfulness and trustworthiness.

FY2021-2025 Financial Forecast

Special Note:

While it is difficult to determine the full impact COVID-19 will have on the national, state, and our local economies, the following narrative on the National and State of Illinois outlook were written based on the most updated information available as of April 24, 2020.

The purpose of this FY2021-2025 Financial Forecast (“Forecast”) 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 Forecast 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 administration, assumptions are made for the next five years about projected revenues and expenditures. The Forecast is prepared for the General, Debt Service, Construction, Auxiliary Enterprises, and Working Cash Funds.

The Forecast 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.

National Outlook

On March 27, 2020 the Coronavirus Aid, Relief, and Economic Security Act (the CARES Act), was enacted. According to the Congressional Budget Office (CBO) and Joint Committee on Taxation (JCT) it is estimated that the act will increase federal deficits by about \$1.8 trillion over the 2020-2030 period.

The estimate includes:

- A \$988 billion increase in mandatory outlays;
- A \$446 billion decrease in revenues; and
- A \$326 billion increase in discretionary outlays, stemming from emergency supplemental appropriations.

According to the CBO, the estimated budgetary effects of the CARES Act are uncertain for several reasons:

- How federal agencies will implement some provisions of the bill, including those establishing the Federal Reserve’s emergency lending facilities, is not yet known in detail.
- The effects of the novel coronavirus pandemic on economic output and the labor markets are difficult to predict, and those effects drive CBO’s estimate of the act’s changes to unemployment compensation benefits.
- The duration of the emergency declarations related to the coronavirus pandemic and the number of hospitalizations for COVID-19 (the disease caused by the coronavirus) could differ significantly from what CBO has projected, and the budgetary effects of some provisions, such as those affecting Medicare, will depend on those factors.

- The costs of some provisions depend on uncertain future developments. For example, CBO cannot estimate the cost of COVID-19 vaccines because no such vaccines are yet approved.

On April 24, 2020, the CBO updated their economic forecast to account for COVID-19. According to the forecast, the CBO anticipates “that the economy will contract sharply during the second quarter of 2020 as a result of the continued disruption of commerce stemming from the spread of the novel coronavirus. The following are CBO’s very preliminary estimates, which are based on information about the economy that was available through this morning and which include the effects of an economic boost from recently enacted legislation.

- Inflation-adjusted gross domestic product is expected to decline by more than 12 percent during the second quarter, equivalent to a decline at an annual rate of 40 percent for that quarter.
- The unemployment rate is expected to exceed 14 percent during the second quarter.
- Interest rates on 3-month Treasury bills 10-year Treasury notes are expected to average 0.1 percent during and 0.6 percent for the second quarter as a result of the Federal Reserve’s actions and market conditions.”
- The federal budget deficit is projected to be \$3.7 trillion
- Federal debt held by the public is projected to be 101 percent of GDP by the end of the fiscal.

CBO’s economic projections, especially for later periods, are highly uncertain at this time.

State of Illinois Outlook

In February of 2019, the Governor signed into law a bill approving annual minimum wage increases over the next five years to \$15 per hour. The first increase took place January 1st raising the minimum wage from \$8.25 to \$9.25 According to a study conducted by the Illinois Economic Policy Institute last October, the results of this increase “will generate millions of dollars in new state tax revenue, property tax revenue, and a savings in food stamp assistance as more workers move out of poverty.”

In June of 2019, the Governor also signed a bill into law allowing the recreational use of cannabis by adults. The law allows Illinois residents 21 and over to purchase and consume one ounce of flower and up to five grams of cannabis concentrate either in their homes or at certain approved establishments. Part of the revenues from these sales are expected to be used towards paying down the state's pension debt and unpaid bills backlog

In February of 2020, prior to the pandemic, Governor Pritzker addressed the General Assembly in a joint session and presented the proposed fiscal year 2021 budget. The budget included a \$9 million dollar increase in base operating grants, an additional \$3.6 million in equalization grants, and \$1.7 million in adult education grants. Also included in the proposed budget was \$5 million for a new Illinois Community College Apprenticeship Grant which is expected to increase apprenticeship opportunities in Illinois. A \$50 million dollar increase to MAP grants with 15% designated for community college students was also included. According to the Illinois Community College Board, “This commitment will result in free community college tuition for MAP-eligible Illinois students from families with incomes below \$45,000 who receive federal Pell Grants, achieving the Governor’s goal of making community college free for its lowest income

students.” An increase of \$38 million is budgeted for contributions to the Community College Insurance Program to catch up the deficit. While the proposed increases will help students and community colleges, the funding to support the proposed budget is in part contingent on taxpayers approving a graduated income tax in November.

2020 Coronavirus Pandemic

In January 2020, the first person tested positive for the coronavirus in Illinois. In response to the growing spread of the disease, JB Pritzker, Governor of Illinois, declared all counties in the State of Illinois as a disaster area on March 9, 2020. A stay at home order was placed on the state until April 7, 2020. That order was extended until April 30, 2020 and later extended until May 30, 2020 and could be extended again. On April 15, 2020, Governor Pritzker presented projections from his budget office: \$2.7 billion less revenue than expected for the budget the state is currently operating under, and \$4.6 billion less revenue for FY2021. Without the passing of the graduated income tax proposal, his office estimates the shortfall could rise to \$7.4 billion.

Illinois Unemployment

In Illinois, the Labor Department reported 200,940 people filed for unemployment benefits in the week ended April 4. That’s up from 178,421 claims a week earlier. From February to March 2020, Illinois saw seasonally adjusted unemployment increase from 3.4 percent to 4.6 percent. Likewise, in the Chicago Metro area (Chicago/Naperville/Arlington Heights), seasonally adjusted unemployment increased from 3.1 percent to 5.2 percent.

State Funding

Prior to the COVID-19 Pandemic, the State of Illinois was struggling to pay on its unfunded pension liabilities, outstanding bill backlog, and interest penalty payments, With one of the lowest credit ratings in the country, a shrinking population, and lack of a strong emergency fund, the state is ill-equipped to handle the financial impact of this pandemic. According to the Commission on Government Forecasting and Accountability “While the certainty of the country, and world, plunging into recession seems to grow each day, attempting to value the impact of COVID-19 on State revenues is virtually impossible. With that caveat, it seems reasonable to offer a scenario with more devastating impacts on revenues in the near-term than even the “Great Recession”. As a result, should revenues experience a peak-trough decline of 20%, a revenue reduction of over \$8 billion would be experienced, although likely spread over multiple fiscal years.”

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. In January, the fund balance restrictions were reviewed in order to realign and earmark resources for currently anticipated long-term strategic initiatives of the College while maintaining compliance with Board Policy 10-40 on unrestricted fund balance. In addition to the goal of maintaining an unrestricted fund balance level of 50% of general operating expenditures, the Board of Trustees has restricted \$118.5 million of the current General Fund balance to ensure the overall financial strength of the College:

Retiree OPEB Liability	\$14,500,000
Recapitalization Plan	60,000,000
Facilities Master Plan Projects	<u>44,000,000</u>
Total	<u>\$118,500,000</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 FY2021 budget calls for the use of \$7.1 million of the College's restricted fund balance to provide resources for its capital construction projects.

One of the primary goals of the Five-Year Forecast 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. The Forecast 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.

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 received over \$20 million as the state distributed 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 FY2025 unrestricted fund balance to 38%, below the College's 50% goal level.

Five-Year Forecast Summary

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

The Forecast is based on a recovery of the residential housing market with EAV values stabilizing and increasing modestly at 3.0% through the 2023 levy year. Beginning in levy year 2019 (FY2021) the property tax levy is assumed to increase by one percent through 2021, and then equal to inflation each year thereafter.

Tuition rates increase by \$1.00 per credit hour each year to cover inflationary costs and partially offset the projected enrollment decline. In addition to the overall tuition rate increase of \$1.00, the forecast also includes adjustments in the tuition and fee structure.

State operating grant funding is projected to decline 7.5% in FY2021, and then remain flat through FY2025. Although the state continues to face significant challenges, the community college system will be critical in economic recovery efforts. In addition, the community college system is only recently recovering from the effects of the state budget impasse.

The College must continue to mitigate cost increases through careful fiscal management. Pathways initiative costs will begin to normalize in future years. Furthermore, the College will continue evaluating positions to balance its overall labor budget over the next several years. Cost escalations related to increases in wage rates and health insurance premium will require careful management of the College's existing employment levels. 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.

Other major cost considerations relate to the College's long-term capital plan. In FY2019, the College completed its comprehensive facilities master plan. Included in this plan are goals, principals, an existing condition assessment, space needs identifications, learning environment recommendations, land use, and infrastructure planning. Taken as a composite, these elements form the 'roadmap' to guide the College into the future. Forecast recommendations were as follows:

- Improve east-west unity on main campus by revolutionizing Lambert road in partnership with the Village of Glen Ellyn.
- Become the country's best student-focused, Pathways-driven institution and grow enrollment through retention.
- Double-down on the College's existing STEM education program by enhancing capabilities, offerings, and integrating with arts to boost stature of the college in the innovation economy.
- Focus on student success for a diverse student body through effective outreach, best-in-class environments, and high flexibility of spaces.

The high-priority master plan projects were in excess of \$40 million; however, the College plans to utilize the \$44 million restricted fund balance for these capital projects. The projects are currently being prioritized by college leadership before moving forward.

College Budgetary Assumptions					
	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>
	Revenues				
Property Tax Levy Year	2019	2020	2021	2022	2023
Assessed Valuation Change	3.7%	3.0%	3.0%	3.0%	3.0%
Operating Levy Estimate	\$ 84,535,398	\$ 85,848,011	\$ 87,867,669	\$ 90,107,731	\$ 92,314,815
State Support - ICCB Operating Grants	\$ 14,817,103	\$ 14,817,103	\$ 14,817,103	\$ 14,817,103	\$ 14,817,103
Inflation (Consumer Price Index)	2.3%	2.5%	2.4%	2.4%	2.4%
Enrollment Decline	-8.5%	-6.5%	-5.0%	-3.0%	-1.5%
Auxiliary Revenue Growth	2.0%	2.0%	2.0%	2.0%	2.0%
Investment Income Returns	0.25%	0.38%	0.50%	0.63%	0.75%
Tuition and Fees In-District Rate	\$ 138	\$ 139	\$ 140	\$ 141	\$ 142
Percentage Change	1.5%	0.7%	0.7%	0.7%	0.7%
	Expenditures				
Salaries	<i>Base Year</i>	2.5%	2.4%	2.4%	2.4%
Healthcare Benefits	<i>Base Year</i>	6.0%	6.0%	6.0%	6.0%
Contractual Services	<i>Base Year</i>	2.5%	2.4%	2.4%	2.4%
Supplies & Materials	<i>Base Year</i>	-1.0%	-1.0%	-1.0%	-1.0%
Conferences & Meetings	<i>Base Year</i>	0.0%	0.0%	0.0%	0.0%
Fixed Charges	<i>Base Year</i>	2.5%	2.4%	2.4%	2.4%
Utilities	<i>Base Year</i>	2.5%	2.4%	2.4%	2.4%
Capital Outlay	<i>Base Year</i>	0.0%	0.0%	0.0%	0.0%
Scholarships, Student Grants, Waivers	<i>Base Year</i>	-6.5%	-5.0%	-3.0%	-1.5%
Other Expenditures	<i>Base Year</i>	2.5%	2.4%	2.4%	2.4%
	Transfers				
In to Education Fund (from Auxiliary)	\$ 1,168,500	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000
Out to Operations & Maint. Fund (from Education)	\$ (35,000,000)	\$ -	\$ -	\$ -	\$ -
Out to Restricted Purposes Fund (from Education)	\$ (364,000)	\$ (364,000)	\$ (364,000)	\$ (364,000)	\$ (364,000)
Out to Construction Fund (from Education)	\$ (44,000,000)	\$ -	\$ -	\$ -	\$ -
Out to Bond & Interest Fund (from Education)	\$ -	\$ (500,000)	\$ -	\$ (200,000)	\$ -
Out to Auxiliary (from Education)	\$ (690,000)	\$ (690,000)	\$ (690,000)	\$ (690,000)	\$ (690,000)
Recapitalization Plan Spend	\$ 5,793,495	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000

Operating deficiencies are projected for the General Fund (Education and Operating and Maintenance Funds) through FY2025 due to a \$25 million investment into the Recapitalization Plan over that period paired with revenues not keeping pace with inflationary cost increases.

Annual General Fund Excess / (Deficiency) of Revenues over Expenditures				
<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>
\$ (10,675,524)	\$ (16,179,836)	\$ (20,443,889)	\$ (23,569,396)	\$ (26,197,003)

The College has a strong funding base with property taxes and student tuition and fees accounting for 88.6% of General Fund revenues in FY2021.

Property Taxes

The Forecast 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 operating levy increases between 1.0% and 2.6% over the next several years.

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 2019 are collected in 2020. Therefore, the taxes are divided between two fiscal years. Of the 2019 levy taxes collected in 2020, one-half are recorded in fiscal year 2020 and the other half in fiscal year 2021. The following example shows the property tax revenue estimated for the General Fund:

FY2021 Estimated Property Tax Revenue				
	Estimated		Recorded in	
	Levy Collections		FY2021	
2019 Levy Final Extension, est.	\$	84,537,513	50%	\$ 42,268,757
2020 Levy Request, est.		85,382,888	50%	42,691,444
Subtotal				<u>84,960,201</u>
Estimated Collection Rate				99.5%
Net Local Property Taxes for FY2021				<u><u>84,535,398</u></u>

The chart below summarizes assessed valuations and tax levies for the five-year period.

Five-Year Property EAV and Tax Collection Estimates					
	Levy Year				
	2019	2020	2021	2022	2023
Equalized Assessed Valuation	\$ 44,892,120,691	\$ 46,238,884,312	\$ 47,626,050,841	\$ 49,054,832,366	\$ 50,526,477,337
Percentage Change	3.70%	3.00%	3.00%	3.00%	3.00%
Consumer Price Index	2.30%	2.10%	2.60%	2.50%	2.40%
Levy Increase Estimate	1.00%	1.00%	2.10%	2.60%	2.50%
Operating Levy Estimate	\$ 84,537,513	\$ 85,382,888	\$ 87,175,929	\$ 89,442,503	\$ 91,678,566
Debt Service Levy Estimate	\$ 14,326,880	\$ 19,191,545	\$ 17,958,335	\$ 17,191,493	\$ 15,963,080
Total Estimated Tax Levy	<u>\$ 98,864,393</u>	<u>\$ 104,574,433</u>	<u>\$ 105,134,264</u>	<u>\$ 106,633,996</u>	<u>\$ 107,641,646</u>
	Fiscal Year				
	FY2021	FY2022	FY2023	FY2024	FY2025
Operating Levy Estimated Collection					
50% Prior Year Levy	\$ 42,691,444	\$ 43,587,964	\$ 44,721,251	\$ 45,839,283	\$ 46,939,426
50% Two Years Ago Levy	42,268,757	42,691,444	43,587,964	44,721,251	45,839,283
Assumed Uncollectable of 0.5%	(424,803)	(431,397)	(441,546)	(452,803)	(463,894)
Total General Fund	<u>\$ 84,535,398</u>	<u>\$ 85,848,011</u>	<u>\$ 87,867,669</u>	<u>\$ 90,107,731</u>	<u>\$ 92,314,815</u>
Fund Allocation:					
Education	\$ 72,500,000	\$ 73,225,000	\$ 73,957,250	\$ 74,696,823	\$ 75,443,791
Operations and Maintenance	12,035,398	12,623,011	13,910,419	15,410,908	16,871,024
Subtotal General Fund	<u>\$ 84,535,398</u>	<u>\$ 85,848,011</u>	<u>\$ 87,867,669</u>	<u>\$ 90,107,731</u>	<u>\$ 92,314,815</u>
Debt Service Levy Estimated Collection					
50% Prior Year Levy	\$ 9,595,773	\$ 8,979,168	\$ 8,595,747	\$ 7,981,540	\$ 7,902,515
50% Two Years Ago Levy	7,163,440	9,595,773	8,979,168	8,595,747	7,981,540
Assumed Uncollectable of 0.5%	(83,796)	(92,875)	(87,875)	(82,886)	(79,420)
Total Debt Service	<u>\$ 16,675,417</u>	<u>\$ 18,482,066</u>	<u>\$ 17,487,040</u>	<u>\$ 16,494,401</u>	<u>\$ 15,804,635</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 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 2.3% for calendar year 2019 (this is the CPI used for the 2019 levy year). Economists continue to project low inflation during this five-year time horizon. As a result, the Forecast is projecting annual CPI used for PTELL calculations between 2.1% and 2.6% in FY2021 – FY2025.

Student Tuition & Fees

The College has projected an average 5.0% decline in enrollment through FY2025. This projection is driven by the following assumptions:

- The state and local unemployment rates continue to climb but start to flatten out as the economy is restarted, resulting in a temporary decline in consumer spending power.

- Out-migration college-going high school graduates slows due to students not wanting to venture far from home.
- Guided Pathways does has a slight impact, but not profound impact on persistence.
- Strategic Enrollment Management has a slight impact on recruiting targeted populations.
- State continues to see outmigration of young families, resulting in high school enrollment declines.
- Dual credit has stagnated.

Tuition rates are projected to moderately increase year over year at a rate below inflation. The modest increases result in a tuition rate in FY2025 of \$142.00.

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, 2019, the per capita cost on a semester hour basis was \$521.94; one-third of that is \$173.98. The College is below that maximum in all forecasted years.

Tuition and Fees Five-Year Projection					
	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>
	Tuition and Fee Rates per Credit Hour				
In-District	\$ 105.15	\$ 109.00	\$ 110.00	\$ 111.00	\$ 112.00
Out-of-District	292.15	296.00	297.00	298.00	299.00
Out-of-State/International	362.15	366.00	367.00	368.00	369.00
Technology Fee	\$ 9.00	\$ 9.00	\$ 9.00	\$ 9.00	\$ 9.00
Construction Fee (F02)	3.80	-	-	-	-
Debt Service Fee	13.00	14.00	14.00	14.00	14.00
Student Activities Fee	6.90	7.00	7.00	7.00	7.00
Student-to-Student Fee	0.15	-	-	-	-
Subtotal Fees	<u>32.85</u>	<u>30.00</u>	<u>30.00</u>	<u>30.00</u>	<u>30.00</u>
Total In-District Tuition and Fees	<u>\$ 138.00</u>	<u>\$ 139.00</u>	<u>\$ 140.00</u>	<u>\$ 141.00</u>	<u>\$ 142.00</u>
	Annual Estimates				
Credit Hours - 10th Day Estimates	419,355	392,097	372,492	361,317	355,898
Tuition and Fee Revenue					
Education Fund	\$ 62,779,829	\$ 60,247,923	\$ 57,608,019	\$ 56,241,095	\$ 55,753,377
Operations and Maintenance Fund	1,593,549	-	-	-	-
Bond and Interest Fund	5,451,616	5,489,357	5,214,889	5,058,442	4,982,566
Auxiliary Enterprises Fund	6,495,000	6,624,900	6,757,398	6,892,546	7,030,397
Restricted Purposes Fund	68,222	-	-	-	-
Total Tuition and Fee Revenue	<u>\$ 76,388,216</u>	<u>\$ 72,362,180</u>	<u>\$ 69,580,306</u>	<u>\$ 68,192,084</u>	<u>\$ 67,766,339</u>

State Revenues

The budget assumes the State’s appropriation of annual operating grant payments to the College during this five-year time horizon remains flat at \$14.8 million.

Other Income

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 \$1.2 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 normally accounting for 70 to 80% of expenditures. The College Board approved annual salary increases equal to current year inflation plus 0.5%, or 2.8%. The forecast continues this trend with annual wage increases tied to the rate of inflation. Furthermore, the College will continue evaluating positions to reduce its overall labor budget over the next year. As described above, control of these expenditure categories is crucial to the overall financial health of the College.

Health insurance costs for employees in FY2021-2025 are projected to increase 6% each year after primarily due to healthcare inflation. The College will continue to evaluate options to minimize the effect of rising healthcare costs in FY2021 and going forward.

General Fund transfers out include transfers to the Operations & Maintenance Fund, Construction Fund and the Auxiliary Enterprises Fund. The Construction Fund transfers will draw down the million capital investment project reserve. The Auxiliary Enterprises transfers are to subsidize the McAninch Arts Center, Chaparral Fitness Center, and the Courier Student Newspaper.

A great deal of uncertainty prevails 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 \$578,710 while a \$1.00 change in the tuition or fees rate impacts revenue \$419,355. Conversely, a 1% change in total salary costs of \$107.4 million impacts operating expenditures by \$1.1 million.

Sensitivity Analysis on Key General Fund Revenues/Expenses				
	FY2021 Budget			
	(Base Amount)	Change	1-Year Effect	
Property Tax Revenues	\$ 84,535,398	1.0%	\$	845,354
Property Tax Rates, Assuming no EAV change	\$ 0.1811	\$ 0.01	\$	4,489,212
In-District Tuition/Fees Rate	\$ 138.00	\$ 1.00	\$	419,355
Enrollment (Annual FTE)	27,957	1.0%	\$	578,710
Investment Earnings Rate	0.25%	1.0%	\$	2,000,000
Salary Increase - All Groups	\$ 107,435,106	1.0%	\$	1,074,351
Salary Increase - Administrators	\$ 6,397,970	1.0%	\$	63,980
Salary Increase - FT Faculty/Counselors/Librarians	\$ 31,746,192	1.0%	\$	317,462
Salary Increase - PT Faculty/Advisors	\$ 19,542,000	1.0%	\$	195,420
Salary Increase - Classified/Managerial	\$ 43,076,499	1.0%	\$	430,765
Employee Benefits	\$ 16,522,727	1.0%	\$	165,227

Other Fund Highlights

The Construction Fund five-year forecast will change significantly over the next year as the College finalizes the prioritization of its Facilities Master Plan projects. The forecast 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 FORECAST
GENERAL FUND
(COMBINED EDUCATION AND OPERATIONS & MAINTENANCE FUNDS)**

	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>
Revenues					
Local Property Taxes	\$ 84,535,398	\$ 85,848,011	\$ 87,867,669	\$ 90,107,731	\$ 92,314,815
Personal Property Replacement Tax	1,600,000	1,616,000	1,632,160	1,648,482	1,664,966
State Government	14,817,103	14,817,103	14,817,103	14,817,103	14,817,103
Student Tuition and Fees	64,373,378	60,247,923	57,608,019	56,241,095	55,753,377
Sales and Service Fees	693,000	699,930	706,929	713,999	721,139
Interest	800,000	756,011	914,583	1,023,238	1,042,464
Other	1,162,950	1,174,580	1,186,325	1,198,189	1,210,170
Total Revenues	<u>167,981,829</u>	<u>165,159,558</u>	<u>164,732,788</u>	<u>165,749,835</u>	<u>167,524,034</u>
Expenditures					
Salaries	107,435,106	110,120,984	112,763,887	115,470,221	118,241,506
Employee Benefits	16,522,727	17,514,091	18,564,936	19,678,832	20,859,562
Contractual Services	16,279,014	16,685,989	17,086,453	17,496,528	17,916,445
Materials & Supplies	10,122,087	10,020,866	9,920,657	9,821,451	9,723,236
Conferences & Meetings	1,569,479	1,569,479	1,569,479	1,569,479	1,569,479
Fixed Charges	2,866,300	2,937,958	3,008,468	3,080,672	3,154,608
Utilities	4,942,800	5,066,370	5,187,963	5,312,474	5,439,973
Capital Outlay	8,603,528	8,603,528	8,603,528	8,603,528	8,603,528
Other	1,215,312	1,245,695	1,275,591	1,306,206	1,337,555
Scholarships, Student Grants & Waivers	8,101,000	7,574,435	7,195,713	6,979,842	6,875,144
Contingency	1,000,000	-	-	-	-
Total Expenditures	<u>178,657,353</u>	<u>181,339,394</u>	<u>185,176,677</u>	<u>189,319,232</u>	<u>193,721,036</u>
Excess / (Deficiency) of Revenues Over Expenditures	<u>(10,675,524)</u>	<u>(16,179,836)</u>	<u>(20,443,889)</u>	<u>(23,569,396)</u>	<u>(26,197,003)</u>
Other Financing Sources / (Uses)					
Transfer In / (Out)	<u>(43,885,500)</u>	<u>(354,000)</u>	<u>146,000</u>	<u>(54,000)</u>	<u>146,000</u>
Surplus / (Deficiency)	<u>(54,561,024)</u>	<u>(16,533,836)</u>	<u>(20,297,889)</u>	<u>(23,623,396)</u>	<u>(26,051,003)</u>
Beginning Fund Balance¹	<u>253,865,400</u>	<u>199,304,376</u>	<u>182,770,540</u>	<u>162,472,651</u>	<u>138,849,255</u>
Ending Fund Balance	<u>\$ 199,304,376</u>	<u>\$ 182,770,540</u>	<u>\$ 162,472,651</u>	<u>\$ 138,849,255</u>	<u>\$ 112,798,252</u>

¹ The FY2021 beginning fund balance is projected.

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

	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>
Revenues					
Local Property Taxes	\$ 72,500,000	\$ 73,225,000	\$ 73,957,250	\$ 74,696,823	\$ 75,443,791
Personal Property Replacement Tax	1,600,000	1,616,000	1,632,160	1,648,482	1,664,966
State Government	14,817,103	14,817,103	14,817,103	14,817,103	14,817,103
Student Tuition and Fees	62,779,829	60,247,923	57,608,019	56,241,095	55,753,377
Sales and Service Fees	693,000	699,930	706,929	713,999	721,139
Interest	500,000	494,690	616,053	698,481	708,809
Other	1,152,950	1,164,480	1,176,124	1,187,886	1,199,764
Total Revenues	<u>154,042,882</u>	<u>152,265,125</u>	<u>150,513,638</u>	<u>150,003,868</u>	<u>150,308,949</u>
Expenditures					
Salaries	103,910,718	106,508,486	109,064,690	111,682,242	114,362,616
Employee Benefits	15,823,573	16,772,987	17,779,367	18,846,129	19,976,896
Contractual Services	10,574,520	10,838,883	11,099,016	11,365,393	11,638,162
Materials & Supplies	9,607,787	9,511,709	9,416,592	9,322,426	9,229,202
Conferences & Meetings	1,567,979	1,567,979	1,567,979	1,567,979	1,567,979
Fixed Charges	1,596,300	1,636,208	1,675,476	1,715,688	1,756,864
Utilities	19,500	19,988	20,467	20,958	21,461
Capital Outlay	3,717,467	3,717,467	3,717,467	3,717,467	3,717,467
Other	1,203,813	1,233,908	1,263,522	1,293,847	1,324,899
Scholarships, Student Grants & Waivers	8,101,000	7,574,435	7,195,713	6,979,842	6,875,144
Contingency	1,000,000	-	-	-	-
Total Expenditures	<u>157,122,657</u>	<u>159,382,050</u>	<u>162,800,290</u>	<u>166,511,970</u>	<u>170,470,691</u>
Excess / (Deficiency) of Revenues Over Expenditures	<u>(3,079,775)</u>	<u>(7,116,925)</u>	<u>(12,286,651)</u>	<u>(16,508,102)</u>	<u>(20,161,742)</u>
Other Financing Sources / (Uses)					
Transfer In / (Out)	<u>(78,885,500)</u>	<u>(354,000)</u>	<u>146,000</u>	<u>(54,000)</u>	<u>146,000</u>
Surplus / (Deficiency)	<u>(81,965,275)</u>	<u>(7,470,925)</u>	<u>(12,140,651)</u>	<u>(16,562,102)</u>	<u>(20,015,742)</u>
Beginning Fund Balance¹	<u>212,500,805</u>	<u>130,535,530</u>	<u>123,064,605</u>	<u>110,923,954</u>	<u>94,361,852</u>
Ending Fund Balance	<u>\$ 130,535,530</u>	<u>\$ 123,064,605</u>	<u>\$ 110,923,954</u>	<u>\$ 94,361,852</u>	<u>\$ 74,346,110</u>

¹ The FY2021 beginning fund balance is projected.

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

	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>
Revenues					
Local Property Taxes	\$ 12,035,398	\$ 12,623,011	\$ 13,910,419	\$ 15,410,908	\$ 16,871,024
Student Tuition and Fees	1,593,549	-	-	-	-
Interest	300,000	261,322	298,530	324,757	333,656
Other	10,000	10,100	10,201	10,303	10,406
Total Revenues	<u>13,938,947</u>	<u>12,894,433</u>	<u>14,219,150</u>	<u>15,745,968</u>	<u>17,215,085</u>
Expenditures					
Salaries	3,524,388	3,612,498	3,699,198	3,787,978	3,878,890
Employee Benefits	699,154	741,103	785,569	832,704	882,666
Contractual Services	5,704,494	5,847,106	5,987,437	6,131,135	6,278,283
Materials & Supplies	514,300	509,157	504,065	499,025	494,035
Conferences & Meetings	1,500	1,500	1,500	1,500	1,500
Fixed Charges	1,270,000	1,301,750	1,332,992	1,364,984	1,397,743
Utilities	4,923,300	5,046,383	5,167,496	5,291,516	5,418,512
Capital Outlay	4,886,061	4,886,061	4,886,061	4,886,061	4,886,061
Other	11,499	11,786	12,069	12,359	12,656
Total Expenditures	<u>21,534,696</u>	<u>21,957,344</u>	<u>22,376,387</u>	<u>22,807,262</u>	<u>23,250,345</u>
Excess / (Deficiency) of Revenues Over Expenditures	<u>(7,595,749)</u>	<u>(9,062,911)</u>	<u>(8,157,237)</u>	<u>(7,061,294)</u>	<u>(6,035,260)</u>
Other Financing Sources / (Uses)					
Transfer In / (Out)	<u>35,000,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Surplus / (Deficiency)	<u>27,404,251</u>	<u>(9,062,911)</u>	<u>(8,157,237)</u>	<u>(7,061,294)</u>	<u>(6,035,260)</u>
Beginning Fund Balance¹	<u>41,364,595</u>	<u>68,768,846</u>	<u>59,705,935</u>	<u>51,548,698</u>	<u>44,487,404</u>
Ending Fund Balance	<u>\$ 68,768,846</u>	<u>\$ 59,705,935</u>	<u>\$ 51,548,698</u>	<u>\$ 44,487,404</u>	<u>\$ 38,452,144</u>

¹ The FY2021 beginning fund balance is projected.

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

	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>
Revenues					
State Government	\$ 764,520	\$ -	\$ -	\$ -	\$ -
Interest	200,000	202,933	205,531	118,514	104,478
Total Revenues	<u>964,520</u>	<u>202,933</u>	<u>205,531</u>	<u>118,514</u>	<u>104,478</u>
Expenditures					
Contractual Services	106,600	2,500,000	2,500,000	1,000,000	1,000,000
Capital Outlay	7,949,260	10,000,000	20,000,000	4,000,000	4,000,000
Total Expenditures	<u>8,055,860</u>	<u>12,500,000</u>	<u>22,500,000</u>	<u>5,000,000</u>	<u>5,000,000</u>
Excess / (Deficiency) of Revenues Over Expenditures	<u>(7,091,340)</u>	<u>(12,297,067)</u>	<u>(22,294,469)</u>	<u>(4,881,486)</u>	<u>(4,895,522)</u>
Other Financing Sources / (Uses)					
Transfer In / (Out)	<u>44,000,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Surplus / (Deficiency)	<u>36,908,660</u>	<u>(12,297,067)</u>	<u>(22,294,469)</u>	<u>(4,881,486)</u>	<u>(4,895,522)</u>
Beginning Fund Balance¹	<u>16,494,697</u>	<u>53,403,357</u>	<u>41,106,290</u>	<u>18,811,821</u>	<u>13,930,335</u>
Ending Fund Balance	<u>\$ 53,403,357</u>	<u>\$ 41,106,290</u>	<u>\$ 18,811,821</u>	<u>\$ 13,930,335</u>	<u>\$ 9,034,813</u>

¹ The FY2021 beginning fund balance is projected.

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

	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>
Revenues					
Local Property Taxes	\$ 16,675,418	\$ 18,482,066	\$ 17,487,040	\$ 16,494,401	\$ 15,804,635
Student Tuition and Fees	5,451,615	5,489,357	5,214,889	5,058,442	4,982,566
Interest	-	2,986	3,286	4,315	1,028
Total Revenues	<u>22,127,033</u>	<u>23,974,409</u>	<u>22,705,215</u>	<u>21,557,159</u>	<u>20,788,229</u>
Expenditures - General Institutional					
Principal Payments					
General Obligation Bonds					
Series 2011A	1,840,000	725,000	2,905,000	7,785,000	6,960,000
Series 2013A	4,565,000	4,795,000	4,995,000	5,240,000	5,500,000
Series 2018	2,065,000	8,190,000	5,235,000	-	-
Subtotal General Obligation Bonds	<u>8,470,000</u>	<u>13,710,000</u>	<u>13,135,000</u>	<u>13,025,000</u>	<u>12,460,000</u>
Alternate Revenue Bonds					
Series 2011B	6,345,000	-	-	-	-
Series 2019	3,420,000	3,590,000	3,765,000	3,940,000	4,135,000
Subtotal Alternate Revenue Bonds	<u>9,765,000</u>	<u>3,590,000</u>	<u>3,765,000</u>	<u>3,940,000</u>	<u>4,135,000</u>
Total Principal Payments	<u>18,235,000</u>	<u>17,300,000</u>	<u>16,900,000</u>	<u>16,965,000</u>	<u>16,595,000</u>
Interest Payments					
General Obligation Bonds					
Series 2011A	2,122,050	2,030,050	1,994,800	1,849,550	1,460,300
Series 2013A	2,818,480	2,590,230	2,388,980	2,146,730	1,884,730
Series 2018	774,500	671,250	261,750	-	-
Subtotal General Obligation Bonds	<u>5,715,030</u>	<u>5,291,530</u>	<u>4,645,530</u>	<u>3,996,280</u>	<u>3,345,030</u>
Alternate Revenue Bonds					
Series 2011B	286,200	-	-	-	-
Series 2019	1,676,500	1,505,500	1,326,000	1,137,750	940,750
Subtotal Alternate Revenue Bonds	<u>1,962,700</u>	<u>1,505,500</u>	<u>1,326,000</u>	<u>1,137,750</u>	<u>940,750</u>
Total Interest Payments	<u>7,677,730</u>	<u>6,797,030</u>	<u>5,971,530</u>	<u>5,134,030</u>	<u>4,285,780</u>
Other	<u>256,000</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>
Total Expenditures	<u>26,168,730</u>	<u>24,103,030</u>	<u>22,877,530</u>	<u>22,105,030</u>	<u>20,886,780</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>(4,041,697)</u>	<u>(128,621)</u>	<u>(172,315)</u>	<u>(547,871)</u>	<u>(98,551)</u>
Other Financing Sources (Uses)					
Transfer In (Out)	<u>-</u>	<u>500,000</u>	<u>-</u>	<u>200,000</u>	<u>-</u>
Surplus / (Deficiency)	<u>(4,041,697)</u>	<u>371,379</u>	<u>(172,315)</u>	<u>(347,871)</u>	<u>(98,551)</u>
Beginning Fund Balance¹	<u>4,327,601</u>	<u>285,904</u>	<u>657,283</u>	<u>484,968</u>	<u>137,097</u>
Ending Fund Balance	<u>\$ 285,904</u>	<u>\$ 657,283</u>	<u>\$ 484,968</u>	<u>\$ 137,097</u>	<u>\$ 38,546</u>

¹ The FY2021 beginning fund balance is projected.

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

	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>
Revenues					
Student Tuition and Fees	\$ 6,495,000	\$ 6,624,900	\$ 6,757,398	\$ 6,892,546	\$ 7,030,397
Sales and Service Fees	4,844,988	4,941,888	4,991,307	5,041,220	5,091,632
Facilities	310,800	317,016	320,186	323,388	326,622
Interest	-	53,868	70,831	89,106	105,791
Non-Government Gifts, Grants	2,264,099	2,309,381	2,332,475	2,355,800	2,379,358
Other	<u>300,000</u>	<u>306,000</u>	<u>309,060</u>	<u>312,151</u>	<u>315,272</u>
Total Revenues	<u>14,214,887</u>	<u>14,553,053</u>	<u>14,781,257</u>	<u>15,014,210</u>	<u>15,249,071</u>
Expenditures					
Salaries	5,868,835	6,015,556	6,159,929	6,307,768	6,459,154
Employee Benefits	635,534	673,666	714,086	756,931	802,347
Contractual Services	2,437,725	2,498,668	2,558,636	2,620,043	2,682,924
Materials & Supplies	2,428,497	2,404,212	2,380,170	2,356,368	2,332,805
Conferences & Meetings	1,534,472	1,534,472	1,534,472	1,534,472	1,534,472
Fixed Charges	123,387	126,472	129,507	132,615	135,798
Utilities	600	615	630	645	660
Capital Outlay	82,500	82,500	82,500	82,500	82,500
Other	<u>699,009</u>	<u>716,484</u>	<u>733,680</u>	<u>751,288</u>	<u>769,319</u>
Total Expenditures	<u>13,810,559</u>	<u>14,052,645</u>	<u>14,293,610</u>	<u>14,542,631</u>	<u>14,799,979</u>
Excess / (Deficiency) of Revenues Over Expenditures	<u>404,328</u>	<u>500,408</u>	<u>487,647</u>	<u>471,580</u>	<u>449,092</u>
Other Financing Sources / (Uses)					
Transfer In / (Out)	<u>(478,500)</u>	<u>(510,000)</u>	<u>(510,000)</u>	<u>(510,000)</u>	<u>(510,000)</u>
Surplus / (Deficiency)	<u>(74,172)</u>	<u>(9,592)</u>	<u>(22,353)</u>	<u>(38,420)</u>	<u>(60,908)</u>
Beginning Fund Balance¹	<u>14,759,974</u>	<u>14,685,802</u>	<u>14,676,210</u>	<u>14,653,857</u>	<u>14,615,436</u>
Ending Fund Balance	<u>\$ 14,685,802</u>	<u>\$ 14,676,210</u>	<u>\$ 14,653,857</u>	<u>\$ 14,615,436</u>	<u>\$ 14,554,528</u>

¹ The FY2021 beginning fund balance is projected.

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

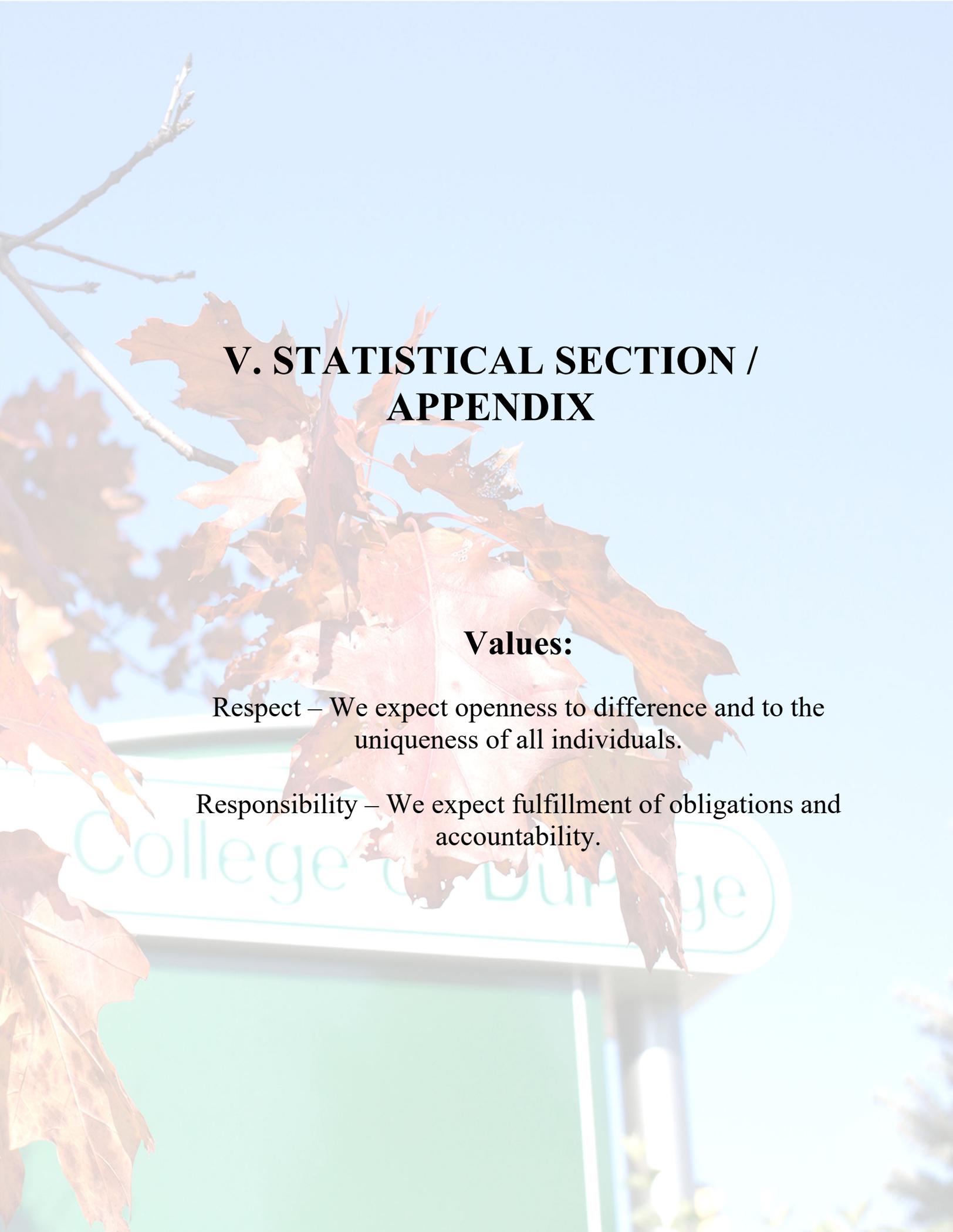
	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>
Revenues					
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures					
Contractual Services	7,000	7,000	7,000	7,000	7,000
Total Expenditures	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>
Surplus / (Deficiency)	<u>(7,000)</u>	<u>(7,000)</u>	<u>(7,000)</u>	<u>(7,000)</u>	<u>(7,000)</u>
Beginning Fund Balance¹	<u>8,914,731</u>	<u>8,907,731</u>	<u>8,900,731</u>	<u>8,893,731</u>	<u>8,886,731</u>
Ending Fund Balance	<u>\$ 8,907,731</u>	<u>\$ 8,900,731</u>	<u>\$ 8,893,731</u>	<u>\$ 8,886,731</u>	<u>\$ 8,879,731</u>

¹ The FY2021 beginning fund balance is projected.

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

	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>
Fund Balances					
Education Fund	\$ 130,535,530	\$ 123,064,605	\$ 110,923,954	\$ 94,361,852	\$ 74,346,110
Operations & Maintenance Fund	68,768,846	59,705,935	51,548,698	44,487,404	38,452,144
Working Cash Fund	8,907,731	8,900,731	8,893,731	8,886,731	8,879,731
Total Fund Balances	\$ 208,212,107	\$ 191,671,271	\$ 171,366,383	\$ 147,735,987	\$ 121,677,985
General Fund Expenditures	178,657,353	181,339,394	185,176,677	189,319,232	193,721,036
% of General Fund Expenditures	117%	106%	93%	78%	63%
Fund Balance Restrictions					
Retiree OPEB Liability	14,500,000	14,500,000	14,500,000	14,500,000	14,500,000
Recapitalization Plan	54,206,505	49,206,505	44,206,505	39,206,505	34,206,505
Total Fund Balance Restrictions	\$ 68,706,505	\$ 63,706,505	\$ 58,706,505	\$ 53,706,505	\$ 48,706,505
Total Unrestricted Fund Balance	\$ 139,505,602	\$ 127,964,766	\$ 112,659,878	\$ 94,029,482	\$ 72,971,480
As a % of General Fund Expenditures	78%	71%	61%	50%	38%

Note: The College will continue to evaluate its key revenue and expenditure drivers over the next five years to address the projected FY2025 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 visible, partially obscured by the leaves. The sign reads "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.

FINANCIAL TRENDS

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

	2010	2011	2012	2013
OPERATING REVENUES BY SOURCE				
Local government				
Local taxes	\$ 73,497,591	\$ 76,802,162	\$ 79,907,411	\$ 76,947,743
Chargeback revenue	775,955	662,258	673,262	764,431
Corporate personal property replacement tax	1,252,327	1,624,041	1,494,002	1,526,489
Total local government	<u>75,525,873</u>	<u>79,088,461</u>	<u>82,074,675</u>	<u>79,238,663</u>
State government				
Illinois Community College Board	15,582,870	12,770,564	8,513,709	15,525,035
ICCB-Career and Technical Education	965,013	954,226	949,453	927,782
Other state grants	-	-	-	378,823
Total state government	<u>16,547,883</u>	<u>13,724,790</u>	<u>9,463,162</u>	<u>16,831,640</u>
Federal government				
Other	461,659	-	29,219	-
Total federal government	<u>461,659</u>	<u>-</u>	<u>29,219</u>	<u>-</u>
Student tuition and fees				
Tuition & Universal Fees	54,319,237	61,600,732	57,891,729	62,763,330
Other Fees	7,812,169	8,736,005	12,481,989	15,305,618
Total student tuition and fees	<u>62,131,406</u>	<u>70,336,737</u>	<u>70,373,718</u>	<u>78,068,948</u>
Other sources				
Investment revenue	346,517	187,228	266,171	(65,036)
Other	1,572,790	759,828	605,193	726,183
Transfers from non-operating subfunds	90,343	-	263,828	769,105
Total other sources	<u>2,009,650</u>	<u>947,056</u>	<u>1,135,192</u>	<u>1,430,252</u>
Total operating revenues	<u>\$ 156,676,471</u>	<u>\$ 164,097,044</u>	<u>\$ 163,075,966</u>	<u>\$ 175,569,503</u>

**OPERATING EXPENDITURES
BY PROGRAM**

Instruction	\$ 71,187,671	\$ 68,457,861	\$ 70,262,946	\$ 71,722,905
Academic support	9,185,239	8,162,548	7,768,567	8,288,789
Student services	12,355,236	10,509,285	9,035,526	11,333,730
Public service	1,020,106	711,901	716,621	1,207,339
Operations and maintenance of plant	14,885,996	14,314,476	15,595,390	15,076,887
General administration	11,654,227	10,981,973	11,371,599	11,505,119
General institutional	9,585,180	16,352,550	24,180,963	22,010,319
Scholarships, student grants, waivers	8,865,198	8,087,108	7,398,633	9,346,575
Transfers	8,475,898	577,560	179,500	179,500
Total operating expenditures by program	<u>\$ 147,214,751</u>	<u>\$ 138,155,262</u>	<u>\$ 146,509,745</u>	<u>\$ 150,671,163</u>

BY OBJECT

Salaries	\$ 93,391,771	\$ 93,147,009	\$ 93,745,280	\$ 96,850,656
Employee benefits	15,647,631	14,167,194	19,355,194	17,902,389
Contractual services	4,644,661	7,694,394	5,949,416	7,598,046
General materials and supplies	4,843,776	5,129,162	5,882,401	5,756,243
Conference and meeting	473,128	332,205	435,246	847,064
Fixed charges	2,330,289	2,114,936	2,486,128	2,185,491
Utilities	4,798,151	4,351,616	4,729,031	4,492,150
Capital outlay	3,020,202	2,002,999	4,888,871	4,765,920
Other	9,589,244	8,638,187	8,858,678	10,093,704
Transfers	8,475,898	577,560	179,500	179,500
Total operating expenditures by object	<u>\$ 147,214,751</u>	<u>\$ 138,155,262</u>	<u>\$ 146,509,745</u>	<u>\$ 150,671,163</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

	2014	2015	2016	2017	2018	2019
\$	82,313,861	\$ 82,580,585	\$ 82,806,741	\$ 81,321,424	\$ 81,523,543	\$ 79,886,817
	754,539	557,633	394,500	115,129	3,595	-
	1,544,222	1,660,637	1,520,291	1,679,128	1,382,239	1,538,154
	84,612,622	84,798,855	84,721,532	83,115,681	82,909,377	81,424,971
	13,242,154	11,925,844	3,501,271	5,375,886	20,305,293	13,338,065
	934,215	1,011,715	-	1,122,521	2,565,540	1,435,390
	17,598	11,237	-	101,940	1,950	-
	14,193,967	12,948,796	3,501,271	6,600,347	22,872,783	14,773,455
	-	-	-	-	-	-
	-	-	-	-	-	-
	67,272,229	69,313,249	65,334,341	60,681,717	58,423,277	54,793,038
	15,890,194	16,615,874	15,407,701	13,869,642	13,386,484	12,884,611
	83,162,423	85,929,123	80,742,042	74,551,359	71,809,761	67,677,649
	1,256,754	(1,335,824)	930,563	1,239,321	2,569,971	7,171,940
	1,060,961	1,829,723	1,390,719	1,346,078	1,621,913	1,305,307
	769,105	769,105	769,105	769,105	-	-
	3,086,820	1,263,004	3,090,387	3,354,504	4,191,884	8,477,247
\$	185,055,832	\$ 184,939,778	\$ 172,055,232	\$ 167,621,891	\$ 181,783,805	\$ 172,353,322
\$	70,968,094	\$ 75,901,494	\$ 74,404,447	\$ 73,265,419	\$ 70,431,212	\$ 69,466,784
	8,315,791	8,153,163	8,550,126	8,520,469	10,381,601	10,342,337
	13,064,145	14,244,859	15,105,075	14,811,124	15,516,627	16,813,143
	1,213,764	1,419,201	1,500,705	1,496,603	1,637,465	2,103,928
	16,129,400	16,535,012	15,989,344	15,337,826	15,501,817	16,135,731
	11,538,602	12,804,915	11,788,857	12,516,020	11,598,248	11,799,956
	19,138,674	17,704,633	20,975,073	21,077,809	21,343,860	21,749,913
	10,463,757	12,496,222	10,478,753	9,021,562	9,031,481	7,808,236
	179,500	624,909	1,150,154	1,177,742	307,418	3,299,074
\$	151,011,727	\$ 159,884,408	\$ 159,942,534	\$ 157,224,574	\$ 155,749,729	\$ 159,519,102
\$	97,174,229	\$ 102,603,770	\$ 102,080,937	\$ 103,919,644	\$ 103,566,325	\$ 104,620,514
	15,964,836	14,238,728	15,598,491	16,246,749	15,530,204	15,222,037
	9,209,476	8,911,398	11,306,367	8,200,114	8,691,894	8,460,469
	6,015,720	7,473,343	7,750,230	7,942,858	8,086,306	8,237,202
	1,181,098	1,132,676	1,296,344	1,133,047	1,214,479	1,501,498
	1,828,855	1,799,858	2,027,069	2,139,191	2,095,928	2,419,706
	4,430,670	4,236,305	4,120,934	4,367,729	4,290,937	4,530,248
	3,659,083	5,274,877	4,043,248	2,789,740	2,448,638	2,664,458
	11,368,260	13,588,544	10,568,760	9,307,960	9,517,600	8,563,896
	179,500	624,909	1,150,154	1,177,742	307,418	3,299,074
\$	151,011,727	\$ 159,884,408	\$ 159,942,534	\$ 157,224,774	\$ 155,749,729	\$ 159,519,102

REVENUE CAPACITY

**PROPERTY TAX LEVY, EXTENSIONS, CPI, EAV AND TAX RATES
LAST TEN LEVY YEARS**

	Levy Year				
	2010	2011	2012	2013	2014
<u>Tax Levy - Requested</u>					
General Fund					
Education	\$ 67,085,315	\$ 69,580,855	\$ 71,188,420	\$ 73,600,472	\$ 71,905,419
O & M	10,888,193	11,327,116	11,580,462	11,993,848	11,741,177
Total General Fund	77,973,508	80,907,971	82,768,882	85,594,320	83,646,596
% Change From Prev Year Extended	5.48%	4.43%	5.27%	4.32%	0.00%
Debt	27,573,488	25,867,225	21,466,725	25,500,755	25,501,755
% Change From Prev Year Extended	1.04%	-7.94%	-17.84%	16.16%	-1.62%
Total	\$ 105,546,996	\$ 106,775,196	\$ 104,235,607	\$ 111,095,075	\$ 109,148,351
% Change From Prev Year Extended	4.28%	1.14%	-0.49%	6.81%	-0.38%

Final Tax Extensions for All Counties

General Fund					
Education	\$ 66,611,577	\$ 67,591,527	\$ 70,507,162	\$ 71,905,419	\$ 72,063,274
O & M	10,862,742	11,033,145	11,546,491	11,741,177	11,842,205
Total General Fund	77,474,319	78,624,672	82,053,653	83,646,596	83,905,479
% Change From Prev Year	4.8%	1.5%	4.4%	1.9%	0.3%
Debt	28,098,610	26,128,492	21,953,634	25,921,001	25,650,721
% Change From Prev Year	3.0%	-7.0%	-16.0%	18.1%	-1.0%
Total	\$ 105,572,929	\$ 104,753,164	\$ 104,007,287	\$ 109,567,597	\$ 109,556,200
% Change From Prev Year	4.3%	-0.8%	-0.7%	5.3%	0.0%
CPI	2.7%	1.5%	3.0%	1.7%	1.5%

EAV

DuPage	\$ 38,913,477,604	\$ 36,370,343,716	\$ 33,451,760,619	\$31,661,507,852	\$31,405,750,165
Will	2,401,363,863	2,324,887,763	2,215,406,953	2,220,200,983	2,264,520,392
Cook	4,056,945,632	3,321,911,689	3,096,213,474	2,922,703,981	2,969,341,483
Total	\$ 45,371,787,099	\$ 42,017,143,168	\$ 38,763,381,046	\$ 36,804,412,816	\$ 36,639,612,040
% Change From Previous Year					
DuPage	-5.8%	-6.5%	-8.0%	-5.4%	-0.8%
Will	-5.6%	-3.2%	-4.7%	0.2%	2.0%
Cook	1.0%	-18.1%	-6.8%	-5.6%	1.6%
Total	-5.2%	-7.4%	-7.7%	-5.1%	-0.4%

Tax Rate (DuPage County)

General Fund					
Education	0.1483	0.1611	0.1818	0.1941	0.1958
O & M	0.0242	0.0263	0.0298	0.0317	0.0322
Total General Fund	0.1725	0.1874	0.2116	0.2258	0.2280
Debt	0.0624	0.0621	0.0565	0.0698	0.0695
Total	0.2349	0.2495	0.2681	0.2956	0.2975
% Change From Previous Year					
Operating	10.9%	8.6%	12.9%	6.7%	1.0%
Debt	9.1%	-0.5%	-9.0%	23.5%	-0.4%
Total	10.4%	6.2%	7.5%	10.3%	0.6%

Notes:

1. The 2019 Levy information is based on actual extensions from DuPage, Cook, and Will County, which are usually available in the spring.

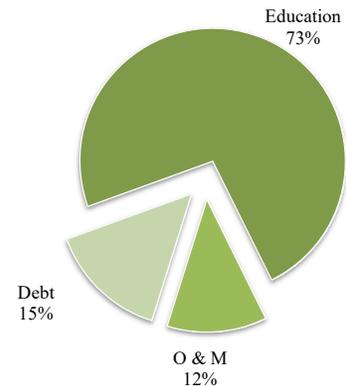
TABLE 2

Levy Year				
2015	2016	2017	2018	2019 (Estimated)
\$ 68,460,016	\$ 69,310,623	\$ 70,109,864	\$ 70,955,309	\$ 71,783,973
11,250,094	11,431,076	11,587,487	11,757,778	11,916,535
79,710,110	80,741,699	81,697,351	82,713,087	83,700,508
-5.00%	0.00%	0.00%	0%	0%
25,503,255	25,504,155	22,545,551	20,953,560	14,185,030
-0.57%	-1.38%	-12.88%	-8.22%	-33.47%
\$ 105,213,365	\$ 106,245,854	\$ 104,242,902	\$ 103,666,647	\$ 97,885,538
-3.96%	-0.34%	-3.10%	-1.78%	-6.79%
\$ 69,310,623	\$ 70,109,864	\$ 70,955,309	\$ 71,783,973	\$ 72,501,813
11,431,076	11,587,487	11,757,778	11,916,535	12,035,700
80,741,699	81,697,351	82,713,087	83,700,508	84,537,513
-3.8%	1.2%	1.2%	1.2%	1.0%
25,861,679	25,879,465	22,829,413	21,321,070	14,326,880
0.8%	0.1%	-11.8%	-6.6%	-32.8%
\$ 106,603,378	\$ 107,576,816	\$ 105,542,500	\$ 105,021,578	\$ 98,864,393
-2.7%	0.9%	-1.9%	-0.5%	-5.9%
0.8%	0.7%	2.1%	2.1%	2.4%
\$32,769,352,267	\$34,980,981,549	\$36,996,101,637	\$38,655,603,402	\$39,815,271,504
2,360,738,851	2,496,014,228	2,574,540,828	2,648,626,621	2,728,085,420
2,888,194,626	3,027,393,289	3,706,954,754	3,587,890,668	3,695,527,388
\$ 38,018,285,744	\$ 40,504,389,066	\$ 43,277,597,219	\$ 44,892,120,691	\$ 46,238,884,312
4.3%	6.7%	5.8%	4.5%	3.0%
4.2%	5.7%	3.1%	2.9%	3.0%
-2.7%	4.8%	22.4%	-3.2%	3.0%
3.8%	6.5%	6.8%	3.7%	3.0%
0.1812	0.1712	0.1635	0.1584	0.1553
0.0299	0.0283	0.0271	0.0263	0.0258
0.2111	0.1995	0.1906	0.1847	0.1811
0.0675	0.0631	0.0525	0.0470	0.0307
0.2786	0.2626	0.2431	0.2317	0.2118
-7.4%	-5.5%	-4.5%	-3.1%	-1.9%
-2.9%	-6.5%	-16.8%	-10.5%	-34.7%
-6.4%	-5.7%	-7.4%	-4.7%	-8.6%

Relationship Between EAV Change and Operating Tax

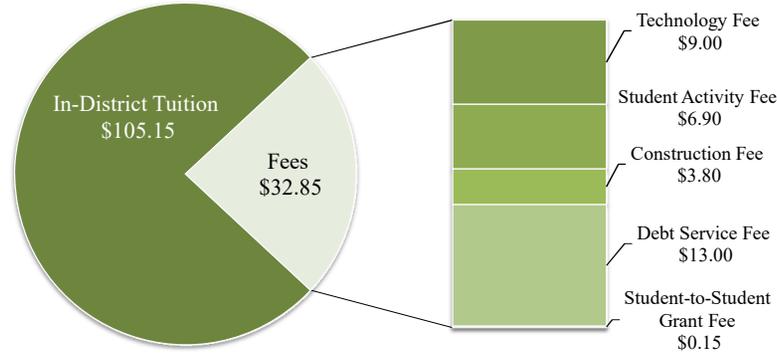
Levy Year	DuPage County	
	EAV Change	Tax Rate Change
2018	4.5%	-3.1%
2017	5.8%	-4.5%
2016	6.7%	-5.5%
2015	4.3%	-7.4%
2014	-0.8%	-7.4%

2019 Requested Tax Levy



REVENUE CAPACITY
TUITION AND FEE BREAKDOWN

FY2021 In-District Tuition and Fees
(\$138 per semester hour)



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
2021	\$ 138.00	0.73%	2.30%	\$ 105.15	\$ 3.80	\$ 13.00	\$ 9.00	\$ 6.90	\$ -	\$ 0.15
2020	137.00	0.74%	1.90%	104.15	7.00	14.00	8.00	3.70	-	0.15
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

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	FY2010	FY2014	% Change From FY2010	FY2020	% Change From FY2020
Prairie State College	\$92.00	\$124.00	34.8%	\$174.00	89.1%
South Suburban College	103.75	137.75	32.8%	169.75	63.6%
Joliet Junior College	93.00	107.00	15.1%	148.00	59.1%
Harper College	104.00	124.50	19.7%	148.75	43.0%
Moraine Valley Community College	92.00	126.00	37.0%	145.00	57.6%
Oakton Community College	88.60	100.34	13.3%	141.25	59.4%
College of Lake County	95.00	112.00	17.9%	144.00	51.6%
College of DuPage	116.00	140.00	20.7%	137.00	18.1%
Waubonsee Community College	90.00	105.00	16.7%	138.00	53.3%
Triton College	72.00	103.00	43.1%	144.00	100.0%
Elgin Community College	91.00	109.00	19.8%	132.00	45.1%
ICCB Average	88.87	112.65	26.8%	144.36	62.4%

Data Sources: ICCB Guidebooks

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

<u>Select Illinois Public Universities</u>		<u>Select Illinois Private Colleges and Universities</u>	
University of Illinois, Urbana-Chicago	\$16,210	Northwestern University	\$54,568
University of Illinois, Chicago	16,308	Loyola University, Chicago	45,303
Illinois State University	17,058	DePaul University	39,975
Northern Illinois University	12,251	Elmhurst College	37,753
Western Illinois University	13,486	Wheaton College	36,420
College of DuPage	4,110	Bradley University	33,360
		Saint Xavier University	32,320
		Dominican University	33,434
		Benedictine University	34,290
		Lewis University	33,696
		Robert Morris University	31,206
		Columbia College, Chicago	26,090
		Aurora University	24,000
		College of DuPage	4,110

Data Source: Illinois Student Assistance Commission 2018 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

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Annual Credit Hour Enrollment (Credit)	561,330	549,755	530,976	544,320	565,005	578,951	560,732	532,068	510,304	480,556
Annual FTES (Credit)	37,422	36,650	35,398	36,288	37,667	38,597	37,382	35,471	34,020	32,037
Annual Credit Head Count (1)	-	-	-	70,730	72,904	74,496	72,891	70,294	66,986	66,905
Annual Non-credit Head Count (2)	-	-	-	3,566	3,253	3,437	4,340	5,437	5,573	5,748
Fall 10th Day (3)										
Head Count (Credit)	27,083	26,722	26,209	26,156	28,627	29,476	28,678	26,901	26,165	24,900
Head Count (Non-credit)	736	1,001	877	879	701	598	920	1,477	1,411	1,576
	<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>	<u>27,576</u>	<u>26,476</u>
Seat Count (Credit)	73,661	73,065	69,881	70,838	76,674	76,699	74,628	69,288	66,910	66,698
Seat Count (Non-credit)	900	1,175	1,046	1,068	719	722	1,332	2,393	2,253	5,132
FTES (Credit)	16,036	15,902	15,175	15,397	16,565	16,858	16,310	15,133	14,633	13,676
Credit Students Only Head Count (3)										
Full-Time	10,591	10,331	9,465	9,628	9,908	10,022	9,811	9,004	8,510	7,857
Part-Time	16,492	16,391	16,744	16,528	18,719	19,454	18,867	17,897	17,655	17,043
	<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>	<u>26,165</u>	<u>24,900</u>
Male	12,430	12,390	11,964	12,293	13,063	13,557	13,228	12,530	12,172	11,478
Female	14,622	14,148	13,516	13,650	14,873	15,501	15,060	13,970	13,795	13,170
Unreported	31	184	729	213	691	418	390	401	198	252
	<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>	<u>26,165</u>	<u>24,900</u>
American Indian/Alaskan	75	62	70	51	75	65	61	57	55	28
Asian or Pacific Islander	2,681	2,503	2,353	2,535	2,832	3,024	2,866	2,973	2,898	2,873
Black, Non-Hispanic	1,725	1,813	1,869	2,105	2,233	2,224	2,066	1,897	1,813	1,740
Hispanic	3,179	2,982	3,013	4,654	5,616	6,315	6,225	6,172	6,445	6,405
White, Non-Hispanic	16,260	16,060	15,546	15,227	16,076	16,126	15,460	14,323	13,580	12,398
Other/Unknown	631	723	1,050	1,584	1,795	1,722	2,000	1,479	1,374	1,456
Unreported	2,532	2,579	2,308	-	-	-	-	-	-	-
	<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>	<u>26,165</u>	<u>24,900</u>
Prior Education (4)										
Bachelors Degree or Higher	3,150	3,231	2,840	2,485	2,184	2,183	2,011	1,949	1,879	1,779
Some College through Certificate and Associates Degree	5,936	5,931	5,788	5,693	5,721	5,665	5,371	4,981	4,681	4,487
HS/GED	13,003	13,416	13,577	14,108	14,826	14,809	14,552	13,832	13,691	12,930
< HS	3,005	1,893	1,504	1,272	1,181	1,106	944	805	726	688
Unknown *	2,725	3,252	3,377	3,477	5,416	6,311	6,720	6,811	6,599	6,592
	<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>	<u>25,697</u>	<u>26,476</u>
Within-Term Retention, Fall ** (5)	95%	92%	92%	91%	91%	N/A	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 category.

** 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, 2018)

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%

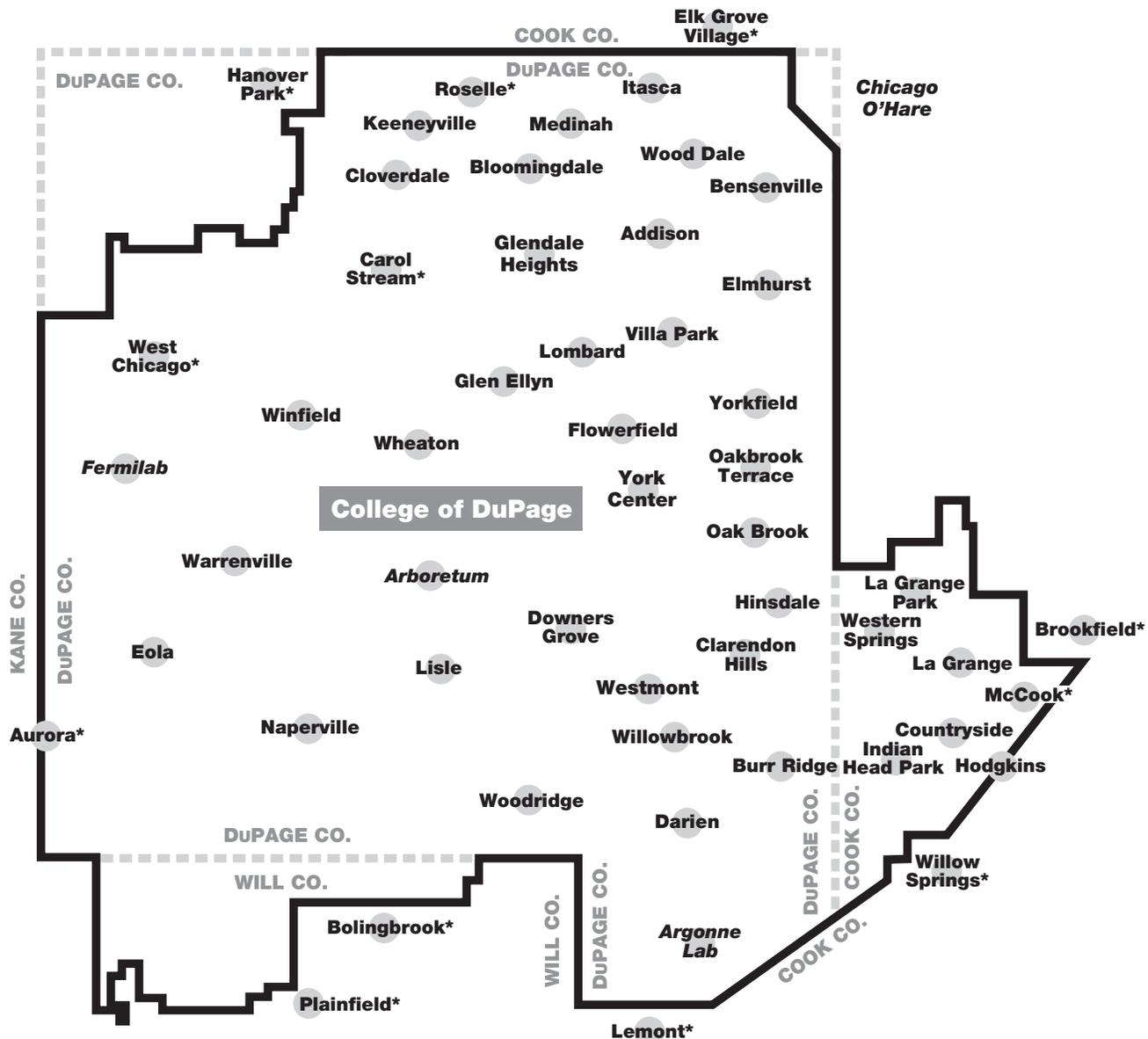
Information from US Census Data for 2013

	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.**



- Strategic Planning
- Resource Allocation
- Budget Approval

**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 FY2021 Budget.

2. **REASON FOR CONSIDERATION**

Board approval is required to set the date of June 25, 2020, for the public hearing of the FY2021 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	Thursday	May 7, 2020
Will South Reporter	Thursday	May 7, 2020
Central DuPage	Thursday	May 7, 2020
East DuPage	Friday	May 8, 2020
Daily Herald	Monday	May 11, 2020

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 FY2021 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 Interim Vice President, Administrative Affairs.

4. RECOMMENDATION

That the Board of Trustees approves setting June 25, 2020, as the public hearing date for the FY2021 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, 2020 and ending June 30, 2021 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 Interim Vice President, Administrative Affairs 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 25, 2020, at 5:45 p.m. in the Board Room, SSC2200, of said Community College District No. 502, 425 Fawell Boulevard, Glen Ellyn, Illinois, 60137.

Staff Contact: Ellen Roberts, Interim Vice President, Administrative Affairs
Robert Hayley, Budget Manager

SIGNATURE PAGE FOR
Notice of Public Hearing for FY2021 Budget

ITEM(S) ON REQUEST

That the Board of Trustees approves setting June 25, 2020, as the public hearing date for the FY2021 Budget.



April 16, 2020

BOARD CHAIR

DATE



April 16, 2020

BOARD SECRETARY

DATE

**COLLEGE OF DuPAGE
REGULAR BOARD MEETING**

BOARD APPROVAL

1. SUBJECT

Adoption of FY2021 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 FY2021 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 21, 2020 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 7, 2020
Will South Reporter	May 7, 2020
Central DuPage	May 8, 2020
East DuPage	May 8, 2020
Daily Herald	May 11, 2020

A budget hearing was held on Thursday, June 25, 2020, at 5:45 p.m., allowing the public to comment on the proposed FY2021 Budget.

4. RECOMMENDATION

That the Board of Trustees approves the attached Resolution for the Adoption of the FY2021 Budget.

Staff Contact: Ellen M. Roberts, Interim Vice President, Administrative Affairs
Robert Hayley, Budget Manager

RESOLUTION
COMMUNITY COLLEGE DISTRICT BUDGET FORM
STATE OF ILLINOIS
For Fiscal Year Beginning July 1, 2020

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, 2020 and ending June 30, 2021.

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 25th of June, 2020, 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, 2020 and ending June 30, 2021.

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	\$ 155,211,382	\$ 237,176,657
Operations and Maintenance	48,938,947	21,534,696
Restricted Purpose	115,433,960	115,433,960
Bond and Interest	22,127,033	26,168,730
Operations and Maintenance Restricted	44,964,520	8,055,860
Auxiliary Enterprises	14,904,887	14,979,059
Working Cash	-	7,000
Total	\$ 401,580,729	\$ 423,355,962

ATTEST:

Signed this 21 day of July, 2020.



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

SEAL

ADOPTION OF BUDGET

For the Fiscal Year July 1, 2020 – June 30, 2021

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

Adopted this 25th of June , 2020 by a roll call vote of

 7 yeas, and 0 nays, to wit:

Members Voting Yea:

Samira Syed
Maureen Duxne
Sheidi Stolar
Christa Gonyea
Charles Bernstein
Ben Maxwell
Frank Mastitano

Members Voting Nay:

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 Olympics
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
HLC	Higher Learning Commission
HR	Human Resources

ACRONYMS

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
ILPE_x	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 Award 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
SEM	Strategic Enrollment Management
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
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

ACRONYMS

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



College of DuPage
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cod.edu