



Fiscal Year **2018 BUDGET**

July 1, 2017 to June 30, 2018

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

COLLEGE OF DUPAGE

FISCAL YEAR 2018 BUDGET
July 1, 2017 – June 30, 2018

Community College District Number 502
Counties of DuPage, Cook and Will
425 Fawell Boulevard
Glen Ellyn, Illinois 60137-6599

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

**FISCAL YEAR 2018 BUDGET
July 1, 2017 – June 30, 2018**

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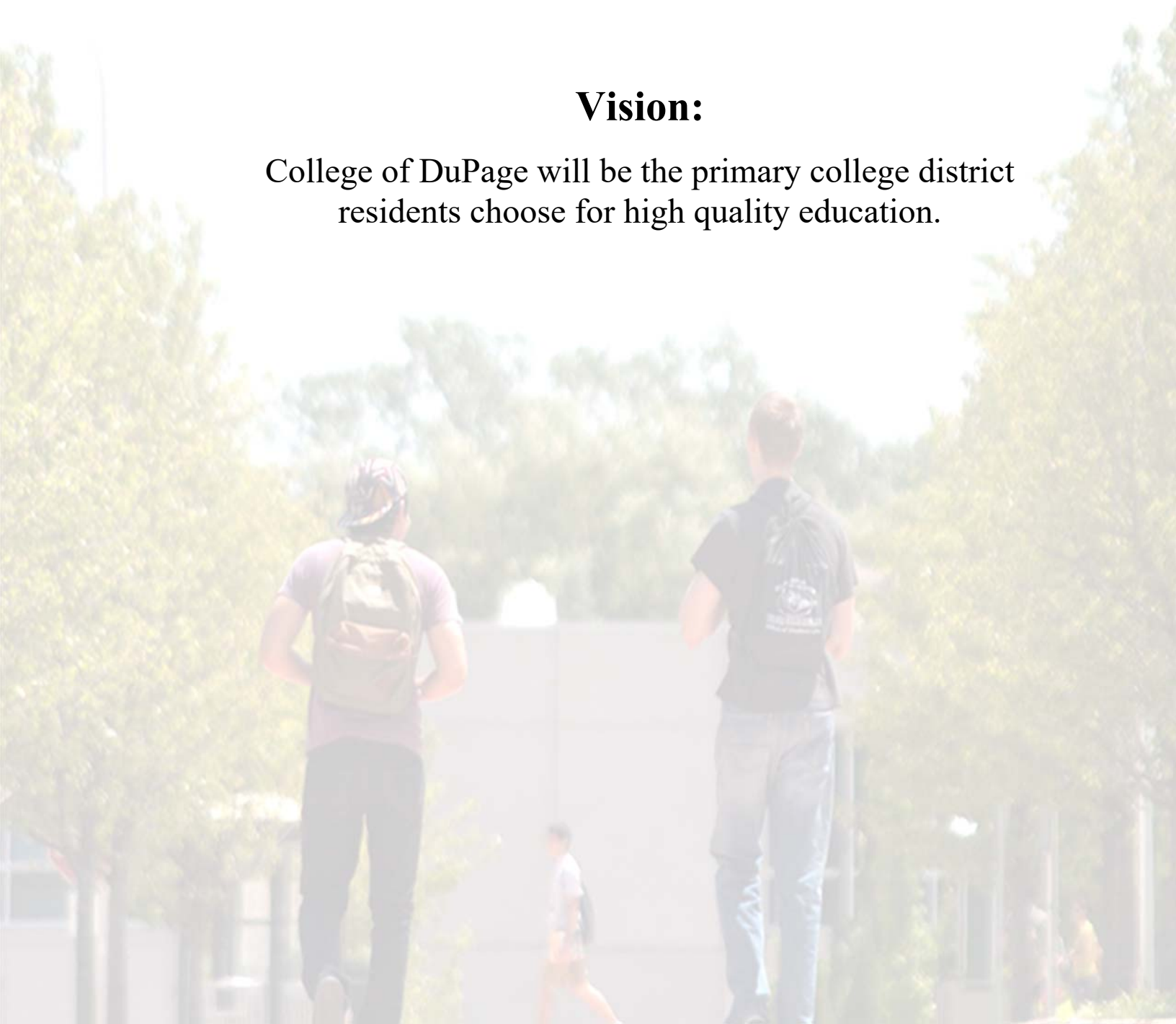
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I. INTRODUCTORY SECTION

Vision:

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





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**College of DuPage
Illinois**

For the Fiscal Year Beginning

July 1, 2016

Executive Director



**COMMUNITY COLLEGE DISTRICT #502
FISCAL YEAR BEGINNING JULY 1, 2017**

PRINCIPAL OFFICIALS

Board of Trustees

<u>Trustee Name</u>	<u>Position</u>	<u>Term Expiration</u>
Alan L. Bennett	Trustee	2019
Charles Bernstein	Trustee	2021
Christine M. Fenne	Trustee	2023
Daniel Markwell	Trustee	2023
Deanne Mazzochi	Trustee	2021
Frank Napolitano	Trustee	2021
Joseph C. Wozniak	Trustee	2019
Anthony Walker	Student Trustee	2018

Appointed Annually

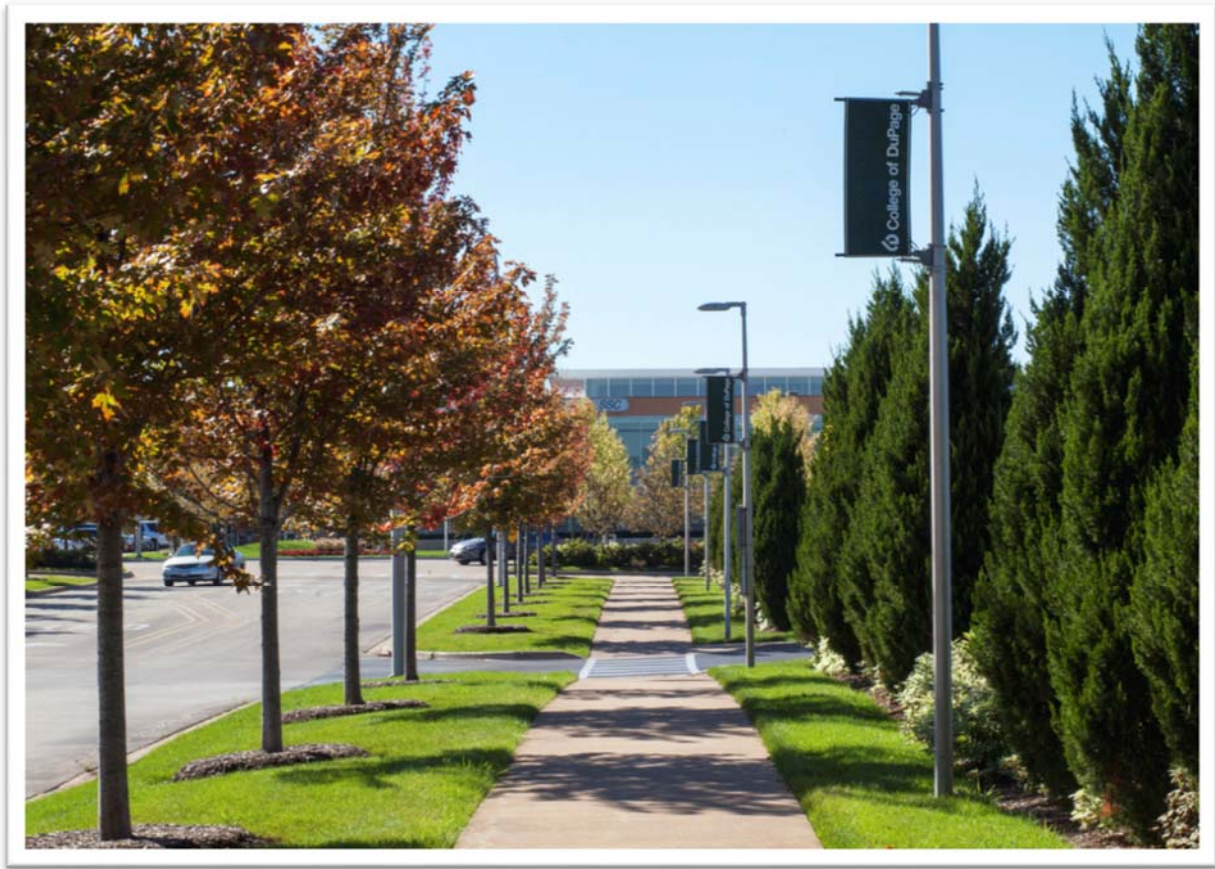
Deanne Mazzochi	Board Chairman to 2018
Frank Napolitano	Board Vice Chairman to 2018
Christine M. Fenne	Board Secretary to 2018
Dr. Brian W. Caputo	Treasurer

Cabinet

Dr. Ann E. Rondeau, President
 James Benté, Vice President, Planning & Institutional Effectiveness
 Dr. Brian W. Caputo, Vice President, Administrative Affairs and Treasurer (CFO)
 Dr. Charles Currier, Vice President, Information Technology, Facility Operations, and Construction
 Earl Dowling, Vice President, Student Affairs & Institutional Advancement
 John Kness, General Counsel
 Mary Ann Millush, Director, Legislative Relations & Special Assistant to the President
 Linda Sands-Vankerk, Vice President, Human Resources
 Dr. Donna Stewart, Interim Vice President, Academic Affairs

Officials Issuing Report

Dr. Brian W. Caputo, Vice President, Administrative Affairs and Treasurer (CFO)
 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 measured against.

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

Values

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

HONESTY: *We expect truthfulness and trustworthiness.*

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

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

Philosophy

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

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

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

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

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



June 22, 2017

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

The Fiscal Year 2018 Budget of College of DuPage, Community College District Number 502, Counties of DuPage, Cook, and Will and State of Illinois (College) begins July 1, 2017 and ends June 30, 2018. The budget is a one-year financial reflection of the College's short and long-term planning processes, as outlined in the overview entitled, "Strategic Planning Process." The annual budget also reflects the five-year Financial Plan, which extends through June 30, 2022 and is included in this document.

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

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

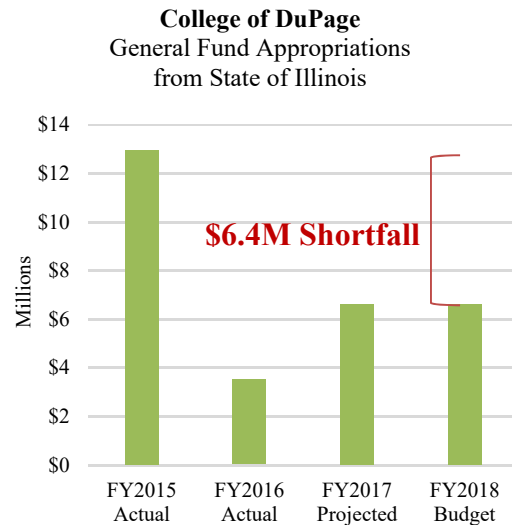
Beyond the campus, we have energetically engaged our external environment with the objective of collaborating to deliver educational value along non-traditional as well as traditional lines. As a result, relations with local governments, the media, and other institutions have improved immensely. This is so much the case that we are leading a community partnership to establish an innovation center in DuPage County. The innovation center will function as an enterprise incubator, accelerator, and developer of small business leaders. This is just the beginning. There is much more work to be done as we seek to be a nationally recognized leader in higher education. We embrace the future with optimism and a clear view of the elite institution that the College of DuPage has the unmistakable potential to become.

Challenges

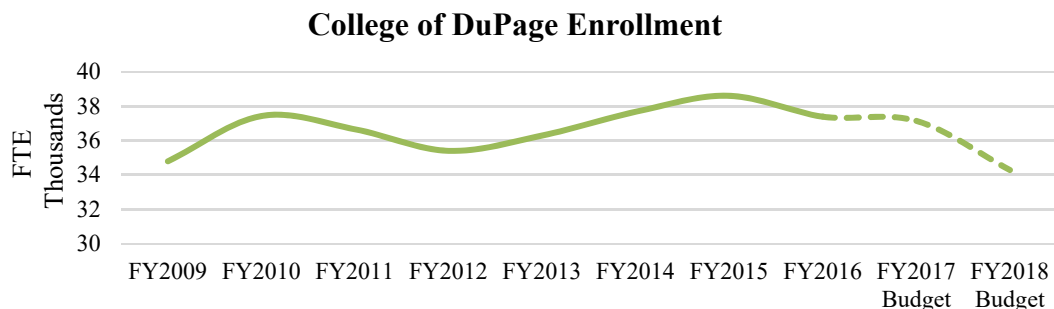
While our positive trajectory is indisputable, the College faced certain challenges in developing its FY2018 budget. The FY2018 budget reflects our attempt to responsibly navigate those challenges.

State of Illinois Budget Impasse: Illinois entered its third straight year without a balanced budget. Both Moody's and Standard & Poor's lowered the state's bond rating to one level above junk status, the lowest rating of any state and the lowest rating in the history of Illinois. As of June 14, 2017, the state's unpaid bill backlog totaled over \$15 billion. The budget impasse has had a devastating effect on higher education. Colleges have been forced to exhaust financial reserves, freeze or eliminate positions, incorporate furlough days, reduce programs and services and increase tuition and fees.

The College of DuPage management and the 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. As reflected in the Strategic Long Range Plan, the College aims to keep tuition and property taxes as affordable as possible without impairing the quality or integrity of College programs and services. The FY2018 budget assumes keeping both tuition and property taxes equal to the prior year levels. However, without budget progress at the state level, maintaining that trend will become increasingly difficult.



Enrollment Trend: The College of DuPage has weathered the regional trend of declining higher education enrollment better than most, but we have been impacted. The College has experienced an enrollment decline each term since Summer 2015, the most significant occurring in the Fall 2016 when we saw a 7% decline. The FY2018 budget projects enrollment to continue to decline at a rate of 2%.



The declines are attributed to a number of factors, but most predominantly are due to the recovery in the economy and regional competition from other institutions of higher education.

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

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

Public Perception: Over the previous two years, the College received a significant amount of negative publicity. In a 2016 community survey, approximately 34% of the respondents noted issues related to image, reputation, media notoriety and leadership as the College's most significant weaknesses. This negative public perception was further supported when only 36% of the respondents indicated that COD had a "very good" image, a 34% drop from a previous 2014 survey.

On December 16, 2015, the Board of the Higher Learning Commission placed the College on academic probation for a two-year period. In February 2017, the College submitted its assurance filing to the commission following a comprehensive assessment by the commission's peer review corps. Given improvements that have been made in governance and administration, the College expects the probation to be lifted by November 2017.

The FY2018 budget includes additional funding for a comprehensive marketing communications plan. The College seeks to tell its story so as to once again establish itself as the premier choice for District 502 residents.

Budget Goals & Priorities

The FY2018 budget was developed while keeping in mind several financial goals, priorities, and target ratios from the College's Long Range Financial Policies.

Financial Goals: These nine major goals will allow the College to maintain its sound financial position and provide opportunities to move forward in new areas.

- Create and maintain balanced operating budgets.
- Develop strategies to maintain the unrestricted fund balances in the General, Auxiliary Enterprises, and Working Cash Funds to be no less than 50% of total revenues of those funds.
- Create systematic and effective linkages and accountability between financial planning and all College planning processes.
- Develop strategies to encourage and implement cost saving projects and revenue enhancement opportunities.
- Continue the pursuit of establishing "paperless" College operations.
- Develop resources and budget for identified new and improved institutional facilities.
- Develop resources and budget for identified improvements to instructional activities.

- Streamline operations to achieve operating efficiencies in staffing and other resources.
- Develop strategies for all auxiliary operations to operate at break-even levels.

Financial Priorities:

- Improve the linkages between the annual update to the long-range Financial Plan and the development of the annual budget.
- Identify and implement cost-saving measures.
- Continue the process of streamlining operations to achieve economies/efficiencies in staffing and other resources.
- Continue to implement the business plans developed for Continuing Education, the regional education centers, radio station, and the arts center.
- Develop strategies to better link the activities of Admissions, Registration, Financial Aid, Records, and Accounts Receivable to manage the College's receivables.

Highlighted Action Items

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

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

High Deductible Healthcare Plans: The Affordable Care Act included an excise tax ("Cadillac tax") on high-cost health plans that will go into effect 2020. The tax will be imposed if, in 2020, the total employee and employer shares of the premium (without dental and vision) exceed \$10,200 for an individual plan and \$27,000 for a family plan. The College has redefined its health insurance benefit plans and implemented high deductible health insurance plans to avoid this new excise tax as well as mitigate the rising costs of healthcare coverage.

Accelerated Debt Repayment: At its April 2017 meeting, the College of DuPage Board of Trustees unanimously approved the early redemption of \$5.7 million of the College's 2007 General Obligation Bonds, which will yield present value savings of \$669,000. The action will result in lower property tax bills for the community.

Academic Affairs Reorganization: Effective July 2017, the College's Academic Affairs Division reporting structure will be streamlined. The new organizational structure will reduce the administrative footprint and provide for enhanced pay equity.

Facilities Master Plan: In FY2018, the College will prepare a new Facilities Master Plan. The plan will serve as the roadmap for construction activities over the next several years. Anticipated

future educational needs of the community college district will be a key consideration in the development of the plan.

Fund Balance Utilization: The College is currently in a strong financial position with a projected General Fund balance equal to 116% 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 FY2018 budget utilizes fund balance in the following areas:

- *General Fund (Comprised of the Education and Operations & Maintenance Funds):* The College has budgeted the use of \$4.8 million of fund balance to offset the projected funding shortfall from the State of Illinois of \$6.4 million.
- *Operations & Maintenance Restricted Fund (Construction Fund):* The College has budgeted the use of \$9.7 million of fund balance to complete various construction projects. This fund balance came from prior-year bond proceeds and fund balance transfers made in prior years to support the capital plan.
- *Bond & Interest Fund:* In keeping property taxes as affordable as possible, the College will use \$5.7 million of its existing Bond & Interest Fund balance to make an accelerated debt payment on its 2007 General Obligation Bonds as discussed above.
- *Auxiliary Enterprises Fund:* Historically, the College partially subsidized the WDCB Radio Station and McAninch Arts Center with General Fund resources. In FY2018, a \$592,000 subsidy will be made through the existing Auxiliary Enterprises Fund balance. We believe that it is most appropriate to apply existing balances in the Auxiliary Enterprises Fund to the radio station and arts center operations before drawing on resources intended for core educational purposes.

FY2018 Budget Overview

The FY2018 revenue and expenditure budgets for all funds are \$297.7 million and \$319.8 million, respectively. An overall budgeted reduction in fund balance of \$22.1 million is projected primarily due to the utilization of fund balance for one-time expenditures as previously discussed. The Education Fund and the Operations and Maintenance Fund comprise the General Fund of the College. The General Fund includes the revenues and expenditures to run the day-to-day operations of the College. The budget for FY2018 General Fund shows revenues and transfers in of \$166.4 million and expenditures and transfers out of \$171.2 million resulting in the use of \$4.8 million of fund balance to achieve a balanced budget. The following summarizes the proposed FY2018 budget presented for approval.

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 FY2018 are \$297.7 million compared to a budget of \$295.7 million for FY2017. This represents an increase of \$2.0 million or 0.7%. Each of the revenue sources is described in more detail in the financial section for each fund.

At its December 2016 meeting, the College's Board voted to impose a tax levy payable in 2017 at the same level as the prior year. The moderate increase in property tax revenue in the FY2018 budget is

due to additional property development within District 502. Total District 502 tax base, as measured by the equalized assessed valuation (EAV) is estimated to increase by 6.2%, the first annual increase since 2010.

In FY2016, the Board approved a rollback in tuition and fee rates of \$5.00 per credit hour effective with the 2016 spring semester, bringing total tuition and fees to \$135.00 per semester hour. The FY2018 budget reflects no change in these rates.

State funding for FY2018 is appropriated by the Illinois General Assembly. For FY2018, the College has budgeted the receipt of 50% of the state base operating grant, the amount equal to what was received during the prior year. The state also makes the pension payments to the State Universities Retirement System plan on behalf of the College. In FY2018, this amount is estimated at \$55.9 million in the Restricted Purposes Fund.

Expenditures:

Total College expenditures across all funds are budgeted at \$319.8 million, a \$19.4 million increase from the FY2017 budget due to additional construction spending, the accelerated debt repayment, and a significant increase in the SURS on-behalf payments. Each of the expenditures is described in more detail for the appropriate fund in the financial section.

We would like to extend our sincere thanks to the Board of Trustees for their leadership, the staff and faculty for their hard work on the FY2018 budget, and the residents of Community District 502 for their continued support.

Respectfully yours,



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

PROFILE OF THE COLLEGE

Founded in 1966 and opened in the Fall of 1967, College of DuPage is the Midwest's largest comprehensive, single-campus community college and is dedicated to serving the diverse higher educational, civic, and cultural needs of the residents of Community College District 502. Today, with approximately 28,000 students enrolled each semester, College of DuPage is the second largest provider of public undergraduate higher education in Illinois, second only to the University of Illinois at Urbana-Champaign.

Community College District 502 encompasses 357-square-miles and includes the majority of DuPage County and portions of Cook and Will Counties. The Glen Ellyn campus is located about 35 miles west of downtown Chicago. Total estimated 2016 population of DuPage County is approximately 957,000, and the total 2016 DuPage County equalized assessed valuation is \$34,980,981,549. 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 East-West Corporate Corridor is located in the southern half of District 502. Along that corridor are technology, research, and office complexes. Companies such as Navistar, Spyglass, BP Amoco Chemicals, Nalco Chemical Company, McDonald's Corporation, AT&T, Rockwell International, General Motors, Metropolitan Life, Molex, Inland Real Estate, Commonwealth Edison, and Tellabs, Inc., have all now or at some point occupied space along the East-West Corridor. Two major research laboratories, Fermi Lab in Batavia and Argonne National Laboratories in Darien are located in District 502. The District also has several major shopping centers, such as Oak Brook, Stratford Square, Fox Valley, Yorktown, and many other small centers or strip malls. Some of the major hotels located within the District include Marriott Oak Brook, Hyatt Oak Brook, Hilton Suites Oakbrook Terrace, Radisson Lisle, Holiday Inn Naperville, Hyatt Regency Lisle, Hilton Lisle, Indian Lakes Resort Bloomingdale, and Wyndham Hamilton Hotel Itasca. The District normally has a relatively low unemployment rate and one of the highest equalized assessed valuations per community college student in Illinois.

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

College of DuPage's operating revenue is derived primarily from local property taxes, tuition and fees, and state allocations. Additionally, the College receives grant funding from state and federal sources. Gifts and grants from foundations and private sources are accepted through the College of DuPage Foundation.

Like many other service organizations, the primary expenditures of the College are for employee salaries and benefits. Salaries and fringe benefits account for almost 72% of total expenditures in the FY2018 General Funds budget. The majority of the College's employees are covered by collective bargaining agreements or other employment agreements. The College is under contract with four of its five labor unions. Contracts with the full-time faculty association, classified staff association-painters, groundskeepers, mechanics and carpenters, Fraternal Order of Police, and operating engineers were extended through the end of FY2019. The College is currently in negotiations with its adjunct faculty association.

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 grants nine associate degrees:

- Associate in Arts
- Associate in Science
- Associate in Engineering Science
- Associate in Applied Science
- Associate in General Studies
- Associate in Fine Arts in Art
- Associate in Fine Arts in Music
- Associate in Arts in Teaching Secondary Mathematics
- Associate in Arts in Teaching Early Childhood Education

In addition to associate degrees, College of DuPage offers over 170 certificates in more than 50 areas of study. College credit and Continuing Education classes are offered on the College's 273-acre Glen Ellyn campus, at four regional centers, and at area high schools and other community locations. Educational opportunities at College of DuPage include face-to-face courses, accelerated programs for adults, field and experiential learning, an honors program, online and hybrid courses, special programs for youth and older adults, customized training for business and industry, and courses required for licensure in various professions.

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

HISTORY OF THE COLLEGE

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



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

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

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



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

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

Michael T. Murphy became College of DuPage’s third president in 1994. Under President Murphy, College of DuPage became America’s largest single-campus community college, a distinction it held through 2003. Today, with approximately 28,000 students, 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 Early Childhood Center, along with construction of efficient new campus roadways and revamped parking lots.

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

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

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

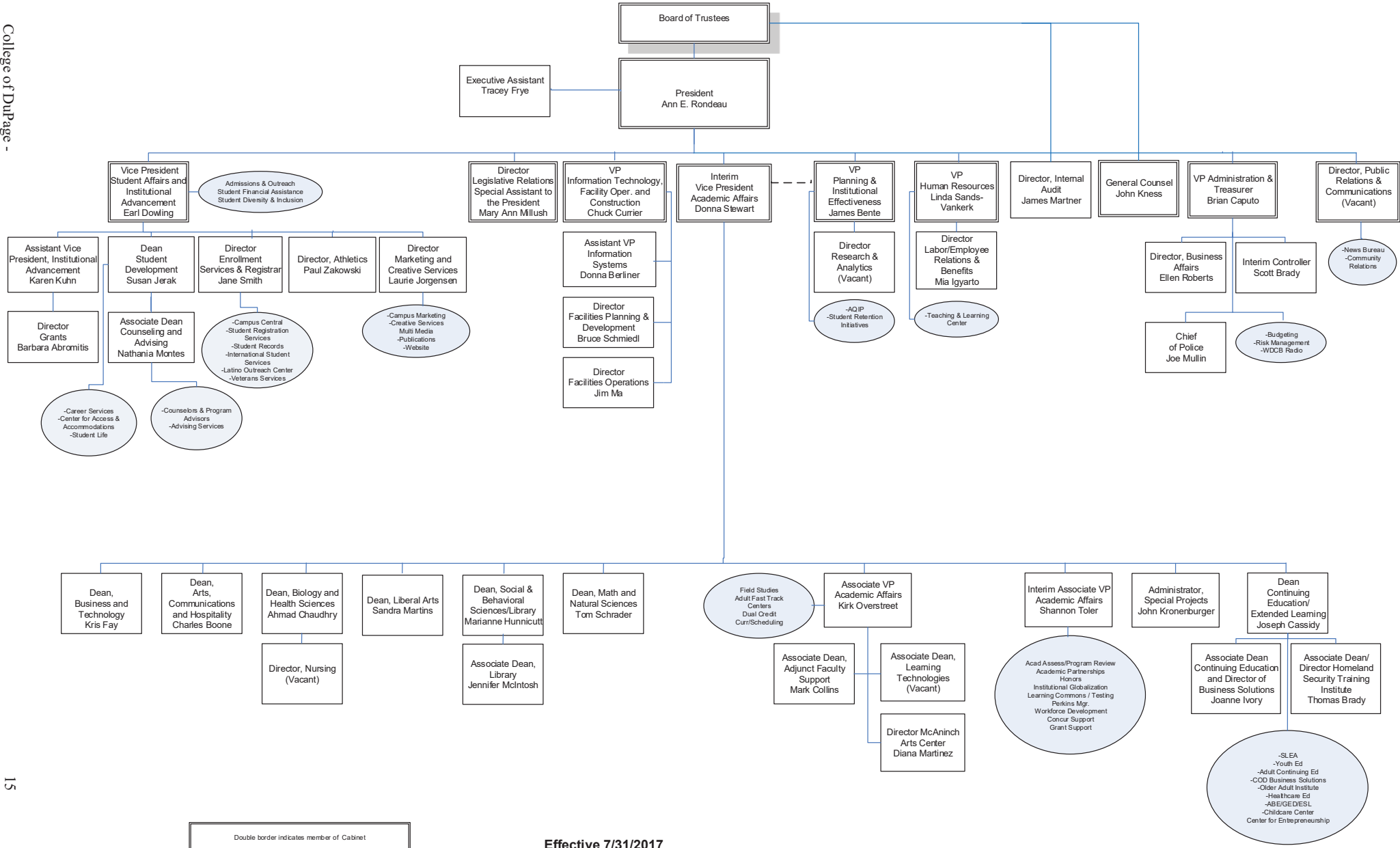
On May 2, 2016, the College of DuPage Board of Trustees appointed Dr. Ann Rondeau to serve as the sixth president in the College's 49-year history. The College conducted a nationwide search to fill the position. Dr. Rondeau succeeded Acting Interim President Joseph E. Collins.

The community college district served by College of DuPage has grown significantly over the years. 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.

College of DuPage's operating revenue is derived primarily from local taxes, tuition and fees, and state allocations. Special grants from state and federal sources may be acquired, and gifts and grants from foundations and private sources are accepted through the College of DuPage Foundation. College of DuPage 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. Since its humble beginnings in 1967, College of DuPage has grown in breadth and stature to take its place as one of the nation's finest community colleges.

COLLEGE OF DUPAGE ADMINISTRATION ORGANIZATION CHART

College of DuPage - Fiscal Year 2018 Budget



Double border indicates member of Cabinet

Effective 7/31/2017

ANNUAL BUDGET PROCESS

The annual budget process begins when the Budgeting Office in the Administrative Affairs Division develops a top-down budget based on assumptions to project revenues and major expenditure items. The budget process is divided into three phases: call for capital, position budgeting, and line-item budgeting. The budget call summarizes the assumptions to be used in the budget and line-item targets. If departments request more than the target provided, they must justify the need. Each department develops a budget based on department plans. The budgets are submitted to Financial Affairs where they are consolidated and reviewed. The process continues as follows:

- Once departments load their budgets using the College's *Hyperion* Budget System, the Budgeting Office consolidates all budget requests and prepares a preliminary draft budget to determine if the total College budget is balanced. Based on this preliminary draft, the Budgeting Office analyzes all line-items to look for expenditures or revenues that appear out of line with past spending, receipts or current departmental responsibilities. Budget review discussions are held with all departments and discusses areas of concern, goals and new initiatives, or programs the departments want to implement. After these discussions, changes to the budget are recommended by the Budgeting Office to the respective departments. Based on the discussions, changes are then made to the budget. The budget becomes the first year of the five-year plan. The remaining four years are calculated by applying assumptions regarding growth rates to reflect inflation and adding of new initiatives or programs.
- The President presents the proposed budget to the Board of Trustees for approval. By statute, the Board must make the proposed budget available for public inspection at least thirty (30) days before the Board's final action on the budget.

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

- The budget is controlled at the line-item level. Budget transfers are required for line-items that exceed the annual budget amount. The College has four primary budgetary controls: monitoring of actual monthly results to budget, processing and approval of procurement requisitions, and approval of cash disbursements and personnel requisitions. Each month actual results are compared and analyzed against the budget. Budget variances are discussed with the President and department head. Budget transfers are prepared for line-items exceeding annual budget amounts as appropriate. The College's procurement system provides the second level of budgetary control; requisitions without sufficient funds in the line-item will not be approved until a budget transfer has been completed. The funds availability check occurs a second time before the cash disbursement taking place. Lastly, the hiring of all personnel requires the Budget Manager's approval on all requisitions to ensure the position is in the budget.

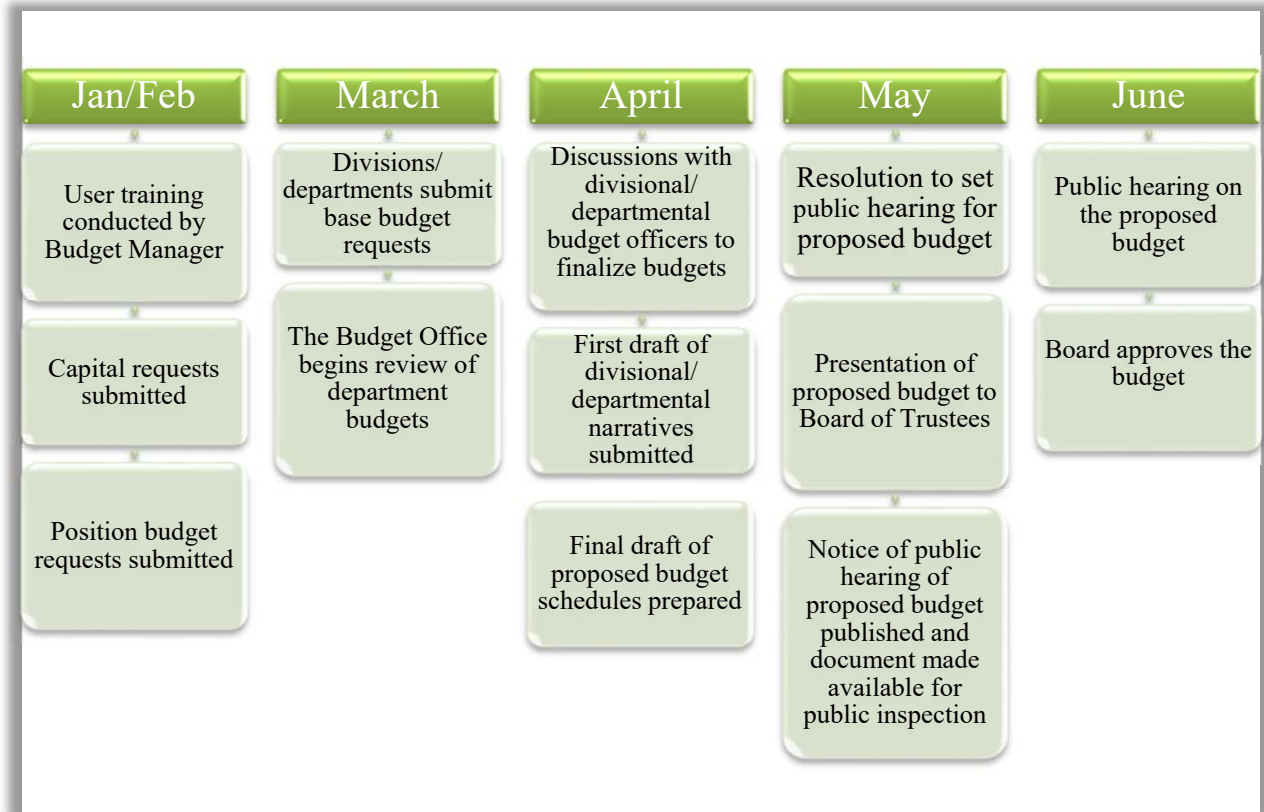
Commencing with its adoption, the budget, on a line-by-line basis, is entered into the College’s fully computerized encumbrance reporting system. This on-line system monitors all College expenditures during the year, allowing for expenditures to be controlled within the limits established in the budget.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

The Board may, from time-to-time, amend such budget by the same procedure as is herein provided for its original adoption. The tentative amendment to the budget will be made available for public inspection at least thirty (30) days before the Board’s final action.

After the adoption of the budget for a particular fiscal year, it may be necessary to permit transfers of budget amounts between object and functional designations within a 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.

Budget Calendar

Below is a summary of the standard activities in developing the budget. A more detailed calendar of key dates for completion of this specific year’s budget is located in the Appendix section of this document.





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 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 manager, while the Annual Plan is formally monitored three times a year through a “stop light” report. Through the “stop light” report, the Cabinet monitors the institution’s progress at any point in time and whether the College is on track for achieving each objective in the Annual Plan.

Phase VI – Review Progress

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

Phase VII – Evaluate Progress

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

Phase VIII – Improve Planning Process

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

FY2017-2021 STRATEGIC LONG RANGE PLAN

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

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

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

KEY ENVIRONMENTAL SCAN TRENDS

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

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

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

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

COMPETITION

Partnerships with Feeder Schools

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

Student Satisfaction

Factors that contribute to the satisfaction of those with a college degree include the quality of the experience in relationships with and access to faculty, internships and other experiential learning, the overall student experience and extracurricular activities. Individuals with less debt and good jobs are the most satisfied and able to participate sooner in things 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

Between 2005 and 2011, the percent of DuPage County residents living under the federal poverty level increased steadily. Then between 2011 and 2013, the poverty level declined slightly. However, in 2014, the poverty level saw another spike.

Ethnic Diversity in the Population of DuPage County

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

ECONOMIC

Illinois Budget Deficit

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

Skills Gap

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

EDUCATION

Underprepared Students Despite Implementation of Common Core

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

Underprepared Students Increasingly Attend Community Colleges

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

LABOR FORCE

Demand for Healthcare Workers

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

Shortage of Middle-Skill Workers

Between 2010-2020, 48% of jobs will require middle-skills. Middle-skills are generally evidenced by more than a high school credential but less than a bachelor's degree. Examples 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 Technology Skills and Training

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

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

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

KEY SWOT ANALYSIS FACTORS

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



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

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

GOALS AND STRATEGIC OBJECTIVES

Goal 1: Accountability

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

Strategic Objectives:

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

Goal 2: Value-Added Education

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

Strategic Objectives:

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

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

Goal 3: Student Centeredness

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

Strategic Objectives:

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

Goal 4: Equality and Inclusiveness

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

Strategic Objectives:

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

Goal 5: Relationships

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

Strategic Objectives:

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

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

Goal 6: Innovativeness

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

Strategic Objectives:

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

Goal 7: Financial Stewardship

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

Strategic Objectives:

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

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

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 are user friendly to students, employees and other stakeholders.

The College’s Fact Book, Strategic Long Range Plan, Facilities Master Plan, and College of DuPage’s Economic Impacts Report are available on the College’s website:

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

ACCOUNTING STRUCTURE

Basis of Accounting

Basis of accounting refers to when revenues and expenses are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

Governmental funds are accounted for using the modified accrual basis of accounting. Their revenues are recognized when they become measurable and available as net current assets. 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. Anticipated refunds of such taxes are recorded as liabilities and reductions of revenue when they are measurable, and their validity seems certain. The corporate personal property replacement tax is a taxpayer-assessed tax as it is an income tax that replaced the personal property tax.

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.

Basis of Budgeting

To ensure consistency in financial reporting the College budgets and accounts for its financial operation on the same accounting basis. The College maintains its accounts and prepares its financial statements in accordance with Generally Accepted Accounting Principles (GAAP) applicable to governmental units and Illinois community colleges. The Governmental Accounting Standards Board (GASB) is the accepted standards setting body for establishing accounting and financial reporting principles. The authoritative pronouncements are consistent with the accounting practices prescribed or permitted by the Illinois Community College Board (ICCB), as outlined in the ICCB Fiscal Management Manual. These bodies require an accounting by funds so that limitations and restrictions on resources can be easily accounted for.

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 to 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 discussion 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 Generally Accepted Accounting Principles (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, including the fiscal year ended June 30, 2016, as part of the annual audit, the independent certified public accounting firm provides a report on the internal control systems along with recommendations for improvement of internal controls. The College audit has reported that there were no instances of a material weakness in the internal control structure or violation of applicable laws or regulations noted during the FY2016 audit. The FY2017 external audit is underway, and the College expects to have the audit completed and the management letter, if any, received by October 15, 2017.



III. FINANCIAL SECTION

Values:

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

FUND DESCRIPTIONS

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

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

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

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

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

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

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

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

GENERAL FUND

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

Education Fund (Fund 01)

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

Operations and Maintenance Fund (Fund 02)

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

CAPITAL PROJECTS FUND

Operations and Maintenance Restricted Fund (Fund 03)

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

DEBT SERVICE FUND

Bond and Interest Fund (Fund 04)

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

ENTERPRISE FUND

Auxiliary Enterprises Fund (Fund 05)

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

SPECIAL REVENUE FUNDS

Restricted Purposes Fund (Fund 06)

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

PERMANENT FUNDS

Working Cash Fund (Fund 07)

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

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

FUNCTIONS

The function defines the type of programs and activities that are operated within a particular fund. The College utilizes the following functions:

Instruction

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

Academic Support

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

Student Services

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

Public Service

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

Independent Operations

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

Auxiliary Services

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

Operation and Maintenance of Plant

Consists of building and grounds maintenance activities necessary to keep the physical facilities open and ready for use. Maintenance of plant consists of those activities necessary to keep the

grounds, buildings, and equipment operating efficiently. This function also includes campus security and plant utilities, as well as equipment, materials, supplies, fire protection, property insurance, and other costs that are necessary to support this function.

General Administration

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

General Institutional

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

Scholarships, Student Grants and Waivers

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

OBJECTS

The object level is the type of revenues and expenses that are used to support each function's activities. Revenues are grouped by local, state, and government sources, student tuition and fees, interest on investments, and sales and service fees. 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 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 taken away.

These taxes resulted when the new Illinois Constitution directed the legislature to abolish business personal property taxes and replace the revenue lost by local government units and school districts. In 1979, a law was enacted to provide for statewide taxes to replace the monies lost to local governments.

- Chargeback Revenue – Tuition that is paid by other community colleges whose students attend College of DuPage because the local community college does not provide the necessary classes. Those students pay the COD in-district rates, and the other community college pays COD a chargeback rate that is meant to cover the out-of-district rate.

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

- ICCB Base Operating Grant – Funds appropriated by the Illinois General Assembly that is allocated by the ICCB to community colleges for general operations. The Base Operating Grant is based on credit enrollment with a small portion of the allocation based on gross square footage of space at the College, reported annually to the ICCB.
- Career and Technical Education-Program Improvement Grants - These grant funds are dedicated to enhancing instruction and academic support activities to strengthen and improve career and technical programs and services.

- Other State Grants – Other grants received from the State, including financial aid and on-behalf payments made by the State of Illinois to the State Universities Retirement System (SURS) 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 SEOG.

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

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

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

EXPENDITURES

Salaries - Salaries paid to employees of the College.

Employee Benefits - Employee benefit costs are for 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, sabbatical leave salaries, tuition reimbursement, life insurance, early retirement contributions assignable to the College, etc.

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. Effective July 1, 2017 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, tuition waivers and scholarships, etc.

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

DEPARTMENTS

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

LONG-TERM FINANCIAL POLICIES

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

The following is a listing and a brief description of the major financial policies that have been approved by the Board of Trustees and reviewed on an annual basis that 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 service contracts 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 available, 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 investments the College is authorized to invest in.

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:** Safety and preservation of principal in the overall portfolio is the foremost investment objective.
- **Liquidity:** Portfolio must have sufficient liquidity to meet all projected cash flow needs of the College.
- **Return:** Maintain the purchasing power of the investable assets by producing positive real rates of return in excess of inflation. Maximize returns within reasonable and prudent levels of risk, as defined by this policy and applicable law.

The College’s investment portfolio will be reviewed annually as to its effectiveness in meeting the College’s needs for safety, liquidity, return, diversification, and its overall general performance.

e) Operations and Maintenance Restricted Fund

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

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

f) Travel Approval/Other Reimbursable Expenses

Travel expenses 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 expense requirements. A typical reason for accessing these monies might be to cover the cost of additional faculty salaries or laboratory supplies for an instructional discipline in which the enrollment has increased dramatically. Contingency funds may not be expensed directly; they are used only by budget transfer to other expenditure categories and require the approval of the Board of Trustees. This insures that all expenditures are recorded directly in the programs to which they belong. 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 (expenditures shall be budgeted according to the College’s strategic priorities)
- 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 can 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 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

COD maintains fund balances to cover encumbrances, prepaid expenditures and inventories, operations, capital projects, debt service, and working cash. The College has a Board-approved goal of maintaining an unrestricted fund balance in the General, Auxiliary Enterprises and Working Cash Funds of no less than 50% of total revenues of the previous fiscal year.

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

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

Bond Rating

The College is determined to maintain its fiscal integrity by retaining its Aa1/AA bond ratings from Moody's and Standard & Poor's, 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 (Sale or Disposal of College Property) governs the sale or disposal of College Property. Various administrative procedures govern the definition of College property, capitalization thresholds, tagging and inventory procedures and the sale or disposal of College property. Adequate accounting procedures and records for College property are essential to the protective custody of such property.

Procurement

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

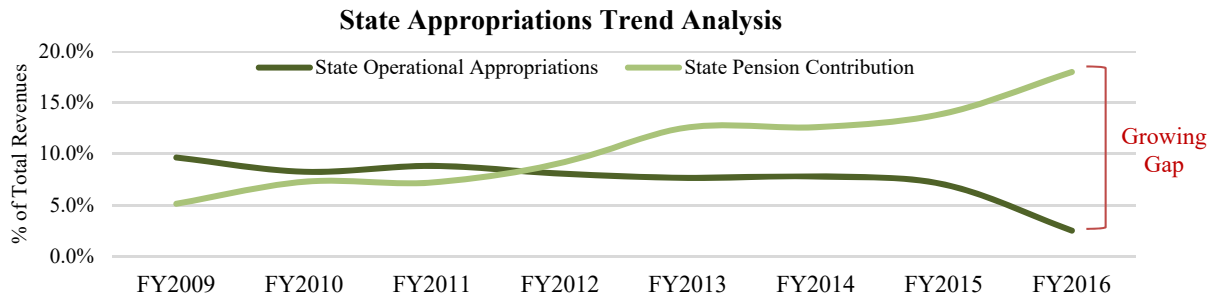
- The College's Purchasing Department has the authority to enter into all contracts that do not exceed the statutory bid limits, in accordance with Board policy, administrative procedures, the Illinois Public Community College Act, and state statutes.
- Procurement activities exceeding the statutory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

Independent Audit

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

OVERVIEW OF REVENUES AND EXPENDITURES AND HISTORICAL TRENDS

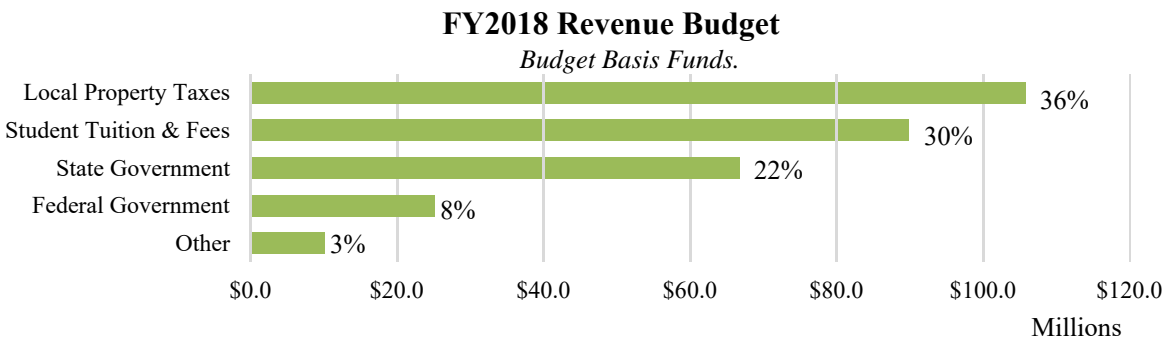
The Changing Revenue Landscape



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

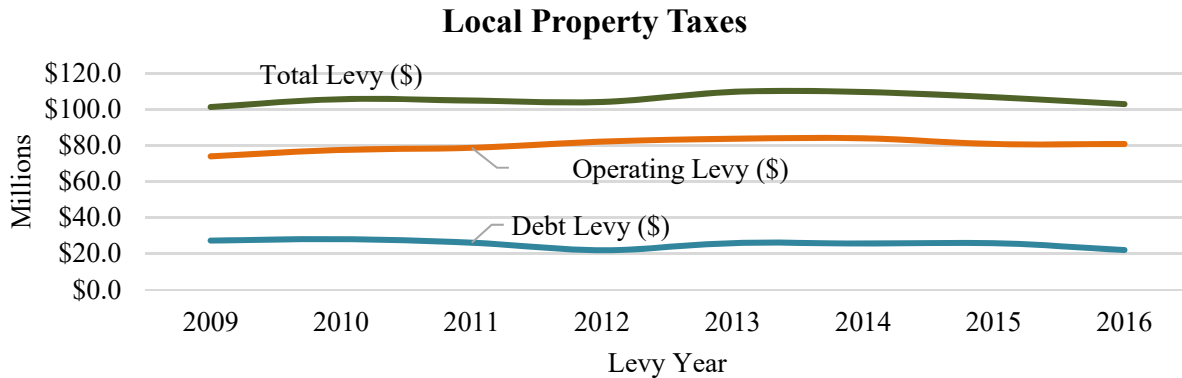
However, the College of DuPage has a diversified funding base consisting of local property taxes, student tuition and fees, state and federal aid, and other institutionally-generated revenues. The College believes that this diversity, the strength and stability of the local tax base, and its overall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

Revenue Trends



Local Property Taxes

One of the College’s major revenue sources is local property taxes comprising 36% of the total FY2018 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 2016 levy (payable in FY2017 and FY2018) is equal to the 2015 levy with a modest increase due to new property development in the District.

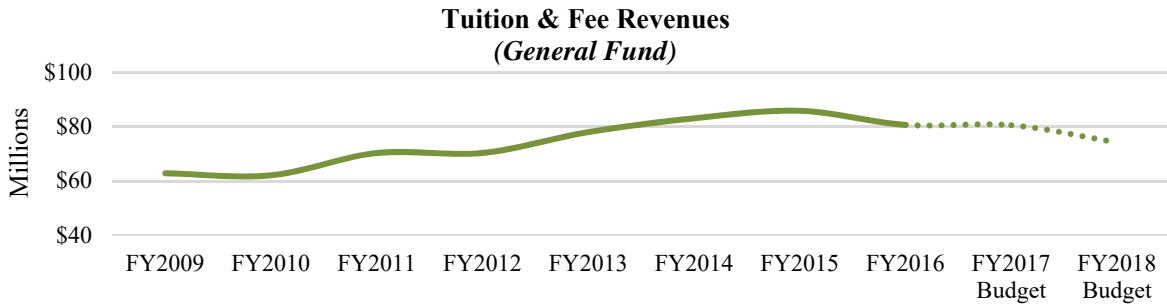
Property Tax Extension Limitation Law. The Property Tax Extension Limitation Law limits the amount of annual increase in property taxes to be extended for certain Illinois non-home rule units of government, including the College. In general, the Property Tax Extension Limitation Law restricts the amount 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 approval of tax rate increases, and consolidations of local government units.

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

Property tax rates, a function of assessed values, have an inverse relationship to assessed value changes. In the five years prior to 2010, the average increase in assessed valuations of DuPage, Cook, and Will counties was 6.2% annually. From 2010 through 2015, assessed valuations decreased 20.6%, resulting in a tax rate increases to the community. The 2016 valuations are estimated to increase by 6.2%, the first annual increase since 2010.

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 the calendar year 2016 is allocated 50% to FY2017 and 50% to FY2018.

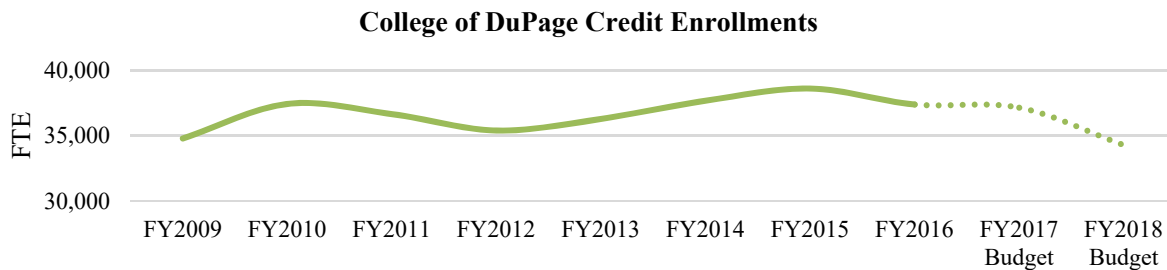
Student Tuition and Fees



Student tuition and fees make up approximately 30% of total College FY2018 budgeted revenues and 45% 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. If a student drops a course within the refund period established by the College, refunds of the tuition and fees are provided at either 50% or 100% depending on when the student dropped the course. Rates for tuition and fees per credit hour are approved by the Board of Trustees on an annual basis based upon management’s recommendations. **This budget assumes the per credit hour rate to remain at \$135.00 per credit hour for all of FY2018.**

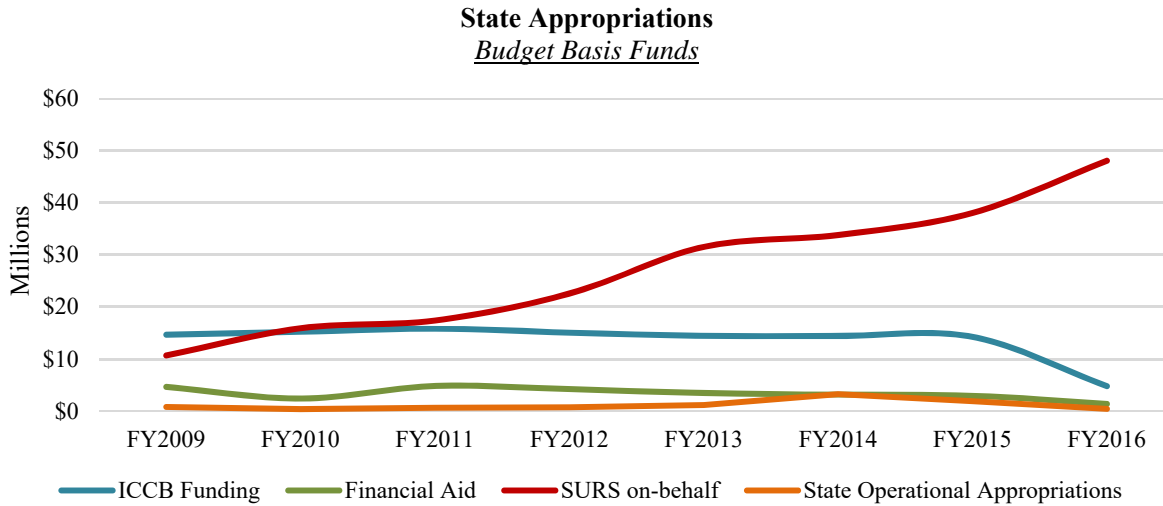
Fiscal Year	Tuition and Fee Rates per Credit Hour		
	In-District	Out-of-District	Out-of-State
2018	\$ 135.00	\$ 322.00	\$ 392.00
2017	135.00	322.00	392.00
2016	135.00	322.00	392.00
2015	144.00	331.00	401.00
2014	140.00	327.00	397.00
2013	136.00	323.00	393.00
2012	132.00	319.00	389.00
2011	129.00	316.00	386.00
2010	116.00	305.00	370.00
2009	108.00	296.00	359.00

Source: Internal College Financial Records



In FY2017 the College experienced an average decline in enrollment of 6.6%. In FY2016 enrollments declined 3.1% from the previous year. For the FY2018 budget, the College is projecting a 2% decline in enrollment.

State Appropriations



Total appropriations from the State of Illinois increased 77% from FY2009 through FY2016 driven by an increase in the required pension contributions made on-behalf of the College to the State Universities Retirement System. SURS on-behalf payments increased 349% over the same period. The increase in pension contributions resulted in a decrease in State appropriations in each remaining category.

Revenue for FY2018 from the State of Illinois accounts for 4% of total General Fund revenues, or \$6.6 million.

Expenditure Trends

Analysis by Function

(In Millions)							FY2017	FY2018
Expenditure Function	FY2012	FY2013	FY2014	FY2015	FY2016	Budget	Budget	
Instruction	\$ 86.8	\$ 93.4	\$ 93.8	\$ 101.1	\$ 105.2	\$ 103.6	\$ 110.1	
Academic Support	9.2	10.1	10.2	10.1	11.2	11.1	14.0	
Student Services	11.1	13.8	16.1	17.9	19.8	22.1	22.9	
Public Service	2.9	2.2	2.8	2.7	2.5	3.6	3.7	
Independent Operations	11.1	9.3	9.5	10.0	10.4	11.1	12.6	
Operations & Maintenance	17.2	17.2	18.5	19.1	19.2	19.6	21.2	
General Administration	13.4	13.8	14.0	16.1	15.4	15.4	16.7	
General Institutional	134.9	143.6	114.8	80.7	62.6	73.2	84.6	
Scholarships, Student Grants, Waivers	37.9	39.8	41.5	43.6	38.1	40.7	34.0	
Subtotal	\$ 324.5	\$ 343.2	\$ 321.2	\$ 301.3	\$ 284.4	\$ 300.4	\$ 319.8	

Instruction and General Institutional are the largest components of expenditures on a function basis, accounting for 34% and 26%, respectively of total expenditures across all funds in the FY2018 Budget. Instruction includes all direct costs of teaching (faculty salaries, supplies) while General Institutional includes costs for construction, bond redemption, research and development,

marketing, information technology, and other central executive-level costs. The General Institutional FY2018 budget increase is driven by a \$5.7 million accelerated debt payment and \$5.3 million of elevated construction activities.

The Academic Support budget has increased \$2.9 million from the prior budget year due to the reorganization of the academic affairs division in FY2018. The reorganization resulted in the elevation of several associate dean positions into dean-level positions and the redesignation of expenditure function from Instruction to Academic Support.

The Scholarships, Student Grants, and Waiver expenditure function is driven by enrollment. The recent enrollment declines the College has experienced resulted in a reduction in Pell Grant awards as well as other tuition waiver activity.

Analysis by Object Category

(In Millions)							FY2017	FY2018
Expenditure Object	FY2012	FY2013	FY2014	FY2015	FY2016	Budget	Budget	
Salaries	\$ 102.0	\$ 103.5	\$ 103.8	\$ 109.4	\$ 109.2	\$ 115.2	\$ 115.6	
Employee Benefits	43.4	50.7	51.4	53.9	65.3	59.3	72.9	
Contractual Services	16.4	13.0	15.8	11.9	13.4	16.2	20.7	
Materials & Supplies	7.9	7.1	7.5	9.2	9.1	9.6	11.4	
Conference & Meeting	1.9	1.9	2.5	2.5	2.4	3.9	4.1	
Fixed Charges	41.2	37.0	36.3	36.2	36.4	36.7	42.4	
Utilities	4.7	4.5	4.4	4.2	4.1	4.9	4.7	
Capital Outlay	66.6	83.9	57.0	29.0	6.4	9.5	10.2	
Other	2.7	1.9	1.3	1.5	0.4	2.2	2.0	
Scholarships, Student Grants, Waivers	37.7	39.8	41.2	43.3	37.8	40.1	33.8	
Contingency	-	-	-	-	-	3.0	2.0	
Subtotal	\$ 324.5	\$ 343.2	\$ 321.2	\$ 301.3	\$ 284.4	\$ 300.4	\$ 319.8	

For FY2018, total College expenditures across all funds are budgeted to increase by \$19.4 million or 6.5% from the FY2017 budget. The majority of this increase is due to the SURS on-behalf pension cost within the employee benefit object category. This expenditure has increased \$13.6 million from the prior period.

The Fixed Charges budget has increased \$5.7 million over the prior budget due to an early debt redemption.

The Scholarships, Student Grants, and Waiver expenditure function is driven by enrollment as described above.

FY2018 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 during the budget process.

Property Values: Equalized assessed valuations in District 502 decreased in each levy year from 2009 to 2014 before increasing in 2015. For FY2018 the College assumes a 2016 EAV of \$40,365,190,403 (an increase from 2015 of 6.2%).

The 2016 operating tax levy, of which the first collections will occur at the end of FY2017 in June, and the second collections will occur in FY2018 (September 2017) is equal to the 2015 levy. This budget assumes no change in the 2017 operating tax levy.

Credit Hours (Used for Tuition Revenue Estimate): For FY2018 the budget assumes an enrollment decline of 2%. Estimated total credit hours is 514,265 which reflects a 2% decline from the total 10th Day credit hours for the 2017 academic year (including 2016 Summer, 2016 Fall and 2017 Spring).

Student Tuition and Fees: Rates for tuition and fees are assumed to stay the same for FY2018. The in-district rate is \$135 per credit hour. The figure includes tuition and all fees.

Base Operating Grant: The College budget reflects receipt of six out of 12 monthly payments from the State of Illinois.

State Grants: Revenues from the state for grants are expected to decrease compared to the FY2017 budget. The FY2018 budget includes an allowance for uncollectible state veterans' grants of \$484,000.

Interest Revenue: Interest income is equal to the FY2017 budget. The investment market is not expected to change significantly in FY2018.

Salaries: The salary pool was increased 2.6% as the annual wage adjustments included in the current labor contracts and employment agreements were equal to inflation plus 0.5%. The total salary budget, however, is 0.4% higher than the FY2017 budget. The variance is due to the enrollment decline the College experienced in FY2017 as well as organizational changes that took place in FY2017.

Health Insurance: The health insurance premium are expected to increase by 3%. The prior-year budgeted increases of 5% to 7% have been reduced due to the College's conversion to high-deductible healthcare plans beginning in 2017.

FY2018 Budgeted Interfund Transfers

The College engages in transactions which involve the transfer of cash between funds. When transparently accounted for, these exchanges are legal and are known as interfund transfers. The budgeted amounts and explanations for each transfer for FY2018 are outlined below:

	Transfer In	Transfer Out
Education Fund		
To Restricted Purposes Fund to cover unfunded state veterans' grants	\$ -	\$ 484,000
From Auxiliary Fund to support Student Services	1,113,500	-
Subtotal Education Fund	1,113,500	484,000
Auxiliary Fund		
To Education Fund	-	1,113,500
Restricted Purposes Fund		
From Education Fund	484,000	-
Total	\$ 1,597,500	\$ 1,597,500

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

Type	Actual FY2015*	Actual FY2016*	Budget 2017	Budget 2018
Administrator				
President's Office	2.0	1.0	2.0	2.0
Student Affairs & Institutional Adv.	8.5	6.5	8.5	8.0
Administrative Affairs & Treasurer (CFO)	4.0	2.0	4.0	4.0
General Counsel	-	-	1.0	1.0
Academic Affairs	21.5	23.5	24.5	18.0
Planning & Institutional Effectiveness	2.0	2.0	2.0	2.0
Legislative Relations	1.0	1.0	1.0	1.0
Information Technology	2.0	2.0	2.0	2.0
Human Resources	2.0	2.0	2.0	2.0
Facilities	2.0	2.0	2.0	2.0
Public Relations and Communications	1.0	1.0	1.0	1.0
Administrator Total	46.0	43.0	50.0	43.0
Classified				
President's Office	2.0	1.0	2.0	2.0
Student Affairs & Institutional Adv.	106.3	112.2	133.3	138.9
Administrative Affairs & Treasurer (CFO)	77.7	78.5	88.2	88.1
General Counsel	-	-	1.0	2.0
Academic Affairs	188.2	183.1	222.6	222.9
Planning & Institutional Effectiveness	4.0	4.0	4.0	4.0
Legislative Relations	1.0	1.0	1.0	1.0
Information Technology	55.7	56.7	61.6	62.6
Human Resources	13.9	13.3	14.5	15.5
Facilities	98.9	94.3	111.4	110.3
Public Relations and Communications	14.4	15.8	15.6	16.6
Classified Total	562.1	559.9	655.2	663.9
Full-Time Faculty				
Academic Affairs	285.0	284.0	298.0	298.0
Full-Time Faculty Total	285.0	284.0	298.0	298.0
Managerial				
Student Affairs & Institutional Adv.	27.0	29.0	33.1	32.8
Administrative Affairs & Treasurer (CFO)	13.0	12.0	15.0	18.0
Academic Affairs	48.0	48.0	49.7	53.0
Information Technology	10.0	10.0	11.0	10.0
Human Resources	5.0	5.0	5.0	5.0
Facilities	9.0	9.0	9.0	9.0
Public Relations and Communications	6.0	6.0	5.5	6.0
Managerial Total	118.0	119.0	128.3	133.8
Professionals				
Student Affairs & Institutional Adv.	11.0	9	13.0	13.0
Academic Affairs	10.0	10	10.0	10.0
Professionals Total	21.0	19.0	23.0	23.0
Grand Total	1,032.1	1,024.9	1,154.5	1,161.7

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 and are budgeted based on pooled dollar amounts.

*Actual amounts are calculated based on November pay date for each fiscal year in order to keep an accurate count comparison.

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

**ALL FUNDS
FY2018 BUDGET**

	<u>FY2015 Actual</u>	<u>FY2016 Actual</u>	<u>FY2017 Budget</u>	<u>FY2018 Budget</u>
Revenues				
Local Property Taxes	\$ 107,996,843	\$ 108,715,095	\$ 104,636,070	\$ 105,777,031
Personal Property Replacement Tax	1,660,637	1,520,291	1,400,000	1,390,024
Other Local Revenues	557,633	394,500	450,000	104,644
State Government	57,175,880	54,712,381	46,688,448	66,770,514
Federal Government	30,541,565	28,297,826	29,345,692	25,133,045
Student Tuition and Fees	100,430,942	95,044,502	95,990,978	89,888,324
Sales and Service Fees	4,919,600	3,679,975	3,742,174	4,012,439
Facilities Rental	641,019	689,904	644,600	698,700
Interest	(854,727)	1,197,182	1,500,000	1,500,000
Non-Government Gifts, Grants	1,249,566	1,394,821	1,600,876	1,676,073
Other	1,043,625	656,788	726,300	740,000
General Contingency	-	-	9,000,000	-
Total Revenues	<u>305,362,583</u>	<u>296,303,265</u>	<u>295,725,138</u>	<u>297,690,794</u>
Expenditures				
Instruction	101,082,174	105,244,706	103,634,397	110,066,341
Academic Support	10,132,318	11,232,297	11,070,158	13,988,362
Student Services	17,875,797	19,816,958	22,054,391	22,863,557
Public Service	2,684,498	2,541,770	3,600,424	3,727,047
Independent Operations	10,040,203	10,373,145	11,118,774	12,571,286
Operations and Maintenance	19,143,568	19,248,577	19,641,365	21,218,963
General Administration	15,928,638	15,307,750	15,432,098	16,745,370
General Institutional	80,717,806	62,579,138	73,189,101	84,639,095
Scholarships, Student Grants, Waivers	43,649,733	38,063,206	40,680,853	34,008,997
Total Expenditures	<u>301,254,735</u>	<u>284,407,547</u>	<u>300,421,561</u>	<u>319,829,018</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>4,107,848</u>	<u>11,895,718</u>	<u>(4,696,423)</u>	<u>(22,138,224)</u>
Other Financing Sources (Uses)				
Gain on Disposal of Fixed Assets	15,750	59,711	-	-
Transfer In	1,394,014	1,919,259	2,491,766	1,597,500
Transfer (Out)	(1,394,014)	(1,919,259)	(2,491,766)	(1,597,500)
Total Other Financing Sources (Uses)	<u>15,750</u>	<u>59,711</u>	<u>-</u>	<u>-</u>
Surplus / (Deficiency)	<u>4,123,598</u>	<u>11,955,429</u>	<u>(4,696,423)</u>	<u>(22,138,224)</u>
Beginning Fund Balance*	<u>235,177,759</u>	<u>239,301,357</u>	<u>251,256,786</u>	<u>246,560,363</u>
Ending Fund Balance	<u>\$ 239,301,357</u>	<u>\$ 251,256,786</u>	<u>\$ 246,560,363</u>	<u>\$ 224,422,139</u>

*NOTE: The FY2018 beginning fund balances on this table are based on the FY2017 Budget.

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

**ALL FUNDS
EXPENDITURES BY OBJECT
FY2018 BUDGET**

	<u>FY2015 Actual</u>	<u>FY2016 Actual</u>	<u>FY2017 Budget</u>	<u>FY2018 Budget</u>
<u>Expenditures</u>				
Salaries	\$ 109,406,571	\$ 109,192,981	\$ 115,201,808	\$ 115,649,550
Employee Benefits	53,934,023	65,262,576	59,251,153	72,872,869
Contractual Services	11,864,321	13,432,904	16,215,309	20,726,074
Materials & Supplies	9,193,340	9,073,294	9,555,645	11,425,087
Conference & Meeting	2,530,726	2,355,743	3,864,378	4,143,236
Fixed Charges	36,206,585	36,405,959	36,653,387	42,363,267
Utilities	4,247,458	4,134,477	4,920,638	4,684,906
Capital Outlay	29,017,481	6,364,721	9,503,130	10,190,567
Other	1,536,577	417,027	2,168,309	1,969,221
Scholarships, Student Grants, Waivers	43,317,653	37,767,865	40,087,804	33,804,241
Contingency	-	-	3,000,000	2,000,000
Total Expenditures	<u>\$ 301,254,735</u>	<u>\$ 284,407,547</u>	<u>\$ 300,421,561</u>	<u>\$ 319,829,018</u>

COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502

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

	GENERAL FUND		SPECIAL REVENUE FUND	DEBT SERVICE FUND	CAPITAL PROJECTS FUND	ENTERPRISE FUND	PERMANENT FUND	Total All Funds
	Education Fund	Operations & Maintenance Fund	Restricted Purposes Fund	Bond & Interest Fund	Operations & Maintenance Restricted Fund	Auxiliary Enterprises Fund	Working Cash Fund	
Revenues								
Local Property Taxes	\$ 68,922,259	\$ 11,367,200	\$ -	\$ 25,487,572	\$ -	\$ -	\$ -	\$ 105,777,031
Personal Property								
Replacement Tax	1,390,024	-	-	-	-	-	-	1,390,024
Other Local Revenues	104,644	-	-	-	-	-	-	104,644
State Government	6,600,000	-	60,170,514	-	-	-	-	66,770,514
Federal Government	-	-	24,240,433	892,612	-	-	-	25,133,045
Student Tuition & Fees	71,801,523	2,468,471	77,140	7,199,707	1,131,383	7,210,100	-	89,888,324
Sales & Service Fees	590,774	-	-	-	-	3,421,665	-	4,012,439
Facilities Rental	257,700	-	-	-	-	441,000	-	698,700
Interest	1,004,700	173,550	-	113,250	100,800	62,400	45,300	1,500,000
Non-Government								
Gifts, Grants	63,800	-	180,607	-	-	1,431,666	-	1,676,073
Other	465,000	45,000	-	-	-	230,000	-	740,000
Total Revenues	151,200,424	14,054,221	84,668,694	33,693,141	1,232,183	12,796,831	45,300	297,690,794
Expenditures								
Instruction	74,637,513	-	35,428,828	-	-	-	-	110,066,341
Academic Support	10,894,811	-	3,093,551	-	-	-	-	13,988,362
Student Services	17,300,224	-	5,563,333	-	-	-	-	22,863,557
Public Service	1,675,304	-	1,182,008	-	-	869,735	-	3,727,047
Independent Operations	-	-	2,032,725	-	-	10,538,561	-	12,571,286
Operations & Maintenance	6,409,457	11,050,256	3,759,250	-	-	-	-	21,218,963
General Administration	12,672,630	-	4,065,740	-	-	-	7,000	16,745,370
General Institutional	22,744,710	4,270,080	5,111,956	39,953,761	10,965,277	1,593,311	-	84,639,095
Scholarships, Student Grants, Waiver	9,093,694	-	24,915,303	-	-	-	-	34,008,997
Total Expenditures	155,428,343	15,320,336	85,152,694	39,953,761	10,965,277	13,001,607	7,000	319,829,018
Excess (Deficiency) of Revenues Over Expenditures	(4,227,919)	(1,266,115)	(484,000)	(6,260,620)	(9,733,094)	(204,776)	38,300	(22,138,224)
Other Financing Sources (Uses)								
Transfers In (Out)	629,500	-	484,000	-	-	(1,113,500)	-	-
Total Other Financing Sources (Uses)	629,500	-	484,000	-	-	(1,113,500)	-	-
Surplus / (Deficiency)	(3,598,419)	(1,266,115)	-	(6,260,620)	(9,733,094)	(1,318,276)	38,300	(22,138,224)
Beginning Fund Balances*	166,679,787	30,604,327	24,870	14,322,714	16,878,082	9,606,665	8,443,918	246,560,363
Ending Fund Balances	\$ 163,081,368	\$ 29,338,212	\$ 24,870	\$ 8,062,094	\$ 7,144,988	\$ 8,288,389	\$ 8,482,218	\$ 224,422,139

*NOTE: The FY2018 beginning fund balances on this table are based on the FY2017 Budget.

COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502

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

	GENERAL FUND		SPECIAL REVENUE FUND	DEBT SERVICE FUND	CAPITAL PROJECTS FUND	ENTERPRISE FUND	PERMANENT FUND	Total All Funds
	Education Fund	Operations & Maintenance Fund	Restricted Purposes Fund	Bond & Interest Fund	Operations & Maintenance Restricted Fund	Auxiliary Enterprises Fund	Working Cash Fund	
Revenues								
Local Property Taxes	\$ 68,084,195	\$ 11,188,248	\$ -	\$ 25,363,627	\$ -	\$ -	\$ -	\$ 104,636,070
Personal Property								
Replacement Tax	1,400,000	-	-	-	-	-	-	1,400,000
Other Local Revenues	450,000	-	-	-	-	-	-	450,000
State Government	-	-	46,688,448	-	-	-	-	46,688,448
Federal Government	-	-	28,427,927	917,765	-	-	-	29,345,692
Student Tuition & Fees	77,929,659	2,673,888	83,559	7,798,840	1,225,532	6,279,500	-	95,990,978
Sales & Service Fees	588,620	-	-	-	-	3,153,554	-	3,742,174
Facilities Rental	248,200	-	-	-	-	396,400	-	644,600
Interest	1,014,718	165,971	-	118,607	93,337	60,332	47,035	1,500,000
Non-Government								
Gifts, Grants	58,300	-	176,576	-	-	1,366,000	-	1,600,876
Other	456,300	80,000	-	-	-	190,000	-	726,300
General Contingency	9,000,000	-	-	-	-	-	-	9,000,000
Total Revenues	159,229,992	14,108,107	75,376,510	34,198,839	1,318,869	11,445,786	47,035	295,725,138
Expenditures								
Instruction	76,145,119	-	27,489,278	-	-	-	-	103,634,397
Academic Support	8,894,671	-	2,175,487	-	-	-	-	11,070,158
Student Services	18,070,639	-	3,983,752	-	-	-	-	22,054,391
Public Service	1,779,803	-	998,517	-	-	822,104	-	3,600,424
Independent Operations	-	-	1,397,638	-	-	9,721,136	-	11,118,774
Operations & Maintenance	5,992,321	10,779,599	2,869,445	-	-	-	-	19,641,365
General Administration	11,997,628	-	3,427,470	-	-	-	7,000	15,432,098
General Institutional	25,052,406	3,569,410	3,842,256	34,282,880	5,650,000	792,149	-	73,189,101
Scholarships, Student Grants, Waiver	10,631,150	-	30,049,703	-	-	-	-	40,680,853
Total Expenditures	158,563,737	14,349,009	76,233,546	34,282,880	5,650,000	11,335,389	7,000	300,421,561
Excess (Deficiency) of Revenues								
Over Expenditures	666,255	(240,902)	(857,036)	(84,041)	(4,331,131)	110,397	40,035	(4,696,423)
Other Financing Sources (Uses)								
Transfers In (Out)	(666,255)	240,902	857,036	-	-	(431,683)	-	-
Total Other Financing Sources (Uses)	(666,255)	240,902	857,036	-	-	(431,683)	-	-
Surplus / (Deficiency)	-	-	-	(84,041)	(4,331,131)	(321,286)	40,035	(4,696,423)
Beginning Fund Balances	166,679,787	30,604,327	24,870	14,406,755	21,209,213	9,927,951	8,403,883	251,256,786
Ending Fund Balances	\$ 166,679,787	\$ 30,604,327	\$ 24,870	\$ 14,322,714	\$ 16,878,082	\$ 9,606,665	\$ 8,443,918	\$ 246,560,363

COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502

REVENUES, EXPENDITURES, TRANSFERS, AND CHANGES IN FUND BALANCES - ALL FUNDS
FY2016 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	\$ 71,101,506	\$ 11,705,235	\$ -	\$ 25,908,354	\$ -	\$ -	\$ -	\$ 108,715,095
Personal Property								
Replacement Tax	1,520,291	-	-	-	-	-	-	1,520,291
Other Local Revenues	394,500	-	-	-	-	-	-	394,500
State Government	3,501,271	-	51,208,117	-	2,993	-	-	54,712,381
Federal Government	-	-	27,332,260	965,566	-	-	-	28,297,826
Student Tuition & Fees	78,106,622	2,635,421	102,970	6,588,538	2,305,901	5,305,050	-	95,044,502
Sales & Service Fees	611,259	-	-	-	-	3,068,716	-	3,679,975
Facilities Rental	234,857	-	-	-	-	455,047	-	689,904
Interest	786,999	143,564	-	97,907	76,159	51,629	40,924	1,197,182
Non-Government								
Gifts, Grants	13,143	-	206,982	-	-	1,174,696	-	1,394,821
Other	423,263	48,486	-	-	-	185,039	-	656,788
Total Revenues	156,693,711	14,532,706	78,850,329	33,560,365	2,385,053	10,240,177	40,924	296,303,265
Expenditures								
Instruction	74,404,447	-	30,840,259	-	-	-	-	105,244,706
Academic Support	8,550,126	-	2,682,171	-	-	-	-	11,232,297
Student Services	15,105,075	-	4,711,883	-	-	-	-	19,816,958
Public Service	1,500,705	-	1,041,065	-	-	-	-	2,541,770
Independent Operations	-	-	1,757,413	-	-	8,615,732	-	10,373,145
Operations & Maintenance	6,464,255	9,525,089	3,259,233	-	-	-	-	19,248,577
General Administration	11,788,857	-	3,518,893	-	-	-	-	15,307,750
General Institutional	18,218,343	2,756,730	4,424,391	34,247,047	2,168,535	764,092	-	62,579,138
Scholarships, Student								
Grants, Waiver:	10,478,753	-	27,584,453	-	-	-	-	38,063,206
Total Expenditures	146,510,561	12,281,819	79,819,761	34,247,047	2,168,535	9,379,824	-	284,407,547
Excess (Deficiency) of Revenues								
Over Expenditures	10,183,150	2,250,887	(969,432)	(686,682)	216,518	860,353	40,924	11,895,718
Other Financing Sources (Uses)								
Gain on Disposal of Fixed Assets	59,711	-	-	-	-	-	-	59,711
Transfers In (Out)	(1,150,154)	769,105	791,654	-	-	(410,605)	-	-
Total Other Financing Sources (Uses)	(1,090,443)	769,105	791,654	-	-	(410,605)	-	59,711
Surplus / (Deficiency)	9,092,707	3,019,992	(177,778)	(686,682)	216,518	449,748	40,924	11,955,429
Beginning Fund Balances	157,587,080	27,584,335	202,648	15,093,437	20,992,695	9,478,203	8,362,959	239,301,357
Ending Fund Balances	\$ 166,679,787	\$ 30,604,327	\$ 24,870	\$ 14,406,755	\$ 21,209,213	\$ 9,927,951	\$ 8,403,883	\$ 251,256,786

COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502

REVENUES, EXPENDITURES, TRANSFERS, AND CHANGES IN FUND BALANCES - ALL FUNDS
FY2015 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	\$ 70,959,726	\$ 11,620,859	\$ -	\$ 25,416,258	\$ -	\$ -	\$ -	\$ 107,996,843
Personal Property								
Replacement Tax	1,660,637	-	-	-	-	-	-	1,660,637
Other Local Revenues	557,633	-	-	-	-	-	-	557,633
State Government	12,937,559	11,237	43,554,126	-	672,958	-	-	57,175,880
Federal Government	-	-	29,538,746	1,002,819	-	-	-	30,541,565
Student Tuition & Fees	83,164,910	2,764,213	115,931	6,818,825	2,418,824	5,148,239	-	100,430,942
Sales & Service Fees	657,467	-	-	-	-	4,262,133	-	4,919,600
Facilities Rental	247,027	-	-	-	-	393,992	-	641,019
Interest	(1,467,945)	132,121	-	106,956	277,615	52,273	44,253	(854,727)
Non-Government								
Gifts, Grants	50,223	-	223,200	-	14,000	962,143	-	1,249,566
Other	760,175	99,081	905	-	-	183,464	-	1,043,625
Total Revenues	169,527,412	14,627,511	73,432,908	33,344,858	3,383,397	11,002,244	44,253	305,362,583
Expenditures								
Instruction	75,901,494	-	25,180,680	-	-	-	-	101,082,174
Academic Support	8,153,163	-	1,979,155	-	-	-	-	10,132,318
Student Services	14,244,859	-	3,630,938	-	-	-	-	17,875,797
Public Service	1,419,201	-	1,265,297	-	-	-	-	2,684,498
Independent Operations	240	-	1,271,505	-	-	8,768,458	-	10,040,203
Operations & Maintenance	6,595,047	9,939,965	2,608,556	-	-	-	-	19,143,568
General Administration	12,804,675	-	3,120,870	-	-	-	3,093	15,928,638
General Institutional	14,163,821	3,540,812	3,960,451	34,296,835	24,088,128	667,759	-	80,717,806
Scholarships, Student								
Grants, Waivers	12,496,222	-	31,153,511	-	-	-	-	43,649,733
Total Expenditures	145,778,722	13,480,777	74,170,963	34,296,835	24,088,128	9,436,217	3,093	301,254,735
Excess (Deficiency) of Revenues								
Over Expenditures	23,748,690	1,146,734	(738,055)	(951,977)	(20,704,731)	1,566,027	41,160	4,107,848
Other Financing Sources (Uses)								
Gain on Disposal of Fixed Assets	15,750	-	-	-	-	-	-	15,750
Transfers In (Out)	(624,909)	769,105	618,909	-	-	(763,105)	-	-
Total Other Financing Sources (Uses)	(609,159)	769,105	618,909	-	-	(763,105)	-	15,750
Surplus / (Deficiency)	23,139,531	1,915,839	(119,146)	(951,977)	(20,704,731)	802,922	41,160	4,123,598
Beginning Fund Balances	134,447,549	25,668,496	321,794	16,045,414	41,697,426	8,675,281	8,321,799	235,177,759
Ending Fund Balances	\$ 157,587,080	\$ 27,584,335	\$ 202,648	\$ 15,093,437	\$ 20,992,695	\$ 9,478,203	\$ 8,362,959	\$ 239,301,357

GENERAL FUND

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

EDUCATION FUND

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

OPERATIONS AND MAINTENANCE FUND

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

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

**GENERAL FUND
FY2018 BUDGET**

	<u>FY2015 Actual</u>	<u>FY2016 Actual</u>	<u>FY2017 Budget</u>	<u>FY2018 Budget</u>
Revenues				
Local Property Taxes	\$ 82,580,585	\$ 82,806,741	\$ 79,272,443	\$ 80,289,459
Personal Property Replacement Tax	1,660,637	1,520,291	1,400,000	1,390,024
Other Local Revenues	557,633	394,500	450,000	104,644
State Government	12,948,796	3,501,271	-	6,600,000
Student Tuition and Fees	85,929,123	80,742,043	80,603,547	74,269,994
Sales and Service Fees	657,467	611,259	588,620	590,774
Facilities	247,027	234,857	248,200	257,700
Interest	(1,335,824)	930,563	1,180,689	1,178,250
Non-Government Gifts, Grants	50,223	13,143	58,300	63,800
Other	859,256	471,749	536,300	510,000
General Contingency	-	-	9,000,000	-
Total Revenues	<u>184,154,923</u>	<u>171,226,417</u>	<u>173,338,099</u>	<u>165,254,645</u>
Expenditures				
Instruction	75,901,494	74,404,447	76,145,119	74,637,513
Academic Support	8,153,163	8,550,126	8,894,671	10,894,811
Student Services	14,244,859	15,105,075	18,070,639	17,300,224
Public Service	1,419,201	1,500,705	1,779,803	1,675,304
Operations and Maintenance	16,535,012	15,989,344	16,771,920	17,459,713
General Administration	12,804,915	11,788,857	11,997,628	12,672,630
General Institutional	17,704,633	20,975,073	28,621,816	27,014,790
Scholarships, Student Grants, Waivers	12,496,222	10,478,753	10,631,150	9,093,695
Total Expenditures	<u>159,259,499</u>	<u>158,792,380</u>	<u>172,912,746</u>	<u>170,748,679</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>24,895,424</u>	<u>12,434,037</u>	<u>425,353</u>	<u>(5,494,034)</u>
Other Financing Sources (Uses)				
Gain on Disposal of Fixed Assets	15,750	59,711	-	-
Transfer In	769,105	769,105	1,297,308	1,113,500
Transfer (Out)	(624,909)	(1,150,154)	(1,722,661)	(484,000)
Total Other Financing Sources (Uses)	<u>159,946</u>	<u>(321,338)</u>	<u>(425,353)</u>	<u>629,500</u>
Surplus / (Deficiency)	<u>25,055,370</u>	<u>12,112,699</u>	<u>-</u>	<u>(4,864,534)</u>
Beginning Fund Balance	<u>160,116,045</u>	<u>185,171,415</u>	<u>197,284,114</u>	<u>197,284,114</u>
Ending Fund Balance	<u>\$ 185,171,415</u>	<u>\$ 197,284,114</u>	<u>\$ 197,284,114</u>	<u>\$ 192,419,580</u>

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

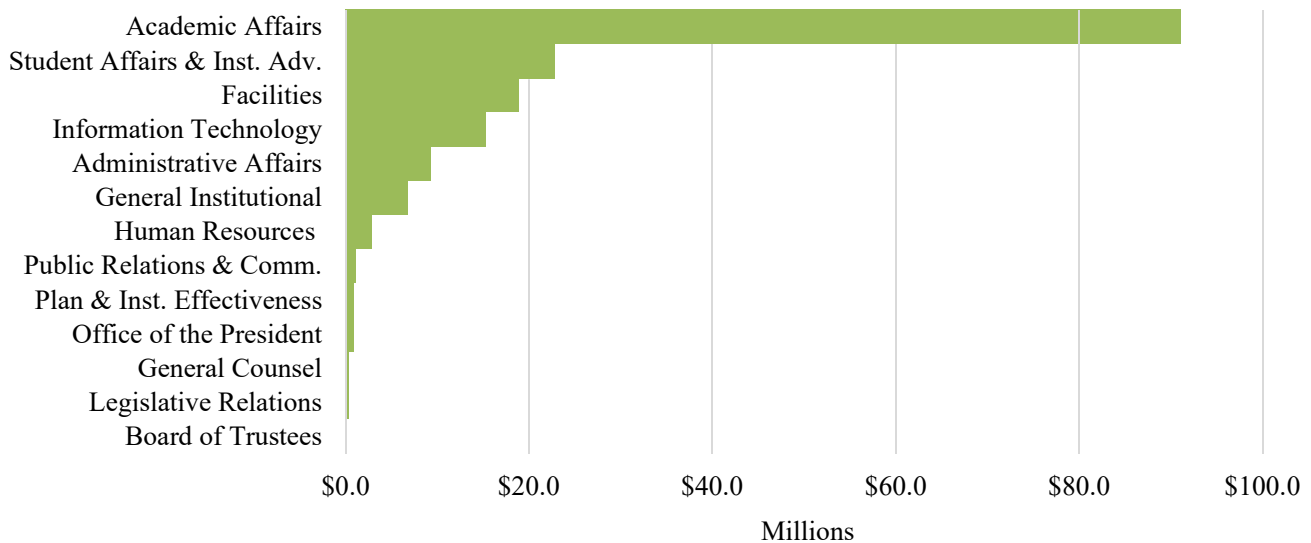
**GENERAL FUND
EXPENDITURES BY OBJECT
FY2018 BUDGET**

	<u>FY2015 Actual</u>	<u>FY2016 Actual</u>	<u>FY2017 Budget</u>	<u>FY2018 Budget</u>
Expenditures				
Salaries	\$ 102,603,770	\$ 102,080,937	\$ 107,253,374	\$ 106,329,112
Employee Benefits	14,238,728	15,598,491	16,000,000	15,857,929
Contractual Services	8,911,398	11,306,367	13,765,850	12,437,272
Materials & Supplies	7,473,343	7,750,230	7,863,014	9,670,833
Conference & Meeting	1,132,676	1,296,344	2,105,382	2,340,783
Fixed Charges	1,799,858	2,027,069	2,268,020	2,038,900
Utilities	4,236,305	4,120,934	4,905,038	4,675,306
Capital Outlay	5,274,877	4,043,248	3,972,237	5,093,728
Other	1,092,322	90,007	1,148,681	1,211,121
Scholarships, Student Grants, Waivers	12,496,222	10,478,753	10,631,150	9,093,695
Contingency	-	-	3,000,000	2,000,000
Total General Fund Expenditures	<u>\$ 159,259,499</u>	<u>\$ 158,792,380</u>	<u>\$ 172,912,746</u>	<u>\$ 170,748,679</u>

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

Division Name	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget
Academic Affairs	\$ 87,086,740	\$ 86,442,214	\$ 92,769,975	\$ 91,113,610
Student Affairs & Institutional Adv.	18,612,012	18,554,547	22,603,166	22,766,936
Facilities	16,798,821	15,547,235	17,634,105	18,902,197
Information Technology	11,430,716	12,512,331	14,271,350	15,300,514
Administrative Affairs	9,525,049	9,520,236	9,560,202	9,313,991
General Institutional	9,523,217	11,182,394	9,847,549	6,741,138
Human Resources	2,353,941	2,340,237	2,536,486	2,797,422
Public Relations & Communications	1,081,278	1,092,109	1,199,013	1,163,235
Plan & Inst. Effectiveness	747,905	782,186	941,878	917,706
Office of the President	1,713,384	525,106	1,147,719	916,520
General Counsel	-	-	-	396,261
Legislative Relations	288,533	244,026	320,776	335,247
Board of Trustees	97,903	49,759	80,527	83,902
Total General Fund Expenditures	<u>\$ 159,259,499</u>	<u>\$ 158,792,380</u>	<u>\$ 172,912,746</u>	<u>\$ 170,748,679</u>

Organizational Division Summary



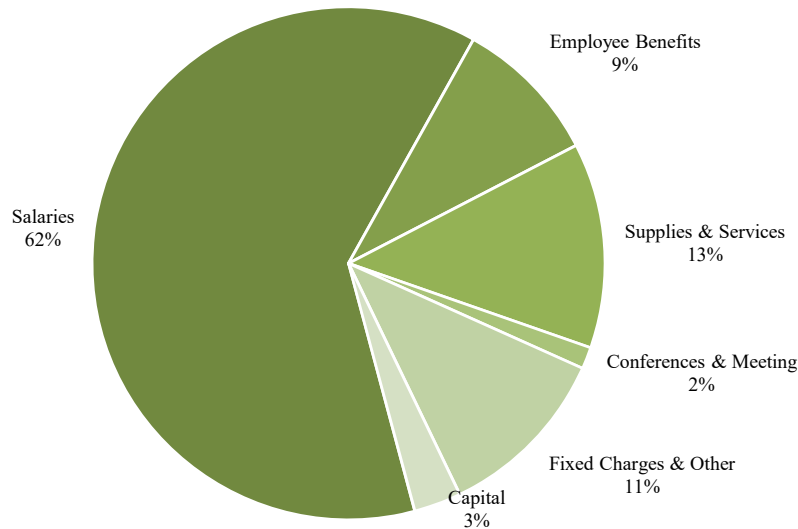
**Organizational Division Detail
FY2018 Expenditure Budget
General Fund**

Division Name	Salaries	Fringe Benefits	Supplies & Services	Conferences & Meeting	Fixed Charges & Other	Capital	Totals
Academic Affairs	\$ 72,503,773	\$ 10,596,441	\$ 5,401,311	\$ 892,086	\$ 911,651	\$ 808,348	\$ 91,113,610
Student Affairs & Institutional Adv.	15,108,892	2,309,601	3,598,445	870,366	782,132	97,500	22,766,936
Facilities	6,267,392	1,273,405	4,370,195	(40,455)	4,610,530	2,421,130	18,902,197
Information Technology	6,523,318	1,327,801	5,479,393	50,891	311,111	1,608,000	15,300,514
Administrative Affairs ¹	6,729,436	1,267,183	1,142,129	134,295	(117,802)	158,750	9,313,991
General Institutional ²	(5,178,315)	(1,819,242)	1,260,000	71,000	12,407,695	-	6,741,138
Human Resources	1,781,598	362,340	476,140	146,196	31,148	-	2,797,422
Public Relations & Communications	765,387	156,597	117,500	63,200	60,551	-	1,163,235
Plan & Inst. Effectiveness	648,530	136,191	74,624	54,890	3,471	-	917,706
Office of the President	674,433	141,631	57,875	37,820	4,761	-	916,520
General Counsel	310,381	65,180	13,500	5,250	1,950	-	396,261
Legislative Relations	194,287	40,800	65,650	31,300	3,210	-	335,247
Board of Trustees	-	-	51,343	23,944	8,615	-	83,902
Total General Fund Expenditures	\$ 106,329,112	\$ 15,857,928	\$ 22,108,105	\$ 2,340,783	\$ 19,019,023	\$ 5,093,728	\$ 170,748,679

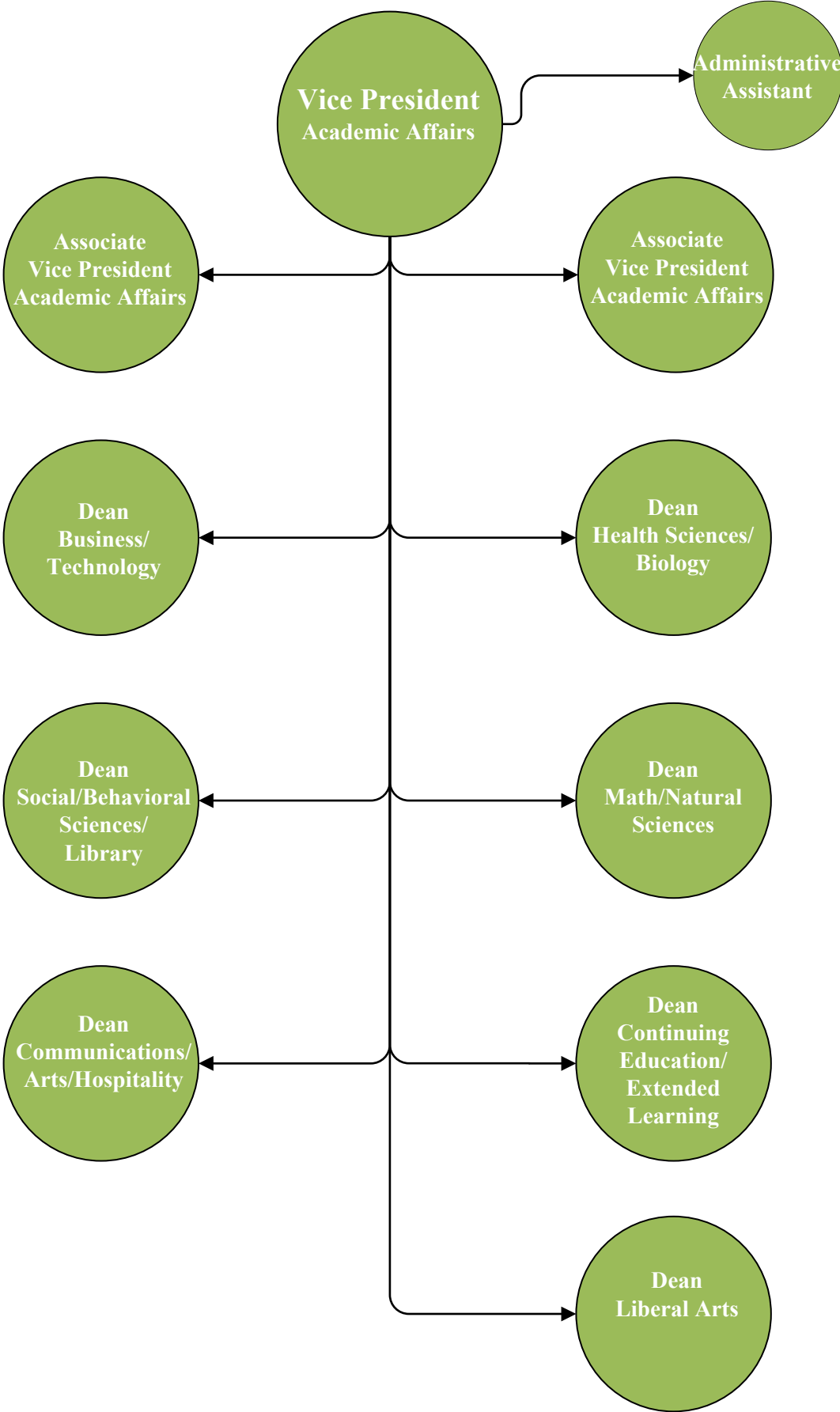
(1) Negative amount is due to internal service chargeback credits.

(2) Negative amount is due to position vacancy factor and estimated fringe benefit overhead allocation. The department budgets were developed assuming no vacant positions and benefit costs based on FY2018 budget estimates. The negative amount represents a negative contingency related to a vacancy assumption of about 4.0% and an adjustment of benefit costs to align estimates with FY2016 experience.

Organizational Division Expenditure Overview



Academic Affairs



Academic Affairs

(In Millions)	FY2015	FY2016	FY2017	FY2018
	Actual	Actual	Budget	Budget
Biology and Health Sciences	\$ 14.03	\$ 14.20	\$ 15.08	\$ 14.64
Social/Behavioral Sciences/Library	14.40	14.23	14.52	14.62
Arts, Communications & Hospitality	12.06	12.09	12.75	12.83
Liberal Arts	11.81	11.88	12.19	12.00
Business & Technology	12.03	11.67	12.22	11.83
Math & Natural Sciences	9.68	9.94	10.44	10.65
Assoc. VP AA #2	4.96	4.86	6.26	6.07
Assoc. VP AA #1	3.87	4.17	5.22	4.92
Continuing Education/Ext. Learning	3.30	2.26	2.54	2.65
Academic Affairs Administration	0.94	1.15	1.55	0.90
Total Expenditures	\$ 87.08	\$ 86.45	\$ 92.77	\$ 91.11

Function

Through the academic divisions, Academic Affairs supports both career and transfer education. Transfer students take a variety of courses in the liberal arts and sciences to fulfill specific requirements outlined by the Illinois Articulation Initiative and/or the specific graduation requirements of the transfer institution. Career-related programs are primarily designed to prepare students for direct entry into professional, semi-professional, technical, and skilled employment. Many students, however, elect to continue their education at the baccalaureate level through articulated capstone programs at baccalaureate-granting colleges and universities. Individuals already employed, including those with advanced degrees, take occupational courses to update their skills and/or re-train for new jobs.

Reporting Areas:

Social & Behavioral Sciences / Library

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

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

Academic Affairs

Biology & Health Sciences

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

Arts, Communications & Hospitality

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

Students with an interest in the fine arts as a profession can pursue an Associate in Fine Arts (A.F.A.) degree in Art or Music with transfer opportunities available. Students interested in studies with a liberal arts core can pursue studies an AA degree path in Art, Dance, Mass Communications, Music, Speech Communication, and Theater Arts.

The Applied Arts programs include Architecture, Audio Production (Music), Cosmetology, Culinary Arts, Fashion Studies, Graphic Design, Hospitality & Tourism, Interior Design, Motion Picture/Television, Music Business, and Photography. Both AAS degrees and certificates are offered in the Applied Arts programs.

Liberal Arts

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

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

Business & Technology

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

Academic Affairs

Math & Natural Sciences

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

Associate VP Academic Affairs #2

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

Reporting to the office are:

Manager, Learning Commons/Testing

Coordinator, Academic Assessment & Reporting & Perkins Manager

Coordinator, Workforce Development

Coordinator, Grant Support

Coordinator, Employee Travel Expense Reimbursement

Faculty Director, Honors Program

Faculty Liaison, Comprehensive Globalization

Associate VP Academic Affairs #1

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

Continuing Education

Continuing Education/Extended Learning (CE) serves a diverse cross section of District 502 residents through the Youth Academy, Adult Enrichment, Adult Education, Business Solutions (Career and Professional Development), and Homeland Security Training Institute units. Continuing Education offerings begin at 15 months of age in the fully functioning day care and journey with its learning partners through every phase of life including elementary, middle and high school, professional development programs, business contract training and the Lifelong Learning Institute.

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

Academic Affairs

Academic Affairs Administration

Provides leadership support and oversight for the six academic divisions, Continuing Education and multiple academic support services. The Academic Affairs administration unit supports budget development and management, annual goal setting and reporting and professional development opportunities. Academic Affairs Administration works with the Cabinet, President and Board of Trustees to meet the needs of the many and varied academic and learning experiences.

FY2018 Annual Plan Highlights

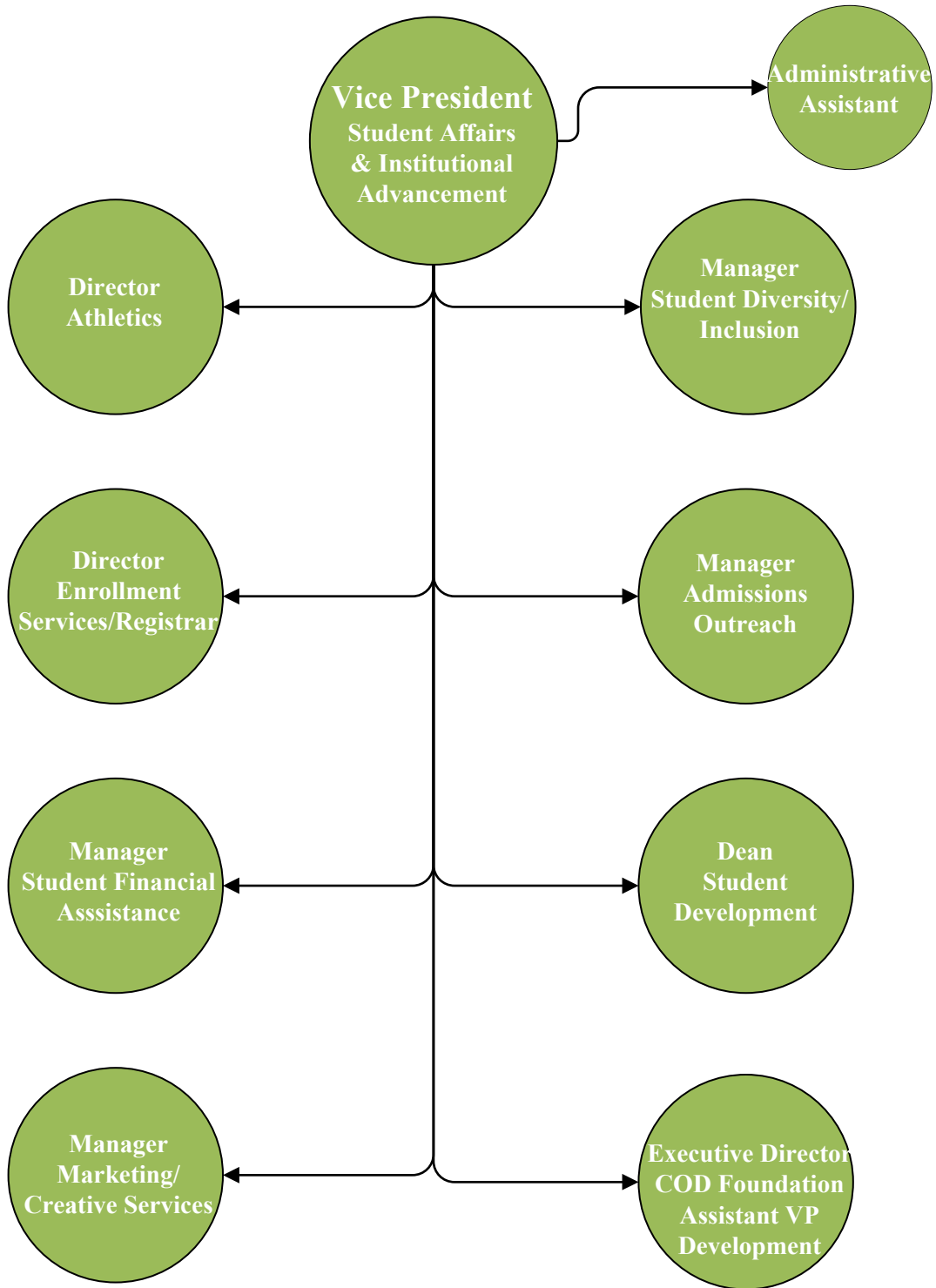
These strategies are among the more significant strategies that the division will pursue during the 2018 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2018 Annual Plan.

Strategy (What)	SLRP Alignment	Action Steps (How)	KPI (Measurement)
Increase responsiveness to stakeholder needs.	1.1, 1.2, 2.5, 3.5, 3.7, 3.8	Collaborate with faculty to respond to challenges identified through the HLC review and Noel-Levitz surveys. Collaborate with district high schools to develop strategies to address the Workforce Readiness Act.	Achieve full accreditation by 12/31/17. Pilot Fall 2017.
Provide program offerings to meet employee and employer skill needs.	2.3, 2.8, 2.9, 3.7, 5.9, 6.3	Review and identify feasibility for a minimum of three new academic programs. Review Continuing Education portfolio of programs in terms of meeting current and future needs.	Through VPAA Council by 10/31/17. Complete review by 12/31/17.
Grow Pathways for district students lifelong academic pursuits.	6.3, 8.4	Pathway Project engagement with all divisions. <ul style="list-style-type: none"> • Complete program mapping for all CTE programs. • Develop two new Programs of Study (POS) agreements. Develop additional 2+2 articulation agreements. Increase Dual Credit and other Early College opportunities. Review programming at Center locations.	Complete by 12/31/17. Complete by 5/31/17. Add three new 2+2 agreements. Increase enrollment by 2% . Two certificates offered entirely at Center locations.

Academic Affairs

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

Student Affairs & Institutional Advancement



Student Affairs & Institutional Advancement

(In Millions)	FY2015	FY2016	FY2017	FY2018
	Actual	Actual	Budget	Budget
Student Development	\$ 5.66	\$ 5.55	\$ 7.35	\$ 7.43
Enrollment Services & Registrar	4.12	4.39	4.81	4.90
Marketing & Multimedia	4.02	3.53	4.21	4.51
Athletics	1.29	1.83	2.05	2.09
Student Financial Assistance	1.48	1.49	1.67	1.74
Institutional Advancement	1.53	1.20	1.71	1.34
Student Affairs Administration	0.36	0.35	0.51	0.52
Student Diversity & Inclusion	0.16	0.21	0.28	0.24
Total Expenditures	\$ 18.62	\$ 18.55	\$ 22.59	\$ 22.77

Function

The mission of the Office of Student Affairs and Institutional Advancement is to advance the goals and institutional priorities of the College by providing exemplary leadership in strategic enrollment planning, programs and services. Student Affairs is committed to providing outstanding student and campus services. By utilizing a series of highly integrated information systems and a robust reporting environment, Student Affairs provides ongoing analysis of the characteristics and behaviors of current, prospective, and former students in order to help the campus achieve our enrollment goals.

Reporting Areas

Student Development

Student Development encompasses a diverse and global community with learning opportunities, support services and programs that enable people to achieve success in meeting education and career goals, fostering strong values, developing leadership and good citizenship, and enriching their lives. The division includes five departments: Dean of Students Office, Access and Accommodations, Career Services, Counseling and Advising, and Student Life.

Enrollment Services

Enrollment Services' focus is on student service. The area is made up of seven departments which include Student Registration Services and the Enrollment Support Center, Student Records, Veterans Services, Latino Outreach, Campus Central and International Student Services. It is comprised of approximately 85 staff and student workers. We provide exemplary service and support to our students by guiding them through the steps to enrollment. Through the use of technology and highly trained and dedicated staff, Enrollment Services serves hundreds of thousands of student inquiries each year. Whether it's assistance with certifying military benefits; working with faculty to keep a student from dropping; calling students who have been dropped for non-payment and reregistering them; evaluating and maximizing prior transfer credit; providing workshops for faculty on processes and procedures; or greeting 100,000 walk-in students per year; Enrollment Services' priority is to help students accomplish their goals and be successful.

Student Affairs & Institutional Advancement

Marketing and Multimedia

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

The Multimedia Services Department provides for the media communication needs of all administrators, 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, promotional and marketing programs highlighting College events and accomplishments. The department also programs and manages the cable television channel WDCB-TV and produces a monthly campus news program called Images. In addition, the department's activities include interdepartmental communications, training, and community outreach.

Athletics

Athletics offers students the opportunity to compete in 17 intercollegiate sports offerings at College of DuPage. Student athletes may use up to two of their four years of collegiate athletic eligibility at this institution. College of DuPage, a member of the National Junior College Athletic Association (NJCAA), is a non-scholarship program, meaning none of our athletes receive scholarships based on athletic ability. Several of our teams compete in the N4C (North Central Community College Conference) and the rest are independent. The ultimate goal for all of our teams is participation in the NJCAA National Tournaments. Chaparral Fitness, the 11,000 square-foot wellness center on campus, provides for use of state-of-the-art exercise equipment, indoor lap pool and indoor track. Full-time students (12 hours or more per semester) receive free membership while part-time students may purchase a membership at a reduced rate. The development of an intramurals program is under discussion.

Student Financial Assistance

The Office of Student Financial Assistance provides a variety of student financial aid programs available from federal, state and local sources. The financial aid programs strive to bridge the gap between the financial resources of the student and their families and the cost of education at the College of DuPage, attempting to eliminate the financial barriers to a college education. The majority of financial aid programs are based on demonstrated financial need. Grants, student loans, on-campus employment and scholarships are additional aid options that are available to eligible students to assist in meeting education expenses. All financial aid programs are governed by federal and state rules and regulations.

Institutional Advancement

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

Student Affairs & Institutional Advancement

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

Center for Student Diversity & Inclusion

Established in FY2014, the Student Diversity Office provides activities, programs and events that serve our diverse student population in co-curricular engagement and inclusive excellence. The office focuses on increasing enrollment, retention and engagement within the African American student population at College of DuPage. In collaboration with other offices, it also helps to create and maintain an inclusive environment that recognizes differences that enhance how we learn, including (but not limited to) differences of gender, ethnicity, religion, age, nationality, sexual orientation, socio-economic status, and ability.

FY2018 Annual Plan Highlights

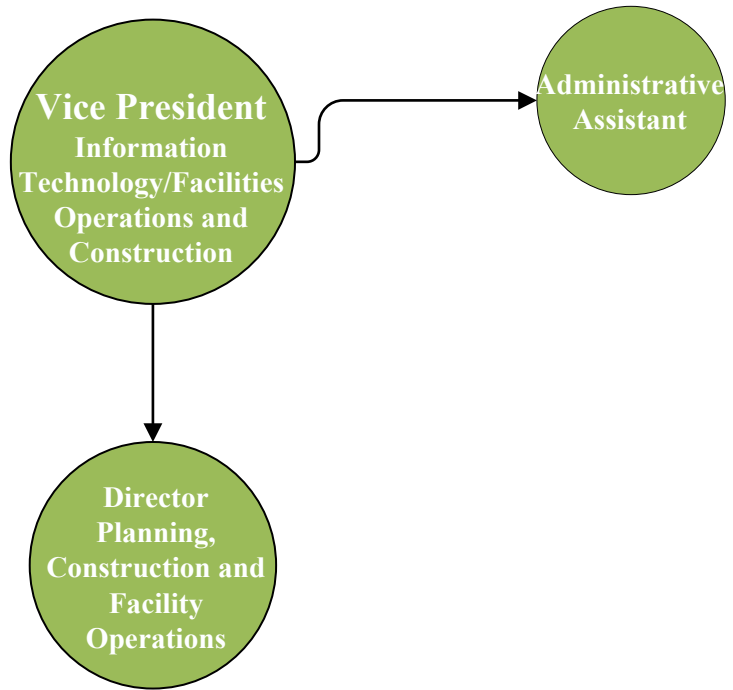
These strategies are among the more significant strategies that the division will pursue during the 2018 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2018 Annual Plan.

Strategy (What)	SLRP Alignment	Action Steps (How)	KPI (Measurement)
Build a career readiness component into the Guided Pathways approach to programs and degrees	2.6, 1.2, 3.8	Collaborate with at least two academic programs to pilot a Guided Pathways model of education.	Career and workforce readiness tools or experiences are built into the model.
Review current advising model at College of DuPage.	1.5, 1.6, 2.5, 3.1, 3.5, 3.6 3.7, 4.6, 5.2, 6.3, 8.1, 8.3	Develop comprehensive college-wide advising plan to implement in FY19.	Complete by 6/30/18.

Student Affairs & Institutional Advancement

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

Facilities



Facilities

(In Millions)	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget
Facilities Operations	\$ 16.24	\$ 14.96	\$ 16.89	\$ 17.94
Facilities, Planning & Development	0.56	0.59	0.74	0.96
Total Expenditures	\$ 16.80	\$ 15.55	\$ 17.63	\$ 18.90

Function

The Facilities Division is responsible for the planning and coordination of campus maintenance and construction projects.

Reporting Areas

Facilities Operations

The Facilities Operations Department provides general services, maintenance and repair to the main campus and off-site locations. Work includes space management and small construction, furniture, physical plant operations, and maintenance, building cleaning and maintenance, refuse and recycling, roads and grounds maintenance and snow removal, and utilities and energy management. The department includes Buildings and Grounds, Building Maintenance and Repair, Custodial, Engineering, Transportation, and Energy Management. The Facilities Operations Department strives to maintain a clean, safe and effective learning environment for our students, staff and community.

Facilities Planning and Development

The Facilities Planning and Development 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. The Facilities Planning and Development Department provides customer service to the entire College community, building design and construction expertise, an outstanding physical environment and strives for architectural excellence in function and esthetics for all of College of DuPage buildings and facilities, including landscaping and signage.

The department works with various College constituencies to facilitate the development of Facilities Master Plans, facility utilization studies, and the implementation of such documents.

As the College's planning, design and construction experts, the department serves the institution's leaders, administrators and faculty by guiding them through the process of analyzing their space needs, facilitating the development of educational specifications and guiding the process that translates those needs into the construction environment. They do this by managing each project through the myriad of steps required execute a project such as programming, building design, municipal entitlements and permitting, bidding and construction. The Facilities Planning and Development Department manages the design process to ensure the College is a good steward of the funds entrusted to it by the community, and that the end results satisfy the goals of the College

Facilities

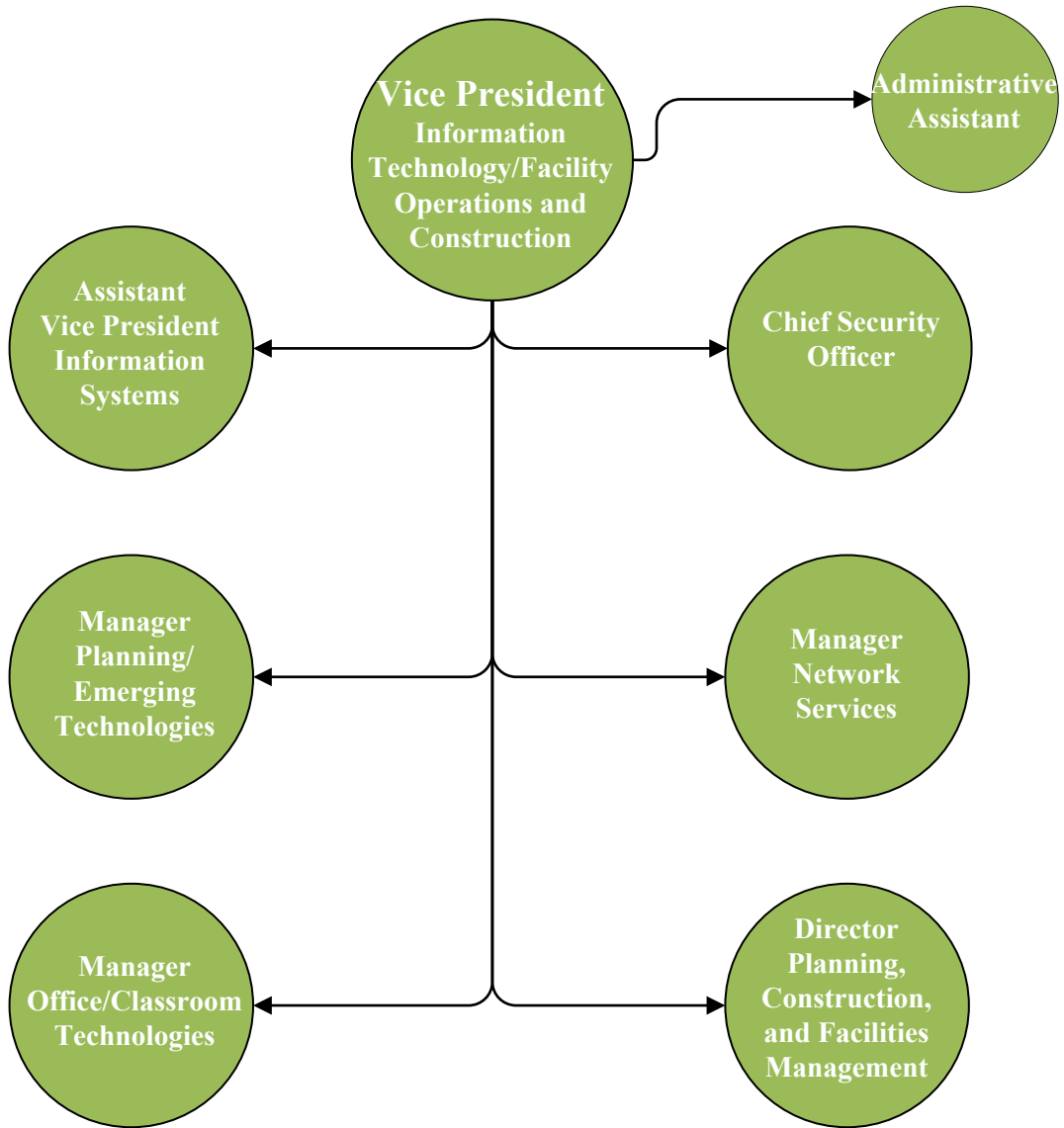
and facility users while monitoring the construction process to ensure projects are delivered on time and within budget.

FY2018 Annual Plan Highlights

These strategies are among the more significant strategies that the department will pursue during the 2018 fiscal year. For a complete list of the department's strategies, see the College's Fiscal Year 2018 Annual Plan.

Strategy (What)	SLRP Alignment	Action Steps (How)	KPI (Measurement)
Manage the FY2018 Capital Maintenance and Construction Projects.	1.5, 8.1	Develop strategies to start the design process for all of the facility related projects (HVAC equipment and system, roadway and building maintenance, etc.). Ensure projects are meeting specifications, under budget, and on schedule.	Complete by 6/30/2018
Monitor energy consumption and evaluate usage to promote conservation.	1.6, 6.3	Develop and evaluate the actual electrical power and natural gas cost and consumption for FY 2018. Establish an energy conservation plan for all plant major system.	Monthly, quarterly, and annual reports.
Maintain the infrastructure of the building systems.	7.3, 7.1	Implement preventive maintenance procedures for the Engineering, Building, and Roads Department. Develop a contingency plan for critical equipment in cases of equipment failure. Develop an equipment replacement plan.	Complete by 3/31/2018.
Complete Facilities Master Plan.	8.1	Work with College leadership to initiate a comprehensive master planning process.	Initiate FY18 complete with 10 to 11 months from selection of a consultant.

Information Technology



Information Technology

(In Millions)	FY2015	FY2016	FY2017	FY2018
	Actual	Actual	Budget	Budget
Information Technology	\$ 8.70	\$ 8.85	\$ 9.76	\$ 9.92
Information Technology Plan	2.16	3.17	3.81	4.82
Telecommunications	<u>0.57</u>	<u>0.50</u>	<u>0.70</u>	<u>0.56</u>
Total Expenditures	<u>\$ 11.43</u>	<u>\$ 12.52</u>	<u>\$ 14.27</u>	<u>\$ 15.30</u>

Function

The Department of Information Technology (IT) is a vital component to College of DuPage's ability to achieve strategic objectives. IT provides the technology, data, infrastructure and tools needed to enable students, faculty and administrators to maximize the value College of DuPage offers while also delivering objective measures of College of DuPage's progress toward achieving its strategic goals. IT has established a strategy and plan that support and enable the mission, goals and objectives of College of DuPage. The 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.

Reporting Areas

Information Technology

Chief Security Office - This office supports IT computer account management by dealing with electronic communication, private and confidential information and maintaining a data security plan. Any breach in security is immediately referred to this department to recover and recoup any loss and damage.

Network Services - In addition to supporting local area networking and wide area networking, this office monitors the email messaging system of the College on behalf of faculty, staff and students. Such guidelines as total number of emails, viruses removed from email, spam messages deleted and number and size of mailboxes are the responsibility of this office.

Office and Classroom Technology - This office supports all computing labs, audio-visual systems, personal computers, printers, and related peripherals. The Help Desk monitors the answer time, the number of calls logged and the monthly open/closed calls in a month. Systems and Operations support central computer systems. Services include mainframe, computer operations and security. This department monitors the mainframe availability during the month as well as the online transaction count for the day and response time for mainframe systems.

Information Technology Plan

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.

Information Technology

Telecommunications & Voice Services

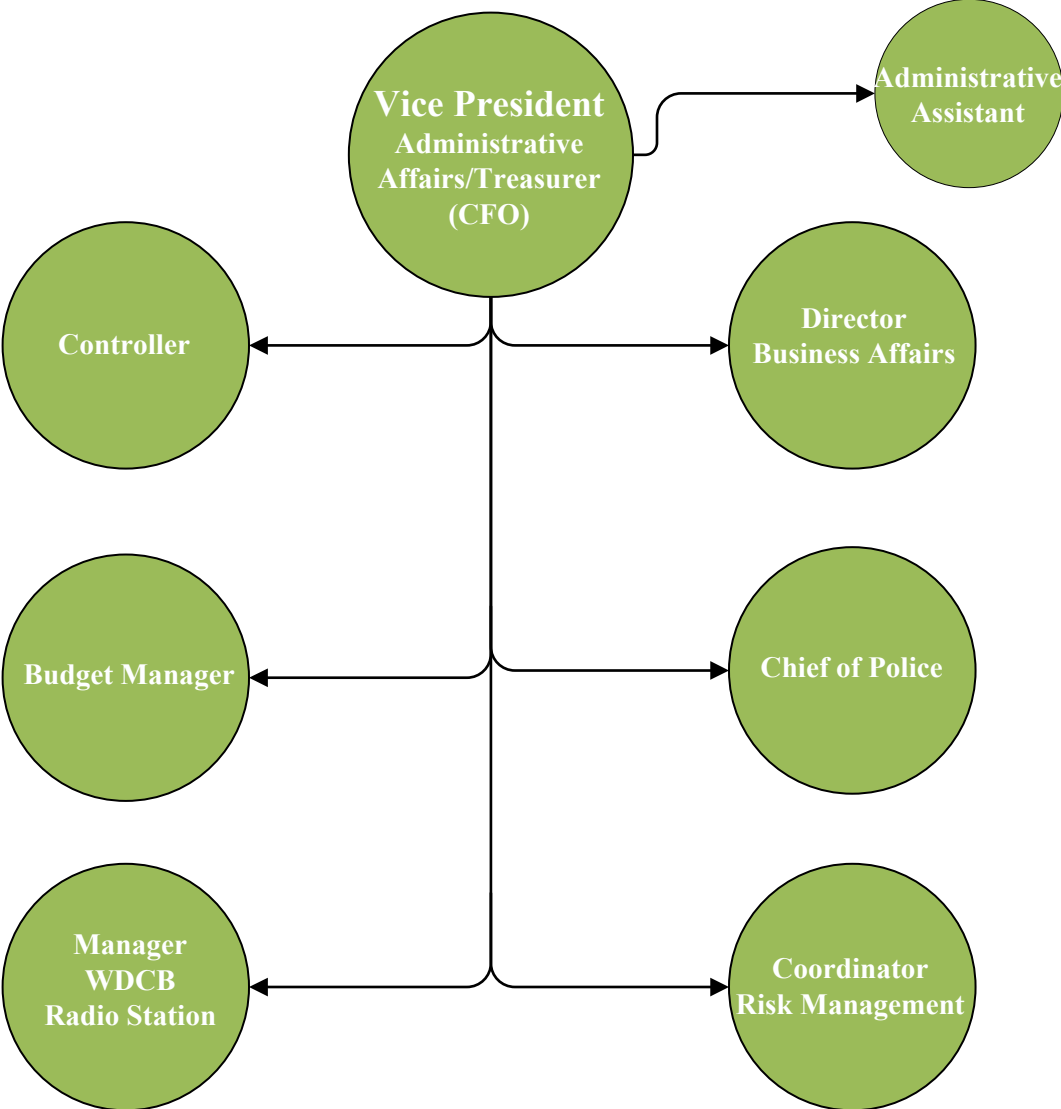
The office of Telecommunications and Voice Services supports telephone services and voice mail, PBX systems, FAX services; paging, long distance, T-1, T-3, and SONET services.

FY2018 Annual Plan Highlights

These strategies are among the more significant strategies that the department will pursue during the 2018 fiscal year. For a complete list of the department's strategies, see the College's Fiscal Year 2018 Annual Plan.

Strategy (What)	SLRP Alignment	Action Steps (How)	KPI (Measurement)
Implement Ellucian Elevate solution.	8.4	Work with consultants to implement the software solution in cooperation with the Continuing Education Department.	Complete by 6/30/18.
Implement Ellucian Financial Aid Self Service.	8.4	Work with consultants to implement the software solution in cooperation with the Financial Aid Department.	Complete by 6/30/18.
Complete the replacement/upgrade of the college-wide wireless network.	6.3, 8.4	Install and configure approximately 800 access points for the wireless network.	Complete by 3/31/18.
Improve stability, security, and reliability of desktop computing devices.	8.4	Complete roll out of Windows 10. Migration of Mac devices to new management platform.	Complete by 6/30/18.
Insure College IT processes are compliant with all federal and state laws and regulations, industry standards, and appropriate best practices that apply to the College.	1.5, 1.6, 8.4	Coordinate and maintain all compliance projects related to information technology infrastructure.	On-going. Specific projects and relative due dates can be found in the Fiscal Year 2018 Action Plan.

Administrative Affairs



Administrative Affairs

(In Millions)	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget
Financial Affairs	\$ 4.03	\$ 3.83	\$ 4.09	\$ 4.03
Public Safety	2.23	2.23	2.14	2.33
Business Affairs	1.99	2.09	1.95	2.10
Risk Management	0.28	0.35	0.36	0.37
Administrative Affairs Administration	0.41	0.44	0.44	0.32
Budget Office	-	-	-	0.16
WDCB Radio Station ¹	0.59	0.58	0.58	-
Total Expenditures	\$ 9.53	\$ 9.52	\$ 9.56	\$ 9.31

¹ General Fund subsidy eliminated in FY2018 Budget. The Radio Station budget is reported in the Auxiliary Enterprises Fund.

Function

The Vice President, Administrative Affairs and Treasurer (CFO) is responsible for the planning, coordination and direction of the central services functions of Business Services, Financial Affairs, Budgeting, Police Department, Risk Management, and the WDCB Radio Station.

Reporting Areas

Financial Affairs

The Financial Affairs Department includes accounts payable, accounts receivable, capital assets, cash receipts, grant accounting, and payroll. The department oversees a College-wide budget of more than \$300 million, prepares monthly financial statements, coordinates the annual audit, manages investments, maintains system of internal control, and prepares bills of all student and non-student accounts.

Public Safety

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

Business Affairs

Business Affairs includes the Offices of Dining Services, Campus Bookstore, Purchasing, Print Shop, Staff Services, Copy Center, Mail Room, Recycling, Warehouse, and Conferences and Events.

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

Administrative Affairs

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

Risk Management

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

Budgeting

The Budget Office facilitates 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.

WDCB Radio Station

The department serves the college district and beyond with a full-time, 24/7/365, full-service public radio station. WDCB provides DuPage-centric news coverage and promotes College of DuPage events and initiatives through partnerships and marketing announcements, as well as specialized programming features such as "COD Happenings." The station provides cultural education, appreciation and outreach via its jazz-based music format, which draws a weekly audience of more 150,000 across Chicagoland. In prior years, a portion of the radio station expenditures were charged to the Education Fund, but due to the decline in funding from the State of Illinois the radio station will be required to use a portion of its projected \$3.0 million subfund balance in the Auxiliary Enterprises Fund to cover the FY2018 budget deficiency.

Administrative Affairs

FY2018 Annual Plan Highlights

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

Strategy (What)	SLRP Alignment	Action Steps (How)	KPI (Measurement)
Educate the faculty and staff on new travel expense reimbursement procedures.	1.6, 4.4	Issue email communications outlining the changes to the College's travel policy. Hold employee information sessions.	Complete by 7/6/17. Six sessions by 12/31/17.
Improve the College's ability to budget for and control employee positions.	1.5	Implement the position control module in the College's ERP system.	Implement the module by 12/31/17.
Create a "one campus" feel by instituting comparable food service venue on the west side of campus.	8.2	Opening a Jazzman's food venue.	Complete by 1/31/18.
Increase campus knowledge and preparedness of emergency response actions.	3.5, 4.4, 6.4, 6.5	Manage Ready to Respond Campus initiative and draft New Violence Prevention Plan and Campus Emergency Operations Plan.	By fall have campus ready for table top exercise. By spring have submitted RTR packet to state agency.
Prepare the College community to respond effectively to emergency events.	4.6	Conduct severe weather and fire drills. Provide first aid and CPR training.	One severe weather drill and one fire drill during the academic year. Offer first aid and CPR training at least once per quarter.
Continue enhancing COD's artistic, educational, and cultural outreach.	4.6, 5.6	Continue to offer broad range of music and cultural programming that reaches a wide range of age groups, ethnicities, and diverse cultural interests.	Maintain the station's average annual Nielsen rating and increase the webstream count by 5%.

General Institutional

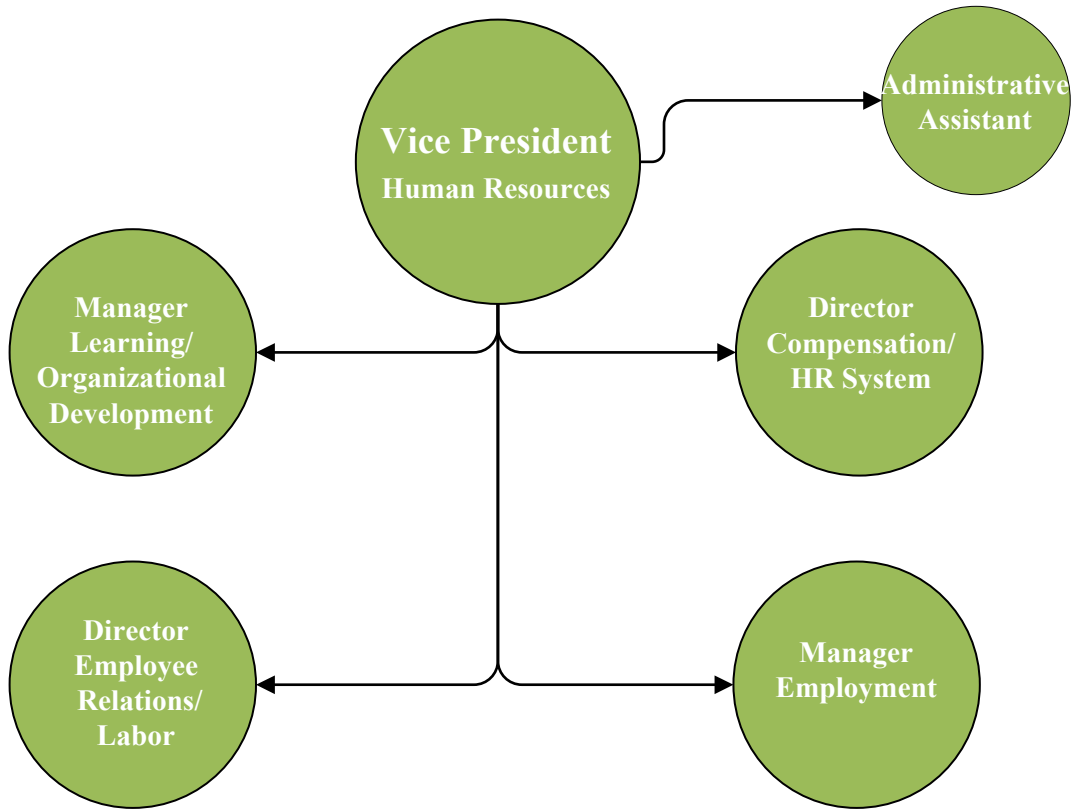
(In Millions)	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget
General Institutional	\$ 9.52	\$ 11.18	\$ 16.36	\$ 11.92
Position Vacancy Load	-	-	(6.51)	(5.18)
Total Expenditures	\$ 9.52	\$ 11.18	\$ 9.85	\$ 6.74

Function

In certain instances, the College budgets for shared costs as general institutional charges. Expenditures within this category include a risk consortium insurance costs, tuition waivers, scholarships, and rental charges. The category also includes position vacancy load rate of 4%.

Further detail on what drives the general institutional expenditures can be found within the Budget by Fund section of the budget document.

Human Resources



Human Resources

(In Millions)	FY2015	FY2016	FY2017	FY2018
	Actual	Actual	Budget	Budget
Human Resources	\$ 1.90	\$ 1.93	\$ 2.03	\$ 2.13
Learning & Organizational Dev.	0.43	0.38	0.46	0.62
Employee Wellness	0.03	0.03	0.04	0.04
Total Expenditures	\$ 2.36	\$ 2.34	\$ 2.53	\$ 2.79

Function

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

Reporting Areas

Human Resources

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

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

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

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

Human Resources

Learning & Organizational Development

Learning & Organizational Development 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. These topics are identified by consultation with departments for customized solutions, institutional initiatives, Cabinet, Human Resources, training needs assessments, staff or faculty professional development committees, or by passionate employees. Training and development is available for all constituency groups of the College.

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

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

Employee Wellness

Employee Wellness, a subset of Employee Relations & Benefits, focuses on chronic illness 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 bio-metric screenings.

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

Knowledge - Available resources: financial wellness classes, CHC Wellness, Employee Assistance Program, and Blue Cross Blue Shield of Illinois Well on Target access wellness articles available onsite at HR Benefits website.

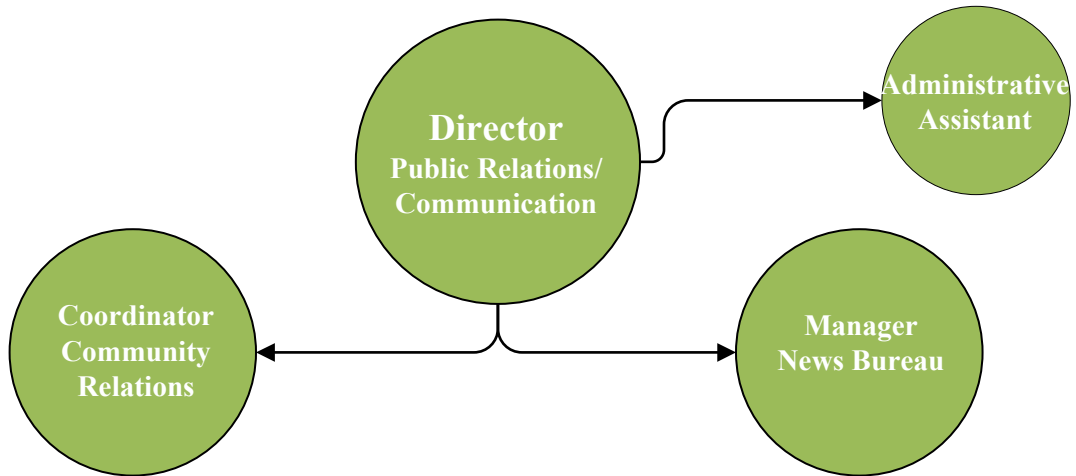
Human Resources

FY2018 Annual Plan Highlights

These strategies are among the most significant strategies that the division will pursue during the 2018 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2018 Annual Plan.

Strategy (What)	SLRP Alignment	Action Steps (How)	KPI (Measurement)
Increase professional development programming.	3.2, 3.8, 4.2, 4.3, 4.4, 4.6, 6.1, 6.3, 6.4, 6.5	Work with subject matter experts and professional development advisory committees to identify and develop professional development opportunities.	Increase faculty professional development offerings by 10%. Increase TLC offerings attendance by 10%.
Provide compliance training and administration.	1.3, 1.4, 1.5, 1.6, 1.7, 3.2, 4.6, 5.3	Create schedule of mandatory compliance training. Investigate and implement a system approach to compliance administration.	Achieve 100% compliance for all courses, <i>excluding</i> adjunct faculty and student populations.
Revise current performance evaluation process.	3.7, 4.1, 4.2, 4.3, 4.4, 4.6, 5.3, 6.1, 6.4, 6.5	Create constituency groups to review and revise current processes and present recommendations to Cabinet.	Target implementation Fall 2017 for 2018 performance review cycle.
Continue to promote positive labor and employee relations.	1.6, 1.7, 3.5, 3.8, 4.3, 4.4, 4.6, 4.7, 5.3, 6.3, 6.4, 6.5, 7.1, 8.2, 8.4	Create awareness for Student Success/Pathways. Provide training based on the Noel Levitz and PACE survey results. Create a Human Resources team website. Complete CODAA contract negotiations.	Hold in-service events in August and January that directly address Pathways, Noel Levitz results and PACE survey results. Complete by 3/31/18. New CODAA contract in place in 12/31/17.
Improve the efficiency and effectiveness of the Human Resources Department.	1.3, 1.4, 1.5, 1.6, 4.1, 4.2, 4.3, 4.6, 5.3, 5.4, 5.5, 6.4, 8.4	Partner with Information Technology to seek alternative options for system solutions. Implement an automated new hire notification process. Automate the process of establishing, maintaining and utilizing sick/personal time for part-time counseling and advising employees.	Implementation plan by 3/31/18. Complete by 12/31/17. Complete by 3/31/18.

Public Relations & Communications



Public Relations and Communications

(In Millions)	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget
News Bureau	\$ 0.77	\$ 0.79	\$ 0.80	\$ 0.80
Community Relations	0.31	0.31	0.40	0.36
Total Expenditures	\$ 1.08	\$ 1.10	\$ 1.20	\$ 1.16

Function

Public Relations and Communications advances the College’s mission by increasing overall visibility and awareness of its programs and services through media, internal communications, and community relations.

Reporting Areas

News Bureau

The News Bureau pursues and coordinates press coverage of the College through releasing news stories to regional and national media, facilitating media queries, working in conjunction with District 502 organizations to enhance publicity efforts, assigning photos, shooting video (when applicable) and issuing publicity releases about people, programs and events. Release topics can include news, features, events, academics, sports, arts and entertainment. The News Bureau also covers key College events, including Board of Trustees meetings, graduation ceremonies, speakers and other major publicity opportunities. The News Bureau Manager is also editor of the Green Sheet, the College’s internal newsletter; and editorial advisor for “Images,” the COD monthly cable television program. In addition, the News Bureau is responsible for developing content and posting information to all College communication venues, including plasma screens, outdoor LED signs, student and employee portals, News and Events web pages, the college calendar and social media outlets.

Community Relations

Community Relations is responsible for multiple programs designed to engage with and enlighten the public regarding College of DuPage, including but not limited to:

- Arranging speaking engagements for faculty, staff and administration at sites throughout the community
- Assisting faculty with the promotion of their events
- Coordinating service projects that benefit District 502 residents
- Engaging with businesses, non-profits and community leaders to ascertain mutually beneficial partnerships
- Organizing events that draw members of the public to campus and engage staff, faculty and students

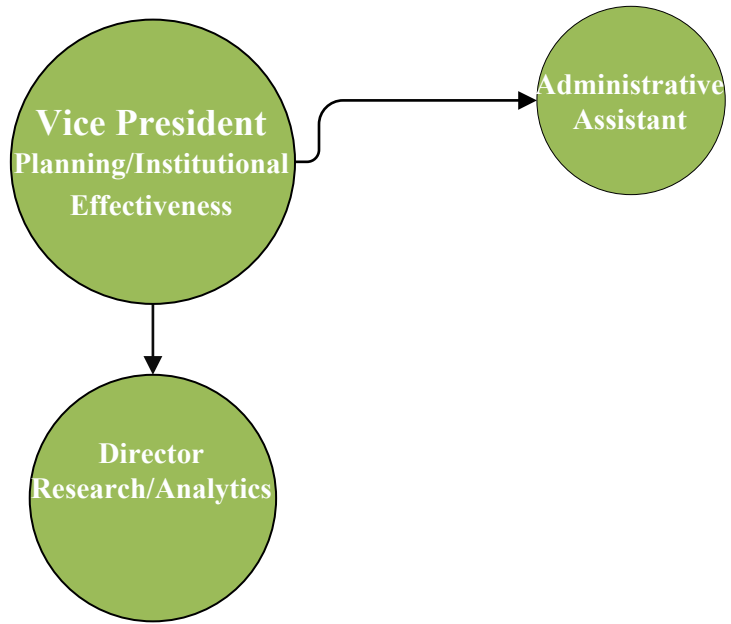
Public Relations and Communications

FY2018 Annual Plan Highlights

These strategies are among the more significant strategies that the department will pursue during the 2018 fiscal year. For a complete list of the department's strategies, see the College's Fiscal Year 2018 Annual Plan.

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

Planning & Institutional Effectiveness



Planning & Institutional Effectiveness

(In Millions)	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget
Planning & Institutional Effectiveness	\$ 0.75	\$ 0.78	\$ 0.94	\$ 0.92
Total Expenditures	\$ 0.75	\$ 0.78	\$ 0.94	\$ 0.92

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), and integration and alignment of the College's Annual Plan. The Vice President, Planning & Institutional Effectiveness manages the institutional accreditation process and is the College's liaison to the Higher Learning Commission for all reports and activities related to the Academic Quality Improvement Program (AQIP). Reporting to the Vice President, Planning & Institutional Effectiveness is the Director of Institutional Research. The Vice President, Planning & Institutional Effectiveness is appointed by the Board of Trustees upon the recommendation of the President of the College.

Reporting Area

Office of Research

The Office of Research supports the mission of College of DuPage by providing accurate, reliable and timely information and analysis to support the academic, accreditation and operational processes of the College. The Office of Research also functions as a clearing house for survey research projects, which includes addressing research-related questions on policy, questionnaire design, procedures, sampling, and analysis.

FY2018 Annual Plan Highlights

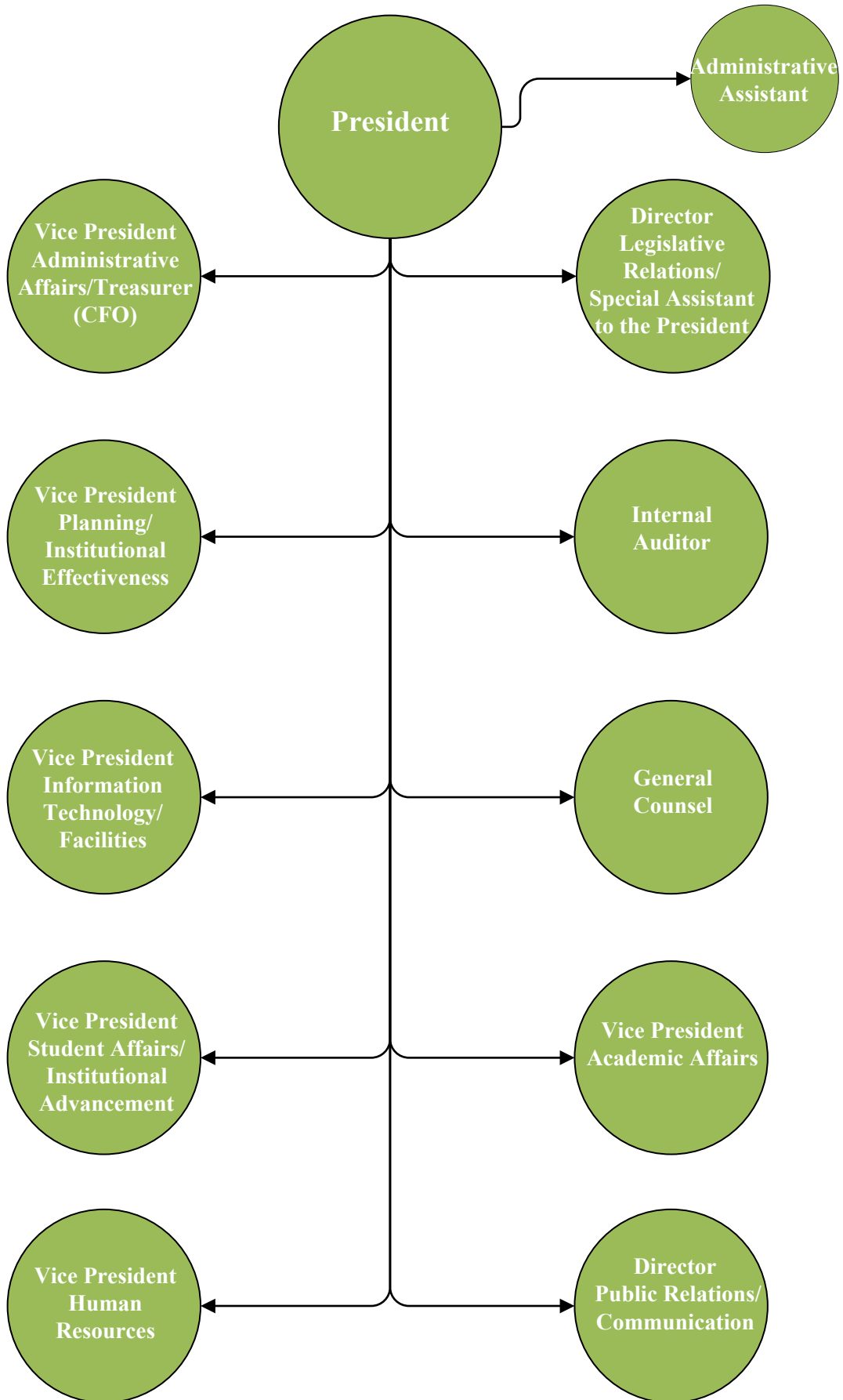
These strategies are among the more significant strategies that the division will pursue during the 2018 fiscal year. For a complete list of the division's strategies, see the College's Fiscal Year 2018 Annual Plan.

Strategy (What)	SLRP Alignment	Action Steps (How)	KPI (Measurement)
Create a council that promotes greater inclusion in accreditation activities.	1.1, 1.6, 4.6, 6.1	Secure commitment from council members to become Higher Learning Commission Peer Reviewers.	Minimum of six employees (3 faculty) participating as peer reviewers by 12/31/17.
Update the Strategic Long Range Plan.	1.1, 1.6, 4.6	Publish the College's Fact Book and Strategic Long Range Plan Update.	Have revised SLRP recommendations to Board of Trustees at October 2018 meeting.

Planning & Institutional Effectiveness

Strategy (What)	SLRP Alignment	Action Steps (How)	KPI (Measurement)
Lead and coordinate the Action Plan development process.	1.1, 4.6, 1.6	Develop the FY19 Action Plan. Develop a mid-year and end-of-year outcomes report based on the FY18 Action Plan.	Action Plans submitted by 12/31/17. Outcomes reports published by 3/31/18 and 6/30/18.
Ensure external reporting submissions are timely and accurate.	1.1, 1.3, 1.6	Ensure timely and accurate submission of College data to the National Community College Benchmarking Project and Illinois Community College Board.	Specific due dates are found in the Fiscal Year 2018 Action Plan.

Office of the President



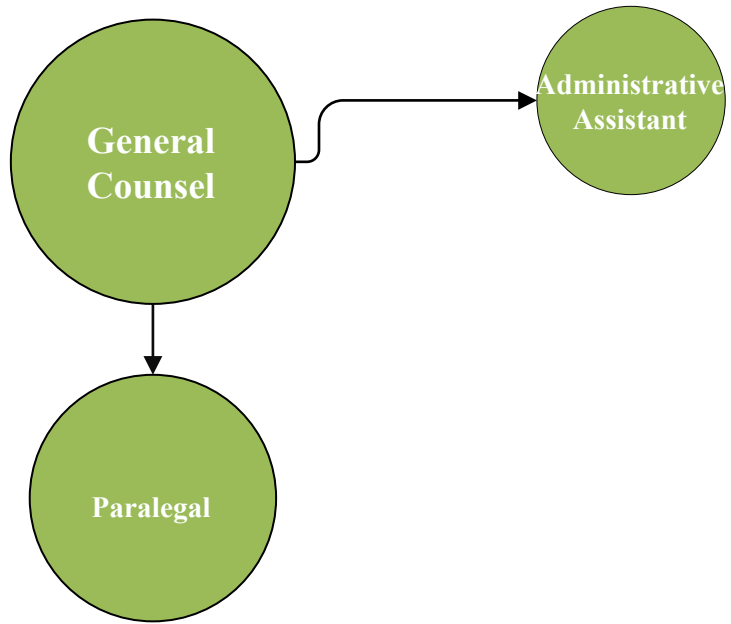
Office of the President

(In Millions)	FY2015	FY2016	FY2017	FY2018
	Actual	Actual	Budget	Budget
President's Office	\$ 1.44	\$ 0.23	\$ 0.85	\$ 0.61
Internal Auditor	<u>0.27</u>	<u>0.29</u>	<u>0.30</u>	<u>0.31</u>
Total Expenditures	<u>\$ 1.71</u>	<u>\$ 0.52</u>	<u>\$ 1.15</u>	<u>\$ 0.92</u>

Function

College of DuPage is currently headed by an administration under President Dr. Ann Rondeau. The following report directly to the President: Vice President, Administration and Treasurer (CFO); Vice President, Human Resources; Director, Legislative Relations; Director, Public Relations and Communications; Vice President, Planning and Institutional Effectiveness; Vice President, Student Affairs; Vice President, Academic Affairs, and Vice President, Information Technology and Facilities. General Counsel and the Internal Auditor also reports directly to the President.

General Counsel



General Counsel

(In Millions)	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget
General Counsel	-	-	-	0.40
Total Expenditures	\$ -	\$ -	\$ -	\$ 0.40

Function

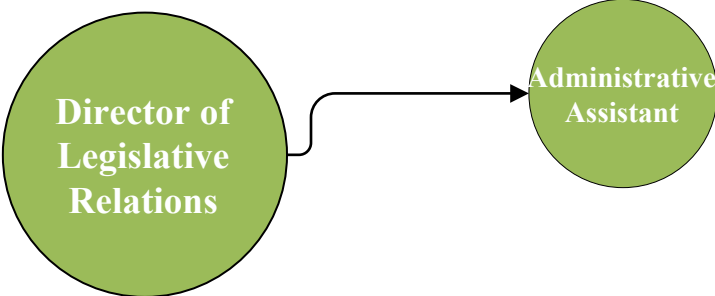
The General Counsel is responsible for managing the institution's legal affairs, including advising on legal rights, obligations and related matters. The General Counsel reports to the President and serves at the pleasure of the Board.

FY2018 Annual Plan Highlights

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

Strategy (What)	SLRP Alignment	Action Steps (How)	KPI (Measurement)
Continue to develop the capabilities of the Office of General Counsel through ongoing legal research and leveraging of sources of information; assess and optimize relationships with outside counsel to ensure excellent legal advice.	7.1	Provide, on an ongoing basis, legal advice on as-yet unknown legal questions.	Dependent upon circumstances.
Oversee and complete ongoing review process in conjunction with outside counsel.	1.1, 1.5, 1.6, 1.7	Review and revise Board of Trustees Policy Manual.	Complete by 10/01/17.
Identify key areas of compliance needs and risks (state and federal) and review existing procedures and practices in conjunction with internal auditor and outside counsel as needed.	1.1, 1.5, 1.6, 1.7	Conduct and oversee confidential internal reviews on matters relating to compliance and internal processes	Complete by 01/30/17.
Review facts and governing law pertaining to specific cases to identify and establish successful litigation strategies; engage and direct outside counsel as needed.	7.1	Manage and direct responses to litigation.	Ongoing.
Support the work of the General Counsel.	7.1	Hire paralegal.	Complete by 09/15/17.

Legislative Relations



Legislative Relations

(In Millions)	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget
Legislative Relations	0.29	0.24	0.32	0.34
Total Expenditures	\$ 0.29	\$ 0.24	\$ 0.32	\$ 0.34

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, as well as, providing support for all presidential initiatives and acting on behalf of the President and College in a manner reflective of the institution's Mission, Vision and Values.

FY2018 Annual Plan Highlights

These strategies are among the more significant strategies that the department will pursue during the 2018 fiscal year. For a complete list of the department's strategies, see the College's Fiscal Year 2018 Annual Plan.

Strategy (What)	SLRP Alignment	Action Steps (How)	KPI (Measurement)
Advance approved legislative agenda.	5.7, 5.8	<p>Ensure College's legislative delegation is aware of the legislative agenda through various initiatives, such as mailings, ACCT National Legislative Summit, lobby days, and meetings with legislators.</p> <p>Coordinate an event to acquaint the legislative delegation with the College campus.</p> <p>Prepare and distribute legislative updates when the Illinois General Assembly is in session.</p>	On-going.
Help strengthen College's financial position.	7.1, 7.3	<p>Advocate for support of College by state and federal legislators and agencies.</p> <p>Pursue funding for facility replacement and RAMP requests through capital appropriations in the state budget.</p>	On-going.

General Fund – Education Fund (01)

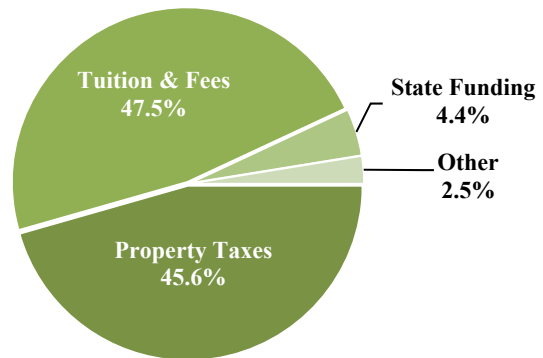
The Education Fund is established by Section 3-1 of the Illinois Public Community College Act. The Education Fund is used to account for the revenues and expenditures of the academic and service programs of the College. This fund includes the cost of instructional, administrative, and professional salaries; 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. 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 FY2018 are projected at \$151.2 million, or 5.0% lower than the FY2017 budget. Two categories, property tax, and tuition and fees comprise 93.1% of the total revenues. The College continues to rely minimally on the State of Illinois, where state revenues equal only 4% of the Education Fund revenues.

Property tax revenues are projected at \$68.9 million or 1.2% higher than the FY2017 budget due to an increase in property development. This budget assumes no change in the 2017 operating tax levy. From 2009 through 2014 the DuPage County EAV declined by 24%, resulting in property tax rate increases to the district residents. To ease the burden on our community, the Board of Trustees voted to lower the 2015 tax levy by 5%. Since 2014, the DuPage County EAV has been increasing by an average of 5.5%.

Budgeted Revenues



Tuition and fee revenues total \$71.8 million in FY2018. The College experienced significant enrollment decreases this past year, 5.9%, 7.2%, and 4.3% in the Summer, Fall and Spring terms, respectively. Driven by these enrollment declines, tuition and fee revenues are projected to decrease 7.9% from the FY2017 budget. In FY2018, the College anticipates an average enrollment decrease of 2%.

FY2018 revenues from the State of Illinois are projected at \$6.6 million, or 51% of what was historically received before the state budget impasse. The State of Illinois has gone two years without a comprehensive budget. The College did, however, anticipate a shortfall in state funding and had accumulated reserves to offset this revenue source. The FY2018 revenue budget of \$6.6 million is greater than the FY2017 budget but equal to what has been received in FY2017.

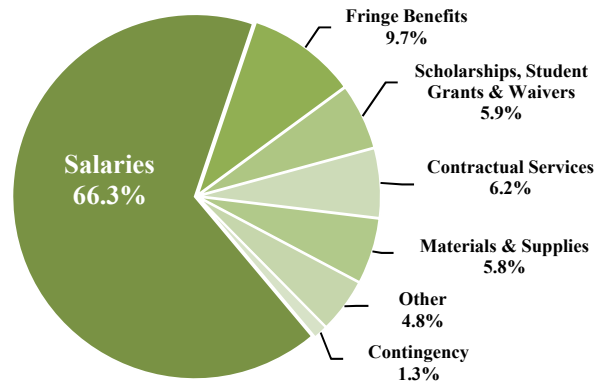
Other revenues are projected at \$3.9 million and include investment income, sales and service fees for hotel room rentals, food sales from the culinary arts program, Tax Increment Financing surplus distribution revenue, public safety fines, library fees, and other miscellaneous fees.

Expenditures

FY2018 Education Fund budgeted expenditures are projected at \$155.4 million, a 2.0% decrease from the FY2017 budget. Two categories, salaries, and fringe benefits comprise 76.0% of the total expenditures.

Salary costs are 1.0% below the FY2017 budget. The College's Board of Trustees approved contract extensions for four of its five labor unions through FY2019. These contract extensions included an increase to the salary schedule pool equivalent to the Urban Consumer Price Index (CPI-U) plus 0.5%, or 2.6%. These salary pool increases were extended to other personnel groups in February 2017. The rate increases were offset by the decrease in teaching wages due to the enrollment decline and other position reductions. The budget difficulties at the state level forced the College to take a look at its current staffing levels. The analysis led to the removal of position vacancies and position freezes in FY2018.

Budgeted Expenditures



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 \$15.1 million and are estimated to decrease by 1.6% from the FY2017 budget. The College continues to be a member of the Community College Healthcare Consortium whose focus is to procure the lowest possible rates for healthcare coverage by combining purchasing power with other community colleges. To mitigate rising healthcare costs, the College rolled out new health insurance plans in January 2017.

Supply expenditures are budgeted to increase by 26.3% from the FY2017 budget. The increase is driven by a \$4.8 million Information Technology Plan. The FY2018 plan budget is \$1.0 million greater than the prior year.

Scholarships, student grants, and waivers are estimated to decrease 14.5% from the FY2017 budget due to the recent enrollment declines, including drops in ABE registration. The FY2018 operating budget includes additional marketing and advertising resources to combat the enrollment trend.

The 24.1% decrease in fixed charges and utilities are a result of operations and maintenance costs related to the College's satellite locations being reallocated to the Operations and Maintenance Fund in FY2018. Budgeted uncollectible accounts expenditure for FY2018 is \$0.4 million.

Finally, the FY2018 Education Fund expenditure budget includes a \$2.0 contingency. This contingency is in place to cover unanticipated costs related to enrollment increases, legal services, or other unexpected costs.

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

**EDUCATION FUND
FY2018 BUDGET**

	<u>FY2015 Actual</u>	<u>FY2016 Actual</u>	<u>FY2017 Budget</u>	<u>FY2018 Budget</u>
Revenues				
Local Property Taxes	\$ 70,959,726	\$ 71,101,506	\$ 68,084,195	\$ 68,922,259
Personal Property Replacement Tax	1,660,637	1,520,291	1,400,000	1,390,024
Other Local Revenues	557,633	394,500	450,000	104,644
State Government	12,937,559	3,501,271	-	6,600,000
Student Tuition and Fees	83,164,910	78,106,622	77,929,659	71,801,523
Sales and Service Fees	657,467	611,259	588,620	590,774
Facilities Rental	247,027	234,857	248,200	257,700
Interest	(1,467,945)	786,999	1,014,718	1,004,700
Non-Government Gifts, Grants	50,223	13,143	58,300	63,800
Other	760,175	423,263	456,300	465,000
General Contingency	-	-	9,000,000	-
Total Revenues	<u>169,527,412</u>	<u>156,693,711</u>	<u>159,229,992</u>	<u>151,200,424</u>
Expenditures				
Instruction	75,901,494	74,404,447	76,145,119	74,637,513
Academic Support	8,153,163	8,550,126	8,894,671	10,894,811
Student Services	14,244,859	15,105,075	18,070,639	17,300,224
Public Service	1,419,201	1,500,705	1,779,803	1,675,304
Independent Operations	240	-	-	-
Operations and Maintenance	6,595,047	6,464,255	5,992,321	6,409,457
General Administration	12,804,675	11,788,857	11,997,628	12,672,630
General Institutional	14,163,821	18,218,343	25,052,406	22,744,710
Scholarships, Student Grants, Waivers	12,496,222	10,478,753	10,631,150	9,093,694
Total Expenditures	<u>145,778,722</u>	<u>146,510,561</u>	<u>158,563,737</u>	<u>155,428,343</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>23,748,690</u>	<u>10,183,150</u>	<u>666,255</u>	<u>(4,227,919)</u>
Other Financing Sources (Uses)				
Proceeds from Disposal of Fixed Assets	15,750	59,711	-	-
Transfer In	-	-	528,203	1,113,500
Transfer (Out)	(624,909)	(1,150,154)	(1,194,458)	(484,000)
Total Other Financing Sources (Uses)	<u>(609,159)</u>	<u>(1,090,443)</u>	<u>(666,255)</u>	<u>629,500</u>
Surplus / (Deficiency)	<u>23,139,531</u>	<u>9,092,707</u>	<u>-</u>	<u>(3,598,419)</u>
Beginning Fund Balance	<u>134,447,549</u>	<u>157,587,080</u>	<u>166,679,787</u>	<u>166,679,787</u>
Ending Fund Balance	<u>\$ 157,587,080</u>	<u>\$ 166,679,787</u>	<u>\$ 166,679,787</u>	<u>\$ 163,081,368</u>

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

**EDUCATION FUND
EXPENDITURES BY OBJECT
FY2018 BUDGET**

	<u>FY2015 Actual</u>	<u>FY2016 Actual</u>	<u>FY2017 Budget</u>	<u>FY2018 Budget</u>
Expenditures				
Salaries	\$ 99,493,492	\$ 99,051,217	\$ 104,082,593	\$ 103,037,666
Employee Benefits	13,299,619	14,748,801	15,375,256	15,135,997
Contractual Services	7,079,340	9,095,978	10,233,748	9,560,890
Materials & Supplies	7,032,865	7,373,010	7,181,914	9,073,233
Conference & Meeting	1,125,772	1,295,634	2,081,432	2,320,333
Fixed Charges	1,226,496	1,449,669	1,535,425	1,283,900
Utilities	164,478	159,349	204,182	36,440
Capital Outlay	2,778,774	2,772,809	3,098,237	2,735,998
Other	1,081,664	85,341	1,139,800	1,150,192
Scholarships, Student Grants & Waivers	12,496,222	10,478,753	10,631,150	9,093,694
Contingency	-	-	3,000,000	2,000,000
Total Expenditures	<u>\$ 145,778,722</u>	<u>\$ 146,510,561</u>	<u>\$ 158,563,737</u>	<u>\$ 155,428,343</u>

General Fund – Operations and Maintenance Fund (02)

The Operations and Maintenance (O&M) Fund (02) 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 reserve in the amount of \$16 million for future maintenance costs to protect these investments.

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

Capitalization Policy Thresholds:

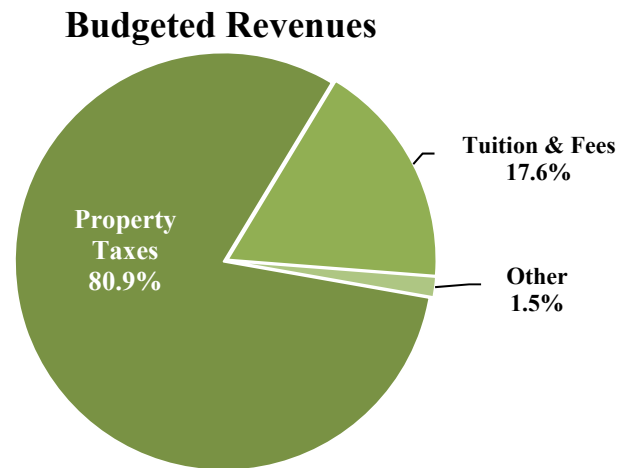
Effective July 1, 2017, the following capitalization thresholds are used by the College:

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

Revenues

The 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 FY2018 are projected to be \$14.1 million. The moderate increase in property tax revenues has been offset by a decrease in student fee revenue.

Property tax revenues are projected at \$11.4 million or 1.6% higher than the FY2017 budget due to an increase in property development. This budget assumes no change in the 2017 operating tax levy. From 2009 through 2014 the DuPage County EAV declined by 24%, resulting in property tax rate increases to district residents. To ease the burden on our community, the Board of Trustees voted to lower the 2015 tax levy by 5%. Since 2014, the DuPage County EAV has been increasing by an average of 5.5%.



The student construction fee revenues are projected at \$2.5 million, or 7.7% lower than the FY2017 budget due to the significant enrollment decreases. In FY2018, the College anticipates the decline to continue and the budget reflects an average enrollment decrease of 2%. 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 FY2018 Student \$7.00 Construction Fee allocation follows:

Student Construction Fee

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

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

Expenditures

The FY2018 budgeted expenditures are projected at \$15.3 million, a 6.8% increase over the FY2017 budget. The increase is directly related to additional capital maintenance projects. Also included are the anticipated rental and utility costs of the College's satellite locations. Previously, these expenditures were held within the Education Fund. However, due to the nature of these expenditures, the College determined that they better aligned with purposes of the Operations and Maintenance Fund.

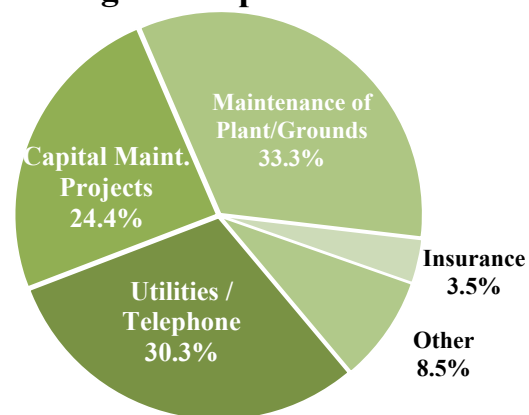
<u>Description</u>	(In Millions)				Budget
	FY2015	FY2016	FY2017	FY2018	Increase
	Actual	Actual	Budget	Budget	(Decrease)
Utilities	\$ 3.8	\$ 3.8	\$ 4.2	\$ 4.2	\$ -
Capital Maintenance Projects	3.0	2.2	2.8	3.7	0.9
Maintenance of Plant	2.8	2.7	2.9	2.9	-
Grounds	1.2	1.0	1.3	1.2	(0.1)
Building Construction & Repairs	0.9	0.9	1.1	1.0	(0.1)
Construction Administration	0.6	0.6	0.7	1.0	0.3
Regional Center Maintenance	0.1	0.1	0.2	0.5	0.3
Insurance	0.6	0.6	0.8	0.5	(0.3)
Telephone	0.5	0.4	0.6	0.5	(0.1)
Negative Labor Contingency	-	-	(0.3)	(0.2)	0.1
Total Expenditures	\$ 13.5	\$ 12.3	\$ 14.3	\$ 15.3	\$ 1.0

Most facilities departmental costs are projected to decrease due to cost savings and efficiencies found during the FY2018 budgeting process.

Utility expenditure is budgeted conservatively at the same level as FY2017. Insurance costs were reallocated in the FY2018 budget to the appropriate insured program areas. Total insurance costs are projected to mirror FY2018 due to the College's participation in the Illinois Community College Risk Management Consortium. However, a greater portion of those charges are now recorded within the Education Fund.

Construction Administration is budgeted to increase \$0.3 million in FY2018 in order to provide resources for a comprehensive facilities master plan. Each college district is required to submit and maintain a districtwide site and construction master plan. The plan will detail general plans for all proposed site acquisitions and facility acquisition or construction. The plan is further detailed in the Operations and Maintenance Restricted Fund of this document.

Budgeted Expenditures



FY2018 Capital Maintenance Projects

The capital maintenance projects involve recurring expenditures that may repeat each year as part of the facilities maintenance cycle. The FY2018 budget is \$0.9 million greater than the prior budget. The budget includes \$0.5 million for unidentified projects in order to address additional maintenance needs throughout the year. Given the healthy fund balance, the College wants to ensure it is able to address maintenance needs as they arise and not defer those costs.

The FY2018 capital maintenance project listing follows:

Dept No.	Project Description	FY2018 Budget	Dept No.	Project Description	FY2018 Budget
20148	Student Resource Center Skylight Repair Library	\$ 800,000	20157	Variable Refrigerant Flow System	\$ 35,000
20025	Space & Planning	327,000	20158	Phase II of Studio Lighting Replacement	35,000
20022	Furniture, Fixtures & Equipment Purchases	324,350	20016	Window Maintenance	30,000
20162	Arena Floor Replacement	300,000	20098	Berg Instruction Center Boiler Blow Down	30,000
20024	Maintain Roads, Walks & Lots	250,000	20159	Concrete Slabs & Turf Repairs - Baseball	30,000
20020	Other Maintenance Projects	201,000	20112	Carpet Replacement	25,000
20070	Concrete Repairs - Campus Wide	100,000	20123	Replace Broken Windows - Campus Wide	25,000
20118	Culinary Mechanical Work	100,000	20160	Outdoor Storage for Athletic Teams	25,000
20130	Elevator Renovation	100,000	20146	Common Area Lighting Controls	20,000
20152	Arena Main Court Basketball New Backboards	75,000	20163	Art Center Shared Office Remodel	15,000
20153	Arena End and Side Curtains Replacement	75,000	20074	Health Science Center Electronic Lock Installation	10,000
20154	Learning Technology - Office Construction	65,730	20111	Door Repair/Replacement	10,000
20155	Continuing Education - Remodel Suite for Offices	65,000	20161	Continuing Education - External Camera Install	8,000
20156	Baseball Security Netting	60,000	20128	Campus Wide Clocks	5,000
20021	Site & Grounds	50,000	20099	Projects TBD	500,000
20147	Central Chilled Water Pump	35,000		Total Capital Maintenance Projects	\$3,731,080

Detailed project descriptions can be found on the following pages.

Project Number, Name & Description:

20016	Window Maintenance	Maintenance of Windows - Campus Wide. Purpose: Maintain functionality of campus buildings. FY2018 Budget - \$30,000
20020	Other Maintenance Projects	Other Maintenance Projects. Purpose: Provide funds for maintenance projects as needs arise. FY2018 Budget - \$201,000
20021	Site & Grounds	Site & Grounds - Campus Wide. Purpose: Maintain site & grounds conducive to student learning/enrichment. FY2018 Budget - \$50,000
		Furniture, Fixture and Equipment.

20022	Furniture, Fixture and Equipment - Purchases	Purpose: Purchase furniture, fixtures and equipment as needed. FY2018 Budget - \$324,350
20024	Maintain Roadways	Maintain Roads/Walkways/Parking Lots. Purpose: Maintain safe roads/walkways for vehicle & pedestrian circulation. FY2018 Budget - \$250,000
20025	Space & Planning	Space & Planning Needs. Purpose: Provide for space and planning needs as required. FY2018 Budget - \$327,000
20070	Concrete Repairs - Campus Wide	Concrete Repairs - Campus Wide Purpose: Maintain safe walk and road ways for students and other users. FY2018 Budget - \$100,000
20074	Health and Science Center - Electronic Locks	Install Electronic Locks in Health and Science Center Purpose: Provide Security for students and faculty. FY2018 Budget - \$10,000
20098	Boiler DA Tank Controller	Boiler DA Tank Controller Installation Purpose: Provide necessary heating system repairs. FY2018 Budget - \$30,000
20111	Door Repair/Replacement	Door Repair/Replacement Purpose: Provide for necessary door repairs/replacement as needed. FY2018 Budget - \$10,000
20112	Carpet Replacement	Carpet Replacement - Campus Wide Purpose: Provide for carpet replacement as required - various locations. FY2018 Budget - \$25,000
20118	Culinary Mechanical Work	Culinary Mechanical Work - HVAC Purpose: Provide for improved energy efficiency. FY2018 Budget - \$100,000
20123	Replace Broken Windows	Replace Broken Windows - Campus Wide Purpose: Provide for broken window replacement campus wide. FY2018 Budget - \$25,000

20128	Campus Wide Clocks	Campus Wide Clocks Purpose: Provide for installation of clocks campus wide which are synchronized. FY2018 Budget - \$5,000
20130	Elevator Renovation	Elevator Renovation - SRC Elevator #1/3/4 Purpose: Provide for elevator renovation in the SRC Building. FY2018 Budget - \$100,000
20146	Common Area Lighting Controls	Common Area Lighting Controls - Installation Purpose: Provide for more efficient lighting use. FY2018 Budget - \$20,000
20147	Central Plant - Water Pump	Central Plant Chilled Water Pump Upgrade Purpose: Provide for more efficient water use. FY2018 Budget - \$35,000
20148	Student Resource Center-Skylight Repair - Library	Student Resource Center-Skylight Repairs-Library Purpose: Provide for adequate lighting for library usage. FY2018 Budget - \$800,000
20152	Basketball Backboards - PE Building	Arena Main Court Basketball - New Backboards Purpose: Provide adequate basketball courts. FY2018 Budget - \$75,000
20153	Physical Education - Arena Curtains	Replacement- Arena End & Side Curtains Purpose: Installation of arena curtain for student sport functionality. FY2018 Budget - \$75,000
20154	Learning Technology - Offices	Learning Technology - Office Construction Purpose: Provide needed office space for staff. FY2018 Budget - \$65,730
20155	Continuing Education - Offices	Continuing Education - Remodel Suite for Offices Purpose: Provide needed office space for staff. FY2018 Budget - \$65,000
20156	Physical Education - Baseball Security Netting	Physical Education - New Baseball Security Netting Purpose: Netting needed for safety purposes. FY2018 Budget - \$60,000

20157	Refrigerant Flow System	Variable Refrigerant Flow System Purpose: Provide adequate refrigerant flow system. FY2018 Budget - \$35,000
20158	Studio Lighting Replacement	Replacement- Phase II of Studio Lighting Replacement Purpose: Provide for adequate lighting for student activities. FY2018 Budget - \$35,000
20159	Concrete Slabs & Turf Repairs - Baseball	New Concrete Slabs & Turf - 4 Batting Cage Areas Purpose: Provide for safe conditions for student athletes. FY2018 Budget - \$30,000
20160	Physical Education - Outdoor Storage	New Outdoor Storage for Athletic Teams Purpose: Provide for storage needs of athletic teams. FY2018 Budget - \$25,000
20161	Continuing Education. - Security Camera	External Camera at Continuing Education Entrance Purpose: Provide for security for students and staff. FY2018 Budget - \$8,000
20162	Arena Floor Replacement	Replacement of PE Arena Floor Purpose: Provide safe floor for sports activities. FY2018 Budget - \$300,000
20163	Art Center - Office Remodel	Remodeling Office at Art Center Purpose: Provide needed office space reconfiguration. FY2018 Budget - \$15,000
20099	Projects TBD	Projects TBD Purpose: Provide adequate funds for unanticipated projects to be determined. FY2018 Budget - \$500,000

Five-Year Capital Maintenance Project Budget Projection:

The following is a five-year projection of capital maintenance expenditures from FY2018 through FY2022. As seen in the following schedule, many of the expenditures are recurring each year as part of the facilities maintenance cycle:

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

Project	Projected Expenditures:	FY2018	FY2019	FY2020	FY2021	FY2022	Total
20148	Student Resource Center Skylight Repair Library	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ 800,000
20025	Space & Planning	327,000	350,000	375,000	400,000	425,000	1,877,000
20022	Furniture, Fixtures & Equipment Purchases	324,350	350,000	400,000	425,000	450,000	1,949,350
20162	Arena Floor Replacement	300,000	-	-	-	-	300,000
20024	Maintain Roads, Walks & Lots	250,000	300,000	350,000	375,000	400,000	1,675,000
20020	Other Maintenance Projects	201,000	205,000	210,000	225,000	250,000	1,091,000
20070	Concrete Repairs - Campus Wide	100,000	125,000	125,000	150,000	175,000	675,000
20118	Culinary Mechanical Work	100,000	-	-	-	-	100,000
20130	Elevator Renovation	100,000	-	50,000	-	75,000	225,000
20152	Arena Main Court Basketball New Backboards	75,000	-	-	-	-	75,000
20153	Arena End and Side Curtains Replacement	75,000	-	-	-	-	75,000
20154	Learning Technology - Office Construction	65,730	-	-	-	-	65,730
20155	Continuing Education - Remodel Suite for Offices	65,000	-	-	-	-	65,000
20156	Baseball Security Netting	60,000	-	-	-	-	60,000
20021	Site & Grounds	50,000	60,000	60,000	70,000	75,000	315,000
20147	Central Chilled Water Pump	35,000	-	-	-	-	35,000
20157	Variable Refrigerant Flow System	35,000	-	-	-	-	35,000
20158	Phase II of Studio Lighting Replacement	35,000	-	-	-	-	35,000
20016	Window Maintenance	30,000	-	-	-	-	30,000
20098	Berg Instruction Center Boiler Blow Down	30,000	-	-	-	-	30,000
20159	Concrete Slabs & Turf Repairs - Baseball	30,000	-	-	-	-	30,000
20112	Carpet Replacement	25,000	25,000	30,000	45,000	50,000	175,000
20123	Replace Broken Windows - Campus Wide	25,000	30,000	35,000	40,000	45,000	175,000
20160	Outdoor Storage for Athletic Teams	25,000	-	-	-	-	25,000
20146	Common Area Lighting Controls	20,000	-	-	-	-	20,000
20163	Art Center Shared Office Remodel	15,000	-	-	-	-	15,000
20074	Health Science Center Electronic Lock Installation	10,000	10,000	10,000	15,000	15,000	60,000
20111	Door Repair/Replacement	10,000	10,000	12,000	15,000	20,000	67,000
20161	Continuing Education - External Camera Install	8,000	-	-	-	-	8,000
20128	Campus Wide Clocks	5,000	7,000	10,000	12,000	15,000	49,000
20099	Projects TBD	500,000	2,259,080	2,064,080	1,959,080	1,736,080	8,518,320
	Total	\$ 3,731,080	\$ 3,731,080	\$ 3,731,080	\$ 3,731,080	\$ 3,731,080	\$ 18,655,400
	Student Construction Fee (\$4.80)	\$ 2,468,471	\$ 2,493,157	\$ 2,518,088	\$ 3,073,117	\$ 3,103,848	\$ 13,656,681
	Use of Operations & Maintenance Fund Balance	1,262,609	1,237,923	1,212,992	657,963	627,232	4,998,719
	Total Funding Available	\$ 3,731,080	\$ 3,731,080	\$ 3,731,080	\$ 3,731,080	\$ 3,731,080	\$ 18,655,400

Fund Transfers:

The interfund transfers were reevaluated during the FY2018 budget process as we considered new revenue sources to reduce reliance on state funding and simplifying our accounting practices. Prior-year transfers within this fund included commissions (revenues) from the Bookstore and Dining Services areas. Beginning in FY2018, these commissions will be transferred to the Education Fund as they relate to the College's core function of education.

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

**OPERATIONS & MAINTENANCE FUND
FY2018 BUDGET**

	<u>FY2015 Actual</u>	<u>FY2016 Actual</u>	<u>FY2017 Budget</u>	<u>FY2018 Budget</u>
Revenues				
Local Property Taxes	\$ 11,620,859	\$ 11,705,235	\$ 11,188,248	\$ 11,367,200
State Government	11,237	-	-	-
Student Tuition and Fees	2,764,213	2,635,421	2,673,888	2,468,471
Interest	132,121	143,564	165,971	173,550
Other	<u>99,081</u>	<u>48,486</u>	<u>80,000</u>	<u>45,000</u>
Total Revenues	<u>14,627,511</u>	<u>14,532,706</u>	<u>14,108,107</u>	<u>14,054,221</u>
Expenditures				
Operations and Maintenance	9,939,965	9,525,089	10,779,599	11,050,256
General Institutional	<u>3,540,812</u>	<u>2,756,730</u>	<u>3,569,410</u>	<u>4,270,080</u>
Total Expenditures	<u>13,480,777</u>	<u>12,281,819</u>	<u>14,349,009</u>	<u>15,320,336</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>1,146,734</u>	<u>2,250,887</u>	<u>(240,902)</u>	<u>(1,266,115)</u>
Other Financing Sources (Uses)				
Transfer In	769,105	769,105	769,105	-
Transfer (Out)	<u>-</u>	<u>-</u>	<u>(528,203)</u>	<u>-</u>
Total Other Financing Sources (Uses)	<u>769,105</u>	<u>769,105</u>	<u>240,902</u>	<u>-</u>
Surplus / (Deficiency)	<u>1,915,839</u>	<u>3,019,992</u>	<u>-</u>	<u>(1,266,115)</u>
Beginning Fund Balance	<u>25,668,496</u>	<u>27,584,335</u>	<u>30,604,327</u>	<u>30,604,327</u>
Ending Fund Balance	<u>\$ 27,584,335</u>	<u>\$ 30,604,327</u>	<u>\$ 30,604,327</u>	<u>\$ 29,338,212</u>

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

**OPERATIONS & MAINTENANCE FUND
EXPENDITURES BY OBJECT
FY2018 BUDGET**

	<u>FY2015 Actual</u>	<u>FY2016 Actual</u>	<u>FY2017 Budget</u>	<u>FY2018 Budget</u>
Expenditures				
Salaries	\$ 3,110,278	\$ 3,029,718	\$ 3,170,781	3,291,446
Employee Benefits	939,109	849,690	624,744	721,932
Contractual Services	1,832,058	2,210,389	3,532,102	2,876,382
Materials & Supplies	440,478	377,220	681,100	597,600
Conference & Meeting	6,904	710	23,950	20,450
Fixed Charges	573,362	577,400	732,595	755,000
Utilities	4,071,827	3,961,584	4,700,856	4,638,866
Capital Outlay	2,496,103	1,270,439	874,000	2,357,730
Other	<u>10,658</u>	<u>4,669</u>	<u>8,881</u>	<u>60,930</u>
Total Expenditures	<u>\$ 13,480,777</u>	<u>\$ 12,281,819</u>	<u>\$ 14,349,009</u>	<u>\$ 15,320,336</u>

Operations and Maintenance Restricted Fund (03)

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

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

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

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

Capitalization Policy Thresholds:

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

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

Revenues

The primary source of funding for the Construction Fund is bond proceeds from voter-approved referendums. Other sources of funding include income from the investment of bond proceeds, student construction fee, grants from the State of Illinois, and transfers from the General Fund. In FY2012, the College was awarded a \$5.0 million grant from the State of Illinois for demolition costs for the West side of campus. Several other state grant applications are pending funding appropriation from the State.

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

- 1) Bond Referendum #1 Projects (approved by voters in November 2002)
 - Budgeted – FY2018 \$ 260,000
 - Total Cost of Projects – FY2003-2017 \$ 350,032,901

- 2) Bond Referendum #2 Projects (approved by voters in November 2010)
 - Budgeted – FY2018 \$ 1,520,480
 - Total Cost of Projects – FY2011-2017 \$184,851,453

Bonds for Referendum #1 were issued in incremental bond issues based on construction cash flow requirements beginning in 2003. Bonds for Referendum #2 were issued in August 2011 in the amount of \$84.0 million, with the remaining \$84.0 million of the bond authorization issued in April 2013. The College realized a premium on the April 2013 bonds of \$13.5 million. Unspent funds from the referendum were closed to fund balance at the end of FY2013. The Construction Fund has utilized current revenues and fund balance to fund the construction costs.

The \$5.0 million dollar grant from the State of Illinois was utilized for the demolition of temporary buildings on the west side of the campus in FY2014.

Student Construction Fee

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

To maintain flexibility and continue to fund both construction and capital maintenance projects, the COD Board provided management with the flexibility to allocate these funds as needed between the Operations and Maintenance Restricted Fund and the Operations and Maintenance Fund. The total \$7.00 construction fee is expected to generate \$3.6 million in revenues in FY2018.

The allocation of the fee for FY2018 will be \$2.20 per credit hour (\$1.1 million) to the Operations & Maintenance Restricted Fund and \$4.80 per credit hour (\$2.5 million) to the Operations & Maintenance Fund.

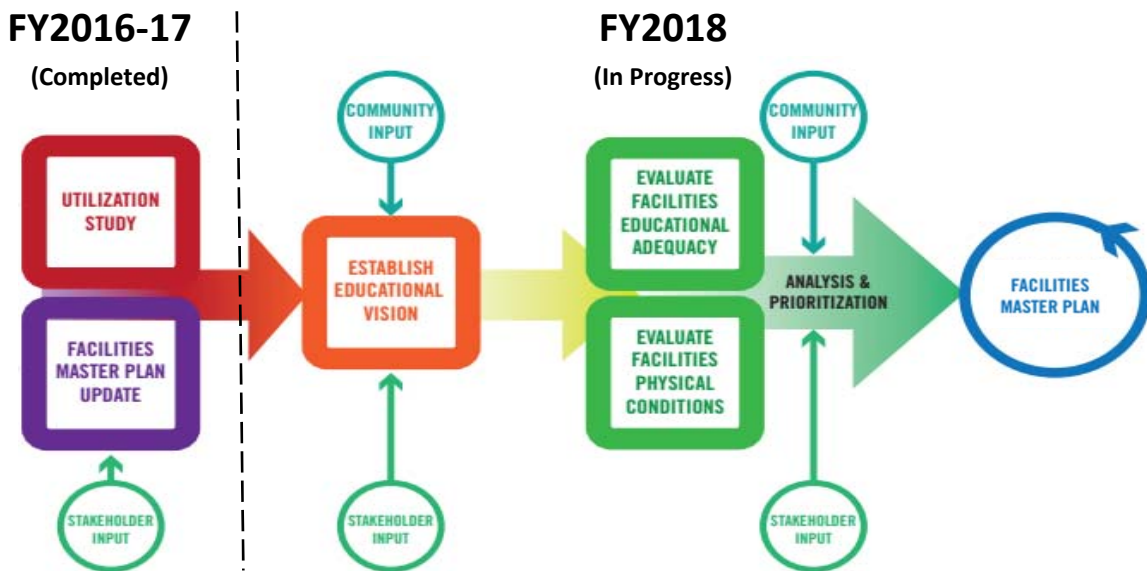
Facilities Master Plan:

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

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

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

In FY2018, the College will complete yet another Facilities Master Plan. The College started the first phase of this plan in FY2016 with its Master Plan Update. The following diagram outlines the planning process the College is currently taking, and it identifies the next steps to be taken by the College.



Source: FY2016-2017 Facilities Master Plan Update

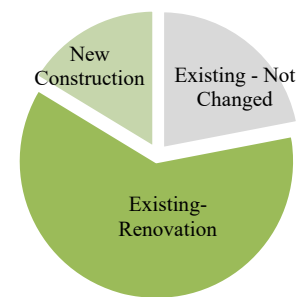
The Master Plan Update, recently completed, provides an overview of the basic demographics on campus and identifies challenges. The goals were as follows:

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

Development Since 2010

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

Campus Facilities Since 2010



Main Campus Challenges

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

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

Space Needs Analysis

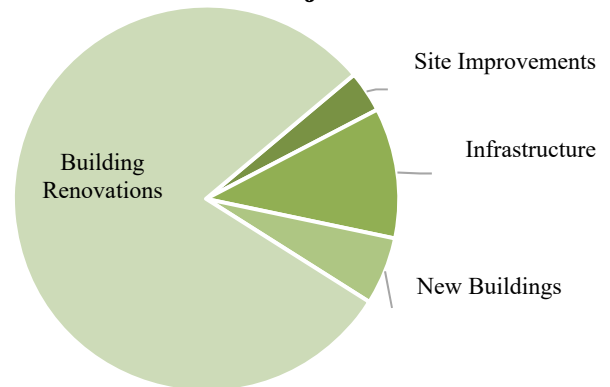
With the goal of outlining space needs the College of DuPage may need to continue to provide the quality education for the community, a list of physical spaces was gathered and organized by geographic area. The list included a wide range of different space types including academic classrooms, teaching 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.

FY2018 Construction Projects

The following sections provide detailed information on the future construction projects, organized by their respective funding sources. In FY2018, the majority of the construction budget will be used to renovate existing college facilities.

Construction Projects



FY2018 Budget for Operations and Maintenance Restricted Fund (03):

<u>Construction Project</u>	<u>Construction Category</u>	<u>Completion Date:</u>	<u>Budget FY2018</u>
Bond Referendum #1			
902 HEC Street Scene Acoustics	Building Renovations	FY2018	\$ 140,000
758 Signage	Site & Ground Improvements	FY2018	120,000
Subtotal - Referendum #1			\$ 260,000
Bond Referendum #2			
825 SRC 2000 - Upgrades	Infrastructure	FY2018	\$ 1,200,000
811 Athletic Fields	Site & Ground Improvements	FY2018	250,000
826 SRC (TLC) - Furniture Reset	Building Renovations	FY2018	60,480
824 Site Grounds/Parking	Site & Ground Improvements	FY2018	10,000
Subtotal - Referendum #2			\$ 1,520,480
Other Projects (non-Referendum)			
903 Storage Facility -F.S.	New Buildings	FY2018	\$ 621,000
006 HSC Cadaver Lab	Building Renovations	FY2018	567,585
018 SRC N - Door Upgrades	Building Renovations	FY2018	400,000
007 Partners Hall	Building Renovations	FY2018	372,600
017 SRC NE - Door Upgrades	Building Renovations	FY2018	342,792
009 BIC Adjunct Offices	Building Renovations	FY2018	302,400
014 BIC Honors Common	Building Renovations	FY2018	264,600
015 TEC Food Service	Building Renovations	FY2018	200,000
019 Regional Centers - LED Signs	Building Renovations	FY2018	198,720
016 Mail Room Upgrade	Building Renovations	FY2018	83,000
008 Public Safety/Art	Building Renovations	FY2018	72,100
020 HEC - Sally Port Enclosure	Building Renovations	FY2018	60,000
005 Unanticipated FY18 Projects	Building Renovations	FY2018	5,700,000
Subtotal - Other Construction Projects			\$ 9,184,797
Budgeted Expenditure Total			\$ 10,965,277
Funding Sources			
Use of Fund Balance / Unspent Bond Proceeds			\$ 9,733,094
Student Construction Fee (\$2.20)			1,131,383
Investment Income from Bonds			100,800
Funding Sources Total			\$ 10,965,277

Project Number, Name & Description:

REFERENDUM #1

- 32758 Signage HEC Honorarium, BIC signage, BIC/SRC overhead signage.
Purpose: To provide adequate signage as needed for College informational requirements.
FY2018 Budget - \$120,000 Total Project Cost - \$120,000
- 32902 HEC- Acoustics HEC - Upgrade acoustic separation of existing spaces - street scene area.
Purpose: Reduce police training disturbances between street scene and adjoining classrooms.
FY2018 Budget - \$140,000 Total Project Cost - \$259,512

REFERENDUM #2

- 36811 Athletic Facilities Soccer field repairs.
Purpose: Provide soccer field repairs as needed for safe athletic conditions.
FY2018 Budget - \$250,000 Total Project Cost - \$250,000
- 36824 Site & Grounds Multiple campus site grading and drainage corrections.
Purpose: Improve misc. grading/drainage/site repairs, sports sidewalk, CMC yard entry.
FY2018 Budget - \$10,000 Total Project Cost - \$400,000
- 36825 SRC 2000 - Upgrades BIC SRC 2000 - audio & visual system upgrades to Turner Conference Center.
Purpose: Provide adequate audio and visual system upgrades for effective conference use.
FY2018 Budget - \$1,200,000 Total Project Cost - \$1,200,000
- 36826 SRC (TLC) - Furniture Reset TLC office furniture reconfiguration and purchase as required.
Purpose: To provide adequate office configuration for TLC.
FY2018 Budget - \$60,480 Total Project Cost - \$60,480

OTHER CONSTRUCTION

- 39903 Storage Facility - F.S. Field Studies - storage facility for Field Studies and other academic departments.
Purpose: provide storage and security for Field Studies and other academic departments' equipment.
FY2018 Budget - \$621,000 Total Project Cost - \$621,000

39006	HSC Cadaver Lab	<p>Facility renovation and purchase of equipment for HSC Cadaver Lab. Purpose: Provide for the environmental safety of students and modern equipment for learning. FY2018 Budget - \$567,585 Total Project Cost - \$567,585</p>
39007	Partners Hall	<p>Corridor connecting BIC/SRC/SSC to house displays recognizing partner schools community groups and corporate affiliates. Purpose: Provide recognition for COD partners. FY2018 Budget - \$372,600 Total Project Cost - \$400,000</p>
39008	Public Safety/Art	<p>SRC - improve existing police dispatch area & expand student art gallery. Purpose: Provide for added campus security and student art displays FY2018 Budget - \$72,100 Total Project Cost - \$72,100</p>
39009	BIC Adjunct Offices	<p>Construct additional adjunct teacher offices. Purpose: Provide offices as required for adjunct teachers. FY2018 Budget - \$302,400 Total Project Cost - \$302,400</p>
39014	BIC Honors Common	<p>Expand existing honors common to include office, conference & waiting areas. Purpose: Improve honors common area with added functionality. FY2018 Budget - \$264,600 Total Project Cost - \$264,600</p>
39015	TEC Food Service	<p>Provide food service for West Side of COD Campus. Purpose: Campus service improvements for faculty and students. FY2018 Budget - \$200,000 Total Project Cost - \$200,000</p>
39016	Mail Room Upgrade	<p>BIC - Upgrade mail room for both environmental and work efficiencies. Purpose: Provide for optimal environmental and work conditions for employees. FY2018 Budget - \$83,000 Total Project Cost - \$83,000</p>
39017	SRC NE - Door Upgrades	<p>Construct canopy, vestibule and door improvements at NE corner of SRC. Purpose: Provide better building access for students. FY2018 Budget - \$342,792 Total Project Cost - \$342,792</p>
39018	SRC N - Door Upgrades	<p>Construct canopy, vestibule and door improvements at north corner of SRC. Purpose: Provide better building access for students. FY2018 Budget - \$400,000 Total Project Cost - \$400,000</p>

39019	Regional Centers - LED Signs	Installation of LED message signage a regional center facilities. Purpose: Provide information signs for public awareness of college programs. FY2018 Budget - \$198,720 Total Project Cost - \$198,720
39020	HEC - Sally Port Enclosure	Enclose the existing open air detainee transfer area on south side of HEC. Purpose: Provide a more secure area for detainee transfer. FY2018 Budget - \$60,000 Total Project Cost - \$60,000
39005	Unanticipated FY18 Projects	New projects that arise during FY2018 and are approved to be started and/or completed during FY2018. Purpose: Provide funding for new projects that arise and need to be addressed during FY2018. FY2018 Budget - \$5,700,000 Total Project Cost - \$5,700,000

Projects by Construction Category:

FY2018 budget by construction category (\$10,965,277):

Project Nos./Description	5303001 5309001 5802001 5803001 5804001 5804501 5805001							Total
	Architectural	Other	Land	New	Building	Equipment		
	Services	Contractual	Improvements	Buildings	Remodeling	Infrastructure	Office	
758 Signage	\$ 18,000	\$ -	\$ -	\$ -	\$ 102,000	\$ -	\$ -	\$ 120,000
902 HEC - Street Scene Acoustics	12,100	-	-	-	127,900	-	-	140,000
811 Athletic Fields	-	10,000	240,000	-	-	-	-	250,000
824 Site & Grounds	-	-	10,000	-	-	-	-	10,000
825 Audio/Visual System Upgrades	104,348	-	-	-	1,095,652	-	-	1,200,000
826 SRC/TLC - Office Furniture & Reset	-	-	-	4,320	45,360	-	10,800	60,480
903 Field Studies Storage Facility	54,000	-	-	567,000	-	-	-	621,000
006 HSC Cadaver Lab	55,623	-	-	-	511,962	-	-	567,585
007 Partners Hall	32,400	-	-	-	340,200	-	-	372,600
008 Public Safe Dispatch/Std Art Sp	10,700	-	-	-	61,400	-	-	72,100
009 BIC Upgrades	21,600	-	-	-	226,800	-	54,000	302,400
014 BIC Honors Commons Repurposing	18,900	-	-	-	198,450	-	47,250	264,600
015 TEC Food Service	17,391	-	-	-	182,609	-	-	200,000
016 Mail Room Upgrade	1,500	-	-	-	81,500	-	-	83,000
017 Remove Rev Door/Add SRC NE Vestibule	29,809	-	-	-	312,983	-	-	342,792
018 Remove Rev Door/Add SRC N Vestibule	34,782	-	-	-	365,218	-	-	400,000
019 LED Signs Regional Centers	17,280	-	-	-	181,440	-	-	198,720
020 Sally Port Enclosure	-	-	-	-	60,000	-	-	60,000
005 Unanticipated FY2018 Projects	-	5,700,000	-	-	-	-	-	5,700,000
Total	\$ 428,433	\$ 5,710,000	\$ 250,000	\$ 571,320	\$ 3,893,474	\$ -	\$ 112,050	\$ 10,965,277

Construction Impact on FY2018 Operating and Maintenance (Fund 02) Budget:

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

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

The FY2018 construction projects are primarily renovations to existing college spaces and are expected to result in reducing future maintenance expenditures.

Revenue:

Revenues in FY2018 are projected at \$1.2 million, or 8% lower than the FY2017 budget. This is primarily due to enrollment decline. Ninety-two percent of the Construction Fund revenues are received via the \$2.20 per credit hour fee charged to students. The remaining \$9.8 million of resources necessary to arrive at a balanced budget will be provided by the Construction Fund's \$16.9 million projected fund balance. Of the \$16.9 million of fund balance expected to be on hand at the beginning of FY2018, \$3.9 million is attributable to unspent proceeds from bonds issued in 2013.

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

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

I. Bond Referendum #1		Actual/Projected		Projected Expenditures				
Projected Expenditures:		FY2003-2017	FY2018	FY2019	FY2020	FY2021	FY2022	Total
902	HEC Street Scene Acoustics	\$ -	\$ 140,000	\$ -	\$ -	\$ -	\$ -	\$ 140,000
758	Signage	-	120,000	-	-	-	-	120,000
999	Unencumbered Funds	-	-	184,416	-	-	-	184,416
Var.	Completed Projects	350,032,901	-	-	-	-	-	350,032,901
Total Projected Expenditures:		350,032,901	260,000	184,416	-	-	-	350,477,317
Funding: (Bonds/Invest/Fund Bal.)		\$ 350,032,901	\$ 260,000	\$ 184,416	\$ -	\$ -	\$ -	\$ 350,477,317

II. Bond Referendum #2		Actual/Projected		Projected Expenditures				
Projected Expenditures:		FY2003-2017	FY2018	FY2019	FY2020	FY2021	FY2022	Total
825	SRC 2000 - Upgrades	\$ -	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000
811	Athletic Fields	-	250,000	-	-	-	-	250,000
826	SRC (TLC) - Furniture Reset	-	60,480	-	-	-	-	60,480
824	Site Grounds/Parking	-	10,000	-	-	-	-	10,000
805	Infrastructure	-	-	-	-	-	-	-
815	Unencumbered Funds	-	-	1,000,000	1,322,586	-	-	2,322,586
Var.	Completed Projects	184,851,453	-	-	-	-	-	184,851,453
Total Projected Expenditures:		\$ 184,851,453	\$ 1,520,480	\$ 1,000,000	\$ 1,322,586	\$ -	\$ -	\$ 188,694,519
Funds Available: (Bonds/Fund Transfers)		169,908,948	1,419,680	1,000,000	1,322,586	-	-	173,651,214
Grant - State of Illinois		3,375,000	-	-	-	-	-	3,375,000
Student Fee		10,878,334	-	-	-	-	-	10,878,334
Bond Investment Income		689,171	100,800	-	-	-	-	789,971
Total Funds Available:		\$ 184,851,453	\$ 1,520,480	\$ 1,000,000	\$ 1,322,586	\$ -	\$ -	\$ 188,694,519

III. Other Construction		Actual/Projected		Projected Expenditures				
Projected Expenditures:		FY2003-2017	FY2018	FY2019	FY2020	FY2021	FY2022	Total
903	Storage Facility -F.S.	\$ -	\$ 621,000	\$ -	\$ -	\$ -	\$ -	\$ 621,000
006	HSC Cadaver Lab	56,690	567,585	-	-	-	-	624,275
018	SRC N - Door Upgrades	-	400,000	-	-	-	-	400,000
007	Partners Hall	25,826	372,600	-	-	-	-	398,426
017	SRC NE - Door Upgrades	-	342,792	-	-	-	-	342,792
009	BIC Adjunct Offices	-	302,400	-	-	-	-	302,400
014	BIC Honors Common	14,107	264,600	-	-	-	-	278,707
015	TEC Food Service	999	200,000	-	-	-	-	200,999
019	Regional Centers - LED Signs	-	198,720	-	-	-	-	198,720
016	Mail Room Upgrade	3,060	83,000	-	-	-	-	86,060
008	Public Safety/Art	14,250	72,100	-	-	-	-	86,350
010	General Counsel/Auditors Office Remodel	93,268	-	-	-	-	-	93,268
011	West Property Line Drainage Connection	24,915	-	-	-	-	-	24,915
020	HEC - Sally Port Enclosure	-	60,000	-	-	-	-	60,000
005	Unencumbered Funds	-	5,700,000	2,315,584	2,177,414	3,500,000	2,000,000	15,692,998
Total Projected Expenditures:		\$ 233,114	\$ 9,184,797	\$ 2,315,584	\$ 2,177,414	\$ 3,500,000	\$ 2,000,000	\$ 19,410,909
Funding: Student Construct. Fee (\$2.20)		\$ -	\$ 1,131,383	\$ 1,142,697	\$ 1,154,154	\$ 1,165,665	\$ 1,712,468	\$ 6,306,367
Funding: Fund Bal.		233,114	8,053,414	1,172,887	1,023,260	2,334,335	287,532	13,104,542
Total Funds Available:		\$ 233,114	\$ 9,184,797	\$ 2,315,584	\$ 2,177,414	\$ 3,500,000	\$ 2,000,000	\$ 19,410,909
Total Fund 03 Projected Expenditures		\$ 535,117,468	\$ 10,965,277	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 2,000,000	\$ 558,582,745

Bond Referendum #1 projects are forecast to be completed in FY2019. Total funding for Bond Referendum #1 consisted of bond proceeds, student construction fees, and investment income.

Bond Referendum #2 projects are also forecast to be completed in FY2020. Total funding for Bond Referendum #2 consisted of bond proceeds, student construction fees, investment income, and state grants.

The Other Construction projects (non-referendum) are funded by the student construction fees. The specific project list will be prioritized through the development of the Facilities Master Plan.

The majority of construction for FY2018 – FY2022 is projected to be funded by student construction fees and accumulated fund balance. At the present time, there are no plans to issue any new bond referendums.

COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502
OPERATIONS & MAINTENANCE RESTRICTED FUND
FY2018 BUDGET

	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget
Revenues				
State Government	\$ 672,958	\$ 2,993	\$ -	\$ -
Student Tuition and Fees	2,418,824	2,305,901	1,225,532	1,131,383
Interest	277,615	76,159	93,337	100,800
Other Revenues	<u>14,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenues	<u>3,383,397</u>	<u>2,385,053</u>	<u>1,318,869</u>	<u>1,232,183</u>
Expenditures				
General Institutional	<u>24,088,128</u>	<u>2,168,535</u>	<u>5,650,000</u>	<u>10,965,277</u>
Total Expenditures	<u>24,088,128</u>	<u>2,168,535</u>	<u>5,650,000</u>	<u>10,965,277</u>
Surplus / (Deficiency)	<u>(20,704,731)</u>	<u>216,518</u>	<u>(4,331,131)</u>	<u>(9,733,094)</u>
Beginning Fund Balance	<u>41,697,426</u>	<u>20,992,695</u>	<u>21,209,213</u>	<u>16,878,082</u>
Ending Fund Balance	<u>\$ 20,992,695</u>	<u>\$ 21,209,213</u>	<u>\$ 16,878,082</u>	<u>\$ 7,144,988</u>

**COLLEGE OF DuPAGE
COMMUNITY COLLEGE DISTRICT NUMBER 502
OPERATIONS & MAINTENANCE RESTRICTED FUND
EXPENDITURES BY OBJECT
FY2018 BUDGET**

	<u>FY2015 Actual</u>	<u>FY2016 Actual</u>	<u>FY2017 Budget</u>	<u>FY2018 Budget</u>
Expenditures				
Contractual Services	\$ 1,150,028	\$ 202,549	\$ 220,000	\$ 6,138,433
Capital Outlay	22,938,100	1,965,986	5,105,000	4,826,844
Other	-	-	325,000	-
Total Expenditures	<u>\$ 24,088,128</u>	<u>\$ 2,168,535</u>	<u>\$ 5,650,000</u>	<u>\$ 10,965,277</u>

Bond and Interest Fund (04)

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 FY2018, the College is budgeting \$40.0 million for debt service expenditures, which includes \$28.4 million for principal, \$11.6 million for interest and \$10,000 for fees. The debt service expenditures for FY2018 represent 12.5% of the total budget of the College. The College 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.

All of the outstanding bonds of the College were issued at a fixed rate to fund capital improvements. Refunding bonds are bonds issued to refinance previously issued capital project bonds to take advantage of lower interest rates. A portion of the Series 2011A and all of the Series 2011B bonds are refunding bonds that generated a net present value savings of \$1.0 million upon issuance. Because of the College's ability to maintain its Aaa/AAA bond rating at the time, a savings of \$2.0 million in future interest payments was also achieved.

EARLY REDEMPTION

The College of DuPage Board of Trustees at its April 20, 2017 meeting unanimously approved the early redemption of a portion of 2007 General Obligation Bonds, which will yield the College present value savings of approximately \$669,000. This action will result in savings for property taxpayers.

DEBT RATINGS

The College is determined to regain its Aaa/AAA bond ratings from Moody's and Standard & Poor's, respectively. Maintenance of these ratings minimizes borrowing costs to the College. Notably, on March 1, 2017, S&P Global Ratings revised its financial outlook of the College to "stable" from "negative" and affirmed its AA rating on the College's outstanding general obligation bonds. The rating reflects the agency's view of the District's "very strong incomes and extremely strong market value per capita; very strong financial position with very little reliance on the state of Illinois; and low-to-moderate overall debt burden."

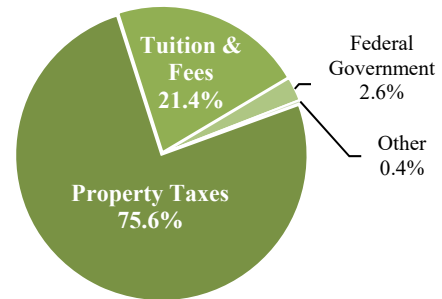
Revenues

The Bond and Interest Fund’s revenue sources are property taxes and a debt service fee included as part of tuition and fees. The FY2018 debt service fee is \$14.00 per credit hour.

As part of the federal government sequester, the Build America Bond subsidy was reduced by 6.9% for FY2017. The FY2018 budget assumes the same rate.

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

Budgeted Revenues



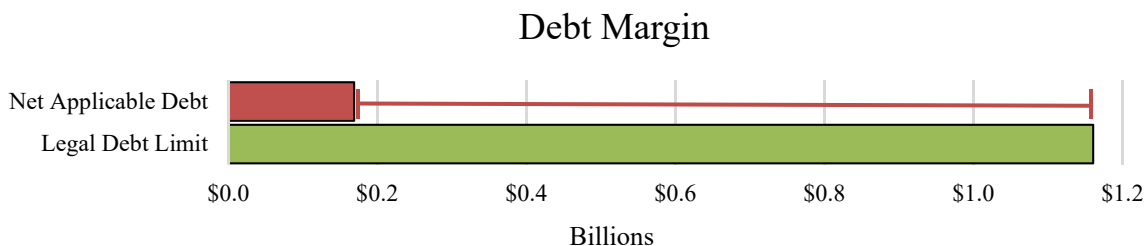
LEGAL DEBT MARGIN

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. The following is the legal debt margin as of June 30, 2016, and the estimated debt margin of the College as of June 30, 2017:

	<u>Tax Year 2015</u>	<u>Tax Year 2016</u>
Equalized Assesed Valuation (EAV)	\$ 38,018,285,744	\$ 40,365,190,403
Debt Limit Rate	2.875%	2.875%
Debt Limit for College of DuPage	\$ 1,093,025,715	\$ 1,160,499,224
Net debt applicable to the debt limit ¹	\$ 178,763,245	\$ 168,692,906
Legal Debt Margin	\$ 914,262,470	\$ 991,806,318

¹ Balances include current and non-current portions of Series 2007, Series 2011A, and Series 2013A bond principal outstanding, less amount available in debt service subfund.

The EAV for the tax year 2015 is based on the final 2015 EAV values from the District and the EAV for tax year 2016 is based on the estimated 2016 EAV values from the District.



Based on the 2016 estimated EAV, the College’s outstanding debt cannot exceed \$1.16 billion. The College will have \$168.7 million of net debt outstanding applicable to the limitation, leaving an estimated margin of \$991.8 million as of June 30, 2017. Bonds that are paid back from revenues the College generates, alternate revenue bonds, are excluded from the debt limit calculation. The College has issued bonds that are funded by property taxes and alternative revenues generated by the College. The following table summarizes debt outstanding by the type of payment source as of June 30, 2017:

G.O. Bond Issue	Funded by Tax Levy	Funded by Alternate Revenues	Totals
Series 2006	\$ -	\$ 5,735,000	\$ 5,735,000
Series 2007	45,150,000	-	45,150,000
Series 2009 B	-	52,140,000	52,140,000
Series 2011 A	54,150,000	-	54,150,000
Series 2011 B	-	6,345,000	6,345,000
Series 2013 A	77,455,000	-	77,455,000
Totals	\$ 176,755,000	\$ 64,220,000	\$ 240,975,000

PLEDGED REVENUES

The College has pledged future tuition and fee revenues to repay alternative revenue bonds: Series 2006, Series 2009B, and Series 2011B. Annual principal and interest payments on these bonds for FY2018 are 21.9% of the total budgeted debt service payments. The following is a schedule of pledged revenue coverage for the past five fiscal years using the College’s Education Fund tuition revenues:

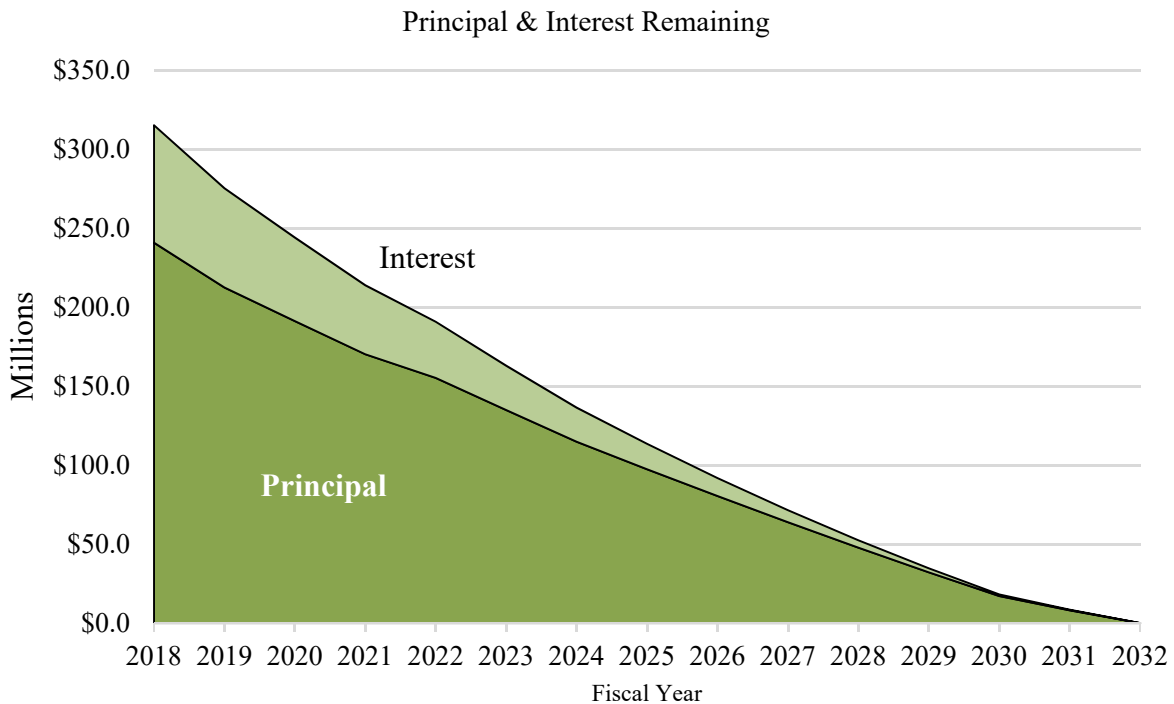
Fiscal Year Ending June 30	Education Fund Pledged Revenues	Principal and Interest paid	College Coverage
2016	\$ 78,106,622	\$ 8,742,625	8.93
2015	83,164,910	8,791,650	9.46
2014	80,413,513	8,813,150	9.12
2013	75,367,838	8,850,060	8.52
2012	68,037,269	8,816,482	7.72

PRINCIPAL AND INTEREST SUMMARY

Below is a summary of principal and interest due by fiscal year for all outstanding bonds. By the end of FY2027, or over the next ten years, the College will repay 80% of its outstanding debt.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2018	\$ 28,380,000	\$ 11,563,761	\$ 39,943,761
2019	21,270,000	9,918,501	31,188,501
2020	20,995,000	9,187,238	30,182,238
2021	14,950,000	8,175,745	23,125,745
2022	20,425,000	7,448,495	27,873,495
2023	20,050,000	6,533,175	26,583,175
2024	17,395,000	5,575,950	22,970,950
2025	16,985,000	4,690,905	21,675,905
2026	16,565,000	3,803,893	20,368,893
2027	16,110,000	2,952,243	19,062,243
2028	15,635,000	2,122,518	17,757,518
2029	15,015,000	1,433,513	16,448,513
2030	9,015,000	709,425	9,724,425
2031	8,185,000	326,975	8,511,975
Total	<u>\$ 240,975,000</u>	<u>\$ 74,442,337</u>	<u>\$ 315,417,337</u>

PRINCIPAL AND INTEREST SUMMARY



DESCRIPTION OF BONDS

General Obligation Bonds (Alternate Revenue Source) – Series 2006

On October 31, 2006, the College issued the Series 2006 refunding bonds in the amount of \$7,890,000. The proceeds were used to advance refund, through an in-substance defeasance, \$7,375,000 of the Series 2003B bonds and to pay the cost of issuing the bonds. The bonds were issued with interest rates ranging from 3.75% to 4.00% with payment dates of July 1 and January 1 each year through January 1, 2020. The College has pledged a portion of tuition revenue and a debt service fee assessed to students for the repayment of these bonds.

Fiscal Year	Principal	Interest	Total
2018	\$ 1,840,000	\$ 217,010	\$ 2,057,010
2019	1,910,000	148,010	2,058,010
2020	1,985,000	75,430	2,060,430
Total	<u>\$ 5,735,000</u>	<u>\$ 440,450</u>	<u>\$ 6,175,450</u>

General Obligation Bonds – Series 2007

On February 13, 2007, the College issued the Series 2007 bonds in the amount of \$78,840,000. The proceeds derived from the issuance of these bonds were used by the College to build and equip new buildings, renovate existing facilities, and pay the cost of issuing the bonds. The bonds were issued with interest rates ranging from 4.00% to 5.00% with payment dates of June 1 and December 1 each year through June 1, 2023. The College levies an annual property tax for the repayment of these bonds.

In April of 2017, the College’s Board authorized the redemption of \$5.7 million of principal associated with the June 1, 2021, maturity of this bond series. By calling the bonds early, the College anticipates a present value savings of 11.7%, or \$669,000.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2018	\$ 12,775,000	\$ 2,149,425	\$ 14,924,425
2019	7,515,000	1,247,821	8,762,821
2020	7,895,000	1,134,925	9,029,925
2021	2,555,000	740,175	3,295,175
2022	8,700,000	612,425	9,312,425
2023	5,710,000	242,675	5,952,675
Total	<u>\$ 45,150,000</u>	<u>\$ 6,127,446</u>	<u>\$ 51,277,446</u>

General Obligation Bonds (Alternative Revenue Source) – Series 2009B

On May 4, 2009, the College issued the Series 2009B bonds in the amount of \$62,450,000. The proceeds derived from the issuance of these bonds were used by the College to finance certain capital projects, including additions and renovations and to pay the cost of issuing the bonds. The bonds were issued with interest rates ranging from 3.75% to 5.75% with payment dates of July 1 and January 1 each year through January 1, 2029. The College has pledged a portion of tuition revenue and a debt service fee assessed to students for the repayment of these bonds. These bonds are Build America Bonds (BAB). Consequently, 35% of the interest paid each year is reimbursed by the U.S. Department of Treasury. For FY2017, the federal government announced the BAB subsidy program would be subject to a reduction of 6.9% of the amount budgeted due to the federal government sequestration.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2018	\$ 3,625,000	\$ 2,736,396	\$ 6,361,396
2019	3,730,000	2,568,740	6,298,740
2020	3,850,000	2,386,903	6,236,903
2021	3,965,000	2,208,840	6,173,840
2022	4,095,000	2,010,590	6,105,590
2023	4,230,000	1,801,745	6,031,745
2024	4,370,000	1,579,670	5,949,670
2025	4,525,000	1,345,875	5,870,875
2026	4,680,000	1,099,263	5,779,263
2027	4,845,000	841,863	5,686,863
2028	5,020,000	575,388	5,595,388
2029	5,205,000	299,288	5,504,288
Total	<u>\$ 52,140,000</u>	<u>\$ 19,454,561</u>	<u>\$ 71,594,561</u>

General Obligation Bonds – Series 2011A

On August 10, 2011, the College issued the Series 2011A bonds of \$95,440,000, of which \$84.0 million was used by the College to finance certain capital projects, including additions and renovations and to pay the cost of issuing the bonds. The \$84.0 million represented the first issuance of the voter-approved \$168 million November 2010 referendum. The remaining \$11,440,000 was issued to advance refund \$11,375,000 of General Obligation Bonds Series 2003A. The Series 2011A bonds were issued with interest rates ranging from 3.00% to 5.25% with payment dates of June 1 and December 1 each year through June 1, 2031. The College levies an annual property tax for the repayment of these bonds.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2018	\$ 5,025,000	\$ 2,715,800	\$ 7,740,800
2019	3,935,000	2,464,550	6,399,550
2020	2,915,000	2,267,800	5,182,800
2021	1,840,000	2,122,050	3,962,050
2022	725,000	2,030,050	2,755,050
2023	2,905,000	1,994,800	4,899,800
2024	7,785,000	1,849,550	9,634,550
2025	6,960,000	1,460,300	8,420,300
2026	6,110,000	1,094,900	7,204,900
2027	5,200,000	789,400	5,989,400
2028	4,245,000	529,400	4,774,400
2029	3,240,000	317,150	3,557,150
2030	2,185,000	155,150	2,340,150
2031	1,080,000	45,900	1,125,900
Total	<u>\$ 54,150,000</u>	<u>\$ 19,836,800</u>	<u>\$ 73,986,800</u>

General Obligation Bonds (Alternative Revenue Source) – Series 2011B

On August 10, 2011, the College issued the Series 2011B bonds in the amount of \$9,460,000. The proceeds derived from the issuance of these bonds were used by the College to advance refund \$9,780,000 of General Obligation Bonds Series 2003B. The Series 2011B bonds were issued with interest rates ranging from 4.00% to 4.75% with payment dates of July 1 and January 1 each year through January 1, 2023. The College has pledged a portion of tuition revenue and a debt service fee assessed to students for the repayment of these bonds.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2018	\$ -	\$ 286,200	\$ 286,200
2019	-	286,200	286,200
2020	-	286,200	286,200
2021	2,025,000	286,200	2,311,200
2022	2,110,000	205,200	2,315,200
2023	2,210,000	104,975	2,314,975
Total	<u>\$ 6,345,000</u>	<u>\$ 1,454,975</u>	<u>\$ 7,799,975</u>

General Obligation Bonds – Series 2013A

On April 30, 2013, the College issued the Series 2013A bonds in the amount of \$84.0 million. The proceeds have been used by the College to finance certain capital projects, including additions and renovations and to pay the cost of issuing the bonds. The \$84.0 million represented the second issuance of the voter-approved \$168.0 million November 2010 referendum. The bonds were issued with interest rates ranging from 3.15% to 5.00% with payment dates of June 1 and December 1 each year through June 1, 2031. The College levies an annual property tax for the repayment of these bonds.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2018	\$ 5,115,000	\$ 3,458,930	\$ 8,573,930
2019	4,180,000	3,203,180	7,383,180
2020	4,350,000	3,035,980	7,385,980
2021	4,565,000	2,818,480	7,383,480
2022	4,795,000	2,590,230	7,385,230
2023	4,995,000	2,388,980	7,383,980
2024	5,240,000	2,146,730	7,386,730
2025	5,500,000	1,884,730	7,384,730
2026	5,775,000	1,609,730	7,384,730
2027	6,065,000	1,320,980	7,385,980
2028	6,370,000	1,017,730	7,387,730
2029	6,570,000	817,075	7,387,075
2030	6,830,000	554,275	7,384,275
2031	7,105,000	281,075	7,386,075
Total	<u>\$ 77,455,000</u>	<u>\$ 27,128,105</u>	<u>\$ 104,583,105</u>

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

**BOND & INTEREST FUND
FY2018 BUDGET**

	<u>FY2015 Actual</u>	<u>FY2016 Actual</u>	<u>FY2017 Budget</u>	<u>FY2018 Budget</u>
Revenues				
Local Property Taxes	\$ 25,416,258	\$ 25,908,354	\$ 25,363,627	\$ 25,487,572
Federal Government	1,002,819	965,566	917,765	892,612
Student Tuition and Fees	6,818,825	6,588,538	7,798,840	7,199,707
Interest	<u>106,956</u>	<u>97,907</u>	<u>118,607</u>	<u>113,250</u>
Total Revenues	<u>33,344,858</u>	<u>33,560,365</u>	<u>34,198,839</u>	<u>33,693,141</u>
Expenditures - General Institutional				
Principal Payments				
General Obligation Bonds				
Series 2007	4,120,000	10,350,000	6,410,000	12,775,000
Series 2011A	10,660,000	2,845,000	6,255,000	5,025,000
Series 2013A	<u>290,000</u>	<u>2,505,000</u>	<u>3,750,000</u>	<u>5,115,000</u>
Subtotal General Obligation Bonds	<u>15,070,000</u>	<u>15,700,000</u>	<u>16,415,000</u>	<u>22,915,000</u>
Alternate Revenue Bonds				
Series 2006	55,000	55,000	1,770,000	1,840,000
Series 2009B	3,350,000	3,435,000	3,525,000	3,625,000
Series 2011B	<u>1,530,000</u>	<u>1,585,000</u>	<u>-</u>	<u>-</u>
Subtotal Alternate Revenue Bonds	<u>4,935,000</u>	<u>5,075,000</u>	<u>5,295,000</u>	<u>5,465,000</u>
Total Principal Payments	<u>20,005,000</u>	<u>20,775,000</u>	<u>21,710,000</u>	<u>28,380,000</u>
Interest Payments				
General Obligation Bonds				
Series 2007	3,193,425	2,987,425	2,469,925	2,149,425
Series 2011A	3,516,600	3,105,200	3,009,400	2,715,800
Series 2013A	<u>3,720,730</u>	<u>3,709,130</u>	<u>3,608,930</u>	<u>3,458,930</u>
Subtotal General Obligation Bonds	<u>10,430,755</u>	<u>9,801,755</u>	<u>9,088,255</u>	<u>8,324,155</u>
Alternate Revenue Bonds				
Series 2006	292,210	290,010	287,810	217,010
Series 2009B	3,153,640	3,028,015	2,890,615	2,736,396
Series 2011B	<u>410,800</u>	<u>349,600</u>	<u>286,200</u>	<u>286,200</u>
Subtotal Alternate Revenue Bonds	<u>3,856,650</u>	<u>3,667,625</u>	<u>3,464,625</u>	<u>3,239,606</u>
Total Interest Payments	<u>14,287,405</u>	<u>13,469,380</u>	<u>12,552,880</u>	<u>11,563,761</u>
Other	<u>4,430</u>	<u>2,667</u>	<u>20,000</u>	<u>10,000</u>
Total Expenditures	<u>34,296,835</u>	<u>34,247,047</u>	<u>34,282,880</u>	<u>39,953,761</u>
Surplus / (Deficiency)	<u>(951,977)</u>	<u>(686,682)</u>	<u>(84,041)</u>	<u>(6,260,620)</u>
Beginning Fund Balance	<u>16,045,414</u>	<u>15,093,437</u>	<u>14,406,755</u>	<u>14,322,714</u>
Ending Fund Balance	<u>\$ 15,093,437</u>	<u>\$ 14,406,755</u>	<u>\$ 14,322,714</u>	<u>\$ 8,062,094</u>

Auxiliary Enterprises Fund (05)

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

- ▶ ICCB Definition:
 - Established by Section 3-31.1 of the Public Community College Act.
 - **Accounts for college services where a fee is charged to students/staff and the activity is intended to be self-supporting.** Each enterprise/service should be accounted for separately using a group of self-balancing accounts within the fund. Examples of accounts in this fund include food services and student stores.

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

Each activity is accounted for similar to that of a private business enterprise. Food Service, the Bookstore, the Courier, the McAninch Art Center (MAC), WDCB Radio, and Continuing Education are examples of activities residing in the Auxiliary Enterprises Fund. In FY2014, the Chaparral Fitness Center opened in the newly renovated Physical Education Building and operates as an auxiliary unit. The total amount of revenues and transfers-in budgeted for FY2018 is \$12.8 million; total amount of expenditures and transfers-out is \$14.1 million resulting in a fund balance draw down of \$1.3 million for FY2018. The following is a selected list of activities in the Auxiliary Enterprise Fund:

Bookstore

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

Chaparral Fitness Center

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

Continuing Education

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

Courier

The Courier is a student newspaper which is published weekly throughout the Fall and Spring semesters (27 issues total). Revenue is generated from advertising sales and a portion of the Student Activity Fee. In FY2018, \$20,000 of Student Activity Fees has been allocated to the Auxiliary Enterprises Fund in order to support expenditures for the Courier. Expenditures include stipends to students, printing, and other supplies.

Food Service

Cafeteria food services are provided on campus by Sodexo, an outside vendor. 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 also 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.

The MAC

The McAninch Arts Center (MAC) houses and manages all the performances for the College. The three major components of the art center consists 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 is profit driven; however, its mission is to provide opportunities and venues for the College's students and local population to experience art and culture. As with most performing arts programs, contributions are required from donors for operations to break even. Student Activity Fees of \$160,000 are allocated to the MAC to allow for heavily discounted or free tickets to shows for students.

Vending

Vending services are provided at all campus facilities by two outside vendors. The snack vending is provided by Ace Coffee Bar and the beverage vending is provided by PepsiCo. 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.

Waterleaf Restaurant

In October 2011, the College of DuPage opened the Waterleaf Restaurant. Located on the College of DuPage campus, Waterleaf features a contemporary approach to fine dining. During FY2016 the Waterleaf was re-purposed for academic use in the College's culinary program, and is no longer a part of the Auxiliary Fund.

WDCB Radio

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

Auxiliary Enterprises Fund Revenues / Transfers In

Subfund	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget
Bookstore	\$ 1,542,204	\$ 1,203,711	\$ 1,161,954	\$ 1,100,000
Chaparral Fitness	421,732	431,157	322,000	290,405
Continuing Education	3,430,964	4,087,493	4,765,500	5,746,100
Courier	103,933	86,220	120,000	130,750
Field Studies	1,182,936	970,711	1,250,000	1,325,000
The MAC*	1,972,066	2,205,478	2,565,322	2,632,998
Waterleaf	1,044,031	124,502	-	-
WDCB Radio	1,043,185	1,125,783	1,278,500	1,320,500
Other	267,193	363,622	319,932	570,100
	<u>\$ 11,008,244</u>	<u>\$ 10,598,677</u>	<u>\$ 11,783,208</u>	<u>\$ 13,115,853</u>

Auxiliary Enterprises Fund Expenditures / Transfers Out

Subfund	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget
Bookstore	\$ 702,174	\$ 719,492	\$ 715,408	\$ 1,100,000
Chaparral Fitness	298,114	303,907	413,595	331,015
Continuing Education	3,493,014	4,661,851	5,560,434	6,300,996
Courier	107,706	109,324	141,672	143,499
Field Studies	1,307,212	975,864	1,305,100	1,317,550
The MAC	1,886,994	2,198,374	2,780,789	2,814,716
Waterleaf	1,576,857	281,555	-	-
WDCB Radio	667,759	764,092	792,149	1,593,311
Other*	165,492	134,470	395,347	833,042
	<u>\$ 10,205,322</u>	<u>\$ 10,148,929</u>	<u>\$ 12,104,494</u>	<u>\$ 14,434,129</u>

*\$319,022 intrafund transfer from the unallocated fund balance to support the MAC in FY 2018.

Auxiliary Enterprises Fund Surplus / (Deficiency)

FY 2018 Budget

Subfund	FY2018 Beginning Fund Balance	Revenues & Transfers In	Expenditures & Transfers Out	Surplus/ (Deficiency)	FY2018 Ending Fund Balance
Bookstore	\$ 4,898,535	\$ 1,100,000	\$ 1,100,000	\$ -	\$ 4,898,535
Dining Services	952,250	-	-	-	952,250
Courier Newspaper	256,397	130,750	143,499	(12,749)	243,648
Chaparral Fitness Center	278,723	290,405	331,015	(40,610)	238,113
Continuing Education	613,599	5,746,100	6,300,996	(554,896)	58,703
Field Studies	15,651	1,325,000	1,317,550	7,450	23,101
McAninch Arts Center	(683,900)	2,632,998	2,814,716	(181,718)	(865,618)
WDCB Radio Station	2,965,361	1,320,500	1,593,311	(272,811)	2,692,550
All Other	1,343,038	570,100	833,042	(262,942)	1,080,096
	<u>\$ 10,639,654</u>	<u>\$ 13,115,853</u>	<u>\$ 14,434,129</u>	<u>\$ (1,318,276)</u>	<u>\$ 9,321,378</u>

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

FY2018 Budget

The FY2018 budget is a reflection of the current year financial trends and business initiatives planned for FY2018. Some FY2018 highlights include:

Bookstore: Given the need to identify new revenue sources while reducing reliance on state funding, the FY2018 budget provided for the Bookstore surplus to be transferred to the Education Fund. The Bookstore commissions are driven by student purchases and thus are being invested back into student programming.

Chaparral Fitness: FY2018 revenues are \$141,000 less than the FY2016 actuals due to lower allocated student activity fee revenue. In FY2016, \$300,000 in student activity fee revenues were allocated to the fitness lab. The FY2018 budget lowers that amount to \$100,000 based on needs estimates.

Continuing Education: The FY2018 revenue and expenditure budgets have increased from the FY2017 budget due to anticipated program expansion in FY2018. The net budget deficiency is due to expected operating results of the Suburban Law Enforcement Academy (SLEA) and Early Childhood Education and Care (ECEC) program. The SLEA program fees are capped at a rate and cannot be increased to a level sufficient to cover the program expenditures. Management is continuing to work to reduce costs without sacrificing the integrity of the program. The ECEC program is working towards a break-even level while continuing to provide the same level of support to our student programs.

Food Service: Currently, food service is not offered on the west side of campus. One of the FY2018 construction projects will include the creation of a space which will allow students, employees, and others to make more convenient food purchases on the west side of campus.

The MAC: Revenues and transfers-in are projected to increase over the FY2017 budget by \$68,000. This amount includes an intrafund transfer of \$319,000 from the unallocated Auxiliary Enterprises Fund balance to subsidize the free summer Lakeside Pavilion concert series (\$200,000) and Buffalo Theatre Ensemble (\$119,022). The MAC has conservatively budgeted expenditures, keeping them in line with the FY2017 budget.

WDCB Radio: The FY2018 budgeted expenditures have increased significantly over the prior year as the station will not receive a subsidy from the College's General Fund in FY2018. In prior years, a portion of the radio station expenditures were charged to the Education Fund. However, due to the decline in funding from the State of Illinois, the radio station will be required to use a portion of its projected \$3.0 million subfund balance to cover the budget deficiency. The station's management is making a concerted effort to enhance revenues and responsibly contain expenditures so as to eliminate deficiencies in the station's subfund over the long term.

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

**AUXILIARY ENTERPRISES FUND
FY2018 BUDGET**

	<u>FY2015 Actual</u>	<u>FY2016 Actual</u>	<u>FY2017 Budget</u>	<u>FY2018 Budget</u>
Revenues				
Student Tuition and Fees	\$ 5,148,239	\$ 5,305,050	\$ 6,279,500	\$ 7,210,100
Sales and Service Fees	4,262,133	3,068,716	3,153,554	3,421,665
Facilities Rental	393,992	455,047	396,400	441,000
Interest	52,273	51,629	60,332	62,400
Non-Government Gifts, Grants	962,143	1,174,696	1,366,000	1,431,666
Other	183,464	185,039	190,000	230,000
Total Revenues	<u>11,002,244</u>	<u>10,240,177</u>	<u>11,445,786</u>	<u>12,796,831</u>
Expenditures				
Independent Operations	8,768,458	8,615,732	10,543,240	11,408,296
General Institutional	667,759	764,092	792,149	1,593,311
Total Expenditures	<u>9,436,217</u>	<u>9,379,824</u>	<u>11,335,389</u>	<u>13,001,607</u>
Excess (Deficiency) of Revenues Over Expenditures				
	<u>1,566,027</u>	<u>860,353</u>	<u>110,397</u>	<u>(204,776)</u>
Other Financing Sources (Uses)				
Transfer In	6,000	358,500	337,422	-
Transfer (Out)	(769,105)	(769,105)	(769,105)	(1,113,500)
Total Other Financing Sources (Uses)	<u>(763,105)</u>	<u>(410,605)</u>	<u>(431,683)</u>	<u>(1,113,500)</u>
Surplus / (Deficiency)	802,922	449,748	(321,286)	(1,318,276)
Beginning Fund Balance	<u>8,675,281</u>	<u>9,478,203</u>	<u>9,927,951</u>	<u>9,606,665</u>
Ending Fund Balance	<u>\$ 9,478,203</u>	<u>\$ 9,927,951</u>	<u>\$ 9,606,665</u>	<u>\$ 8,288,389</u>

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

**AUXILIARY ENTERPRISES FUND
EXPENDITURES BY OBJECT
FY2018 BUDGET**

<u>Expenditures</u>	<u>FY2015 Actual</u>	<u>FY2016 Actual</u>	<u>FY2017 Budget</u>	<u>FY2018 Budget</u>
Salaries	\$ 3,996,917	\$ 4,365,087	\$ 5,085,955	\$ 6,268,732
Employee Benefits	860,059	843,854	598,153	755,352
Contractual Services	1,487,229	1,672,935	1,892,625	1,837,654
Materials & Supplies	1,407,449	1,069,902	1,420,320	1,469,947
Conference & Meeting	1,278,006	959,676	1,512,120	1,538,204
Fixed Charges	109,809	134,510	122,487	380,606
Utilities	11,153	13,544	15,600	9,600
Capital Outlay	91,261	160,854	259,810	103,912
Other	194,334	159,463	428,319	637,600
Total Expenditures	<u>\$ 9,436,217</u>	<u>\$ 9,379,824</u>	<u>\$ 11,335,389</u>	<u>\$ 13,001,607</u>

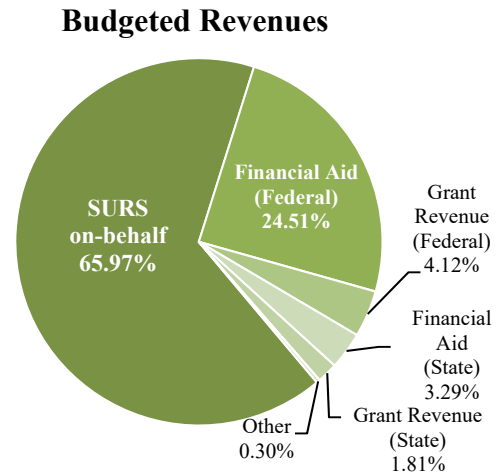
Restricted Purposes Fund (06)

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. Recently, the State of Illinois has not funded grants for veterans, requiring the College to provide services to qualifying individuals at no cost. For FY2018, the total amount of Restricted Fund revenue budgeted is \$84.7 million.

The budget for FY2018 shows an increase in revenues of \$9.3 million from the FY2017 budget primarily due to higher SURS pension and healthcare plan payments. The SURS revenue and expenditure is not received or paid by the College but is contributed to the retirement system by the State of Illinois on behalf of the College.



SURS on Behalf Pension and Retiree Health Contribution \$55,853,381

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 - Federal \$20,756,163

This represents student financial assistance such as Department of Education Pell Grants, Special Education Opportunity Grants (SEOG), and College Work Study. The largest portions are \$20.1 million for Pell Grants and \$954,000 for post 9-11 veterans' awards.

Federal Grant Revenue \$3,484,270

Post-911 Veteran's Award \$954,000

The award provides educational assistance to servicemembers, veterans, and their dependents.

Carl Perkins, Department of Education \$841,371

Provides support to improve student achievement and prepares students for postsecondary education, furthering learning and careers.

Adult Education and Family Literacy, Department of Education \$848,035
 Provides support for instruction and administration of Adult Education, Literacy, English as a Second-Language (ESL), and General Education Degree (GED) courses.

Other Federal Grants \$840,864
 Other federal grants include Procurement Technical Assistance Center and Department of Commerce and Economic Opportunity grants.

Student Financial Aid - State **\$2,783,574**

This represents student financial assistance for programs such as the Monetary Assistance Program (MAP), IVG, ING, MIA/POW Scholarship Program, and Student-to-Student grants. The largest portion is \$2,307,000 from the Illinois Student Assistance Commission for the MAP grant. The College also receives approximately \$161,600 from the Department of Commerce and Economic Opportunity.

The state has not appropriated funds for IVG, ING, and MIA/POW for FY2013 – FY2018. Therefore, the College is anticipating funding these scholarships in the amount of \$484,000 with its own revenues. The FY2018 budget includes a transfer in from the Education Fund to cover the costs of these unfunded mandates.

State Grant Revenue **\$1,533,559**

Adult Education, Illinois Community College Board *\$1,434,260*
 Provides support for instruction and administration of Adult Education, Literacy, ESL, and GED courses.

Other State Grants \$99,299
 Other state grants include program improvement and other Illinois agency grants.

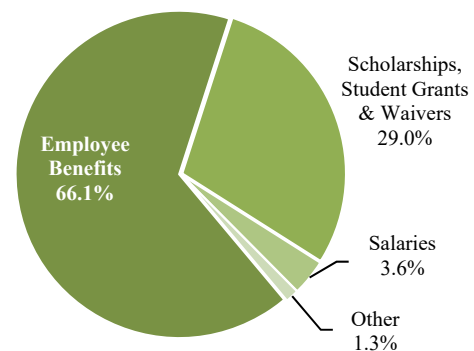
Other Revenues **\$257,747**

Other restricted fund revenues include a public broadcasting grant and \$77,000 of student fees.

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 FY2018 budgeted revenue categories have a direct relationship on the total budgeted expenditures for FY2018. 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
FY2018 BUDGET**

	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget
Revenues				
State Government	\$ 43,554,126	51,208,117	\$ 46,688,448	\$ 60,170,514
Federal Government	29,538,746	27,332,260	28,427,927	24,240,433
Student Tuition and Fees	115,931	102,970	83,559	77,140
Non-Government Gifts, Grants	223,200	206,982	176,576	180,607
Other	905	-	-	-
Total Revenues	<u>73,432,908</u>	<u>78,850,329</u>	<u>75,376,510</u>	<u>84,668,694</u>
Expenditures				
Instruction	25,180,680	30,840,259	27,489,278	35,428,828
Academic Support	1,979,155	2,682,171	2,175,487	3,093,551
Student Services	3,630,938	4,711,883	3,983,752	5,563,333
Public Service	1,265,297	1,041,065	998,517	1,182,008
Independent Operations	1,271,505	1,757,413	1,397,638	2,032,725
Operations and Maintenance	2,608,556	3,259,233	2,869,445	3,759,250
General Administration	3,120,870	3,518,893	3,427,470	4,065,740
General Institutional	3,960,451	4,424,391	3,842,256	5,111,956
Scholarships, Student Grants, Waivers	<u>31,153,511</u>	<u>27,584,453</u>	<u>30,049,703</u>	<u>24,915,303</u>
Total Expenditures	<u>74,170,963</u>	<u>79,819,761</u>	<u>76,233,546</u>	<u>85,152,694</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>(738,055)</u>	<u>(969,432)</u>	<u>(857,036)</u>	<u>(484,000)</u>
Other Financing Sources (Uses)				
Transfer In	<u>618,909</u>	<u>791,654</u>	<u>857,036</u>	<u>484,000</u>
Total Other Financing Sources (Uses)	<u>618,909</u>	<u>791,654</u>	<u>857,036</u>	<u>484,000</u>
Surplus / (Deficiency)	<u>(119,146)</u>	<u>(177,778)</u>	<u>-</u>	<u>-</u>
Beginning Fund Balance	<u>321,794</u>	<u>\$ 202,648</u>	<u>24,870</u>	<u>24,870</u>
Ending Fund Balance	<u>\$ 202,648</u>	<u>\$ 24,870</u>	<u>\$ 24,870</u>	<u>\$ 24,870</u>

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

**RESTRICTED PURPOSES FUND
EXPENDITURES BY OBJECT
FY2018 BUDGET**

	<u>FY2015 Actual</u>	<u>FY2016 Actual</u>	<u>FY2017 Budget</u>	<u>FY2018 Budget</u>
Expenditures				
Salaries	\$ 2,468,764	\$ 2,746,959	\$ 2,797,078	\$ 3,051,706
Employee Benefits	38,835,236	48,820,231	42,653,000	56,259,588
Contractual Services	312,574	251,053	329,834	305,715
Materials & Supplies	312,548	253,162	272,311	284,307
Conference & Meeting	120,044	99,723	246,876	264,249
Fixed Charges	4,513	-	-	-
Capital Outlay	713,245	194,633	166,083	166,083
Other	250,528	164,888	161,310	110,499
Scholarships, Student Grants & Waivers	<u>31,153,511</u>	<u>27,289,112</u>	<u>29,607,054</u>	<u>24,710,547</u>
Total Expenditures	<u>\$ 74,170,963</u>	<u>\$ 79,819,761</u>	<u>\$ 76,233,546</u>	<u>\$ 85,152,694</u>

Working Cash 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 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.

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

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

The budget for FY2018 consists of investment income and bank and investment fees. All investment earnings are kept in this fund to achieve growth in the fund balance.

	FY2015	FY2016	FY2017	FY2018
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Revenues				
Investment Income	\$ 44,253	\$ 40,924	\$ 47,035	\$ 45,300
Expenditures				
Contractual Services	<u>3,093</u>	<u>-</u>	<u>7,000</u>	<u>7,000</u>
Surplus / (Deficiency)	<u>\$ 41,160</u>	<u>\$ 40,924</u>	<u>\$ 40,035</u>	<u>\$ 38,300</u>

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

**WORKING CASH FUND
FY2018 BUDGET**

	<u>FY2015 Actual</u>	<u>FY2016 Actual</u>	<u>FY2017 Budget</u>	<u>FY2018 Budget</u>
Revenues				
Interest	\$ 44,253	\$ 40,924	\$ 47,035	\$ 45,300
Total Revenues	<u>44,253</u>	<u>40,924</u>	<u>47,035</u>	<u>45,300</u>
Expenditures				
General Administration	<u>3,093</u>	-	<u>7,000</u>	<u>7,000</u>
Total Expenditures	<u>3,093</u>	-	<u>7,000</u>	<u>7,000</u>
Surplus / (Deficiency)	41,160	40,924	40,035	38,300
Beginning Fund Balance	<u>8,321,799</u>	<u>8,362,959</u>	<u>8,403,883</u>	<u>8,443,918</u>
Ending Fund Balance	<u>\$ 8,362,959</u>	<u>\$ 8,403,883</u>	<u>\$ 8,443,918</u>	<u>\$ 8,482,218</u>

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

**WORKING CASH FUND
EXPENDITURES BY OBJECT
FY2018 BUDGET**

	<u>FY2015 Actual</u>	<u>FY2016 Actual</u>	<u>FY2017 Budget</u>	<u>FY2018 Budget</u>
Expenditures				
Contractual Services	\$ 3,093	\$ -	\$ 7,000	\$ 7,000
Total Expenditures	<u>\$ 3,093</u>	<u>\$ -</u>	<u>\$ 7,000</u>	<u>\$ 7,000</u>



IV. LONG-TERM FINANCIAL PLAN SECTION

Values:

Honesty – We expect truthfulness and trustworthiness.

FY2018-2022 Financial Plan

The purpose of this FY2018-2022 Financial Plan (“Plan”) is to create a framework which allows the Board of Trustees, Administration, and Strategic Long Range Planning Committee to examine the implications of the major financial decisions that must be made to protect the overall financial strength of the College. The Plan is developed using the most current information available for enrollment, assessed property values in the District, state and federal budget conditions, economic trends, current College spending patterns, and future College program needs. With input from the Cabinet, assumptions are made for the next five years about projected revenues and expenditures. The Plan is prepared for the General, Debt Service, Auxiliary Enterprises, and Construction Funds.

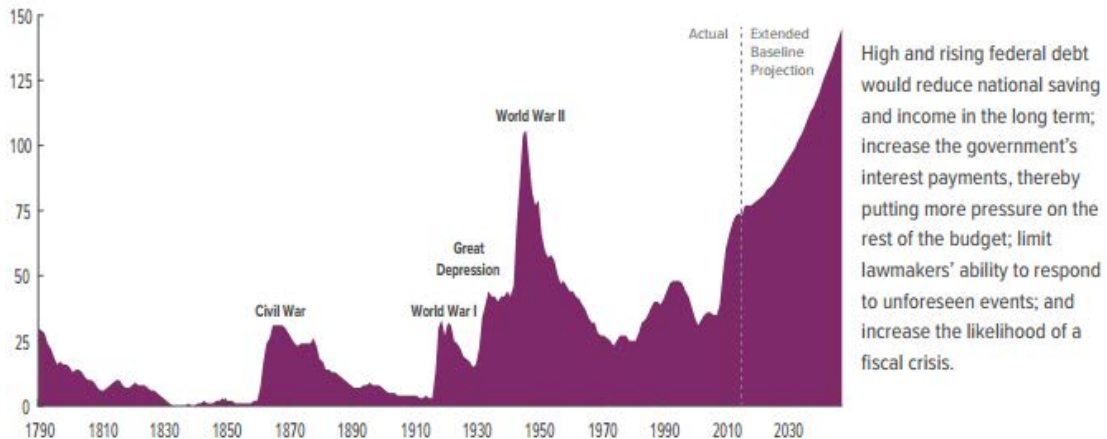
The Plan reflects the challenges presented by the national and state economies and their effect on the College’s finances. The College has three primary sources of General Fund revenue: tuition and fees, local property taxes, and state support. State support has been especially problematic in recent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

National Outlook

In the January 2017 economic release, the Congressional Budget Office (“CBO”) discussed the federal deficit and national debt:

Federal Debt Held by the Public

Percentage of Gross Domestic Product



Source: Congressional Budget Office. For details about the sources of data used for past debt held by the public, see Congressional Budget Office, *Historical Data on Federal Debt Held by the Public* (July 2010), www.cbo.gov/publication/21728.

The extended baseline generally reflects current law, following CBO's 10-year baseline budget projections through 2027 and then extending most of the concepts underlying those baseline projections for the rest of the long-term projection period (in this case, through 2047).

“In CBO’s baseline projections, budget deficits remain below 3.0 percent of GDP through 2019. But subsequently, continued growth in spending—particularly for Social Security, Medicare, and net interest—would outstrip growth in revenues, resulting in larger deficits and increasing debt. By 2027, the deficit would reach 5.0 percent of GDP—\$1.4 trillion.

As deficits accumulate in CBO's baseline, debt held by the public rises from 77 percent of GDP (\$15 trillion) at the end of 2017 to 89 percent of GDP (\$25 trillion) by 2027. At that level, debt held by the public would be the largest since 1947 and more than twice the average over the past five decades in relation to GDP.

Beyond the 10-year period, if current laws remained in place, the pressures that contributed to rising deficits during the baseline period would accelerate and push debt up even more sharply. Three decades from now, for instance, debt held by the public is projected to be nearly twice as high, relative to GDP, as it is this year—and a higher percentage than any previously recorded.

Such high and rising debt would have significant consequences, both for the economy and for the federal budget. In particular:

- Federal spending on interest payments would increase substantially as a result of rising interest rates, such as those projected to occur over the next few years.
- Because federal borrowing reduces national saving over time, the nation's capital stock ultimately would be smaller, and productivity and income may be lower.
- Lawmakers would have less flexibility to use tax and spending policies to respond to unexpected challenges, such as significant economic downturns or financial crises.
- The likelihood of a fiscal crisis in the United States would increase. Specifically, the risk that investors would become unwilling to finance the government's borrowing, unless they were compensated with high interest rates, would increase. If that occurred, interest rates on federal debt would rise suddenly and sharply relative to rates of return on other assets.”

As our federal government's interest payments increase over time and its national savings decrease, our legislators will have less flexibility with tax dollars. Whether it is an income tax increase on a potential student, or a reduction in a higher education category, such as Pell Grants, to cover increased spending elsewhere, both scenarios will provide an increased hardship on the population the College is aiming to reach.

Unemployment

CBO's Economic Projections for Calendar Years 2017 to 2027					
	Estimated	Forecast		Projected Annual Average	
	2016	2017	2018	2019-2020	2021-2027
		Year to Year (Percentage Change)			
Inflation (CPI-U)	1.3	2.4	2.3	2.3	2.4
		Calendar Year Average			
Unemployment Rate (Percent)	4.9	4.6	4.4	4.7	4.9

CBO projects that the unemployment rate will fall from 4.9% in 2016 to 4.4% by the end of 2017 and to 4.4% by the end of 2018. That decline in the unemployment rate reflects a projected increase in demand for labor that would reduce the number of unemployed people. However, the stronger demand for labor would also encourage people to remain in the labor force or rejoin it, making the labor force larger and thus moderating the decline in the unemployment rate. Even though the unemployment rate is expected to be relatively low during 2017, CBO anticipates that some slack will remain in the labor market, because fewer people will be participating in the labor force than would do so if the economy was operating at its potential.

CBO expects the natural rate of unemployment to be 4.7% through 2020. That expectation reflects the rate's decline in recent years—which has occurred as the composition of the workforce has shifted toward older workers, who tend to have lower unemployment rates, and away from less educated workers, who tend to have higher unemployment rates.

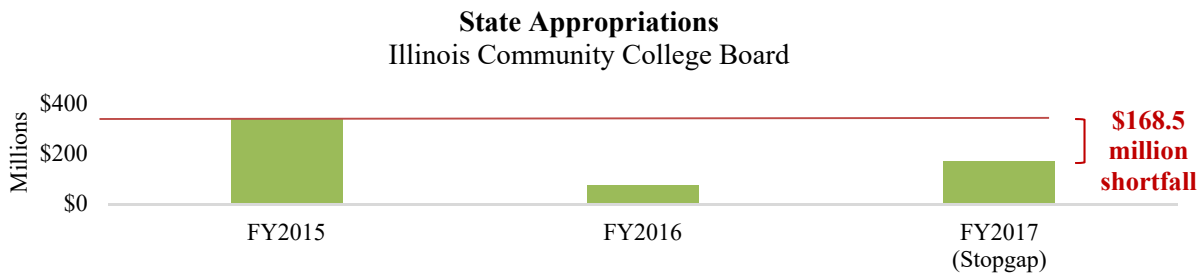
Unemployment rates are a factor driving enrollment within the community college system. For many, the choice to attend college is weighed against the opportunity to work. The increase in employers' demand for labor continues to draw workers back into the workforce and away from the pursuit of higher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

State of Illinois Outlook

Illinois is entering its third straight year without a balanced budget. Both Moody's and Standard & Poor's (S&P) lowered the state's bond rating to one level above junk status, the lowest rating of any state and the lowest rating in the state's history. S&P analyst Gabriel Petek said in a statement, "The rating actions largely reflect the severe deterioration of Illinois' fiscal condition, a byproduct of its stalemated budget negotiations. The unrelenting political brinkmanship now poses a threat to the timely payment of the state's core priority payments."

\$15,106,335,664.50
Unpaid Bills
 State of Illinois
 As of June 14, 2017

The bond rating is not only affecting the finances at the state level, but many universities and public institutions, reliant on state support, are also being downgraded. The increased cost of borrowing is putting a significant strain on local government.



The impact has been devastating on higher education, which is heavily reliant on state funding. Institutions have spent down their reserves, eliminated positions, instituted furlough days and cut programs. While last minute stop-gap budgets have provided some financial relief, this funding has only been a fraction of what has been received prior to the budget impasse.

Illinois institutions have experienced enrollment declines as students have chosen to attend out-of-state schools offering competitive financial aid packages. Some institutions have lost experienced faculty choosing job security in other states as opposed to the financial uncertainty in Illinois.

FY2018 Governor's Budget Proposal

On February 15, 2017, the Governor submitted his budget proposal for FY2018. The proposed budget had an operating deficiency of \$4.6 billion, relying on a "Grand Bargain" to close the gap. The budget included a \$32.1 million reduction in funding to the Illinois Community College Board, or 4.7%. Of the \$306.1 million of appropriations included for the community college system, \$70.0 million was coming from the Personal Property Replacement Tax Fund.

There has been much conversation surrounding the budget impasse at the state level, paired with many opposing views on the solution. On January 1, 2015, income tax rates rolled back to 3.75% from 5% for individuals and to 5.25% from 7% for corporations. The state has enacted no plan or preparations for reducing its expenditures to accommodate the associated \$4.0 billion in lost revenue. The governor has emphasized that any future increase in income taxes will need to be paired with a property tax freeze.

College of DuPage Outlook

College of DuPage management and Board of Trustees have been very thoughtful and deliberate in their actions to mitigate future risk to the College from both internal and external sources, such as the State of Illinois. The Board of Trustees has restricted \$91.3 million of the current General Fund balance to ensure the overall financial strength of the College:

SURS Pension Funding	\$17,000,000
IT Strategic Plan	5,000,000
Capital Development Board Match	6,250,000
O&M Funded Depreciation	16,000,000
Retiree OPEB Liability	14,000,000
New Teaching and Learning Center	<u>33,000,000</u>
Total	<u>\$91,250,000</u>

The authorization of these fund balance restrictions provides the College capacity to operate in an uncertain business environment.

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

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

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

Recent erosion in the valuation of equalized assessed property values in the District will constrain the growth in property tax revenues to primarily the Consumer Price Index over the term of this Plan. The 2016 valuations are estimated to increase by 6.2%, the first annual increase since 2010. The Plan assumes continued stabilization of the property tax values in the District with modest EAV increases in the later years due to price appreciation and value of new construction.

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

Prior to the State of Illinois budget impasse, the College historically received \$12 million in State base operating grant payments annually. In FY2016 and FY2017 the College had received 29% and 45% of that funding level, respectively. As described in the College’s Strategic Long Range Plan, it 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 shows the strength of the College going into the next five years. Through careful and deliberate planning for the future and execution of these plans, the College is in a strong operating and financial position to meet the challenges it potentially may confront.

Five-Year Plan Summary

As a result of the uncertainty clouding the business environment in which the College of DuPage operates, we have prepared the Five-Year Plan based on conservative assumptions. The Plan assumptions, consistent with the CBO projections, assume a stable and improving business environment with low inflation. The Plan is based on a recovery of the residential housing market with EAV values stabilizing and increasing modestly at 2.0% through the 2020 levy year.

College Budgetary Assumptions					
	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>
	Revenues				
Property Tax Levy Year	2016	2017	2018	2019	2020
Assessed Valuation Change	6.2%	2.0%	2.0%	2.0%	2.0%
Operating Levy Estimate	\$ 80,741,699	\$ 80,741,699	\$ 82,679,500	\$ 84,663,808	\$ 86,695,739
State Support - ICCB Operating Grants	\$ 6,600,000	\$ 10,200,000	\$ 12,000,000	\$ 12,000,000	\$ 12,000,000
Inflation (Consumer Price Index)	2.1%	2.4%	2.4%	2.4%	2.4%
Enrollment Growth	-2.0%	1.0%	1.0%	1.0%	1.0%
Auxiliary Revenue Growth	12.0%	5.0%	5.0%	5.0%	5.0%
Tuition and Fees In-District Rate	\$ 135	\$ 138	\$ 141	\$ 144	\$ 147
Percentage Change	0.0%	2.2%	2.2%	2.1%	2.1%
	Expenditures				
Salary Rate Increases	2.60%	2.90%	2.90%	2.90%	2.90%
Healthcare Benefits	4.00%	5.00%	5.00%	5.00%	5.00%
Contractual Services	1.00%	1.00%	1.00%	1.00%	1.00%
Supplies & Materials	1.00%	1.00%	1.00%	1.00%	1.00%
Conferences & Meetings	1.00%	1.00%	1.00%	1.00%	1.00%
Fixed Charges	1.00%	1.00%	1.00%	1.00%	1.00%
Utilities	3.00%	3.00%	3.00%	3.00%	3.00%
Capital Outlay	1.00%	1.00%	1.00%	1.00%	1.00%
Other Expenditures	1.00%	1.00%	1.00%	1.00%	1.00%
	Transfers				
In to Education Fund (from Auxiliary)	\$ 1,113,500	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000
Out to Restricted Purposes Fund (from Education)	\$ (484,000)	\$ (450,000)	\$ (450,000)	\$ (450,000)	\$ (100,000)
Out to Auxiliary (from Education)	\$ -	\$ -	\$ (500,000)	\$ (250,000)	\$ -

Beginning in levy year 2018 (FY2020) the property tax levy is assumed to increase by the amount of inflation. As a result of the enrollment declines the College experienced this past year, the Plan includes tuition rate increases below the rate of inflation from FY2019 through FY2022. State

operating grant funding has been projected below the historical funding levels through FY2020, where we conservatively estimate it will return at a rate equal to the FY2015 funding level.

Like the CBO projections of the nation’s budget, the College’s expenditures are projected to grow at a higher rate than revenues primarily driven by salaries and employee benefits. The majority of the College’s operating expenditure budget is comprised of salaries and benefits, normally accounting for anywhere from 70 to 73% of total operating expenditures. Control of these expenditure categories is crucial to the overall financial health of the College. Expenditures other than salaries and fringe benefits are projected to increase at 1% per year, except utilities expenditure that is projected at 3% per year.

General Fund Revenues and Expenditures					
In Millions					
	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>
Revenues	\$ 165.3	\$ 172.2	\$ 179.4	\$ 183.8	\$ 187.8
% Change	-4.6%	4.2%	4.2%	2.5%	2.2%
Expenditures	\$ 170.7	\$ 174.7	\$ 179.3	\$ 184.0	\$ 188.8
% Change	-1.3%	2.3%	2.6%	2.6%	2.6%

The current Plan for the General Fund (Education and Operating and Maintenance Funds) projects operating deficiencies through FY2019 due to the decline in state funding. **These projected deficiencies will be funded with existing fund balance to ensure the budgets are balanced.**

General Fund Surplus / (Deficiency)				
<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>
\$ (4,864,534)	\$ (1,844,767)	\$ 283,540	\$ 267,999	\$ 9,061

Operating Revenues

The College has a strong funding base with property taxes and student tuition and fees accounting for 93.5% of operating revenues in FY2018. The local real estate market has been dramatically impacted by the national and state economies. The 2016 valuations are estimated to increase by 6.2%, the first annual increase since 2010. The Plan assumes continued stabilization of the property tax values in the District with modest EAV increases in the later years due to price appreciation and value of new construction. The growth in property tax revenue for the College will be driven by the annual CPI allowed under the Property Tax Extension Limitation Law (PTELL) and the value of new construction.

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 2016 are collected in 2017. Therefore, the taxes are divided between two fiscal years. Of the 2016 levy taxes collected in 2017, one-half are recorded in fiscal year 2017 and the other half in fiscal year 2018. The following example shows the property tax revenue estimated for the General Fund:

FY2018 Estimated Property Tax Revenue			
	Estimated		Recorded in
	Levy Collections		FY2018
Taxes Levied, December 2016, est.	\$	80,741,699 50%	\$ 40,370,850
Taxes Levied, December 2017, est.		80,741,699 50%	40,370,850
Subtotal			<u>80,741,699</u>
Estimated Collection Rate			99.5%
Subtotal			80,337,992
Other Estimated Back-Taxes/Interest			(48,533)
Net Local Property Taxes for FY2018			<u><u>\$ 80,289,459</u></u>

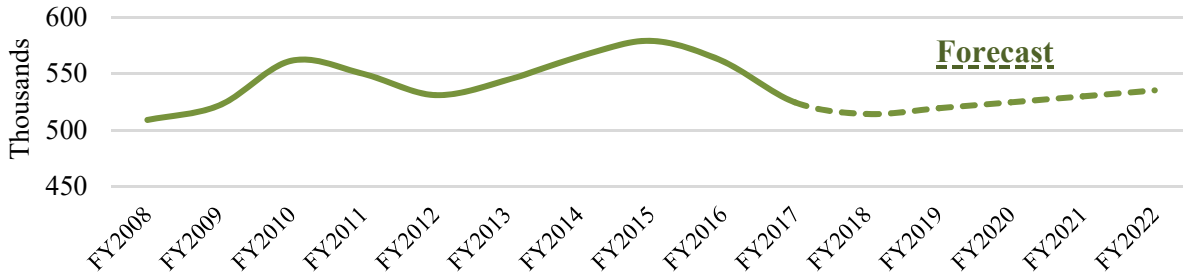
Based on the College's current debt outstanding, the debt levy is projected to decrease from \$25.5 million for levy year 2016 to \$22.5 million for levy year 2017. The debt service levy in 2019 will dip to \$14.6 million as a result of the early principal redemption in FY2018. The chart below summarizes assessed valuations and tax levies for the five-year period.

Five-Year Property EAV and Tax Collection Estimates					
	Levy Year				
	2016	2017	2018	2019	2020
Equalized Assessed Valuation	\$ 40,365,190,403	\$ 41,172,494,211	\$ 41,995,944,095	\$ 42,835,862,977	\$ 43,692,580,237
Percentage Change	6.20%	2.00%	2.00%	2.00%	2.00%
Consumer Price Index	2.10%	2.40%	2.40%	2.40%	2.40%
Operating Levy Estimate	\$ 80,741,699	\$ 80,741,699	\$ 82,679,500	\$ 84,663,808	\$ 86,695,739
Debt Service Levy Estimate	\$ 25,504,155	\$ 22,545,551	\$ 21,598,705	\$ 14,640,705	\$ 19,452,705
Total Estimated Tax Levy	<u>\$ 106,245,854</u>	<u>\$ 103,287,250</u>	<u>\$ 104,278,205</u>	<u>\$ 99,304,513</u>	<u>\$ 106,148,444</u>
	Fiscal Year				
	FY2018	FY2019	FY2020	FY2021	FY2022
Operating Levy Estimated Collection					
50% Prior Year Levy	\$ 40,370,850	\$ 41,339,750	\$ 42,331,904	\$ 43,347,870	\$ 44,388,218
50% Two Years Ago Levy	<u>40,370,850</u>	<u>40,370,850</u>	<u>41,339,750</u>	<u>42,331,904</u>	<u>43,347,870</u>
Net of 0.5% Assumed Uncollectable	80,337,992	81,302,047	83,253,296	85,251,375	87,297,408
Other Estimated Back-Taxes/Interest	(48,533)	-	-	-	-
Total General Fund	<u>\$ 80,289,459</u>	<u>\$ 81,302,047</u>	<u>\$ 83,253,296</u>	<u>\$ 85,251,375</u>	<u>\$ 87,297,408</u>
Fund Allocation:					
Education	\$ 68,922,259	\$ 69,919,760	\$ 71,597,835	\$ 73,316,183	\$ 75,075,771
Operations and Maintenance	<u>11,367,200</u>	<u>11,382,287</u>	<u>11,655,461</u>	<u>11,935,193</u>	<u>12,221,637</u>
Subtotal General Fund	<u>\$ 80,289,459</u>	<u>\$ 81,302,047</u>	<u>\$ 83,253,296</u>	<u>\$ 85,251,375</u>	<u>\$ 87,297,408</u>
Debt Service Levy Estimated Collection					
50% Prior Year Levy	\$ 11,272,776	\$ 10,799,353	\$ 7,320,353	\$ 9,726,353	\$ 9,118,228
50% Two Years Ago Levy	<u>12,752,078</u>	<u>11,272,776</u>	<u>10,799,353</u>	<u>7,320,353</u>	<u>9,726,353</u>
Net of 0.5% Assumed Uncollectable	24,024,854	22,072,129	18,119,706	17,046,706	18,844,581
Other Estimated Back-Taxes/Interest	<u>1,462,718</u>	-	-	-	-
Total Debt Service	<u>\$ 25,487,572</u>	<u>\$ 22,072,129</u>	<u>\$ 18,119,706</u>	<u>\$ 17,046,706</u>	<u>\$ 18,844,581</u>

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

The recently released CPI by the Illinois Department of Revenue for PTELL use was 2.1% for calendar year 2016 (this is the CPI used for the 2016 levy year). Economists continue to project low inflation during this five-year time horizon. As a result, the Plan is projecting annual CPI used for PTELL calculations at 2.4% in FY2019 – FY2022.

Annual Credit Hour Enrollment Forecast



The College has conservatively projected a 2.0% decline in enrollment in FY2018 followed by annual enrollment increases of 1.0%.

Tuition and Fees are projected to moderately increase year over year at a rate below inflation. The modest increases result in a tuition rate in FY2022 of \$147.00, or \$3.00 greater than the tuition rate in FY2015. The college also anticipates restructuring its student fees over this same period in order to cover expenditure increases in the maintenance and student activity areas.

C.O.D. Tuition and Fees Five-Year Projection					
	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>
Tuition and Fee Rates per Credit Hour					
In-District	\$ 102.15	\$ 104.15	\$ 109.15	\$ 111.15	\$ 113.15
Out-of-District	289.15	291.15	296.15	298.15	300.15
Out-of-State/International	359.15	361.15	366.15	368.15	370.15
Technology Fee	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00
Construction Fee (F02)	4.80	4.80	4.80	5.80	5.80
Construction Fee (F03)	2.20	2.20	2.20	2.20	3.20
Debt Service Fee	14.00	14.00	12.00	12.00	12.00
Student Activities Fee	3.70	4.70	4.70	4.70	4.70
Student-to-Student Fee	0.15	0.15	0.15	0.15	0.15
Subtotal Fees	<u>32.85</u>	<u>33.85</u>	<u>31.85</u>	<u>32.85</u>	<u>33.85</u>
Total In-District Tuition and Fees	<u>\$ 135.00</u>	<u>\$ 138.00</u>	<u>\$ 141.00</u>	<u>\$ 144.00</u>	<u>\$ 147.00</u>
Annual Estimates					
Credit Hours - 10th Day Estimates	514,265	519,408	524,602	529,848	535,146
Tuition and Fee Revenue					
Education Fund	\$ 71,801,523	\$ 74,080,561	\$ 77,447,174	\$ 79,284,141	\$ 81,150,074
Operations and Maintenance Fund	2,468,471	2,493,157	2,518,088	3,073,117	3,103,848
Operations and Maintenance - Restricted Fund	1,131,383	1,142,697	1,154,124	1,165,665	1,712,468
Bond and Interest Fund	7,199,707	7,271,707	6,295,221	6,358,173	6,421,755
Auxiliary Enterprises Fund	7,210,100	7,282,201	7,355,023	7,428,573	7,502,859
Restricted Purposes Fund	77,139.75	77,911.15	78,690.26	79,477.16	80,271.93
Total Tuition and Fee Revenue	<u>\$ 89,888,324</u>	<u>\$ 92,348,233</u>	<u>\$ 94,848,320</u>	<u>\$ 97,389,146</u>	<u>\$ 99,971,276</u>

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, 2016, the per capita cost on a semester hour basis was \$446.43; one-third of that is \$148.81. The College is below that maximum in all Plan years.

The budget assumes the state's appropriation of annual base operating grant payments to the College during this five-year time horizon remains flat at \$6.6 million (50% of the normal appropriation) in FY2018. In FY2019 it is projected to increase to \$10.2 million (77% of the normal appropriation) before leveling out to \$12.0 million in FY2020 and each year thereafter.

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.

Operating Expenditures

With respect to operating expenditures, salary and benefits are the largest single component of the College's operating budget representing approximately 71.5% of total operating expenditures in the FY2018 budget. The College has negotiated annual salary increases equal to current year inflation plus 0.5%, or 2.6% in FY2018 with all its collectively bargained employees. The Plan continues this trend with annual wage increases tied to the rate of inflation.

Health insurance costs for employees in FY2018-2022 are projected to increase 5% each year after FY2018 primarily due to healthcare inflation. This cost projection is below the College's previous estimates due to the redefined benefit plans the College implemented in FY2017. The College will continue to evaluate options to minimize the effect rising healthcare costs in FY2018 and going forward.

Contractual services, supplies, and other expenditures are projected to grow by 1% in each of the Plan years. Two million dollars is budgeted as contingency in each projected year.

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

The five-year projection assumes the General Fund will continue to support the veteran grants which has not been funded by the state as of recent. The state stopped funding this in FY2013 for state-mandated education benefits to veterans. Additionally, the Education Fund will subsidize its auxiliary enterprises beginning in FY2020. The bookstore and the food service auxiliary operations also help support educational services by continuing to transfer the \$1.1 million earned through commissions to the Education Fund.

The Bond and Interest Fund shows budget deficiencies through FY2020. This deficiency is a result of the College using a portion of its existing bond and interest fund reserves to cover its alternate revenue bonds. The enrollment increases the College experienced in prior years resulted in student fee revenues greater than initial projections. These prior-year revenues will be used in the

subsequent years as the student fee rates are reallocated to cover increased maintenance expenditures.

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

Because of the uncertainty with any projection, a sensitivity analysis shows how a 1% change in key variables impacts revenue up or down. For example, a 1% change in enrollment affects revenues by \$347,129 while a \$1.00 change in the tuition or fees rate impacts revenue \$514,265. Conversely, a 1% change in labor costs of \$103.0 million impacts operating expenditures by \$1.0 million.

C.O.D. Sensitivity Analysis on Key Operating Revenues/Expenses			
	FY2018 Budget (Base Amount)	Change	1-Year Effect
Property Tax Revenues	\$ 80,289,459	1.0%	\$ 802,895
Property Tax Rates, Assuming no EAV change	\$ 0.2280	\$ 0.01	\$ 3,659,297
In-District Tuition/Fees Rate	\$ 135.00	\$ 1.00	\$ 514,265
Enrollment (Annual FTE)	17,142	1.0%	\$ 347,129
Investment Earnings Rate	0.5%	0.1%	\$ 200,940
Salary Increase - All Groups	\$ 103,037,666	1.0%	\$ 1,030,377
Salary Increase - FT Faculty/Administrators	\$ 41,845,500	1.0%	\$ 418,455
Salary Increase - PT Faculty	\$ 20,728,578	1.0%	\$ 207,286
Salary Increase - Classified/Managerial	\$ 38,245,504	1.0%	\$ 382,455
Employee Benefits	\$ 15,135,997	1.0%	\$ 151,360

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

	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>
Revenues					
Local Property Taxes	\$ 80,289,459	\$ 81,302,047	\$ 83,253,296	\$ 85,251,375	\$ 87,297,408
Personal Property Replacement Tax	1,390,024	1,403,924	1,417,963	1,432,143	1,446,465
Other Local Revenues	104,644	105,690	106,747	107,815	108,893
State Government	6,600,000	10,200,000	12,000,000	12,000,000	12,000,000
Student Tuition and Fees	74,269,994	76,573,717	79,965,262	82,357,258	84,253,922
Sales and Service Fees	590,774	596,682	602,649	608,675	614,762
Interest	1,178,250	1,190,033	1,201,933	1,213,952	1,226,092
Other	831,500	839,815	848,213	856,695	865,262
General Contingency	-	-	-	-	-
Total Revenues	<u>165,254,645</u>	<u>172,211,908</u>	<u>179,396,064</u>	<u>183,827,913</u>	<u>187,812,803</u>
Expenditures					
Salaries	106,329,112	109,093,669	112,257,385	115,512,849	118,862,722
Employee Benefits	15,857,929	16,492,246	17,316,858	18,182,701	19,091,836
Contractual Services	12,437,272	12,561,645	12,687,261	12,814,134	12,942,275
Materials & Supplies	9,670,833	9,767,541	9,865,217	9,963,869	10,063,508
Conference & Meeting	2,340,783	2,364,191	2,387,833	2,411,711	2,435,828
Fixed Charges	2,038,900	2,059,289	2,079,882	2,100,681	2,121,688
Utilities	4,675,306	4,815,565	4,960,032	5,108,833	5,262,098
Capital Outlay	5,093,728	5,144,665	5,196,112	5,248,073	5,300,554
Other	10,304,816	10,407,864	10,511,943	10,617,062	10,723,233
Contingency	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Total Expenditures	<u>170,748,679</u>	<u>174,706,676</u>	<u>179,262,523</u>	<u>183,959,914</u>	<u>188,803,742</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>(5,494,034)</u>	<u>(2,494,767)</u>	<u>133,540</u>	<u>(132,001)</u>	<u>(990,939)</u>
Other Financing Sources (Uses)					
Transfer In (Out)	<u>629,500</u>	<u>650,000</u>	<u>150,000</u>	<u>400,000</u>	<u>1,000,000</u>
Surplus / (Deficiency)	<u>(4,864,534)</u>	<u>(1,844,767)</u>	<u>283,540</u>	<u>267,999</u>	<u>9,061</u>
Beginning Fund Balance	<u>197,284,114</u>	<u>192,419,580</u>	<u>190,574,813</u>	<u>190,858,353</u>	<u>191,126,352</u>
Ending Fund Balance	<u>\$ 192,419,580</u>	<u>\$ 190,574,813</u>	<u>\$ 190,858,353</u>	<u>\$ 191,126,352</u>	<u>\$ 191,135,413</u>

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

	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>
Revenues					
Local Property Taxes	\$ 68,922,259	\$ 69,919,760	\$ 71,597,835	\$ 73,316,183	\$ 75,075,771
Personal Property Replacement Tax	1,390,024	1,403,924	1,417,963	1,432,143	1,446,465
Other Local Revenues	104,644	105,690	106,747	107,815	108,893
State Government	6,600,000	10,200,000	12,000,000	12,000,000	12,000,000
Student Tuition and Fees	71,801,523	74,080,561	77,447,174	79,284,141	81,150,074
Sales and Service Fees	590,774	596,682	602,649	608,675	614,762
Interest	1,004,700	1,014,747	1,024,894	1,035,143	1,045,495
Other	786,500	794,365	802,309	810,332	818,435
General Contingency	-	-	-	-	-
Total Revenues	<u>151,200,424</u>	<u>158,115,730</u>	<u>164,999,571</u>	<u>168,594,431</u>	<u>172,259,894</u>
Expenditures					
Salaries	103,037,666	105,716,645	108,782,428	111,937,118	115,183,295
Employee Benefits	15,135,997	15,741,437	16,528,509	17,354,934	18,222,681
Contractual Services	9,560,890	9,656,499	9,753,064	9,850,595	9,949,100
Materials & Supplies	9,073,233	9,163,965	9,255,605	9,348,161	9,441,643
Conference & Meeting	2,320,333	2,343,536	2,366,972	2,390,641	2,414,548
Fixed Charges	1,283,900	1,296,739	1,309,706	1,322,803	1,336,031
Utilities	36,440	37,533	38,659	39,819	41,014
Capital Outlay	2,735,998	2,763,358	2,790,992	2,818,901	2,847,090
Other	10,243,886	10,346,325	10,449,788	10,554,286	10,659,829
Contingency	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Total Expenditures	<u>155,428,343</u>	<u>159,066,038</u>	<u>163,275,723</u>	<u>167,617,259</u>	<u>172,095,231</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>(4,227,919)</u>	<u>(950,308)</u>	<u>1,723,848</u>	<u>977,172</u>	<u>164,663</u>
Other Financing Sources (Uses)					
Transfer In (Out)	<u>629,500</u>	<u>650,000</u>	<u>150,000</u>	<u>400,000</u>	<u>1,000,000</u>
Surplus / (Deficiency)	<u>(3,598,419)</u>	<u>(300,308)</u>	<u>1,873,848</u>	<u>1,377,172</u>	<u>1,164,663</u>
Beginning Fund Balance	<u>166,679,787</u>	<u>163,081,368</u>	<u>162,781,060</u>	<u>164,654,908</u>	<u>166,032,080</u>
Ending Fund Balance	<u>\$ 163,081,368</u>	<u>\$ 162,781,060</u>	<u>\$ 164,654,908</u>	<u>\$ 166,032,080</u>	<u>\$ 167,196,743</u>

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

	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>
Revenues					
Local Property Taxes	\$ 11,367,200	\$ 11,382,287	\$ 11,655,461	\$ 11,935,193	\$ 12,221,637
Personal Property Replacement Tax	-	-	-	-	-
Other Local Revenues	-	-	-	-	-
State Government	-	-	-	-	-
Student Tuition and Fees	2,468,471	2,493,157	2,518,088	3,073,117	3,103,848
Sales and Service Fees	-	-	-	-	-
Interest	173,550	175,286	177,038	178,809	180,597
Other	45,000	45,450	45,905	46,364	46,827
General Contingency	-	-	-	-	-
Total Revenues	<u>14,054,221</u>	<u>14,096,179</u>	<u>14,396,493</u>	<u>15,233,482</u>	<u>15,552,909</u>
Expenditures					
Salaries	3,291,446	3,377,024	3,474,957	3,575,731	3,679,427
Employee Benefits	721,932	750,809	788,350	827,767	869,156
Contractual Services	2,876,382	2,905,146	2,934,197	2,963,539	2,993,175
Materials & Supplies	597,600	603,576	609,612	615,708	621,865
Conference & Meeting	20,450	20,655	20,861	21,070	21,280
Fixed Charges	755,000	762,550	770,176	777,877	785,656
Utilities	4,638,866	4,778,032	4,921,373	5,069,014	5,221,085
Capital Outlay	2,357,730	2,381,307	2,405,120	2,429,172	2,453,463
Other	60,930	61,539	62,155	62,776	63,404
Contingency	-	-	-	-	-
Total Expenditures	<u>15,320,336</u>	<u>15,640,638</u>	<u>15,986,801</u>	<u>16,342,654</u>	<u>16,708,511</u>
Surplus / (Deficiency)	<u>(1,266,115)</u>	<u>(1,544,459)</u>	<u>(1,590,308)</u>	<u>(1,109,173)</u>	<u>(1,155,601)</u>
Beginning Fund Balance	<u>30,604,327</u>	<u>29,338,212</u>	<u>27,793,753</u>	<u>26,203,445</u>	<u>25,094,272</u>
Ending Fund Balance	<u>\$ 29,338,212</u>	<u>\$ 27,793,753</u>	<u>\$ 26,203,445</u>	<u>\$ 25,094,272</u>	<u>\$ 23,938,671</u>

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

	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>
Revenues					
State Government	-	-	-	-	-
Student Tuition and Fees	1,131,383	1,142,697	1,154,124	1,165,665	1,712,468
Interest	100,800	101,808	102,826	103,854	104,893
Total Revenues	<u>1,232,183</u>	<u>1,244,505</u>	<u>1,256,950</u>	<u>1,269,519</u>	<u>1,817,361</u>
Expenditures					
Contractual Services	6,138,433	1,000,000	1,000,000	1,000,000	1,000,000
Capital Outlay	4,826,844	2,500,000	2,500,000	2,500,000	1,000,000
Total Expenditures	<u>10,965,277</u>	<u>3,500,000</u>	<u>3,500,000</u>	<u>3,500,000</u>	<u>2,000,000</u>
Surplus / (Deficiency)	<u>(9,733,094)</u>	<u>(2,255,495)</u>	<u>(2,243,050)</u>	<u>(2,230,481)</u>	<u>(182,639)</u>
Beginning Fund Balance	<u>16,878,082</u>	<u>7,144,988</u>	<u>4,889,493</u>	<u>2,646,443</u>	<u>415,962</u>
Ending Fund Balance	<u>\$ 7,144,988</u>	<u>\$ 4,889,493</u>	<u>\$ 2,646,443</u>	<u>\$ 415,962</u>	<u>\$ 233,323</u>

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

	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>
Revenues					
Local Property Taxes	\$ 25,487,572	\$ 22,072,129	\$ 18,119,706	\$ 17,046,706	\$ 18,844,581
Federal Government	892,612	837,923	778,608	720,524	655,855
Student Tuition and Fees	7,199,707	7,271,707	6,295,221	6,358,173	6,421,755
Interest	<u>113,250</u>	<u>114,383</u>	<u>115,526</u>	<u>116,682</u>	<u>117,848</u>
Total Revenues	<u>33,693,141</u>	<u>30,296,142</u>	<u>25,309,061</u>	<u>24,242,085</u>	<u>26,040,039</u>
Expenditures - General Institutional					
Principal Payments					
General Obligation Bonds					
Series 2007	12,775,000	7,515,000	7,895,000	2,555,000	8,700,000
Series 2011A	5,025,000	3,935,000	2,915,000	1,840,000	725,000
Series 2013A	<u>5,115,000</u>	<u>4,180,000</u>	<u>4,350,000</u>	<u>4,565,000</u>	<u>4,795,000</u>
Subtotal General Obligation Bonds	<u>22,915,000</u>	<u>15,630,000</u>	<u>15,160,000</u>	<u>8,960,000</u>	<u>14,220,000</u>
Alternate Revenue Bonds					
Series 2006	1,840,000	1,910,000	1,985,000	-	-
Series 2009B	3,625,000	3,730,000	3,850,000	3,965,000	4,095,000
Series 2011B	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,025,000</u>	<u>2,110,000</u>
Subtotal Alternate Revenue Bonds	<u>5,465,000</u>	<u>5,640,000</u>	<u>5,835,000</u>	<u>5,990,000</u>	<u>6,205,000</u>
Total Principal Payments	<u>28,380,000</u>	<u>21,270,000</u>	<u>20,995,000</u>	<u>14,950,000</u>	<u>20,425,000</u>
Interest Payments					
General Obligation Bonds					
Series 2007	2,149,425	1,247,821	1,134,925	740,175	612,425
Series 2011A	2,715,800	2,464,550	2,267,800	2,122,050	2,030,050
Series 2013A	<u>3,458,930</u>	<u>3,203,180</u>	<u>3,035,980</u>	<u>2,818,480</u>	<u>2,590,230</u>
Subtotal General Obligation Bonds	<u>8,324,155</u>	<u>6,915,551</u>	<u>6,438,705</u>	<u>5,680,705</u>	<u>5,232,705</u>
Alternate Revenue Bonds					
Series 2006	217,010	148,010	75,430	-	-
Series 2009B	2,736,396	2,568,740	2,386,903	2,208,840	2,010,590
Series 2011B	<u>286,200</u>	<u>286,200</u>	<u>286,200</u>	<u>286,200</u>	<u>205,200</u>
Subtotal Alternate Revenue Bonds	<u>3,239,606</u>	<u>3,002,950</u>	<u>2,748,533</u>	<u>2,495,040</u>	<u>2,215,790</u>
Total Interest Payments	<u>11,563,761</u>	<u>9,918,501</u>	<u>9,187,238</u>	<u>8,175,745</u>	<u>7,448,495</u>
Other	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
Total Expenditures	<u>39,953,761</u>	<u>31,198,501</u>	<u>30,192,238</u>	<u>23,135,745</u>	<u>27,883,495</u>
Surplus / (Deficiency)	<u>(6,260,620)</u>	<u>(902,359)</u>	<u>(4,883,177)</u>	<u>1,106,340</u>	<u>(1,843,456)</u>
Beginning Fund Balance	<u>14,322,714</u>	<u>8,062,094</u>	<u>7,159,735</u>	<u>2,276,558</u>	<u>3,382,897</u>
Ending Fund Balance	<u>\$ 8,062,094</u>	<u>\$ 7,159,735</u>	<u>\$ 2,276,558</u>	<u>\$ 3,382,897</u>	<u>\$ 1,539,441</u>

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

	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>
Revenues					
Student Tuition and Fees	\$ 7,210,100	\$ 7,570,605	\$ 7,949,135	\$ 8,346,592	\$ 8,763,922
Sales and Service Fees	3,421,665	3,592,748	3,628,676	3,664,962	3,701,612
Facilities	441,000	463,050	467,681	472,357	477,081
Interest	62,400	63,024	63,654	64,291	64,934
Non-Government Gifts, Grants	1,431,666	1,503,249	1,518,282	1,533,465	1,548,799
Other	230,000	241,500	243,915	246,354	248,818
Total Revenues	<u>12,796,831</u>	<u>13,434,177</u>	<u>13,871,343</u>	<u>14,328,021</u>	<u>14,805,165</u>
Expenditures					
Salaries	6,268,732	6,431,719	6,618,239	6,810,168	7,007,663
Employee Benefits	755,352	785,566	824,844	866,087	909,391
Contractual Services	1,837,654	1,856,031	1,874,591	1,893,337	1,912,270
Materials & Supplies	1,469,947	1,484,646	1,499,493	1,514,488	1,529,633
Conference & Meeting	1,538,204	1,553,586	1,569,122	1,584,813	1,600,661
Fixed Charges	380,606	384,412	388,256	392,139	396,060
Utilities	9,600	9,888	10,185	10,490	10,805
Capital Outlay	103,912	104,951	106,001	107,061	108,131
Other	637,600	643,976	650,416	656,920	663,489
Contingency	-	-	-	-	-
Total Expenditures	<u>13,001,607</u>	<u>13,254,775</u>	<u>13,541,146</u>	<u>13,835,502</u>	<u>14,138,103</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>(204,776)</u>	<u>179,401</u>	<u>330,196</u>	<u>492,520</u>	<u>667,062</u>
Other Financing Sources (Uses)					
Transfer In (Out)	<u>(1,113,500)</u>	<u>(1,100,000)</u>	<u>(600,000)</u>	<u>(850,000)</u>	<u>(1,100,000)</u>
Surplus / (Deficiency)	<u>(1,318,276)</u>	<u>(920,599)</u>	<u>(269,804)</u>	<u>(357,480)</u>	<u>(432,938)</u>
Beginning Fund Balance	<u>9,606,665</u>	<u>8,288,389</u>	<u>7,367,790</u>	<u>7,097,987</u>	<u>6,740,506</u>
Ending Fund Balance	<u>\$ 8,288,389</u>	<u>\$ 7,367,790</u>	<u>\$ 7,097,987</u>	<u>\$ 6,740,506</u>	<u>\$ 6,307,568</u>

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

	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>
Revenues					
Interest	\$ 45,300	\$ 45,753	\$ 46,211	\$ 46,673	\$ 47,139
Total Revenues	<u>45,300</u>	<u>45,753</u>	<u>46,211</u>	<u>46,673</u>	<u>47,139</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>38,300</u>	<u>38,753</u>	<u>39,211</u>	<u>39,673</u>	<u>40,139</u>
Beginning Fund Balance	<u>8,443,918</u>	<u>8,482,218</u>	<u>8,520,971</u>	<u>8,560,182</u>	<u>8,599,854</u>
Ending Fund Balance	<u>\$ 8,482,218</u>	<u>\$ 8,520,971</u>	<u>\$ 8,560,182</u>	<u>\$ 8,599,854</u>	<u>\$ 8,639,994</u>

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

	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>
Fund Balances					
Education Fund	\$ 163,081,368	\$ 162,781,060	\$ 164,654,908	\$ 166,032,080	\$ 167,196,743
Operations & Maintenance Fund	29,338,212	27,793,753	26,203,445	25,094,272	23,938,671
Auxiliary Fund	8,288,389	7,367,790	7,097,987	6,740,506	6,307,568
Working Cash Fund	8,482,218	8,520,971	8,560,182	8,599,854	8,639,994
Total Fund Balances	\$ 209,190,187	\$ 206,463,574	\$ 206,516,521	\$ 206,466,712	\$ 206,082,976
General Fund Revenues	165,254,645	172,211,908	179,396,064	183,827,913	187,812,803
% of General Fund Revenues	127%	120%	115%	112%	110%
Fund Balance Restrictions					
SURS Pension Funding	\$ 17,000,000	\$ 17,000,000	\$ 17,000,000	\$ 17,000,000	\$ 17,000,000
IT Plan	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
O&M Funded Depreciation	16,000,000	16,000,000	16,000,000	16,000,000	16,000,000
25% Capital Development Board Match	6,250,000	6,250,000	6,250,000	6,250,000	6,250,000
Retiree OPEB Liability	14,000,000	14,000,000	14,000,000	14,000,000	14,000,000
New Teaching & Learning Center	33,000,000	33,000,000	33,000,000	33,000,000	33,000,000
Total Fund Balance Restrictions	\$ 91,250,000	\$ 91,250,000	\$ 91,250,000	\$ 91,250,000	\$ 91,250,000
Total Unrestricted Fund Balance	\$ 117,940,187	\$ 115,213,574	\$ 115,266,521	\$ 115,216,712	\$ 114,832,976
As a % of General Fund Revenues	71%	70%	70%	70%	69%

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" in a serif font. The overall scene is set against a clear, light blue sky.

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 OPERATING FUNDS REVENUES AND EXPENDITURES
LAST TEN FISCAL YEARS**

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
OPERATING REVENUES BY SOURCE				
Local government				
Local taxes	\$ 62,834,162	\$ 65,483,153	\$ 70,633,294	\$ 73,497,591
Chargeback revenue	579,339	508,217	517,541	775,955
Corporate personal property replacement tax	1,628,249	1,794,791	1,814,989	1,252,327
Total local government	<u>65,041,750</u>	<u>67,786,161</u>	<u>72,965,824</u>	<u>75,525,873</u>
State government				
Illinois Community College Board	13,581,612	13,194,737	10,185,251	15,582,870
ICCB-Career and Technical Education	646,378	602,226	577,555	965,013
Other state grants	-	-	-	-
Total state government	<u>14,227,990</u>	<u>13,796,963</u>	<u>10,762,806</u>	<u>16,547,883</u>
Federal government				
Other	3,560	3,889	3,568	461,659
Total federal government	<u>3,560</u>	<u>3,889</u>	<u>3,568</u>	<u>461,659</u>
Student tuition and fees				
Tuition	47,078,797	50,998,779	58,694,441	58,420,394
Fees	2,501,923	2,410,439	4,174,566	3,711,012
Total student tuition and fees	<u>49,580,720</u>	<u>53,409,218</u>	<u>62,869,007</u>	<u>62,131,406</u>
Other sources				
Investment revenue	2,729,383	2,406,897	1,438,053	346,517
Other	399,827	325,013	521,613	1,572,790
Transfers from non-operating subfunds	474,846	470,206	261,146	90,343
Total other sources	<u>3,604,056</u>	<u>3,202,116</u>	<u>2,220,812</u>	<u>2,009,650</u>
Total operating revenues	<u>\$ 132,458,076</u>	<u>\$ 138,198,347</u>	<u>\$ 148,822,017</u>	<u>\$ 156,676,471</u>

**OPERATING EXPENDITURES
BY PROGRAM**

Instruction	\$ 66,624,371	\$ 68,748,828	\$ 74,540,219	\$ 71,187,671
Academic support	9,814,050	8,978,010	9,255,291	9,185,239
Student services	11,279,351	11,844,921	12,628,453	12,355,236
Public service	951,302	1,127,437	1,000,519	1,020,106
Operations and maintenance of plant	14,323,038	14,944,479	14,468,424	14,885,996
General administration	9,456,236	9,918,321	10,587,783	11,654,227
General institutional	12,724,979	9,746,124	10,399,783	9,585,180
Scholarships, student grants, waivers	6,700,663	6,973,540	8,209,772	8,865,198
Transfers	1,127,264	1,128,082	278,832	8,475,898
Total operating expenditures by program	<u>\$ 133,001,254</u>	<u>\$ 133,409,742</u>	<u>\$ 141,369,076</u>	<u>\$ 147,214,751</u>

BY OBJECT

Salaries	\$ 86,102,558	\$ 87,826,791	\$ 95,314,207	\$ 93,391,771
Employee benefits	12,788,359	13,501,108	13,883,430	15,647,631
Contractual services	6,181,620	5,120,475	4,933,454	4,644,661
General materials and supplies	6,694,505	6,859,787	6,043,658	4,843,776
Conference and meeting	849,543	992,318	694,548	473,128
Fixed charges	2,002,712	1,848,145	2,139,393	2,330,289
Utilities	3,995,979	4,446,352	4,727,706	4,798,151
Capital outlay	5,510,879	3,626,689	3,925,268	3,020,202
Other	7,747,835	8,059,995	9,428,580	9,589,244
Transfers	1,127,264	1,128,082	278,832	8,475,898
Total operating expenditures by object	<u>\$ 133,001,254</u>	<u>\$ 133,409,742</u>	<u>\$ 141,369,076</u>	<u>\$ 147,214,751</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

	2011	2012	2013	2014	2015	2016
\$	76,802,162	\$ 79,907,411	\$ 76,947,743	\$ 82,313,861	\$ 82,580,585	\$ 82,806,741
	662,258	673,262	764,431	754,539	557,633	394,500
	1,624,041	1,494,002	1,526,489	1,544,222	1,660,637	1,520,291
	79,088,461	82,074,675	79,238,663	84,612,622	84,798,855	84,721,532
	12,770,564	8,513,709	15,525,035	13,242,154	11,925,844	3,501,271
	954,226	949,453	927,782	934,215	1,011,715	-
	-	-	378,823	17,598	11,237	-
	13,724,790	9,463,162	16,831,640	14,193,967	12,948,796	3,501,271
	-	29,219	-	-	-	-
	-	29,219	-	-	-	-
	66,067,323	65,848,942	73,173,018	77,864,902	80,497,991	75,261,937
	4,269,414	4,524,776	4,895,930	5,297,521	5,431,132	5,480,106
	70,336,737	70,373,718	78,068,948	83,162,423	85,929,123	80,742,042
	187,228	266,171	(65,036)	1,256,754	(1,335,824)	930,563
	759,828	605,193	726,183	1,060,961	1,829,723	1,390,719
	-	263,828	769,105	769,105	769,105	769,105
	947,056	1,135,192	1,430,252	3,086,820	1,263,004	3,090,387
\$	164,097,044	\$ 163,075,966	\$ 175,569,503	\$ 185,055,832	\$ 184,939,778	\$ 172,055,232
\$	68,457,861	\$ 70,262,946	\$ 71,722,905	\$ 70,968,094	\$ 75,901,494	\$ 74,404,447
	8,162,548	7,768,567	8,288,789	8,315,791	8,153,163	8,550,126
	10,509,285	9,035,526	11,333,730	13,064,145	14,244,859	15,105,075
	711,901	716,621	1,207,339	1,213,764	1,419,201	1,500,705
	14,314,476	15,595,390	15,076,887	16,129,400	16,535,012	15,989,344
	10,981,973	11,371,599	11,505,119	11,538,602	12,804,915	11,788,857
	16,352,550	24,180,963	22,010,319	19,138,674	17,704,633	20,975,073
	8,087,108	7,398,633	9,346,575	10,463,757	12,496,222	10,478,753
	577,560	179,500	179,500	179,500	624,909	1,150,154
\$	138,155,262	\$ 146,509,745	\$ 150,671,163	\$ 151,011,727	\$ 159,884,408	\$ 159,942,534
\$	93,147,009	\$ 93,745,280	\$ 96,850,656	\$ 97,174,229	\$ 102,603,770	\$ 102,080,937
	14,167,194	19,355,194	17,902,389	15,964,836	14,238,728	15,598,491
	7,694,394	5,949,416	7,598,046	9,209,476	8,911,398	11,306,367
	5,129,162	5,882,401	5,756,243	6,015,720	7,473,343	7,750,230
	332,205	435,246	847,064	1,181,098	1,132,676	1,296,344
	2,114,936	2,486,128	2,185,491	1,828,855	1,799,858	2,027,069
	4,351,616	4,729,031	4,492,150	4,430,670	4,236,305	4,120,934
	2,002,999	4,888,871	4,765,920	3,659,083	5,274,877	4,043,248
	8,638,187	8,858,678	10,093,704	11,368,260	13,588,544	10,568,760
	577,560	179,500	179,500	179,500	624,909	1,150,154
\$	138,155,262	\$ 146,509,745	\$ 150,671,163	\$ 151,011,727	\$ 159,884,408	\$ 159,942,534

REVENUE CAPACITY

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

	Levy Year					
	2006	2007	2008	2009	2010	2011
Tax Levy - Requested						
General Fund						
Education	\$ 58,694,564	\$ 61,812,570	\$ 64,884,055	\$ 66,012,700	\$ 67,085,315	\$ 69,580,855
O & M	9,564,500	9,790,000	10,292,949	10,656,039	10,888,193	11,327,116
Total General Fund	68,259,064	71,602,570	75,177,004	76,668,739	77,973,508	80,907,971
% Change From Prev Year Extended	7.00%	7.87%	7.33%	4.48%	5.48%	4.43%
Debt	14,054,913	14,702,525	15,364,575	27,073,788	27,573,488	25,867,225
% Change From Prev Year Extended	67.0%	3.73%	2.22%	73.08%	1.04%	-7.94%
Total	\$ 82,313,977	\$ 86,305,095	\$ 90,541,579	\$ 103,742,527	\$ 105,546,996	\$ 106,775,196
% Change From Prev Year Extended	13.56%	7.14%	6.42%	16.54%	4.28%	1.14%

Final Tax Extensions for All Counties *2016 amounts are estimated from DuPage County*

General Fund						
Education	\$ 57,033,383	\$ 60,449,345	\$ 63,264,926	\$ 63,610,736	\$ 66,611,577	\$ 67,591,527
O & M	9,347,491	9,594,923	10,114,611	10,310,636	10,862,742	11,033,145
Total General Fund	66,380,874	70,044,268	73,379,537	73,921,372	77,474,319	78,624,672
% Change From Prev Year	3.6%	5.5%	4.8%	0.7%	4.8%	1.5%
Debt	14,173,422	15,031,561	15,642,703	27,288,833	28,098,610	26,128,492
% Change From Prev Year	68.4%	6.1%	4.1%	74.5%	3.0%	-7.0%
Total	\$ 80,554,296	\$ 85,075,829	\$ 89,022,240	\$ 101,210,205	\$ 105,572,929	\$ 104,753,164
% Change From Prev Year	11.1%	5.6%	4.6%	13.7%	4.3%	-0.8%
CPI	3.4%	2.5%	4.1%	0.1%	2.7%	1.5%

EAV

DuPage	\$ 36,137,439,494	\$ 38,909,050,896	\$ 41,338,403,397	\$ 41,322,377,605	\$ 38,913,477,604	\$ 36,370,343,716
Will	2,272,214,518	2,449,457,478	2,535,083,018	2,544,699,547	2,401,363,863	2,324,887,763
Cook	3,176,573,005	3,368,763,397	3,924,143,457	4,016,070,084	4,056,945,632	3,321,911,689
Total	\$ 41,586,227,017	\$ 44,727,271,771	\$ 47,797,629,872	\$ 47,883,147,236	\$ 45,371,787,099	\$ 42,017,143,168
% Change From Previous Year						
DuPage	8.0%	7.7%	6.2%	0.0%	-5.8%	-6.5%
Will	10.9%	7.8%	3.5%	0.4%	-5.6%	-3.2%
Cook	-0.1%	6.1%	16.5%	2.3%	1.0%	-18.1%
Total	7.5%	7.6%	6.9%	0.2%	-5.2%	-7.4%

Tax Rate (DuPage County)

General Fund						
Education	0.1366	0.1342	0.1321	0.1338	0.1483	0.1611
O & M	0.0224	0.0213	0.0211	0.0217	0.0242	0.0263
Total General Fund	0.1590	0.1555	0.1532	0.1555	0.1725	0.1874
Debt	0.0339	0.0333	0.0326	0.0572	0.0624	0.0621
Total	0.1929	0.1888	0.1858	0.2127	0.2349	0.2495
% Change From Previous Year						
Operating	-4.0%	-2.2%	-1.5%	1.5%	10.9%	8.6%
Debt	56.2%	-1.8%	-2.1%	75.5%	9.1%	-0.5%
Total	2.9%	-2.1%	-1.6%	14.5%	10.4%	6.2%

Notes:

- The 2016 Levy information is based on actual extensions from DuPage County, which are usually available in the spring.
- The 2005 through 2008 Education levies include the Education, Audit, Tort and Social Security levies. Beginning in 2009 the College combined all those levies into the Education Fund.

TABLE 2

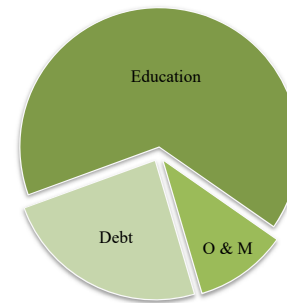
Levy Year				
<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
\$ 71,188,420	\$ 73,600,472	\$ 71,905,419	\$ 68,460,016	\$ 69,310,623
11,580,462	11,993,848	11,741,177	11,250,094	11,431,076
82,768,882	85,594,320	83,646,596	79,710,110	80,741,699
5.27%	4.32%	0.00%	-5.00%	0.00%
21,466,725	25,500,755	25,501,755	25,503,255	25,504,155
-17.84%	16.16%	-1.62%	-0.57%	-1.38%
\$ 104,235,607	\$ 111,095,075	\$ 109,148,351	\$ 105,213,365	\$ 106,245,854
-0.49%	6.81%	-0.38%	-3.96%	-0.34%
\$ 70,507,162	\$ 71,905,419	\$ 72,063,274	\$ 69,310,623	\$ 69,310,623
11,546,491	11,741,177	11,842,205	11,431,076	11,431,076
82,053,653	83,646,596	83,905,479	80,741,699	80,741,699
4.4%	1.9%	0.3%	-3.8%	0.0%
21,953,634	25,921,001	25,650,721	25,861,679	25,861,679
-16.0%	18.1%	-1.0%	0.8%	0.0%
\$ 104,007,287	\$ 109,567,597	\$ 109,556,200	\$ 106,603,378	\$ 106,603,378
-0.7%	5.3%	0.0%	-2.7%	0.0%
3.0%	1.7%	1.5%	0.8%	0.7%
\$ 33,451,760,619	\$ 31,661,507,852	\$ 31,405,750,165	\$ 32,769,352,267	\$ 34,980,981,549
2,215,406,953	2,220,200,983	2,264,520,392	2,360,738,851	2,496,014,228
3,096,213,474	2,922,703,981	2,969,341,483	2,888,194,626	2,888,194,626
\$ 38,763,381,046	\$ 36,804,412,816	\$ 36,639,612,040	\$ 38,018,285,744	\$ 40,365,190,403
-8.0%	-5.4%	-0.8%	4.3%	6.7%
-4.7%	0.2%	2.0%	4.2%	5.7%
-6.8%	-5.6%	1.6%	-2.7%	0.0%
-7.7%	-5.1%	-0.4%	3.8%	6.2%
0.1818	0.1941	0.1958	0.1812	0.1735
0.0298	0.0317	0.0322	0.0299	0.0287
0.2116	0.2258	0.2280	0.2111	0.2022
0.0565	0.0698	0.0695	0.0675	0.0639
0.2681	0.2956	0.2975	0.2786	0.2661
12.9%	6.7%	1.0%	-7.4%	-4.2%
-9.0%	23.5%	-0.4%	-2.9%	-5.3%
7.5%	10.3%	0.6%	-6.4%	-4.5%

Relationship Between EAV Change and Tax Rate Change

DuPage County

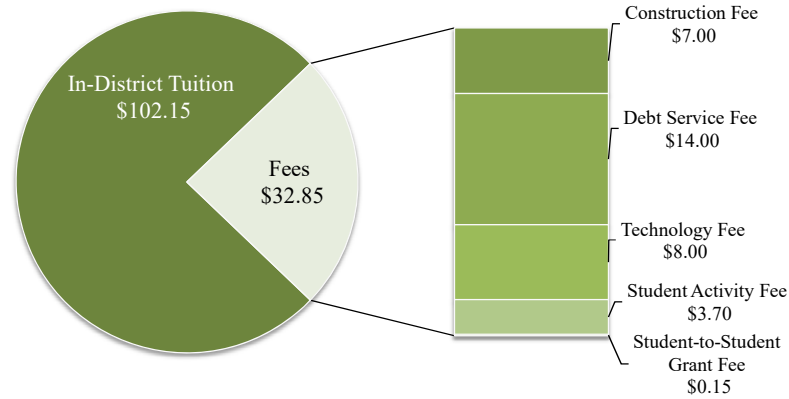
Levy Year	EAV Change	Tax Rate Change
2016	6.7%	-4.5%
2015	4.3%	-6.4%
2014	-0.8%	0.6%
2013	-5.4%	10.3%
2012	-8.0%	7.5%
2011	-6.5%	6.2%
2010	-5.8%	10.4%
2009	0.0%	14.5%
2008	6.2%	-1.6%
2007	7.7%	-2.1%
2006	8.0%	2.9%

2016 Requested Tax Levy



**REVENUE CAPACITY
TUITION AND FEE BREAKDOWN**

FY2018 In-District Tuition and Fees
(\$135 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
2018	\$ 135.00	0.00%	2.10%	\$ 102.15	\$ 7.00	\$ 14.00	\$ 8.00	\$ 3.70	\$ -	\$ 0.15
2017	135.00	-3.57%	-0.01%	102.15	7.00	14.00	8.00	3.70	-	0.15
2016	140.00	-2.78%	1.50%	104.15	9.00	12.00	8.00	3.70	3.00	0.15
2015	144.00	2.86%	1.70%	108.15	9.00	12.00	8.00	3.70	3.00	0.15
2014	140.00	2.94%	3.00%	107.15	9.00	10.00	8.00	2.70	3.00	0.15
2013	136.00	3.03%	1.50%	103.15	9.00	10.00	8.00	2.70	3.00	0.15
2012	132.00	2.33%	2.70%	99.15	9.00	10.00	8.00	2.70	3.00	0.15
2011	129.00	11.21%	0.10%	99.15	9.00	10.00	8.00	2.70	-	0.15
2010	116.00	7.41%	4.08%	92.15	5.00	9.00	7.00	2.70	-	0.15
2009	108.00	4.85%	2.50%	88.25	3.50	9.00	4.50	2.60	-	0.15
2008	103.00	7.29%	3.40%	82.25	4.50	9.00	4.50	2.60	-	0.15
2007	96.00	10.34%	3.30%	75.85	5.50	9.00	3.00	2.50	-	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

REVENUE CAPACITY
TUITION AND FEE COMPARISON-IN-DISTRICT RATES

COLLAR COUNTY COMMUNITY COLLEGES								
College Name	FY2005	% Change	FY2010	% Change	FY2015 (1)	% Change	FY2018 (2)	% Change
Prairie State College	\$ 76.00	26.7%	\$ 97.00	27.6%	\$ 140.50	44.8%	\$ 171.00	21.7%
South Suburban College	69.00	N/A	90.00	30.4%	137.75	53.1%	162.75	18.1%
Joliet Junior College	68.00	33.3%	93.00	36.8%	115.00	23.7%	144.00	25.2%
Harper College	81.00	N/A	104.00	28.4%	126.25	21.4%	144.00	14.1%
Moraine Valley Community College	64.00	30.6%	92.00	43.8%	131.00	42.4%	142.00	8.4%
Oakton Community College	62.00	47.6%	86.00	38.7%	118.25	37.5%	141.25	19.5%
College of Lake County	64.00	20.8%	95.00	48.4%	121.00	27.4%	138.00	14.0%
College of DuPage	75.00	56.3%	116.00	54.7%	144.00	24.1%	135.00	-6.3%
Waubensee Community College	54.00	N/A	85.00	57.4%	112.00	31.8%	134.00	19.6%
Triton College	66.33	N/A	82.33	24.1%	116.00	40.9%	134.00	15.5%
Elgin Community College	70.00	55.6%	91.00	30.0%	114.00	25.3%	129.00	13.2%
ICCB Average	63.07	33.3%	88.95	41.0%	118.79	33.5%	133.42	12.3%

Data Sources: College websites and comprehensive annual financial reports.

Notes:

(1) \$144 was the in-district rate for COD at the beginning of FY2015. The rate was reduced to \$140 effective Spring 2015.

(2) Preliminary FY2018 rates as of March 2017.

N/A: Data not available.

ILLINOIS COLLEGES AY2015-16 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	\$ 15,626	Northwestern University	\$ 49,047
University of Illinois, Chicago	14,612	Loyola University, Chicago	43,347
Illinois State University	14,518	DePaul University	36,360
Northern Illinois University	14,284	Elmhurst College	34,450
Western Illinois University	13,336	Wheaton College	32,950
College of DuPage	4,608	Bradely University	31,482
		Saint Xavier University	30,920
		Dominican University	30,670
		Benedictine University	29,700
		Lewis University	29,040
		Robert Morris University	25,650
		Columbia College, Chicago	24,748
		Aurora University	22,080
		College of DuPage	4,608

Data Source: Illinois Student Assistance Commission 2016 Data Book.

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

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Annual Credit Hour Enrollment (Credit)	508,062	508,998	521,882	561,330	549,755	530,976	544,320	565,005	578,951	560,732
Annual FTES (Credit)	33,871	33,933	34,792	37,422	36,650	35,398	36,288	37,667	38,597	37,382
Annual Credit Head Count (1)	69,556	69,425	70,436	73,730	71,467	70,575	70,730	72,904	74,496	72,891
Annual Non-credit Head Count (2)	14,150	13,089	8,783	4,049	4,871	4,167	3,566	3,253	3,437	4,340
Fall 10th Day (3)										
Head Count (Credit)	26,032	25,768	25,668	27,083	26,722	26,209	26,156	28,627	29,476	28,678
Head Count (Non-credit)	2,735	2,593	2,562	736	1,001	877	879	701	598	920
	<u>28,767</u>	<u>28,361</u>	<u>28,230</u>	<u>27,819</u>	<u>27,723</u>	<u>27,086</u>	<u>27,035</u>	<u>29,328</u>	<u>30,074</u>	<u>29,598</u>
Seat Count (Credit)	66,504	67,067	68,636	73,661	73,065	69,881	70,838	76,674	76,699	74,628
Seat Count (Non-credit)	2,894	3,704	3,516	900	1,175	1,046	1,068	719	722	1,332
FTES (Credit)	14,431	14,601	14,913	16,036	15,902	15,175	15,397	16,565	16,858	16,310
Credit Students Only Head Count (3)										
Full-Time	8,909	9,382	9,882	10,591	10,331	9,465	9,628	9,908	10,022	9,811
Part-Time	17,123	16,386	15,786	16,492	16,391	16,744	16,528	18,719	19,454	18,867
	<u>26,032</u>	<u>25,768</u>	<u>25,668</u>	<u>27,083</u>	<u>26,722</u>	<u>26,209</u>	<u>26,156</u>	<u>28,627</u>	<u>29,476</u>	<u>28,678</u>
Male	11,814	11,518	11,648	12,430	12,390	11,964	12,293	13,063	13,557	13,228
Female	14,218	14,250	14,020	14,622	14,148	13,516	13,650	14,873	15,501	15,060
Unreported	-	-	-	31	184	729	213	691	418	390
	<u>26,032</u>	<u>25,768</u>	<u>25,668</u>	<u>27,083</u>	<u>26,722</u>	<u>26,209</u>	<u>26,156</u>	<u>28,627</u>	<u>29,476</u>	<u>28,678</u>
American Indian/Alaskan	76	81	74	75	62	70	51	75	65	61
Asian or Pacific Islander	3,037	2,871	2,908	2,681	2,503	2,353	2,535	2,832	3,024	2,866
Black, Non-Hispanic	1,539	1,597	1,655	1,725	1,813	1,869	2,105	2,233	2,224	2,066
Hispanic	3,683	3,753	3,813	3,179	2,982	3,013	4,654	5,616	6,315	6,225
White, Non-Hispanic	17,387	17,164	16,884	16,260	16,060	15,546	15,227	16,076	16,126	15,460
Other/Unknown	310	302	334	631	723	1,050	1,584	1,795	1,722	2,000
Unreported	-	-	-	2,532	2,579	2,308	-	-	-	-
	<u>26,032</u>	<u>25,768</u>	<u>25,668</u>	<u>27,083</u>	<u>26,722</u>	<u>26,209</u>	<u>26,156</u>	<u>28,627</u>	<u>29,476</u>	<u>28,678</u>
Prior Education (4)										
Bachelors Degree or Higher	4,428	4,150	3,986	3,150	3,231	2,840	2,485	2,184	2,183	2,011
Some College through										
Certificate and Associates Degree	6,750	6,742	6,487	5,936	5,931	5,788	5,693	5,721	5,665	5,371
HS/GED	13,752	13,808	14,064	13,003	13,416	13,577	14,108	14,826	14,809	14,552
< HS	2,704	2,631	2,403	3,005	1,893	1,504	1,272	1,181	1,106	944
Unknown *	1,133	1,030	1,290	2,725	3,252	3,377	3,477	5,416	6,311	6,720
	<u>28,767</u>	<u>28,361</u>	<u>28,230</u>	<u>27,819</u>	<u>27,723</u>	<u>27,086</u>	<u>27,035</u>	<u>29,328</u>	<u>30,074</u>	<u>29,598</u>
Within-Term Retention, Fall ** (5)	94%	94%	95%	92%	92%	91%	91%	N/A	N/A	N/A

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

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

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

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

Notes:

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

Information from US Census Data for 2013

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

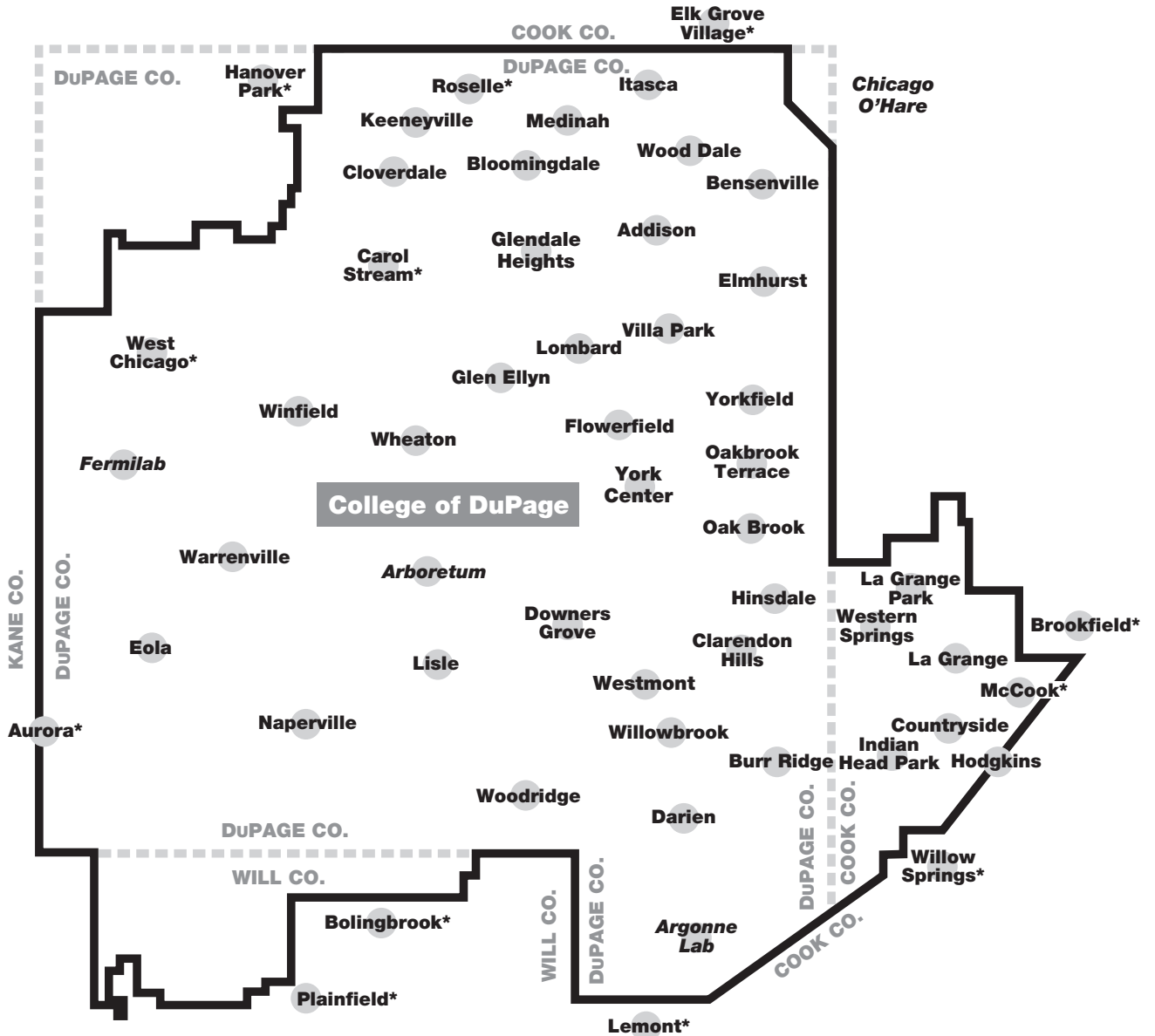
Information from US Census Data for 2013

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

Information from US Census Data for 2013

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

Community College District 502



———— Community College District

- - - - - DuPage County Line

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

**FY2018 CALENDAR
BUDGET CYCLE**

Time Frame		
Start	End	Budget Cycle
1/3/2017	1/31/2017	Work on top-down budget for FY2018
1/3/2017	2/10/2017	Review and finalize budget assumptions
1/3/2017	1/31/2017	Users to complete capital request forms
1/17/2017		Budget Committee Meeting - Budget Kickoff Meeting
1/17/2017	2/17/2017	Financial Affairs Department finalizes budget targets for each department
1/24/2017	1/31/2017	Finance staff provides training for budget officers and other end users
1/30/2017	2/17/2017	College complete preliminary FY2018-2022 projection
2/6/2017	2/28/2017	Users to complete position budget forms
2/10/2017	3/3/2017	Budget update for users. All users locked out of budget system after end date
2/28/2017		Committee of the Whole - FY2018 Budget Update Presentation
3/3/2017		Finance staff begins review of department budgets
3/4/2017		Verify all department budgets are accounted for
3/4/2017	5/1/2017	Review and finalize FY2018 Budgets
3/16/2017		Budget Committee Meeting - Construction and IT Plan review
3/30/2017	4/14/2017	Cabinet & President new funding request endorsements
4/3/2017	6/30/2017	Review and finalize FY2018-2022 five-year plan
4/20/2017		Budget Committee Meeting - Presentation of proposed budget
4/20/17		Resolution to set public hearing regarding proposed budget
5/18/2017		Presentation of the proposed FY2018 Budget to the Board of Trustees
5/18/2017		Notice of public hearing of proposed FY2018 Budget published and proposed FY2018 Budget made available for public inspection
6/22/2017		Public hearing of the proposed FY2018 Budget
6/22/2017		Adoption of the FY2018 Budget

**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 FY2018 Budget.

2. **REASON FOR CONSIDERATION**

Board approval is required to set the date of June 22, 2017, for the public hearing of the FY2018 Budget.

3. **BACKGROUND INFORMATION**

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

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

Central Cook Suburban	Wednesday	May 10, 2017
Will South Reporter	Wednesday	May 10, 2017
Central DuPage	Thursday	May 11, 2017
East DuPage	Friday	May 12, 2017

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 FY2018 budget in the libraries in Wheaton, Naperville, Glen Ellyn, LaGrange, and College of DuPage. These are in addition to the public copy available in the office of the Vice President, Administration.

4. RECOMMENDATION

That the Board of Trustees approves setting June 22, 2017, as the public hearing date for the FY2018 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, 2017 and ending June 30, 2018 will be on file and conveniently available for public inspection for at least thirty (30) days prior to the time of the public hearing in the office of the Vice President, Administration of said District, 425 Fawell Boulevard, SRC Room 2130, Glen Ellyn, Illinois, 60137 in this Community College District, other sites as determined by the Administration, as well as posted to the College's web site at www.cod.edu.

Notice is hereby given that a public hearing on said budget will be held on June 22, 2017, at 6:45 p.m. in the Board Room, SSC2200, of said Community College District No. 502, 425 Fawell Boulevard, Glen Ellyn, Illinois, 60137.

Staff Contact: Brian Caputo, VP Administration, CFO and Treasurer
Scott Brady, Interim Controller


SIGNATURE PAGE FOR
Notice of Public Hearing for FY2018 Budget

ITEM(S) ON REQUEST

That the Board of Trustees approves setting June 22, 2017, as the public hearing date for the FY2018 Budget.



Board Chairman 4/20/17
Date



Board Secretary 4/20/17
Date

**COLLEGE OF DUPAGE
REGULAR BOARD MEETING**

BOARD APPROVAL

1. SUBJECT

Adoption of FY2018 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 FY2018 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 18, 2017 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 10, 2017
Will South Reporter	May 10, 2017
Central DuPage	May 11, 2017
East DuPage	May 12, 2017

A budget hearing was held on Thursday, June 22, 2017, at 6:45 p.m., allowing the public to comment on the proposed FY2018 Budget.

4. RECOMMENDATION

That the Board of Trustees approves the attached Resolution for the Adoption of the FY2018 Budget.

Staff Contact: Brian Caputo, Vice President, Administration & Treasurer
Scott Brady, Interim Controller
Robert Hayley, Budget Manager

RESOLUTION
COMMUNITY COLLEGE DISTRICT BUDGET FORM
STATE OF ILLINOIS
For Fiscal Year Beginning July 1, 2017

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, 2017 and ending June 30, 2018.

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 22nd of June, 2017, 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, 2017 and ending June 30, 2018.

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	\$ 152,313,924	\$ 155,912,343
Operations and Maintenance	14,054,221	15,320,336
Operations and Maintenance Restricted	1,232,183	10,965,277
Bond and Interest	33,693,141	39,953,761
Auxiliary Enterprises	12,796,831	14,115,107
Restricted Purpose	85,152,694	85,152,694
Working Cash	45,300	7,000
Total	\$ 299,288,294	\$ 321,426,518

ATTEST:

Signed this 22 day of June, 2017.



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

ADOPTION OF BUDGET

For the Fiscal Year July 1, 2017 – June 30, 2018

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

Adopted this 22nd of June, 2017 by a roll call vote of 7
yeas, and 0 nays, to wit:

Members Voting Yea:

Dee DeJong, Chairman
Frank J. Neglitaro Vice Chairman
Jan Maxwell
Alvin F. Bennett
Charles Bernstein
Christine M. Ferme

Members Voting Nay:

SIGNATURE PAGE FOR ADOPTION OF FY2018 BUDGET

ITEM(S) ON REQUEST

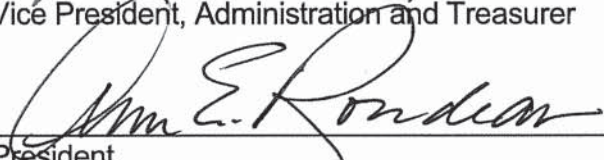
That the Board of Trustees approves the attached Resolution for the adoption of the FY2018 Budget.



Interim Controller 6/20/17
Date



Vice President, Administration and Treasurer 6/22/17
Date



President 6/22/17
Date

GLOSSARY OF TERMS

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

ACADEMIC SUPPORT. (See **FUNCTION**)

ACADEMIC TERM. An academic term is 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. An account number is a defined code for recording and summarizing financial transactions.

ACCOUNTING PERIOD. Period for which financial statements are prepared.

ACCRUAL BASIS. Accrual basis accounting 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. Accrued expenditures are 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 appropriation is an authorization that enables the College to make expenditures and incur obligations for specific purpose.

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

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

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. Credit hour grants are 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 bond is 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. Bonded debt is the part of the College debt which is covered by outstanding bonds.

BUDGET. The budget is 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. Capital assets are those assets 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)

CASH. Cash is 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 chart of accounts is 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. The corporate personal property replacement tax is collected by the Illinois Department of Revenue as a replacement for the personal property tax.

COURSE. A course is 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 they belong to 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. Current assets are cash or anything that can be readily converted into cash.

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

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

DEBT SERVICE. Debt service includes 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 deficit is a shortfall of revenues and transfers in under expenditures and transfers out.

DIRECT COSTS. Direct costs are 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. Double entry accounting is 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. Encumbrances are anticipated or actual liabilities provided for by appropriation that is recognized when a contract, purchase order, or salary commitment is made. It reduces the appropriation to avoid expenditure of funds needed to pay anticipated liabilities or 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. Decreases in net financial resources. Expenditures include current operating outflows which require the current or future use of net assets, debt service, and capital outlays.

FEDERAL GOVERNMENT SOURCES. Federal government sources are 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 fiscal year is 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. Academic support includes 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. General administration consists of 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. General institutional consists of 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. Instruction consists of those activities dealing with the teaching of students. It includes the activities of faculty in the baccalaureate oriented/transfer, occupational-technical career, general studies, and remedial 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.

OPERATIONS AND MAINTENANCE. Operations consist of 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. Public service consists of noncredit classes and other activities of an educational nature, such as workshops, seminars, forums, exhibits, and the provision of college facilities and expertise to the community designed to be of service to the public.

SCHOLARSHIPS, STUDENT GRANTS, AND WAIVERS. This category includes 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. 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.

FUND. A fund is a separate fiscal and accounting entity with a self-balancing set of accounts that comprise its assets, liabilities, fund equity, revenues, and 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). The Auxiliary Enterprise Fund accounts 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). The Bond and Interest Fund is used to account for payment of principal, interest, and related charges on any outstanding bonds.

EDUCATION FUND (recorded within the General Fund). The Education Fund is used to account for the revenues and expenditures of the academic and service programs of the College. It includes the cost of instructional, administrative, and professional salaries; supplies and 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. The General Fixed Assets Account Group is 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. The General Long-Term Debt Account Group is used to account for all long-term debt of the College.

OPERATIONS AND MAINTENANCE FUND (recorded within the General Fund). The Operations and Maintenance 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 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). The Operations and Maintenance (Restricted) Fund is used to account for monies restricted for building purposes and site acquisition.

RESTRICTED PURPOSES FUND (a Special Revenue Fund). The Restricted Purposes Fund is used for the purpose of accounting for monies that have restrictions regarding their use. Each specific project should be accounted for separately using a complete set of self-balancing accounts within the fund.

WORKING CASH FUND (a Special Revenue Fund). The Working Cash Fund is 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. The fund balance is the balance of a fund after all liabilities have been deducted from the assets of the fund.

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB). The GASB is 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. Indirect costs are 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. Interfund transactions are for transfer of monies between funds. Monies may not be transferred between funds except by the same procedure as that used to approve the budget, 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. Internal controls are those activities and organizational preparations designed to ensure effective accounting control over assets, liabilities, revenues, expenditures, and any other activities associated with the finance and accounting actions of the College. Some of the precautions instituted by internal control are ensuring that no single individual can perform a complete cycle of financial operations and that procedures of the finance and accounting system are specified and monitored. Internal control also requires designated levels of authorization for all actions under the system.

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

MATERIALS AND SUPPLIES. (See **OBJECT**)

MODIFIED ACCRUAL BASIS OF ACCOUNTING. Modified accrual basis accounting 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. Available means collectible within the current period or soon enough thereafter to be used to pay the liabilities of the current period, 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. A net expenditure is 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. Net revenue is defined as the balance remaining after deducting from the gross revenue for a given period all expenditures during the same period.

OBJECT. The term 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. A capital asset is defined as 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. 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.

CONTINGENCY. Contingency funds are those appropriations set aside for emergencies or unforeseen expenditures. Contingency funds are used only by budget transfers.

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

EMPLOYEE BENEFITS. Employee benefit costs are for all benefits which 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. The fixed charges object category includes charges for rentals of facilities and equipment, payment of debt interest and principal, general insurance charges, installment payments for lease/purchase agreements, and property/casualty insurance.

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 costs, printing costs, and handouts to students typically fall into this category.

OTHER EXPENDITURES. The other expenditures object category includes expenditures not readily assignable to another object category. Examples include tuition chargebacks, other chargebacks, and charges and adjustments.

SALARIES. Salaries are monies paid to employees of the College for personal services rendered to the College. Full-time, part-time, and temporary employees, whether administrators, faculty, or staff are paid wages or salaries.

UTILITIES. Utilities include all 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. Additions to assets which do not increase any liability, do not represent the recovery of an expenditure, do not represent the cancellation of certain liabilities without a corresponding increase in other liabilities or a decrease in assets.

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
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

ACRONYMS

GED	General Education Degree
GPA	Grade Point Average
HLC	Higher Learning Commission
HR	Human Resources
IBHE	Illinois Board of Higher Education
ICCB	Illinois Community College Board
IDES	Illinois Department of Employment Security
IEC	Institutional Effectiveness Council
ILCS	Illinois Compiled Statutes
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 Assistance Program
MCS	Marketing and Creative Services
MIA	Missing in Action
MOOC	Massive Open Online Course
NCJAA	National Junior College Athletic Association
OFTI	Office Technology Information
PBC	Public Building Commission
PC	Personal Computer
PE	Physical Education and Community Recreation Center
PMI	Purchasing Manager's Index
POW	Prisoner of War
PPI	Producer Price Index
PPRT	Personal Property Replacement Tax
PT	Part-Time
PTELL	Property Tax Extension Limitation Law
Q	Quarter
QIP	Quality Improvement Project
ReSET	Reconceiving the Student Experience Team
RTR	Ready to Respond
SCC	Seaton Computing Center
SEOG	Special Education Opportunity Grants

ACRONYMS

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
TAC	Treasurer's Advisory Committee
TLC	Teaching and Learning Center
VP	Vice President
WDCB	College of DuPage Broadcast Service
WTI	West Texas Intermediate
YTD	Year-to-Date



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

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