



C A R L S A N D B U R G C O L L E G E

ILLINOIS COMMUNITY COLLEGE DISTRICT 518
GALESBURG, ILLINOIS
www.sandburg.edu

**JULY 1, 2014 – JUNE 30, 2015
BUDGET**

**Educational &
Financial Plan**

CARL SANDBURG COLLEGE
Budget for Fiscal Year 2015
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I. Introductory Section



CARL SANDBURG COLLEGE

EXECUTIVE SUMMARY

TO: Board of Trustees, Carl Sandburg College
Community College District #518

FROM: Lori L. Sundberg, President

SUBJECT: Budget for Fiscal Year 2015

Transmitted herewith is the budget for Carl Sandburg College District #518 for fiscal year 2015 (beginning July 1, 2014, and ending June 30, 2015).

The College completed its third year of implementation of its strategic plan and the second year of monitoring its key performance indicators (KPIs). Many KPI targets were achieved and in some cases new ones identified for this upcoming year. This budget was developed in light of the overall strategic plan, corresponding strategies and KPI targets. Additionally, enrollment will continue to be at the forefront of our efforts and the only way the College can really begin to stabilize its financial future in this time of increased instability. While the budget was developed with a constant enrollment projection, this is in light of a declining population in our district. Our Enrollment Management Committee has been challenged with considering ways to increase enrollment in the coming years. In addition, student success and completion is at the forefront of everything we do at the College. We added a Dean of Student Success two years ago to further commit the College to this extremely important goal.

The FY-2015 budget is developed on credit hour projections prepared by our Instructional Team. Given that two (2) of our three (3) major funding sources are directly affected by the number of credit hours produced in each program, the College's Instructional Team placed a high priority on this aspect of our planning process.

The FY-2015 budget incorporates and reflects recognition of several significant factors:

1. We still face one of the most financially challenging landscapes ever faced by the State of Illinois and the Country as a whole.
2. Despite uncertainty over the local and state economy, the College budget will be adopted in accordance with the timeline approved by the Board of Trustees in January 2014.
3. Consistent with our assessment process, there is a commitment to look inward on the quality and efficiencies of current programs/activities to determine ways to provide better academic programming and services.
4. Our healthy labor agreement successfully extended through June 30, 2016, as a result of our Interest Based Bargaining (IBB) process with the Sandburg Education Association (SEA).

While the College is certainly facing the most challenging time it has ever faced on the economic front, we remain committed internally and externally to achieving excellence in all that we do. Above all else, we remain committed to the students we serve.

May 22, 2014

To the Carl Sandburg College Board of Trustees:

Presented in this document is the Budget for Carl Sandburg College for the fiscal year ending June 30, 2015. As prescribed by state law, the Tentative Budget is made conveniently available for public inspection for at least thirty days before the Board adopts the Final Budget for the fiscal year. Prior to adoption, a public hearing is also held to allow comments from members of the community. This budget presents the District's financial and operational plan, and includes all necessary disclosures.

The Annual Budget serves as the financial plan for all funds of the College. It has been developed utilizing a comprehensive, quality-enhancing approach designed to make the budget easily understood. We believe the following budget information presents the College's future plans and financial impact and includes information that has been suggested by the Board of Trustees, community members, and staff. All interested parties are encouraged to interact with College administration. Interaction among interested groups consistently leads to operational and educational improvements.

The FY 2015 budget is a balanced budget including funding sources and uses of over \$32.9 million for all college funds combined. This represents a 2.9% increase from the FY 2014 expenditure budget of over \$31.9 million. This includes budgeted transfers of approximately \$1.8 million to locally fund building renovations/improvements since the state has provided inconsistent capital construction funding for several years.

Organizational Summary

Background

Carl Sandburg College was established by authority of the Illinois Community College Act of 1965 and was approved by voters in a September 1966 referendum. In 2010, The Higher Learning Commission North Central Association of College and Schools continued accreditation for ten years and indicated that fiscal management was a strong asset of the College.

Strategic Planning for 2011-2014 was implemented when the College named our new President, Dr. Lori Sundberg effective July 1, 2010. The process included an environmental scan, SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis with the entire College community, a review of the mission statement and current focal points and goals, and a determination of core values. Based upon feedback from the process, the following mission statement, core values and vision statement were crafted.

The College's Mission

The mission of Carl Sandburg College is to provide students an opportunity to succeed by providing accessible, quality education in a caring environment, by keeping the learner's needs at the center of decision making and by working in partnership with communities of the College district.

Core Values

The following four Core Values have been identified: Excellence, Collaboration, Integrity and Respect. While it can be noted that these are not an exhaustive list of the values Carl Sandburg College or any organization should hold dear, these are simply the four most representative of Carl Sandburg College.

Our Vision Statement

Where dreams come to life, and lives come to change.

Major Goals and Objectives

Carl Sandburg College believes everyone should have access to quality education. Our strategies focus on communication internally/externally with students, staff and stakeholders of our district. The following four main goals and objectives have been designed to shape departmental, programmatic, and individual decision making. We believe that these areas should drive all activities that are undertaken throughout the year.

Student Access and Success

Teaching and Learning

Community Alliances

Operational Sustainability and Excellence

The Budget Process

Planning is a continuous process which takes place at various management levels of the College and involves students, administrators, faculty, staff and stake holders in a coordinated effort to constantly improve the College's ability to best serve the residents of the District. Energies focus on stakeholder concerns, community condition, capital asset assessment, debt levels, performance measures and **safety**.

It is the philosophy of the College that a balanced budget is a fundamental element of financial accountability. Expenditures for a given year should be no greater than projected resources available. Thus, the first step in the budgeting process is development of a comprehensive revenue estimate. This estimate is extracted from the most recent known data and projections from the five-year forecasting model of assumptions used by the budget committee. Revenue projections are refined as the College progresses through the budget process.

The process of putting expenditure numbers onto paper begins in January with a memo to all administrators which establishes the schedule and due dates for budget submissions. Budget assumptions (salaries with increases, benefits and cost of living increases) for the upcoming year are set, and requests for budget dollars are submitted by budget managers to their respective cabinet officer. Budget managers review their areas to identify operating priorities. These requests are presented to the budget committee to determine their inclusion in the developing budget. Once priorities for on-going operations have been determined, new initiatives and expanded services are evaluated and prioritized. After evaluating and reviewing the priorities, adjustments are made and a Tentative Budget is made available for public inspection for thirty days. After a thirty day period, a public budget hearing is conducted and a Final Budget is recommended to the Board of Trustees for approval. This process meets the requirements established by State statute.

All College funds are budgeted at the line item level, although the legal adoption is by object and function within each fund.

Budget Process and Policy Changes

Each year improvements are made to streamline and automate the budget process further. Fully integrating budgeting with institutional planning has been an important issue for the College. Policies pertaining to budgeting are also discussed within this document.

The regulations and procedures of the College shall provide for a decision-making process involving employee consultation. Faculty shall be consulted in areas such as curriculum, subject matter, faculty evaluation, academic standards and student affairs relating to the aforementioned areas. Over the last several years, an effort has been made to involve individuals from across the College in the annual planning and budgeting process. Budget managers are given shell budgets including certain assumptions, and then allowed to develop their specific requests for new dollars or adjust budget dollars within their budget area. We have attempted to push the budget development process to the level where the individual planning and later making the expenditure would be the same person. This system provides ownership in the budget as well as accountability and responsibility. Budget managers are required to stay within their approved budgets. It is our belief that this system provides the flexibility to address program needs while assigning responsibility for accurate planning.

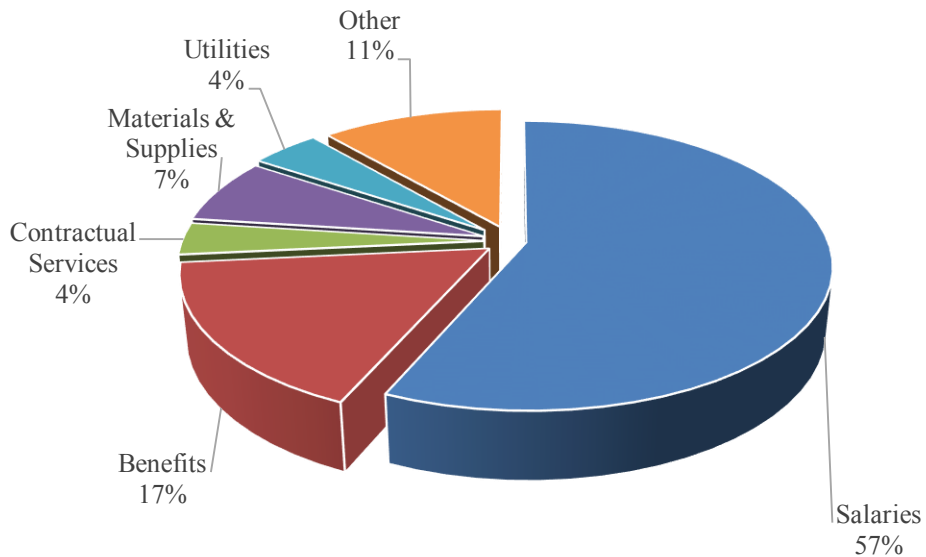
After the budget is developed and approved, it is posted to the general ledger, allowing the College to prepare for operation under the approved Final Budget as soon as possible. Budget overspending is not allowed on the computer system without an override from the Chief Financial Officer.

Due to uncertainty in state funding and projected program enrollments, the budget is considered a plan. Procedurally, the budget, once it is published in the form of the legal budget, may not be changed until it is acted upon by the Board of Trustees. At the time of initial approval, and at any time thereafter, the Board may make changes to the legal budget by Board resolution within the limits established by law. Internal transfers made within the same function and within the same object group are handled by the budget officer assigned to the specific department. Transfers not falling into this scenario are handled through the Chief Financial Officer. These require board resolution prior to adjusting budget amounts.

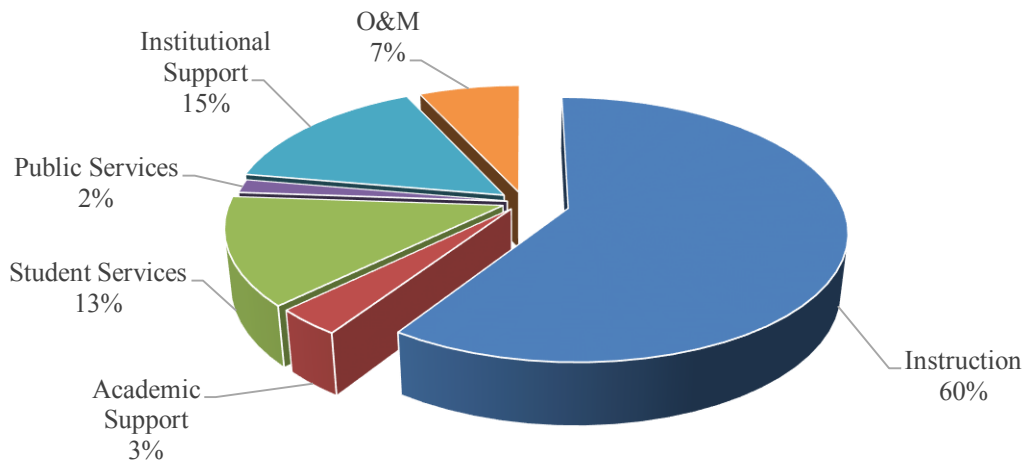
Allocation of Personnel Resources

Carl Sandburg College is committed to its employees. Our faculty and staff are paramount to our mission of providing quality education in a caring environment. The College dedicates approximately 74% of the operating budget to salaries and benefits. Total general fund salaries include 60% for direct instruction and 13% for student services salaries. This critical investment in people equates to a total of 54 full-time and 137 part-time faculty in FY 2014 and projected 53 full-time and 138 part-time faculty in FY 2015.

FY 2015 % of Total General Fund Expenditures By Object



FY 2015 % of Total General Fund Salaries By Program



The workforce is determined by projected student enrollment and curriculum requirements. With the concentration on meeting the changing needs in our community to provide quality education, the College continues to search for professional, skilled employees.

An annual salary increase of 3.9%, previously approved in the collective bargaining agreement, is included in this budget. The College will continue to bargain for a rolling contract two years out. Negotiations in the fall of 2012 furthered our current agreement thru FY 2016 with negotiations scheduled to begin again in the fall of 2014.

Summary of Fiscal Year 2015 Final Budget

The College budget is primarily a communications document, presenting the College’s financial plans to the residents of the District in a reasonably compact but informative format. The budget represents our efforts to control expenditures while still maintaining the quality of education, technological foresight, and responsiveness to community educational needs. Shown below is the projected consolidated financial overview of the College for Fiscal Year 2015. The budgeted decrease in net assets is due primarily to the use of funds to upgrade technology, improve signage, and capital refresh projects.

**CARL SANDBURG COLLEGE
SUMMARY OF FISCAL YEAR 2015 FINAL BUDGET**

Budgeted Operating Revenues	\$ 7,283,404
<u>Budgeted Operating Expenditures</u>	<u>(30,079,204)</u>
<u>Budgeted Operating Loss</u>	<u>\$(22,795,800)</u>
Budgeted Nonoperating Revenues	\$ 22,229,454
<u>Budgeted Nonoperating Expenditures</u>	<u>(951,477)</u>
<u>Budgeted Net Nonoperating Expenditures</u>	<u>\$ 21,277,977</u>
<u>Budgeted Decrease in Net Assets</u>	<u>\$ (1,517,823)</u>

Budget and Financial Summaries

Balanced Budget

The following table summarizes revenues and expenditures by major fund categories. The College strives to meet the adoption of a balanced budget, where expenditures equal the available resources. FY2015 includes new course fees related to lab and clinical courses to help offset rising costs related to these areas. The college continues to experience increasing costs for salaries and benefits, our largest cost of operations.

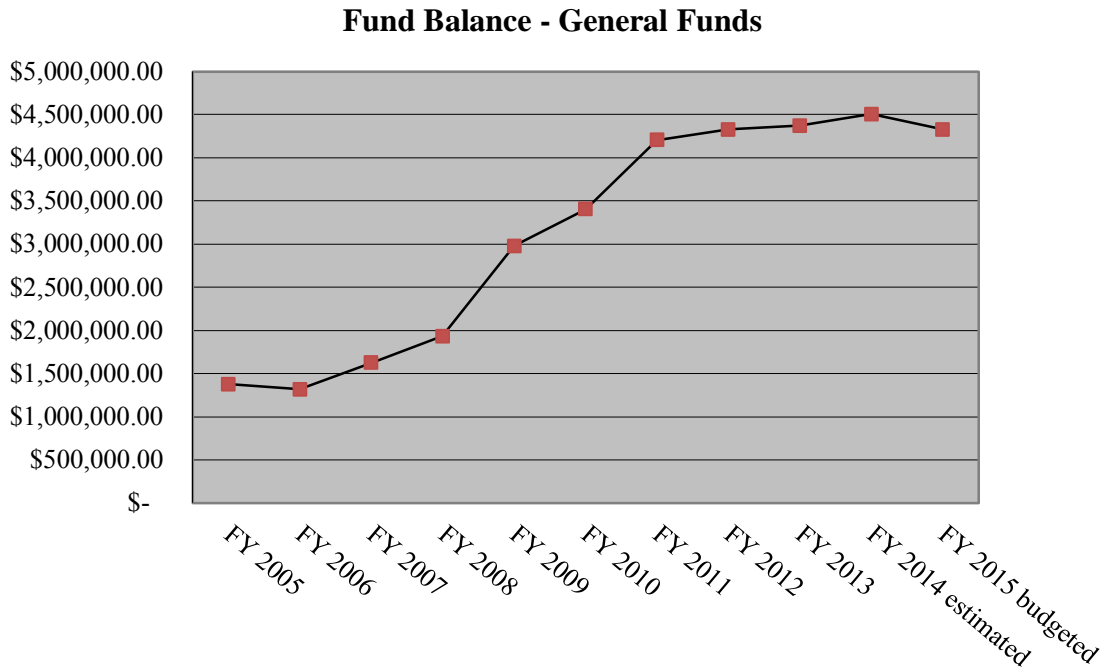
CARL SANDBURG COLLEGE SUMMARY OF REVENUES BY FUND

	FY 2013	FY 2014		FY 2015
	Actual Revenues	Original Budget	Estimated Revenues	Estimated Revenues
General Funds				
Education Fund	\$ 15,837,423	\$ 13,235,740	\$ 12,574,119	\$ 12,959,478
Operations & Maintenance	1,761,054	1,703,848	1,668,715	1,834,910
Special Revenue Funds				
Restricted Purpose	7,972,735	8,710,973	7,979,377	7,979,377
Audit	75,120	76,743	75,995	80,491
Liability Protection Settlement	2,057,984	2,163,062	2,125,533	2,155,696
SILO	15,107	5,500	5,953	5,500
Debt Service	11,684,797	3,354,038	3,352,256	3,430,330
Capital Projects				
Operations & Maintenance Restricted	154,603	91,632	404,080	90,525
Strategic Technology Endowment	215,160	280,000	209,247	232,500
Auxiliary	1,099,692	1,122,971	1,076,214	664,426
Working Cash	56,808	78,395	71,591	79,625
Total Revenues	\$ 40,930,483	\$ 30,822,902	\$ 29,543,081	\$ 29,512,858
Interfund Transfers	3,636,500	950,200	484,171	1,826,300
Funds Carried Forward	(1,746,756)	3,412,493	1,914,115	1,517,823
	\$ 42,820,227	\$ 35,185,595	\$ 31,941,367	\$ 32,856,981

SUMMARY OF APPROPRIATIONS BY FUND

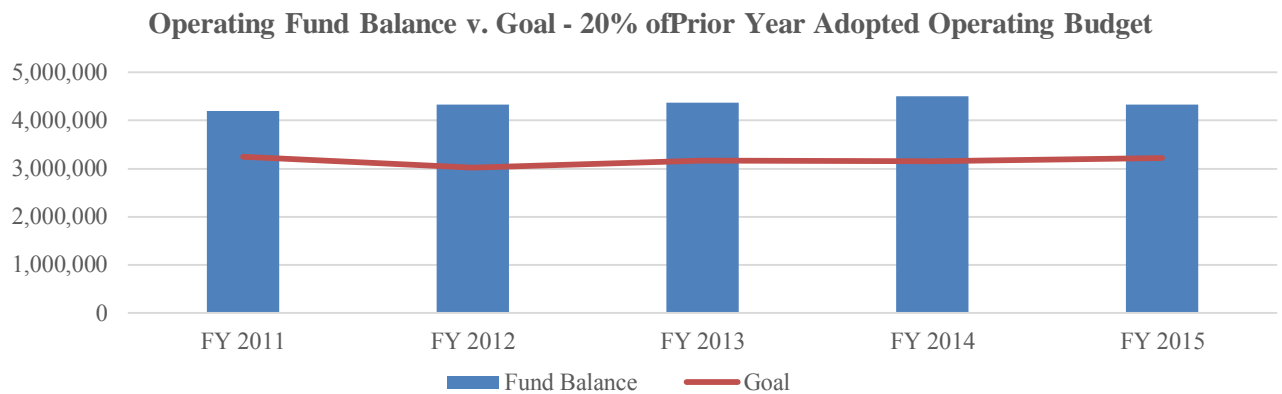
	FY 2013	FY 2014		FY 2015
	Actual Expenditures	Adopted Budget	Estimated Expenditures	Estimated Budget
General Funds				
Education Fund	\$ 15,740,829	\$ 14,149,264	\$ 12,677,259	\$ 13,990,197
Operations & Maintenance	1,888,295	1,938,733	1,915,241	1,876,795
Special Revenue Funds				
Restricted Purpose	7,995,496	8,710,973	7,979,377	7,979,377
Audit	74,025	76,420	70,195	77,973
Liability Protection Settlement	1,993,806	2,010,154	1,920,089	2,021,939
SILO	-	139,900	-	340,000
Debt Service	11,678,784	3,368,262	3,368,262	3,436,327
Capital Projects				
Operations & Maintenance Restricted	1,329,564	2,836,071	2,371,296	975,422
Strategic Technology Endowment	887,587	733,150	407,156	1,407,920
Auxiliary	1,174,169	1,144,268	1,160,693	671,401
Working Cash	57,672	78,400	71,800	79,630
Total Appropriations	\$ 42,820,227	\$ 35,185,595	\$ 31,941,367	\$ 32,856,981

General Funds Projected Fund Balance



At year end, unexpended and unencumbered monies held within a particular fund accumulate from year to year and are designated as fund balances. Various reasons can account for the accumulation of fund balances. In some instances conservative spending of budgeted monies creates a surplus at year end. In other instances, monies are received in one fiscal year with the intent to be expended in a subsequent year for a particular purpose. This would be typical for a capital construction project that takes potentially longer to complete. Accumulated fund balances are available for appropriation in subsequent years.

The College strategic plan adopted a financial goal of maintaining an operating fund balance equal to 20% of the previous year's adopted operating budget. The College has increased the average operating fund balance over the last several years. This allows the College to be more adaptable in periods of economic downturn.



The college has constructed the FY 2015 operating budget as conservatively as possible, especially with the continued uncertainty with state funding. Still, the college will use fund balance appropriations of approximately \$1.5 million in FY 2015 to upgrade technology, improve signage, and capital refresh projects.

Financial Summary

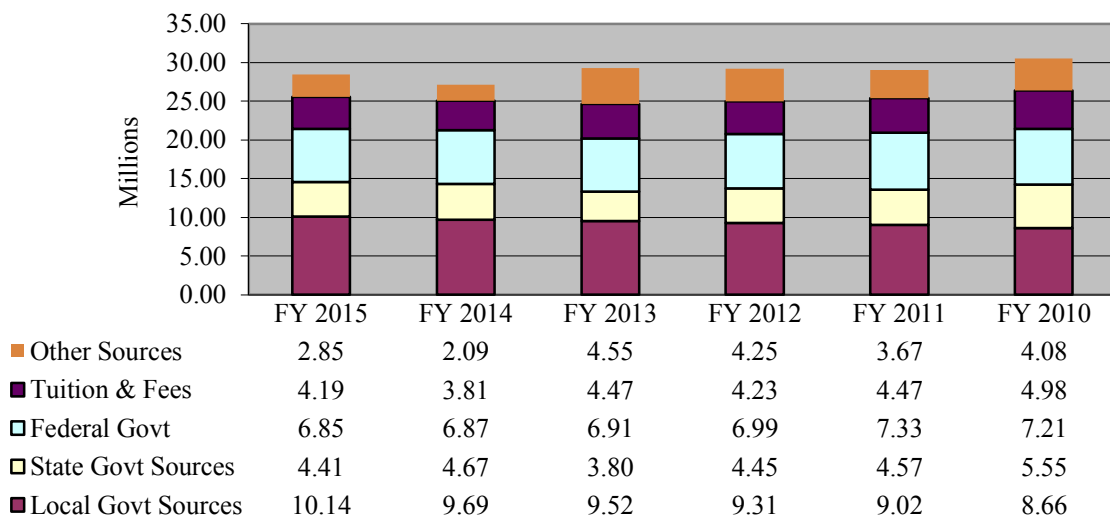
Budget Overview

The budget includes total resources of \$31,339,158 and expenditures of \$32,856,981 using fund balance to cover the difference. The General Funds (Education and Operations & Maintenance Funds) include a total budget of \$15,866,992. The Special Revenue Funds (Restricted Purpose Fund, Audit Fund, Liability, Protection and Settlement Fund and Program Quasi-Endowment Fund) have a total expenditures budget of \$10,419,289. The Debt Service Fund (Bond and Interest Fund) budget is \$3,436,327. The Capital Projects Funds (Operations & Maintenance – Restricted Fund and Technology Quasi-Endowment Fund) reflect a budget of \$2,383,342. Other Fund types (Auxiliary and Working Cash) have a total budget of \$751,031.

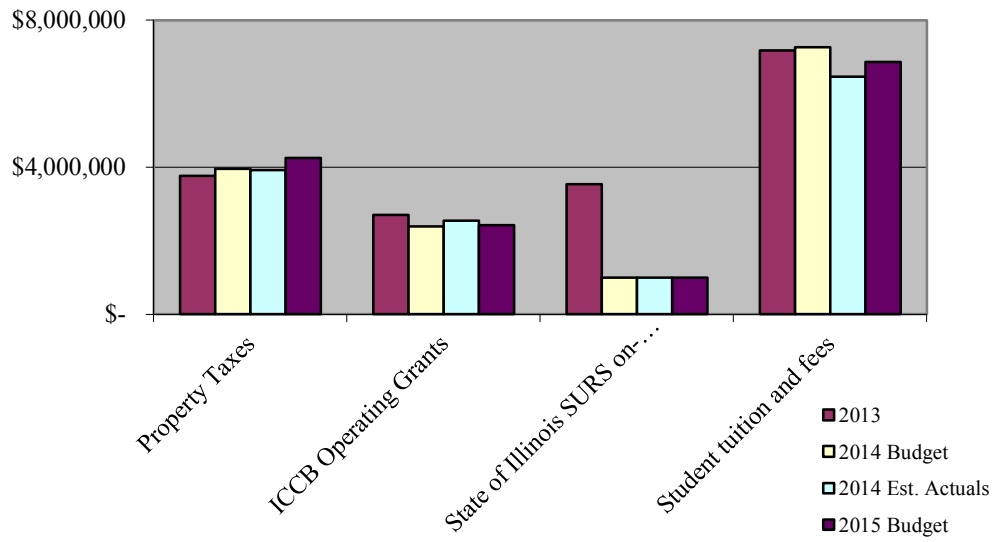
Comparison of FY 2015 and FY 2014 Revenue by Source:

Revenue within each fund is classified according to source: Local Sources, State Sources, Federal Sources, Tuition and Fees, and Other Sources (not including Transfers In). The chart below illustrates revenue sources for the FY 2015 Budget. The College relies on three major sources of revenue for operating – Local Government Sources (property taxes), State Government Sources (ICCB grants), and Tuition and fees. Federal Sources reflect grants received and restricted to expenditures for specific purposes. Fund balance appropriations are not included.

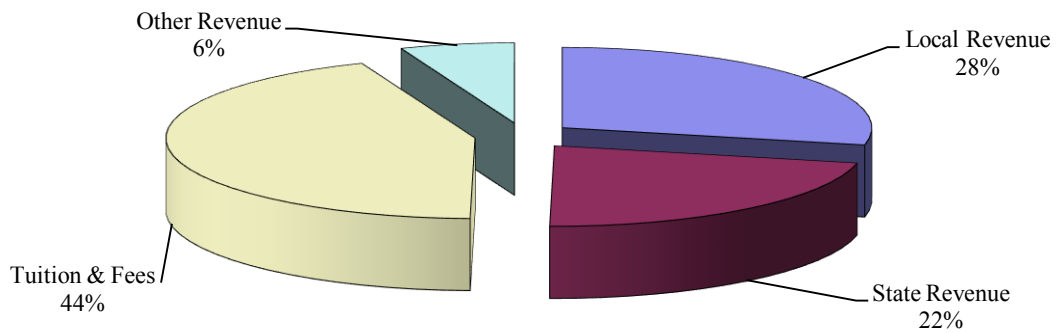
Revenue Sources



General Fund Revenue by Source



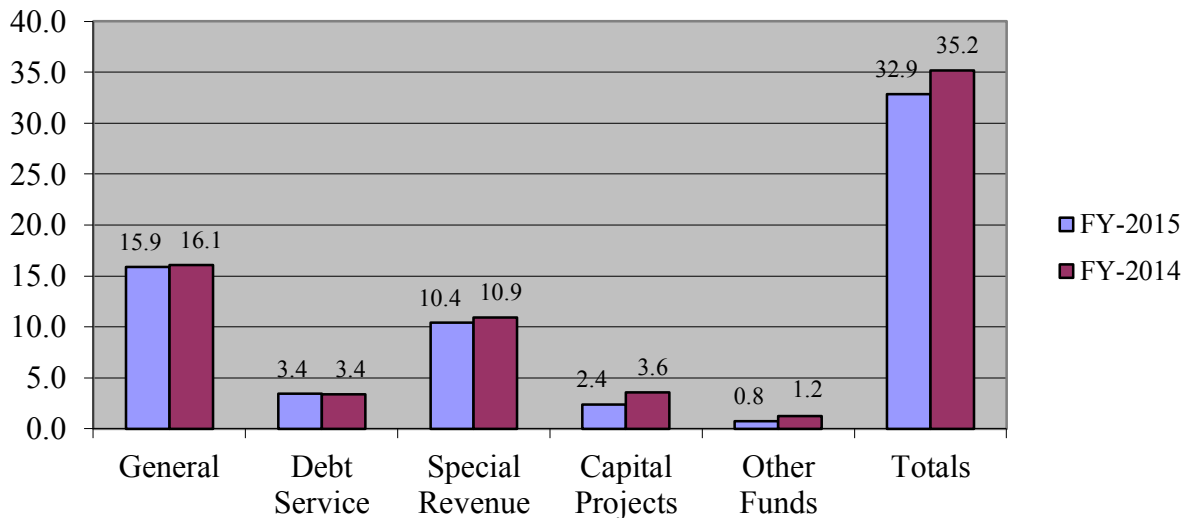
FY 2015 % of Total General Fund Revenue by Source



In FY 2015, the three largest categories comprise 94.0% of the available operating revenue.

Comparison of FY 2015 and FY 2014 Expenditures by Fund:

Total Budget Expenditures by Funds



We continue our efforts to remain balanced with budgeted revenues. As shown above, the total expenditure budget decreases in comparison with the prior year. Decreased expenditures are due to a \$3.1 million HVAC capital project in FY 2014. Since the state has provided little capital construction funding for ten years, the College is choosing to locally fund building renovations/improvements. This has been accomplished with the accumulated interest on our Working Cash Fund and our Technology Quasi-Endowment Fund, and bond proceeds without impacting our current operating funds revenue.

Other increased expenditures are the result of projecting expenses based on actual expenses of prior years and known expenditure increases/decreases. The rolling salary agreement in effect through Fiscal Year 2016 allows the College to project known salary increases. Fiscal Year 2015 includes a 3.90% increase in salaries. As medical costs continue to soar, the administration, in an effort to operate knowing maximum costs, changed the employee health insurance to a wholly funded plan which began January 1, 2006. This enabled us to budget with known costs for the balance of calendar year 2014 of \$7,511.28 per full-time employee. College scholarships for students have been budgeted based on prior actual figures as tuition revenue and student service other expense at \$625,000.

Significant Financial and Demographic Changes

The most critical issues facing the College in the near future are enrollment, property tax base changes and state budget cuts. Many factors affect student enrollment including economic factors, financial aid factors, population trends and barriers specific to individual students. The college continues to work diligently to assure that all students apply to receive all financial aid they are qualified to receive. This can include federal funding sources such as Pell Grants, Direct Loans, and/or state monetary award grants. In recent years, these sources have been reduced. The Department of Education rules now state that loans are to be disbursed by the college financial aid department. The college has seen a 3% increase in the average amount of aid our students receive. Population for the district and the K-12 schools within our district has declined and unemployment rates remain above the state average.

FY 2014 State of Illinois appropriations are anticipated to decline due to the financial difficulties the state faces. With no specific information available, the college has budgeted a 5% decrease for FY 2015. Receipts from State scheduled grant payments for Base Operating grants, Equalized Assessment grants and Adult Education grants have been received at extended and irregular times over the past couple of years. With continuing shortfalls in state funding the college is prepared to utilize our Working Cash fund to ensure that payments of all obligations are met in a timely fashion.

The College will use fund balance appropriations of approximately \$1.5 million in FY 2015. These fund balance appropriations represent revenues generated in previous fiscal years that are intended to be used in the current budget to upgrade technology, improve signage, and capital refresh projects.

Future Outlook

The College is financially stable and fiscally sound. We have done the right things at the right times. We have refunded long-term debt to take advantage of the lowest interest rate in decades. We have placed significant Working Cash Fund bond proceeds in investments to earn interest available to other funds for cash flow needs. FY 2010 and FY 2011 have expanded this fund with an additional \$4.5 million of bond proceeds. We have implemented a policy whereby operating funds short of cash will borrow from the Working Cash Fund. We placed an original \$5 million in the Strategic Technology Endowment Fund (STEF) to refresh technology and implement the conversion to the new Access software environment. SMART V bond proceeds adds \$1,028,650 additional funds to the STEF fund for future Access software and Xerox costs as well as to grow the fund with interest on these additional deposits. In FY 2009 we have added an additional \$2 million to this fund. We anticipate needing to continue to fund capital projects locally and have placed these funds aside to help accomplish our future endeavors.

Our recent SWOT Analysis revealed the following strengths, weaknesses, opportunities and threats. Keeping in mind that strengths and weaknesses are internal to the College and opportunities and threats are external to the College.

- Strengths: caring faculty and staff, small class sizes, affordable, beautiful campuses and facilities and technology.
- Weaknesses: lack of cohesive and well planned online education, communication, aging parking lots and HVAC systems, climate control in buildings, lack of healthy choices for food in cafeteria and vending and customer (student) service.
- Opportunities: student housing, international recruitment, recruitment of Hispanic and minority populations, expanded partnerships with four-year schools and K-12s.
- Threats: the downturned economy, declining population, shrinking state funding, declining assessed valuations, loss of jobs in the region.

Several initiatives are underway to address many of the items. FY 2013 included new student housing offered by a third party located nearby, an on-line campus wide directory, and an allocation of accumulated interest to repair sidewalks and ramps. FY 2014 will address the HVAC systems and additional roadway repairs. FY 2015 includes improved signage, parking lot repairs, and a new food service provider.

College staff members are working to look inward at efficiencies. As the future of Carl Sandburg College continues to evolve, a new Facilities Master Plan was updated and adopted by the Board of Trustees in FY 2012. It is one of the tools the College uses to grow and assess its facilities in an orderly manner as part of a comprehensive planning process. The Facilities Master Plan looks at the future academic, workforce training, and community needs facing the College and incorporates those ideas into a comprehensive document. Some of the future projects envisioned include improving the quality of interior circulation between buildings, improving overall building space utilization, location of an auditorium site, and improvement of storm water runoff from parking areas.

Focus on Management

Priorities start with students. We strive to provide access throughout our district through the use of distance learning over our wireless wide area network, Edunet. We have partnered with Noel Levitz to enhance our enrollment management, recruitment and retention. We have evaluated our past, present and future focus of management. The following chart indicates some of our past and our future endeavors. The College believes revenue enhancement is minimal without growth and we must look to expenditure control as well. Growing enrollments overall may no longer be an option. We need to right size enrollments in fields where we excel. Our vision may not be quantity/volume but quality/image.

The Reality

1. Enrollment is down
2. Population is down
3. Market penetration is down
4. State funding is down

What can we do?

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Increase market penetration 2. Increase retention 3. Increase graduation 4. Reallocate space to accommodate growth where possible 5. Increase efforts by the Foundation to provide additional funding for students without financial aid 6. Downsize operations | <p>Branding Initiative 2011
 Added two advisors, relocated tutoring
 Summer 2011, Nursing, Rad Tech, GED</p> |
|---|--|

In the short term we are following an enrollment management plan to address 1, 2 and 3. FY2012 saw space reallocation to accommodate program growth. In the long term, increased efforts will be concentrated with the Foundation, including additional events and expansion of the alumni position. Without results, downsizing may be implemented.

I. PAST	II. PRESENT	III. FUTURE
1.1 Revenue Enhancement		3.1 Expenditure Controls
1.2 Growing Enrollments	2.A PHENIX Program	3.2 Right-sizing Enrollments
1.3 Energy Conservation		3.3 Energy Production
1.4 Facility Expansion	2.B Structure Follows New Strategies	3.4 Facility Rejuvenation
1.5 Technology Infrastructure		3.5 Technology as a Tool
1.6 Accommodating Enrollments	2.C Strategic Planning:	3.6 Target Marketing Enrollments
1.7 Quantity/Volume	* Facility Master Plan	3.7 Quality/Image
1.8 INTRA-District	* IBB (6/30/2012)	3.8 INTER-District
1.9 Economic Contractions	* Bridger Report	3.9 Economic Development
1.10 Academic Transition (s)	* Security Audit	3.10 Academic Transitions (s) & Remediation
1.11 Financial Autonomy	* I/T Audit	3.11 Strategic Partnerships
1.12 Border Wars	* ASBO (2004-2007)	3.12 Border Blurring
1.13 Labor Relations	* Mission Review	3.13 Student Relations
1.14 Avoiding Change/Conflict		3.14 Embracing Change
1.15 Commuter Students	2.D Accreditation Efforts	3.15 Student Housing
1.16 Offering Courses		3.16 Promoting Programs
1.17 In-district Graduates	2.E Outcomes Assessment	3.17 Out-of-District "Academics"
1.18 Out-of-Conference Athletes		3.18 In-district "Extra-Curricular (s)"
1.19 Maintaining Status Quo	2.F Organizational Development & Problem Solving	3.19 Launching New Opportunities (SILOS)
1.20 Centralized Anxiety		3.20 Decentralized Activities
1.21 Top Down Initiatives	2.G Data Driven Decision Making	3.21 Bottom-up Ownership
1.22 Publicly Accountable		3.22 Privately Competitive

Informational Summary

General Fund Budget Projections

Presented here is a summary of our projection of future revenues and expenditures as well as a historical view of Carl Sandburg College's financial position. The focus of this section is specific to the College's Operating or General Funds (Education and Operations and Maintenance Funds).

The projections have been developed from historical trends and conservative assumptions developed by College staff. No interfund transfers are reflected.

Tuition and Fee Revenue

- Revenue projections are based on historical student enrollments and take into consideration the increased credit hours spreading from 2003-2005 due to retraining displaced workers and the more current decrease in district population.
- Enrollment management activities are being designed to increase enrollments including recruiting and retention positions.
- Evaluation of programs leading to new and improved areas to meet local workforce demands.
- FY 2015 implements fees to cover expendable items in career, technical and health education courses.
 - 2011 to 2014 reflected a decrease of \$509,408, an average 1.8% change per year
 - 2014 to 2018 anticipates an increase of \$937,339, an average 3.6% change per year

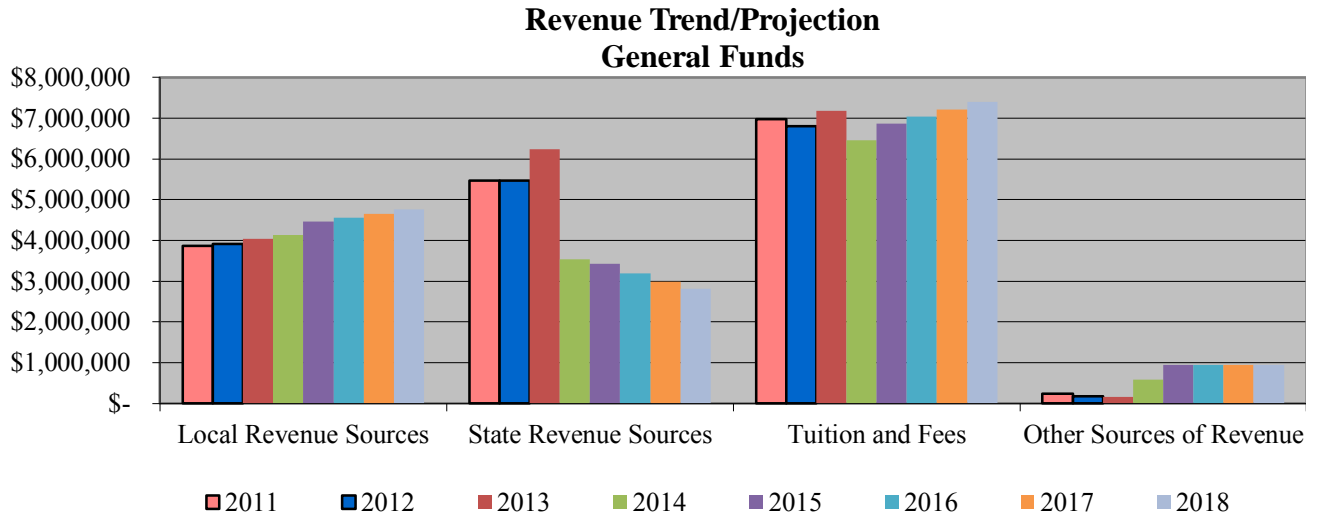
Local Revenue

- Tax revenues are based on the most recent tax levies derived from known equalized assessed valuations. The assessed valuations are projected on historic trends as adjusted for local economic conditions and potential development within our district.
 - 2011 to 2014 increased \$270,310, average 1.75% change per year
 - 2014 to 2018 increases \$620,959, average 3.75% change per year

State Revenue

- Other state revenue is projected to decrease and/or flatten over the near future. State revenue includes ICCB grants reflecting past credit hours produced. We anticipate the decrease due to the credit hour production declining after the retraining of displaced workers and potential cuts to the community college system given the state's financial condition.
- The State of Illinois SURS on-behalf annual payment is also under discussion as the state continues to face financial challenges.
 - 2011 to 2014 decreased \$1,920,335, average 8.8% change per year
 - 2014 to 2018 decreases \$734,471, average 5.2% change per year

General Funds Revenue Trend/Projection for Fiscal Years 2011 – 2018

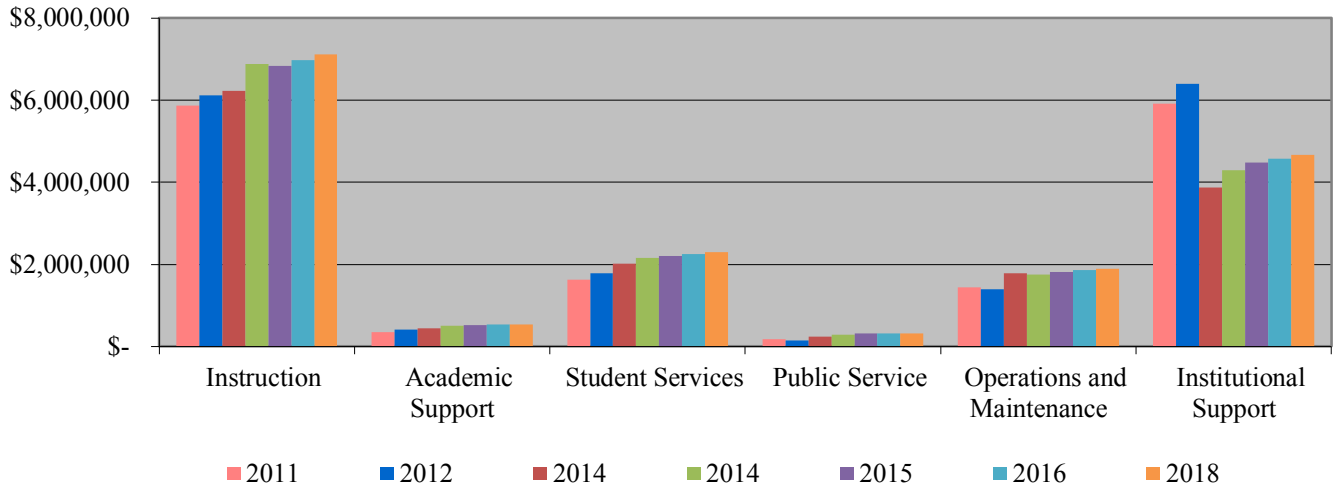


General Funds Expenditures

- Salary expenditure projections are based on the current collective bargaining agreement. This includes a 3.90% in 2015-2016 with negotiations to begin Fall 2014 for fiscal years 2017 and 2018.
- The college has also been able to reduce salaries by either not filling vacant positions or replacing with lower salaried individuals.
- Health insurance premiums will continue to rise with legislation ramifications creating unknown costs.
- Potential shift of State University Retirement System (SURS) funding from the state to the community colleges.
 - Salaries increase 2011 to 2014 \$53,727, average 0.2% change per year
 - Salaries increase 2014 to 2018 \$470,830, average 1.4% change per year
 - Benefits increase 2011 to 2014 \$1,535,435, average 11% change per year
 - Benefits increase 2014 to 2018 \$1,013,417, average 10% change per year

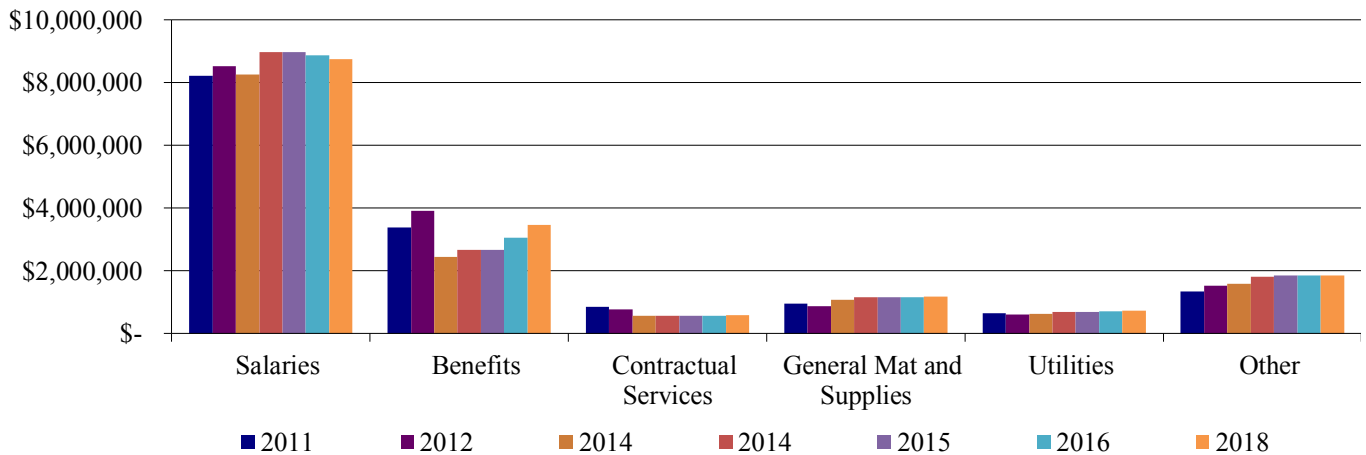
Historical/Projected General Funds Expenditures by Program

**Historical/Projected Expenditures by Program
General Funds**



Historical/Projected General Funds Expenditures by Object

**Historical/Projected Major Expenditures by Object
General Funds**



Expenditures shown for the College’s General Fund are presented by program area and by object. Expenditure increases have an effective 1.4% increase annually.

Student Enrollment Trends

We serve a diverse group of students. In the fall of 2013, the College enrolled 2,328 students, with an average age of 27 years. Women represented 66 percent of the student body and 52 percent of the student body were part-time students. Many students balance the demands of College with work and family responsibilities.

The following table illustrates enrollments and total credit hours over the last four years and projected for 2015, 2016, 2017 and 2018.

Fiscal Year	2011	2012	2013	2014	Estimated 2015	Projected 2016	Projected 2017	Projected 2018
Fall College Enrollment	2,538	2,383	2,460	2,328	2,351	2,387	2,422	2,459
Annual Full-time equivalent students	1,737	1,644	1,599	1,601	1,617	1,641	1,666	1,691
Continuing Education Credit Hours	798	913	1,087	712	719	730	741	752
Total Reimbursable Credit Hours	52,113	49,316	47,972	48,031	48,511	49,239	49,978	50,727

The College has the resources required to serve student enrollment. We have demonstrated our ability to serve the increasing enrollments due to dislocated workers but also acknowledge those students have completed their education and reentered the workforce. We are now faced with the continued unemployment rate rising and retraining needed due to the economic condition of the area.

Tax Base Trends

Taxes are generated from a general property tax placed upon all real property within the College district. For fiscal year 2015, local tax revenues include taxes levied on property owners for calendar year 2013, payable in June and September of 2014. The taxable value or equalized assessed valuation (EAV) approximates one-third of the market value of the land in the district. The underlying value of this real property has experienced long-term growth of approximately 2% annually.

Economic conditions in the communities served by Carl Sandburg College District 518 are such that many industries have moved from the area. We are also faced with 40% of our district being comprised of farmland. The loss of industry has affected our tax base; however future possibilities for the community look promising and we anticipate level to small increases in FY 2015-2018.

Property Taxes.

The following table illustrates the College's property tax levy rates and EAV over the last fiscal years.

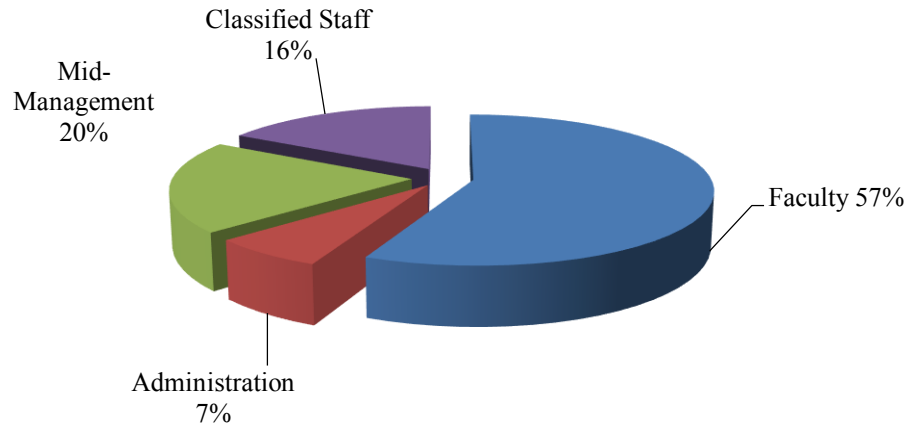
EAV supporting our fiscal year:

FY	2011	2012	2013	2014	Estimated 2015
EAV	\$1,427,057,760	\$1,459,805,981	\$1,501,003,400	\$1,531,672,301	\$1,572,608,064
% increase/(decrease)	3.8%	2.3%	2.8%	2.0%	2.7%
Levy Rate (per \$100 of assessed valuation per levy year)	\$ 0.6115	\$ 0.6187	\$ 0.6175	\$ 0.6228	\$ 0.6249
% increase/(decrease)	-0.4%	1.2%	-0.2%	0.9%	0.3%
Change in tax extension	\$ 284,716	\$ 305,361	\$ 236,876	\$ 270,559	\$ 287,344
% increase/(decrease)	3.37%	3.50%	2.62%	2.92%	3.01%

Personnel Resources

The College continues to evaluate positions and responsibilities in order to maintain an effective and efficient learning process. Faculty represents the number of employees in instruction for the College. This is currently 57% of the College workforce. Administration includes primary officers of the College including the President, Vice Presidents, Deans of the instructional divisions of the College, and Directors of non-academic divisions or major departments of the College. Mid-Management personnel have consistent exercise of discretion and judgment in performing support activities. Classified staff includes clerical and physical plant employees.

Personnel FY 2014



The following table indicates the changes in the number of faculty and staff over the past several years. In the past five years, faculty have been able to serve the fluctuation of the number of students by adjusting the number of part-time instructors and class sizes. The College demonstrated the ability to serve the increasing enrollments due to dislocated workers. The number of staff in the categories of Administration and Mid-management decreased recently when the College discontinued the contractual relationship with the Illinois Department of Corrections and decided to no longer serve as the fiscal agent for the Local Workforce Area 14. The President's Cabinet now monitors all non-instructional hiring in an effort to use College resources in the most conservative way and to ensure that requests for replacements are essential to College operations. The College has been able to reduce some salary costs by either not filling vacant positions or replacing with lower salaried individuals.

Personnel Resource Allocations 2010 – 2015

**Carl Sandburg College
Personnel Resource Allocation
Employee Headcount 2010 - 2015**

Fiscal Year	2010	2011	2012	2013	2014	Projected 2015
FACULTY						
Full-Time	64	55	56	57	54	53
Part-Time	137	142	142	148	137	138
Subtotal	201	197	198	205	191	191
ADMINISTRATIVE						
Full-Time	20	20	19	21	23	24
Part-Time	0	0	1	0	1	0
Subtotal	20	20	20	21	24	24
MID-MANAGEMENT						
Full-Time	70	67	66	65	62	54
Part-Time	12	11	11	10	5	3
Subtotal	82	78	77	75	67	57
CLASSIFIED STAFF						
Full-Time	49	53	53	55	51	50
Part-Time	7	6	7	3	5	5
Subtotal	56	59	60	58	56	55
GRAND TOTAL	359	354	355	359	338	327

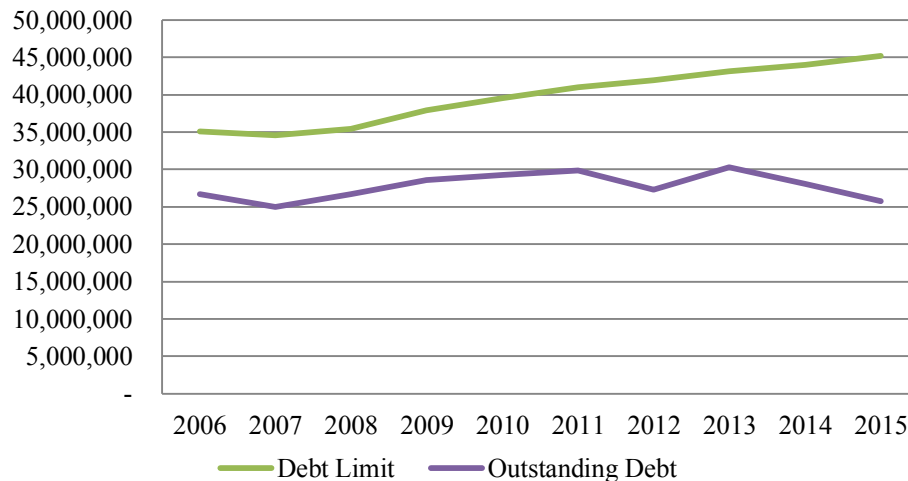
FY 2015 begins with restructuring faculty from the prior fiscal year due to retirements. Classified and mid-management staff are reduced with the recent closure of the Children’s School as well as retirements in those classifications too. One administrator moves from part-time to full-time with additional duties in the new Institutional Effectiveness program.

Debt Administration

Debt of the College is comprised of General Obligation Bonds. The bond payments will be funded through the tax levy. Legally, the College is not allowed to have debt in excess of 2.875% of the District's EAV, or an estimated \$45,212,482. The current general obligation debt of the College is \$25,760,000. Therefore, the amount of debt available to be issued is the difference between these two numbers or the legal debt margin of \$19,452,482. During FY 2009, the College issued new debt to renovate a facility in our southern part of the district that was donated to the College and to expand our Strategic Technology Quasi Endowment Fund. FY 2010 and 2011 debt was issued to expand the working cash fund. General Obligation bonds were issued in FY 2013 to support replacement of HVAC and water heater systems on campus. With no new debt issued in FY 2014, the College saw an 8.0% decrease in total outstanding principal. With no new debt issued in FY 2015, the College will see an additional 9.5% decrease in outstanding principal.

Year Ending June 30,	General Obligation Bonds	Capital Lease Obligations	Compensated Absences	Total Principal	Interest	Total Principal & Interest
2014	2,310,000		251,835	2,561,835	1,012,770	3,574,605
2015	2,475,000		125,917	2,600,917	930,134	3,531,051
2016	2,630,000			2,630,000	840,575	3,470,575
2017	2,835,000			2,835,000	744,303	3,579,303
2018	3,275,000			3,275,000	627,964	3,902,964
2019-2023	14,285,000			14,285,000	1,169,079	15,454,079
2024	510,000			260,000	5,720	265,720
Total	\$ 28,070,000	\$ -	\$ 377,752	\$ 28,447,752	\$ 5,330,545	\$ 33,778,297

Outstanding Debt vs Debt Limit



Performance

Carl Sandburg College strives to meet the needs of the students and the community. Several unit goals have been developed and tracking put in place to measure our performance. The information below reflects institution results and various department results.

Priorities and Goals

Student Access and Success

- Create, market, and implement educational programs to meet the needs of our district.
 - Strategy: Increase the number of online courses and programs.
 - **Program:** Instruction
 - **Defined:** Encourage faculty to develop new online courses that can capture new student markets and help the College offer complete online degrees
 - **Measured:** Number of new courses and new programs offered online
 - **KPI (Key Performance Indicator):** Increase # of new online courses by 5% every year. Offer a complete online degree by Fall 2013
 - **Result:** KPI met. Online degree by Fall 2013
- Create opportunities for students of all backgrounds to have access to higher education.
 - Strategy: (Financial Aid): Increase percent of students who complete the FAFSA.
 - **Program:** Student Services
 - **Defined:** Increase number of students who complete the financial aid FAFSA to be awarded financial aid.
 - **Measured:** Reporting through Dashboards of the number of students who apply for aid as compared to the prior year.
 - **KPI:** Increase the number of students who complete their financial aid application and receive an award notification by 2% per year
 - **Result:** KPI met. Increased 66.31%

Teaching and Learning

- Monitor, assess, and make changes to promote student learning.
 - Faculty will conduct outcomes assessment and make changes based upon feedback.
 - **Program:** Instruction
 - **Defined:** The feedback loop is perhaps the most important component of assessment. Distribute Assessment newsletter to all faculty at least once each semester that highlights the changes made by 2 instructors and the effect of those changes.
 - **Measured:** Will measure by # of faculty who make changes to curriculum, teaching method, or course.
 - **KPI:** 75% of all instructors who completed an outcomes assessment will make changes to their curriculum, teaching method, and/or course structure.
 - **Result:** KPI met.
- Monitor, assess, and make changes to maximize student retention.
 - Improve retention of all students from fall to fall.
 - **Program:** Student Services
 - **Defined Retained:** Anyone from the final group that is actively registered in at least one of their classes on the 10th day of the same term in the next year.
 - **Final group:** Anyone from the mid-term group who is actively registered in at least one of their classes on the final day of that class regardless of final grade.

Mid-term group: Anyone from the 10th day group who is actively registered in at least one of their classes on the midterm date of that class.

10th day group: Anyone from the 1st day group who is actively registered in at least one of their classes on the 10th day of that class.

1st day group: Anyone from the registered group who is actively registered in at least one of their classes on the first day of that class.

Total enrollment: Anyone within the specified term that was ever registered in an undergraduate level (UG) class with a credit hour value greater than zero.

- **Measured:** Reporting through Dashboards by the percent retained on a fall to fall basis.
- **KPI:** Retention will improve by 2%
- **Result:** **KPI not met.** Decrease by 1.6%

Community Alliances

- Expand partnerships with four-year colleges and universities.
 - Strategy: Create seamless transfer experience for our students:
 - **Program:** Student Services
 - **Defined:** Students need a seamless transfer experience in order to graduate on time and at the lowest price
 - **Measure:** # of transfer agreements
 - **KPI:** # of Transfer agreements
 - **Result:** KPI met. Developing agreements with St. Ambrose University and Bradley University
- Develop programs in cooperation with neighboring institutions.
 - Strategy: Reach out and develop programs that serve all institutions.
 - **Department:** Student Services
 - **Defined:** Monmouth College and Knox College are both institutions within the CSC district. Encouraging and developing programs to share resources and to encourage transfer is desired.
 - **Measured:** Cooperative programs and transfer enrollment
 - **KPI:** Increase success of Gale Scholars Program by 10%. Develop program with Monmouth College
 - **Result:** **KPI not met.** No program developed with Monmouth. Gale Scholars Program did not have a 10% increase in success.

Operational Sustainability and Excellence

- Establish and maintain effective technology in academic programs and support functions.
 - Strategy: Use technology effectively in the teaching/learning environment to impact student success.
 - **Program:** Instruction
 - **Defined:** Encourage and train faculty to integrate technology tools such as iTunes University, Moodlerooms, Clicker, PowerPoint, and SPSS into their curriculum
 - **Measured:** % of faculty using technology in their curriculum/teaching environment
 - **KPI:** 85% of faculty integrating technology into their teaching environment.
 - **Result:** KPI met. 85%

- Commit to all feasible sustainability efforts.
 - Strategy: To be good stewards of the environment by implementing environmentally friendly and sustainable processes and procedures through education, projects and curriculum.
 - **Program:** Operations & Maintenance
 - **Defined:** Integrate environmental awareness, energy conservation and healthy practices into all the areas and operations of the College district. Define carbon footprint and things that contribute towards carbon footprint.
 - **Measured:** Number of projects such as community garden, recycling, student presentations and # of faculty greening their curriculum.
 - Reduce waste on Campus
 - Implement energy efficient systems, giving preference to renewable energy sources
 - Manage energy procurement
 - **KPI:** Reduce carbon footprint by 5% per year
 - **Result:** Data available next year.

Acknowledgments:

We would like to express our appreciation to the Board of Trustees for their continued interest in planning and conducting the fiscal operations of the College in a responsible and accountable manner.

Respectfully submitted,

By: s/s Lori L. Sundberg

Lori L. Sundberg, DBA
President

By: s/s Lisa Blake

Lisa Blake
Chief Financial Officer

Budget Development Process

- Late January – Deans and Associate Deans review department credit hours and project credit hours for the upcoming budget year.
- Early February – Risk Management Committee and Cabinet Officers review allocation made to the Risk Management Program.
- Late February – Budget Managers request new budget dollars to Cabinet Officers and prioritization of those requests are determined.
- March – April – Chief Financial Officer and Cabinet Officers compile and balance the upcoming budget.
- May – Tentative Budget distributed and adopted by the Board of Trustees.
- June – Public inspection and hearing held on Tentative Budget.
Board of Trustees adopts Final Budget.
Final Budget submitted to ICCB, staff and county clerks.

BUDGET DEVELOPMENT CALENDAR

CARL SANDBURG COLLEGE FY-2015

<u>DUE DATE</u>	<u>ACTION</u>	<u>RESPONSIBLE</u>
1/23/14*	Approve Budget Development Calendar	BOT
1/30/14	Distribute electronic spreadsheet forms to review budgeted credit hours	CFO
1/31/14	Finalize Budget parameters	President
2/5/14	Review Risk Management Program/Allocations with Risk Management Committee	Cabinet Officers
2/11/14	Distribute Electronic Budget Packets to Budget Managers	CFO
2/15/14	Budgeted credit hour changes due to the VP of Academic Services	Instructional Team
2/11/14 - 3/1/14	Individual Budget Meetings to be held between Budget Managers and their Cabinet Officer to discuss requests for new dollars and prioritization of those requests.	Cabinet Officers & Budget Managers
3/1/14	Budget sheets and requests for new dollars due to CFO's Office. (Please submit earlier if completed.)	Budget Managers
3/3/14 – 4/1/14	Budget requests compiled and New Initiatives Approved	CFO and Cabinet Officers
4/2/14 -5/2/14	Tentative Budget reviewed by Cabinet and CFO	Cabinet Officers & CFO
5/22/14*	Tentative Budget distributed to and adopted by BOT	BOT
5/23/14	Publish Notice of Public Hearing on the Tentative Budget and Public Inspection	CFO
5/23/14	Budget available for public inspection	CFO
5/24/14 – 6/7/14	Necessary revisions to Budget completed	Cabinet Officers & CFO
6/26/14*	6:45 p.m. – Public Hearing	BOT
6/26/14*	Adopt Final Budget	BOT
6/27/14	Submit Final Budget to ICCB, staff, and county clerks	CFO

***Board of Trustees Scheduled Meeting**

Adoption of FY - 2015 Tentative Budget

CARL SANDBURG COLLEGE

Board of Trustees Meeting

Regular Meeting - May 22, 2014

Item

Adoption of Tentative FY-2015 Budget

Background

The Tentative FY-2015 Budget is proposed for Board adoption at the May 22, 2014, meeting. According to statutes, the tentative budget must be available for public inspection for thirty days before the final adoption. The law also requires that a legal notice be published stating the budget's availability for examination and the time of the public hearing on the budget. The hearing is scheduled for 6:45 p.m., Thursday, June 26, 2014, at the A. Lewis Long Conference Room, Galesburg, Illinois.

To allow maximum time for its development, we will deliver the Tentative FY-2015 Budget booklet to the Board at your meeting scheduled for May 22, 2014.

Recommended Action

The Administration recommends the Board of Trustees authorize the adoption of the FY-2015 Tentative Budget.

Adoption of FY - 2015 Final Budget

CARL SANDBURG COLLEGE

Board of Trustees Meeting

Regular Meeting - June 26, 2014

Item FY-2015 Final Budget

Background

The tentative FY-2015 Budget has been reviewed by the Board of Trustees, faculty, students, support staff and administration. It has also been on public display for the required number of days in accordance with State law.

The final budget document incorporates provisions for recognizing the State of Illinois SURS *on-behalf* payments in accordance with recommendation of the College's external auditors.

Recommended Action

The Administration recommends the approval of the resolution for adoption of the FY-2015 Budget for Carl Sandburg College.

Principal Officials

Illinois Community College District No. 518 Principal Officials FY 2015 July 1, 2014

Board of Trustees

Name	Position	Term Expires
Mr. William C. Robinson	Chairperson	2015
Reverend Jon A. Sibley, Sr.	Vice Chairperson	2019
Ms. Sandra L. Wood	Secretary	2017
Mr. Thomas H. Colclasure	Trustee	2015
Mr. Lee Johnson	Trustee	2019
Mr. Bruce A. Lauerman	Trustee	2015
Ms. Gayla J. Pacheco	Trustee	2017
Ms. Blas Nache	Student Trustee	
Ms. Christina Stone	Faculty Representative	
Ms. Cindy Arthur	Staff Representative	

Officers of the College

Dr. Lori Sundberg	President
Ms. Julie Gibb	Vice President of Academic Services
Mr. Steven Norton	Vice President of Student Services

Administrative Staff

Mr. Fred Andrews	Director of Public Safety
Mr. Tony Bentley	Director of TRiO Upward Bound Project
Mr. Michael Bailey	Athletic Director
Ms. Lisa Blake	Chief Financial Officer/Treasurer
Ms. Dylana Carlson	Director of Recruiting
Ms. Robin DeMott	Director of Marketing & Public Relations
Ms. Maureen Dickinson	Executive Director of Advancement
Mr. Rick Eddy	Director of Admissions & Records
Ms. Lisa Hanson	Director of Financial Aid
Ms. Janis Hipple	Director of Clinical Services
Ms. Michelle Johnson	Director of Adult Education and Institutional Effectiveness
Ms. Gina Krupps	Director of Human Resources
Ms. Misty Lyon	Dean of Student Success
Mr. Patrick Meridith	Director of Business Services
Ms. Debra Miller	Dean of Extension Services
Ms. Christy Pecs	Director of Information Technology
Mr. Steven Sager	Director of Business & Community Education
Ms. Autumn Scott	Director of TRiO/SSS
Ms. Linda Thomas	Director of Extension Services
Dr. Connie Thurman	Dean of Human Resources and Institutional Effectiveness
Dr. Lauri White	Dean of Career and Corporate Development

Official Issuing Report

Ms. Lisa Blake	Chief Financial Officer/Treasurer
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Department Issuing Report

Finance Office

Meritorious Budget Award

Association of School Business Officials International



This Meritorious Budget Award is presented to

CARL SANDBURG COLLEGE DISTRICT 518

*For excellence in the preparation and issuance of its school entity's budget
for the Fiscal Year 2013-2014.*

The budget adheres to the principles and standards
of ASBO International's Meritorious Budget Award criteria.



A handwritten signature in black ink, appearing to read 'Ron McCulley', written over a horizontal line.

Ron McCulley, CPPB, RSBO
President

A handwritten signature in black ink, appearing to read 'John D. Musso', written over a horizontal line.

John D. Musso, CAE, RSBA
Executive Director

Distinguished Budget Presentation Award



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Carl Sandburg College, Illinois for the Annual Budget beginning July 01, 2013. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

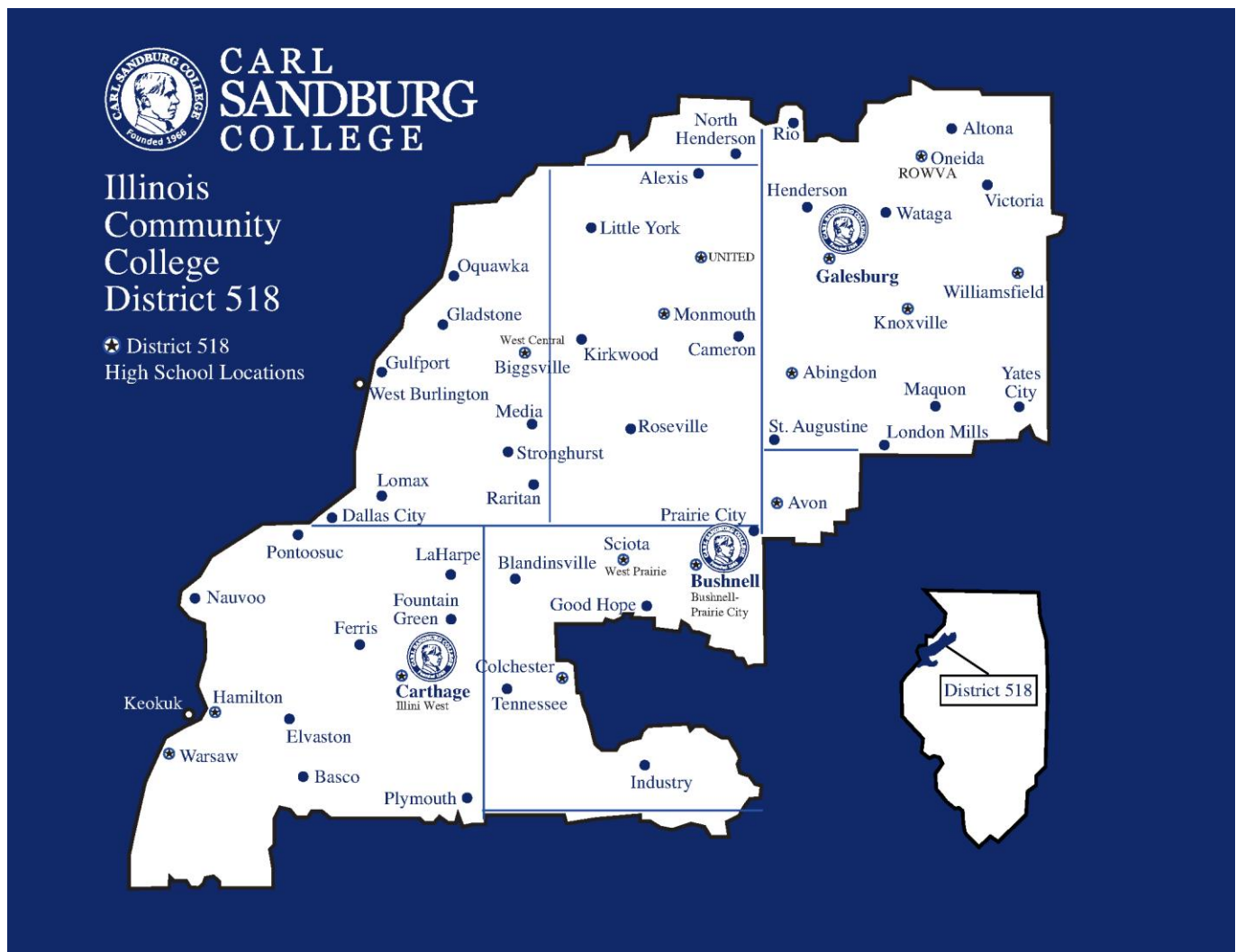
II. Organizational Section



Organizational Section

Carl Sandburg College was established by authority of the Illinois Community College Act of 1965 and was approved by voters in a September 1966 referendum. We are fiscally independent although governed by laws and policies as set forth by the State of Illinois, the Illinois Community College Board and the District's Board of Trustees. In 2010, the Higher Learning Commission North Central Association continued accreditation for ten years and indicated that fiscal management was a strong asset of the College. The College's district now covers all or part of ten counties in Illinois being served by three locations. The main campus is located in Galesburg, Knox County, representing our largest property EAV, with a branch campus in Carthage, Hancock County, representing our second largest property EAV and an extension center in Bushnell, McDonough County.

We serve a diverse group of students. Per our fall 2013, tenth day enrollment report submitted to the Illinois Community College Board (ICCB), the CSC total enrollment was 2,328 students, with an average age of 27 years. Women represented 66 percent of the student body and 52 percent of the student body were part-time students. Many students balance the demands of college with work and family responsibilities. The College has awarded an average of 500 degrees/certificates per year over the last five years.



Degrees and Programs Offered

Academic Programs (University Studies Degrees)

Associate in Arts Degree

Associate in Fine Arts Degree

(Art, Music Performance, or Music Education)

Associate in Science Degree

Associate in Science Degree

(Agriculture)

Associate in Engineering Science Degree

Associate in General Education

(Individually-Designed Degrees)

Career, Technical, & Health Education Programs (Associate in Applied Science and Certificate Programs)

Associate in Applied Science Degree Programs

- Accounting
- Administrative Office Professional
- Biofuels Manufacturing Technology
- Business Administration
- Computer Information Systems Specialist
- Computer Networking Specialist
- Criminal Justice
- Dental Hygiene
- E-Business
- Health Information Management Technician
- Industrial Welding Technology
- Mortuary Science
- Nursing Program (Associate Degree in Nursing) (RN)
- Radiologic Technology
- Rail/Off Highway Motive Power Electrical Technician
- Surgical Technology
- Therapeutic Massage

Advanced Certificate

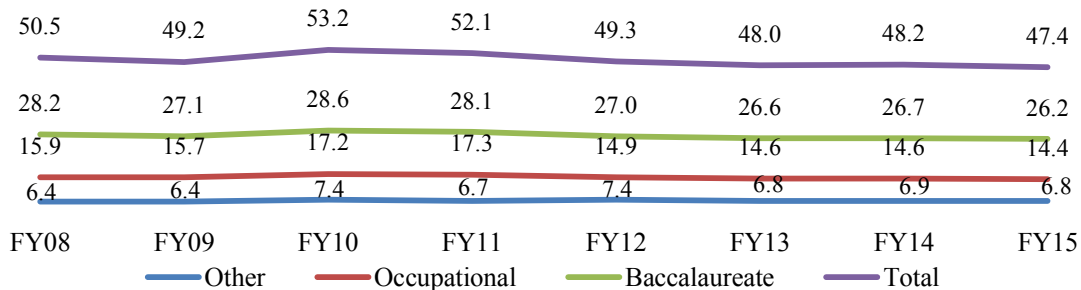
- Basic Network Security
- Computed Tomography (CT)
- Diagnostic Cardiac Sonography
- Diagnostic Medical Sonography
- Magnetic Resonance Imaging (MRI)
- Nuclear Medicine Technology

Certificate

- Accounting
- Administrative Office Assistant
- Automotive Technology (Auto Mechanics)
- Basic Industrial Manufacturing Maintenance
- Cisco Network Associate
- Computer Technician
- Cosmetology
- Cosmetology Teacher
- Criminal Justice
- Diesel Power Technology
- Emergency Medical Services-Paramedic
- Home Health Aide
- Legal Office Assistant
- Locomotive Electrical
- Locomotive Mechanical
- Medical Administrative Specialist
- Medical Assisting
- Personal Home Care Aide
- Practical Nursing (L.P.N.)
- Small Business Management
- Therapeutic Massage
- Welding/Gas Shielded Arc
- Welding/Pipe Welder Specialist
- Welding/MIG Option Gas Metal Arc
- Welding/TIG Option Gas Metal Arc

The college has seen fairly steady credit hour production over the last several years. We generate approximately 32% of our fiscal year credit hours in the occupational area, offering various career, technical and health education options as listed previously. The ability to earn an associate in applied science degree is an option to students in addition to the various certificates that may be achieved. The college continues to generate over 50% in the baccalaureate area, offering associate degrees for students who may wish to continue their education with a four year university. Other hours represent basic educational courses designed to prepare students to engage in college study, continuing and community education courses to encourage lifelong learning including adult basic and secondary education, customized training and professional development.

**Certified Credit Hour Enrollment Trend
(in thousands)**



Explanation of Financial Structure

For financial reporting purposes, the College is considered a special-purpose government engaged only in business-type activities. The College's financial statements focus on the College as a whole. The College financial statements are designed to emulate corporate presentation models whereby all college activities are consolidated into one total. The statements are presented using the economic resources measurement focus and the accrual basis of accounting. Under the accrual basis, revenues are recognized when earned and expenses are recorded when an obligation has been incurred. For budgeting purposes, the accounts of the College are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, reserves, fund balances, revenues and expenditures. Pursuant to the Board of Trustees resolution, property tax levies passed in December of the calendar year are allocated and will be recognized as revenue in the following college fiscal year. The following Fund types are used by the College.

Governmental Fund Types

The General Fund,

which consists of the Education Fund and the Operations and Maintenance Fund, is the general operating fund of the College. It is used to account for the day-to-day operation of the school district. Revenues are received from state and local government and student tuition and fees. Expenditures are tracked by program and object code (description of the expense.)

The Special Revenue Fund,

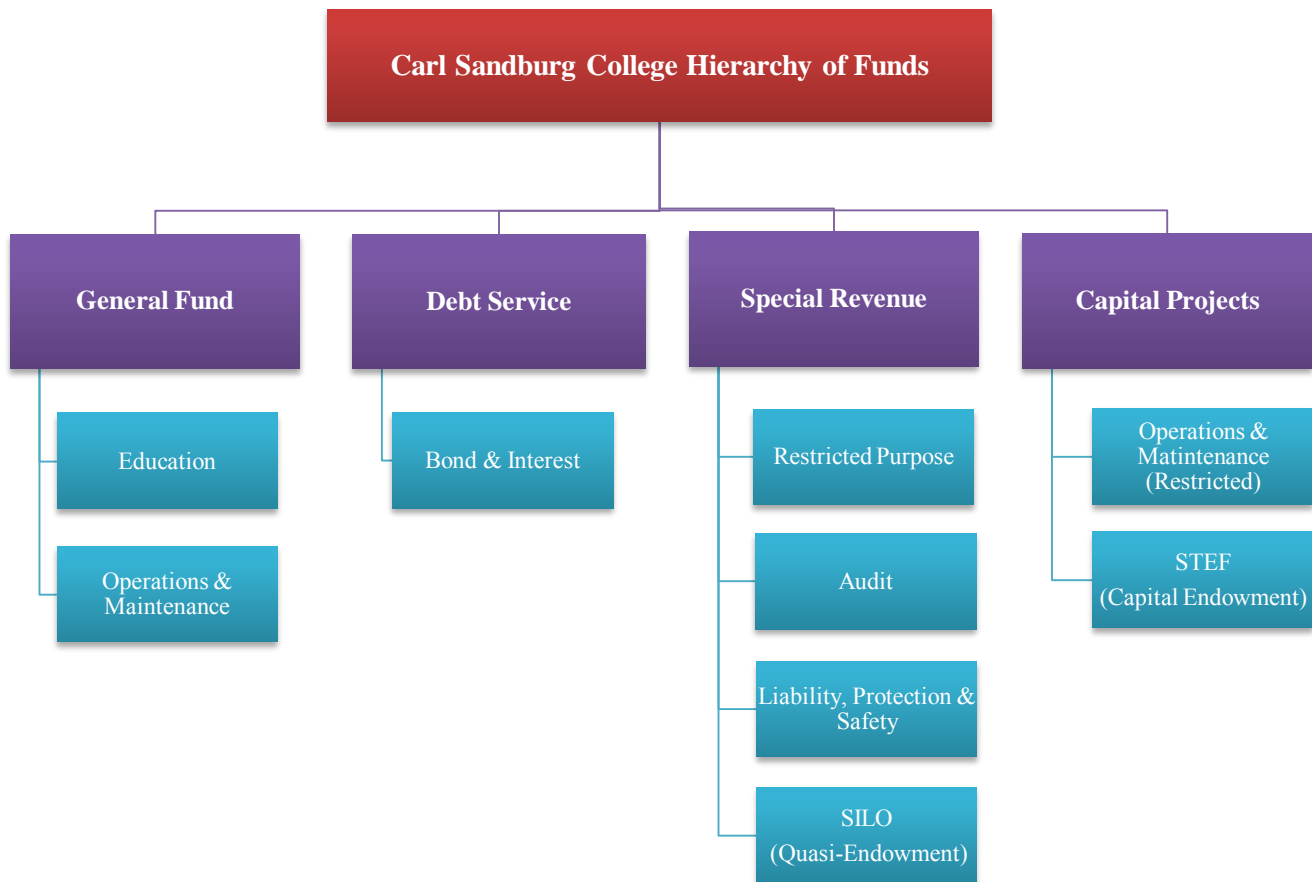
which consists of the Restricted Purpose Fund, Audit Fund, the Liability, Protection, and Settlement Fund, and the Program Quasi-Endowment "SILO" Fund. These funds are used to account for the proceeds for specific revenue sources that are legally restricted to expenditures for specific purposes.

The Debt Service Fund,

which consists of the Bond and Interest Fund, accounts for the accumulation of resources for and the payment of debt principal, interest, and related costs.

The Capital Projects Fund,

which consists of the Operations and Maintenance (Restricted) Fund and the Capital Endowment Fund, is used to account for financial resources to be used for the acquisition or construction of major capital facilities and technology enhancements.



For budgetary purposes all governmental funds are accounted for on a spending or “financial flow” measurement focus. This means that only current assets and current liabilities are generally included on their balance sheets. Their reported fund balance (net current assets) is considered a measure of “available spendable resources.” Governmental fund operating statements present increases (receipts and other financing sources) and decreases (expenditures and other financing uses) in net current assets. Accordingly, they are said to present a summary of sources and uses of “available spendable resources” during a period.

Proprietary Fund Types

The Enterprise Fund

The Enterprise fund is used to account for operations that are financed and operated in a manner similar to private business enterprises – where the intent of the College is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the College has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Fiduciary Fund Type

Fiduciary Funds

Fiduciary Funds are used to account for assets held by the College in a trustee capacity or as an agent for individuals, private organizations, other governments, or other funds.

The Nonexpendable Trust Fund

(The Working Cash Fund) accounts for financial resources held by the College to be used for temporary transfers to the operating funds.

Classification of Revenues and Expenditures

Revenues

Revenues for the district are classified by source within a fund. Revenues are grouped into major divisions. The divisions, with examples of major revenue sources, are:

- Local government sources – Property taxes, Corporate Personal Property Replacement Taxes
- State governmental sources – ICCB grants, , SURS
- Student Tuition and Fees
- Other – Interest income

Expenditures

Expenditures are classified by fund, program, and object.

Major programs are:

- **Instruction** 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** 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, leaning skills centers, and reading and writing centers.

- **Student Services** function provides assistance in the areas of financial aid, admissions and records, placement, testing, counseling, and student activities.
- **Public Service/Continuing Education** 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.
- **Auxiliary Services** provides for the operation of the cafeteria, bookstore, student organizations, athletics, and other related activities. Activities included in Auxiliary Services should be self-supporting.
- **Operation and Maintenance of Plant** consists of housekeeping activities necessary in order to keep the physical facilities open and ready for use. Maintenance of plant consists of those activities necessary to keep the grounds, buildings, and equipment operating efficiently. This function also provides for plant utilities as well as equipment, materials, supplies, fire protection, property insurance, and other costs that are necessary to support this function.
- **Institutional Support** includes expenditures for central executive-level activities and support services that benefit the entire institution. Examples include expenses for the governing board, administrative data processing, fiscal operations, legal services, public relations, etc.

Encumbrances

Encumbrances represent commitments related to unperformed contracts for goods or services. Encumbrance accounting – under which purchase orders, contracts and other commitments for the expenditure of resources are recorded to reserve that portion of the applicable appropriation – is utilized in the Governmental Funds. Encumbrances outstanding at year end are reported as reservations of fund balances and do not constitute expenditures or liabilities because the commitments will be honored during the subsequent year.

Summer School Revenues and Expenditures

Summer session revenues prior to fiscal year 2004 were recognized entirely in the year the tuition was collected. Related expenditures were paid over the summer term. Beginning in fiscal year 2004, the College changed this to be in compliance with Government Accounting Standards issued by GASB. Summer school revenues will be allocated by the number of days taught in each fiscal year. Revenues not earned until the following year will be deferred and shown as a liability on the Statement of Net Assets. Expenditures will be fine as they are paid out over the term and payroll due by June 30 is paid on June 30.

Property Taxes

The board of the College adopted a resolution in November of 2001 regarding property taxes. It determined that local real estate taxes are to be recorded as deferred revenue in the year of the levy and are recognized 100% as revenue the following year when substantially collected.

Inventories

Inventories consisted primarily of supplies and are valued at cost on a first-in, first-out basis.

Fixed Assets

Prior to fiscal year 2004, only the Proprietary Funds capitalized and depreciated assets. During that time, General fixed asset purchases were recognized as capital outlay expenditures of the governmental fund types and were then capitalized at cost in the general fixed asset account group. In March of 2001, the College's board adopted a resolution to become GASB compliant and capitalize all assets valued at over \$5,000, regardless of fund, and depreciate them over their useful life recommended by the Illinois Community College Board.

Allocation of Non-tax Revenue

In accordance with the Fiscal Management Manual of the Illinois Community College Board, the local Board of Trustees is permitted to make distributions of unrestricted revenues other than local property taxes among the operating funds (i.e. Education and Operations and Maintenance).

Explanation of Budgeting Methods

The College adopts legal budgets for all Governmental Fund types.

The College's budgetary basis of accounting differs from generally accepted accounting principles (GAAP). For budgetary purposes, encumbrances are recorded as expenditures but are reflected as reservations of fund balance for GAAP purposes. Appropriations not encumbered by year-end lapse. Though budgeted, capital expenditures will be eliminated from the statement of revenues, expenses and changes in net assets, and depreciation expense will instead be reflected. Internal service and intra-agency (primarily student financial aid use to fund tuition) revenue and expenditures, while budgeted, will be eliminated for financial reporting.

Budget Objectives and the Institutional Goals and Objectives

In the early stages of the budgeting process, budget managers are asked to review the shell budget and objectives, and recommend budget requests needed for the coming year. Budget managers review prior year credit hour production by subject and determine credit hours for the new budget year during late January and early February. Based on these projections, recommendations are made to respective cabinet officers during late February. These requests can include new programs, new equipment, new staffing or additional budget adjustments. By prioritizing these requests, the link between planning and budgeting is reinforced. Each request is submitted to the appropriate Vice-President and reviewed by the budget committee during March and considered based on its fulfillment of the Institutional Goals and Objectives. Approved requests are signed off by the cabinet and given to the CFO in April to build into the tentative budget.

Budget and Financial Policies

The official budget adopted by the Board of Trustees is the same as the operating budget in total. In other words, the law requires the Board to adopt a budget that specifies expenditures by object and function (purpose). The College actually operates with a budget that is far more detailed to better control expenditures. Within each fund, budgets are adopted for each fiscal year.

Capital projects are coordinated with the development of the operating budget. Future operating costs associated with new capital improvement will be projected and included in operating budgets. The College identifies estimated costs and potential funding sources for each capital project proposal before it is submitted to the Board for approval. All financial activity is monitored monthly comparing the budgeted funds to reduce cost overruns.

The budgeting process begins in January of each year for the following fiscal year. The College adjusts certain object codes by a percentage to reflect salary agreements or other anticipated increases. Budget managers are able to review and reallocate dollars related to their specific areas, but not add additional dollars. This allows the tentative budget to reflect the needs in each area. The Tentative Budget is presented to the Board of Trustees in May and approved for public display for at least thirty days prior to a public hearing and final adoption. Notice of the public display is published in a local newspaper. The public hearing and adoption of the Final Budget take place at the June Board meeting.

Once the Final Budget is adopted, copies are filed with the Illinois Community College Board (ICCB) by October 15.

Mr. Scott Erickson	Knox County Courthouse	200 S. Cherry St.	Galesburg, IL 61401
Mr. Jim Nelson	Fulton County Courthouse	200 N. Main St.	Lewistown, IL 61542
Mr. Kerry Asbridge	Hancock County Courthouse	PO Box 39	Carthage, IL 62469
Ms. Amanda Seitz	Henderson County Courthouse	PO Box 308	Oquawka, IL 61469
Ms. Barbara Link	Henry County Courthouse	307 West Center St.	Cambridge, IL 61238
Ms. Gretchen DeJanes	McDonough County Courthouse	1 Courthouse Square	Macomb, IL 61455
Ms. Phyllis Bewley	Mercer County Courthouse	PO Box 66	Aledo, IL 61231
Ms. Linda Ward	Schuyler County Courthouse	PO Box 200	Rushville, IL 62681
Ms. Linda Pyell	Stark County Courthouse	PO Box 97	Toulon, IL 61483
Ms. Tina Conard	Warren County Courthouse	100 W. Broadway	Monmouth, IL 61462

The District observes laws and policies as set forth by the State of Illinois, the Illinois Community College Board and the District's Board of Trustees. The following is a synopsis of the guidelines that affect major aspects of budgeting and finance for the College.

Illinois Statutes

805/3-20.1. Adoption of annual budget; contents; fiscal year

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 the Section shall be construed 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.

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.

The board may make transfers between the 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 amend the budget by the same procedure as provided for in its original adoption.

- In accordance with the Illinois statutes, the College has established a fiscal year that begins on the first day of July of each year and ends on the following 30th of June. The College Board of Trustees adopts a budget development calendar allowing an annual budget to be developed. The budget is considered an estimate of revenue to be earned and also a controlled spending plan for the ensuing year. Per the budget development calendar a tentative budget is adopted by the Board of Trustees in May. The calendar also outlines the notice of public hearing and availability for public inspection prior to the adoption of a final budget by the Board of Trustees in June

805/3-20.3. Expenses payable from taxes for operation and maintenance of facilities purposes and for purchase of college grounds; educational fund

This section specifies expenditures that must be paid from the amount levied for Operations and Maintenance purposes. Included are "...obligations incurred 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, for the rental of buildings and property for community college purposes..." Other expenditures are to be paid from the Educational Fund.

- Accounts are established in the Operations and Maintenance Funds and a budget officer assigned to monitor this activity. All payment requests are approved by the budget officer.

805/3-20.5. Determination of amount to be raised by tax for educational purposes and for operations and maintenance of facilities purposes; certificate of tax levy

Each year, the Community College must determine the amount of funds to be raised by the tax levy for the ensuing year. These amounts must be certified by the board and submitted to the county clerk before the last Tuesday in December each year. Suggested language for the Certificate of Tax Levy is also included in this section.

- The College presents a board item each year at the November meeting with tentative tax levies. This item includes historical levy information as well as estimated property values and allowed rates. Any additional notices and public hearings needed due to increased rates are also presented. This process allows for adoption of the tax levies and certificates at the December meeting so filing with county clerks can take place before the last Tuesday in December each year.

805/3-20.6. Districts in two or more counties; determination of amounts; certificates of tax levy

If a college district lies in two or more counties, the certificate of tax levy must be filed with each of the county clerks within the district. Each county clerk is then to determine the portion of the district valuation that lies within the county, and provide this information to the county clerk where the institution is located. Based on the levy certification, the county clerk will determine the tax rates for all of the counties.

- The College covers all or part of ten counties. The College surveys all 10 county clerks to determine projected EAV. After the Board adopts the tax resolution, the certificate of tax levy is filed with all 10 county clerks.

805/3-27. Payment of orders and bills; revolving funds; collection of funds

It is lawful for the Board to create a revolving cash fund provided such funds are in the custody of an employee who shall be bonded and who shall be responsible to the Board and the treasurer, and that such funds are subject to regular annual audit by licensed public accountants. A monthly report and annual summary of all receipts and expenditures of the revolving cash fund shall be submitted to the Board and the treasurer.

- The College annually renews the treasurer's bond.
- Monthly reports of all authorized expenditures are included in board packets to all board members.
- An external audit is performed annually by licensed public accountants, typically beginning in August after the close of the fiscal year and the report issued in early October. The Board approves changes in the firm selected to perform the audit.

805/3-27.1. Contracts

Contracts for the purchase of supplies, materials, or work exceeding \$25,000 are awarded to the lowest responsible bidder considering conformity with specifications, terms of delivery, quality, and serviceability. Several exceptions to this rule are noted in this section, including (1) services of individuals possessing a high degree of professional skill, (2) contracts for printing financial reports, (3) contracts for printing or engraving bonds or other debt instruments, (4) and many others as outlined in the statute. This section also includes procedures for awarding contracts through the sealed bid process.

- The College follows a request for proposal process. This allows all interested parties to bid. Typically ads are run within and out of our immediate district area. The request is also posted on our website under the business services section. A pre-bid meeting is scheduled to allow for any questions to be addressed. There are specific deadlines set for bids to be submitted. This way, all parties having followed the bid specifications will be considered during the College review of the bids.

805/3-33.5. Working Cash Fund; monies derived from bonds; state and federal funds

Funds raised by the sale of Working Cash bonds must be maintained in a separate fund, and they are not to be appropriated in the annual budget. The Board may appropriate to the maximum amount allowable in the fund. The Board may transfer from the Working Cash Fund in anticipation of the receipt of federal or state funds, but the debt to the Working Cash Fund must be satisfied.

- A Working Cash Fund has been established and accounted for separately. Investments are reconciled monthly.

805/3-33.6. Working cash fund; transfers of monies; abolition of fund

Transfers from the Working Cash Fund to the Education or Operations & Maintenance Fund may be made only by board resolution. This section specifies the terms of such a resolution. The Board may also issue a resolution to abolish the Working Cash Fund and direct the Treasurer as to directing the transfer. If it is abolished, a district may not establish another Working Cash Fund without voter approval. Interest earned by the Fund may be transferred to the Education or Operations and Maintenance Fund by board resolution.

- Interest earned on the investments of the Working Cash Fund is budgeted each year by the budget committee. This is presented in the tentative budget and adopted with the final budget. Each year a resolution is adopted to allow the transfer of the interest earned to the General Fund.

Carl Sandburg College Board of Trustees Policies

This section includes policies of the Carl Sandburg College Board of Trustees that pertain to fiscal and budgetary issues.

1.12 Duties and Responsibilities of the Governing Board

While duties of the College Board are set forth in the Public Community College Act, the details of which are heretofore set out, more specifically the duties of the Board will be as follows:

4. To approve the annual budget, etc.
 5. To approve the expenditure of all funds as prescribed in purchasing procedures
 13. To provide for an annual audit of all funds handled under the authority of the College in accordance with law and generally accepted accounting procedure.
- The annual budget is adopted each June before the new fiscal year begins in July. This follows the development calendar adopted by the board each January.
 - Approval of authorized expenditures is performed during monthly board meetings.
 - The annual audit is performed and presented to the Board of Directors by a representative of the audit firm.

Illinois Community College Board Regulations

Financial Reporting requirements are summarized in Subpart E of ICCB rules.

Annual 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.

Colleges are encouraged to use either of the following budgetary formats: line-item appropriation or program budgeting in conjunction with program performance budgeting (PPB), or zero-based budgeting (ZBB). However, a budgetary crosswalk may be necessary to complete the line-item appropriation by function budget required by the ICCB.

Each local Board of Trustees must adopt a budget for each fiscal year within or before the first quarter of each fiscal year. Moreover, a tentative budget must be available for public inspection for at least 30 days, or ten days for community college districts in cities of over 500,000 inhabitants, prior to final adoption; and at least one public hearing must be held on the tentative budget.

It is anticipated that each district will develop an expanded operational budget that is more detailed than the budget required by the ICCB. Care should be taken that any budget adopted by the local board of trustees meets the requirements of Section 3-20.1 of the *Public Community College Act* for community college districts in cities with less than 500,000 inhabitants or Sections 7-8 through 7-16 for other community college districts.

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. (Section 3-20.1)

The budget shall set forth estimates, by classes, of all current assets and liabilities of each fund of the board as of the beginning of the fiscal year, and the amounts of those assets estimated to be available for appropriation in that year, either for expenditures or charges to be made or incurred during that year or for liabilities unpaid at the beginning thereof. Estimates of taxes to be received from the levies of prior years shall be net, after deducting amounts estimated to be sufficient to cover the loss and cost of collecting those taxes and also deferred collections thereof and abatements in the amount of those taxes extended or to be extended upon the collector's books. (section 7-9)

The local boards of trustees of community college districts in cities of less than 500,000 inhabitants may transfer among budgeted items in a fund, providing that all transfers do not exceed 10 percent of the total of such fund as set forth in the budget. The local board of trustees also may amend the budget by using the same procedure as the original adoption.

One copy of the annual budget in the format prescribed shall be filed with the ICCB no later than October 15.

- These items are addressed and followed per the budget calendar adopted by the Board of Trustees each January.

Certificate of Tax Levy

The language for the Certificate of Tax Levy suggested by the *Public Community College Act* is included in this section. This certificate must be filed with each county clerk on or before the last Tuesday in December. A copy of the certificate, along with each county clerk's verification of the levy, should be filed with the ICCB no later than January 31. In addition to the adopted annual budget, each college must file with each county clerk, within 30 days of its adoption, the local board's budget resolution and a certified summary of anticipated revenues for the fiscal year. Failure to file these documents authorized the county clerk to refuse to extend the district's tax levy. Suggested forms for the budget resolution and the summary of anticipated revenues are included as part of this section.

Moreover, when a district levies more than 105 percent of the previous year's tax extensions, the district must have at least one public hearing which may not coincide with the hearing on the tentative budget. The notice must fulfill the following requirements:

The notice shall appear no more than 14 days nor less than 7 days prior to the date of the public hearing. The notice shall be no less than one eighth page in size, and the smallest type used shall be twelve point and shall be enclosed in a black border no less than ¼ inch wide. The notice shall not be placed in that portion of the newspaper where legal notices and classified advertisements appear. The notice shall state in plain and simple language the following information: (1) the legal name of the taxing district; (2) the commonly known name of the taxing district; (3) the amount of property taxes, exclusive of election costs, extended or estimated to be extended on behalf of the taxing district for the preceding year; (4) the amount of the proposed levy, exclusive of election costs, for the current year; (5) the percentage increase; and (6) the date, time and place of the public hearing concerning the proposed budget and the proposed levy increase. Such hearing may not coincide with the hearing on the proposed budget of the taxing district.

Any notice which includes information substantially in excess of that specified and required by this Act shall be an invalid notice. (Chapter 120, Section 866)

Additionally, an amended Certificate of Tax Levy may be filed within ten days of notification from the county clerk of the multiplier providing such multipliers will alter the amount of revenue received by the district.

- Each December a final tax year levy is presented to the Board of Trustees. This item includes the adoption of the annual tax levy, the certificate of tax levy and the truth in taxation certificate of compliance, if required.

External Audit

Each district is required to submit two copies of its external audit to the ICCB by October 15 following the end of the fiscal year. Required schedules and recommended formats are detailed in this section.

- The Board of Trustees approves the placement of the audit services with an audit partner. The external audit then proceeds with preliminary work, final fieldwork, issuing the report and management letters. The completed report is presented to the Board of Trustees at the next scheduled meeting by the audit partner.

Annual Financial Report

Pursuant to Section 3-22.2 of the *Public Community College Act*, each district is required to publish a financial statement at least once annually prior to November 15 in a newspaper of general circulation in the district, and a copy of this publication must be filed with the ICCB by December 1. The format for this statement suggested by the ICCB is found in the Fiscal Management Manual issued by the ICCB.

- After completion of the external audit, the annual financial report is published and a copy and certification of publication is submitted to ICCB by the December 1 deadline.

Community College Treasurer's Bond

Each community college treasurer must be bonded. A copy of each bond must be filed with the county clerk(s) and the ICCB. The suggested statutory language for each treasurer's bond is provided by ICCB.

- Annually the renewal of the Treasurer's bond is submitted to the Board of Trustees for approval.

Requirements for Financial Transactions

The *Public Community College Act* and ICCB rules contain many financial requirements. Although several requirements are highlighted below, you are encouraged to review the *Public Community College Act* and ICCB rules.

Payment of Orders and Bills

The local boards of trustees of community college districts in cities of less than 500,000 inhabitants must approve payment of all bills showing to whom and for what purpose each payment is to be made and to what budgetary item each payment should be debited. The payment's purpose and budgetary line item can be shown by *Fiscal Management Manual* account codes. College staff should ensure that each item is properly charged to the correct account and that authority exists for such a transaction. For example, custodial salaries and utilities can be paid from the Operations and Maintenance Fund only upon resolution of the local board of trustees.

- Each month the Board of Trustees approves authorized expenditures.

Bidding Policy

Section 3-27.1 of the *Public Community College Act* requires each district to let all contracts for supplies, materials, or work involving an expenditure in excess of \$25,000 to the lowest responsible bidder after due advertisement, excluding the exceptions which are listed in Section 3-27.1 of the Act. The local board may adopt a more restrictive bidding policy.

- The College follows a request for proposal process. This allows all interested parties to bid. Typically ads are run within and out of our immediate district area.
- The request is also posted on our website under the business services section. A pre-bid meeting is scheduled to allow for any questions to be addressed. There are specific deadlines set for bids to be submitted. This way all parties having followed the bid specifications will be considered during the College review of the bids.

The budget involves evaluating historical information and planning to meet future needs of our district as per our strategic plan. Budget managers have the ability to review all budgets and external audit reports as well as all financial transactions related to their responsibilities in a budget to actual format. With this information and their commitment to teaching and learning, they are able to contribute meaningful information for the budget.

The Mission of Carl Sandburg College

The College's Mission

The mission of Carl Sandburg College is to provide students an opportunity to succeed by providing accessible, quality education in a caring environment, by keeping the learner's needs at the center of decision making and by working in partnership with communities of the College district.

Core Values

The following four Core Values have been identified: Excellence, Collaboration, Integrity and Respect. While it can be noted that these are not an exhaustive list of the values Carl Sandburg College or any organization should hold dear, these are simply the four most representative of Carl Sandburg College.

Our Vision Statement

Where dreams come to life, and lives come to change.

Major Goals and Objectives

Carl Sandburg College believes everyone should have access to quality education. Our strategies focus on communication internally/externally with students, staff and stakeholders of our district. The following four main goals and objectives have been designed to shape departmental, programmatic, and individual decision making. We believe that these areas should drive all activities that are undertaken throughout the year.

Student Access and Success

1. Create, market, and implement educational programs to meet the needs of our district.
2. Create opportunities for students of all backgrounds to have access to higher education.
3. Prepare students for their educational goals.
4. Create and provide curricula and student services to ensure graduation.
5. Create opportunities for lifelong learning.

Teaching and Learning

1. Monitor, assess, and make changes to promote student learning
2. Monitor, assess, and make changes to maximize student retention and learning.
3. Monitor and evaluate student outcomes.
4. Re-affirm a commitment to an environment that recognizes the need for diversity.
5. Create opportunities for all within the College community to interact with understanding, appreciation, and respect for others.

Community Alliances

1. Expand partnerships with four-year colleges and universities.
2. Continue to work with K-12 school districts.
3. Develop programs in cooperation with neighboring institutions.
4. Maintain and expand alliances within and beyond the College district.
5. Support economic development activities.

Operational Sustainability and Excellence

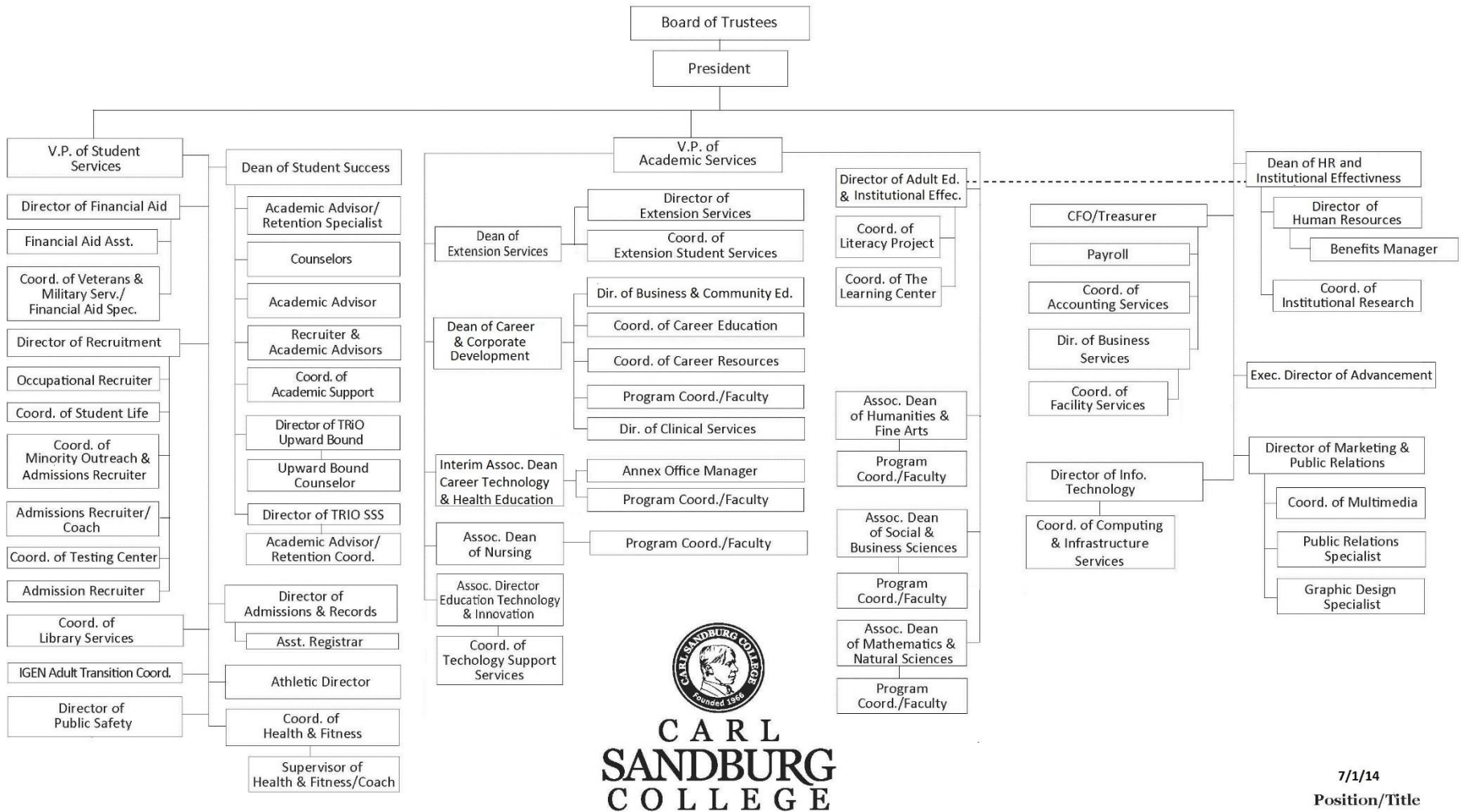
1. Develop Enrollment Management plan to stabilize and guide the institution's enrollment
2. Establish and maintain effective technology in academic programs and support functions.
3. Upgrade employee skills in use of technology.
4. Continue to lead the way in Technology
5. Establish/maintain an operating fund balance equal to 20 percent of the previous year's adopted budget
6. Maintain a competitive compensation program to enable the College to attract and retain a quality workforce.
7. Monitor, evaluate, and respond to needs of the physical environment
8. Commit to all feasible sustainability efforts.

Organizational Reporting and Budget Responsibility

The College functions with the needs of the students in mind. All College functions and support activities strive to place the student at the center. Additionally, all direction flows from the Board of Trustees through the President to the Administration and staff. The following programs direct the Administration and staff.

Programs	Student Access & Success	Teaching & Learning	Community Alliances	Operational Sustainability & Excellence
Instruction Activities Activities dealing directly with the teaching of students.	X	X	X	
VP of Academic Services				
Deans & Associate Deans				
Director of Adult Ed & Institutional Effectiveness				
Director of Clinical Services				
Academic Support Activities designed to provide support services for instruction and research, including the library, educational media services and academic computing used in the learning process.	X	X		X
VP of Academic Services				
VP of Student Services				
Director of Information Technology				
Student Services Provides assistance in the areas of financial aid, admissions and records, placement, testing, counseling and student activities.	X	X	X	X
VP of Student Services				
Dean of Student Success				
Director of Admissions & Records				
Athletic Director				
Director of Financial Aid				
Director of Recruiting				
Public Service/Continuing Education Non-credit classes and other activities of an educational nature, such as workshops and seminars.	X	X	X	
VP of Academic Services				
Dean of Career and Corporate Development				
Director of Extension Services				
Director of Corporate & Community Services				
Institutional Support Central executive-level activities and support services that benefit the entire institution.	X	X	X	X
President				
Chief Financial Officer				
Director of Information Technology				
Director of Marketing & Public Relations				
Dean of Human Resources & Institutional Effectiveness				
Director of Human Resources				
Operations & Maintenance Housekeeping activities necessary in order to keep the physical facilities open and ready for use, security and plant utilities.	X	X		X
VP of Student Services				
Chief Financial Officer				
Director of Business Services				
Director of Public Safety				

Organizational Chart



**CARL
SANDBURG
COLLEGE**

7/1/14
Position/Title

Strategic Planning Strategies and KPIs

Student Access and Success

1. Create, market, and implement educational programs to meet the needs of our district.

1A. Strategy: (Recruitment) Increase total conversion rate for new applicants.

Program: Student Services

Defined: Conversion rate is equal to the number of students enrolled in each of the defined market segments (17-19, 20-24, 25+) divided by the number of applications received from each of those same segments.

Measured: This will be measured by reaching goals set from looking at historical data from previous year's conversion rates.

KPI: Increase total conversion rate for new applicants by 4%.

Result: KPI met. Increased 13%

1B. Strategy: Increase Dual Credit Enrollment.

Program: Student Services

Defined: (Recruitment) Dual credit students may be enrolled concurrently in high school and college courses at either the high school location, online or on one of the CSC campus locations.

Measured: This will be measured by reaching goals set from looking at historical data from previous year's dual credit enrollment numbers.

KPI: Increase the total number of new dual credit students enrolled by 14 students.

Result: KPI met. Increase hours by 35% and 62 students.

1C. Strategy: (Recruitment) Increase Minority Recruitment.

Program: Student Services

Defined: To attract students from different racial/ethnic backgrounds to increase diversity in CSC's student population.

Measured: This will be measured by reaching goals set from looking at historical data from previous year's minority student enrollment.

KPI: Increase minority student enrollment by 1%

Result: KPI met. Increase 7%

1D. Strategy: (Athletics) Increase the overall GPA of student Athletes.

Program: Student Services

Defined: Students participating in athletics will have the GPA they achieve throughout the year included in the overall athletic department GPA. GPA is a key indicator in student progress.

Measured: Calculate individual GPA, add it to the cumulative athletic department GPA and compare the cumulative total to previous years.

KPI: Average student Athlete GPAs will increase by .05

Result: KPI met. .089 improvement.

1E. Strategy: Increase the number of online courses and programs.

Program: Instruction

Defined: Encourage faculty to develop new online courses that can capture new student markets and help the College offer complete online degrees

Measured: Number of new courses and new programs offered online

KPI: 1. Increase # of new online courses by 5% every year. Offer a complete online degree by Fall 2013

Result: KPI met. Online degree by Fall 2013

- 1F. Strategy: Develop Brand Positioning.**
Program: Institutional Support
Defined: The brand of Carl Sandburg College has been identified through a Brand Discovery process in July. The recommendations of the consultant and the constituents have been gathered.
Measured: All marketing materials will have a consistent brand identity as outlined by the Brand Discovery process:
KPI: 100% of materials will be brand consistent by the start of academic year 2013.
Result: KPI not met.
- 1G. Strategy: Develop a consistent written presence of Carl Sandburg College.**
Program: Institutional Support
Defined: Developing and implementing a common theme for all written information is essential
Measured: # of consistent written information
KPI: 100% consistency and implementation of written information
Result: KPI met.
- 1H. Strategy: Development and Processing of marketing materials in-house.**
Program: Institutional Support
Defined: To continue with a consistent look and message as well as to more cost effectively handle our written materials, almost all marketing materials will be developed and produced in house.
Measured: Percentage of items that are developed in house
KPI: 90% of items will be developed and processed in-house.
Result: KPI not met. Approximately 60%.
- 1I. Strategy: Development of Strategic Marketing Plan.**
Program: Institutional Support
Defined: A strategic marketing plan defines the goals, activities and outcomes for the marketing efforts of the college.
Measurement: A plan
KPI: Development of strategic marketing plan by June 2012.
Result: KPI met.
- 2. Create opportunities for students of all backgrounds to have access to higher education.**
- 2A. Strategy: (Financial Aid) Target: Timely processing of student financial aid requests and prompt response to students to facilitate enrollment and funding for students.**
Program: Student Services
Defined: Documents submitted to the financial aid office to complete the financial aid file and/or loan requests should be process and a response should be provided within one week of submission.
Measured: Review of weekly processing, student satisfaction with processing and monitoring of document tracking, loan processing and awarding.
KPI: All documents will be processed within 1 week.
Result: KPI not met. 88%
- 2B. Strategy: (Financial Aid): Increase percent of students who complete the FAFSA.**
Program: Student Services/Public Services
Defined: Increase number of students who complete the financial aid FAFSA to be awarded financial aid.

Measured: Reporting through Dashboards of the number of students who apply for aid as compared to the prior year.

KPI: Increase the number of students who complete their financial aid application and receive an award notification by 2% per year.

Result: KPI met. Increased 66.31%.

2C. Strategy: Increase Financial Aid Awards.

Program: Student Services

Defined: Increase the number of students who receive an award notification

Measured: Reporting through Dashboards by unduplicated number of students awarded some financial aid.

KPI: # of Awarded students will increase by 2%.

Result: KPI met. Increased 3.15%.

2D. Strategy: (Athletics) Recruit more in-district students for Athletics.

Program: Student Services.

Defined: Sustain a year-to-year commitment by the athletic department to recruit Arrowhead Conference district students.

Measured: Determine number of grants being accepted by Arrowhead conference district students, determine total grants and figure % being accepted in-district.

KPI: 70% of athletic department talent grants are accepted by Arrowhead Conference district students.

Result: **KPI not met.** 68%

2E. Strategy: Increase efforts by the Foundation to provide additional funding for students without financial aid.

Program: Institutional

Defined: As financial aid continues to be challenged, additional sources of funding for students is required to ensure access.

Measured: # of students who receive scholarships

KPI: Award scholarship to 5 additional students for 2012-13.

Result: KPI met.

2F. Increase efforts with Foundation – President’s Resource Circle, additional events, expansion of Alumni position.

Program: Institutional

Defined: With increased efforts from the above list, additional donors are expected.

Measured: New donors or new contributions from lapsed donors

KPI: 4-6 New donors for the year – any amount; can include lapsed donors. 4-6 increased gifts from current donors, 4-6 contacts/communications with alumni, current donors & prospective donors. Contacts should be substantial communications worthy of a contact report

Result: KPI met.

3. Prepare students for their educational goals.

3A. Strategy: Encourage CTE completion.

Program: Instruction

Defined: All CTHE students will be provided an opportunity to attend a workshop throughout the academic year to help them assess their skills and interests.

Measured: The number of students completing career planning workshops and their subsequent enrollment will be tracked through Colleague.

KPI: Increase by 3% the number of students enrolled in and completing CTE programs other than allied health programs during FY2012.

Result: KPI met or graduation. Graduation increased by 5.7%. **Enrollment KPI not met.** Decrease 20%.

4. Create and provide curricula and student services to ensure graduation.

4A. Strategy: Increase completion rate.

Program: Student Services

Defined: Program Completion Rate (graduation rate) is based on tracking individual students who entered a program of instruction in a particular enrollment reporting period and assessing how many of those individuals completed the program a number of years later. For each program of instruction, students who transfer out are removed from the cohort group and those who transfer in are added to the group. The program duration used to establish a student's program completion time frame equals 150% of the normal program duration.

Measured: The 2011-2012 KPI Completion Rate will be based on the students who started one-year programs in 2009FA and two-year programs in 2008FA. Programs of less than one year will also be calculated at the 150% completion rate starting with 2010FA.

KPI: Increase completion rate by 1% from 2011.

Result: KPI met. 28% (15% previous year)

4B. Strategy: Increase transfer to four-year Colleges and Universities.

Program: Student Services

Defined: Nearly 50% of our current enrollment is in university studies programs. Students need information about transfer opportunities and course articulation. They also need identifiable staff members to consult for assistance in the transfer process.

Measured: This will be measured by graduation follow-up correspondence, new software, and communication with four-year colleges and universities. The data will be incorporated into a dashboard.

KPI: 25% of transfer-intent students will enroll in a four-year school within three years of starting at Carl Sandburg College starting with a cohort group from 2008FA.

Result: KPI met. IPEDS data reports 35%

5. Create opportunities for lifelong learning.

5A. Strategy: Create opportunities for young people and seniors to have access to continuing education.

Program: Public Service

Defined: As a community college, the use of other opportunities for residents to take advantage of the college is desired.

Measured: Enrollment in Kids on Campus and Senior College

KPI: # of courses offered throughout the year
of students who participate

Result: **KPI not met.**

5B. Strategy: Provide faculty and staff with opportunities for professional development.

Program: Instruction/Institutional

Defined: Professional development is critical to a well trained workforce in areas for each employee's particular work area.

Measured: This can be measured by the number of faculty and who staff who apply for reimbursement or salary movement
KPI: # of faculty and staff who participate in professional development.
Result: KPI met. 100% of faculty and had professional development with on campus event with Dr. Terry O'Banion.

Teaching and Learning

1. Monitor, assess, and make changes to promote student learning.

1A. Faculty will conduct outcomes assessment and make changes based upon feedback.

Program: Instruction

Defined: The feedback loop is perhaps the most important component of assessment. Distribute Assessment newsletter to all faculty at least once each semester that highlights the changes made by 2 instructors and the effect of those changes.

Measured: Will measure by # of faculty who make changes to curriculum, teaching method, or course.

KPI: 75% of all instructors who completed an outcomes assessment will make changes to their curriculum, teaching method, and/or course structure.

Result: KPI met.

1B. Gen Ed Faculty will review General Education courses with established rubric.

Program: Instruction

Defined: The feedback loop is perhaps the most important component of assessment

Measured: Humanities, Social/Behavioral Sciences, and Math/Natural Sciences will choose one Gen Ed course each year,

KPI: One General Education course will be reviewed each year

Result: KPI met. Psy 101 Reviewed.

2. Monitor, assess, and make changes to maximize student retention.

2A. Strategy: Increase retention for Fall and Spring semester to semester for first time, full time, degree seeking students.

Program: Student Services

Defined Retained: Anyone from the group that is actively registered in at least one of their classes on the 10th day of the same term in the next year.

Final group: Anyone from the mid-term group who is actively registered in at least one of their classes on the final day of that class regardless of final grade.

Mid-term group: Anyone from the 10th day group who is actively registered in at least one of their classes on the midterm date of that class.

10th day group: Anyone from the 1st day group who is actively registered in at least one of their classes on the 10th day of that class.

1st day group: Anyone from the registered group who is actively registered in at least one of their classes on the first day of that class.

First time: Anyone within the specified term that was ever registered in an undergraduate level (UG) class with their first UG term equal to the current term.

Full time: Anyone within the specified term that is registered in a total of 12 or more credits.

Degree seeking: Anyone within the specified term with their first undergraduate term the same as the specified term.

Measured: Reporting through Dashboards by the percent retained on a fall to fall basis.

KPI: Retention will improve by 2%

Result: **KPI not met.** Decrease by 4%

2B. Improve retention of all students from fall to fall.

Program: Student Services

Defined Retained: Anyone from the final group that is actively registered in at least one of their classes on the 10th day of the same term in the next year.

Final group: Anyone from the mid-term group who is actively registered in at least one of their classes on the final day of that class regardless of final grade.

Mid-term group: Anyone from the 10th day group who is actively registered in at least one of their classes on the midterm date of that class.

10th day group: Anyone from the 1st day group who is actively registered in at least one of their classes on the 10th day of that class.

1st day group: Anyone from the registered group who is actively registered in at least one of their classes on the first day of that class.

Total enrollment: Anyone within the specified term that was ever registered in an undergraduate level (UG) class with a credit hour value greater than zero.

Measured: Reporting through Dashboards by the percent retained on a fall to fall basis.

KPI: Retention will improve by 2%

Result: **KPI not met.** Decrease by 1.6%

2C. Strategy: Retain more student athletes for a second year.

Program: Student Services

KPI: Retain student athletes for a second year.

Defined: Students that continue here for a second year provide our programs stability and provide the student with academic stability.

Measured: Determine number of students in department that come back for year two, determine total 1st year students in our programs the year before and figure % retained.

KPI: 75% of student athletes return to CSC for a second year.

Result: KPI met. 75.4%

2D. Strategy: Increase visits to the Writing and Math Labs.

Program: Student Services

Measure: Utilize Acculite attendance tracking software to track the number of visits to the Tutoring Center.

KPI: Increase visits to the Writing and Math Labs by 5%

Result: KPI met. Increase by 38%

2E. Strategy: Increase completion in ENG 102.

Program: Instruction

Defined: More than 60% of our students are in the A.A. or A.S. programs. ENG 102 is required to complete these degrees.

Measure: Calculate the number of withdrawals and failures for last two years.

KPI: Increase the completion rate in ENG 102 by 2%

Result: KPI met.

2F. Strategy: Increase success in Nursing Program.

Program: Instruction

Defined: The minimum cut score on TEAS has a direct relationship to success in the Nursing program.

Measured: Establish a cut score of 58.7% overall on TEAS V to enter the nursing program

KPI: 80% of students qualifying with the Assessment TEAS for admission to the program will remain in good academic standing with student retention/completion of program.

Result: KPI met. 2010-AD 82.5%; PN 83.15%
2011-AD 80.5%; PN 84.3%

3. Monitor and evaluate student outcomes.

3A. Strategy: Improve the performance of students in ENG 101

Program: Instruction

Defined: Students must pass the ENG 101 exit exam in order to enroll in ENG 102. Failure to pass the exit exam could hinder students' progress to degree completion.

Measured: Data will be gathered on pass/fail rates for the last 3 years.

KPI: Increase the pass rate on the first attempt of taking ENG 101 exit exam by 5%

Result: KPI not met.

Fall 2011: 329 1st time pass out of 389 tests taken = 85%

Spring 2012: 128 1st time pass out of 172 tests taken = 74%

Summer 2012: 28 1st time pass out of 37 tests taken = 77%

3B. Strategy: Increase the success rate of nursing students on the national NCLEX exam.

Program: Instruction

Defined: The national NCLEX exam is required by all nursing students for certification

Measured: Reports back from the State of Illinois

KPI: 80% of students will pass the NCLEX on the first attempt.

Result: KPI met. 2010 graduates AD 93%; PN 86%

2011 graduates AD 83%; PN 77%

3C. Strategy: Increase the number of CTHE students who are employed in the field within the first year of graduation.

Program: Institutional

Defined: Employment in the field following a CTHE program of study is a universal benchmark

Measured: Coordinator of Employment Resources annual report

KPI: 70% of students graduating in a terminal degree program will be offered a job within their field within a year of completion.

Result: KPI met for AAS graduates. 70%. KPI not met for certificate graduates. 55%

4. Re-affirm a commitment to an environment that recognizes the need for diversity.

4A. Strategy: The development of a course "Harvesting Dreams" will influence students and encourage students of color to be retained through graduation.

Program: Student Services

Defined: Harvesting Dreams is a course that has been developed specifically to address the low success of our minority population.

Measured: Enrollment and retention

KPI: 80% of students who participate in Harvesting Dreams will be retained through graduation or transfer.

Result: Data not available until next year

4B. Strategy: Create activities on campus that will increase diversity awareness.

Program: Student Services

Defined: Activities on campus are one way to address diversity

Measured: # of Activities

KPI: Five activities during the year will be devoted to increasing diversity awareness.

Result: KPI met. Activities were: Music and Poetry, Challenges of Minority students in the 21st century, Soul Food Tasting, Black History Facts, Why do we Celebrate Black History Month, Black Jew Dialogs.

4C. Strategy: Create coursework in topics related to diversity.

Program: Instruction

Defined: Courses related to diversity such as course in Hip Hop Culture or related topics encourage enrollment are timely and relevant to today's students

Measured: Enrollment

KPI: Three classes in the next two years that explore topics related to diversity/global awareness. (i.e., International Studies class, World Literature, Hip Hop Culture)

Result: KPI met. New courses include Cultural Anthropology for 2011-2012 and History of Africa for Fall 2012 and African American History for spring 2013.

4D. Strategy: Increase student participation in study abroad program.

Program: Instruction

Defined: Increasing student participation in study abroad program helps the College compete with Four Year Universities and Colleges in terms of recruiting students who desire that experience.

Measure: Student Abroad Enrollment

KPI: Increase Study Abroad participants from 1-2 per year to 1 per semester and 2 per summer.

Result: KPI met. In addition 8 students participated in the summer Ecuador Cultural trip

5. Create opportunities for all within the College community to interact with understanding, appreciation, and respect for others.

5A. Strategy: Increase the exposure and events by the International Club.

Program: Student Services

Defined: Exposure to different cultures increases awareness and understanding

Measured: # of events hosted by International Club Membership

KPI: Increase number of International Club membership from 5 to 10 in order to provide more international programming on campus.

KPI: **KPI not met.** International Club was canceled in spring due to lack of enrollment. Will restart in Fall of 2013.

5B. Strategy: Increase attendance at roundtable.

Program: Instruction

Defined: Faculty Roundtable was developed to give faculty from all departments the opportunity to interact and to learn from their fellow faculty members. It is held on the third Friday of the month

Measured: Sign in sheets

KPI: 90% of full time faculty will attend at least one round table.

Result: KPI met.

5C. Strategy: Increase the # of speakers on campus.

Program: Instruction/Institutional

Defined: Speakers on campus expose the students and the faculty to viewpoints other than their own

Measured: # of speakers

KPI: Have at least one speaker or workshop per year for the entire campus community

Result: KPI met.

Community Alliances

1. Expand partnerships with four-year colleges and universities.

1A. Strategy: Create seamless transfer experience for our students:

Program: Student Services

Defined: Students need a seamless transfer experience in order to graduate on time and at the lowest price

Measure: # of transfer agreements

KPI: # of Transfer agreements

Result: KPI met. Developing agreements with St. Ambrose University and Bradley University

2. Continue to work with K-12 school districts.

2A. Strategy: Continue to build and monitor relationships with K-12 districts.

Program: Institutional

Defined: As a community college we are a community partner with our K-12 districts. Developing partnerships to gain efficiencies where we can and to provide education where needed.

Measured: Cyber Camp Attendance, EDUNET partners,

KPI: # at Cyber Camp by will increase 2%, Maintain EDUNET partners, Develop agreement with Illini West to house their superintendent's office at the Education Commons and the Alternative School offices.

Result: KPI not met for Cyber Camp (enrollment decrease). KPI met with Illini West partnered with Sandburg in Education Commons, and EDUNET partnership retained.

3. Develop programs in cooperation with neighboring institutions.

3A. Strategy: Reach out and develop programs that serve all institutions.

Program: Institutional

Defined: Monmouth College and Knox College are both institutions within the CSC district. Encouraging and developing programs to share resources and to encourage transfer is desired.

Measured: Cooperative programs and transfer enrollment

KPI: Increase success of Gale Scholars Program by 10%. Develop program with Monmouth College

Result: KPI not met. No program developed with Monmouth. Gale Scholars Program did not have a 10% increase in success.

4. **Maintain and expand alliances within and beyond the College district.**
 - 4A. **Strategy: Develop partnerships for international student enrollment.**
 - Program:** Institutional
 - Defined:** Agreements with outside agencies for international student recruitment
 - Measured:** Enrollment report
 - KPI:** # of international students will increase by 5%
 - Result:** **KPI not met.** Developed partnership with consultant but no results.
5. **Support economic development activities.**
 - 5A. **Strategy: Contribute and encourage economic activities in community.**
 - Program:** Institutional
 - Defined:** Economic activity is important to the college and its district
 - Measured:** membership on various economic development boards and committees
 - KPI:** # of Administrators who participate on economic development types of Boards.
 - Result:** KPI met. Representation on Chamber of Commerce, GREDA, and WIB.

Operational Sustainability and Excellence

1. **Develop Enrollment Management plan to stabilize and guide the institution's enrollment.**
 - 1A. **Strategy: The College needs a plan to guide its recruitment, program development and overall enrollment.**
 - Program:** Student Services
 - Defined:** Creation and implementation of Enrollment Management Plan
 - Measured:** Completed document with action plan
 - KPI:** Enrollment management goals for enrollment. 2% increase in overall enrollment for 2012
 - Result:** KPI met. Enrollment increase for fall 2013-5%
2. **Establish and maintain effective technology in academic programs and support functions.**
 - 2A. **Strategy: Use technology effectively in the teaching/learning environment to impact student success.**
 - Program:** Instruction
 - Defined:** Encourage and train faculty to integrate technology tools such as iTunes University, Moodlerooms, Clicker, PowerPoint, and SPSS into their curriculum
 - Measured:** % of faculty using technology in their curriculum/teaching environment
 - KPI:** 85% of faculty integrating technology into their teaching environment.
 - Result:** KPI met. 85%
 - 2B. **Strategy: Provide state-of-the art customer service/technology support to students, faculty and staff.**
 - Program:** Institutional
 - Defined:** Support students, faculty and staff in the use of technology to enhance their working/learning environment
 - Measured:** 1. Help Desk Faculty/Staff/Student Surveys
2. Help Desk Software call responsiveness

KPI: Customer Satisfaction above 85%

Call responsiveness 4 hour response above 90%

Result: KPI met on call responsiveness. KPI on customer satisfaction to be completed in fall.

3. Upgrade employee skills in use of technology.

3A. Strategy: Continue to offer opportunities for employees to learn and adopt new technologies.

Program: Institutional

Defined: Offer employees to participate in internal and external workshops and training sessions in Microsoft Office, Datatel, Moodlerooms, Adobe and other productivity tools.

Measured: Attendance Rosters

KPI: 90% of all employees attend at least one training session per year

Result: KPI met for Faculty but not staff

4. Continue to lead the way in Technology.

4A. Strategy: Stay ahead of technological innovations so that students of Carl Sandburg College have high levels of technology literacy.

Program: Institutional

Defined: Implement technology tools that will enhance the teaching/learning environment and improve operational efficiency throughout the College district.

Measured: External Awards and Recognitions

KPI: Earn at least 2 external awards/recognitions/citations per year

Result: KPI met. AACC Tech Savvy award. Terry O'Banion Technology Award to Student-Justin Cree. League for Innovation Award for idashboards project.

5. Establish/maintain an operating fund balance equal to 20 percent of the previous years adopted budget.

5A. Strategy: Develop reserves to protect the College's financial position.

Program: Institutional

Defined: Developing reserves allows the College not to be so dependent on year to year enrollment and allows it to be proactive

Measured: budget

KPI: 20% of operating budgets equals approximately \$3,000,000

Result: KPI met. Reserve 27%

6. Maintain a competitive compensation program to enable the College to attract and retain a quality workforce.

6A Strategy: Provide a salary and benefits program that attracts and retains.

Program: Institutional

Defined: Low wages generally will result in higher turnover rates of employees and ultimately in more dollars spent on training.

Measured: HR reports- Turn-Over rates, applicant pools

KPI: 80% of the employees will be retained from year-to-year not including retirements.

90% of full-time applicant pools will contain no less than three applicants.

Result: KPI met.

7. Monitor, evaluate, and respond to needs of the physical environment.

7A Strategy: Monitor and analyze the physical environment across all district facilities with an eye towards maximizing utilization, making facility modifications and new facility additions to support college programs, services and activities.

Program: Operations & Maintenance

Defined: Continue to be good stewards of the physical facilities by properly maintaining, refreshing and beautifying facilities and working with the architects to modify and/or bring into existence new facilities.

Measured: # of facility modifications (capital refresh)/moves accomplished each year

KPI: At least 5 CIP projects accomplished each year.

Result: KPI met.

8. Commit to all feasible sustainability efforts.

8A. Strategy: To be good stewards of the environment by implementing environmentally friendly and sustainable processes and procedures through education, projects and curriculum.

Program: Operations & Maintenance

Defined: Integrate environmental awareness, energy conservation and healthy practices into all the areas and operations of the College district. Define carbon footprint and things that contribute towards carbon footprint.

Measured: Number of projects such as community garden, recycling, student presentations and # of faculty greening their curriculum.

Reduce waste on Campus

Implement energy efficient systems, giving preference to renewable energy sources

Manage energy procurement

KPI: Reduce carbon footprint by 5% per year

Result: Data available next year.

Use of Funds by Major Programs

Programs	General Fund	Special Revenue	Bond & Interest	Capital Projects	Auxiliary Fund	Working Cash Fund
Instruction	X	X				
Academic Instruction	X	X				
Adult Ed	X	X				
Academic Support	X					
Library	X					
Student Services	X	X			X	
Admissions/Records	X					
Enrollment Services	X	X				
Financial Aid	X	X				
Recruitment	X				X	
Athletic Director					X	
Public Services	X					
Community Service	X					
Continuing Education	X					
O&M Physical Plant	X					
Building Maintenance	X					
Custodial Services	X					
Utilities	X					
Auxiliary Fund					X	
Bookstore					X	
Student Activities					X	
Institutional Support	X	X	X	X		X
Audit		X				
Bond & Interest Payments			X			
Cash Transfers	X	X		X		X
Communications	X					
Human Resources	X					
Marketing & Public Relations	X					
PHS				X		
Security/Risk Management		X				

Organizational Reporting by Budget Responsibility

The next graphic table in this section identifies budgeted amounts by fund type and grouped by line/staff responsibilities.

This table provides a description of the budgeted amounts for fiscal year 2015 by the budget manager, by fund type, divided by the functional reporting areas of the College. In some instances, budget responsibility may be delegated to a lower level subordinate. This structure allows involvement directly from the administration in the areas they excel in. It also allows for review by cabinet level personnel. The College continues to strive to empower those directly involved on a day-to-day basis.

Carl Sandburg College
Organizational Chart by Budget Responsibility
FY 2015

<i>Administration</i>	Program	General Funds	Special Revenue Funds	Debt Service Fund	Capital Projects Funds	Auxiliary Fund	Working Cash Fund	TOTAL
PRESIDENT	Institutional	\$ 356,985	\$ 30,450					\$ 387,435
Chief Financial Officer	Support	1,566,285	417,973	3,436,327	1,407,920		79,630	6,908,135
Director of Business Services	O&M	2,034,100	419,626		725,422	94,947		3,274,095
Dean of Human Resources/Institutional Effectiveness		695,428	376,332			600		1,072,360
Director of Human Resources		275,530						275,530
Executive Director of Advancement		77,515						77,515
Director of Information Technology		638,458	104,568		250,000			993,026
Director of Marketing & Public Relations		445,772						445,772
Subtotal		\$ 6,090,073	\$ 1,348,949	\$ 3,436,327	\$ 2,383,342	\$ 95,547	\$ 79,630	\$ 13,433,868
Vice President of Student Services	Student	\$ 1,355,960						\$ 1,355,960
Dean of Student Success	Services	606,294	578,106					1,184,400
Director of Admissions & Records	Auxiliary	178,951						178,951
Director of Financial Aid		198,038	6,581,638					6,779,676
Athletic Director						358,701		358,701
Director of Public Safety			1,421,005					1,421,005
Director of Recruiting		227,376				66,632		294,008
Subtotal		\$ 2,566,619	\$ 8,580,749	\$ -	\$ -	\$ 425,333	\$ -	\$ 11,572,701
Vice President of Academic Services	Instruction	\$ 1,524,174				\$ 2,000		\$ 1,526,174
Dean of Extension Services	Public Service	326,084				5,000		331,084
Dean of CTHE/Program Development	Continuing Ed	1,432,048	133,004			64,312		1,629,364
Director of Clinical Services		335,030						335,030
Assoc. Dean of Nursing		692,595	7,000			71,859		771,454
Assoc. Dean of Humanities & Fine Arts		912,949				3,600		916,549
Assoc. Dean of Social & Behavioral Sciences		803,115						803,115
Assoc. Dean of Math & Natural Sciences		668,558				2,750		671,308
Director of Corporate & Community Services		270,964						270,964
Director of Adult Education		123,326	349,587					472,913
Director of the Extension Services		121,457				1,000		122,457
Subtotal		\$ 7,210,300	\$ 489,591	\$ -	\$ -	\$ 150,521	\$ -	\$ 7,850,412
TOTALS		\$ 15,866,992	\$ 10,419,289	\$ 3,436,327	\$ 2,383,342	\$ 671,401	\$ 79,630	\$ 32,856,981

Budget Development

In January of each year, the cabinet reviews the proposed budget calendar which is developed by the Chief Financial Officer. This calendar (included within this section) details the chain of events that occur for planning, preparation and adoption of the Final Budget. A shell budget is developed using cost of living increase assumptions determined by the cabinet and backing out new money requests from the previous year. Beginning in February, enrollment and revenue projections for the new fiscal year are developed and refined. Requests for new budget dollars, new equipment, new programs, new staff and capital improvements are submitted by the budget managers to the appropriate Vice-President. These new initiatives are reviewed by the budget committee for approval and funding. Final Budget requests are turned in during March, compiled and compared to revenue projections. Adjustments necessary to balance the budget are discussed and made. Following this, a balanced Tentative Budget is presented to the President, Cabinet and Board of Trustees at the May meeting.

Budget Development Calendar

**FY-2015
CARL SANDBURG COLLEGE**

<u>DUE DATE</u>	<u>ACTION</u>	<u>RESPONSIBLE</u>
1/23/14*	Approve Budget Development Calendar	BOT
1/30/14	Distribute electronic spreadsheet forms to review budgeted credit hours	CFO
1/31/14	Finalize Budget parameters	President
2/5/14	Review Risk Management Program/Allocations with Risk Management Committee	Cabinet Officers
2/11/14	Distribute Electronic Budget Packets to Budget Managers	CFO
2/15/14	Budgeted credit hour changes due to the VP of Academic Services	Instructional Team
2/11/14 - 3/1/14	Individual Budget Meetings to be held between Budget Managers and their Cabinet Officer to discuss requests for new dollars and prioritization of those requests.	Cabinet Officers & Budget Managers
3/1/14	Budget sheets and requests for new dollars due to CFO's Office. (Please submit earlier if completed.)	Budget Managers
3/3/14 – 4/1/14	Budget requests compiled and New Initiatives Approved	CFO and Cabinet Officers
4/2/14 -5/2/14	Tentative Budget reviewed by Cabinet and CFO	Cabinet Officers & CFO
5/22/14*	Tentative Budget distributed to and adopted by BOT	BOT
5/23/14	Publish Notice of Public Hearing on the Tentative Budget and Public Inspection	CFO
5/23/14	Budget available for public inspection	CFO
5/24/14 – 6/7/14	Necessary revisions to Budget completed	Cabinet Officers & CFO
6/26/14*	6:45 p.m. – Public Hearing	BOT
6/26/14*	Adopt Final Budget	BOT
6/27/14	Submit Final Budget to ICCB, staff, and county clerks	CFO

***Board of Trustees Scheduled Meeting**

Capital Projects Process

Budget managers have the opportunity during the budget process to submit requests for capital equipment as well as capital improvement projects for the facilities. Capital assets include property, equipment, and infrastructure assets, such as roads and sidewalks. Capital assets are defined by the College as assets with an initial unit cost of \$5,000 or more and an estimated useful life in excess of two years. Such assets are recorded at historical cost. Donated capital assets are recorded at estimated fair value at the date of donation. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets' lives are not capitalized. Major outlays for capital assets and improvements are capitalized as projects are constructed. These requests are formalized in writing and presented to the appropriate Cabinet member. During the budget process, these requests are discussed and analyzed by the Cabinet. Approvals are made based on availability of funds and priorities of the district in conjunction with the Institutional Focal Points and Goals of the College.

Each Cabinet Officer has been provided with contingency accounts to help address capital projects. The College believes the State of Illinois budget problems will persist well into the future. This has caused/forced the College to plan for projects to be locally funded. The most recent infrastructure improvements and building expansions have been done through the prudent utilization of bonded indebtedness, which none the less did negatively affect the College's Primary Reserve.

Capital project planning currently includes technology enhancements, signage, parking lot and drive repairs, welding lab expansion and classroom furniture. Discussions have recently begun for a multi-purpose facility on campus. These projects will be funded thru the use of accumulated interest income on our STEF fund and will not impact the operating dollars of the College. Additional safety projects will continue to be funded thru the Protection, Health, Safety tax levy, again not impacting our daily operating dollars. Completed projects have improved the environment for the students, faculty and staff. The College believes there are opportunities in the career and corporate development fields. Dollars spent on the construction expansion and enhancements would allow for increased credit hours. The College also believes incoming students need to refresh their academic skills to be successful in college courses. Additional enhancements in the College Prep/Developmental areas have also allowed for increased credit hours.

Budget Administration and Management

Overall responsibility for budget development and management lies with the Chief Financial Officer (CFO). The CFO is also responsible for the day-to-day management of the budget and expenditure control.

Expenditure Control

All funds of the College are divided into Departments or Responsibility Centers. A budget manager is assigned to each department. Each budget manager is responsible for approving the expenditures within their department(s). Initially, expenditures are requested via a Requisition with the appropriate budget manager's approval. In times of budgetary constraints, it is possible that all Requisitions must also be approved by the Vice President or President with ultimate responsibility for the cost center involved. In FY 2005, the College implemented the new Colleague Financial Accounts Payable module for all Purchasing and Accounts Payable operations. This new software requires budget manager approval of all purchase requisitions and will not allow any payment exceeding available budgeted funds without an override from the CFO. Following these approvals, the Requisition is approved by the Director of Business Services who also assures that legal purchasing procedures have been complied with. Once this occurs, the Requisition is formalized into an online Purchase Order which will be emailed to the vendor. Subsequently, a copy of the Purchase Order is available electronically to the Shipping and Receiving Dept. to match with the merchandise and ensure it is delivered to the person who ordered it.

Encumbrance Control

Approved purchase orders are automatically entered as encumbrances against the related appropriation as a control to insure that budgeted appropriations are not over-expended. The accounting software allows for encumbrance of salaries. However, payroll will be paid regardless of budget availability.

Budget Transfers

Budget transfers will now be done by budget managers between only accounts for which they have budgetary control. Anything transferred outside the budget manager's area of responsibility will have to be done by the CFO. Budget managers must observe certain constraints in transfers between cost centers under their direction.

Management Information Reports

Budget managers have access to online query and review functions of the accounting system to review transaction detail. They are able to monitor available funds and do budgetary transfers as needed. In addition, the CFO will alert the Cabinet of any serious overspent payroll budgets as they appear on the error report.

Detailed reports are also prepared monthly for the Board of Trustees. These reports include comparisons by fund of: actual expenditures against budgets by function and object; revenue receipts against budget; total salary commitments against budget; and cash and investment balances. Additionally, the report includes a listing of authorized expenditures. The Board is asked to review and approve these monthly reports.

The monitoring of revenue is a crucial component of the budget management. In the event of an unexpected decline in revenue, certain expenses are identified by budget managers and frozen to insure a balanced budget at year end.

Additionally, day-to-day operations require the use of various management information reports and online query available to all administrators and managers relative to their areas of responsibility.

III. Financial Section



Financial Section

Summary of Fiscal Year 2015 Final Budget

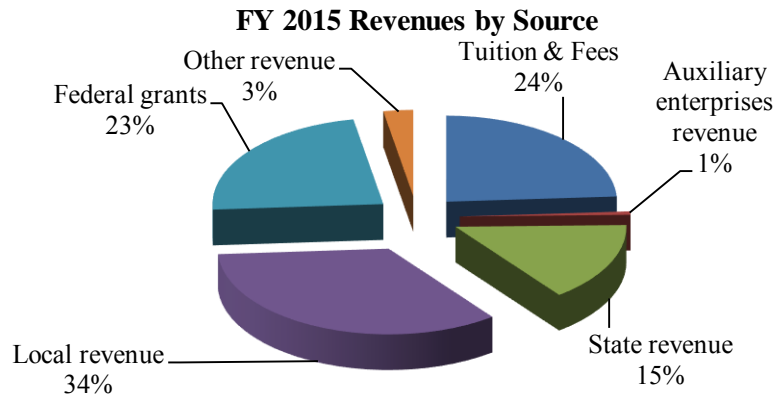
Overall Budget Summary

The College budget is primarily a communications document, presenting the College's financial plans to the residents of the District in a reasonably compact but informative format. The budget represents our efforts to control expenditures while still maintaining the quality of education, technological foresight, and responsiveness to community educational needs. Shown below is the projected consolidated financial overview of the College for Fiscal Year 2015. The budgeted decrease in net assets is due primarily to the use of Strategic Technology Endowment Funds and quasi endowment funds in the SILO Fund. Additional technology enhancements are funded with accumulated interest earned on investments.

CARL SANDBURG COLLEGE SUMMARY OF FISCAL YEAR 2015 FINAL BUDGET

Budgeted Operating Revenues	\$ 7,283,404
Budgeted Operating Expenditures	(30,079,204)
<hr/>	
Budgeted Operating Loss	\$ (22,795,800)
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Budgeted Nonoperating Revenues	\$ 22,229,454
Budgeted Nonoperating Expenditures	(951,477)
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Budgeted Net Nonoperating Expenditures	\$ 21,277,977
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Budgeted Decrease in Net Assets	\$ (1,517,823)
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Revenues by Source

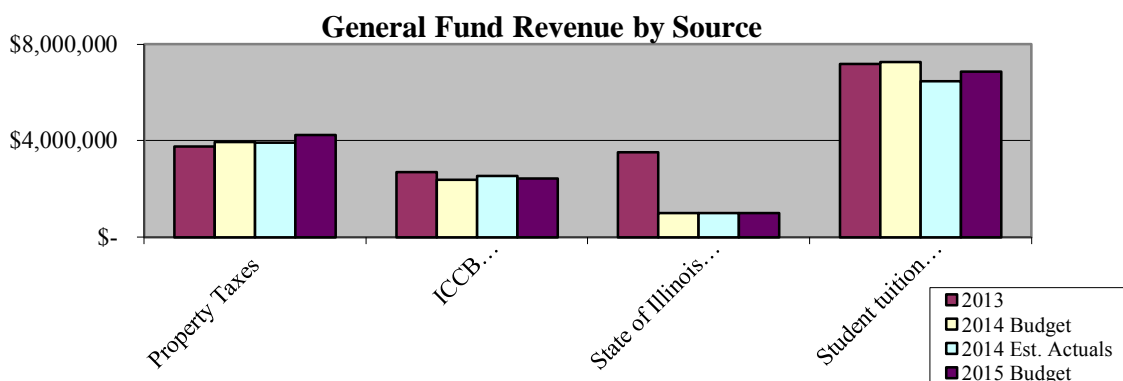


Operating revenues include student tuition and fees and auxiliary enterprises revenue. Nonoperating revenues include local revenue, state revenue, federal revenue and other revenue. Local sources of revenue include Property Taxes, Corporate Personal Property Replacement Taxes and Chargebacks and constitutes the largest source of revenue for FY2015 representing 34%. The equalized assessed valuation (EAV) for the district supporting FY 2015 is approximately \$1,572,608,064; this is a projected 2.7% increase in EAV compared to FY 2014. Replacement Taxes “replace” the personal property tax previously paid by businesses and are 2.5% of the net income of corporations, and 1.5% on partnerships, trusts, and subchapter S corporations.

Student Tuition and Fees revenue constitutes the second largest source of revenue in FY 2015. Tuition and Fees revenue makes up 24% of the total revenues at \$401,799 more than projected actual for FY 2014. Tuition revenues are based on projected credit hours, which are forecasted to remain fairly flat with the projected FY 2014 actuals, an increase in the tuition per credit hour rate and new fees implemented to cover increasing expendable costs in career, technical, health education programs.

State Revenue is the third largest source of revenue at 15% of total revenue. State sources of funding include the ICCB Grants and the CTE Formula Grant. The ICCB grants are projected to decrease from FY 2014 to FY 2015, due to an overall decrease in state appropriations. The state of Illinois is facing the need to make significant cuts in an effort to reduce budgetary shortfalls.

Although federal grants show a larger percentage of revenue, this source of revenue is legally restricted to expenditures for specific purposes. The following chart summarizes the effect of the FY 2015 budgeted revenues, expenditures and transfers on the fund balance of each fund. Additional information is included in the breakdown by fund type and individual funds.



**SUMMARY OF FISCAL YEAR 2015 FINAL BUDGET BY FUND TYPE
CARL SANDBURG COLLEGE**

	General Funds	Special Revenue Funds	Debt Service Fund	Capital Projects Funds	Total Governmental Funds
Beginning Fund Balance*	\$ 4,506,173	\$ 4,049,163	\$ 228,847	\$ 8,526,834	\$ 17,311,017
Budgeted Revenues	14,794,388	10,221,064	3,430,330	323,025	28,768,807
Local	4,462,215	2,156,850	3,426,545	90,422	10,136,032
State	3,421,359	992,494	-	-	4,413,853
Federal grants	-	6,849,680	-	-	6,849,680
Tuition & Fees	6,868,030	-	-	-	6,868,030
Other	42,784	222,040	3,785	232,603	501,212
Budgeted Transfers from Other Funds	895,500	-	-	885,000	1,780,500
Budgeted Expenditures	(15,866,992)	(10,079,289)	(3,436,327)	(976,672)	(30,359,280)
Instruction	6,879,695	594,023	-	-	7,473,718
Academic Support	507,654	-	-	-	507,654
Student Services	2,153,570	7,197,223	-	-	9,350,793
Public Services	287,454	161,564	-	-	449,018
Institutional Support	4,285,534	2,126,479	3,436,327	976,672	10,825,012
Operations & Maintenance	1,753,085	-	-	-	1,753,085
Budgeted Transfers to Other Funds	-	(340,000)	-	(1,406,670)	(1,746,670)
Ending Fund Balance	\$ 4,329,069	\$ 3,850,938	\$ 222,850	\$ 7,351,517	\$ 15,754,374

	Proprietary Fund	Total Proprietary Fund
Beginning Fund Balance*	\$ 39,182	\$ 39,182
Budgeted Revenues	664,426	664,426
Budgeted Transfers from Other Funds	45,800	45,800
Budgeted Expenditures	(671,401)	(671,401)
Budgeted Transfers to Other Funds	-	-
Ending Fund Balance	\$ 78,007	\$ 78,007

	Fiduciary Fund	Total Fiduciary Fund
Beginning Fund Balance*	\$ 8,183,729	\$ 8,183,729
Budgeted Revenues	79,625	79,625
Budgeted Transfers from Other Funds	-	-
Budgeted Expenditures	-	-
Budgeted Transfers to Other Funds	(79,630)	(79,630)
Ending Fund Balance	\$ 8,183,724	\$ 8,183,724

General Fund

General Fund Revenue Budget

The General Fund consists of two individual “sub-funds” – the Education Fund and the Operations & Maintenance Fund. These funds are used to account for all revenues and expenditures related to the educational functions of the College. Revenue for the General Fund is derived from the following sources: Local Government, State Government, Tuition and Fees, and Other Sources of Revenue.

Education Fund

One “sub-fund” of the General Funds is the Education 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 movable 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

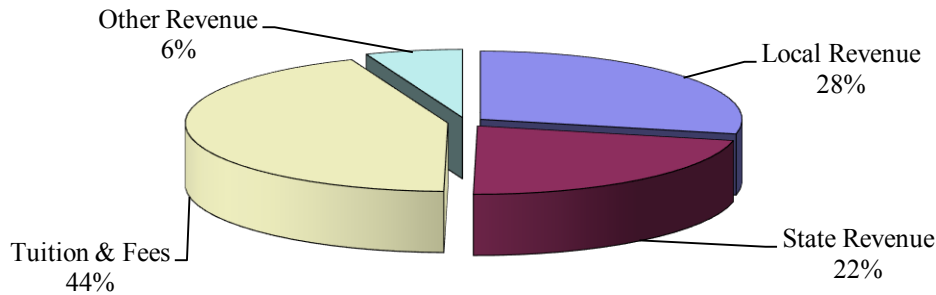
The Operations and Maintenance Fund (O&M) is also a general fund type. The O&M Fund is used to account for expenditures for the improvement, maintenance, repair, or benefit of buildings and property, including the cost of interior decorating and the installation, improvement, repair, replacement, and maintenance of building fixtures; rental of buildings and property for community college purposes; salaries of maintenance and custodial employees; all costs of fuel, lights, gas, water, telephone service and custodial supplies and equipment.

As illustrated below, the FY 2015 total revenue budget of \$15,689,888 represents a decrease of 0.71%, or \$111,600 from the FY 2014 budget.

- The local revenue increases due to an increase of projected EAV over the projection we used in the FY 2014 budget.
- State revenue reflects a decrease to conservatively align the budget with the state budget problems.
- Tuition and fee revenue is adjusted to decline due to lower enrollments.
- Fiscal year 2015 reflects a small decrease in other revenue, transfer dollars, to enhance learning facilities compared to the FY 2014 allocation.

General Funds	FY 2015 Budget	FY 2014 Budget	Change	%
Local Revenue	\$ 4,462,215	\$ 4,171,660	\$ 290,555	6.96%
State Revenue	3,421,359	3,394,094	27,265	0.80%
Tuition & Fees	6,868,030	7,268,700	(400,670)	-5.51%
Other Revenue	938,284	967,034	(28,750)	-2.97%
Total	\$ 15,689,888	\$ 15,801,488	\$ (111,600)	-0.71%

FY 2015 % of Total General Fund Revenue by Source



General Fund Expenditure Budget

Budgeted expenditures for the General Fund for FY 2015 are \$15,866,992. Expenditure information is presented in two formats. Expenditures are classified by Program:

- Instruction-activities dealing directly with the teaching of students
- Academic Support-activities designed to provide support services for instruction and research, including the library, educational media services and academic computing used in the learning process
- Student Services-provides assistance in the areas of financial aid, admissions and records, placement, testing, counseling, and student activities
- Public Service/Continuing Education-noncredit classes and other activities of an educational nature, such as workshops and seminars
- Institutional Support-central executive-level activities and support services that benefit the entire institution
- Operations & Maintenance-housekeeping activities necessary in order to keep the physical facilities open and ready for use, security and plant utilities

and by Object:

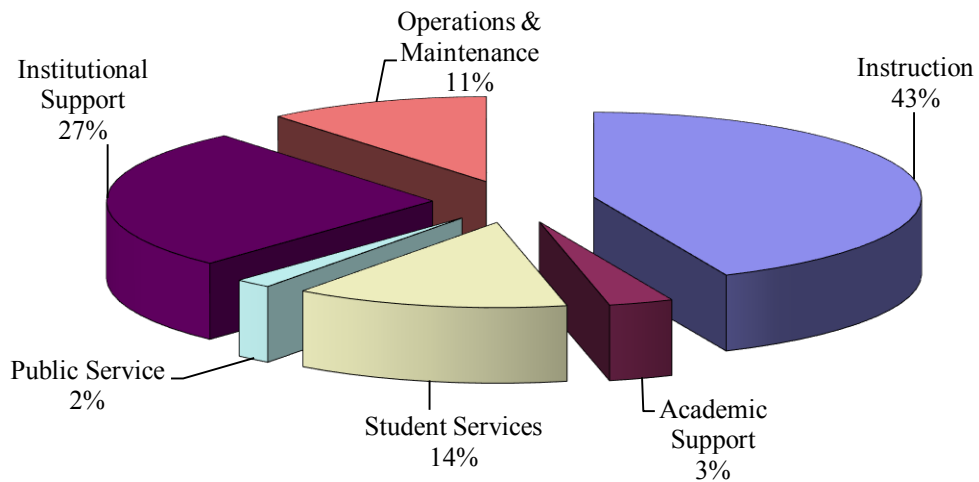
- Salaries
- Benefits
- Contractual
- Materials
- Conference & Meeting
- Fixed Charges
- Utilities
- Capital Outlay
- Other

The following table details the budgeted expenditures by program.

- Instruction increases due to allocating funds for new Career Technical Health Education certificates and AAS degrees.
 - \$149,500 increase in employee benefit costs.
 - \$149,300 decrease in salaries due to retirements.
 - \$140,600 increase in other expenses for creating/enhancing new instructional programs.
- Student Services decreases as college offered student grants decrease with declining enrollment.
 - \$43,000 increase in salaries to better serve students of all backgrounds to have access to higher education.
 - \$34,000 decrease in outside consulting services.
 - \$24,000 decrease in student awards with declining enrollment.
- Institutional Support decreases as benefits have been allocated to other programs.
- Operation and Maintenance decreases with additional dollars allocated for maintenance and repairs in the prior year not reallocated for FY 2015.
 - \$58,000 less for contractual services in the maintenance area.

General Funds Expense by Program	FY 2015 Budget	FY 2014 Budget	Change	%
Instruction	\$ 6,879,695	\$ 6,799,503	\$ 80,192	1.18%
Academic Support	507,654	515,544	(7,890)	-1.53%
Student Services	2,153,570	2,194,975	(41,405)	-1.89%
Public Service	287,454	308,649	(21,195)	-6.87%
Institutional Support	4,285,534	4,458,033	(172,499)	-3.87%
Operations & Maintenance	1,753,085	1,811,293	(58,208)	-3.21%
Total	\$15,866,992	\$16,087,997	\$(221,005)	-1.37%

FY 2015 % of Total General Fund Expenditures By Program



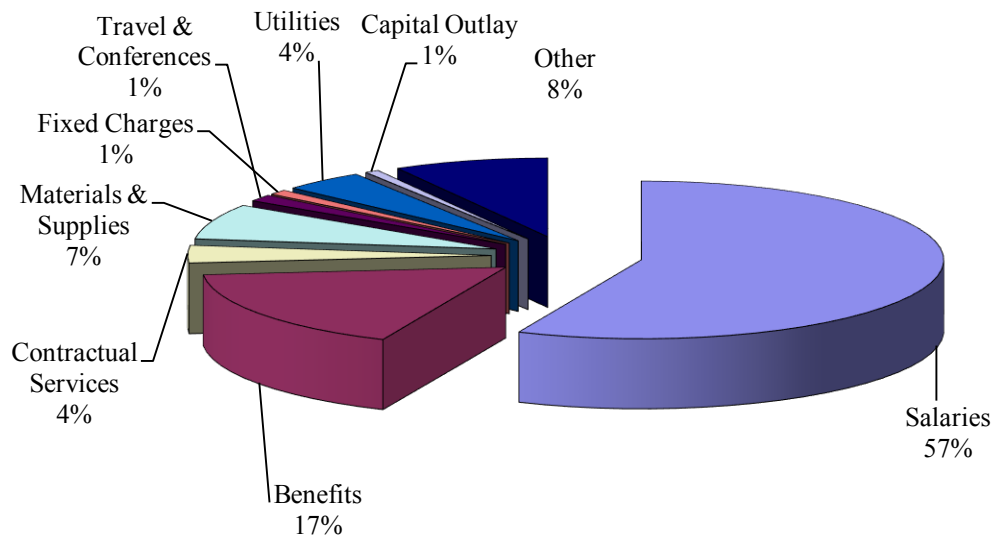
Instruction represents 43% of the General Fund budget. This proportion is slightly below the state average of 44%. The second largest category, Institutional Support, represents 27% of the budget compared to 22% for the statewide average. (Source: ICCB FY 2012 Audited Operating Expenditures by Function Table in the Data & Characteristics Report).

Expenditures by object are shown below.

- Salaries decrease due to retirements.
- Decrease in contractual services due to additional dollars allocated for maintenance and repairs in the prior year not reallocated for FY 2015.
- Other expenses increase with creating/enhancing new instructional programs.

General Funds Expense by Object	FY 2015 Budget	FY 2014 Budget	Change	%
Salaries	\$ 8,982,016	\$ 9,119,341	\$ (137,325)	-1.51%
Benefits	2,676,400	2,700,879	(24,479)	-0.91%
Contractual Services	566,060	630,285	(64,225)	-10.19%
Materials & Supplies	1,151,402	1,184,578	(33,176)	-2.80%
Travel & Conferences	218,035	246,103	(28,068)	-11.40%
Fixed Charges	159,447	175,936	(16,489)	-9.37%
Utilities	687,794	693,532	(5,738)	-0.83%
Capital Outlay	117,900	118,975	(1,075)	-0.90%
Other	1,307,938	1,218,368	89,570	7.35%
Total	\$ 15,866,992	\$ 16,087,997	\$ (221,005)	-1.37%

FY 2015 % of Total General Fund Expenditures By Object

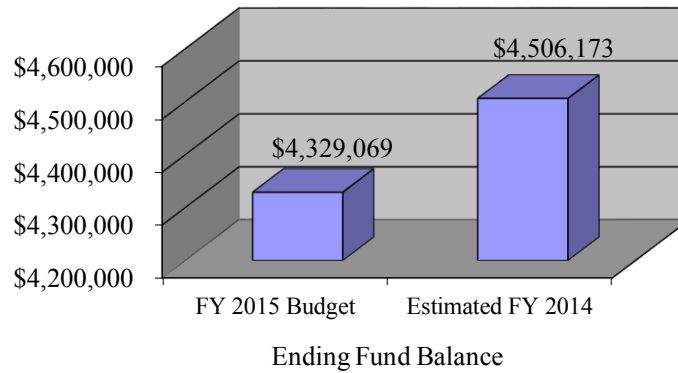


Salaries and benefits represent 74% of the General Funds budget, compared with a statewide average of 76% (Source: FY 2012 ICCB Audited Operating Expenditures by Object Table in the Data & Characteristics Report).

General Fund Projected Fund Balance

	FY 2015 Budget	Estimated FY 2014	Change	%
Revenues	\$ 14,794,388	\$ 14,242,834	\$ 551,554	3.87%
Expenditures	15,866,992	14,592,500	1,274,492	8.73%
Revenues Over (Under) Expenditures	\$ (1,072,604)	\$ (349,665)	\$ (722,939)	206.75%
Transfers	895,500	484,171	411,329	84.96%
Change in fund balance	\$ (177,104)	\$ 134,506	\$ (311,610)	-231.67%
Fund equity (deficit) beginning of year	4,506,173	4,371,667	134,506	3.08%
Fund equity (deficit) end of year	\$ 4,329,069	\$ 4,506,173	\$ (177,104)	-3.93%

Projected Fund Balance - General Funds

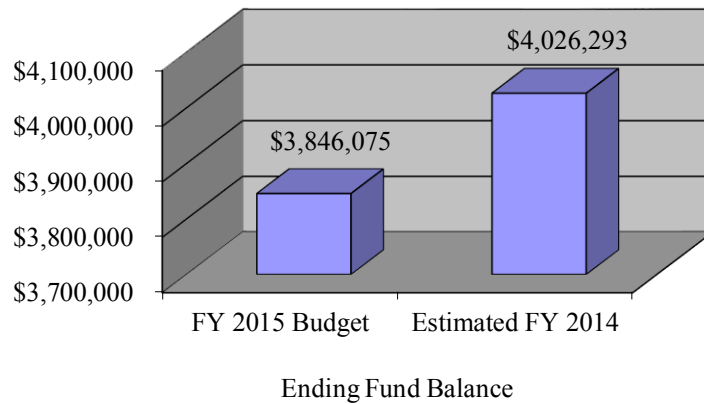


Education Fund Projected Fund Balance

**Carl Sandburg College
Education Fund-Projected Fund Balance**

	FY 2015 Budget	Estimated FY 2014	Change	%
Revenues	\$ 12,959,479	\$ 12,574,119	\$ 385,360	3.06%
Expenditures	13,990,197	12,677,259	1,312,938	10.36%
Revenues Over (Under) Expenditures	\$ (1,030,718)	\$ (103,139)	\$ (927,579)	899.35%
Transfers	850,500	222,941	627,559	281.49%
Change in fund balance	\$ (180,218)	\$ 119,802	\$ (300,020)	-250.43%
Fund equity (deficit) beginning of year	4,026,293	3,906,491	119,802	3.07%
Fund equity (deficit) end of year	\$ 3,846,075	\$ 4,026,293	\$ (180,218)	-4.48%

Projected Fund Balance - Education Fund



Education Fund Revenues Five Year Comparison

**Carl Sandburg College
Fiscal Year 2015**

Operating Revenue by Sources	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Est. Actuals	FY 2015 Budget
Local Government:						
Current Taxes	\$ 2,867,698	\$ 2,919,002	\$ 3,023,321	\$ 3,193,175		\$ 3,446,164
Replacement Taxes	184,607	83,632	136,306	127,200		106,000
Total Local Government	\$ 3,052,305	\$ 3,002,634	\$ 3,159,627	\$ 3,320,375	\$ 3,278,654	\$ 3,552,164
State Government:						
ICCB Credit Hour Grant	\$ 1,518,400	\$ 1,518,400	\$ 1,509,868	\$ 1,339,288		\$ 1,407,745
ICCB Equalization Grant	1,376,810	975,065	791,198	712,078		668,706
ICCB Small College Grant	60,000	60,000	50,000	50,000		50,000
ISBE Vocational Ed/ICCB CTE Grant	155,280	137,942	136,330	110,000		110,000
Other State sources	16,884	-	-	-		-
State University Retirement	2,055,908	2,539,460	3,531,349	1,000,000		1,000,000
Total State Government	\$ 5,183,282	\$ 5,230,867	\$ 6,018,745	\$ 3,211,366	\$ 3,352,370	\$ 3,236,451
Student Tuition and Fees:						
Tuition	\$ 6,314,265	\$ 6,152,744	\$ 6,423,965	\$ 6,274,715		\$ 5,817,110
Fees	119,738	117,015	117,015	347,610		316,700
Total Tuition and Fees	\$ 6,434,003	\$ 6,269,759	\$ 6,540,980	\$ 6,622,325	\$ 5,876,913	\$ 6,133,810
Other Sources:						
Interest Income	\$ 52,385	\$ 66,883	\$ 49,304	\$ 12,674		\$ 11,454
Federal Government	1,211	-	-	-		-
Other Income	142,352	93,386	68,767	69,000		25,600
Total Other Sources	\$ 195,948	\$ 160,269	\$ 118,071	\$ 81,674	\$ 66,183	\$ 37,054
Total Revenue before Interfunds &						
Nonoperating Items	\$14,865,538	\$14,663,529	\$15,837,423	\$13,235,740	\$12,574,119	\$12,959,479
Interfund Transfers	-	2,000	-	751,700	222,941	850,500
Subtotal	\$14,865,538	\$14,665,529	\$15,837,423	\$13,987,440	\$12,797,060	\$13,809,979
Less Operating Items*:	-	-	-	-	-	-
Tuition Chargeback Revenue						
Adjusted Revenue- (After above reduction)	\$14,865,538	\$14,665,529	\$15,837,423	\$13,987,440	\$12,797,060	\$13,809,979

Education Fund Expenditures Five Year Comparison

**Education Fund Expenditures
Fiscal Year 2015**

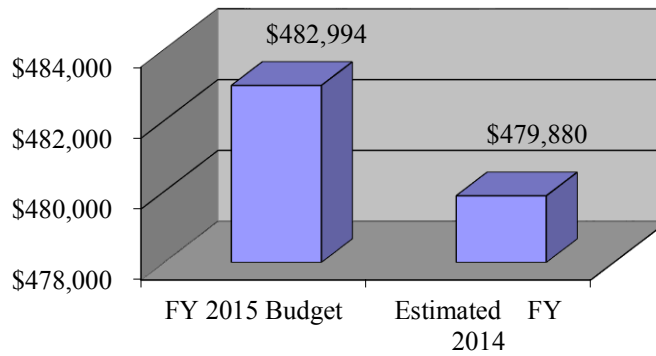
	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Est. Actuals	FY 2015 Budget
Instruction						
Salaries	\$ 4,984,390	\$ 5,158,256	\$ 5,231,959	\$ 5,479,803		\$ 5,334,873
Employee Benefits	2,808	5,694	519,835	432,500		582,000
Contractual Services	538,935	406,692	346,060	145,564		169,234
General Maintenance and Supplies	145,885	142,813	110,196	340,874		288,788
Travel and Conference/Meeting Expense	97,414	109,678	108,188	106,682		99,220
Capital Outlay	98,413	238,728	78,768	111,775		103,400
Other Expenditures	5,511	12,255	10,395	182,305		302,180
Total Instruction	\$ 5,873,356	\$ 6,074,116	\$ 6,405,401	\$ 6,799,503	\$ 6,228,633	\$ 6,879,695
Academic Support						
Salaries	\$ 244,219	\$ 293,208	\$ 247,315	\$ 292,844		\$ 301,515
Employee Benefits	-	-	36,361	57,350		39,000
Contractual Services	28,612	35,386	39,559	57,280		72,454
General Maintenance and Supplies	74,432	73,580	89,940	102,599		90,026
Travel and Conference/Meeting Expense	1,954	2,332	4,577	5,471		4,659
Total Academic Support	\$ 349,217	\$ 404,506	\$ 417,752	\$ 515,544	\$ 445,852	\$ 507,654
Student Services						
Salaries	\$ 1,045,525	\$ 1,122,599	\$ 1,176,218	\$ 1,156,902		\$ 1,199,940
Employee Benefits	-	-	152,716	188,720		171,000
Contractual Services	14,269	4,802	24,163	57,688		23,570
General Maintenance and Supplies	25,145	22,325	37,906	42,126		37,954
Travel and Conference/Meeting Expense	16,968	21,575	27,547	35,006		30,951
Fixed Charges	202	-	-	413		-
Other	531,343	615,491	760,213	714,130		690,255
Total Student Services	\$ 1,633,452	\$ 1,786,792	\$ 2,178,763	\$ 2,194,975	\$ 2,015,804	\$ 2,153,570
Public Services/Continuing Education						
Salaries	\$ 94,700	\$ 61,127	\$ 92,571	\$ 153,199		\$ 147,504
Employee Benefits	-	-	21,817	-		15,000
Contractual Services	34,904	37,028	85,207	64,650		56,450
General Maintenance and Supplies	19,388	16,202	38,565	63,700		48,900
Travel and Conference/Meeting Expense	22,726	25,227	25,822	20,300		16,800
Fixed Charges	-	-	-	200		100
Utilities	942	-	-	-		-
Other	274	938	2,909	6,600		2,700
Total Public Services/Continuing Education	\$ 172,934	\$ 140,522	\$ 266,891	\$ 308,649	\$ 237,724	\$ 287,454
Institutional Support						
Salaries	\$ 1,301,796	\$ 1,352,139	\$ 1,313,027	\$ 1,369,465		\$ 1,374,778
Employee Benefits	3,372,237	3,904,515	4,019,763	1,902,989		1,709,400
Contractual Services	158,700	169,592	120,339	133,605		138,273
General Maintenance and Supplies	591,872	538,431	563,015	542,313		585,809
Travel and Conference/Meeting Expense	55,847	57,132	48,130	72,434		63,905
Fixed Charges	134,937	135,685	138,609	148,294		133,856
Capital Outlay	-	22,858	-	-		-
Other Expenditures	220,166	120,559	269,139	161,493		155,803
Total Institutional Support	\$ 5,835,555	\$ 6,300,911	\$ 6,472,022	\$ 4,330,593	\$ 3,749,246	\$ 4,161,824
Total before transfers	\$13,864,514	\$14,706,847	\$15,740,829	\$14,149,264	\$ 12,677,259	\$ 13,990,197
Transfers	360,485	-	-	-	-	-
GRAND TOTAL	\$14,224,999	\$14,706,847	\$15,740,829	\$14,149,264	-	\$ 13,990,197

Operations and Maintenance Fund Projected Fund Balance

**Carl Sandburg College
Operations & Maintenance Fund-Projected Fund Balance**

	FY 2015 Budget	Estimated FY 2014	Change	%
Revenues	\$ 1,834,909	\$ 1,668,715	\$ 166,194	9.96%
Expenditures	1,876,795	1,915,241	(38,446)	-2.01%
Revenues Over (Under) Expenditures	\$ (41,886)	\$ (246,526)	\$ 204,640	-83.01%
Transfers	45,000	261,230	(216,230)	-82.77%
Change in fund balance	\$ 3,114	\$ 14,704	\$ (11,590)	-78.82%
Fund equity (deficit) beginning of year	479,880	465,176	14,704	3.16%
Fund equity (deficit) end of year	\$ 482,994	\$ 479,880	\$ 3,114	0.65%

Projected Fund Balance - O&M Fund



Ending Fund Balance

Operations and Maintenance Fund Revenue Five Year Comparison

**Operations Maintenance Fund Revenue
Fiscal Year 2015**

Operating Revenue by Sources	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Est. Actuals	FY 2015 Budget
Local Government:	\$ 712,295	\$ 729,751	\$ 747,976	\$ 766,485		\$ 804,051
Current Taxes	99,739	177,946	130,960	84,800		106,000
Replacement Taxes						
Total Local Government	\$ 812,034	\$ 907,697	\$ 878,936	\$ 851,285	\$ 855,995	\$ 910,051
State Government:						
ICCB Credit Hour Grant	\$ 160,341	\$ 160,341	\$ 143,415	\$ 120,808		\$ 126,760
ICCB Equalization Grant	119,723	84,788	68,800	61,920		58,148
Total State Government	\$ 280,064	\$ 245,129	\$ 212,215	\$ 182,728	\$ 190,641	\$ 184,908
Student Tuition and Fees:						
Tuition	\$ 541,636	\$ 526,840	\$ 636,468	\$ 546,375		\$ 619,220
Fees			-	100,000		115,000
Total Tuition and Fees	\$ 541,636	\$ 526,840	\$ 636,468	\$ 646,375	\$ 589,318	\$ 734,220
Other Sources:						
Interest Income	\$ 6,612	\$ 8,470	\$ 6,540	\$ 1,710		\$ 1,630
Federal Government	-	-	-	-		-
Building Rentals	33,956	8,360	24,047	21,600		4,000
Other Income	496	339	2,848	150		100
Total Other Sources	\$ 41,064	\$ 17,169	\$ 33,435	\$ 23,460	\$ 32,761	\$ 5,730
Total Revenue before Interfunds & Nonoperating Items	\$1,674,798	\$1,696,835	\$1,761,054	\$ 1,703,848	\$ 1,668,715	\$ 1,834,909
Interfund Transfers	-	-	76,713	110,200	261,230	45,000
Grand Total	\$1,674,798	\$1,696,835	\$1,837,767	\$ 1,814,048	\$ 1,929,945	\$ 1,879,909

Operations and Maintenance Fund Expenditures Five Year Comparison

**Operations Maintenance Fund Expenditures
Fiscal Year 2015**

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2014	FY 2015
	Actual	Actual	Actual	Budget	Est. Actuals	Budget
Operation & Maintenance of Plant						
Salaries	\$ 547,274	\$ 544,858	\$ 557,723	\$ 667,138		\$ 623,406
Employee benefits			159,988	119,320		160,000
Contractual Services	65,262	108,079	210,386	162,498		97,079
General Maintenance and Supplies	92,210	86,467	123,924	92,350		100,025
Travel & Conference/Meeting Expense	4,259	1,857	4,897	5,696		2,500
Fixed Charges	2,602	25,474	90,460	27,029		25,491
Utilities	574,446	503,086	485,036	576,222		573,084
Capital Outlay	19,559	30,381	8,219	7,200		14,500
Other Expenditures	138,628	115,171	122,567	153,840		157,000
Total Operation and Maintenance of Plant	\$1,444,240	\$1,415,373	\$1,763,200	\$1,811,293	\$ 1,785,072	\$1,753,085
Institutional Support						
Contractual Services	\$ 5,332	\$ 6,836	\$ 7,188	\$ 9,000		\$ 9,000
General Maintenance and Supplies	42	450	-	616		-
Travel & Conference/Meeting Expense	-	-	-	514		-
Utilities	66,935	110,856	117,907	117,310		114,710
Total Institutional Support	\$ 72,309	\$ 118,142	\$ 125,095	\$ 127,440	\$ 130,170	\$ 123,710
Total before Interfund Transfers	\$1,516,549	\$1,533,515	\$1,888,295	\$1,938,733	\$ 1,915,241	\$1,876,795
Transfers	-	-	-	-	-	-
GRAND TOTAL	\$ 1,516,549	\$1,533,515	\$1,888,295	\$1,938,733	\$ 1,915,241	\$ 1,876,795

Special Revenue Funds

Special Revenue Funds Revenue

The special revenue funds consists of four individual “sub-funds” - the Restricted Purpose Fund, the Audit Fund, the Liability, Protection & Settlement Fund and the Quasi-Endowment “SILO” Fund. The Restricted Purpose Fund is not reflected in detail in this budget since all revenues are received thru grants and legally restricted to expenditures for specific purposes. Revenue for the Special Revenue Fund is derived from the following sources: Local Government, State Government, Federal Government and Other Sources of Revenue.

Audit Fund

The Audit Fund is used to record revenues and expenditures related to the annual audit. The College levies property taxes for this expense. Each year, the College retains the services of an external independent audit firm to perform the audit and compile related reports and statements. In the spring of 2007, an RFP for audit services was conducted. After reviewing experience, timeliness and cost, a new partner for audit services was selected and began with FY 2007. Revenue is derived mainly from property taxes budgeted at \$80,405 for FY 2015.

Liability, Protection & Settlement Fund

The Liability, Protection & Settlement Fund (LP&S) is used to record revenues and expenditures related to protection of the District’s assets. The fund receives property tax revenue for the portion of the annual levy associated with tort liability and insurance. The fund also earns interest on its investments.

Quasi-Endowment “SILO” Fund

The Quasi-Endowment “SILO Fund” is used to generate interest income to be placed under the tutelage of the Vice President of Academic Services, who will in turn work with the College’s Instructional Team to prioritize the use of these funds to launch new “SILOS of Opportunity”.

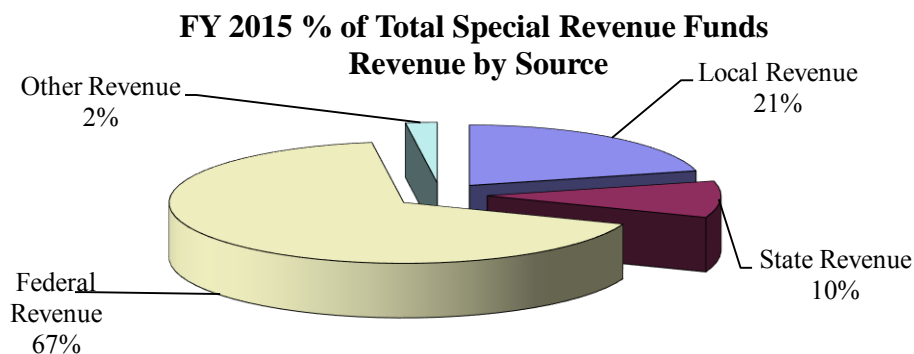
The establishment of the “SILO” Fund was accomplished by transferring existing fund balance from the Education and O&M Funds and accumulated interest from the Working Cash fund.

- Education fund balance transfer in FY 2008, \$400,000.
- O&M fund balance transfer in FY 2008, \$100,000.
- Transfer of accumulated interest from the Working Cash fund in the amount of \$100,000.
- Education fund balance transfer in FY 2009, \$400,000.

As illustrated below, the FY 2015 total revenue budget of \$10,221,064 represents a decrease of 6.7 %, or \$735,214 from the FY 2014 budget.

- State revenue decreases to reflect decreased grants in the Restricted Purpose Fund.
- Federal revenue decreases with the ending of the IGEN Career Pathways Consortium grant to create online “green” instruction for biofuels manufacturing.

Special Revenue Funds	FY 2015 Budget	FY 2014 Budget	Change	%
Local Revenue	\$ 2,156,850	\$ 2,132,369	\$ 24,481	1.15%
State Revenue	992,494	1,098,156	(105,662)	-9.62%
Federal Revenue	6,849,680	7,516,033	(666,353)	-8.87%
Other Revenue	222,040	209,720	12,320	5.87%
Total	\$10,221,064	\$10,956,278	\$ (735,214)	-6.71%



Special Revenue Funds Expenditures

Budgeted expenditures for the Special Revenue Funds for FY 2015 are \$10,419,289 which represents a decrease of \$378,258, 3.5% from the FY 2014 budget of \$10,797,547. Expenditure information is presented in two formats.

Expenditures are classified by Program:

- Instruction-activities dealing directly with the teaching of students
- Academic Support-activities designed to provide support services for instruction and research, including the library, educational media services and academic computing used in the learning process
- Student Services-provides assistance in the areas of financial aid, admissions and records, placement, testing, counseling, and student activities
- Public Service/Continuing Education-noncredit classes and other activities of an educational nature, such as workshops and seminars
- Institutional Support-central executive-level activities and support services that benefit the entire institution
- Operations & Maintenance-housekeeping activities necessary in order to keep the physical facilities open and ready for use, security and plant utilities
- Scholarships, Student Grants, and Waivers-activities in the form of grants to students, prizes and awards, and institutional tuition and fee waivers

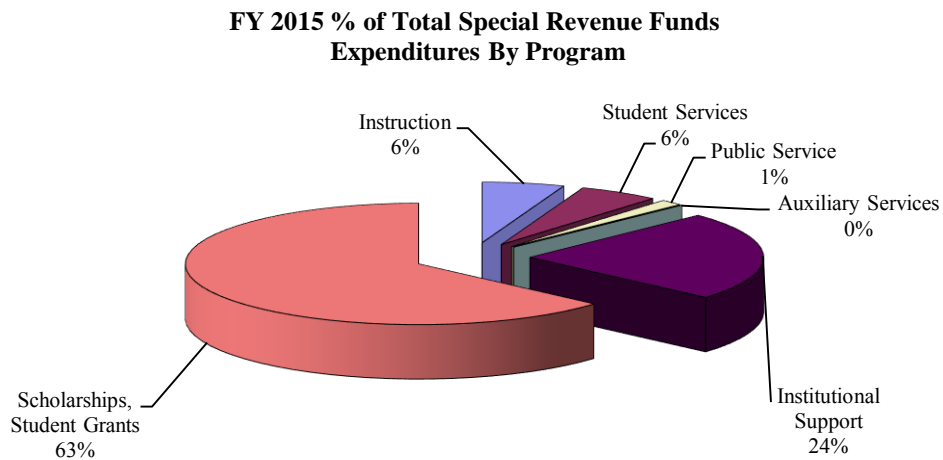
and by Object:

- Salaries
- Benefits
- Contractual
- Materials
- Conference & Meeting
- Fixed Charges
- Utilities
- Capital Outlay
- Other

The following table details the budgeted expenditures by program.

- Instruction decreases with the completion of the IGEN Biofuels Manufacturing grant.
- Institutional Support increases with a transfer of funds to create/enhance new instructional programs.
- Scholarships, Student Grants decrease to reflect the declining enrollment and use of financial aid by our students.

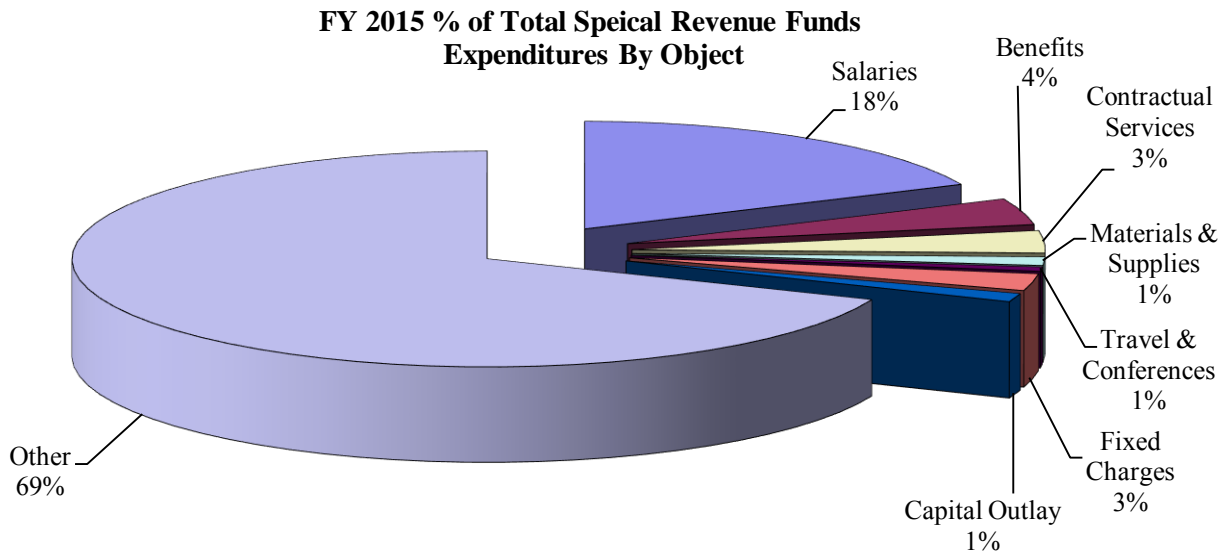
Special Revenue Funds Expense by Program	FY 2015 Budget	FY 2014 Budget	Change	%
Instruction	\$ 594,023	\$ 938,992	\$ (344,969)	-36.74%
Student Services	578,971	587,699	(8,728)	-1.49%
Public Service	161,564	174,911	(13,347)	-7.63%
Auxiliary Services	-	-	-	-
Institutional Support	2,466,479	2,088,545	377,934	18.10%
Scholarships, Student Grants	6,618,252	7,007,401	(389,149)	-5.55%
Total	\$ 10,419,289	\$ 10,797,548	\$ (378,259)	-3.50%



Expenditures by object are shown below.

- Materials and Supplies are down due to changes in grants awarded.
- Capital Outlay decreases due to the completion of equipment purchased for the IGEN grant.
- Other expenses reflect a decrease in Scholarships, Student Grants that reflects the use of financial aid by our declining enrollment of students.

Special Revenue Funds Expense by Object	FY 2015 Budget	FY 2014 Budget	Change	%
Salaries	\$ 1,896,418	\$ 1,900,430	\$ (4,012)	-0.21%
Benefits	413,326	417,350	(4,024)	-0.96%
Contractual Services	347,656	337,603	10,053	2.98%
Materials & Supplies	132,046	221,027	(88,981)	-40.26%
Travel & Conferences	65,028	72,320	(7,292)	-10.08%
Fixed Charges	263,025	263,025	-	0.00%
Capital Outlay	130,906	360,418	(229,512)	-63.68%
Other	7,170,884	7,225,374	(54,490)	-0.75%
Total	\$10,419,289	\$ 10,797,547	\$ (378,258)	-3.50%

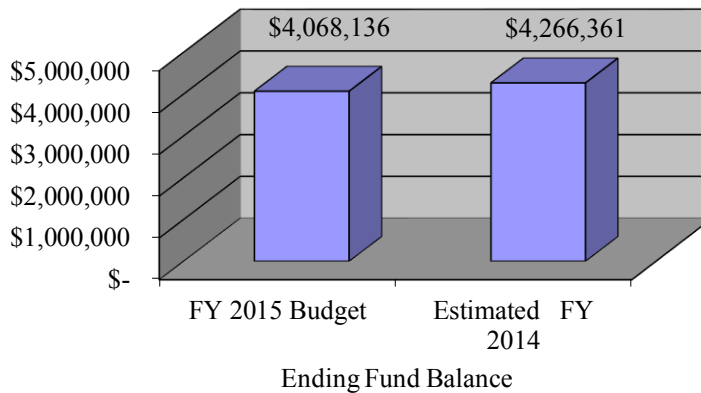


Special Revenue Fund Projected Fund Balance

**Carl Sandburg College
Special Revenue Funds – Projected Fund Balance**

	FY 2015 Budget	Estimated FY 2014	Change	%
Revenues	\$ 10,221,064	\$ 10,186,859	\$ 34,205	0.34%
Expenditures	10,079,289	9,969,661	109,628	1.10%
Revenues Over (Under) Expenditures	\$ 141,775	\$ 217,198	\$ (75,423)	-34.73%
Transfers	(340,000)	-	(340,000)	-
Change in fund balance	\$ (198,225)	\$ 217,198	\$ (415,423)	-191.26%
Fund equity (deficit) beginning of year	4,266,361	4,049,163	217,198	5.36%
Fund equity (deficit) end of year	\$ 4,068,136	\$ 4,266,361	\$ (198,225)	-4.65%

Projected Fund Balance - Special Revenue Funds



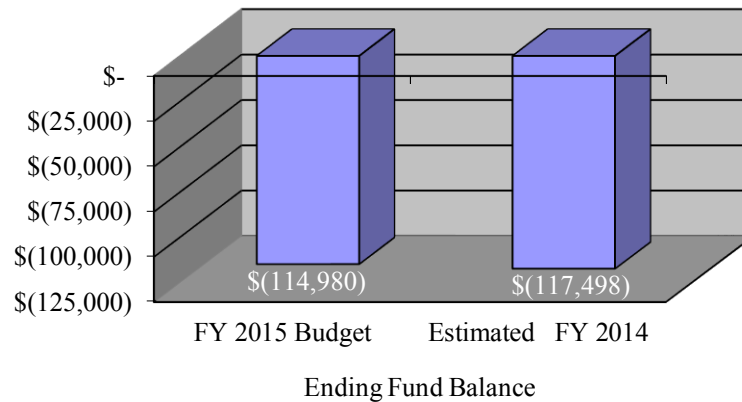
Audit Fund Projected Fund Balance

**Carl Sandburg College
Audit Fund - Projected Fund Balance**

	FY 2015 Budget	Estimated FY 2014	Change	%
Revenues	\$ 80,491	\$ 75,995	\$ 4,496	5.92%
Expenditures	77,973	70,195	7,778	11.08%
Revenues Over (Under) Expenditures	\$ 2,518	\$ 5,800	\$ (3,282)	-56.59%
Transfers	-	-	-	-
Change in fund balance	\$ 2,518	\$ 5,800	\$ (3,282)	-56.59%
Fund equity (deficit) beginning of year	(117,498)	(123,298)	5,800	-4.70%
Fund equity (deficit) end of year	\$ (114,980)	\$ (117,498)	\$ 2,518	-2.14%

Management has realigned the expenditures in this fund to stop the additional losses. Continued monitoring of expenditures and levied revenue will help eliminate this negative position.

Projected Fund Balance - Audit Fund



Audit Fund Revenue and Expenditures Five Year Comparison

**Audit Fund Revenue and Expenditures
Fiscal Year 2015**

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Est. Actuals	FY 2015 Budget
Local Governmental Sources:						
Current Taxes	\$ 71,229	\$ 72,975	\$ 74,798	\$ 76,648		\$ 80,405
Total Local Government	\$ 71,229	\$ 72,975	\$ 74,798	\$ 76,648	\$75,811	\$ 80,405
Other Sources:						
Interest Income	\$ 339	\$ 452	\$ 322	\$ 95		\$ 86
Total Other Sources	\$ 339	\$ 452	\$ 322	\$ 95	\$ 185	\$ 86
Total Revenue before Interfunds & Nonoperating Items	\$ 71,568	\$ 73,427	\$ 75,120	\$ 76,743	\$ 75,995	\$ 80,491
Interfund Transfers	-	-	-	-	-	-
GRAND TOTAL	\$ 71,568	\$ 73,427	\$ 75,120	\$ 76,743	\$ 75,995	\$ 80,491

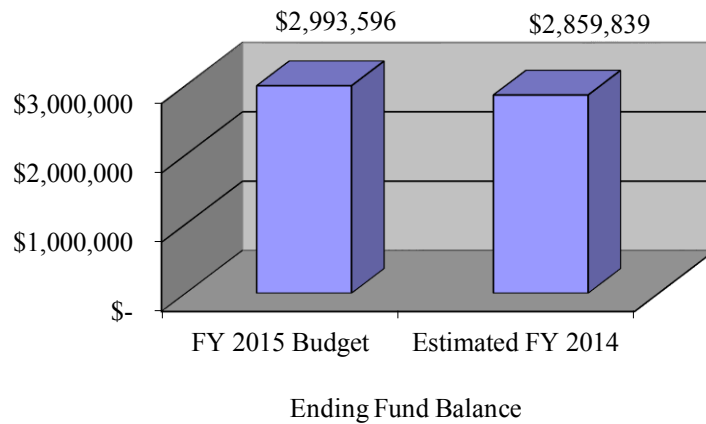
	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Est. Actuals	FY 2015 Budget
Institutional Support						
Salaries	\$ 7,130	\$ 7,412	\$ 7,705	\$ 8,010		\$ 8,323
Contractual Services	62,075	59,505	66,320	63,760		65,000
General Material & Supplies	-	-	-	650		650
Travel/Meeting	-	-	-	4,000		4,000
Capital Outlay	-	-	-	-		-
GRAND TOTAL	\$ 69,205	\$ 66,917	\$ 74,025	\$ 76,420	\$ 70,195	\$ 77,973

Liability, Protection and Settlement Fund Projected Fund Balance

**Carl Sandburg College
Liability, Protection & Settlement Fund - Projected Fund Balance**

	FY 2015 Budget	Estimated FY 2014	Change	%
Revenues	\$ 2,155,696	\$ 2,125,533	\$ 30,163	1.42%
Expenditures	2,021,939	1,920,089	101,850	5.30%
Revenues Over (Under) Expenditures	\$ 133,757	\$ 205,444	\$ (71,687)	-34.89%
Transfers	-	-	-	-
Change in fund balance	\$ 133,757	\$ 205,444	\$ (71,687)	-34.89%
Fund equity (deficit) beginning of year	2,859,839	2,654,395	205,444	7.74%
Fund equity (deficit) end of year	\$ 2,993,596	\$ 2,859,839	\$ 133,757	4.68%

Projected Fund Balance - LP&S Fund



Liability, Protection and Settlement Fund Five Year Comparison

**Liability Protection and Settlement Fund Revenues and Expenditures
Fiscal Year 2015**

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Est. Actuals	FY 2015 Budget
Local Governmental Sources:						
Current Taxes	\$1,749,395	\$1,945,515	\$2,016,544	\$2,033,921		\$ 2,054,787
Total Local Government	\$1,749,395	\$1,945,515	\$2,016,544	\$2,033,921	\$ 2,017,139	\$ 2,054,787
Other Sources:						
Other Sales & Services	\$ -	\$ -	\$ -	\$ -		\$ -
Other Non-Government Gifts, Grants	-	-	-	16,626		16,626
Interest Income	43,715	37,236	42,630	112,515		84,283
Other Income	16,060	11,389	(1,190)	-		-
Total Other Sources	\$ 59,775	\$ 48,625	\$ 41,440	\$ 129,141	\$ 108,394	\$ 100,909
Total Revenue before Interfunds	\$1,809,170	\$1,994,140	\$2,057,984	\$2,163,062	\$ 2,125,533	\$ 2,155,696
Interfunds	-	32,526	14,841	-	-	-
GRAND TOTAL	\$1,809,170	\$2,026,666	\$2,072,825	\$2,163,062	\$ 2,125,533	\$ 2,155,696

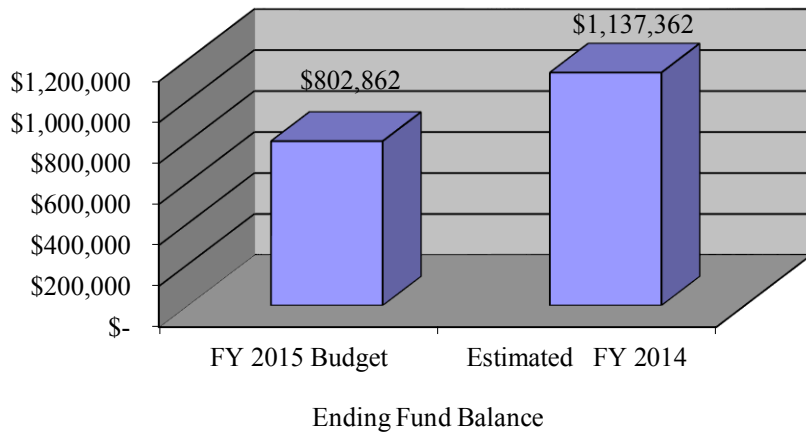
	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Est. Actuals	FY 2015 Budget
Institutional Support						
Salaries	\$ 1,409,521	\$1,221,272	\$1,235,306	\$ 1,204,425		\$ 1,108,436
Employee Benefits	196,894	168,620	237,004	265,016		354,771
Contractual Services	173,612	183,244	256,223	247,118		261,018
General Material & Supplies	21,865	9,372	12,466	22,373		23,386
Travel/Meeting	99	1,502	935	4,466		4,747
Fixed Charges	246,949	250,102	48,354	263,025		265,850
Other Expenditures	10,159	10,748	3,518	3,731		3,731
Total Expenditures before Interfunds	\$ 2,059,099	\$1,844,860	\$1,993,806	\$ 2,010,154	\$ 1,920,089	\$ 2,021,939
Transfers		-	14,841	-	-	-
GRAND TOTAL	\$ 2,059,099	\$1,844,860	\$2,008,647	\$ 2,010,154	\$ 1,920,089	\$ 2,021,939

Quasi-Endowment “SILO” Fund Projected Fund Balance

**Carl Sandburg College
“SILO” Fund - Projected Fund Balance**

	FY 2015 Budget	Estimated FY 2014	Change	%
Revenues	\$ 5,500	\$ 5,953	\$ (453)	-7.62%
Expenditures	-	-	-	-
Revenues Over (Under) Expenditures	\$ 5,500	\$ 5,953	\$ (453)	-7.62%
Transfers	(340,000)	-	(340,000)	-
Change in fund balance	\$ (334,500)	\$ 5,953	\$(340,453)	-5718.57%
Fund equity (deficit) beginning of year	1,137,362	1,131,409	5,953	0.53%
Fund equity (deficit) end of year	\$ 802,862	\$ 1,137,362	\$(334,500)	-29.41%

Projected Fund Balance - "SILO" Fund



Quasi-Endowment “SILO” Fund Five Year Comparison

**Quasi-Endowment “SILO” Fund Revenues and Expenditures
Fiscal Year 2015**

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Est. Actuals	FY 2015 Budget
Other Sources:						
Interest Income	\$ 19,112	\$ 22,471	\$ 15,107	\$ 5,500		\$ 5,500
Net increase (decrease) in fair value of investments	-	-	-	-	-	-
Total before Nonoperating	\$ 19,112	\$ 22,471	\$ 15,107	\$ 5,500	\$ 5,953	\$ 5,500
Transfers	-	-	-	-	-	-
GRAND TOTAL	\$ 19,112	\$ 22,471	\$ 15,107	\$ 5,500	\$ 5,953	\$ 5,500

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Est. Actuals	FY 2015 Budget
Other Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Before Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	-	-	-	139,900		340,000
GRAND TOTAL	\$ -	\$ -	\$ -	\$ 139,900	\$ -	\$ 340,000

Debt Service Fund

Debt Service Fund Narrative

The debt service fund consists of the Bond and Interest Fund. It accounts for the accumulation of resources for and the payment of debt principal, interest, and related costs. The College has used the issuance of general obligation bonds to finance capital projects, energy savings, and to establish a Working Cash fund. Refunding bonds have also been used to take advantage of lower interest rates.

In March of FY 2009, the College issued \$4,500,000 of General Obligation Bonds to renovate a building donated to the College to serve as the Charger Community Center auditorium in the southern part of our district and to expand our existing STEF Fund to allow for additional technology updates in our future.

FY 2010 saw the College issued \$2,000,000 of General Obligation Bonds to increase the Working Cash Fund. With State payments delinquent by in excess of 180 days, and little prospects of improvement in the new term, the College determined to issue Working Cash Bonds to provide additional cushion in its reserves, and retain the ability to internally cash flow the operations without interruption.

FY 2010 also allowed the College to issue \$5,895,000 of General Obligation Refunding Bonds during a highly favorable interest rate environment. The College was able to issue these bonds and deliver to residents a net neutral tax result.

Again in December 2010, the College issued \$2,500,000 of Taxable General Obligation Bonds to increase the Working Cash Fund to the legal limit.

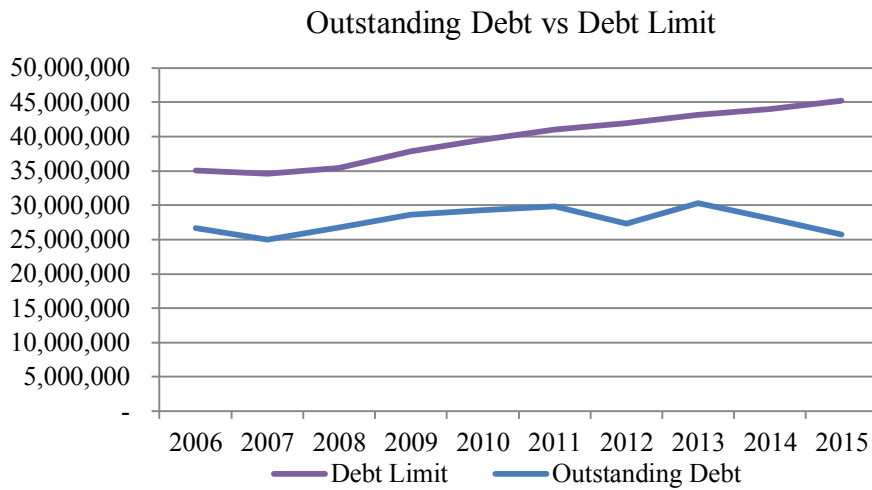
In addition, \$1,610,000 General Obligation Refunding Bonds were issued to refund the District's outstanding General Obligation Bonds, Series 2001A.

FY 2013 included issuing General Obligation Bonds, Series 2012A in the amount of \$5,100,000. Funding will be for the HVAC and water heater replacements and refunding a portion of the Series 2004B bonds. This refunding will help maximize the net debt service savings and manage the College's total tax rate.

Legally, the College is not allowed to have debt in excess of 2.875% of the District's EAV, or an estimated \$45,212,482. The current general obligation debt of the College is \$28,070,000. Therefore, the amount of debt available to be issued is the difference between these two numbers or the legal debt margin of \$17,142,482. FY 2015 has not projected any further debt. Debt limitations will factor into future possibilities, although the College goal is to aggressively pay down its debt with the total debt service being retired in the coming ten year period.

The annual requirements to amortize all debt outstanding as of June 30, 2013 with no new debt incurred in FY 2014 or FY 2015, including interest, are as follows:

Year Ending June 30,	General Obligation Bonds	Capital Lease Obligations	Compensated Absences	Total Principal	Interest	Total Principal & Interest
2014	2,310,000		251,835	2,561,835	1,012,770	3,574,605
2015	2,475,000		125,917	2,600,917	930,134	3,531,051
2016	2,630,000			2,630,000	840,575	3,470,575
2017	2,835,000			2,835,000	744,303	3,579,303
2018	3,275,000			3,275,000	627,964	3,902,964
2019-2023	14,285,000			14,285,000	1,169,079	15,454,079
2024	260,000			260,000	5,720	265,720
Total	\$28,070,000	\$ -	\$ 377,752	\$ 28,447,752	\$ 5,330,545	\$33,778,297



The College works with BMO Capital Markets to assure that all advantages of lower interest rates are used. Revenue and expenditures are shown below.

Debt Service Fund Revenue

Debt Service Fund	FY 2015 Budget	FY 2014 Budget	Change	%
Local Revenue	\$ 3,426,545	\$ 3,349,895	\$ 76,650	2.29%
Other Revenue	3,785	4,143	(358)	-8.64%
Total	\$ 3,430,330	\$ 3,354,038	\$ 76,292	2.27%

Debt Service Fund Expenditures

Debt Service Fund Expense by Function	FY 2015 Budget	FY 2014 Budget	Change	%
Institutional Support	\$ 3,436,327	\$ 3,368,262	\$ 68,065	2.02%
Total	\$ 3,436,327	\$ 3,368,262	\$ 68,065	2.02%

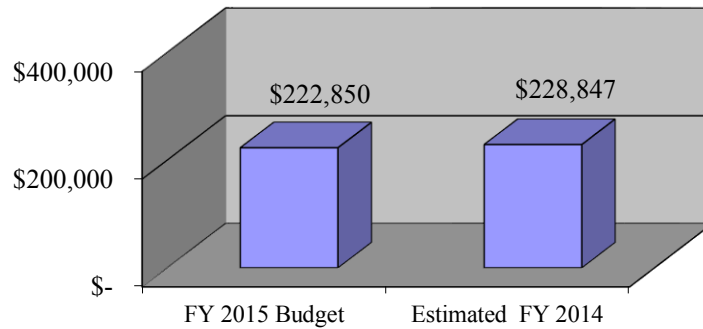
Debt Service Fund Expense by Object	FY 2015 Budget	FY 2014 Budget	Change	%
Fixed Charges	\$ 3,429,977	\$ 3,362,162	\$ 67,815	2.02%
Other	6,350	6,100	250	4.10%
Total	\$ 3,436,327	\$ 3,368,262	\$ 68,065	2.02%

Debt Service Fund Projected Fund Balance

**Carl Sandburg College
Debt Service Fund-Projected Fund Balance**

	FY 2015 Budget	Estimated FY 2014	Change	%
Revenues	\$ 3,430,330	\$ 3,352,256	\$ 78,074	2.33%
Expenditures	3,436,327	3,368,262	68,065	2.02%
Revenues Over (Under) Expenditures	\$ (5,997)	\$ (16,006)	\$ 10,009	-62.53%
Transfers	-	-	-	-
Change in fund balance	\$ (5,997)	\$ (16,006)	\$ 10,009	-62.53%
Fund equity (deficit) beginning of year	228,847	244,853	(16,006)	-6.54%
Fund equity (deficit) end of year	\$ 222,850	\$ 228,847	\$ (5,997)	-2.62%

Projected Fund Balance - Debt Service Fund



Ending Fund Balance

Bond and Interest Fund Revenue & Expenditures Five Year Comparison

**Bond and Interest Fund Revenue and Expenditures
Fiscal Year 2015**

Operating Revenue by Sources	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Est. Actuals	FY 2015 Budget
Local Government:						
Current Taxes	\$ 3,222,421	\$ 3,275,120	\$ 3,283,616	\$ 3,349,895		\$ 3,426,545
Total Local Government	\$ 3,222,421	\$ 3,275,120	\$ 3,283,616	\$ 3,349,895	\$ 3,344,179	\$ 3,426,545
Other Sources:						
Interest Income	\$ 16,275	\$ 20,813	\$ 13,780	\$ 4,143		\$ 3,785
Total Other Sources	\$ 16,275	\$ 20,813	\$ 13,780	\$ 4,143	\$ 8,077	\$ 3,785
Total Revenue before Interfunds & Nonoperating Items	\$ 3,238,696	\$ 3,295,933	\$ 3,297,396	\$ 3,354,038	\$ 3,352,256	\$ 3,430,330
Interfund Transfers	-	-	-	-	-	-
Debt Proceeds	4,110,000	-	8,387,401	-	-	-
Grand Total	\$ 7,348,696	\$ 3,295,933	\$ 11,684,797	\$ 3,354,038	\$ 3,352,256	\$ 3,430,330

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Est. Actuals	FY 2015 Budget
Institutional Support						
Fixed Charges	3,050,534	\$ 3,610,781	\$ 3,402,389	\$ 3,362,162		\$ 3,429,977
Capital Outlay		-	-	-		-
Other Expenditures	41,591	5,387	5,537	6,100		6,350
Total Expenditures before Interfunds	\$ 3,092,125	\$ 3,616,168	\$ 3,407,926	\$ 3,368,262	\$ 3,368,262	\$ 3,436,327
Interfund Transfers	\$ 2,500,000	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -
Discount on bond issuance	(6,087)	-	-	-	-	-
Payment to refunding bond escrow agent	1,577,112	-	5,270,858	-	-	-
GRAND TOTAL	\$ 7,163,150	\$ 3,616,168	\$ 11,678,784	\$ 3,368,262	\$ 3,368,262	\$ 3,436,327

Capital Projects Fund

Capital Projects Fund Revenue

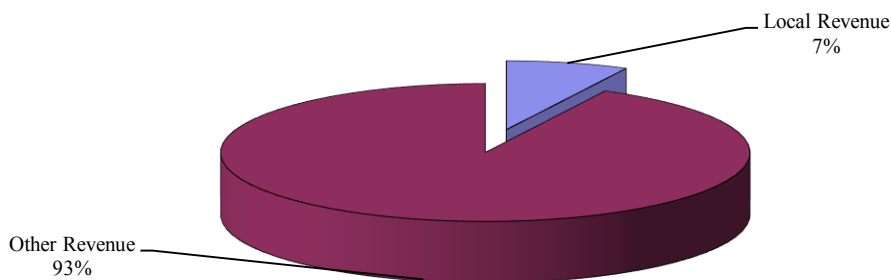
The Operations and Maintenance (Restricted) Fund and The Capital Endowment Fund make up the Capital Projects Fund. These funds account for financial resources to be used for the acquisition or construction of major capital facilities and technology enhancements. Capital assets include property, equipment, and infrastructure assets, such as roads and sidewalks. Capital assets are defined by the College as assets with an initial unit cost of \$5,000 or more and an estimated useful life in excess of two years. Such assets are recorded at historical cost. Donated capital assets are recorded at estimated fair value at the date of donation. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets' lives are not capitalized. Major outlays for capital assets and improvements are capitalized as projects are constructed. Revenue for the Capital Projects Funds is derived from Local Government and Other Sources of Revenue. These two sources are independent of our operating budget. With the establishment of the STEF fund, we have been able to enhance technology thru the use of accumulated interest income. The original STEF principle plus the addition made thru the bond issuance in FY 2009 remains intact as of the end of FY 2014 with projects budgeted in FY 2015 using a portion of the principle.

As illustrated below, the FY 2015 total revenue budget of \$1,208,025 represents an increase of 190%, or \$791,393 from the FY 2014 budget of \$416,632.

- The local revenue remains constant in the levy for Protection, Health, Safety. One project is budgeted for completion: Emergency Phone and Lighting Security Upgrades.
- Other revenue increases due to budgeted projects for technology, signage, and parking lot improvements.

Capital Projects Funds	FY 2015 Budget	FY 2014 Budget	Change	%
Local Revenue	\$ 90,422	\$ 91,519	\$ (1,097)	-1.20%
Other Revenue	1,117,603	325,113	792,490	243.76%
Total	\$1,208,025	\$416,632	\$791,393	189.95%

**FY 2015 % of Total Capital Projects Funds
Revenue by Source**



Capital Projects Fund Expenditures

Budgeted expenditures for the Capital Projects Funds for FY 2015 are \$975,422.

- Institutional support includes funding for the following:

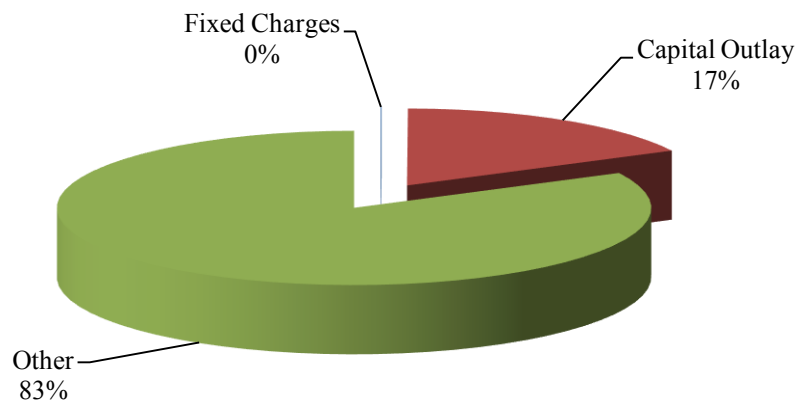
<u>Project</u>	<u>Funding Source</u>
○ Parking lot/drive resurfacing, \$250,000	STEF principle
○ Institutional network upgrade, \$250,000	accumulated interest earnings
○ Campus improvement plan, \$285,000	accumulated interest earnings
○ Institutional Wayfinding-Signage, \$100,000	STEF principle
○ Emergency Phone and Lighting Security Upgrades, \$90,422	Protection, Health, Safety levy

The capital equipment budget, page 112, details the applications of the dollars budgeted for FY 2015.

Capital Projects Funds Expense by Function	FY 2015 Budget	FY 2014 Budget	Change	%
Institutional Support	\$ 2,383,342	\$ 3,569,221	\$(1,185,879)	-33.23%
Total	\$ 2,383,342	\$ 3,569,221	\$(1,185,879)	-33.23%

Capital Projects Funds Expense by Object	FY 2015 Budget	FY 2014 Budget	Change	%
Fixed Charges	\$ 1,250	\$ 1,250	-	0.00%
Capital Outlay	416,422	2,836,071	(2,419,649)	-85.32%
Other	1,965,670	731,900	1,233,770	168.57%
Total	\$ 2,383,342	\$ 3,569,221	\$(1,185,879)	-33.23%

**FY 2015 % of Total Capital Projects Funds
Expenditures By Object**

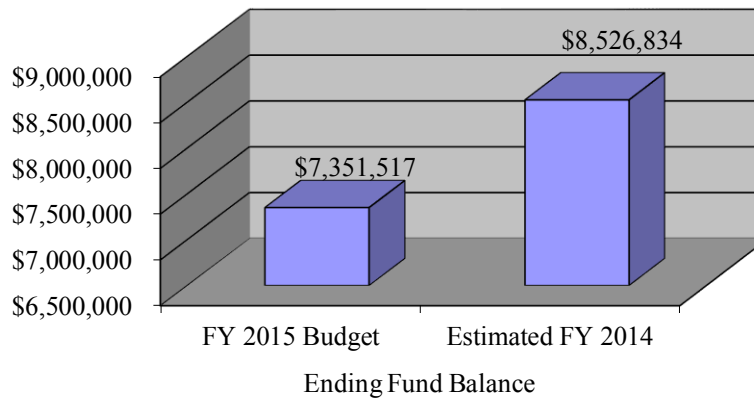


Capital Projects Fund Projected Fund Balance

**Carl Sandburg College
Capital Projects Funds-Projected Fund Balance**

	FY 2015 Budget	Estimated FY 2014	Change	%
Revenues	\$ 323,025	\$ 613,327	\$ (290,302)	-47.33%
Expenditures	976,672	2,371,296	(1,394,624)	-58.81%
Revenues Over (Under) Expenditures	\$ (653,647)	\$(1,757,969)	\$ 1,104,322	-62.82%
Transfers	(521,670)	(407,156)	(114,514)	28.13%
Change in fund balance	\$(1,175,317)	\$(2,165,125)	\$ 989,808	-45.72%
Fund equity (deficit) beginning of year	8,526,834	10,691,959	(2,165,125)	-20.25%
Fund equity (deficit) end of year	\$ 7,351,517	\$ 8,526,834	\$(1,175,317)	-13.78%

Projected Fund Balance - Capital Projects Funds

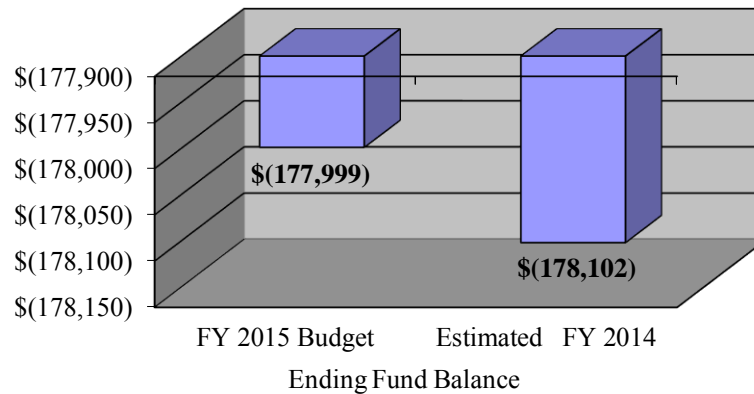


Operations & Maintenance Fund (Restricted) Projected Fund Balance

**Carl Sandburg College
O&M Restricted Fund-Projected Fund Balance**

	FY 2015 Budget	Estimated FY 2014	Change	%
Revenues	\$ 90,525	\$ 404,080	\$ (313,555)	-77.60%
Expenditures	975,422	2,371,296	(1,395,874)	-58.87%
Revenues Over (Under) Expenditures	\$(884,897)	\$(1,967,216)	\$ 1,082,319	-55.02%
Transfers	885,000	-	885,000	#DIV/0!
Change in fund balance	\$ 103	\$(1,967,216)	\$ 1,967,319	-100.01%
Fund equity (deficit) beginning of year	(178,102)	1,789,114	(1,967,216)	-109.95%
Fund equity (deficit) end of year	\$(177,999)	\$ (178,102)	\$ 103	-0.06%

Projected Fund Balance - O&M Restricted Fund



Operations and Maintenance Fund (Restricted) Revenue Five Year Comparison

**Operations Maintenance Restricted Fund Revenue
Fiscal Year 2015**

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2014	FY 2015
Operating Revenue by Sources	Actual	Actual	Actual	Budget	Est. Actuals	Budget
Local Government:						
Current Taxes	\$ 88,325	\$ 87,570	\$ 91,253	\$ 91,519		\$ 90,422
Total Local Government	\$ 88,325	\$ 87,570	\$ 91,253	\$ 91,519	\$ 93,747	\$ 90,422
State Government:						
Other State Revenues	\$ -	\$ 50,919	\$ 62,955	\$ -		\$ -
ICCB Deferred Maintenance Grant	-	-	-	-		-
Total State Government	\$ -	\$ 50,919	\$ 62,955	\$ -	\$ 135,160	\$ -
Federal Government						
Other Federal Revenues	\$ -	\$ 50,919	\$ 62,955	\$ -		\$ -
Total Federal Government	\$ -	\$ 5,964	\$ -	\$ -	\$ -	\$ -
Other Sources:						
Sales and Service Fees	\$ -	\$ 9,084	\$ -	\$ -		\$ -
Interest Income	658	573	395	113		103
Other Income	59,378	9,000	-	-		-
Total Other Sources	\$ 60,036	\$ 18,657	\$ 395	\$ 113	\$ 175,173	\$ 103
Total Revenue before Interfunds & Nonoperating Items	\$ 148,361	\$ 163,110	\$ 154,603	\$ 91,632	\$ 404,080	\$ 90,525
Interfund Transfers	463,219	153,754	3,477,330	45,000	\$ -	885,000
Bond & Lease Certificate Proceeds	-	-	-	-	\$ -	-
Grand Total	\$ 611,580	\$ 316,864	\$3,631,933	\$ 136,632	\$ 404,080	\$ 975,525

Operations and Maintenance Fund (Restricted) Expenditures Five Year Comparison

**Operations Maintenance Restricted Fund Expenditures
Fiscal Year 2015**

	FY 2011	FY 2012	FY 2013	FY2014	FY 2014	FY 2015
	Actual	Actual	Actual	Budget	Est. Actuals	Budget
Operation & Maintenance of Plant						
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contractual Services		72,280	11,933	-		-
Total Operation & Maintenance of Plant	\$ -	\$ 72,280	\$ 11,933	\$ -	\$ -	\$ -
Institutional Support						
Salaries	\$ -	\$ -	\$ -	\$ -		\$ -
Contractual Services	8,658	57,598	-	-		-
General Maintenance and Supplies	-	-	-	-		559,000
Capital Outlay	658,252	202,258	1,317,631	2,836,071		416,422
Other Expenditures	-	-	-	-		-
Total Institutional Support	\$ 666,910	\$ 259,856	\$ 1,317,631	\$ 2,836,071	\$ 2,371,296	\$ 975,422
Total Expenditures before Interfunds	\$ 666,910	\$ 332,136	\$ 1,329,564	\$ 2,836,071	\$ 2,371,296	\$ 975,422
Interfund Transfers						
Repayment of Debt Certificates	-	-	-	-	-	-
GRAND TOTAL	\$ 666,910	\$ 332,136	\$ 1,329,564	\$ 2,836,071	\$ 2,371,296	\$ 975,422

CAPITAL EQUIPMENT BUDGET FY 2015

Sources	APPLICATIONS ¹			
	Instructional Services	Student Services	Business Services	Institutional Support
Working Cash Accumulated Interest Total \$78,300		\$7,800 Soccer \$10,000 Fitness Center Equip	\$28,000 Rolling Stock	\$30,000 SURS 6% \$2,500 Ergonomic
STEF Accumulated Interest Total \$1,408,000	\$20,000 Instructional Technology \$15,000 Academic Program Eq		\$25,000 CIPS \$104,000 Xerox \$15,000 Capital Refresh \$250,000 Parking Lot, Back Drive \$209,000 Capital Refresh \$100,000 Way Finding - Signage	\$175,000 Contingency \$30,000 PC Maint. Non-faculty \$5,000 R&D Tech Staff \$30,000 IT Infrastructure \$180,000 Acces \$250,000 Network Upgrade
Perkins 06 Fund \$75,000	\$15,000 Laptops \$60,000 Equipment			
Tech Fee (2) \$5.50	01-1090-10-3038-5401888 \$106,000			
Barter Dollars				

1 All of these dollar allocations are included in the draft budget.

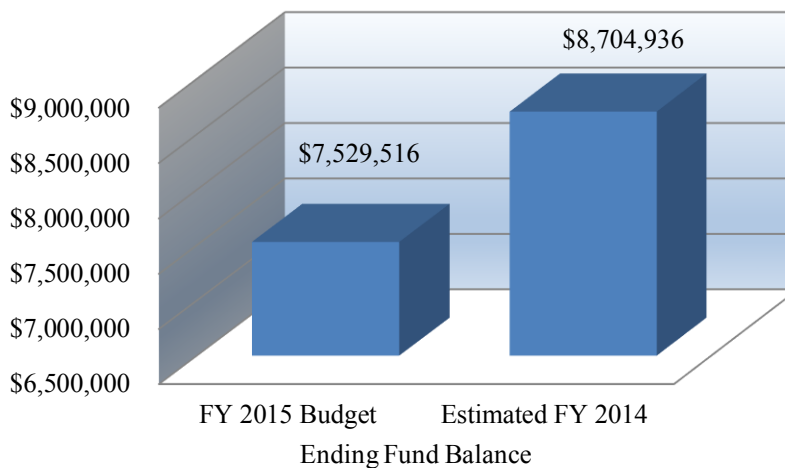
2 Tech fee revenue less salaries in dept. 3071

Quasi-Endowment (STEF) Fund Projected Balances

Carl Sandburg College
STEF Fund-Projected Fund Balance

	FY 2015 Budget	Estimated FY 2014	Change	%
Revenues	\$ 232,500	\$ 209,247	\$ 23,253	11.11%
Expenditures	1,250	-	1,250	#DIV/0!
Revenues Over (Under) Expenditures	\$ 231,250	\$ 209,247	\$ 22,003	10.52%
Transfers	(1,406,670)	(407,156)	(999,514)	245.49%
Change in fund balance	\$(1,175,420)	\$ (197,909)	\$ (977,511)	493.92%
Fund equity (deficit) beginning of year	8,704,936	8,902,845	(197,909)	-2.22%
Fund equity (deficit) end of year	\$ 7,529,516	\$ 8,704,936	\$(1,175,420)	-13.50%

Projected Fund Balance - STEF Fund



Quasi-Endowment (STEF) Fund Five Year Comparison

**Quasi-Endowment Fund Revenue and Expenditures
Fiscal Year 2015**

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Est. Actuals	FY 2015 Budget
Other Sources:						
Federal Grants	\$ -	\$ -	\$ -	\$ -		\$ -
Interest Income	211,882	256,929	215,160	280,000		232,500
Net increase (decrease) in fair value of investments	(23,619)	151,390	(320,434)	-	-	-
Total before Interfund Transfers and Nonoperating	\$ 188,263	\$ 408,319	\$(105,274)	\$ 280,000	\$ 209,247	\$ 232,500
Transfers	-	-	-	-		-
GRAND TOTAL	\$ 188,263	\$ 408,319	\$(105,274)	\$280,000	\$ 209,247	\$ 232,500

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Est. Actuals	FY 2015 Budget
Institutional Support						
Fixed Charges	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250		\$ 1,250
Other Expenditures	4	125	125	-		-
Total Expenditures before Interfunds	\$ 1,254	\$ 1,375	\$ 1,375	\$ 1,250	\$ -	\$ 1,250
Transfers	82,867	104,164	565,778	731,900	407,156	1,406,670
GRAND TOTAL	\$ 84,121	\$ 105,539	\$ 567,153	\$ 733,150	\$ 407,156	\$ 1,407,920

Proprietary Fund

The Auxiliary Enterprise Fund

The Auxiliary Enterprise Fund is used to account 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. Included in this fund are the Auto Mechanics, Food Service, Bookstore, Athletics, Cosmetology Clinic, Children's School and Dental Hygiene Clinic.

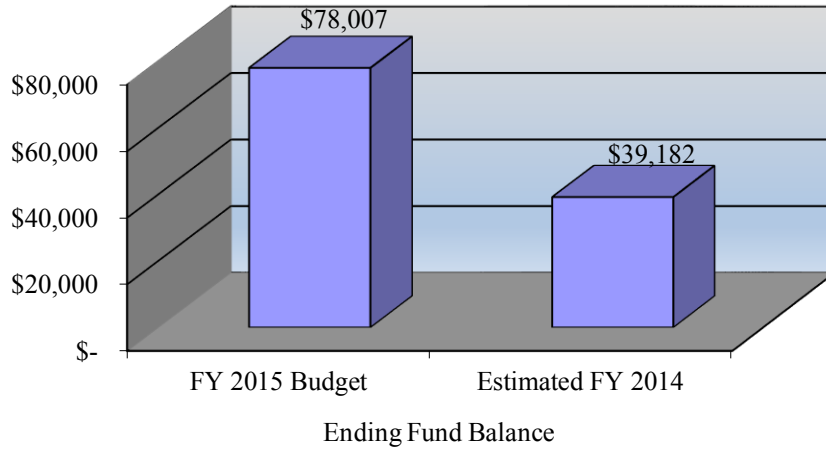
A change in Food Service providers hopes to eliminate the need for the College to subsidize an annual loss. The College has also decided to close the Children's School. The childcare program has been discontinued and the need for a clinical site was no longer needed.

Dental Hygiene Clinic is budgeted at \$29,196. They expect revenues of \$29,196 which will offset the expenses for the supplies and equipment. The College has moved the cost of the dentist to the Education and Risk Management areas.

The Auxiliary Fund Projected Fund Balance

Carl Sandburg College				
Auxiliary Fund-Projected Fund Balance				
	FY 2015 Budget	Estimated FY 2014	Change	%
Revenues	\$ 664,426	\$ 1,076,214	\$ (411,788)	-38.26%
Expenditures	671,401	1,160,693	(489,292)	-42.16%
Revenues Over (Under) Expenditures	\$ (6,975)	\$ (84,479)	\$ 77,504	-91.74%
Transfers	45,800	-	45,800	#DIV/0!
Change in fund balance	\$ 38,825	\$ (84,479)	\$ 123,304	-145.96%
Fund equity (deficit) beginning of year	39,182	123,661	(84,479)	-68.31%
Fund equity (deficit) end of year	\$ 78,007	\$ 39,182	\$ 38,825	99.09%

Projected Fund Balance - Auxiliary Fund



Management continues to monitor each area to determine feasibility to continue the program. There is consensus that some programs will run with a deficit and be subsidized with other sources.

The Auxiliary Fund Revenues and Expenditures Five Year Comparison

**Auxiliary Fund Revenues and Expenditures
Fiscal Year 2015**

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Est. Actuals	FY 2015 Budget
Student Tuition and Fees:						
Tuition	\$ -	\$ -	\$ -	\$ -		\$ -
Activity Fee Revenue	278,879	270,799	251,015	269,631		225,500
Total Student Tuition and Fees	\$ 278,879	\$ 270,799	\$ 251,015	\$ 269,631	\$ 242,805	\$ 225,500
Other Sources:						
Sales & Service Income	\$ 683,037	\$ 656,000	\$ 722,488	\$ 647,681		\$ 189,874
Commissions	-	-	-	-		164,000
Federal Government-USDA Reimbursement	20,606	24,833	20,400	21,855		-
Other Income	160,094	152,326	191,025	160,525		85,052
Total Other Sources	\$ 863,737	\$ 833,159	\$ 933,913	\$ 830,061	\$ 833,409	\$ 438,926
Total Revenue before Interfunds & Nonoperating Items	\$ 1,142,616	\$ 1,103,958	\$ 1,184,928	\$ 1,099,692	\$ 1,076,214	\$ 664,426
Interfund Transfers	42,226	64,461	77,800	82,457		45,800
Grand Total	\$ 1,184,842	\$ 1,168,419	\$ 1,262,728	\$ 1,182,149	\$ 1,076,214	\$ 710,226

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Est. Actuals	FY 2015 Budget
Auxiliary Services						
Salaries	\$ 547,374	\$ 556,286	\$ 605,966	\$ 577,654		\$ 203,599
Employee Benefits	13,165	13,666	13,789	14,517		-
Contractual Services	159,403	196,669	179,492	138,385		88,229
General Maintenance and Supplies	267,501	233,050	252,088	254,851		224,622
Travel and Conference/Meeting Expense	53,158	49,511	44,551	44,852		48,209
Capital Outlay	-	24,716	27,000	27,724		29,830
Depreciation	23,247	22,689	17,800	11,826		-
Other	101,189	63,657	116,925	104,360		76,912
Total before transfers	\$ 1,165,037	\$ 1,160,244	\$ 1,257,611	\$ 1,174,169	\$ 1,160,693	\$ 671,401
Interfund Transfers	7,109	2,000	-	-	-	-
GRAND TOTAL	\$ 1,172,146	\$ 1,162,244	\$ 1,257,611	\$ 1,174,169	\$ 1,160,693	\$ 671,401

Nonexpendable Trust Fund

Working Cash Fund

The Working Cash Fund was established 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. Bonds may be issued, without voter approval, in an amount or amounts not to exceed in the aggregate 75 percent of the total tax extension from the authorized maximum rates for the Education Fund and the Operations and Maintenance Fund combined, plus 75 percent of last known corporate personal property replacement tax allocation.

This fund is used to account for the proceeds of working cash bonds. By making temporary transfers, the Working Cash Fund is used as a source of working capital by other funds. Such temporary transfers assist operating funds in meeting the demands for ordinary and necessary expenditures during periods of temporary low cash balances.

The College currently shows a principal balance of \$8,183,720, which is invested in staggered maturities to insure liquidity and follows the board's Investment Policy. Interest earned in this fund may be transferred to the General Fund with Board approval. The transfer of interest has become an important source of college revenue.

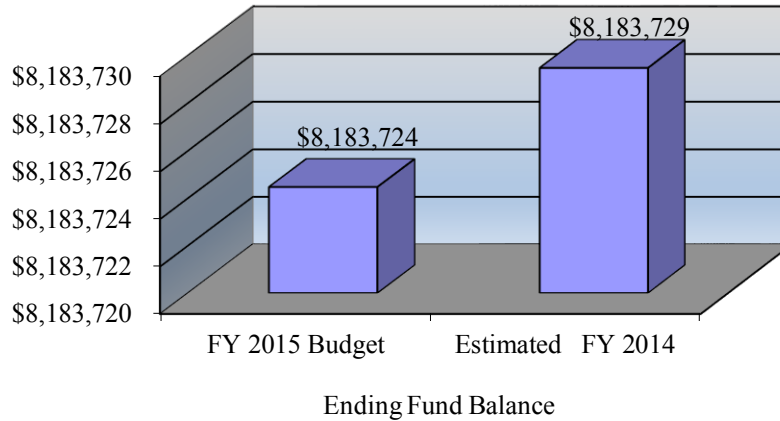
Working Cash Fund Projected Fund Balance

Revenue for this fund is derived solely from investment earnings. For FY 2015, these earnings are projected to remain fairly consistent due to low stable rates on short term investments. Revenue is budgeted at \$79,625.

Carl Sandburg College Working Cash Fund-Projected Fund Balance

	FY 2015 Budget	Estimated FY 2014	Change	%
Revenues	\$ 79,625	\$ 71,591	\$ 8,034	11.22%
Expenditures	-	-	-	0.00%
Revenues Over (Under) Expenditures	\$ 79,625	\$ 71,591	\$ 8,034	11.22%
Transfers	(79,630)	(71,800)	(7,830)	10.91%
Change in fund balance	\$ (5)	\$ (209)	\$ 204	-97.60%
Fund equity (deficit) beginning of year	8,183,729	8,183,938	(209)	0.00%
Fund equity (deficit) end of year	\$ 8,183,724	\$ 8,183,729	\$ (5)	0.00%

Projected Fund Balance - Working Cash Fund



Working Cash Fund Revenue and Expenditure Five Year Comparison

Working Cash Fund Revenue and Expenditures Fiscal Year 2015

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Est. Actuals	FY 2015 Budget
Other Sources:						
Interest Income	\$ 83,565	\$ 114,050	\$ 82,738	\$ 78,395		\$ 79,625
Net increase (decrease) in fair value of investments	7,397	1,062	(25,930)	-	-	-
Total before Nonoperating	\$ 90,962	\$ 115,112	\$ 56,808	\$ 78,395	\$ 71,591	\$ 79,625
Transfers	2,500,000	-	-	-	-	-
GRAND TOTAL	\$ 2,590,962	\$ 115,112	\$ 56,808	\$ 78,395	\$ 71,591	\$ 79,625

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Est. Actuals	FY 2015 Budget
Other Expenditures	\$ -	\$ 155	\$ 1,457	\$ -		\$ -
Total before transfers	\$ -	\$ 155	\$ 1,457	\$ -	\$ -	\$ -
Transfers	61,000	114,051	56,215	78,400	71,800	79,630
GRAND TOTAL	\$ 61,000	\$ 114,206	\$ 57,672	\$ 78,400	\$ 71,800	\$ 79,630

IV. Informational Section



Informational Section Narratives

A three year budget forecast is prepared each year and provided for public information. The budget forecast is but one of many tools used in budget development and is prepared using an incremental approach which projects increases in revenue and other resources as well as new expenditure demands for each year. All figures are subject to change and are for preliminary planning purposes only.

Projections have been developed from historical trends and conservative assumptions developed by College staff. It is the philosophy of the College that a balanced budget is a fundamental element of financial accountability. Expenditures for a given year should be no greater than projected resources available. Thus, the first step in projections is the development of comprehensive revenue estimates.

Tax Base Trends

Economic Conditions

Economic conditions in the communities served by Carl Sandburg College District 518 are such that many industries have moved from the area. We are also faced with the majority of our district being comprised of farmland. The loss of industry has affected our tax base; however recent economic development initiatives bode well for stabilizing and growing the College's EAV.

- US Congress has designated Galesburg as the site for a new National Railroad Hall of Fame
- Logistics Park is "shovel ready" adjacent to Burlington Northern Santa Fe railroad
- Seminary Square Investments constructed new retail space

Property Taxes

The following tables illustrate the College's property tax levy rates and EAV over the last five years. The EAV determined in December of 2013 will be taxed in calendar year 2014 to support our FY 2015. The current EAV is one third of the market value of the property.

EAV supporting our fiscal year:

FY	2011	2012	2013	2014	Est. 2015
Market Value	\$ 4,281,173,280	\$ 4,379,417,943	\$ 4,503,010,200	\$ 4,595,016,903	\$ 4,717,824,192
EAV	\$ 1,427,057,760	\$ 1,459,805,981	\$ 1,501,003,400	\$ 1,531,672,301	\$ 1,572,608,064
% increase/(decrease)	3.8%	2.3%	2.8%	2.0%	2.7%
Levy Rate (per \$100 of assessed valuation per levy year)	\$ 0.6115	\$ 0.6187	\$ 0.6175	\$ 0.6228	\$ 0.6249
% increase/(decrease)	-0.4%	1.2%	-0.2%	0.9%	0.3%
Change in tax extension	\$ 284,716	\$ 305,361	\$ 236,876	\$ 270,559	\$ 287,344
% increase/(decrease)	3.37%	3.50%	2.62%	2.92%	3.01%

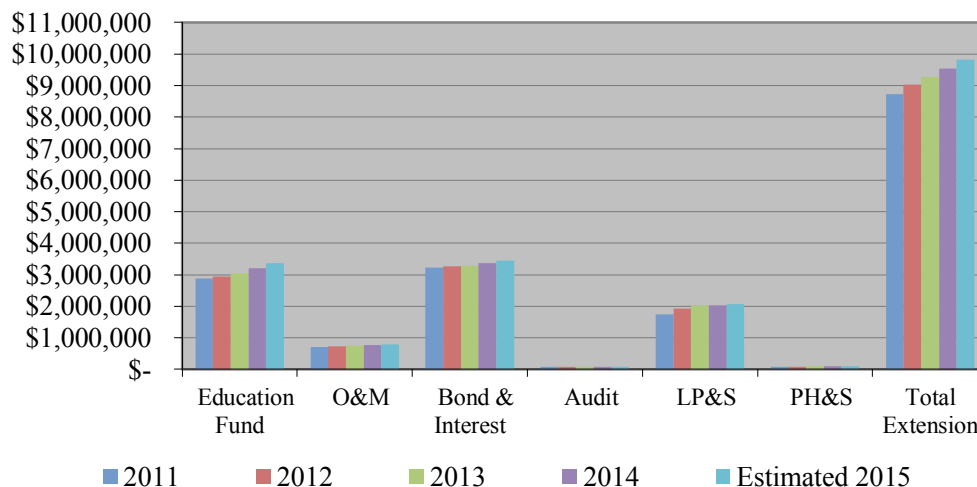
Historic Levies and Extensions

- Levy Rates (Per \$100 of assessed valuation)

**Carl Sandburg College
Fiscal Years 2010-2014**

Fiscal Year	2011	2012	2013	2014	Est. 2015
EAV	\$1,427,057,760	\$ 1,459,805,981	\$ 1,501,003,400	\$1,531,672,301	\$1,572,608,064
Taxes Rate					
Education Fund	\$ 0.2013	\$ 0.2015	\$ 0.2021	\$ 0.2088	\$ 0.2143
O&M	0.0500	0.0500	0.0500	0.0500	0.0500
Bond & Interest	0.2262	0.2244	0.2195	0.2202	0.2187
Audit	0.0050	0.0050	0.0050	0.0050	0.0050
LP&S	0.1228	0.1318	0.1348	0.1328	0.1312
PH&S	0.0062	0.0060	0.0061	0.0060	0.0058
Total Rate Per \$100 EAV	\$ 0.6115	\$ 0.6187	\$ 0.6175	\$ 0.6228	\$ 0.6249
Extension					
Education Fund					
O&M	\$ 2,872,667	\$ 2,941,509	\$ 3,033,528	\$ 3,198,132	\$ 3,370,099
Bond & Interest	713,529	729,903	750,502	765,836	786,304
Audit	3,228,005	3,275,805	3,294,702	3,372,742	3,438,665
LP&S	71,353	72,990	75,050	76,584	78,630
PH&S	1,752,427	1,924,024	2,023,353	2,034,061	2,062,790
Total Extension	88,478	87,588	91,561	91,900	90,739
	\$				
	8,726,458	\$ 9,031,820	\$ 9,268,696	\$ 9,539,255	\$ 9,827,228
Collection Loss					
	(23,525)	(1,887)	(34,060)	(71,990)	0
Total Taxes Collected	\$ 8,702,933	\$ 9,029,933	\$ 9,234,636	\$ 9,467,265	\$ 9,827,228

Tax Extensions by Fiscal Year



- Estimated College Property Tax Paid by a Home Owner

Carl Sandburg College District #518

Fiscal Year	Tax Year	Est. Market Value of Home	Est. Taxable Value 1/3	Tax Rate	Est. CSC Tax Paid by Home Owner
2014-15	2013	\$ 90,000	\$ 30,000	\$ 0.6249	\$ 187.47
2013-14	2012	\$ 90,000	\$ 30,000	\$ 0.6205	\$ 186.15
2012-13	2011	\$ 90,000	\$ 30,000	\$ 0.6175	\$ 185.25
2011-12	2010	\$ 90,000	\$ 30,000	\$ 0.6187	\$ 185.61
2010-11	2009	\$ 90,000	\$ 30,000	\$ 0.6115	\$ 183.45
2009-10	2008	\$ 90,000	\$ 30,000	\$ 0.6140	\$ 184.20
2008-09	2007	\$ 90,000	\$ 30,000	\$ 0.6205	\$ 186.15
2007-08	2006	\$ 90,000	\$ 30,000	\$ 0.6039	\$ 181.17
2006-07	2005	\$ 90,000	\$ 30,000	\$ 0.5759	\$ 172.77
2005-06	2004	\$ 90,000	\$ 30,000	\$ 0.5530	\$ 165.90
2004-05	2003	\$ 90,000	\$ 30,000	\$ 0.5139	\$ 154.17
2003-04	2002	\$ 90,000	\$ 30,000	\$ 0.5042	\$ 151.26

Note: This chart estimates a homeowner's property tax bill assuming a constant estimated market value of a home.

Tax rates are expressed in dollars per hundred of assessed value.

The College tax rate represents approximately 6.98% of a local taxpayer's property tax bill. The tax rate levied for FY 2014 of \$0.6228 is high in comparison to the state average of \$0.4406 or other local community college rates average of \$0.4942. Although, the total operating extension of \$3,963,968 is below the average of other local community colleges, \$7,798,911 and the state average, \$18,941,476.

Historic Revenues and Expenditures

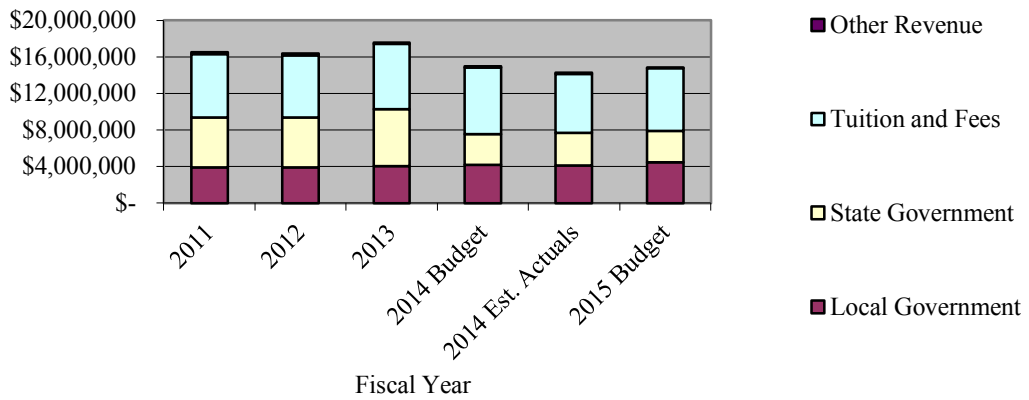
Historical revenues and expenditures are presented on the following pages. These schedules provide a snapshot view of the past three years audited revenue and expenditures. From this information, various trends can be developed. These trends have been incorporated into the forecasts beyond FY 2014.

Historic Revenues and Expenditures General Fund Five Year Comparison (GAAP Basis)

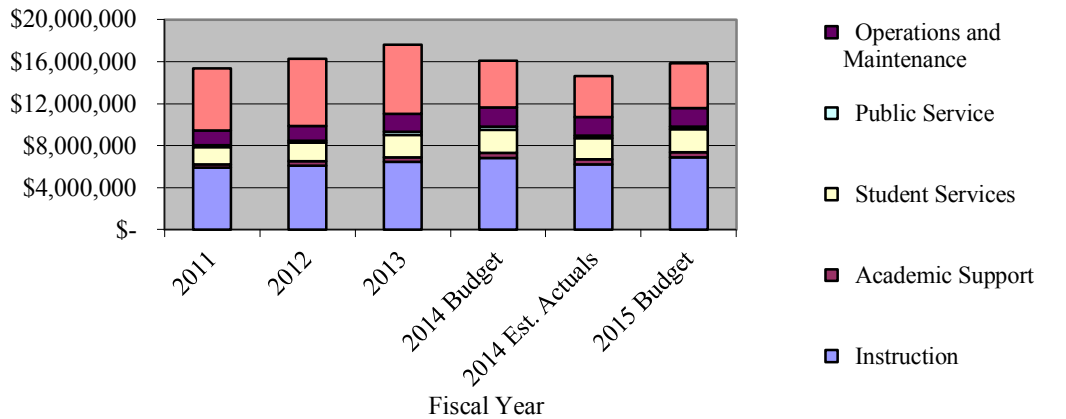
Carl Sandburg College
Fiscal Years 2011 - 2015
(GAAP Basis)

General Fund Revenues by Source	2011	2012	2013	2014 Budget	2014 Est. Actuals	2015 Budget
Local Government	\$ 3,864,339	\$ 3,910,331	\$ 4,038,563	\$ 4,171,660	\$ 4,134,649	\$ 4,462,215
State Government	5,463,346	5,475,996	6,230,960	3,394,094	3,543,011	3,421,359
Tuition and Fees	6,975,639	6,796,599	7,177,448	7,268,700	6,466,231	6,868,030
Other Revenue	237,012	177,438	151,506	105,134	98,943	42,784
Total Revenues	\$16,540,336	\$16,360,364	\$17,598,477	\$14,939,588	\$14,242,834	\$14,794,388
<u>General Fund Expenditures</u>						
<u>By Program</u>						
Instruction	\$ 5,892,915	\$ 6,122,005	\$ 6,450,053	\$ 6,799,503	\$ 6,228,633	\$ 6,879,695
Academic Support	349,217	404,506	417,752	515,544	445,852	507,654
Student Services	1,633,452	1,786,792	2,178,763	2,194,975	2,015,804	2,153,570
Public Service	172,934	140,522	266,891	308,649	237,724	287,454
Operations and Maintenance	1,424,681	1,393,915	1,718,548	1,811,293	1,785,072	1,753,085
Institutional Support	5,907,864	6,392,622	6,597,117	4,458,033	3,879,416	4,285,534
Total Expenditures by Program	\$15,381,063	\$16,240,362	\$17,629,124	\$16,087,997	\$14,592,500	\$15,866,992
<u>By Object</u>						
Salaries	\$ 8,217,904	\$ 8,532,187	\$ 8,618,813	\$ 9,119,341	\$ 8,271,631	\$ 8,982,016
Benefits	3,375,045	3,910,209	4,910,480	2,700,879	2,449,813	2,676,400
Contractual Services	846,014	768,415	832,902	630,285	571,695	566,060
General Materials and Supplies	948,974	880,268	963,546	1,184,578	1,074,463	1,151,402
Travel and Conference	199,168	217,801	219,161	246,103	223,226	218,035
Fixed Charges	137,741	161,159	229,069	175,936	159,581	159,447
Utilities	642,323	613,942	602,943	693,532	629,063	687,794
Capital Outlay	117,972	291,967	86,987	118,975	107,915	117,900
Other	895,922	864,414	1,165,223	1,218,368	1,105,112	1,307,938
Total Expenditures by Object	\$15,381,063	\$16,240,362	\$17,629,124	\$16,087,997	\$14,592,500	\$15,866,992
Revenues Over Expenditures	\$ 1,159,273	\$ 120,002	\$ (30,647)	\$(1,148,409)	\$ (349,665)	\$(1,072,604)
Net Operating Transfers & Non Operating	(360,485)	2,000	76,713	861,900	484,171	895,500
Excess Revenue Over Expenditures	\$ 798,788	\$ 122,002	\$ 46,066	\$ (286,509)	\$ 134,506	\$ (177,104)

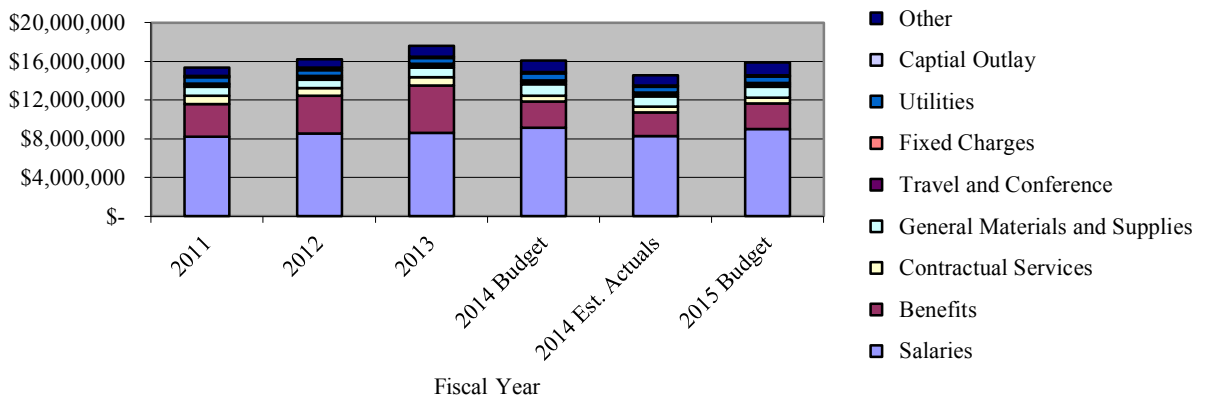
Historical General Fund Revenue by Source



Historical General Fund Expenditures by Program



Historical General Fund Expenditures by Object

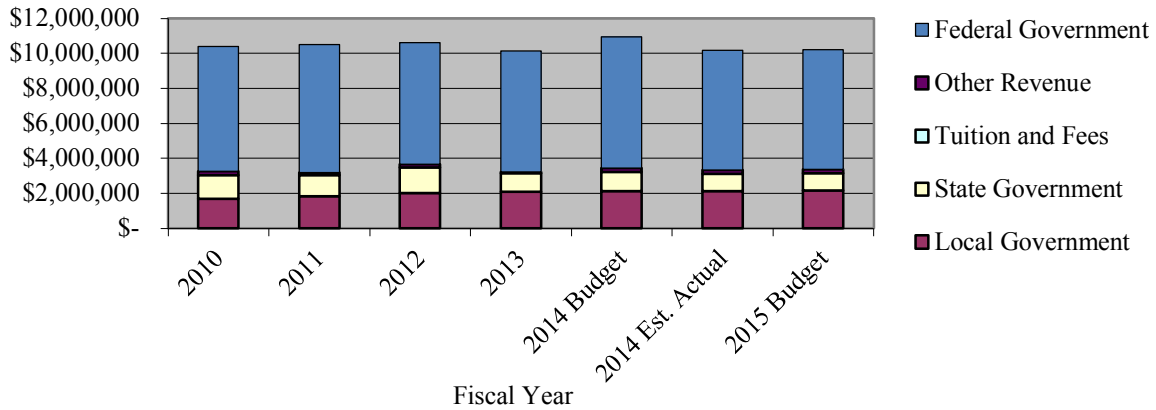


Historic Revenues and Expenditures Special Revenue Fund Five Year Comparison

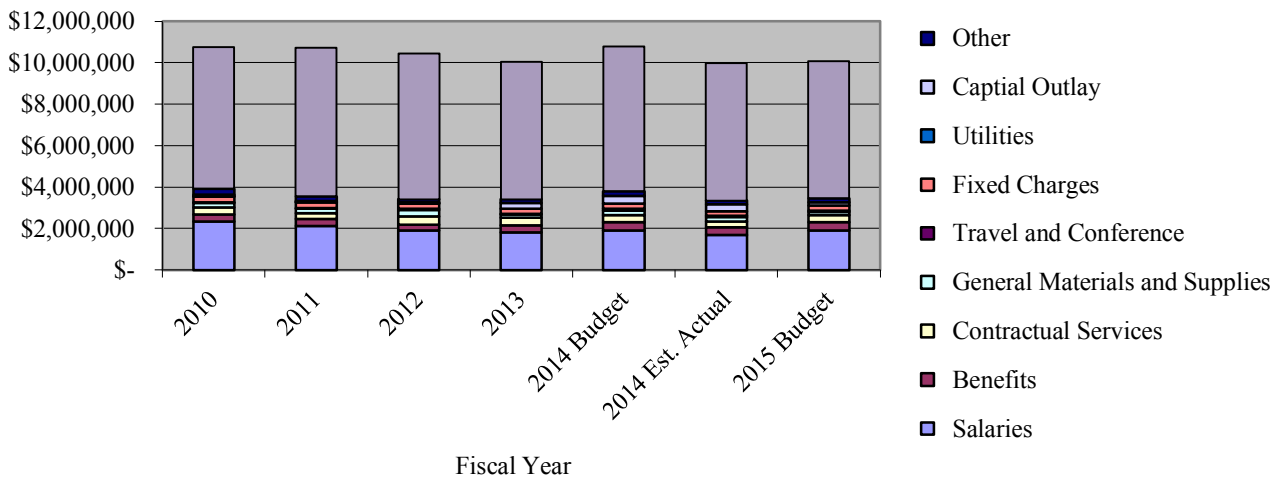
Carl Sandburg College Fiscal Years 2011 - 2015 (GAAP Basis)

Special Revenue Fund Revenues by Source	2011	2012	2013	2014 Budget	2014 Est. Actual	2015 Budget
Local Government	\$ 1,848,055	\$ 2,033,932	\$ 2,100,605	\$ 2,132,369	\$ 2,114,608	\$ 2,156,850
State Government	1,179,854	1,461,062	1,036,510	1,098,156	992,494	992,494
Federal Government	7,308,784	6,957,129	6,886,295	7,516,033	6,849,680	6,849,680
Tuition and Fees	-	-	-	-	-	-
Other Revenue	163,064	156,505	97,536	209,720	230,077	222,040
Total Revenues	\$10,499,757	\$10,608,628	\$10,120,946	\$10,956,278	\$ 10,186,859	\$10,221,064
Special Revenue Fund Expenditures						
By Program						
Instruction	\$ 459,699	\$ 448,539	\$ 456,236	\$ 938,992	\$ 594,023	\$ 594,023
Academic Support	-	-	-	-	-	-
Student Services	580,657	517,843	479,759	587,699	578,971	578,971
Public Service	376,585	308,462	138,036	174,911	161,564	161,564
Operations and Maintenance	-	-	-	-	-	-
Institutional Support	2,132,488	2,137,323	2,337,532	2,088,545	2,016,851	2,126,479
Scholarships, student grants, and waivers	7,183,931	7,025,368	6,637,258	7,007,400	6,618,252	6,618,252
Total Expenditures by Program	\$10,733,360	\$10,437,535	\$10,048,821	\$10,797,547	\$ 9,969,661	\$10,079,289
By Object						
Salaries	\$ 2,129,800	\$ 1,905,618	\$ 1,815,471	\$ 1,900,430	\$ 1,680,441	\$ 1,896,418
Benefits	326,838	289,749	346,408	417,350	369,039	413,326
Contractual Services	291,985	386,781	350,316	337,603	298,523	347,656
General Materials and Supplies	191,802	310,107	150,723	221,027	195,442	132,046
Travel and Conference	34,724	47,952	43,799	72,320	63,948	65,028
Student financial aid	7,183,931	7,025,368	6,637,258	7,007,401	6,618,252	6,618,252
Fixed Charges	283,222	258,881	248,354	263,025	232,578	263,025
Utilities	2,377	900	-	-	-	-
Capital Outlay	66,938	66,499	282,965	360,418	318,697	130,906
Other	221,743	145,680	173,527	217,973	192,741	212,632
Total Expenditures by Object	\$10,733,360	\$10,437,535	\$10,048,821	\$10,797,547	\$ 9,969,661	\$10,079,289
Revenues Over Expenditures	\$ (233,603)	\$ 171,093	\$ 72,125	\$ 158,731	\$ 217,198	\$ 141,775
Net Operating Transfers & Non Operating	6,016	-	-	(139,900)	-	(340,000)
Excess Revenue Over Expenditures	\$ (227,587)	\$ 171,093	\$ 72,125	\$ 18,831	\$ 217,198	\$ (198,225)

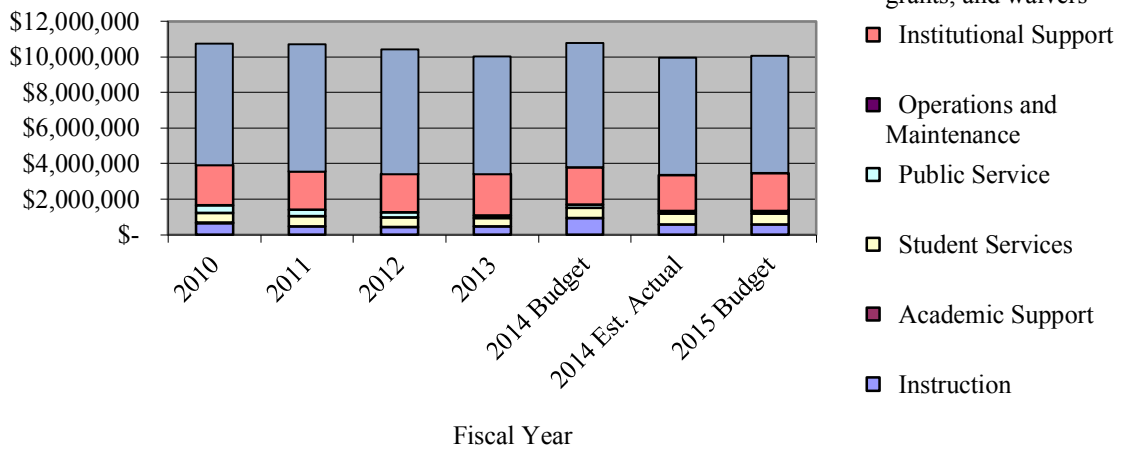
Historical Special Revenue Fund Revenue by Source



Historical Special Revenue Fund Expenditures by Object



Historical Special Revenue Fund Expenditures by Program

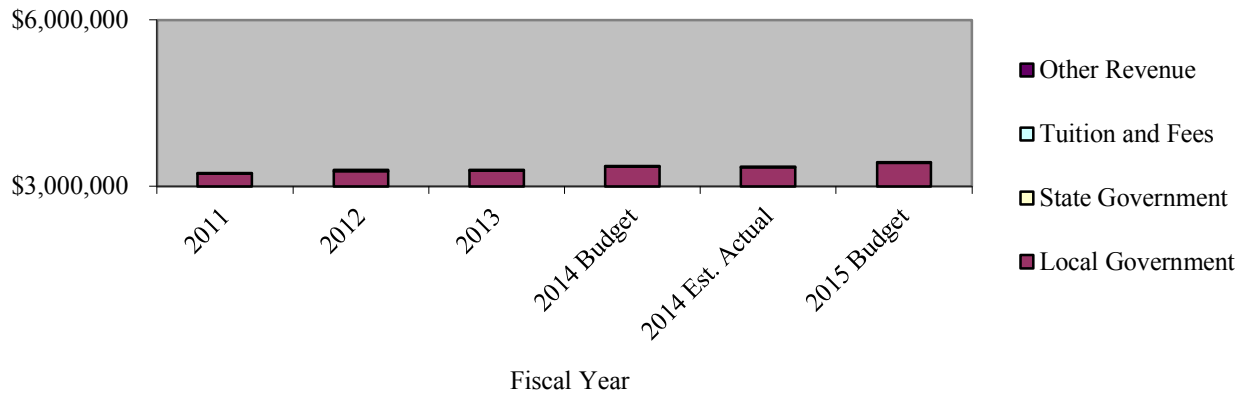


Historic Revenues and Expenditures Debt Service Fund Five Year Comparison (GAAP Basis)

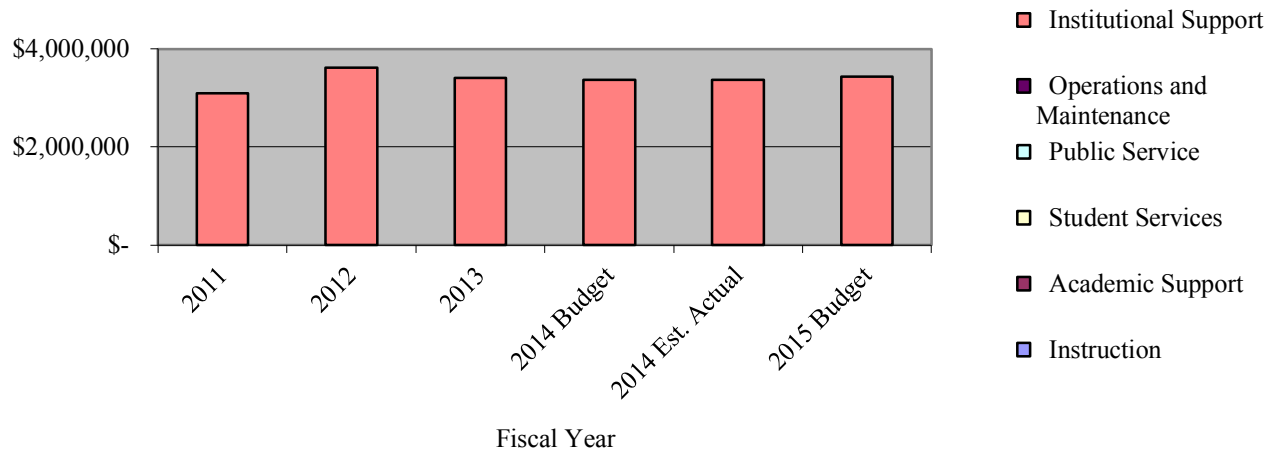
Carl Sandburg College Historic Revenues and Expenditures Fiscal Years 2011 - 2015 (GAAP Basis)

Debt Service Fund Revenues by Source	2011	2012	2013	2014 Budget	2014 Est. Actuals	2015 Budget
Local Government	\$3,222,421	\$3,275,120	\$3,283,616	\$ 3,349,895	\$ 3,344,179	\$ 3,426,545
State Government	-	-	-	-	-	-
Tuition and Fees	-	-	-	-	-	-
Other Revenue	16,275	20,813	13,780	4,143	8,077	3,785
Total Revenues	\$3,238,696	\$3,295,933	\$3,297,396	\$ 3,354,038	\$ 3,352,256	\$ 3,430,330
Debt Service Fund Expenditures						
By Program						
Instruction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Academic Support	-	-	-	-	-	-
Student Services	-	-	-	-	-	-
Public Service	-	-	-	-	-	-
Operations and Maintenance	-	-	-	-	-	-
Institutional Support	3,092,125	3,616,168	3,407,926	3,368,262	3,368,262	3,436,327
Total Expenditures by Program	\$3,092,125	\$3,616,168	\$3,407,926	\$ 3,368,262	\$ 3,368,262	\$ 3,436,327
By Object						
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-	-
Contractual Services	-	-	-	-	-	-
General Materials and Supplies	-	-	-	-	-	-
Travel and Conference	-	-	-	-	-	-
Fixed Charges	3,087,892	3,610,781	3,402,389	3,368,262	3,363,244	3,436,327
Utilities	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Other	4,233	5,387	5,537	-	5,018	-
Total Expenditures by Object	\$3,092,125	\$3,616,168	\$3,407,926	\$ 3,368,262	\$ 3,368,262	\$ 3,436,327
Revenues Over Expenditures	\$ 146,571	\$ (320,235)	\$ (110,530)	\$ (14,224)	\$ (16,006)	\$ (5,997)
Net Operating Transfers & Non Operating	38,975	-	116,543	-	-	-
Excess Revenue Over Expenditures	\$ 185,546	\$ (320,235)	\$ 6,013	\$ (14,224)	\$ (16,006)	\$ (5,997)

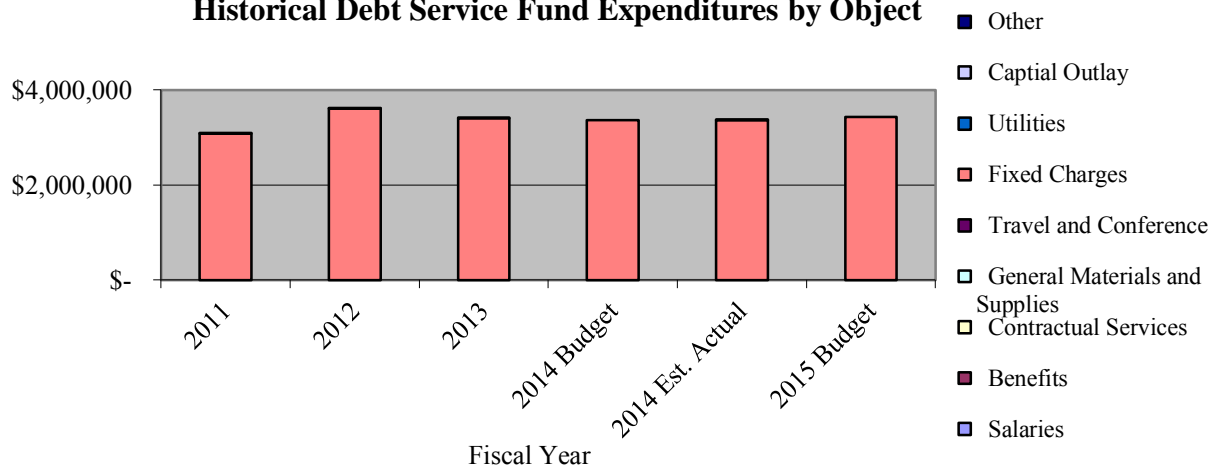
Historical Debt Service Fund Revenue by Source



Historical Debt Service Fund Expenditures by Program



Historical Debt Service Fund Expenditures by Object



Historic Revenues and Expenditures, Capital Projects Fund Five Year Comparison (GAAP Basis)

Carl Sandburg College Historic Revenues and Expenditures Fiscal Years 2011 - 2015 (GAAP Basis)

Capital Projects Fund Revenues by Source	2011	2012	2013	2014 Budget	2014 Est. Actuals	2015 Budget
Local Government	\$ 88,325	\$ 87,570	\$ 91,253	\$ 91,519	\$ 93,747	\$ 90,422
State Government		50,919	62,955	-	135,160	-
Tuition and Fees		-	-	-	-	-
Other Revenue	248,299	426,976	215,555	280,113	384,420	232,603
Total Revenues	\$ 336,624	\$ 571,429	\$ 369,763	\$ 371,632	\$ 613,327	\$ 323,025

Capital Projects Fund Expenditures

By Program

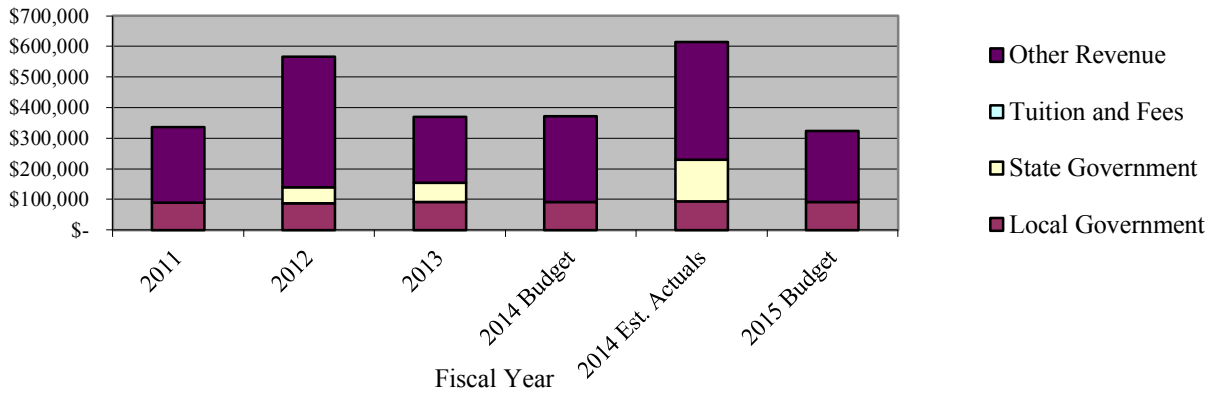
Instruction	\$ -	\$ -		\$ -	\$ -	\$ -
Academic Support		-		-	-	-
Student Services		-		-	-	-
Public Service		-		-	-	-
Operations and Maintenance		72,280		-	-	-
Institutional Support	668,164	261,231	1,651,373	2,837,321	2,371,296	976,672
Total Expenditures by Program	\$ 668,164	\$ 333,511	\$ 1,651,373	\$ 2,837,321	\$2,371,296	\$976,672

By Object

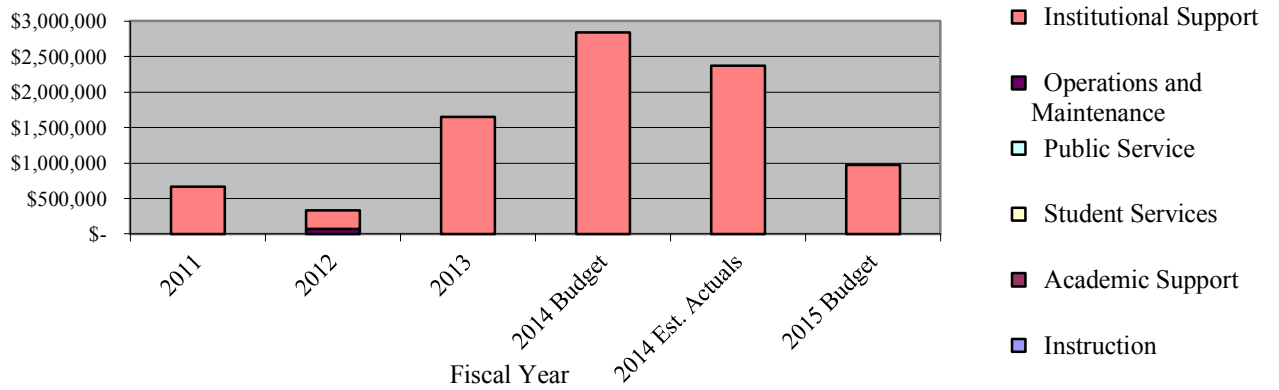
Salaries		\$ -		\$ -	\$ -	\$ -
Benefits		-		-	-	-
Contractual Services	8,658	129,878	11,933	-	-	-
General Materials and Supplies		-		-	-	-
Travel and Conference		-		-	-	-
Fixed Charges	1,250	1,250	1,250	1,250	-	1,250
Utilities		-		-	-	-
Capital Outlay	658,252	202,258	1,317,631	2,836,071	2,371,296	975,422
Other	4	125	320,559	-	-	-
Total Expenditures by Object	\$ 668,164	\$ 333,511	\$ 1,651,373	\$ 2,837,321	\$2,371,296	\$976,672

Revenues Over Expenditures	\$(331,540)	\$ 237,918	\$(1,281,610)	\$(2,465,689)	\$(1,757,969)	\$(653,647)
Net Operating Transfers & Non Operating	380,352	49,590	2,911,552	(686,900)	(407,156)	(521,670)
Excess Revenue Over Expenditures	\$ 48,812	\$ 287,508	\$ 1,629,942	\$(3,152,589)	\$(2,165,125)	\$(1,175,317)

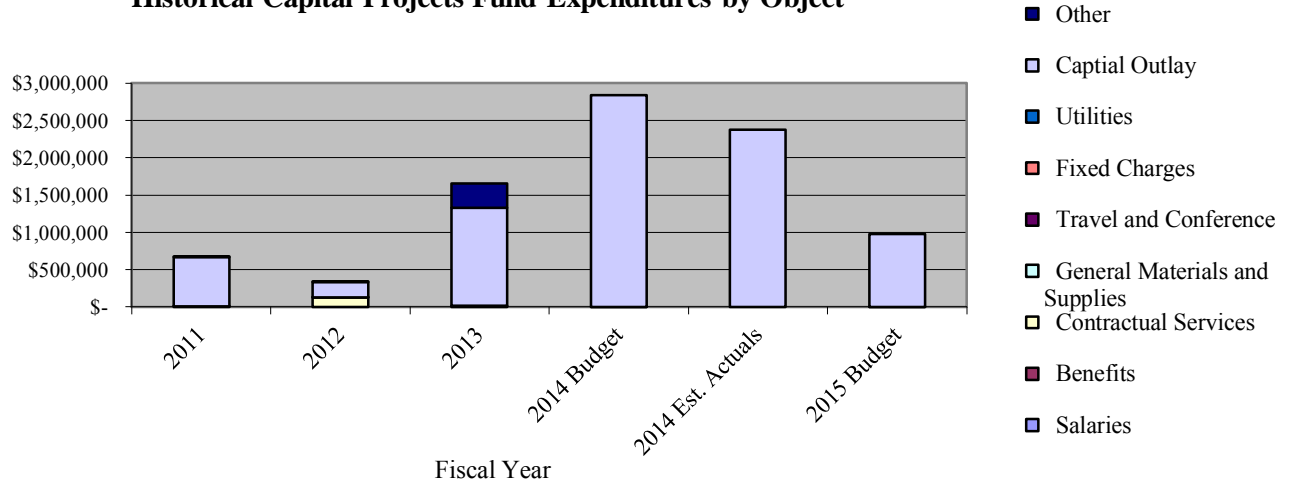
Historical Capital Projects Fund Revenue by Source



Historical Capital Projects Fund Expenditures by Program



Historical Capital Projects Fund Expenditures by Object



Budget Forecasts

Year-end projected fund balances are shown applying the projected revenues and expenditures to the current year estimated fund balances.

- Carl Sandburg College has undertaken several initiatives to assist in meeting operating expenditures. Long-term debt issuances and refinancing has occurred in the past to fund the cost of the copying environment, some building leases, early retirement incentives, etc.
- The College is using the STEF fund interest to purchase the Acces software environment and refresh the Xerox copier environment. At the end of FY 2004, \$1,028,650 of General Obligation bond proceeds were transferred into the STEF fund for this purpose.
- The College has implemented four Guaranteed Energy Savings Contracts (GESC) to reduce utility costs.
- Finally, the College is looking inward at possible efficiencies to control costs while maintaining the highest level of quality education possible.

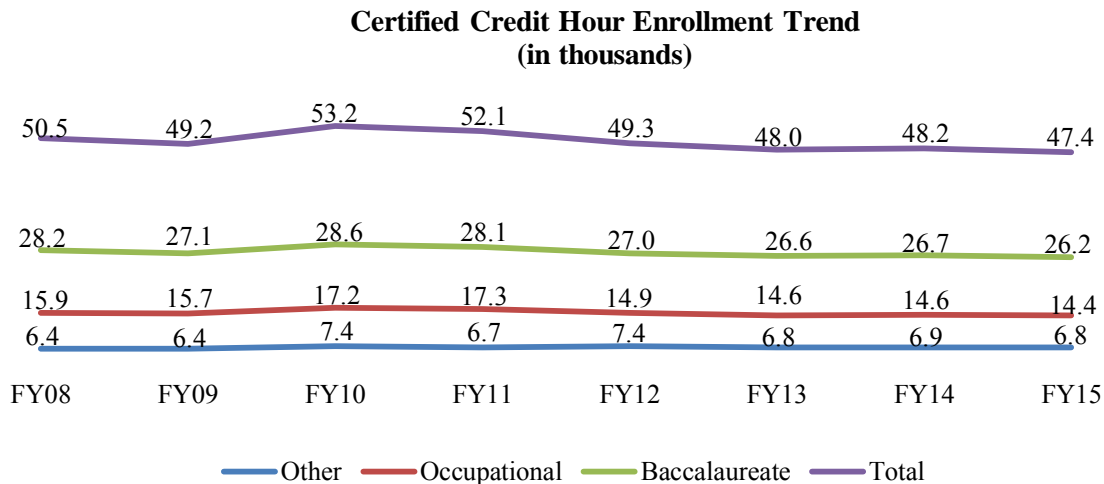
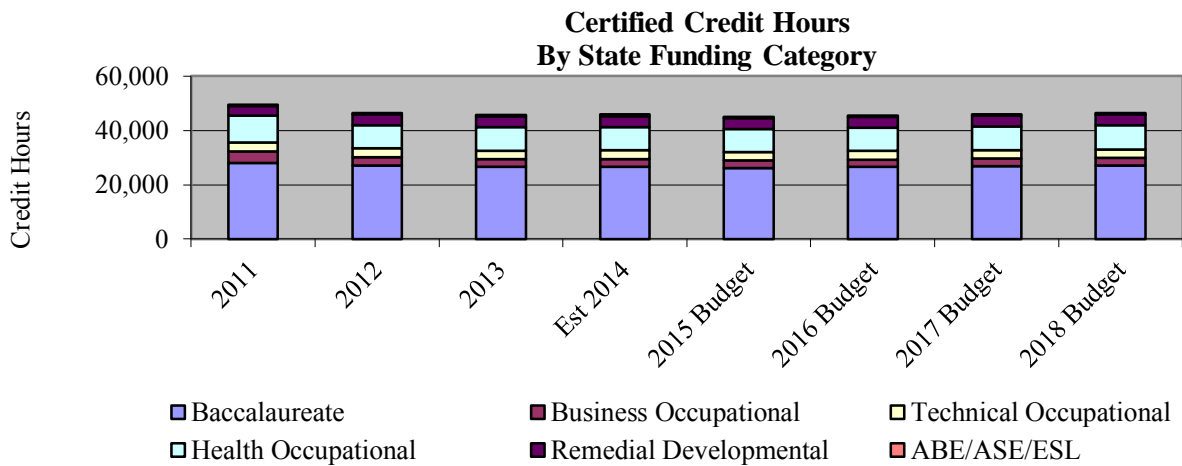
Projected Revenues

- Local Property taxes were assumed to increase 2.25% annually. These projections are based on the assumption that farmland will not continue to decline after the Bulletin 810 adjustment reflected in FY 2007. This also reflects recent economic development initiatives to stabilize and grow the College's EAV. Local property tax revenue for future bond payments is also reflected.
- State grants were assumed to decrease for FY 2015 and continue to decrease for FY 2016 thru 2018. This remains an estimate based on history of decreasing credit hours that determines state grant allocations and the financial condition of the state of Illinois. The following graph reflects the fiscal year change in certified credit hours by state funding category. While the College derives state aid for each credit hour produced, there is a two year lag in the funding, and the state is funding only 80% of what the system formulas call for. There is acknowledgement that the current funding formula is not working. This will be reviewed and possibly a new formula established for the future. Funding for SURS is assumed to decrease from the state and have to be funded by the College. This represents an average 6.5% annual decrease in state revenue over the next four years.
- Tuition rates per credit hour will be between 80 and 100% of the College's most recently audited per capita cost (excluding bond and interest payments) per board resolution in January 2008. Tuition is expected to increase an average of 2.0% annually over the next four years.

Credit Hour History

**Carl Sandburg College
Certified Unrestricted Student Credit Hours by State Funding Category
Fiscal Years 2011 - 2018**

	2011	2012	2013	Est. 2014	2015 Budget	2016 Budget	2017 Budget	2018 Budget
Baccalaureate	28,084.0	26,996.0	26,567.0	26,673.0	26,226.0	26,488.0	26,753.0	27,020.0
Business Occupational	4,126.5	3,093.5	2,779.5	2,791.0	2,744.0	2,771.0	2,799.0	2,827.0
Technical Occupational								
Occupational	3,453.5	3,262.0	3,136.0	3,149.0	3,096.0	3,127.0	3,158.0	3,190.0
Health Occupational	9,768.0	8,578.0	8,634.5	8,669.0	8,523.0	8,608.0	8,694.0	8,781.0
Remedial Developmental								
Developmental	3,617.0	3,980.0	4,020.0	4,036.0	3,968.0	4,008.0	4,048.0	4,089.0
ABE/ASE/ESL	410.0	401.0	551.5	553.0	544.0	549.0	554.0	560.0
	49,459.0	46,310.5	45,688.5	45,871.0	45,100.0	45,551.0	46,007.0	46,467.0
Annual Percentage Change	-0.81%	-6.37%	-1.34%	0.40%	-1.68%	1.00%	1.00%	1.00%



Credit Hour Rates by Funding Category

Carl Sandburg College
Credit Hour Rates by Funding Category

	Baccalaureate	Business	Technical	Health	Remedial	ABE/ASE	
FY2014	21.98	35.66	31.80	54.87	9.66	57.49	
FY2013	21.26	34.96	30.96	58.91	7.03	58.71	
FY2012	13.13	46.98	49.45	101.94	9.51	80.27	**
FY2011	13.13	46.98	49.45	101.94	9.51	80.27	
FY2010	19.64	30.32	56.05	91.64	14.57	57.13	
FY2009	20.04	23.00	55.31	94.09	16.49	51.97	
FY2008	18.61	22.98	61.65	97.19	16.01	51.42	
FY2007	19.06	23.62	59.36	91.58	15.78	56.23	
FY2006	19.31	27.02	61.05	89.33	13.82	46.37	
FY2005	21.72	27.90	59.26	94.88	18.68	56.87	
FY2004	24.63	28.23	49.93	93.43	18.58	69.99	*
FY2003	34.45	22.90	40.03	78.81	25.52	13.16	
FY2002	35.91	17.51	41.83	78.75	26.67	9.78	
FY2001	31.84	15.89	41.64	72.48	26.69	16.16	
FY2000	32.71	18.88	40.55	69.55	22.53	13.16	
FY1999	31.23	20.08	43.61	65.10	19.25	12.71	
FY1998	28.54	18.73	40.86	60.63	30.68	14.19	
FY1997	27.25	19.33	39.75	57.75	30.35	14.07	

* First Year of funding formula change to unrestricted only

** Funding category rates were left unchanged as the formula is being reevaluated

Projected General Fund Revenues

**Projected General Fund Revenues
Fiscal Years 2015 - 2018**

	2015	2016	2017	2018
Revenues:				
Local Revenue Sources				
Local Property Taxes	\$ 4,250,215	\$ 4,345,845	\$ 4,443,626	\$ 4,543,608
Replacement Taxes	212,000	212,000	212,000	212,000
Chargebacks	-	-	-	-
Subtotal Local Revenue Sources	\$ 4,462,215	\$ 4,557,845	\$ 4,655,626	\$ 4,755,608
State Revenue Sources				
ICCB Credit Hour Grant	\$ 1,534,505	\$ 1,381,050	\$ 1,242,950	\$ 1,118,660
ICCB Equalization Grant	726,854	654,170	588,750	529,880
ICCB Small College Grant	50,000	50,000	50,000	50,000
ISBE Vocational Ed.	110,000	110,000	110,000	110,000
SURS	1,000,000	1,000,000	1,000,000	1,000,000
Subtotal State Revenue Sources	\$ 3,421,359	\$ 3,195,220	\$ 2,991,700	\$ 2,808,540
Tuition and Fees				
Tuition	\$ 6,436,330	\$ 6,610,110	\$ 6,788,580	\$ 6,971,870
Fees	\$ 431,700	\$ 431,700	\$ 431,700	\$ 431,700
Subtotal Tuition and Fees	\$ 6,868,030	\$ 7,041,810	\$ 7,220,280	\$ 7,403,570
Other Sources of Revenue				
Interest Income	\$ 13,084	\$ 13,210	\$ 13,340	\$ 13,470
Building Rentals	4,000	4,000	4,000	4,000
Other Income	921,200	921,200	921,200	921,200
Subtotal of Other Sources	\$ 938,284	\$ 938,410	\$ 938,540	\$ 938,670
Total Revenue	\$ 15,689,888	\$ 15,733,285	\$ 15,806,146	\$ 15,906,388

Other Income includes transfers in.

Projected Expenditures

- Projected expenditures reflect the known 3.90% negotiated increase in salary in 2015 and 2016. A slightly lesser rate is projected for 2017 and 2018. Small projected retirements/layoff are also shown.
- Benefits reflect a 5% increase annually to cover potential health insurance increases, contributions to SURS and a potential decrease in full-time employees.
- Contractual services and general materials and supplies are adjusted by 1.5% annually for a cost of living adjustment.
- Utilities assume a 3% increase in 2016-2018. The College has locked in electric rates by extending our contract thru November 2016. We have also negotiated a natural gas contract thru November 2015.
- Debt payments reflect the bond amortization payments due.
- All other expenses are assumed to remain flat.

Projected General Fund Expenditures

**Carl Sandburg College
Projected General Fund Expenditures
Fiscal Years 2015 - 2018**

	2015	2016	2017	2018
By Program				
Instruction	6,879,695	\$ 6,838,290	\$ 6,976,090	\$ 7,120,040
Academic Support	507,654	518,490	528,940	539,850
Student Services	2,153,570	2,207,500	2,251,980	2,298,450
Public Service	287,454	310,410	316,670	323,200
Operations and Maintenance	1,753,085	1,821,630	1,858,340	1,896,690
Institutional Support	4,285,534	4,483,455	4,573,791	4,668,184
Total Expenditures	\$ 15,866,992	\$ 16,179,775	\$ 16,505,811	\$ 16,846,414

By Object				
Salaries	\$ 8,982,016	\$ 8,865,695	\$ 8,742,461	\$ 8,612,634
Benefits	2,676,400	3,060,220	3,463,230	3,886,390
Contractual Services	566,060	574,550	583,170	591,920
General Materials and Supplies	1,151,402	1,167,550	1,183,940	1,200,570
Travel and Conference	218,035	218,040	218,040	218,040
Fixed Charges	159,447	159,450	159,450	159,450
Utilities	687,794	708,430	729,680	751,570
Capital Outlay	117,900	117,900	117,900	117,900
Other	1,307,938	1,307,940	1,307,940	1,307,940
Total Expenditures	\$ 15,866,992	\$ 16,179,775	\$ 16,505,811	\$ 16,846,414

Adjustments have been made for Access software purchases out of the Materials and Supplies accounts.
Institutional Support/Other includes transfers out.

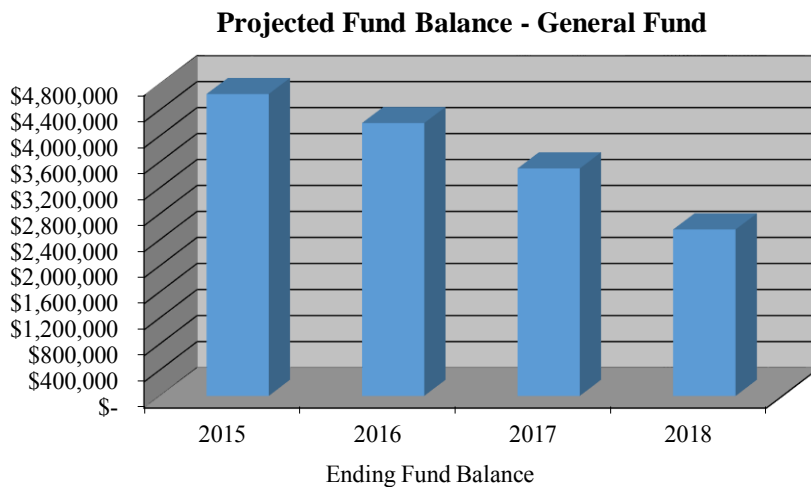
Projected General Fund Changes in Fund Balance

In FY 2015-2018, there are transfers in for operating expenses funded from STEF and Working Cash.

**Carl Sandburg College
General Fund-Projected Changes in Fund Balance
Fiscal Years 2015 - 2018**

	2015	2016	2017	2018
Beginning Balance	\$ 4,819,240	\$ 4,642,136	\$ 4,195,646	\$ 3,495,981
Revenues	\$ 14,794,388	\$ 14,837,785	\$ 14,910,646	\$ 15,010,888
Expenditures	15,866,992	16,179,775	16,505,811	16,846,414
Revenues Over (Under) Expenditures	\$ (1,072,604)	\$ (1,341,990)	\$ (1,595,165)	\$ (1,835,526)
Transfers	895,500	895,500	895,500	895,500
Ending Fund Balance	\$ 4,642,136	\$ 4,195,646	\$ 3,495,981	\$ 2,555,955

In FY 2015-2018, there are transfers in for operating expenses funded from STEF and Working Cash.



Projected Special Revenue Fund Revenues and Expenditures

Carl Sandburg College
Projected Special Revenue Fund Revenues
Fiscal Years 2015 - 2018

	2015	2016	2017	2018
Revenues:				
Local Revenue Sources				
Local Property Taxes	\$ 2,135,192	\$ 2,183,234	\$ 2,232,357	\$ 2,282,585
Local Government Grants	21,658	21,658	21,658	21,658
Subtotal Local Revenue Sources	\$ 2,156,850	\$ 2,204,892	\$ 2,254,015	\$ 2,304,243
State Revenue Sources				
State Government Grants	\$ 992,494	\$ 942,869	\$ 895,726	\$ 850,940
Federal Revenue Sources				
Federal Government Grants	\$ 6,849,680	\$ 6,849,680	\$ 6,781,183	\$ 6,713,371
Other Sources of Revenue				
Interest Income	\$ 89,869	\$ 90,318	\$ 90,770	\$ 91,224
Other Income	132,171	132,171	132,171	132,171
Subtotal of Other Sources	\$ 222,040	\$ 222,489	\$ 222,941	\$ 223,395
Total Revenue	\$ 10,221,064	\$ 10,219,930	\$ 10,153,865	\$ 10,091,948

Projected Special Revenue Fund Expenditures
Fiscal Years 2015 - 2018

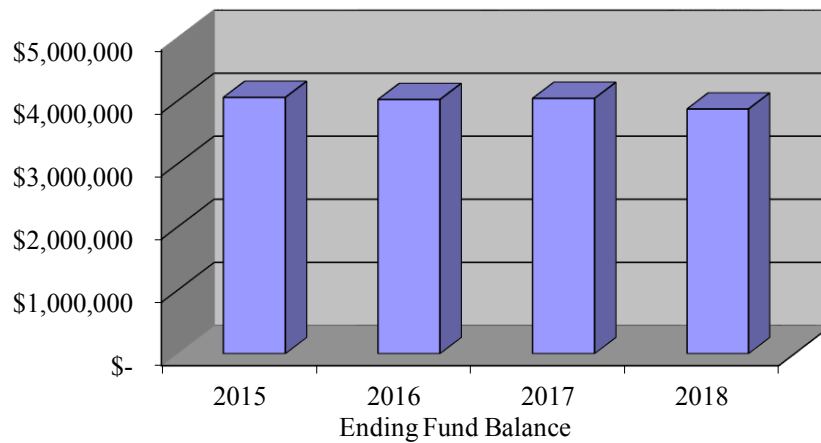
	2015	2016	2017	2018
By Program				
Instruction	908,170	868,530	840,390	829,750
Academic Support	-	-	-	-
Student Services	568,410	543,600	525,990	519,330
Public Services	169,170	161,790	156,550	154,570
Institutional Support	2,155,287	2,061,208	1,994,438	1,969,168
Scholarships, Student Grants, and Waivers	6,618,252	6,618,252	6,618,252	6,618,252
Total Expenditures	\$ 10,419,289	\$ 10,253,380	\$ 10,135,620	\$ 10,091,070
By Object				
Salaries	\$ 1,896,418	\$ 1,850,380	\$ 1,800,690	\$ 1,749,120
Benefits	413,326	412,990	412,640	412,270
Contractual Services	347,656	351,130	356,400	361,750
General Materials and Supplies	132,046	134,030	136,040	138,080
Travel and Conference	65,028	65,030	65,030	65,030
Fixed Charges	263,025	263,030	263,030	263,030
Utilities	-	-	-	-
Capital Outlay	130,906	105,906	80,906	80,906
Student Financial Aid	6,618,252	6,618,252	6,618,252	6,618,252
Other Expenditures	552,632	452,632	402,632	402,632
Total Expenditures	\$ 10,419,289	\$ 10,253,380	\$ 10,135,620	\$ 10,091,070

Projected Special Revenue Fund Changes in Fund Balance

**Carl Sandburg College
Special Revenue Fund-Projected Changes in Fund Balance
Fiscal Years 2015 - 2018**

	2015	2016	2017	2018
Beginning Balance	\$ 4,257,356	\$ 4,059,131	\$ 4,025,682	\$ 4,043,926
Revenues	\$ 10,221,064	\$ 10,219,930	\$ 10,153,865	\$ 10,091,948
Expenditures	10,079,289	10,013,380	9,945,620	10,071,080
Revenues Over (Under) Expenditures	\$ 141,775	\$ 206,550	\$ 208,245	\$ 20,868
Transfers	(340,000)	(240,000)	(190,000)	(190,000)
Ending Fund Balance	\$ 4,059,131	\$ 4,025,682	\$ 4,043,926	\$ 3,874,805

Projected Fund Balances - Special Revenue Fund



Projected Debt Service Revenues and Expenditures

**Carl Sandburg College
Projected Debt Service Revenues
Fiscal Years 2015 - 2018**

	2015	2016	2017	2018
Revenues:				
Local Revenue Sources				
Local Property Taxes	\$ 3,426,545	\$ 3,492,934	\$ 3,602,521	\$ 3,939,059
Subtotal Local Revenue Sources	\$ 3,426,545	\$ 3,492,934	\$ 3,602,521	\$ 3,939,059
Other Sources of Revenue				
Interest Income	\$ 3,785	\$ 3,804	\$ 3,823	\$ 3,842
Other Income	-	-	-	-
Subtotal of Other Sources	\$ 3,785	\$ 3,804	\$ 3,823	\$ 3,842
Total Revenue	\$ 3,430,330	\$ 3,496,738	\$ 3,606,344	\$ 3,942,901

**Carl Sandburg College
Projected Debt Service Expenditures
Fiscal Years 2015 - 2018**

	2015	2016	2017	2018
By Program				
Institutional Support	\$3,436,327	\$ 3,492,934	\$3,602,521	\$3,939,059
Total Expenditures	\$3,436,327	\$ 3,492,934	\$3,602,521	\$3,939,059

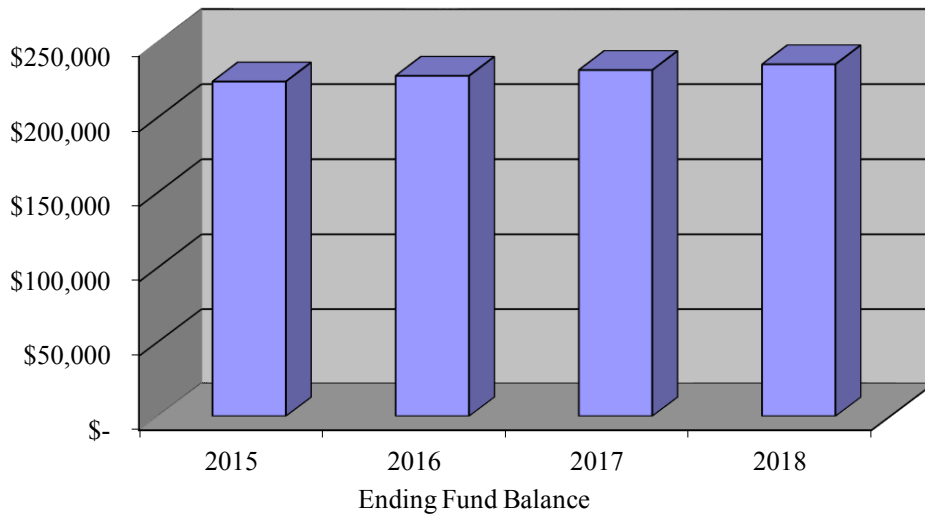
By Object				
Fixed Charges	\$3,436,327	\$ 3,492,934	\$3,602,521	\$3,939,059
Capital Outlay	-	-	-	-
Other Expenditures	-	-	-	-
Total Expenditures	\$3,436,327	\$ 3,492,934	\$3,602,521	\$3,939,059

Projected Debt Service Changes in Fund Balance

**Carl Sandburg College
Debt Service Fund-Projected Changes in Fund Balance
Fiscal Years 2015 - 2018**

	2015	2016	2017	2018
Beginning Balance	\$ 229,931	\$ 223,934	\$ 227,738	\$ 231,561
Revenues	\$ 3,430,330	\$ 3,496,738	\$ 3,606,344	\$ 3,942,901
Expenditures	3,436,327	3,492,934	3,602,521	3,939,059
Revenues Over (Under) Expenditures	\$ (5,997)	\$ 3,804	\$ 3,823	\$ 3,842
Transfers	-	-	-	-
Ending Fund Balance	\$ 223,934	\$ 227,738	\$ 231,561	\$ 235,403

Projected Fund Balance - Debt Service Fund



Projected Capital Projects Revenues and Expenditures

**Carl Sandburg College
Projected Capital Projects Revenues
Fiscal Years 2015 - 2018**

	2015	2016	2017	2018
Revenues:				
Local Revenue Sources				
Local Property Taxes	\$ 90,422	\$ 92,230	\$ 94,075	\$ 95,957
Subtotal Local Revenue Sources	\$ 90,422	\$ 92,230	\$ 94,075	\$ 95,957
Other Sources of Revenue				
Interest Income	\$ 232,603	\$ 221,766	\$ 204,875	\$ 187,899
Other Income	885,000	295,000	295,000	295,000
Subtotal of Other Sources	\$ 1,117,603	\$ 516,766	\$ 499,875	\$ 482,899
Total Revenue	\$ 1,208,025	\$ 608,996	\$ 593,950	\$ 578,856

**Carl Sandburg College
Projected Capital Projects Expenditures
Fiscal Years 2015 - 2018**

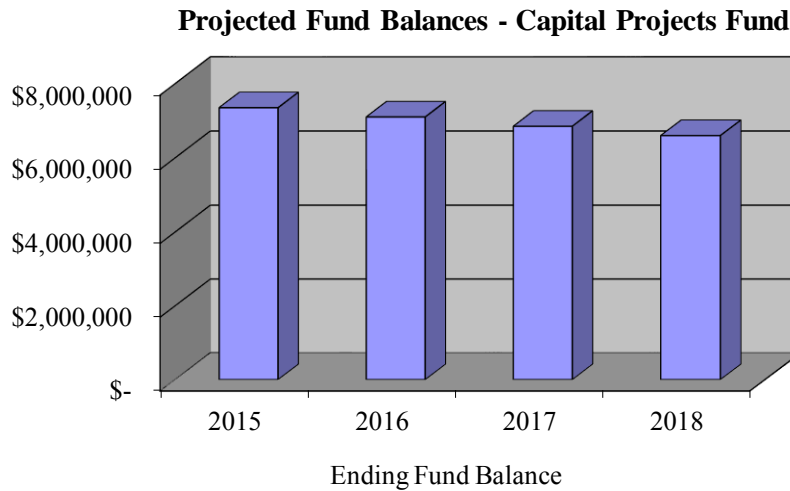
	2015	2016	2017	2018
By Program				
Institutional Support	\$ 2,383,342	\$ 858,996	\$ 843,950	\$ 828,856
Total Expenditures	\$ 2,383,342	\$ 858,996	\$ 843,950	\$ 828,856

By Object				
Salaries	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-
Contractual Services	-	-	-	-
General Materials and Supplies	559,000	-	-	-
Travel and Conference	-	-	-	-
Fixed Charges	1,250	1,250	1,250	1,250
Utilities	-	-	-	-
Capital Outlay	416,422	387,230	389,075	390,957
Other	1,406,670	470,516	453,625	436,649
Total Expenditures	\$ 2,383,342	\$ 858,996	\$ 843,950	\$ 828,856

Projected Capital Projects Changes in Fund Balance

**Carl Sandburg College
Capital Projects Fund-Projected Changes in Fund Balance
Fiscal Years 2015 - 2018**

	2015	2016	2017	2018
Beginning Balance	\$ 8,520,941	\$ 7,345,624	\$ 7,095,624	\$ 6,845,624
Revenues	\$ 323,025	\$ 313,996	\$ 298,950	\$ 283,856
Expenditures	976,672	388,480	390,325	392,207
Revenues Over (Under) Expenditures	\$ (653,647)	\$ (74,484)	\$ (91,375)	\$ (108,351)
Transfers	(521,670)	(175,516)	(158,625)	(141,649)
Ending Fund Balance	\$ 7,345,624	\$ 7,095,624	\$ 6,845,624	\$ 6,595,624



Enrollment Data

Historically, most employment in the CSC district had been in manufacturing and farming. However, our district has experienced continued economic stress with the loss of several manufacturing plants over the last several years. We have demonstrated our ability to serve the increasing enrollments due to dislocated workers but do acknowledge this inflated enrollment will not continue as those students complete their education and reenter the workforce.

- New programs are being designed to meet potential employment opportunities within our district.
- The administration estimates that currently 20% of our full-time students are participating in our athletic programs. The College has recently added Men's and Women's Golf, Cross Country, and Soccer to meet our students' interests.
- Baccalaureate/Transfer enrollment will continue to be steady to small growth. There can be significant savings in completing general education requirements through the community college and then transferring to complete your degree. Projections show a 2%-4% increase per year.
- The Enrollment Management commission has also been established to develop a comprehensive enrollment management program. Implementation will increase recruitment and retention.

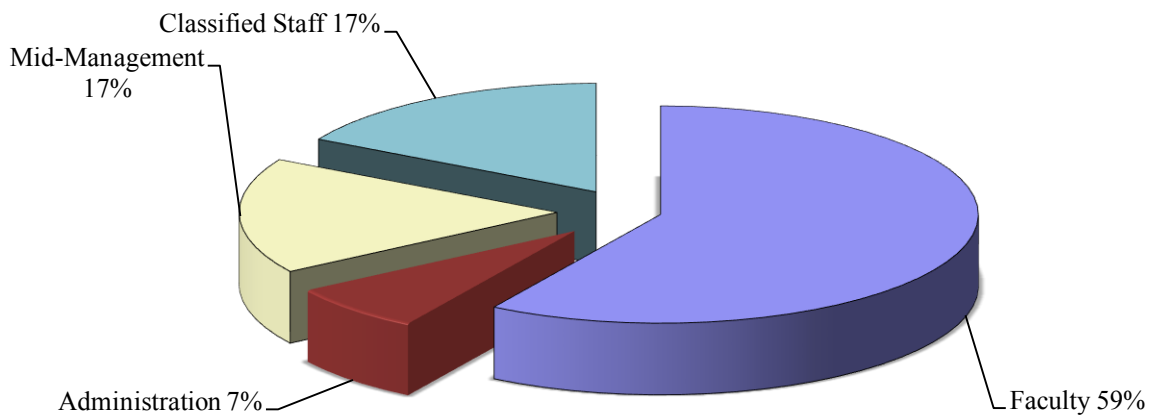
Initial calculations show FTE students increasing an average of 6% annually over the next four years. For budget purposes, a more conservative 2-3% increase is shown.

Enrollment Trends	2011	2012	2013	Est. 2014	Proj. 2015	Proj. 2016	Proj. 2017	Proj. 2018
Instruction								
Annual Unduplicated Headcount Enrollment								
Bacc/Transfer	3,270	2,779	2,740	2,795	2,879	2,936	2,995	3,055
Main Campus	2,626	2,390	2,356	2,403	2,475	2,525	2,575	2,628
Branch Campus	374	264	247	252	259	265	270	275
Extension Center	102	97	82	84	86	88	90	91
Other by agreement	168	28	55	56	58	59	60	61
Vocational	19	2	-	2	2	2	2	2
Main Campus	19	2	-	2	2	2	2	2
Branch Campus	-	-	-	-	-	-	-	-
Extension Center	-	-	-	-	-	-	-	-
Other by agreement	-	-	-	-	-	-	-	-
Occupational	1,055	1,086	1,046	1,077	1,110	1,143	1,177	1,213
Main Campus	1,007	945	902	929	957	986	1,015	1,046
Branch Campus	44	103	114	117	121	125	128	132
Extension Center	4	38	30	31	32	32	34	35
Other by agreement	-	-	-	-	-	-	-	-
ABE	225	196	154	165	196	196	196	196
Main Campus	167	163	132	132	164	164	164	164
Branch Campus	41	19	17	18	17	17	17	17
Extension Center	17	14	5	15	15	15	15	15
Other by agreement	-	-	-	-	-	-	-	-
ASE	142	140	126	141	141	141	141	141
Main Campus	107	114	108	117	117	117	117	117
Branch Campus	24	18	14	18	18	18	18	18
Extension Center	11	8	4	6	6	6	6	6
Other by agreement	-	-	-	-	-	-	-	-
ESL	74	89	128	89	93	94	96	98
Main Campus	70	88	128	87	91	91	93	95
Branch Campus	4	1	-	2	2	3	3	3
Extension Center	-	-	-	-	-	-	-	-
Other by agreement	-	-	-	-	-	-	-	-
General Studies	-	-	42	1	1	1	1	1
Main Campus	-	-	35	1	1	1	1	1
Branch Campus	-	-	7	-	-	-	-	-
Extension Center	-	-	-	-	-	-	-	-
Other by agreement	-	-	-	-	-	-	-	-
General Associates	83	83	49	84	85	86	86	86
Main Campus	72	71	41	74	74	75	75	75
Branch Campus	11	12	8	10	11	11	11	11
Extension Center	-	-	-	-	-	-	-	-
Other by agreement	-	-	-	-	-	-	-	-
Total	4,868	4,375	4,285	4,354	4,506	4,599	4,694	4,791
Annual FTE Students	1,695	1,670	1,599	1,601	1,617	1,641	1,666	1,691
Total Credit Hours	52,113	49,316	47,972	48,031	48,511	49,239	49,978	50,727
Main Campus	42,180	41,450	42,129	42,181	42,604	43,242	43,891	44,548
Branch Campus	5,875	4,634	3,355	3,359	3,393	3,444	3,495	3,548
Extension Center	973	1,141	1,183	1,184	1,196	1,214	1,232	1,251
Other by agreement	3,085	2,091	1,305	1,307	1,320	1,339	1,360	1,380
Degrees awarded								
Associate (Transfer)	124	130	153	152				
Associate in Applied Science	181	140	162	131				
Career & Technical Certificates	188	176	142	183				
Students per faculty	16	15	15	16				

Personnel Resource Allocations

The College continues to evaluate positions and responsibilities in order to maintain an effective and efficient learning process. Faculty represents the number of employees in instruction for the College. This is currently projected to be 59% of the College workforce. Administrative includes primary officers of the College including the President, Vice Presidents, Deans of the instructional divisions of the College, and Directors of non-academic divisions or major departments of the College. Mid-Management personnel have consistent exercise of discretion and judgment in performing support activities. This category also includes technical staff. Classified staff includes clerical and physical plant employees.

Personnel FY 2015



Personnel Resource Allocation Five Year Comparison

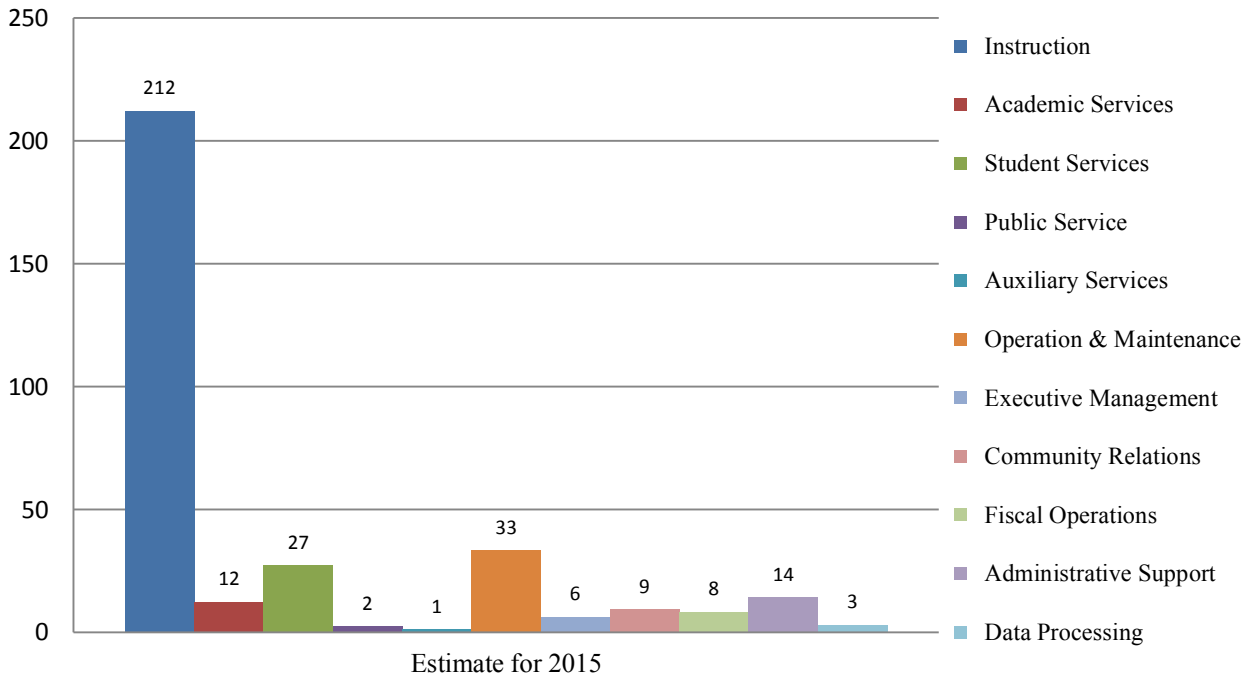
Carl Sandburg College Personnel Resource Allocation Employees Headcount 2011 - 2015

Fiscal Year	2011	2012	2013	2014	Projected 2015
FACULTY					
Full-Time	55	56	57	54	53
Part-Time	142	142	148	137	138
Subtotal	197	198	205	191	191
ADMINISTRATIVE					
Full-Time	20	19	21	23	24
Part-Time	0	1	0	1	0
Subtotal	20	20	21	24	24
MID-MANAGEMENT					
Full-Time	67	66	65	62	54
Part-Time	11	11	10	5	3
Subtotal	78	77	75	67	57
CLASSIFIED STAFF					
Full-Time	54	54	55	51	50
Part-Time	6	7	4	5	5
Subtotal	60	61	59	56	55
GRAND TOTAL	354	355	359	338	327

- In the past five years, faculty have been able to serve the fluctuation of the number of students by adjusting the number of part-time instructors and class sizes. The College demonstrated the ability to serve the increasing enrollments due to dislocated workers.
- The President's Cabinet now monitors all non-instructional hiring in an effort to use College resources in the most conservative way and to ensure that requests for replacements are essential to College operations.

- FY 2013 includes the retirement of one part-time administrative position, two mid-management positions and two classified staff where the duties were distributed among existing full-time personnel. Retirements increased at the end of FY2012 in part due to anticipated changes in SURS. These positions were filled by normal College hiring procedures.
- FY 2014 restructured from the prior fiscal year, by reducing classified staff by two retirements whose duties were distributed among existing personnel, full and part-time. Two classified staff moved to open mid-management positions.
- FY 2015 begins with restructuring faculty from the prior fiscal year due to retirements. Classified and mid-management staff are reduced with the recent closure of the Children's School as well as retirements in those classifications too. One administrator moves from part-time to full-time with additional duties in the new Institutional Effectiveness program.

Employee Headcount



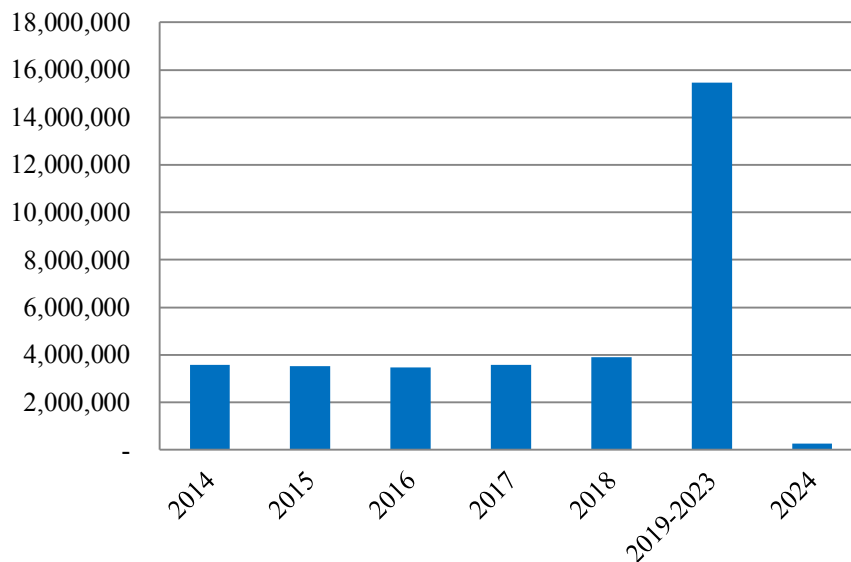
Debt Administration

Debt of the College is comprised of General Obligation Bonds and Capital Leases. The bond payments will be funded through the tax levy. Legally, the College is not allowed to have debt in excess of 2.875% of the District's EAV, or an estimated \$45,212,482. The current general obligation debt of the College is \$25,760,000. Therefore, the amount of debt available to be issued is the difference between these two numbers or the legal debt margin of \$19,452,482. FY 2010 and FY 2011 debt was issued to expand the working cash fund. FY 2013 bond proceeds will be used in FY 2014 to complete the HVAC capital project. With no new debt issued in FY 2014, the College saw an 8.0% decrease in total outstanding principal. With no new debt issued in FY 2015, the College will see an additional 9.5% decrease in outstanding principal.

Debt Amortization

Year Ending June 30,	General Obligation Bonds	Capital Lease Obligations	Compensated Absences	Total Principal	Interest	Total Principal & Interest
2014	2,310,000		251,835	2,561,835	1,012,770	3,574,605
2015	2,475,000		125,917	2,600,917	930,134	3,531,051
2016	2,630,000			2,630,000	840,575	3,470,575
2017	2,835,000			2,835,000	744,303	3,579,303
2018	3,275,000			3,275,000	627,964	3,902,964
2019-2023	14,285,000			14,285,000	1,169,079	15,454,079
2024	260,000			260,000	5,720	265,720
Total	\$ 28,070,000	\$ -	\$ 377,752	\$ 28,447,752	\$ 5,330,545	\$ 33,778,297

Debt Retirement



Capital Improvements

Capital assets are defined by the College as assets with an initial unit cost of \$5,000 or greater and an estimated useful life in excess of two years. The costs of normal maintenance and repairs that do not extend the life of the asset are not capitalized and are included in the general funds budget. The College's investment in capital assets and capital improvements plays an important role in serving the needs of students and represents approximately 9.3% of the total budget for Fiscal Year 2014. This percentage is higher than normal due to the use of bond funds from FY 2013 for the replacement of HVAC and water heater systems.

As the future of the college continues to change, a new facilities master plan was approved for adoption in January 2012. The campus master planning process began with consideration of the goals set forth in the Strategic Plan 2011-2014. With the understanding of the intended future of the college and under the guidance of college leadership, master planning was executed by means of four steps:

1. Assess gaps between existing capacity and design of campus buildings, grounds, and infrastructure and those required to fulfill the College's vision.
2. Create development concepts that meet college goals and future capacity needs through improvement of campus land use, open space and circulation.
3. Synthesize initial concepts into a cohesive campus-wide master plan.
4. Implement campus master plan through identification of general phasing and campus improvements.

Recommendations include strategies to improve overall building space utilization, improve quality of interior circulation between buildings, location of a future auditorium site, invite access by creating additional "community" entries to campus, preserving and enhancing historic views to the lake, and improving ease of access by creating key gateways from the road to main building entries. The master plan presents a comprehensive, feasible, and flexible development plan to guide the college in creating a physical environment that support a vibrant learning community of students.

Capital projects that are planned during FY2015 include:

Capital Projects Budget FY 2015

Wireless network upgrades	\$ 250,000
Parking lot/Back drive repair	250,000
Wayfinding -signage	100,000
Classroom renovations	143,000
Welding lab expansion	200,000
Campus Improvement Plan	249,000
	<hr/>
	\$1,192,000

Estimated Operating Costs Impact

The chart below depicts non-recurring operating costs from capital projects scheduled for FY 2015

Project	Personnel Costs	Maintenance Costs	Utility Costs	Revenues	Costs Savings
Wireless Network Upgrades	\$ 0	\$ 0	\$1,000/yr.	\$ 0	\$ 5,000/yr.
Parking Lot/Drive Repairs	\$ 0	\$ 2,000/yr.	\$ 0	\$ 0	\$ 5,000/yr.
Wayfinding-Signage	\$ 0	\$ 1,000/yr.	\$ 2,000/yr.	\$ 0	\$ 0
Classroom renovations	\$ 0	\$ 1,000/yr.	\$ 0	\$	
Welding Lab Expansion	\$ 7,000/yr.	\$ 2,000/yr.	\$ 6,000/yr.	\$ 50,000/yr.	\$ 5,000/yr.
Campus Improvement Plan	\$ 0	\$ 5,000/yr.	\$ 2,000/yr.	\$ 0	\$ 0

Wireless Network Upgrades: Project will improve the wireless network capability and increase the stability of the wired network across the campuses. Project is estimated to save \$5,000 per year in downtime.

Parking Lot/Drive Repairs: Project will repave part of the main road into campus, and provide additional money for upgrades to one of the campus parking lots. Project will save approximately \$5,000 per year in maintenance costs.

Wayfinding-Signage: Project will improve the exterior pedestrian and vehicular traffic flow throughout the campus. This project will also improve the interior pedestrian traffic flow allowing visitors, students, faculty, and staff to reach their destination in a timelier manner.

Classroom renovations: Project will renovate classrooms across the main campus, specifically in building "A" as a result of converting our former childcare center into classrooms.

Welding Lab Expansion: Project will add additional welding booths and equipment into existing laboratory space. Project will increase duplicated headcount by 120 students per year and bring in approximately \$ 50,000 per year in additional tuition revenue. Project will also save approximately \$5,000 per year in utility costs with the increased heat provided by the welding units during the winter months.

Campus Improvement Plan: Project will improve various areas across the campuses. The majority of the campus improvement plan relates to infrastructure maintenance and upgrades as they become apparent.

Capital projects are planned to create an environment that will attract students. The learning environment is changing as students prefer various ways of obtaining information. Information technology is essential to allow students the opportunity to interact and share ideas. The College will incur the expense to create an inviting physical environment including access, parking, and signage for ease of locating services. Our vision believes this will lead to increased enrollment, retention and graduation. All factors that will impact future tuition revenue and potential state revenue as it moves to performance based funding.

Following is a summary of the capital projects expenditures over a five year period:

Capital Improvement Expenditures

FY2010	Actual	\$ 3,538,593
FY2011	Actual	\$ 666,912
FY2012	Actual	\$ 332,135
FY2013	Actual	\$ 1,575,195
FY2014	Estimated	\$ 875,465
FY2015	Budget	\$ 1,192,000

FY 2010 included renovation of the Charger Community Center, a performing arts complex to meet the growing need for a facility in the Carthage area, in the southern part of the college district. The vision was for the complex to enhance the College’s academic linkages with Western Illinois University’s Performance Arts programs. Unfortunately this has not been the case. Loss of employment opportunities in the southern part of the district has led to decreased population and loss of credit hours for the college. The operating costs outweigh any revenue generated by the facility.

FY 2014 includes our HVAC and water heater replacement project. Annual electric savings is calculated at 116,266 kWh/year for savings of \$9,300. Annual natural gas savings is calculated at \$6,754 terms/year for savings of \$7,300. Payback calculates to 9.65 years.



Equipment

Providing current technology is vital to having outstanding educational programs. Occupational programs as well as traditional transfer programs benefit from cutting-edge technology. This budget strives to place current technical instructional equipment in the hands of the students and instructors.

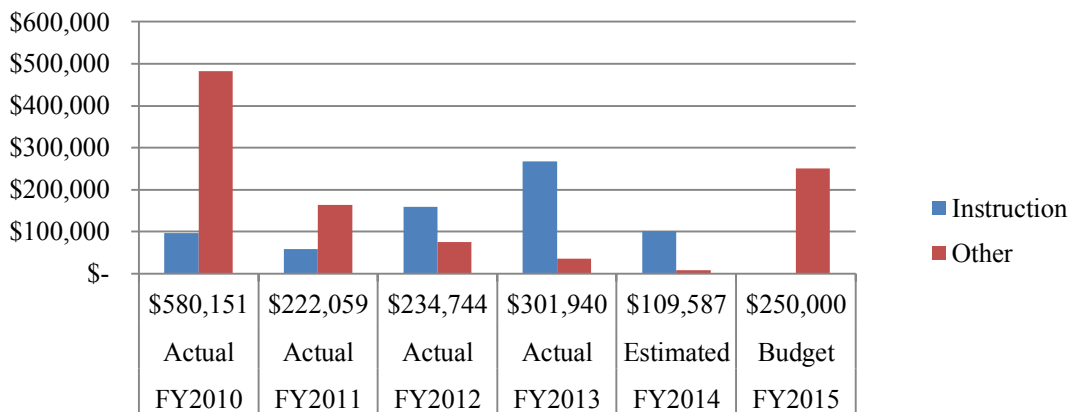
Carl Sandburg College has been named first place in the Small Colleges Category of the eighth annual Digital Community Colleges Survey by e.Republic's Center for Digital Education. This is the seventh year in a row Sandburg has been named one of the top 10 colleges in its category, which includes schools with less than 5,000 students.

The technology has focused on student engagement and success as well as operational efficiency and accountability. Survey questions and criteria examined and scored areas of digital and emerging technologies, such as use of mobile devices and technology integration into curriculum; strategic planning and data management; and delivery models and professional development, including availability of technology tools and training for faculty and students. Colleges were also surveyed on their technology priorities, shared services and cloud computing; infrastructure and networks; and outreach and workforce development.

The college has budgeted approximately \$250,000 to upgrade equipment with the use of accumulated interest earnings. Additional dollars are budgeted for the enhancement of technology but will not meet the threshold to be capitalized.

Equipment by Program

	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Estimate	FY2015 Budget
Instruction	\$ 97,039	\$ 57,895	\$ 159,087	\$ 266,808	\$ 101,587
Academic Support	23,588	15,620			
Student Services					
Auxiliary Services		8,450			
Operations & Maintenance	6,786	14,429		35,132	8,000
Institutional Support	452,738	125,665	75,657		
	\$ 580,151	\$ 222,059	\$ 234,744	\$ 301,940	\$ 109,587



**Capital Equipment
Future Requests**

	2016	2017	2018	2019
Xerox	104,000	104,000	104,000	104,000
Academic Prog. Eq.	15,000	15,000	15,000	15,000
Instructional Technology	20,000	20,000	20,000	20,000
IT infrastructure	30,000	30,000	30,000	30,000
PC Maint non faculty	30,000	30,000	30,000	30,000
R&D Tech Staff	5,000	5,000	5,000	5,000
CIPS	25,000	25,000	25,000	25,000
Fitness Center Equip	12,000	12,000	12,000	12,000
Ergonomic	5,000	5,000	5,000	5,000
Recruiting	10,000	10,000	10,000	10,000
Business Services	50,000	50,000	50,000	40,000
ACCES	150,000	150,000	150,000	150,000
CAPITAL REFRESH	30,000	40,000	45,000	50,000
EM INITIATIVE	50,000	50,000	50,000	50,000
CONTINGENCIES	175,000	175,000	175,000	175,000

To be funded with accumulated interest earnings.

Operating impacts vary as the economy changes. If interest rates continue to remain low, accumulated interest earnings will not be available. Future requests may need to be funded with principle dollars that were set aside from bond issuances in the past. This will require board action to access and spend funds that are internally restricted.

Performance Measures

Carl Sandburg College strives to meet the needs of the students and the community.

Student Access and Success

1. Create, market, and implement educational programs to meet the needs of our district.

1A. Strategy: (Recruitment) Increase total conversion rate for new applicants.

Defined: Conversion rate is equal to the number of students enrolled in each of the defined market segments (17-19, 20-24, 25+) divided by the number of applications received from each of those same segments.

Measured: This will be measured by reaching goals set from looking at historical data from previous year's conversion rates.

KPI: Increase total conversion rate for new applicants by 4%.

Result: KPI met. Increased 13%.

1B. Strategy: Increase Dual Credit Enrollment.

Defined: (Recruitment) Dual credit students may be enrolled concurrently in high school and college courses at either the high school location, online or on one of the CSC campus locations.

Measured: This will be measured by reaching goals set from looking at historical data from previous year's dual credit enrollment numbers.

KPI: Increase the total number of new dual credit students enrolled by 14 students.

Result: KPI met. Increase hours by 35% and 62 students.

1C. Strategy: (Recruitment) Increase Minority Recruitment.

Defined: To attract students from different racial/ethnic backgrounds to increase diversity in CSC's student population

Measured: This will be measured by reaching goals set from looking at historical data from previous year's minority student enrollment

KPI: Increase minority student enrollment by 1%

Result: KPI met. Increase 7%

1D. Strategy: (Athletics) Increase the overall GPA of student Athletes.

Defined: Students participating in athletics will have the GPA they achieve throughout the year included in the overall athletic department GPA. GPA is a key indicator in student progress.

Measured: Calculate individual GPA, add it to the cumulative athletic department GPA and compare the cumulative total to previous years.

KPI: Average student Athlete GPAs will increase by .05.

Result: KPI met. .089 improvement.

1E. Strategy: Increase the number of online courses and programs.

Defined: Encourage faculty to develop new online courses that can capture new student markets and help the College offer complete online degrees.

Measured: Number of new courses and new programs offered online.

KPI: 1. Increase # of new online courses by 5% every year. Offer a complete online degree by Fall 2013.

Result: KPI met. Online degree by Fall 2013.

1F. Strategy: Develop Brand Positioning.

Defined: The brand of Carl Sandburg College has been identified through a Brand Discovery process in July. The recommendations of the consultant and the constituents have been gathered.

Measured: All marketing materials will have a consistent brand identity as outlined by the Brand Discovery process:

KPI: 100% of materials will be brand consistent by the start of academic year 2013.

Result: KPI not met.

1G. Strategy: Develop a consistent written presence of Carl Sandburg College.

Defined: Developing and implementing a common theme for all written information is essential.

Measured: # of consistent written information.

KPI: 100% consistency and implementation of written information.

Result: KPI met.

1H. Strategy: Development and Processing of marketing materials in-house.

Defined: To continue with a consistent look and message as well as to more cost effectively handle our written materials, almost all marketing materials will be developed and produced in house.

Measured: Percentage of items that are developed in house.

KPI: 90% of items will be developed and processed in-house.

Result: KPI not met. Approximately 60%.

1I. Strategy: Development of Strategic Marketing Plan.

Defined: A strategic marketing plan defines the goals, activities and outcomes for the marketing efforts of the college.

Measurement: A plan.

KPI: Development of strategic marketing plan by June 2012.

Result: KPI met.

2. Create opportunities for students of all backgrounds to have access to higher education.

2A. Strategy: (Financial Aid) Target: Timely processing of student financial aid requests and prompt response to students to facilitate enrollment and funding for students.

Defined: Documents submitted to the financial aid office to complete the financial aid file and/or loan requests should be process and a response should be provided within one week of submission.

Measured: Review of weekly processing, student satisfaction with processing and monitoring of document tracking, loan processing and awarding.

KPI: All documents will be processed within 1 week.

Result: **KPI not met.** 88%.

2B. Strategy: (Financial Aid): Increase percent of students who complete the FAFSA.

Defined: Increase number of students who complete the financial aid FAFSA to be awarded financial aid.

Measured: Reporting through Dashboards of the number of students who apply for aid as compared to the prior year.

KPI: Increase the number of students who complete their financial aid application and receive an award notification by 2% per year.

Result: KPI met. Increased 66.31%.

2C. Strategy: Increase Financial Aid Awards.

Defined: Increase the number of students who receive an award notification.

Measured: Reporting through Dashboards by unduplicated number of students awarded some financial aid.

KPI: # of Awarded students will increase by 2%.

Result: KPI met. Increased 3.15%.

2D. Strategy: (Athletics) Recruit more in-district students for Athletics.

Defined: Sustain a year-to-year commitment by the athletic department to recruit Arrowhead Conference district students.

Measured: Determine number of grants being accepted by Arrowhead conference district students, determine total grants and figure % being accepted in-district.

KPI: 70% of athletic department talent grants are accepted by Arrowhead Conference district students.

Result: **KPI not met.** 68%.

2E. Strategy: Increase efforts by the Foundation to provide additional funding for students without financial aid.

Defined: As financial aid continues to be challenged, additional sources of funding for students are required to ensure access.

Measured: # of students who receive scholarships.

KPI: Award scholarship to 5 additional students for 2012-13.

Result: KPI met.

2F. Increase efforts with Foundation – President’s Resource Circle, additional events, expansion of Alumni position.

Defined: With increased efforts from the above list, additional donors are expected.

Measured: New donors or new contributions from lapsed donors.

KPI: 4-6 New donors for the year – any amount; can include lapsed donors.

4-6 Increased gifts from current donors.

4-6 Contacts/communications with alumni, current donors & prospective donors. Contacts should be substantial communications worthy of a contact report.

Result: KPI met.

3. Prepare students for their educational goals.

3A. Strategy: Encourage CTE completion.

Defined: All CTHE students will be provided an opportunity to attend a workshop throughout the academic year to help them assess their skills and interests.

Measured: The number of students completing career planning workshops and their subsequent enrollment will be tracked through Colleague.

KPI: Increase by 3% the number of students enrolled in and completing CTE programs other than allied health programs during FY2012.

Result: KPI met or graduation. Graduation increased by 5.7%. **Enrollment KPI not met.** Decrease 20%.

4. Create and provide curricula and student services to ensure graduation.

4A. Strategy: Increase completion rate.

Defined: Program Completion Rate (graduation rate) is based on tracking individual students who entered a program of instruction in a particular enrollment reporting period and assessing how many of those individuals completed the program a number of years later. For each program of instruction, students who transfer out are removed from the cohort group and those who transfer in are added to the group. The program duration used to establish a student's program completion time frame equals 150% of the normal program duration.

Measured: The 2011-2012 KPI Completion Rate will be based on the students who started one-year programs in 2009FA and two-year programs in 2008FA. Programs of less than one year will also be calculated at the 150% completion rate starting with 2010FA.

KPI: Increase completion rate by 1% from 2011.

Result: KPI met. 28% (15% previous year).

4B. Strategy: Increase transfer to four-year Colleges and Universities.

Defined: Nearly 50% of our current enrollment is in university studies programs. Students need information about transfer opportunities and course articulation. They also need identifiable staff members to consult for assistance in the transfer process.

Measured: This will be measured by graduation follow-up correspondence, new software, and communication with four-year colleges and universities. The data will be incorporated into a dashboard.

KPI: 25% of transfer-intent students will enroll in a four-year school within three years of starting at Carl Sandburg College starting with a cohort group from 2008FA.

Result: KPI met. IPEDS data reports 35%.

5. Create opportunities for lifelong learning.

5A. Strategy: Create opportunities for young people and seniors to have access to continuing education.

Defined: As a community college, the use of other opportunities for residents to take advantage of the college is desired.

Measured: Enrollment in Kids on Campus and Senior College.

KPI: # of courses offered throughout the year.

of students who participate.

Result: KPI not met.

5B. Strategy: Provide faculty and staff with opportunities for professional development.

Defined: Professional development is critical to a well trained workforce in areas for each employee's particular work area.

Measured: This can be measured by the number of faculty and who staff who apply for reimbursement or salary movement.

KPI: # of faculty and staff who participate in professional development.

Result: KPI met. 100% of faculty and had professional development with on campus event with Dr. Terry O'Banion.

Teaching and Learning

1. Monitor, assess, and make changes to promote student learning.

1A. Faculty will conduct outcomes assessment and make changes based upon feedback.

Defined: The feedback loop is perhaps the most important component of assessment. Distribute Assessment newsletter to all faculty at least once each semester that highlights the changes made by 2 instructors and the effect of those changes.

Measured: Will measure by # of faculty who make changes to curriculum, teaching method, or course.

KPI: 75% of all instructors who completed an outcomes assessment will make changes to their curriculum, teaching method, and/or course structure.

Result: KPI met.

1B. Gen Ed Faculty will review General Education courses with established rubric.

Defined: The feedback loop is perhaps the most important component of assessment.

Measured: Humanities, Social/Behavioral Sciences, and Math/Natural Sciences will choose one Gen Ed course each year,

KPI: One General Education course will be reviewed each year.

Result: KPI met. Psy 101 Reviewed.

2. Monitor, assess, and make changes to maximize student retention.

2A. Strategy: Increase retention for Fall and Spring semester to semester for first time, full time, degree seeking students.

Defined Retained: Anyone from the group that is actively registered in at least one of their classes on the 10th day of the same term in the next year.

Final group: Anyone from the mid-term group who is actively registered in at least one of their classes on the final day of that class regardless of final grade.

Mid-term group: Anyone from the 10th day group who is actively registered in at least one of their classes on the midterm date of that class.

10th day group: Anyone from the 1st day group who is actively registered in at least one of their classes on the 10th day of that class.

1st day group: Anyone from the registered group who is actively registered in at least one of their classes on the first day of that class.

First time: Anyone within the specified term that was ever registered in an undergraduate level (UG) class with their first UG term equal to the current term.

Full time: Anyone within the specified term that is registered in a total of 12 or more credits.

Degree seeking: Anyone within the specified term with their first undergraduate term the same as the specified term.

Measured: Reporting through Dashboards by the percent retained on a fall to fall basis.

KPI: Retention will improve by 2%.

Result: **KPI not met**. Decrease by 4%.

2B. Improve retention of all students from fall to fall.

Defined Retained: Anyone from the final group that is actively registered in at least one of their classes on the 10th day of the same term in the next year.

Final group: Anyone from the mid-term group who is actively registered in at least one of their classes on the final day of that class regardless of final grade.

Mid-term group: Anyone from the 10th day group who is actively registered in at least one of their classes on the midterm date of that class.

10th day group: Anyone from the 1st day group who is actively registered in at least one of their classes on the 10th day of that class.

1st day group: Anyone from the registered group who is actively registered in at least one of their classes on the first day of that class.

Total enrollment: Anyone within the specified term that was ever registered in an undergraduate level (UG) class with a credit hour value greater than zero.

Measured: Reporting through Dashboards by the percent retained on a fall to fall basis.

KPI: Retention will improve by 2%.

Result: **KPI not met**. Decrease by 1.6%.

2C. Strategy: Retain more student athletes for a second year.

KPI: Retain student athletes for a second year.

Defined: Students that continue here for a second year provide our programs stability and provide the student with academic stability.

Measured: Determine number of students in department that come back for year two, determine total 1st year students in our programs the year before and figure % retained.

KPI: 75% of student athletes return to CSC for a second year.

Result: KPI met. 75.4%.

2D. Strategy: Increase visits to the Writing and Math Labs.

Defined:

Measure: Utilize Acculite attendance tracking software to track the number of visits to the Tutoring Center.

KPI: Increase visits to the Writing and Math Labs by 5%.

Result: KPI met. Increase by 38%.

2E. Strategy: Increase completion in ENG 102.

Defined: More than 60% of our students are in the A.A. or A.S. programs. ENG 102 is required to complete these degrees.

Measured: Calculate the number of withdrawals and failures for last two years.

KPI: Increase the completion rate in ENG 102 by 2%.

Result: KPI met.

2F. Strategy: Increase success in Nursing Program

Defined: The minimum cut score on TEAS has a direct relationship to success in the Nursing program.

Measured: Establish a cut score of 58.7% overall on TEAS V to enter the nursing program.

KPI: 80% of students qualifying with the Assessment TEAS for admission to the program will remain in good academic standing with student retention/completion of program.

Result: KPI met. 2010-AD 82.5%; PN 83.15%.

2011-AD 80.5%; PN 84.3%.

3. Monitor and evaluate student outcomes.

3A. Strategy: Improve the performance of students in ENG 101.

Defined: Students must pass the ENG 101 exit exam in order to enroll in ENG 102. Failure to pass the exit exam could hinder students' progress to degree completion.

Measured: Data will be gathered on pass/fail rates for the last 3 years.

KPI: Increase the pass rate on the first attempt of taking ENG 101 exit exam by 5%

Result: KPI not met.

Fall 2011: 329 1st time pass out of 389 tests taken = 85%

Spring 2012: 128 1st time pass out of 172 tests taken = 74%

Summer 2012: 28 1st time pass out of 37 tests taken = 77%

3B. Strategy: Increase the success rate of nursing students on the national NCLEX exam.

Defined: The national NCLEX exam is required by all nursing students for certification.

Measured: Reports back from the State of Illinois.

KPI: 80% of students will pass the NCLEX on the first attempt.

Result: KPI met. 2010 graduates AD 93%; PN 86%.

2011 graduates AD 83%; PN 77%.

3C. Strategy: Increase the number of CTHE students who are employed in the field within the first year of graduation.

Defined: Employment in the field following a CTHE program of study is a universal benchmark.

Measured: Coordinator of Employment Resources annual report.

KPI: 70% of students graduating in a terminal degree program will be offered a job within their field within a year of completion.

Result: KPI met for AAS graduates. 70%. KPI not met for certificate graduates. 55%.

- 4. Re-affirm a commitment to an environment that recognizes the need for diversity.**
- 4A. Strategy: The development of a course “Harvesting Dreams” will influence students and encourage students of color to be retained through graduation.**
Defined: Harvesting Dreams is a course that has been developed specifically to address the low success of our minority population.
Measured: Enrollment and retention.
KPI: 80% of students who participate in Harvesting Dreams will be retained through graduation or transfer.
Result: Data not available until next year.
- 4B. Strategy: Create activities on campus that will increase diversity awareness.**
Defined: Activities on campus are one way to address diversity.
Measured: # of Activities.
KPI: Five activities during the year will be devoted to increasing diversity awareness.
Result: KPI met. Activities were: Music and Poetry, Challenges of Minority students in the 21st century, Soul Food Tasting, Black History Facts, Why do we Celebrate Black History Month, Black Jew Dialogs.
- 4C. Strategy: Create coursework in topics related to diversity.**
Defined: Courses related to diversity such as course in Hip Hop Culture or related topics encourage enrollment are timely and relevant to today’s students.
Measured: Enrollment.
KPI: Three classes in the next two years that explore topics related to diversity/global awareness. (i.e., International Studies class, World Literature, Hip Hop Culture)
Result: KPI met. New courses include Cultural Anthropology for 2011-2012 and History of Africa for Fall 2012 and African American History for spring 2013.
- 4D. Strategy: Increase student participation in study abroad program.**
Defined: Increasing student participation in study abroad program helps the College compete with Four Year Universities and Colleges in terms of recruiting students who desire that experience.
Measure: Student Abroad Enrollment.
KPI: Increase Study Abroad participants from 1-2 per year to 1 per semester and 2 per summer.
Result: KPI met. In addition 8 students participated in the summer Ecuador Cultural trip.
- 5. Create opportunities for all within the College community to interact with understanding, appreciation, and respect for others.**
- 5A. Strategy: Increase the exposure and events by the International Club.**

Defined: Exposure to different cultures increases awareness and understanding.

Measured: # of events hosted by International Club Membership.

KPI: Increase number of International Club membership from 5 to 10 in order to provide more international programming on campus.

KPI: KPI not met. International Club was canceled in spring due to lack of enrollment. Will restart in Fall of 2013.

5B. Strategy: Increase attendance at roundtable.

Defined: Faculty Roundtable was developed to give faculty from all departments the opportunity to interact and to learn from their fellow faculty members. It is held on the third Friday of the month

Measured: Sign in sheets.

KPI: 90% of full time faculty will attend at least one round table.

Result: KPI met.

5C. Strategy: Increase the # of speakers on campus.

Defined: Speakers on campus expose the students and the faculty to viewpoints other than their own.

Measured: # of speakers.

KPI: Have at least one speaker or workshop per year for the entire campus community.

Result: KPI met.

Community Alliances

1. Expand partnerships with four-year colleges and universities.

1A. Strategy: Create seamless transfer experience for our students:

Defined: Students need a seamless transfer experience in order to graduate on time and at the lowest price.

Measure: # of transfer agreements.

KPI: # of Transfer agreements.

Result: KPI met. Developing agreements with St. Ambrose University and Bradley University.

2. Continue to work with K-12 school districts.

2A. Strategy: Continue to build and monitor relationships with K-12 districts.

Defined: As a community college we are a community partner with our K-12 districts. Developing partnerships to gain efficiencies where we can and to provide education where needed.

Measured: Cyber Camp Attendance, EDUNET partners,

KPI: # at Cyber Camp by will increase 2%, Maintain EDUNET partners, Develop agreement with Illini West to house their superintendent's office at the Education Commons and the Alternative School offices.

Result: **KPI not met for Cyber Camp** (enrollment decrease). KPI met with Illini West partnered with Sandburg in Education Commons, and EDUNET partnership retained.

3. Develop programs in cooperation with neighboring institutions.

3A. Strategy: Reach out and develop programs that serve all institutions.

Defined: Monmouth College and Knox College are both institutions within the CSC district. Encouraging and developing programs to share resources and to encourage transfer is desired.

Measured: Cooperative programs and transfer enrollment.

KPI: Increase success of Gale Scholars Program by 10%. Develop program with Monmouth College.

Result: **KPI not met.** No program developed with Monmouth. Gale Scholars Program did not have 10% increase in success.

4. Maintain and expand alliances within and beyond the College district.

4A. Strategy: Develop partnerships for international student enrollment

Defined: Agreements with outside agencies for international student recruitment.

Measured: Enrollment report.

KPI: # of international students will increase by 5%.

Result: **KPI not met.** Developed partnership with consultant but no results.

5. Support economic development activities.

5A. Strategy: Contribute and encourage economic activities in community

Defined: Economic activity is important to the college and its district

Measured: membership on various Economic development boards and committees

KPI: # of Administrators who participate on economic development types of Boards.

Result: KPI met. Representation on Chamber of Commerce, GREDA, and WIB.

Operational Sustainability and Excellence

1. Develop Enrollment Management plan to stabilize and guide the institution's enrollment.

1A. Strategy: The College needs a plan to guide its recruitment, program development and overall enrollment.

Defined: Creation and implementation of Enrollment Management Plan.

Measured: Completed document with action plan.

KPI: Enrollment management goals for enrollment. 2% increase in overall enrollment for 2012.

Result: KPI met. Enrollment increase for fall 2013-5%.

2. Establish and maintain effective technology in academic programs and support functions.

2A. Strategy: Use technology effectively in the teaching/learning environment to impact student success.

Defined: Encourage and train faculty to integrate technology tools such as iTunes University, Moodlerooms, Clicker, PowerPoint, and SPSS into their curriculum.

Measured: % of faculty using technology in their curriculum/teaching environment.

KPI: 85% of faculty integrating technology into their teaching environment.

Result: KPI met. 85%.

2B. Strategy: Provide state-of-the art customer service/technology support to students, faculty and staff.

Defined: Support students, faculty and staff in the use of technology to enhance their working/learning environment.

Measured: 1. Help Desk Faculty/Staff/Student Surveys
2. Help Desk Software call responsiveness

KPI: Customer Satisfaction above 85%.

Call responsiveness 4 hour response above 90%.

Result: KPI met on call responsiveness. KPI on customer satisfaction to be completed in fall.

3. Upgrade employee skills in use of technology.

3A. Strategy: Continue to offer opportunities for employees to learn and adopt new technologies.

Defined: Offer employees to participate in internal and external workshops and training sessions in Microsoft Office, Datatel, Moodlerooms, Adobe and other productivity tools.

Measured: Attendance Rosters.

KPI: 90% of all employees attend at least one training session per year.

Result: KPI met for Faculty but not staff.

4. Continue to lead the way in Technology.

4A. Strategy: Stay ahead of technological innovations so that students of Carl Sandburg College have high levels of technology literacy.

Defined: Implement technology tools that will enhance the teaching/learning environment and improve operational efficiency throughout the College district.

Measured: External Awards and Recognitions.

KPI: Earn at least 2 external awards/recognitions/citations per year.

Result: KPI met. AACC Tech Savvy award. Terry O'Banion Technology Award to Student-Justin Cree. League for Innovation Award for idashboards project.

5. Establish/maintain an operating fund balance equal to 20 percent of the previous years adopted budget.

5A. Strategy: Develop reserves to protect the College's financial position.

Defined: Developing reserves allows the College not to be so dependent on year to year enrollment and allows it to be proactive.

Measured: budget.

KPI: 20% of operating budgets equals approximately \$3,000,000.

Result: KPI met. Reserve 27%.

6. Maintain a competitive compensation program to enable the College to attract and retain a quality workforce.

6A Strategy: Provide a salary and benefits program that attracts and retains.

Defined: Low wages generally will result in higher turnover rates of employees and ultimately in more dollars spent on training.

Measured: HR reports- Turn-Over rates, applicant pools.

KPI: 80% of the employees will be retained from year-to-year not including retirements.

90% of full-time applicant pools will contain no less than three applicants.

Result: KPI met.

7. Monitor, evaluate, and respond to needs of the physical environment.

7A Strategy: Monitor and analyze the physical environment across all district facilities with an eye towards maximizing utilization, making facility modifications and new facility additions to support college programs, services and activities.

Defined: Continue to be good stewards of the physical facilities by properly maintaining, refreshing and beautifying facilities and working with the architects to modify and/or bring into existence new facilities.

Measured: # of facility modifications (capital refresh)/moves accomplished each year.

KPI: At least 5 CIP projects accomplished each year.

Result: KPI met.

8. Commit to all feasible sustainability efforts.

8A. Strategy: To be good stewards of the environment by implementing environmentally friendly and sustainable processes and procedures through education, projects and curriculum.

Defined: Integrate environmental awareness, energy conservation and healthy practices into all the areas and operations of the College district. Define carbon footprint and things that contribute towards carbon footprint.

Measured: Number of projects such as community garden, recycling, student presentations and # of faculty greening their curriculum.

Reduce waste on Campus.

Implement energy efficient systems, giving preference to renewable energy sources.

Manage energy procurement.

KPI: Reduce carbon footprint by 5% per year.

Result: Data available next year.

Other Community Trends

The enrollment of Carl Sandburg College is declining due to completion of retraining offered to laid off workers from plant closures:

Briggs Manufacturing (Abingdon) closed in 2000, 300 jobs lost

Maytag Refrigeration Products (Knox County's largest employer) downsized in July 2002, downsized 300 workers, followed by October 2002 announcement of closing, additional loss of 2,400 jobs

lost.
Methode Electronics (Carthage) announced restructuring, January 2008, estimated 550 jobs

PRINCIPAL EMPLOYERS

Employer	2013			2004		
	Employees	Rank	Percentage of Total District Employment	Employees	Rank	Percentage of Total District Employment
Farmland Foods	1,400	1	1.67%	1,275	2	1.98%
Burlington Northern Santa Fe Railroad	1,115	2	1.33%	1,000	4	1.55%
OSF (Galesburg, Monmouth)	816	3	0.98%	525	7	0.82%
School District Number 205	742	4	0.89%	800	5	1.24%
Monmouth College	679	5	0.81%			
Galesburg Cottage Hospital	643	6	0.77%	700	6	1.09%
Hy-Vee	574	7	0.69%			
Dick Blick Company	450	8	0.54%	450	9	
Bridgeway/Bridgeway Training	450	9	0.54%			
Knox County	447	10	0.53%	420	10	0.65%
Maytag-Galesburg Refrigeration				2,400	1	3.73%
Methode Electronics				1,200	3	1.86%
Butler Manufacturing				500	8	0.78%
Total	7,316		8.74%	9,270		14.40%

While these are not unique occurrences across the American landscape, when they happen in a sparsely populated, 3,000 square mile community college district, their impact is greatly amplified when:

1. Half of our district households earn less than \$25,000 a year.
2. Nearly (1/3) of families are eligible for free/reduced lunches.
3. 40% of single parent families live in poverty.
4. Only 15% of area residents hold bachelor's degrees (26.1% statewide).
5. Nearly 1/5 of adults lack a high school diploma.
6. 93% of students are "underprepared" based on ACT, SAT, ASSET, or COMPASS Scores (41% nationally).

GLOSSARY

ABE - Adult Basic Education

Academic Support - Academic support includes the operation of the library, educational media services, instructional materials center, and academic computing used in the learning process. It also includes all equipment, material, supplies, and costs that are necessary to support this function.

Accrual Basis - The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

Annual Budget - A budget applicable to a single fiscal year.

ASE - Adult Secondary Education

Assess - To value property officially for the purpose of taxation.

Bond - A written promise to pay a specific sum of money called the face value or principal amount, at a specified date or dates in the future, called maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a period of time and requires greater legal formality.

BOT - Board of Trustees

Budget - A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Document - The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body.

Budgetary Control - The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

CABI - Center for Agriculture, Business and Industry

Capital Outlay - Capital outlay for all funds except proprietary funds should be recorded as an expenditure of the appropriate fund and as an asset of the General Fixed Assets Account Group.

Capital Projects Funds - Operations & Maintenance Restricted Fund and Technology Quasi-Endowment Fund.

CAFR - Comprehensive Annual Financial Report

C.H. - Credit Hour

CFO - Chief Financial Officer

COMPASS - Computer Adaptive Placement Assessment and Support System. An academic placement test which helps to place students in courses most beneficial to their needs.

Conference and Meeting Expense - Conference and Meeting expenses associated with College related travel.

Contingency - Something that may or may not happen as it is conditional upon another event.

Contractual Services - Charges for services rendered by firms or persons not employed by the local Board of Trustees.

Corporate Personal Property Replacement Tax - A tax collected by the Illinois Department of Revenue as replacement personal property tax under Public Act 81-1st-S.S.-1. Section 616 of the State Revenue Sharing Act requires taxing districts to first apply any replacement taxes against the required debt service for any bonds outstanding as of December 31, 1978.

CPPR - Corporate Personal Property Replacement

CSC - Carl Sandburg College

CTE - Career and Technical Education

CTHE – Career Technical and Health Education

Current - A term which, applied to budgeting and accounting, designates the operations of the present fiscal period as opposed to past or future periods. It usually connotes items likely to be used or converted into cash within one year.

Current Funds - Those funds through which most educational functions of the College are financed. The acquisition, use and balances of the College's expendable financial resources and the related liabilities are accounted for through current funds. The measurement focus is upon determination of changes in financial position, rather than upon net income determination.

Debt Limit - The maximum amount of gross or net debt which is legally permitted.

Debt Service Fund - Bond and Interest Funds.

Deferred Revenues - Amounts for which asset recognition criteria have been met, but for which revenue recognition criteria have not been met. Under modified accrual basis of accounting, such amounts are measurable but not available.

Deficit - (1) The excess of the liabilities of a fund over its assets. (2) The excess of expenditures over revenues during an accounting period.

DAVTE - Department of Adult, Vocational and Technical Education.

EAV - Equalized Assessed Valuation.

EDUNET - A wireless wide area network providing high speed broadband internet access; IP Based private distance learning; WebCT; Voice over IP; data bureau and disaster recovery services; e-mail/web hosting and technical support to district high schools

EMP - Enrollment Management Program

Employee Benefits - The cost of all employee benefits including the portion of insurance paid for by the College (not including the portion withheld from the employee's wages, when both the employee and the College contribute toward the benefit), sabbatical leave salaries, and any pension contributions paid by the community college district.

ESL - English as a second language.

Expenditures - Decreases in net financial resources. Expenditures include current operating expenses which require the current or future use of net current assets, debt service, and capital outlays.

Facilities Revenue - Revenue from the use of college facilities.

FA - Fall Semester

Federal Governmental Sources - Revenues from all agencies of the Federal Government.

FICA - The Federal Insurance Contributions Act (FICA) tax is a United States payroll (or employment) tax. Social Security taxes are called FICA contributions.

Fixed Assets - Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

Fixed Charges - Charges for rentals, debt principal and interest, and general insurance.

FRP - Financial Recovery Plan

Full Accrual - Revenues are recognized when earned, and expenses are recognized when incurred.

FTE - Full time enrollment (or full-time enrolled students).

Fund - An independent fiscal and accounting entity with a self-balancing set of accounts which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Type - In College and University accounting, all funds are classified into two generic fund types: Current and Plant.

FY - Fiscal Year

GAAP - Generally Accepted Accounting Principles.

GASB - Government Accounting Standards Board.

GESC - Guaranteed Energy Savings Contracts. Contracts the College has implemented to reduce utility costs.

General Funds - The Education Fund and the Operations & Maintenance Funds

General Materials and Supplies - Costs of all general material and supplies.

ICCB - Illinois Community College Board

Institutional Support - Institutional support includes expenditures for central executive-level activities and support services that benefit the entire institution. Administrative data processing, insurance costs, legal fees, provision for contingencies, scholarships, non-operating expenses, and tuition chargebacks. Examples include expenses for the President's Office, Business Office, Marketing and Public Information, Personnel Services, Administrative Information Systems, and Board of Trustees.

Instruction - Instruction consists of those activities dealing directly with or aiding in the teaching of students. It includes the activities of the faculty in the baccalaureate-oriented transfer, occupational-technical career, general studies, and remedial and ABE/ASE programs (associate degree credit and certificate credit). It also includes all equipment, materials, supplies, and costs that are necessary to support the instructional program.

Interfund Transfers - All interfund transactions except loans or advances, quasi-external transactions, and reimbursements are transfers.

Internal Control - A plan of organization under which employees' duties are so arranged and records and procedures so designated as to make it possible to exercise effective accounting control over assets, liabilities, revenues and expenditures. Under such a system, the work of employees is subdivided so that no single employee performs a complete cycle of operations. Moreover, under such a system, the procedures to be followed are clearly established and require proper authorization by designated officials for all actions to be taken.

Investment Revenue - Revenue from investments such as certificates of deposit.

ISBE - Illinois State Board of Education

KPI - Key Performance Indicator

Levy - (Verb) To impose taxes for the support of college activities. (Noun) The total amount of taxes imposed by a government.

Liab/Prot/Settlement - Liability Protection and Settlement

L,P&S - Liability Protection and Settlement Fund

Local Governmental Sources - Revenues from district taxes, from chargebacks, and from all governmental agencies below the state level.

M.A.S.H. - Mobile Academic Service Habitat

Measurement Focus and Basis of Accounting - Revenues, expenses, gains, losses, assets, and liabilities resulting from exchange and exchange like transactions should be recognized when the exchange takes place. Revenues, expenses, gains, losses, assets, and liabilities resulting from non-exchange transactions should be recognized in accordance with GASB statements 33 and 34.

Modified Accrual Basis - Under the accrual basis of accounting, revenues are recognized when they become both “measurable” and “available to finance expenditures of the current period.” Expenditures are recognized when the related fund liability is incurred except for: (1) inventories of materials and supplies which may be considered expenditures either when purchased or when used; (2) prepaid insurance and similar items which need not be reported; (3) accumulated unpaid vacation, sick pay, and other employee benefit amounts which need to be recognized in the current period, but for which larger-than-normal accumulations must be disclosed in the notes to the financial statements; (4) interest on special assessment indebtedness which may be recorded when due rather than accrued, if approximately offset by interest earnings on special assessment levies; and (5) principal and interest on long-term debt which are generally recognized when due. All government funds and expendable trust funds are accounted for using the modified accrual basis of accounting.

O&M - Operations and Maintenance

Object - Expenditure classifications grouped by materials or services purchased; further divided for cost accounting and control purposes.

On-Behalf Revenue and Payments - Payments made by the State to the State Unemployment Retirement System on behalf of the District’s employees. Beginning in Fiscal 1996, the Government Accounting Standards Board required these to be reflected on GAAP basis Financial Statements.

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

Organized Research - Organized research 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.

Other Expenditures - This object is reserved for all expenditures that cannot be classified in any other object classification.

Other Revenues - Revenues which do not fit into specific revenue source categories.

PHENIX Program - A component of M.A.S.H. Unit #518, economic revitalization plan.

Plant Fund - Operation and Maintenance Fund (Restricted) and Bond and Interest Fund - This fund is used to account for financial resources to be used for building purposes and the acquisition or construction of major capital facilities.

PHS - Protection, Health and Safety

PPB - Program Performance Budgeting

Program - A level in the classification structure hierarchy representing the collection of elements serving a common set of objectives that reflect the major institutional missions and related support activities.

Property Taxes - Compulsory charges levied on real property by the district for the purpose of financing services performed for the common benefit. Revenues equal the District's assessed valuation multiplied by the property tax rates.

Provision for Contingency - Budgetary appropriations that are set aside for unforeseen expenditures. The Board of Trustees must approve a budget adjustment by resolution to transfer from the Provision for Contingency budget account to the appropriate budget account in accordance with the Illinois Public Community College Act. This adjustment is usually made at the end of the fiscal year.

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.

Revenues - (1) Increases in governmental fund type net current assets from other than expenditure refunds and residual equity transfers. Under NCGA Statement 1, general long-term debt proceeds and operating transfers-in are classified as “other financing sources” rather than revenues. (2) Increases in proprietary fund type net total assets from other than expense refunds, capital contributions, and residual equity transfers. Under NCGA Statement 1, operating transfers-in are classified separately from revenues.

Salaries - Salaries and wages paid to an employee, before any deductions, for personal services rendered to the community college district.

“SILO” Fund – A quasi-endowment fund established by resolution of the Board of Trustees. Interest income is used by the instructional team to launch new “Silos of Opportunity”, a component of the M.A.S.H. Unit #518, economic revitalization plan.

SMART - Strategic Management and Resources Together

SP - Spring Semester

Special Revenue Funds - Audit Fund, Liability, Protection and Settlement Fund, and Program Quasi-Endowment Fund.

State Governmental Sources - State revenues from all state governmental agencies.

STEF - Strategic Technology Endowment Fund

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.

Student Tuition and Fees - All tuition and fees, less refunds, remissions, and exemptions, assessed against students for educational and general purposes.

SU - Summer Session

SURS - State University Retirement System

Utilities - This account provides for all utility costs necessary to operate the plant and for other on-going services.

TRiO – This refers to six federal programs that provide outreach and support to help low-income, first-generation college students and also students with disabilities.

VoIP - Voice over Internet Protocol. Routing of voice conversations over the internet or other IP-based network.

WCF - Working Cash Fund

WebCT - Online learning management system instructors use to enhance learning, sometimes referred to as Blackboard.

WIB - Workforce Investment Board

WIA - Workforce Investment Act

ZBB - Zero Based Budgetings