



1969 - 2019



# Adopted Budget 2019-2020



Community College District 535, 1600 East Golf Road, Des Plaines, Illinois

# Annual Budget

for the

Fiscal Year Ended June 30, 2020

Board of Trustees

Community College District No. 535

County of Cook

1600 East Golf Road, Des Plaines, Illinois 60016

[www.oakton.edu](http://www.oakton.edu)



# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Annual Budget Fiscal Year 2020

### Table of Contents

SECTION	PAGE
Table of Contents	i
Letter from the President	vi
Chart of Organization - Community College District No. 535	viii
Listing of Principal Officials	ix
Chart of Organization - President	xi
Chart of Organization - Academic Affairs	xii
Chart of Organization - Student Affairs	xiii
Chart of Organization - Administrative Affairs	xiv

### **Introduction Section**

Budget Overview	1
Our Vision, Mission and Values	8
Commitments and Objectives	19
Budget Process	28
Fund Descriptions	34
Revenue Summary	38
Expenditure Summary	46
Operations and Maintenance (Capital) Fund Restricted (03)	55
Bond and Interest Fund (04)	63
Other Funds	67

### **Financial Summaries**

Notes on Preparation and Conventions	73
Comparison of Budgeted Fund Revenue and Expenditure Relationships	75
Comparison of Revenues and Expenditures - All Funds	76
Summary of Revenues and Expenditures - All Fund Groups	78

Comparison of Revenues and Expenditures - Operating Funds	80
Comparison of Revenues and Expenditures - Education Fund	81
Comparison of Revenues and Expenditures Operations and Maintenance Fund	82
Comparison of Revenues and Expenditures Auxiliary Enterprise Fund by Program	83
Comparison of Revenues and Expenditures - Auxiliary Enterprise Fund	86
Comparison of Revenues and Expenditures Bond and Interest Fund	88
Comparison of Revenues and Expenditures - Audit Fund	89
Comparison of Revenues and Expenditures Retiree Health Insurance Fund	89
Comparison of Revenues and Expenditures Liability, Protection, and Settlement Fund	90
Comparison of Revenues and Expenditures Social Security and Medicare Fund	90
Comparison of Revenues and Expenditures - Restricted Purposes Fund	91
Comparison of Revenues and Expenditures Operations and Maintenance Fund (Restricted)	92
Comparison of Capital Expenditures	93

## **Statistics Section**

History of Actual Revenues and Expenditures - Operating Funds	95
Comparison of Audited Operating Revenues by Source	97
Comparison of Audited Operating Expenditures by Object	98
Comparison of Audited Operating Expenditures by Function	99
Comparison of Full-time Faculty Assignments	100
Comparison of Instructional Faculty and Administrators	102
Comparison of Classified Staff Assignments	104
Comparison of Classified Staff	105
Comparison of Total Reimbursable Credit Hours by Instructional Categories	106
Total and Reimbursable Credit Hours by Instructional/Funding Category	108
History of ICCB Credit Hour Grant Rates by Instructional Category	110
Enrollment Statistical Data	112
Comparison of Student Enrollment Information Fall Term Student Headcount	114
History of Academic Awards	115
History of Tuition and Fee Charges	116
History of Financial Aid to Students	117

Comparison of Property Tax Rates and Tuition and Fee Rates	118
Ten Year History of Tax Rates and Assessed Valuations	120
Typical History of Property Tax Rates - Overlapping Governments	121
Comparison of Facilities and Use - Square Footage Data	122
History and Comparison of Utility Costs	124

## **Appendix Section**

Financial Policy	125
Description of Functional Areas and Programs	136
Degrees and Certificates Awarded by the College	141
Agenda Item 11/18-10 consisting of:	
Adoption of Resolution Setting Forth Tax Levies for 2018	143
Certificate of Tax Levy filed with the County Clerk	145
Certificate of Compliance with Truth in Taxation	146
Agenda Item 6/19 - 7b Resolution to Adopt FY20 Annual Budget (Legal Budget omitted)	147
Neighboring Community College Districts Map	150
District 535 and Surrounding Area Map	151
Des Plaines Campus Map	152
Ray Hartstein Campus Map	153
Glossary	154







To the Board of Trustees:

I am pleased to share the fiscal year FY2020 Budget in support of Oakton Community College's 2018-2022 Strategic Plan "*Success Matters.*" Our financial plan for the next year is highlighted by disciplined expense control and strategic deployment of resources towards the institution's priorities of building curricular pathways, enriching first year experiences, improving persistence and engagement, and optimizing strategic enrollment management.



Oakton takes pride in knowing that this annual operating budget is realistic, forward-thinking and positions the institution to achieve its strategic commitments while adhering to our strong focus on student success and academic excellence. This is the fundamental foundation upon which our work and continued reputation as a college of distinction is built.

Consistent with national trends, enrollments at Oakton decreased by 4% this past year due to a decreasing number of traditional age students. We continue to anticipate a similar decline for the year ahead due to a combination of changing demographics and low unemployment. However, we are experiencing an increase in the number of dual credit students through our high school partnerships. Offering more credits to students who are still enrolled in high school creates more value for residents and encourages more students to pursue degrees in high demand sectors that support our local economy. New degree programs that we are launching in the next year will bring in students with new career interests.

The price of education that Illinois students and their families were asked to pay dramatically increased over the past four years due to State funding cuts. We extend our sincere thanks to Illinois legislators who voted to approve a FY2020 State budget, which provides for a 5% increase in funding for public colleges and universities, and a \$50 million increase in funding for Monetary Award Program (MAP) awards that provide critical funding for students from low-income households. College affordability remain a top priority for Oakton and these legislative measures have helped Oakton to keep tuition and fees identical to last year, with no increases.

Oakton also continues to follow its Facilities Master Plan, which guides capital improvements at both the Des Plaines and Skokie campuses. The College is dedicated to investing in capital projects to improve the state-of-good-repair of our capital assets and meet our commitment of providing an excellent learning environment for all students. This budget reflects a bond issuance in FY2020 as a step to funding long-range facilities and maintenance plans.

Finally, I want to thank those who worked diligently to create and refine this budget including our administrators, faculty, and staff. Our community-based participatory budget process is collaborative, thoughtful, and thorough, driven by our primary objectives of supporting student success and keeping the Oakton experience accessible and affordable. The depth of our investment in this work is a direct reflection of our excitement around the future of Oakton and the importance of deliberately and carefully crafting a strong foundation that will enable us to achieve our goals.

Joianne Smith, Ph.D  
*President*

**THE PEOPLE  
OF  
COMMUNITY COLLEGE DISTRICT 535**

**BOARD  
OF  
TRUSTEES**

**PRESIDENT**

**VICE PRESIDENT  
FOR  
ADMINISTRATIVE  
AFFAIRS**

**VICE PRESIDENT  
FOR  
ACADEMIC  
AFFAIRS**

**ASSOCIATE  
VICE PRESIDENT  
OF  
WORKFORCE  
EDUCATION/DEAN  
BUSINESS & CAREER  
TECHNOLOGIES**

**ASSISTANT  
VICE PRESIDENT  
FOR  
ACADEMIC AFFAIRS  
&  
COLLEGE  
TRANSITIONS**

**CHIEF  
INFORMATION  
OFFICER**

**ASSOCIATE  
VICE PRESIDENT/  
CHIEF  
HUMAN  
RESOURCES  
OFFICER**

**ASSISTANT  
VICE PRESIDENT  
FOR  
STUDENT AFFAIRS  
DEAN OF ACCESS,  
EQUITY, AND  
DIVERSITY**

**VICE PRESIDENT  
FOR  
STUDENT  
AFFAIRS**

**CHIEF  
ADVANCEMENT  
OFFICER**

**ASSISTANT  
VICE PRESIDENT/  
INSTITUTIONAL  
EFFECTIVENESS &  
STRATEGIC PLANNING**

OAKTON COMMUNITY COLLEGE  
Community College District No. 535

**Listing of Principal Officials**

**Members of the Board of Trustees  
(with term expiration)**

Mr. Benjamin Salzberg - 2021  
Chair, Board of Trustees

Ms. Martha Burns - 2023  
Vice Chair, Board of Trustees

Mr. Paul Kotowski - 2023  
Secretary, Board of Trustees

Dr. Gail Bush – 2025  
Member, Board of Trustees

Mr. William Stafford - 2021  
Member, Board of Trustees

Ms. Marie Lynn Toussaint – 2025  
Member, Board of Trustees

Dr. Wendy Yanow – 2025  
Member, Board of Trustees

Ms. Adisa Ozegovic - 2020  
Student Member, Board of Trustees

**Emeritus Members of the Board of Trustees**

Mrs. Joan B. Hall  
Mr. Jody Wadhwa  
Dr. Joan W. DiLeonardi

OAKTON COMMUNITY COLLEGE  
Community College District No. 535

**Listing of Principal Officials**  
(Continued)

**Principal Administration Officials**

**Dr. Joianne Smith**  
President

**Dr. Kelly Becker**  
Assistant Vice President  
Institutional Effectiveness and Strategic Planning

**Dr. Karl Brooks**  
Vice President for Student Affairs

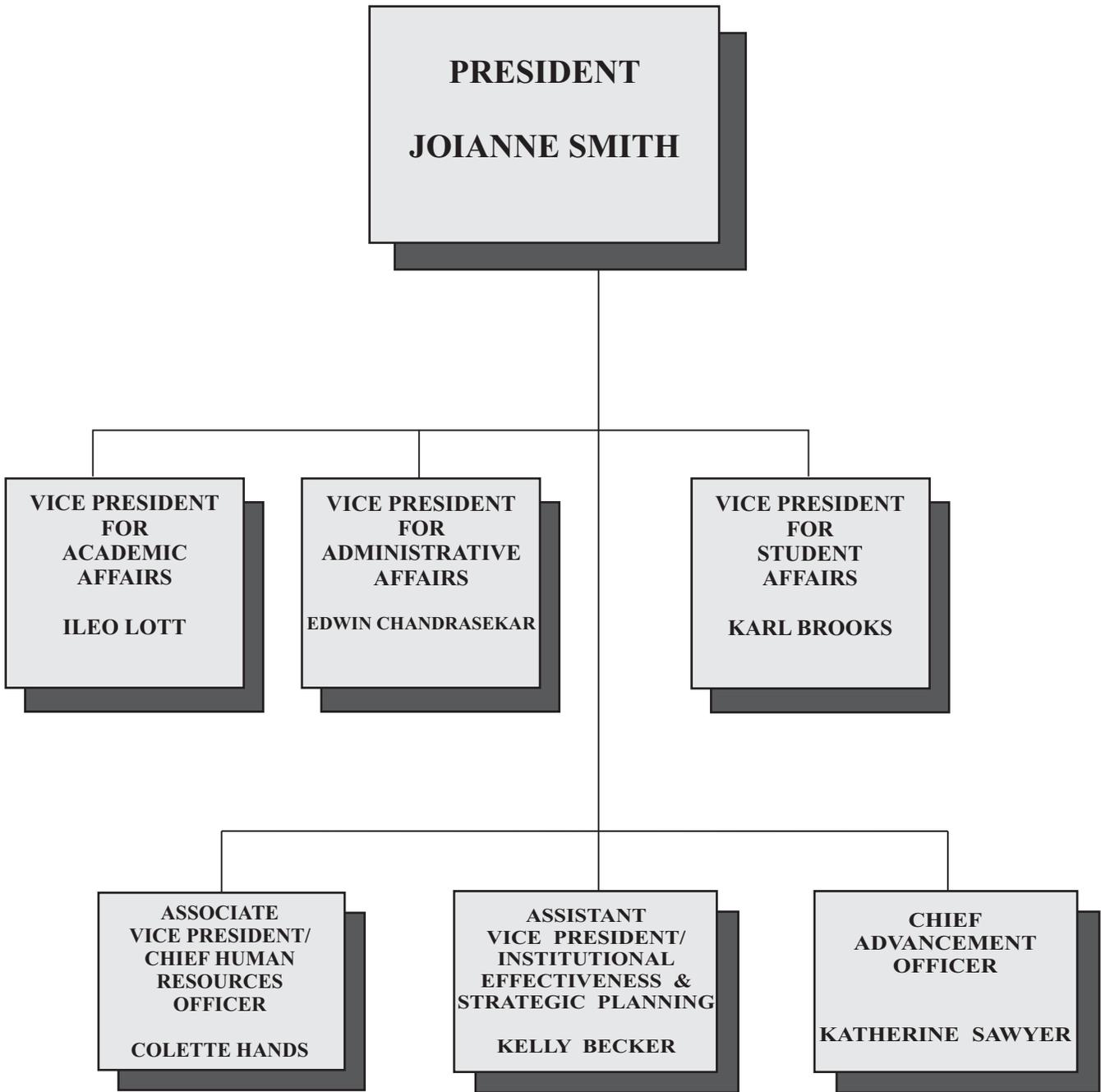
**Mr. Edwin Chandrasekar**  
Vice President for Administrative Affairs

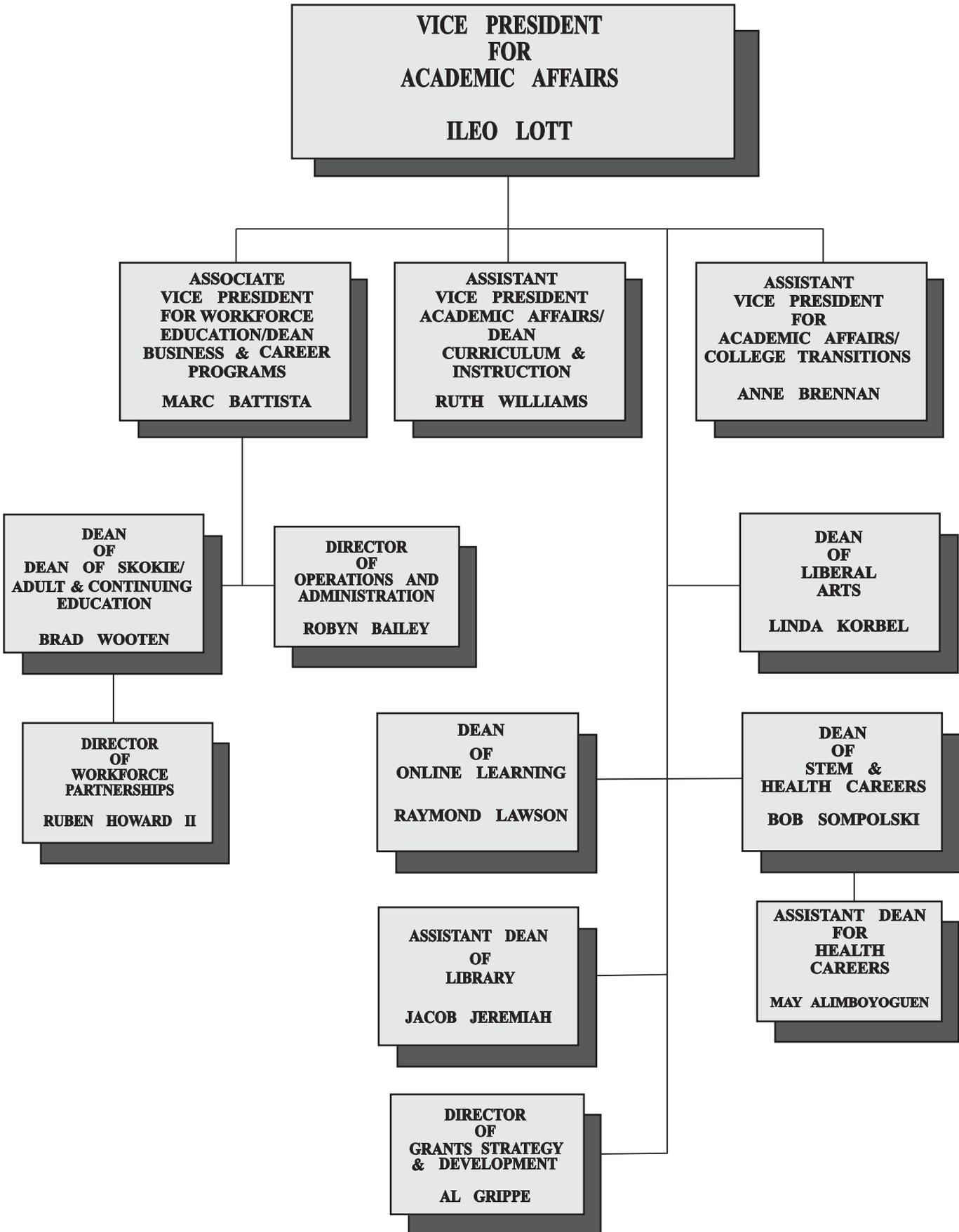
**Dr. Colette Hands**  
Associate Vice President/  
Chief Human Resources Officer

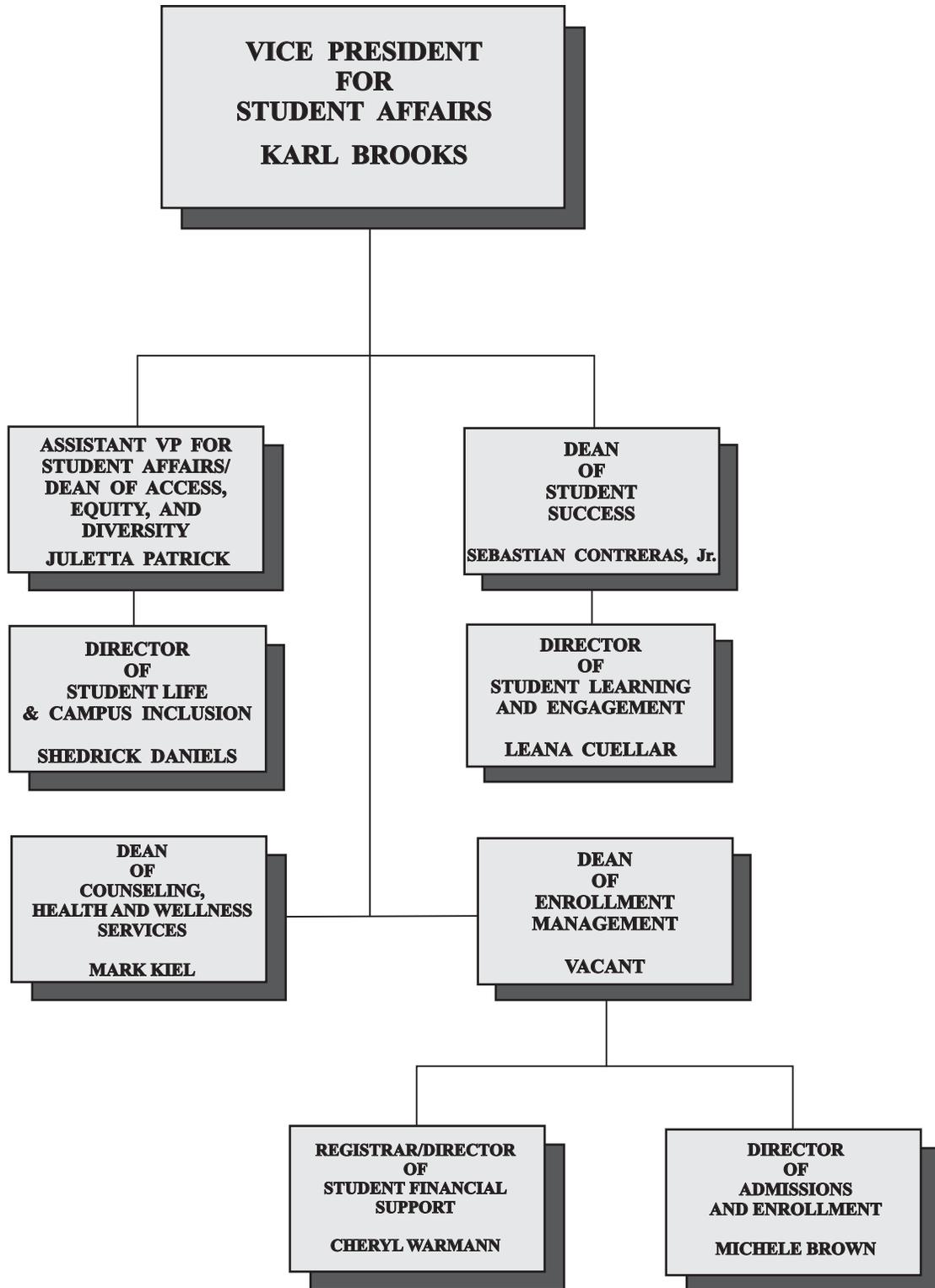
**Dr. Ileo Lott**  
Vice President for Academic Affairs

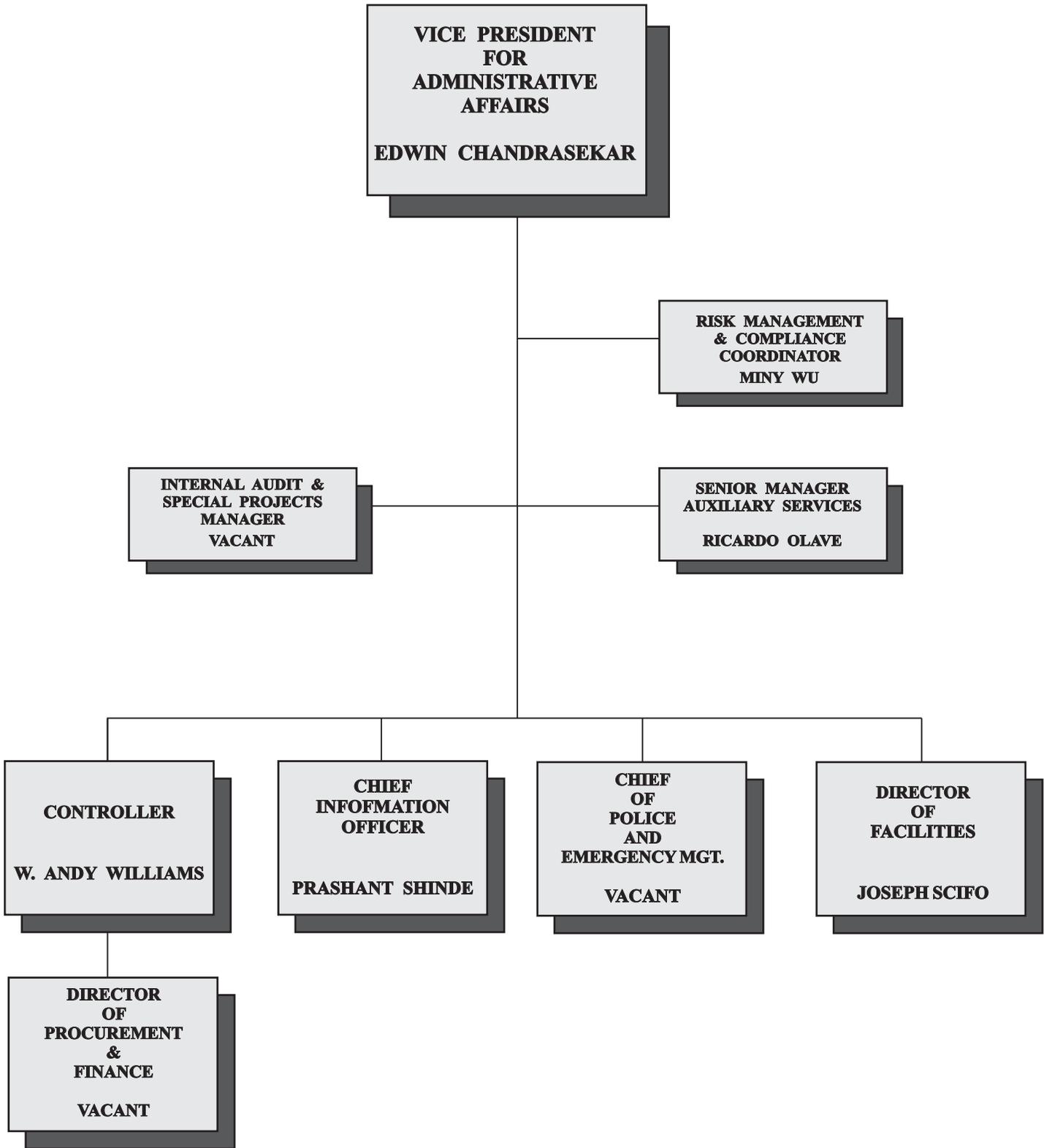
**Ms. Juletta Patrick**  
Assistant Vice President for Student Affairs/  
Dean of Access, Equity and Diversity

**Ms. Katherine Sawyer**  
Chief Advancement Officer









OAKTON COMMUNITY COLLEGE  
Community College District No. 535

**Notes**



Pride • Passion • Promise



# Introduction Section

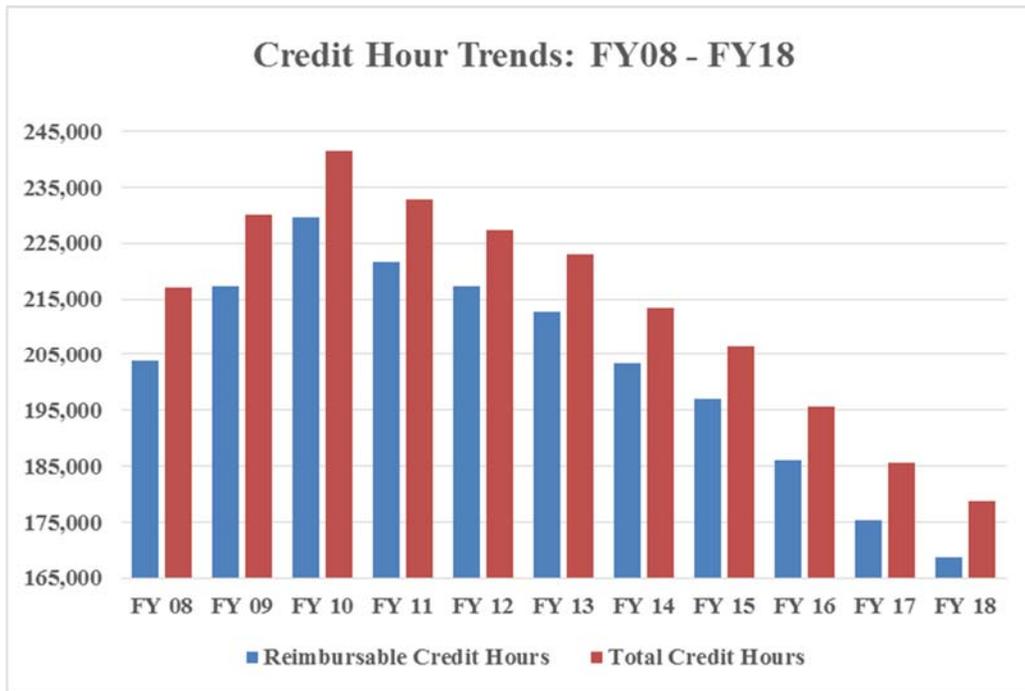
# BUDGET OVERVIEW

## FISCAL CHALLENGES

The College’s near-term fiscal prospects are good, as FY2019 will close out with a projected surplus, and the FY2020 budget was balanced without requiring additional tuition increases, as noted below. However, similar to many higher education institutions in Illinois, the College continues to face financial challenges. Four major challenges are described in this section.

### Declining Enrollment

Due to a healthy job market, an increasingly competitive higher education market, and unfavorable high school student demographic trends, enrollment has been trending downward since FY2010. Total credit hours, a measure that closely mirrors student headcount, declined 16.2% in the period FY2014 to FY2018. Each percentage drop in enrollment equates to a \$250,000 decrease in tuition revenues. Tuition and fees account for 29.5% of Oakton’s operating fund revenue. The effect of tuition increases in FY2017 and FY2018 will diminish over time, unless student enrollment stabilizes.

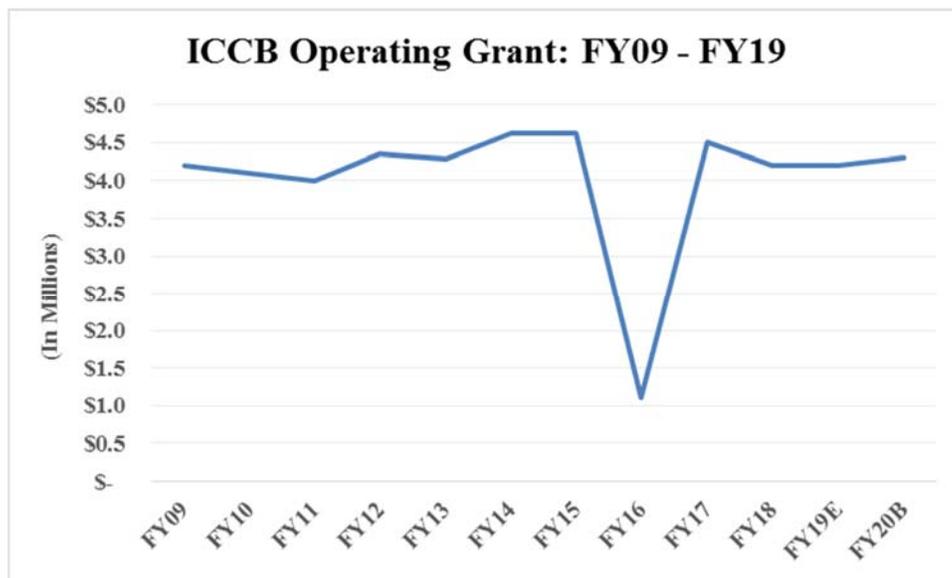


Note: A credit hour is the unit of measuring educational credit, usually based on the number of classroom hours per student per week throughout a term. The State of Illinois excludes certain credit hours from reimbursement, such as those earned by students taking classes in programs that are supported by grants.

## **State Funding**

The State of Illinois has been experiencing fiscal difficulties for several years with some recent improvement. After going over two years without a full State budget, in early July 2017 the legislature approved appropriations for fiscal years 2017 and 2018. A permanent income tax increase, pension reform, and other changes to support state spending levels were also enacted into law. Oakton received state credit hour grant revenue for FY2017 equal to the FY2015 level. Credit hour grant revenue for FY2018 and FY2019 was 90% of the FY2015 level.

Meanwhile, pension reforms have stalled without the required enabling legislation and the State continues to experience a significant backlog of unpaid bills (\$6.2 Billion as of early May 2019). State receipts were higher than projected due to the booming economy in the last half of fiscal year 2019 and higher receipts should continue into fiscal year 2020. These higher receipts should help the State balance its FY2020 budget. However, Oakton will continue to budget conservatively based on the uncertainty surrounding the State's fiscal challenges.



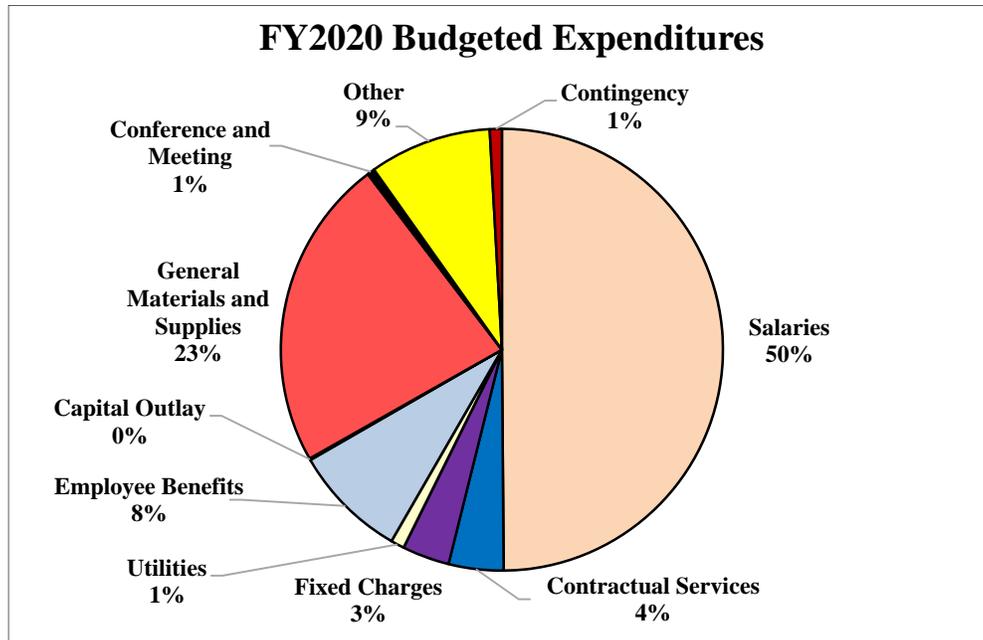
## **Salaries**

Salaries are contractually obligated to rise at an average annual rate of approximately 3.0% through FY2021. Although overall salary increases were somewhat mitigated by staff and full-time retirements during both FY2018 and FY2019, the trend in retirements is hard to gauge, so the salary savings may not continue.

## **Benefits**

Employee benefit costs continue to outpace the inflation rate. From FY2014 to FY2018, benefits inflation at Oakton averaged 2.0%, compared with an average increase of 1.5% in the Consumer Price Index (CPI) over the same period. The good news is that Oakton's insurance premium increases fall below the national average of 3.0%, according to data taken from the Kaiser Family Foundation's annual employer health benefits survey. Salary and benefit costs combined

also account for 82.3% of the total operating budget. Paying for these “fixed” costs therefore has a narrowing effect on new initiatives that can be funded.



## BUDGET PRIORITIES

The FY2020 budget was developed with several budget priorities in mind:

1. Maintain a structurally balanced budget.
2. Maintain Oakton’s affordability by keeping tuition and fees flat.
3. Fund key initiatives linked to the four Institutional Priorities.
4. 100.0% funding for Year 3 capital projects, as prioritized in the FY2018 – FY2022 Facilities Master Plan.
5. Continue Oakton’s efforts to establish a community-based participatory budgeting process through increased transparency, accountability, and equity in the decision-making process.

## FY2020 INITIATIVES

Based on Oakton’s 2018-2022 strategic plan, departments were charged with creating their own strategic plan goals in alignment with the four *Success Matters* commitments: Equity, Teaching and Learning, Community, and Planning.

Departments were then given instructions to outline aspects of their strategic plan projects including objectives, performance metrics, tactics, and required resources.





Leadership also clarified that Oakton would focus on four institutional priorities linked to the strategic plan: 1) First-Year Experience, 2) Curricular Pathways, 3) Student Persistence, and 4) Strategic Enrollment Management for FY2018 through FY2020.

Faculty/staff-led, cross-functional teams were formed to develop specific plans and strategies in each area, which were detailed in Strategic Planning assessments that are periodically updated. Proposed initiatives to further the four priority areas were then evaluated to determine if additional funding would be required. Initiatives funded in the FY 2020 budget included the following:

Strategic Plan Investment	Institutional Priority	Purpose	Amount
Website Redesign	All Priorities	Improve website usability for prospective students, current students, and others in the Oakton community	\$500,000
Multi-Factor Authentication Software	All Priorities	Helps improve security at the College by requiring additional authentication measures for access to systems	\$200,000
Academic Advisors (three full-time)*	Curricular Pathways	Increase student persistence, continued enrollment, and increased completion of credentials	\$161,500
Dean of Enrollment Management and Two Athletics positions (Athletics Manager and Department Assistant)	Strategic Enrollment Management and Student Persistence	The Registrar/Athletics Director position will be separated into a dedicated Dean of Enrollment Management and an Athletics Director	\$162,000
One, New Database / Systems Administrator in Institutional Research	Curricular Pathways	To maintain the new Enterprise Data Warehouse for informed decision-making	\$97,000
One, new Public Information Officer	All Priorities	To create and enable communication between the College and news media outlets as well as the general public	\$97,000
Curriculum Management and College Catalog Software	Curricular Pathways	Promotes timely and focused progress to completion	\$100,000
Transportation Demand Management Study	Strategic Enrollment Management	Study to consider transportation options from the east side of Oakton's district to the Des Plaines campus	\$75,000
50 <sup>th</sup> Anniversary Activities and Marketing	All Priorities	Various activities and marketing for the 50 <sup>th</sup> Anniversary (year 2 funding; \$75,000 budgeted in FY2019)	\$150,000
<b>Total:</b>			<b>\$1,542,500</b>

The seven positions listed in the chart of strategic plan investments were offset by freezing positions in other areas of the College. Personnel investments include projected salaries and benefits costs.

## THE FY2020 BUDGET

The proposed FY2020 budget is a balanced budget for all funds. The Education Fund is structurally balanced due to increases in property taxes, state revenue, and investment income that offset personnel and non-personnel cost increases. Other funds are balanced with transfers from the Education Fund.

The proposed appropriation for the FY2020 budget for all funds totals \$122.1 million, an increase of \$3.9 million or 3.3% from FY2019. The increase occurs primarily because of a \$4.5 million expected expense for retiree health insurance. Excluding the \$4.5 million expense, the budget for restricted and unrestricted funds will decrease slightly by \$600,000 or 0.5% from the FY2019 total. The \$600,000 decrease results primarily from freezing salaries for 5.5 full-time positions, vacancy savings based on the time needed to hire positions, lower adjunct faculty salary costs, savings from replacing retiring faculty with new faculty at lower salaries, and projected lower utility costs.

The Education Fund, the main operating source of spending, is proposed to total \$66.3 million of appropriation, reflecting an increase of \$0.3 million or 0.5%. The proposed budget meets all contractual obligations.

### Expenditures By Fund

Expenditures by Fund	FY2018 Actual	FY2019 Final Budget	FY2020 Proposed	FY20 vs FY19 % Change
Education Fund	\$58,227,855	\$65,954,580	\$66,340,081	0.58%
O&M	7,567,278	8,764,547	8,211,400	-6.31%
Auxiliary Enterprise	5,766,897	6,947,563	6,453,855	-7.11%
Bond & Interest	8,383,731	3,405,000	3,424,013	0.56%
Liability/Soc Security & Medicare	1,443,323	1,524,200	1,386,000	-9.07%
Audit	112,519	103,100	103,100	0.00%
Restricted Purpose	41,705,290	11,999,000	12,839,523	7.00%
Retiree Health Insurance Fund	7,450,155	-	4,500,000	NA
Capital Improvement	12,883,678	19,492,980	18,857,727	-3.26%
<b>TOTAL</b>	<b>\$143,540,726</b>	<b>\$118,190,970</b>	<b>\$122,115,699</b>	<b>3.32%</b>

The College has experienced significant decreases in enrollment in recent years. The total credit hours in fall of 2018 decreased by 3.3% compared with the fall semester of 2017. The preliminary credit hour counts for spring 2019 show a 3.7% decline from the spring of 2018. The College has attempted various measures to increase enrollment while trying to address the negative impact of enrollment decreases on revenues.

While falling enrollment lowers tuition and basic operating grant revenues, costs continue to increase based on negotiated union contracts and the rising cost of healthcare and commodities. Increasing the College's tuition rate to offset rising costs is risky because it may negatively affect student enrollment. A resident tuition rate of \$136.25 per credit hour was effective with the 2017 summer academic term. No tuition or fee increases are proposed during FY2020.

Internally, the College was faced with a projected deficit of \$3.0 million for FY2020. To maximize property tax revenue, the budget took full advantage of the tax cap, which is 2.1% for the 2018 tax levy year and 1.9% for the 2019 tax levy year. Maximizing the tax cap is estimated to generate \$0.2 million in additional property tax revenue in FY2020. This and other gap closing strategies were implemented in consultation with the President's Council:

<b>Gap Closing Strategies Implemented</b>	<b>FY2020</b>
Freeze salaries for 5.5 full-time positions (for a cumulative total of 16)	\$436,200
Half-year vacancy savings for 2 full-time faculty positions and 1 full-time IT position	97,200
Lower adjunct salary costs (3.4% lower than FY19 budgeted)	398,000
Retirement of two additional, full-time faculty	120,500
Fringe benefits savings from frozen positions and vacancies	106,500
Shift multi-factor authentication software purchase to CIP	200,000
Extend 50% of the cost of the Flex Reg replacement system to FY21	125,000
Reduce equipment budgets overall by 10.0%	110,000
Purchase FY20 IT-budgeted hardware in FY19	230,000
Reduce travel budgets to FY18 actual expenditures + 10.0%	93,000
Increase interest revenue	358,698
Revise Fire Science instructional contracts budget	125,000
Additional department operating budget reductions	100,000
Reduce FY20 paydown of OPEB liability (from \$5 M to \$4.5 M)	500,000
<b>Total Budget Reduction for FY2020</b>	<b>\$3,000,098</b>

Total revenues generated by the Auxiliary and Enterprise accounts are estimated at \$4.4 million in FY2020, a decrease of \$0.4 million from FY2019 budgeted revenues for the Auxiliary Enterprise Fund. Total budgeted expenditures of \$6.5 million result in a spending gap of \$2.1 million. Since expenditures will exceed revenues by \$2.1 million, a transfer of \$2.1 million is proposed from the Education Fund. The Education Fund will provide a total of \$0.8 million to support Alliance for Lifelong Learning, \$1.0 million to support Athletics and the Fitness Center, and \$0.3 Million to support other Auxiliary functions, including the Early Childhood Education Center.

Many of Oakton's buildings were constructed in the 1970's or 1980's and require overdue deferred maintenance and renovation work. To address deferred maintenance and renovation needs, the College developed a five year Facility Master Plan in spring 2017 with input from a

steering committee, faculty, staff, and students. The estimated cost is \$40.0 million over five years. The FY2020 budget proposes that a combination of existing fund balance in the Operations and Maintenance (Restricted) Fund and bond proceeds to be issued in FY20 be used for the third year capital projects in accordance with the Master Plan.

The FY2020 budget provides a total of \$18.9 million to support capital projects. The College plans to support capital projects primarily with a combination of bond proceeds, excess fund balance in operating funds, and student fees in the coming four years.

# OAKTON COMMUNITY COLLEGE

## Community College District No. 535

### Our Mission, Vision, and Values

Oakton's mission, vision, and values are based on long-standing and fundamental principles guiding the college's work and the relationships among all those who work and study at Oakton, as well as members of the community and professional colleagues throughout the nation. The mission, vision, and values were formally ratified by the Board of Trustees on March 21, 2017.

#### **Mission**

Oakton is the community's college. By providing access to quality education throughout a lifetime, we empower and transform our students in the diverse communities we serve.

#### **Vision**

Dedicated to teaching and learning, Oakton is a student-centered college known for academic rigor and high standards. Through exemplary teaching that relies on innovation and collaboration with our community partners, our students learn to think critically, solve problems, and to be ethical global citizens who shape the world. We are committed to diversity, cultural competence, and achieving equity in student outcomes.

#### **Values**

*A focus on Oakton students is at the core of each of these values.*

- We exercise **responsibility** through accountability to each other, our community, and the environment.
- We embrace the **diversity** of the Oakton community and honor it as one of our college's primary strengths.
- We advance **equity** by acknowledging the effects of systemic social injustices and intentionally designing the Oakton experience to foster success for all students.
- We uphold **integrity** through a commitment to trust, transparency, and honesty by all members of the Oakton community.
- We cultivate **compassion** within a caring community that appreciates that personal fulfillment and well-being are central to our mission.
- We foster **collaboration** within the college and the larger community and recognize our interdependence and ability to achieve more together.

## **History**

Founded in 1969, Oakton Community College opened its doors to 832 students in fall 1970. The “campus” consisted of four factory buildings at the intersection of Nagle Avenue and Oakton Street in Morton Grove. Search for a new site began almost immediately, but four years elapsed before the college purchased 170 acres of land between the Des Plaines River and a county forest preserve on the far western edge of the district. Site development began in 1975, and the first students walked through the doors of the new building for summer school classes in June 1980. Major additions were completed in 1983, 1995 and 2014. Also in 1980, the college leased, and subsequently purchased, Niles East High School in Skokie, in the eastern part of the district. The college eventually demolished the high school and opened a brand new facility in 1995.

In 2006, the Ray Hartstein Campus (RHC) in Skokie opened the Art, Science, and Technology Pavilion. The Margaret Burke Lee Science and Health Careers Center (the Lee Center) on the Des Plaines campus opened its doors for the spring 2015 semester. As a result of the Lee Center opening, extensive remodeling is underway for the spaces vacated on the Des Plaines campus and is planned to be completed in August 2019. Renovations include administrative offices, counseling and wellness, the Arts, second-floor classrooms, and the final phase of Student Street.

## **Educational Programs and Services**

In accordance with the Illinois Community College Act, Oakton provides, at a minimum, the following educational programs and services:

- Baccalaureate and general education for students planning to transfer to four-year colleges and/or to earn an associate degree in the liberal arts, science, engineering, or fine arts.
- Occupational education to provide students with career training suitable for obtaining employment or enhancing occupational skills.
- General or developmental studies for students requiring additional preparation before they can begin college-level education.
- Continuing education for residents, employers, and employees of the community desiring classes without having to enroll in formal college-level courses.
- Public service activities to meet specialized needs of the community; such activities may include workshops, seminars, and customized employee training programs offered on or off campus.

- Student services, such as counseling and advising, testing, and tutoring.

## **About Oakton**

Oakton's external environment is shaped by trends and characteristics of residents, businesses, educational institutions, public agencies and governments, other organizations and the economy. The external environment provides the setting within which the college develops and offers programs and services that respond to student, employer, and community needs. The external environment also affects resources available to the college. To learn about the external environment, Oakton holds numerous conversations with local, state, and national leaders; convenes meetings with employers; reviews public and professional literature; and analyzes data and information about the area, the state, and the global economy. Based on the above studies, the college identifies these important characteristics:

### **Geographic Location**

Oakton Community College includes Maine, Evanston, New Trier, Niles, and Northfield Townships and serves an estimated population of approximately 440,000 living in the communities of Des Plaines, Evanston, Glencoe, Glenview, Golf, Kenilworth, Lincolnwood, Morton Grove, Niles, Northbrook, Northfield, Park Ridge, Skokie, Wilmette, and Winnetka. The college also serves one square mile of Wheeling township and small portions of Norwood and Leyden townships. With campuses in Des Plaines and Skokie, Oakton also offers continuing education classes at locations throughout the district and distance learning courses via the Internet. Both campuses are conveniently located, close to major roadways leading into Chicago as well as to all parts of the Chicago metropolitan area, Wisconsin, and Indiana. Students also have access to public transportation including Metra commuter trains and Pace bus routes. The college's community college neighbors include College of Lake County to the north, William Rainey Harper College to the west, and Triton College and City Colleges of Chicago to the south.

### **Population**

Oakton's district has experienced significant population growth in the past several decades. However, most of the communities in the district have begun to experience population losses in recent years, mirroring trend throughout the state. There was a net population decline of 18,583 in Cook County in 2015-2016.

Two factors seem to have precipitated this: declining birth rates and an increase in domestic outmigration. Illinois has experienced an increased net out-flow of domestic migrants for many years, but only recently (since 2013) the international migration and natural increase in population has not been able to compensate creating an overall negative population growth.

Oakton's district population is increasingly diverse with respect to ethnicity, race, nation of origin, culture, religion, educational background, English language competency, and

household composition (for example, single-parent families and multiple generation households).

The percent of the population aged 25 and older with a bachelor's degree or higher living in the district is 54.1%, compared to 31.9% statewide. Median household income in Cook County in 2017 was \$61,405 compared to \$62,992 statewide. Oakton's district also includes some of the wealthiest communities in Illinois, including Glencoe (\$193,571), Kenilworth (\$247,000) and Winnetka (\$216,875). District-wide median household income in 2016 was \$108,451.

The population of District 535 is white (65 percent), Asian (17 percent), Hispanic/Latino (9 percent), Black or African-American (5 percent), and all other groups including two or more races (5.0 percent).

### **Education**

K-12 public school systems are strong, and Oakton's feeder high school students are the most recruited college-bound students in the country. As many as 97 percent of high school graduates pursue postsecondary education. The district also contains a number of private and parochial schools that offer all levels of education through high school. K-12 officials report an increasing number of students with special needs, including students with physical, emotional, and/or learning disabilities. The number of school-age children is stable, and schools do not anticipate significant growth.

Shifting national perceptions about higher education as a private good to benefit individuals, rather than a public good to benefit society, play out in reduced public financing of higher education and greater reliance on student tuition and fees. It is Oakton's good fortune to have a strong tax base which currently buffers the college from the most dramatic effects of reduced state funding. However, recognition of the demands for limited state resources raises concerns about the amount of future funding available and that the state may change its funding formula, threatening the ability of colleges in districts like Oakton's to benefit from robust local tax bases. An additional concern centers on the taxpayers, who, recently faced with reduced home values and increased property taxes, may resist supporting public institutions as taxes rise and as assessed valuations fall due to the tax cap "guaranty." This guaranty allows the college to levy at the previous year's amount plus 5 percent or inflation (whichever is lower) regardless of (any) decline in assessed valuation.

Technology continues to evolve and expand, with what seems to be a never-ending array of new applications, equipment, and uses. Colleges and universities approach technology from multiple directions: as a tool to enhance learning and teaching; as the subject of study; and as a means to improve efficiency and effectiveness in managing the organization and delivering services to multiple constituencies. Online education has exploded in the number of colleges and universities offering distance learning courses and the number of students taking them. At the same time, social media has transformed the way people communicate for personal, educational, and professional reasons.

## **Business and Industry**

Employers indicate the need for employees who not only have technical skills, but also the ability to communicate, work in teams, think critically, solve problems, and demonstrate responsibility. Oakton continues to pioneer career certificate programs to meet expanding workforce needs in the district. For instance, the College recently approved new innovative health care certificate programs in medical cannabis, patient care specialist and perioperative nursing, and cancer registry management. These new programs provide academic training and credentials to help students advance their health care careers.

The economic base and labor markets within Oakton's district comprise a diverse array of businesses, industries, and service providers. The Illinois economy continues to show signs of growth similar to economic growth nationally. According to the Illinois Department of Employment Security, Illinois added 57,400 non-farm jobs since June 30 of the previous year. The industry sectors recording job growth in the majority of metro areas were: government, leisure and hospitality, manufacturing, education and health, construction, and trade, transportation, and utilities.

## **The Area**

With the area's largely developed geographical base, minimum potential exists for added housing. Recently, many communities have again witnessed older housing being demolished and replaced with new single family or multiple family residences. This "teardown" activity has resumed with the economic recovery. The district's local public governments, as well as library and park districts, have traditions of high-quality service and relative autonomy. An increasing number of schools, organizations, and commercial vendors are offering education and training to residents and employees through distance education, in traditional classroom settings, and at the workplace. More than 50 postsecondary institutions lie within easy driving distance of Oakton with many others offering online classes to district residents.

## **Financial Base**

Oakton's assessed value declined from a high of \$28.5 billion in tax levy year 2009 to \$18.7 billion in tax levy year 2015 before increasing to a current assessed value of \$22.8 billion (tax levy year 2017). The Property Tax Extension Limitation Law (PTELL) limits the increase in property tax extensions to five percent, or the percent increase in the national Consumer Price Index (CPI) for the prior year, whichever is less. Adjustments are made for annexations, mergers, disconnections, new construction, and increases approved by taxpayer referendum.

Oakton's district houses more than 25,000 businesses of all sizes. The labor market includes substantial numbers of employees in service, financial, health care, and related occupations at all levels.

Illinois is experiencing serious financial and political issues, which has resulted in dwindling support for higher education. After going for over two years without a full state budget, in early July 2017 appropriations for fiscal years 2017 and 2018 were approved as well as a permanent income tax increase, pension reform and other changes to help support spending levels. Oakton received credit hour grant funding at 100% of the FY 2015 level for FY 2017 and 90% of the FY 2015 level for FY 2018 and FY 2019. The FY 2020 spending bill includes a 5.0% increase to the credit hour grant appropriation. Although funding has been mostly restored, the state, with a \$6.4 billion backlog of unpaid bills and over \$133.0 billion in unfunded pension liabilities, continues to have financial challenges.

Historically, assistance in the form of federal grants has been more reliable than the support the college has received from the State of Illinois. However, in the future the receipt of federal grants may be delayed and grant requirements may change. In recent years, grant applications and reporting requirements have become more complex and time consuming.

### **Employees**

Twenty-nine full-time faculty and over 60 staff retired in the period 2013-2018. New faculty and staff will provide fresh ideas and build on Oakton's history of employee engagement and institutional loyalty.

The college recruits broadly for employee replacements, especially for full-time faculty, and includes provisions for seeking full-time faculty from adjuncts/part-time faculty. Positions are posted on the college website, the Chronicle of Higher Education and published on websites that focus on diversity recruitment, including historically African-American colleges and universities and the Hispanic Association of Colleges and Universities.

### **Accreditation**

Oakton Community College is accredited by The Higher Learning Commission (230 South LaSalle Street, Suite 7-500, Chicago, IL 60604; 312.263.0456; [www.hlcommission.org](http://www.hlcommission.org)). The college is recognized by the Illinois Community College Board and is a member of the American Association of Community Colleges, as well as numerous professional organizations.

### **Facilities and Services**

Oakton Community College maintains physical campuses in Des Plaines and Skokie. Occupying 193 total acres, the college's properties include 25 acres of lake and drainage, 30 acres of athletic fields, 29 acres of parking lots, and a two-acre prairie restoration area with the balance occupied by buildings.

Oakton's scenic Des Plaines campus at 1600 East Golf Road, surrounded by woodlands and prairie, includes a 410,000 square foot main building, the 93,000 square foot Lee Center, and a 7,300 square foot grounds maintenance building. In the fall of 2014, the

college opened its Des Plaines campus Enrollment Center which integrates student services for admission, advising and counseling, financial aid, and registration and records functions in one convenient location. At approximately 13,800 square feet, the enrollment center also incorporates various functions previously scattered across the Des Plaines building into a facility that is modeled after the successful design implemented at the campus in Skokie. The college houses 61 classrooms, 64 labs, 285 offices, and a 9,500 square foot gymnasium. Other facilities include a Performing Arts Center (with a 285-seat theater), the Koehnline Museum of Art, and a Fitness Center.

The Lee Center opened for classes in January 2015. The Lee Center contains state-of-the-art science spaces, celebrates the natural and artistic highlights of the Des Plaines campus, and showcases the latest sustainable technologies. The LEED Gold-certified instructional center is home to the college's anatomy, biology, chemistry, earth science, medical laboratory technology, nursing, physical therapy assistant, physiology, and physics programs. LEED Gold buildings save money and resources, and they have a positive impact on the health of occupants while promoting renewable, clean energy. In addition, Legat Architects received the 2015 American Institute of Architects (AIA) Northeast Illinois Chapter Award for Excellence in Design for Distinguished Building over \$3 million category, for the Lee Center design.

The Student Center opened in January 2017. This new space provides about 7,300 square feet of dedicated space for student leadership, organizations, clubs, activities, recreation, group study, and student meetings at the Des Plaines campus. The center features a large multipurpose lounge area with a fireplace and television screens with floor-to-ceiling windows offering scenic views of the lake to the north.

The Skokie campus, situated on 21 acres at 7701 North Lincoln Avenue, is home to 34 classrooms, 34 labs, and 86 offices. In 2006, the college constructed the Art, Science, and Technology Pavilion which houses Oakton's programs in art and graphic design, computer networking and systems, computer technology and information systems, electronics, engineering, and manufacturing. The pavilion's architect, Ross Barney, earned a "citation of merit" in the Distinguished Building category from the Chicago chapter of the American Institute of Architects. A \$75,000 Illinois Clean Energy Fuel Foundation grant enabled the firm to incorporate numerous energy efficient features into the Pavilion design (including building materials that reduce heat transfer), occupancy sensors for lighting and temperature control, low flow technologies to reduce water consumption, and bamboo flooring and other sustainable materials.

With rapidly changing technologies putting a new emphasis on alternative course delivery, Oakton offers distance learning and online education. The college has been at the forefront of this digital revolution, developing a wide variety of quality, innovative, online courses to serve the needs of an increasingly diverse student body. Nearly all general education requirements for the Associate in Arts or Associate in Science degrees can be completed entirely through online courses at Oakton. In the fall 2017 semester, 13 percent of students

took courses exclusively online and 19 percent of students took a combination of on-campus and online courses.

The college also offers the Continuing Education, Training, and Workforce Development programs delivered through the Alliance for Lifelong Learning and Workforce Development (formerly Business Institute). Historically an Illinois leader in adult and continuing education, Oakton's noncredit program served more than 14,500 people in FY 2018. Through a unique partnership with all but one of the local high school districts and other community groups, the Alliance for Lifelong Learning currently offers courses at more than 150 locations.

### **Educational Services**

According to data reported to the U.S. Department of Education, unduplicated student headcount was 18,527 in 2017. Many other individuals connect with Oakton by attending an array of special programs, athletic competitions, and cultural events, or by participating in the activities sponsored by outside groups that lease Oakton's facilities.

As approved by the Illinois Community College Board, Oakton offers 80 degrees and certificates in transfer programs and career and technical education programs. These degrees and certificates were developed to meet the interests of prospective students and labor market needs, and to provide students with an array of learning opportunities. Academic departments have individual webpages that explain programs and demonstrate both the diversity and accessibility of Oakton curricula.

To increase accessibility to quality education as stated in the mission, Oakton offers day, evening and weekend courses. Offerings are also available in various modalities (face-to-face, hybrid, and online) and at two different campus locations. The college also increases access to an Oakton education by providing affordable educational experiences through comparatively low tuition.

Oakton programs are high quality, as evidenced by external benchmarking data that demonstrate comparatively high levels of success in developmental and college level courses, low course withdrawal rates, and high transfer rates, as well as high licensure rates for applicable health careers programs. The program review process for academic programs also requires evidence of quality, including through comparative visits to peer institutions.

Oakton's mission to provide education throughout a lifetime is reflected in its commitment to adult and continuing education and workforce development. The Alliance for Lifelong Learning (ALL), a collaboration between Oakton and district high schools, enrolls more than 36,000 students each year. ALL coordinates the resources of each high school district to make additional instructional services available for every adult resident of the district. Offered programs include continuing education classes, General Education Development (GED), Evening High School, English as a Second Language (ESL), and the Emeritus Program for adults over 50 years old. Dual credit courses, which provide a partnership

between district high school and Oakton, are also offered to provide early access to college-level learning opportunities and increase college readiness.

In addition to academic programs, special areas of study contribute to the transformative qualities of an Oakton education. The College currently offers the following academic concentrations: Great Books, Global Studies, Jewish Studies, Environmental Studies, Peace & Social Justice, and Women & Gender Studies. Oakton's Honors Program also offers unique courses and seminars to meet additional interests of high achieving students. Learning opportunities are also offered in Nanotechnology, Service Learning, and STEM programming. These special areas of study fulfill the mission by offering transformative coursework and experiences like study abroad or STEM research and design courses.

### **Student Services**

Over thirty extra and co-curricular programs provide empowering and transformative learning experiences outside of the classroom. For example, Oakton's Student Life office offers its hallmark Emerging Leader Program, which provides special activities, workshops, and training opportunities that develop participants' leadership and project management skills. Students can access additional learning experiences through participation in Student Government Association, the Student Judicial Board, the student newspaper, or dynamic and distinctive cultural experiences provided by the Black Student Union, Hillel, or the Mongolian Club.

The high quality education provided by Oakton is enhanced by student support services that supplement instructional experiences and support academic success. The college's Learning Center provides workshops that enhance classroom learning, as well as access to professional tutors who help improve academic achievement by clarifying learning problems and working on study skills. The Oakton Community College Library supports student success by encouraging critical thinking, promoting information literacy, and providing teaching, resources, and services that meet the information needs of the community. Student Affairs departments like the Access & Disability Resource Center, Advising Services, Career Services, and Counseling Services provide programs and services that support the academic mission and assist and empower students to achieve their goals.

A one-stop enrollment center centralizes admissions, registration, and financial aid services for students and increases access to an Oakton education through a streamlined enrollment process.

### **Student Demographics**

During the past decade, the Oakton student has become part of an increasingly diverse population. In credit programs, younger students (through age 24) constitute 63 percent of the student body. Fifty-one percent of enrolled students are women. Forty-eight percent are White non-Hispanic, 21 percent are Asian or Pacific Islander, 16 percent are Hispanic or

Latino, 7 percent are Black or African American, and the remaining 8 percent have chosen not to identify themselves with any one of the standard racial/ethnic categories. Approximately 37 percent of students indicate that their native language, or that the language spoken at home, is not English. Spanish, Polish, Korean, Urdu, and Assyrian are languages identified by the largest number of students, although Oakton students speak more than 50 different languages. In spite of the relative affluence of Oakton's district, 37 percent of students receive some type of grant, loan, work, or scholarship assistance. Each year the college offers increased scholarship and grant programs, and students take advantage of these educational opportunities.

Drawing from respondents to the 2015 Community College Survey of Student Engagement, data indicated 34 percent of students were first-generation (neither parent had attended any college in the United States). More than 19 percent of all current students have a bachelor's degree or higher.

55 percent of respondents to the 2015 Community College Survey of Student Engagement indicated their primary goal at Oakton is to transfer to a four-year college or university. 42 percent of respondents reported that obtaining or updating job-related skills is a primary goal. Similarly, 26 percent of respondents reported that changing careers is a primary goal for attending Oakton. Over half (53 percent) of current students have attended another college or university.

Data from the National Student Clearinghouse indicate that Oakton alumni went to the following four-year institutions in the largest numbers: Northeastern Illinois University, University of Illinois at Chicago, DePaul University, Loyola University Chicago, University of Illinois at Urbana-Champaign, and Columbia College.

Many students today graduate from college with high debt and poor job prospects. As a result, many prospective students may question the value of postsecondary education. In contrast, Oakton provides an excellent value for prospective students. The college ranks 50th among the best values for community colleges in the nation, according to ValueColleges.com.

To corroborate the website's findings, an economic study published by Northern Illinois University Center (NIU) for Governmental Studies found that a 25-year-old Oakton graduate can expect a total lifetime earnings gain of more than \$724,000, a 56 percent increase over the total lifetime earnings of someone not completing a community college program. The annual rate of return on the investment in an Oakton degree is approximately 23 percent.

At the same time, state agencies, legislators, accreditation agencies, the federal government, and the public demand more accountability from schools at all levels, including colleges and universities.

Sixteen percent of new Oakton students responded to the 2015 Survey of Entering Student Engagement reported working full-time outside the home, 43 percent work part-time, and 41 percent reported not working outside the home.

# Strategic Planning: Setting Goals and Prioritizing Spending

## Success Matters – Laying The Foundation

On March 21, 2017, the Board of Trustees adopted *Success Matters*, Oakton Community College’s strategic plan for 2018-2022. *Success Matters* sets a direction for the college built upon previous strategic plans.

Oakton adopted an inclusive approach to developing a strategic plan that best represents a



Oakton Community College 2018-2022 Strategic Plan

collective vision for the future of the college. A number of stakeholders participated in the creation of this plan, including over 1,000 survey respondents, focus group participants, and meeting attendees. Success Matters was the product of an extensive planning process that began in July 2015 and which was guided by the Strategic Planning, Accountability, and Resources Committee (SPARC). SPARC

was designed to not just help craft the strategic plan, but to oversee the entire life of the plan, including the allocation of resources toward strategic goals and the assignment of accountability for the college’s progress toward these goals. Members of SPARC represent the four stakeholder groups – students, faculty, staff, and administrators.

Four strategic commitments of the plan – Equity, Teaching and Learning, Community, and Planning – provide a roadmap for the college. The adoption of the 2018-2022 strategic plan also coincided with the completion of the College’s Assurance Argument in September 2017 in support of accreditation with the Higher Learning Commission of the North Central Association (HLC). The Assurance Argument was integral in furthering the overall strategic planning process because it described the specific initiatives underway at the College in such areas as Student Success and Program Evaluation.

Each of the four Strategic Commitments is underpinned by a number of objectives, each of which is tied to a measurable outcome:

<b>Strategic Commitment One: Equity Matters</b>	
<b>We will create an environment that supports the inclusion, engagement, and learning of all students through resource allocation, curriculum development, inclusive policies and procedures, and ongoing support.</b>	
<b>Objective</b>	<b>Five Year Measurable Outcomes</b>
<b><i>1.1: Equity--Outcomes</i></b>	<ul style="list-style-type: none"> <li>▪ Course retention rates will increase from 87% to 94% for credit classes</li> </ul>

<p>We will improve outcomes in key milestones for student success—developmental to college pathway, course success, retention, persistence, and completion—with a particular focus on addressing opportunity gaps in order to increase the success of all students.</p>	<ul style="list-style-type: none"> <li>▪ Fall to Fall persistence rates will increase from 47% to 54%</li> <li>▪ Fall to Fall persistence rates for students placed in at least one developmental course will increase 7%.</li> <li>▪ Three year certificate and degree and completion rates will increase from 14% to 21%</li> <li>▪ Achievement gaps in retention, persistence, and completion by race are no more than 5% difference between highest and lowest achievers.</li> <li>▪ Achievement gaps in retention, persistence, and completion by income are no more than 5% difference between highest and lowest achievers.</li> </ul>
<p><b><i>1.2: Equity--Planning</i></b></p> <p>We will engage in a more robust evidence-based examination to scrutinize institutional and societal barriers to equity and develop a college equity plan that identifies opportunities and establishes priorities to address these barriers.</p>	<ul style="list-style-type: none"> <li>▪ A data warehouse makes data readily available to decision-makers.</li> <li>▪ The college has updated and expanded the demographic and contextual data it collects about students.</li> <li>▪ An institutional equity plan has been completed.</li> </ul>
<p><b><i>1.3: Equity-mindedness:</i></b></p> <p>We will invest in equity-minded policies, practices, and behaviors that lead to success for ALL Oakton students from recruitment to goal attainment, with particular attention to students of color, first generation college students, low income students, students with different abilities, international students, military-connected students, adult learners, LGBTQ students, religious minorities, and undocumented students.</p>	<ul style="list-style-type: none"> <li>▪ All college departments complete an equity assessment.</li> <li>▪ A system for identifying and implementing best practices is established, communicated, and resourced.</li> <li>▪ 75% of Oakton faculty and staff have completed cultural competency, anti-racism, and/or safe zone training.</li> </ul>
<p><b><i>1.4 Equity--Wellness:</i></b></p> <p>Recognizing the relationship between student wellness and student success, we will employ proven strategies for support of health, mental well-being, food and housing security, and physical safety.</p>	<ul style="list-style-type: none"> <li>▪ An ongoing survey will determine baseline of students reporting food and/or housing insecurity which will inform College response.</li> <li>▪ The College has an established and communicated emergency assistance process and a system for referral to</li> </ul>

	<p>longer-term support resources.</p> <ul style="list-style-type: none"> <li>▪ 50% of generic syllabi includes information on mental well-being and emergency assistance resources.</li> </ul>
<p><b>1.5 Equity—Affordability</b></p> <p>We will continue to promote the affordability of an Oakton education by seeking additional resources to support the cost of education for students and by developing more flexible ways to deliver financial aid.</p>	<ul style="list-style-type: none"> <li>▪ An analysis of current student financial systems has identified and addressed remediable systemic challenges.</li> <li>▪ The college has explored and assessed alternative financial aid models (such as performance-based loan forgiveness).</li> <li>▪ Increased percentage of students participate in financial literacy programming and/or curriculum.</li> <li>▪ Increased percentage of students who complete the FAFSA (before the start of the semester).</li> <li>▪ Initiative to reduce the costs of textbooks and other instructional materials has been developed.</li> </ul>
<p><b>1.6: Equity—Faculty Engagement</b></p> <p>We will explore models that increase faculty participation in high-impact practices that diminish opportunity gaps and encourage the success of all students, with particular attention to adjunct faculty engagement and inclusion.</p>	<ul style="list-style-type: none"> <li>• 75% of full time faculty participates in the college’s success initiatives, such as the persistence project.</li> <li>• 40% of adjunct faculty participates in the college’s success initiatives, such as the persistence project.</li> <li>• 50% of students are enrolled in a course that utilizes high impact practices in their first semester.</li> </ul>

**Strategic Commitment Two: Teaching and Learning Matter**

**Building on our commitment to academic excellence, we will be responsive to the changing environment and promote student success through innovative pedagogical practices.**

<b>Objective</b>	<b>Five Year Measurable Outcomes</b>
<p><b>2.1: Teaching and Learning—Program Offerings</b></p> <p>We will implement dynamic, collaborative processes to update and promote program</p>	<ul style="list-style-type: none"> <li>▪ An expedited system for course development is instituted.</li> <li>▪ Faculty, students and community have clear processes for communicating input about program and course</li> </ul>

<p>offerings, program modalities, and course content in consideration of changing student needs as well as societal and labor trends</p>	<p>offerings.</p> <ul style="list-style-type: none"> <li>▪ Stakeholders have easy access to environmental, societal, demographic and labor market resources.</li> </ul>
<p><b>2.2 Teaching and Learning—Pathways</b></p> <p>We will expand our curricular pathways to promote timely and focused progress to completion</p>	<ul style="list-style-type: none"> <li>▪ The college has identified its top 10 transfer majors and established curriculum pathways for each.</li> <li>▪ 90% of CTE Programs have assessed certificate and degree requirements for relevance and effectiveness.</li> <li>▪ Curriculum pathway software is effectively utilized to assist student decision-making.</li> </ul>
<p><b>2.3: Teaching and Learning—Adjunct Faculty</b></p> <p>We value the contributions of adjunct faculty to teaching and learning and will provide greater support for orientation, professional development, advancement, and overall involvement in the life of the college.</p>	<ul style="list-style-type: none"> <li>▪ Adjunct faculty’s reported satisfaction has increased 20% from baseline measure.</li> <li>▪ Adjunct faculty orientation has been redesigned.</li> <li>▪ Increased CPD offerings are available online and at Skokie campus.</li> <li>▪ Increased adjunct participation on college committees.</li> </ul>
<p><b>2.4: Teaching and Learning—Experiential Learning</b></p> <p>We will further expand learning outside of the classroom, such as field studies, apprenticeships, internships, study abroad, undergraduate research, and service learning, that personalize the educational journey of every student.</p>	<ul style="list-style-type: none"> <li>▪ Student experiential learning participation is tracked systematically.</li> <li>▪ At least 50% of graduating students have participated in an experiential learning opportunity.</li> <li>▪ Safety protocol and guidelines are established for study abroad and other experiential learning activities.</li> </ul>
<p><b>2.5: Teaching and Learning—Collaboration</b></p> <p>We will develop collaborative multi-disciplinary partnerships that allow for in-depth exploration of topics and promote critical thinking.</p>	<ul style="list-style-type: none"> <li>▪ An established set of tandem courses is offered on a consistent basis.</li> <li>▪ A multi-disciplinary lecture series is resourced and offered annually.</li> <li>▪ A maker space has been planned and resourced.</li> </ul>

### Strategic Commitment Three: Community Matters

We will increase our positive impact on the community by deepening Oakton’s relationships with external organizations and fostering students’ sense of social responsibility and engagement.

Objective	Five Year Measurable Outcomes
<p><b>3.1: Community—Engagement:</b></p> <p>We will cultivate student learning about global and domestic issues and sustain an environment where contemporary societal concerns are discussed in a way that encourages critical engagement, as well as civil and productive dialogue.</p>	<ul style="list-style-type: none"> <li>▪ A domestic diversity course requirement has been established for graduation.</li> <li>▪ Students’ reported civic engagement has increased 25% from baseline.</li> <li>▪ A media literacy initiative has been developed and implemented.</li> </ul>
<p><b>3.2: Community—Sustainability:</b></p> <p>We will integrate sustainability into our teaching and co-curricular activities and encourage students to promote sustainability and become advocates for change.</p>	<ul style="list-style-type: none"> <li>▪ 50% of generic syllabi include a learning objective or topic related to sustainability and/or the environment.</li> <li>▪ Sustainability standards for co-curricular activities are established and adhered to.</li> </ul>
<p><b>3.3: Community—Schools</b></p> <p>We will expand our partnerships with district schools by focusing on recruitment and outreach, dual credit, curriculum alignment, early placement, transfer and CTE pathways, summer bridge programs, and early and middle college opportunities.</p>	<ul style="list-style-type: none"> <li>▪ The percentage of district high school student matriculating to Oakton will increase by 5 percentage points.</li> <li>▪ The number of students enrolled in dual credit courses will increase by 20%.</li> <li>▪ The percentage of district high school students with developmental placement will decrease by 50%.</li> <li>▪ The college participates in ongoing collaboration with area high schools to align career and transfer pathways.</li> </ul>
<p><b>3.4 Community—Partnerships:</b></p> <p>We will develop stronger connections with community leaders, community-based organizations, business and industry partners, and transfer institutions in order to enhance the educational experiences of Oakton students.</p>	<ul style="list-style-type: none"> <li>▪ The college will establish a number of new strategic relationships with business and industry partners.</li> <li>▪ The college has developed and implemented a “learn and earn” program.</li> <li>▪ Competency-based curriculum is available for selected programs.</li> <li>▪ Stackable credentials are available in 75% of CTE programs.</li> </ul>

## Strategic Commitment Four: Planning Matters

We will promote the long term success of Oakton by planning strategically for the future and responsibly investing in employees, infrastructure, and marketing.

Objective	Five Year Measurable Outcomes
<p><b>4.1: Planning—Institutional Effectiveness:</b></p> <p>We will engage in greater institutional planning for the future effectiveness of the college with particular attention to departmental initiatives, strategic enrollment planning, master planning, and safety and security planning.</p>	<ul style="list-style-type: none"> <li>▪ All divisions and departments complete annual planning process and review of performance measures.</li> <li>▪ Departmental planning and budgeting processes are aligned.</li> <li>▪ Institutional effectiveness software is implemented.</li> <li>▪ Institutional plans, such as strategic enrollment and master plans, are prioritized, resourced and communicated college-wide.</li> </ul>
<p><b>4.2: Planning—Marketing:</b></p> <p>We will improve communication and expand marketing activities to share the value of Oakton within the region.</p>	<ul style="list-style-type: none"> <li>▪ A comprehensive marketing plan tied to strategic enrollment is resourced and implemented.</li> <li>▪ The College’s marketing and web presence is enhanced to align with peer institutions.</li> <li>▪ Increased community awareness of Oakton’s strengths, key programs, and curricular pathways.</li> </ul>
<p><b>4.3 Planning—Employee Success</b></p> <p>We will promote employee engagement and success through accountability, equitable decision-making, transparent communication, and effective shared governance mechanisms.</p>	<ul style="list-style-type: none"> <li>▪ Oakton employees’ reported workplace satisfaction will increase 20% from baseline.</li> <li>▪ Shared governance through representative committees is expanded.</li> <li>▪ Increased staff participation in CPD offerings.</li> </ul>
<p><b>4.4 Planning—Technology:</b></p> <p>We will seek ongoing input from the college community and anticipate, plan, and resource for longer-term changes in technology by investing in technology solutions that enhance student and employee success.</p>	<ul style="list-style-type: none"> <li>▪ Advisory committee for technology will be created.</li> <li>▪ Completed review of current and future IT and business solution needs. Identified technology needs are prioritized, funded and implemented.</li> <li>▪ Effective college-wide calendaring system in place.</li> </ul>
<p><b>4.5 Planning—Environment</b></p>	<ul style="list-style-type: none"> <li>▪ Institutional sustainability plan has</li> </ul>

<p>We will continue to incorporate sustainable practices in our outreach and operations in order to minimize our impact on the environment.</p>	<p>been developed and resourced.</p> <ul style="list-style-type: none"> <li>▪ Establish relationships with public transportation entities and local partners to increase opportunities for students and employees to use public transportation to and between campuses.</li> <li>▪ College’s natural areas and wildlife habitats are maintained.</li> </ul>
---	---

### **Implementing *Success Matters***

Subsequent to the Oakton Board’s approval of *Success Matters*, the College shifted into full implementation mode, though it is very important to note that goal-setting and improvement efforts have always been a part of Oakton’s fabric. The new Strategic Plan, in many ways, summarized myriad initiatives that were already underway at the College, albeit the new strategic plan re-defined, updated and strengthened the Commitments and Objectives to which these ongoing initiatives have been tied.

In July 2017, the Office of Research and Planning hosted a goal-setting work session for all Oakton Vice Presidents and Administrators. The work session was guided by an expert in the strategic planning field. In October of the same year, all departments and divisions were instructed to complete Strategic Planning worksheets, which required the following information:

- **Objective:** Areas that the departments or divisions must address in order to achieve their goals that align to the Success Matters Strategic Commitments.
- **Performance metrics:** Departments and divisions specified data/outcomes signifying the effectiveness of their initiatives.
- **Initiatives:** Individual projects that be will be undertaken in pursuit of each objective.
- **Tactics:** The actual steps that will be taken to implement each initiative.
- **Resources:** The support required to implement each initiative (financial, staffing, space, equipment, etc.)

In conjunction with the start of the FY2019 budget process in January 2018, the President’s Council finalized its review of the Strategic Planning worksheets and then worked to prioritize the most important areas to which the College’s efforts and funding should be directed in both FY2019 and FY2020. These “Four Institutional Priorities” encompass the following:

1. First Year Experience
2. Curricular Pathways and College Placement
3. Engagement and Persistence Project
4. Strategic Enrollment Management

The four areas require many departments to work together, in alignment, and are key to the strategic transformation of the College. The institutional priorities organize the tactical work that



is needed to honor the Strategic Commitments in Success Matters.

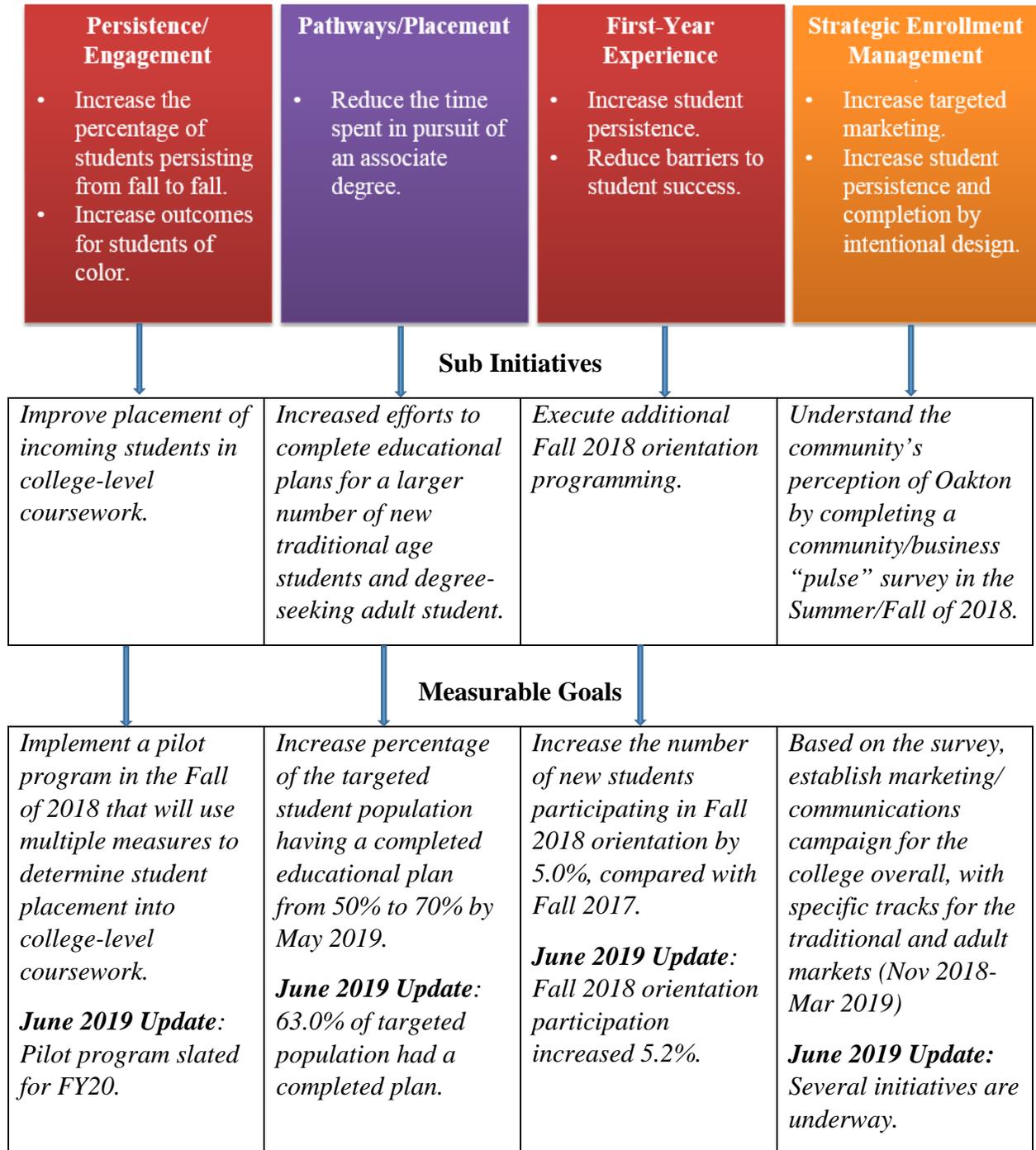
With Engagement and Persistence, Oakton is focusing on the alignment with Equity and Teaching and Learning; with the First Year Experience, Oakton is aligning with Equity and Teaching and Learning, and Community; Curricular Pathways is aligned clearly with Equity, Teaching and Learning and Planning; and Strategic Enrollment Management

connects to all four strategic commitments.

Faculty/staff-led, cross-functional teams were formed to develop specific plans and strategies in each area, which were detailed in a second round of Strategic Planning assessments that were completed in February 2018. Proposed initiatives to further these four priority areas were then evaluated to determine if additional funding would be required. As part of the final, FY2019 budget, over \$400,000 in new funding was made available. A similar approach was used during the FY2020 budget process, whereby departments and divisions completed strategic planning funding requests for initiatives that would require additional budget resources. Over \$1.5 Million in new funding was approved, which included the hiring of three, additional academic advisors, and investments in new technology, including a complete re-design of Oakton’s website, and new curriculum management and college catalog software.

Each of the Four Institutional Priorities has associated outcomes, or goals, that are tied to the Objectives found in the four, Success Matters Strategic Commitments. The Institutional Priorities are founded upon a number of “sub-initiatives” that the cross-functional teams have developed and which are now being implemented. Every initiative is also tied do a measurement that will allow the College leadership monitor progress.

## Four Institutional Priorities



The initiatives that are described in the table represent just a few of the critical activities in which the College is actively engaged to support the Four Institutional Priorities for FY2019 and FY2020. Divisional initiatives and commensurate goals are in the process of being solidified as the strategic planning process further matures.

**OAKTON COMMUNITY COLLEGE**  
**Community College District No. 535**

**Budget Process**

**Budget Formulation**

The budget process is centered on Oakton’s strategic plan for 2018 – 2022, *Success Matters*. The strategic plan provides a framework for the Board of Trustees and the President’s Council to make recommendations for the future of the college, its goals, and direction.

Program review, a process of self-evaluation, critically analyzes all of the programs of the college on a cyclical basis. The CIP – presented to the Board of Trustees annually in May – integrates the unfinished projects of the previous Master Plan and required maintenance and upgrades to the college’s physical plant. RAMP is the basic planning document for capital expansion and is used by the Illinois Community College Board (ICCB) for developing capital requests as part of the ICCB budget request to the Illinois Board of Higher Education and the state for funding.

Long-range planning is a continuous process that occurs at the various management levels of the college and involves administrators, faculty, and staff in a coordinated effort to constantly improve the college’s ability to best serve our students and the residents of the District. Ultimately, the Board of Trustees, operating through the President’s Council, establishes the final guidelines necessary for preparing the budget. The Vice President of Administrative Affairs takes responsibility for ensuring that the process is completed properly and in a timely manner.

Responsibility for preparing the final budget document lies with the Budget Office within the Budget and Accounting Services department, reporting to the Vice President of Administrative Affairs. In addition to preparing financial portions of state-required reports, tax levy documents and resolutions for Board approval, and other budget-related financial and credit hour grant documents, the Budget Office serves as a focal point for activities related to establishing the new budget for the coming fiscal year. These activities include coordinating expense requests; publishing various budget documents; performing the financial studies necessary to determine appropriate expense allocations; and compiling all of the disparate parts into a unified budget document for presentation to the Board of Trustees, the college, and the residents of the district.

Oakton’s budget preparation begins in December prior to the applicable fiscal year beginning July 1<sup>st</sup>. At this time, the Vice President of Administrative Affairs consults with the President’s Council regarding a Three-Year Financial Plan. The goal is to reach consensus on a set of planning assumptions. The President’s Council, in conjunction with the other administrators and at the direction of the Board of Trustees, establishes the

general allocations of available resources and the general expenditure determinations necessary to meet the specific educational goals of the college.

In January, the Budget Office coordinates a budget kickoff meeting inviting all who are responsible for creating department budgets. Budget materials are disseminated to the proper department contacts. This meeting provides information regarding the completion of major tasks and will result in the adoption of the legal budget document. Budget requests are submitted to the Budget Office via the College's budget module on the Banner system and in spreadsheet form.

Once all budget requests are received, they are organized and reviewed by the Budget Office. The Vice President of Administrative Affairs, Controller, and Budget Manager meet with individual departments as necessary to more fully understand the budgets that have been submitted. These meetings give the opportunity for open discussion and review of requests for reallocations, reductions, additional funding, additional positions, and any capital equipment.

In addition to these budgets, the Budget Office prepares the financial portion of state-required reports, tax levy documents, and other budget-related financial and credit-hour documents. The Budget Office compiles this information and inputs the various budgets into one main budget file. Once balanced, it is this file that will become the proposed budget.

The Vice President of Administrative Affairs presents the proposed budget to the Board for review, comments, and suggestions. Final changes, revisions, and corrections are then made to the budget document. At least 30 days before the final budget is approved by the Board, the Budget Office publishes the legal budget and makes the document available for public inspection, as required by state law. After those 30 days, the Vice President submits the final budget to the Board of Trustees for approval.

Oakton uses a modified centralized form of budget procedure. Some portions of the budget are predetermined and other portions are set by the responsible administrator in consultation with his/her faculty and staff, all within certain guidelines established by the Board of Trustees and the President's Council. (For example, during the fiscal year the general supplies account may not increase unless compensated by a decrease in another account). This procedure enables the college to monitor and direct the budget process while still allowing administrators the control and authority they need to best develop their programs and functions in a manner consistent with the overall mission and needs of the college.

All revenue projections derive from studies conducted by the Budget Office and are based upon enrollment projections, state credit hour grant funding levels, tax levies, anticipated grant awards, and other applicable information. The Budget Office centrally determines personnel expenditures (salaries and benefits) and pro-rata charges (for example, for

utilities). Each administrator has the ability to control the level of non-personnel expenditures, such as contractual services, printing costs, and travel.

Personnel expenditures are integrated into the budget based upon union contracts as well as financial and statistical studies that generally conform to previously-defined limits and guidelines. Non-personnel expenditures are integrated into the budget through the balance-of-budget requests submitted by the area administrators after review by the appropriate vice president.

Three categories of expenditures are handled separately: personnel, remodeling, new requests, and special and capital equipment requests. Each administrator may submit requests for capital equipment, defined loosely as non-recurring items that normally would not be procured as regular operating supplies and materials. Special equipment includes one-time purchases under \$10,000, i.e. furniture, computers, and software. Since the word “capital” is used in its generic sense, any item over the threshold of \$10,000 (college vehicles, tractors, replacement lab equipment, etc.) is classified as capital. Budgeted amounts for remodeling and special and capital equipment are not carried over from year to year.

Administrators submit their requests electronically to the Budget Office, which compiles a master request list. The President’s Council, in collaborating with the other administrators, approves final equipment determinations. The Budget Office prepares a final equipment request list which serves as the basis for individual equipment purchases in the new fiscal year and as authority for integrating capital equipment funds into the final budget. In every year, the number of special and capital equipment requests exceeds available funding. The President’s Council prioritizes and approves equipment requests that are aligned with priorities in the strategic plan.

Staffing and remodeling requests follow a similar process. The Director of Facilities and the Project Manager evaluate specific remodeling requests for costing, feasibility, and over-all compatibility with the college’s general and continuing maintenance program. Note that approved staffing requests affect future budgets; equipment and remodeling requests apply only to the current budget determinations and revert to zero for the next budget cycle.

As a final step in the process, the Budget Office distributes the proposed legal budget to the Board of Trustees, and places the document on public display in the office of the Vice President of Administrative Affairs. Once approved by the Board, the legal budget appears on the college’s website. Copies of the legal budget also are sent to the ICCB and the county clerk’s office to conform to state law.

### **Public Participation**

As a public entity, substantially financed by funds from taxpayers, the college has a responsibility to communicate with the residents of the District. Consequently, Oakton publishes financial documents such as the *Comprehensive Annual Financial Report* and

the *Adopted Budget* and announces financial events and pending decisions of public importance in local area newspapers. Additionally, Oakton publishes an annual *Report to the Community* providing significant qualitative and quantitative information about the college. The college welcomes public participation at meetings of the Board of Trustees.

At least 30 days prior to the time the Board takes final approval action on the budget, the college places an announcement in local newspapers serving the District, noting the preparation of the legal budget and setting the time and location of the scheduled meeting to consider its approval.

Residents are always welcome to comment on financial matters by speaking at Board meetings or by contacting the members of the Board. During the approval process at the Board meeting, time is allotted for public comment and discussion concerning the proposed budget.

Oakton officials are occasionally asked to address various groups and meetings in the District on matters which concern the college's financial plans and the impact of those plans on local residents and businesses. This open communication assures that interested District residents are kept informed about the college's progress in meeting its educational and financial goals and at the same time makes the college aware of the needs and concerns of District residents. Important financial reports and documents such as the Comprehensive Annual Financial Report, Adopted Budget, Report to the Community, etc. are available at any time on the college's website.

### **Typical General Schedule – Significant Budget Events**

The following details a typical generalized schedule of the budgeting process. Specific action dates may change from year to year and therefore are not included.

# Budget Schedule

<b>October</b>	—	Preliminary estimate of tax levy by Board of Trustees
<b>November</b>	—	Adoption of tax levy by Board of Trustees
<b>December</b>	—	President's Council discuss financial plan
<b>January</b>	—	Budget kick-off meeting for departments Development of FY 2020 Budget by Administrators
<b>February</b>	—	Continue development of Budgets Department budget information meetings
<b>March</b>	—	Budget discussions at President's Council meetings Finalize Budget with President's Council Send budget recommendations to administrators Administrators submit any technical corrections required
<b>April</b>	—	President's Council final approval Compile data for proposed budget documents
<b>May</b>	—	Publication of public notice of meeting to address budget Publication of legal budget for public participation Distribution/Publication of proposed legal/line item budget
<b>June</b>	—	Publication of Proposed Budget Public hearing on budget Approval of legal budget by Board of Trustees
<b>July</b>	—	Publication of Adopted Budget Submit Adopted Budget to GFOA and Cook County Clerk
<b>August</b>	—	
<b>September</b>	—	
<b>October</b>	—	Submission of approved legal budget to ICCB

## **Use and Tracking**

While the adopted budget is primarily a communications document, sharing the College's financial plans to the residents of the District in a reasonably compact, but informative format, the line item budget document is primarily a controlling document. By comparing the line item budget with corresponding entries in the periodic accounting summaries, responsible officials can monitor the progress of expenditures in their areas and make adjustments, such as curtailing expenditures or requesting budget transfers, as necessary. Being able to track spending rates and levels through the line item budget gives administrators better control over their expenditures and programs.

## OAKTON COMMUNITY COLLEGE FUND DESCRIPTIONS

Oakton uses funds to report on its financial position and the results of its operations to ensure compliance with legal provisions embodied in the Annual Budget and Comprehensive Annual Financial Report (CAFR) approved by the Board of Trustees. Fund accounting is designed to demonstrate legal compliance and to facilitate financial management by segregating transactions related to certain college functions or activities. A fund is a separate accounting entity with a self-balancing set of accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures. The college has established the following funds and fund groups for financial planning and reporting purposes.

<u>Fund Group</u>	<u>Fund</u>	<u>Fund Code</u>
Current Unrestricted	Education	01
	Operations and Maintenance	02
	Auxiliary Enterprises	05
Current Restricted	Bond and Interest	04
	Restricted Purpose	06
	Working Cash	07
	Audit	11
	Liability, Settlement, and Protection	12
	Staff Insurance Pool	17
	Social Security/Medicare	18
	Retiree Health Insurance Fund	21
Plant	Operation and Maintenance (Restricted)	03
	Investment in Plant (General Fixed Assets)	08
Debt	Long-Term Obligations (General LT Debt)	09
Investment	Investment Pool	19
Loan	Loan	20
Agency	Trust and Agency	10

Agency funds represent courtesy accounting services to other entities and are not assets of the College. All of the remaining funds are budgeted funds except Investment in Plant, Long Term Obligations, Staff Insurance Pool, and Loan; all, however, are audited to ensure compliance with budgetary controls and financial accountability. Investment in Plant serves only as a fund to record the value of plant assets and does not have either true revenues or expenditures. Long Term Obligations serves only as a fund to record long- term general-obligation debt and does not have either true revenues or expenditures. The Staff Insurance Pool Fund tracks monies dedicated to a portion of the medical insurance costs of classified staff employees and is reported as part of the

Education Fund in the College's CAFR and for uniform financial reporting. The Loan Fund is a shadow fund and was established to segregate student-loan programs from other restricted funds and is reported as a separate entity in the College's CAFR. It is combined with the Restricted Purpose Fund for uniform financial reporting.

The College also maintains two other shadow funds in order to simplify the bookkeeping process: the Investment Pool Fund (IPF) and the Social Security/Medicare Fund (SSM). The IPF records all of the transactions of the College's investments and maintains its audit trail. At the end of the reporting period, all assets are reassigned to the other funds prorated by each fund's share of the investment pool. The SSM records the College's Social Security and Medicare tax levy and payments therefrom. Its purpose is to maintain separate accounting and net-position balances for this tax levy distinct from the liability-tax levy. Since it is not a fund defined by the ICCB, it is combined with the Liability, Settlement, and Protection Fund for budget and uniform financial reporting (UFRS) purposes.

### **OPERATING FUNDS**

The operating funds are those that support ongoing primary services, programs, and daily operations. The Illinois Community College Board defines the Education Fund and the Operations & Maintenance Fund as the operating funds, while operating funds often include both current unrestricted and current restricted funds.

### **EDUCATION FUND (01)**

The Education Fund is established by 110 ILCS 805/3-1 of the Illinois Public Community College Act, which establishes the statutory maximum tax rate for the Fund at seventy five cents per \$100 of equalized assessed valuation (EAV). This fund is used to account for revenues and expenditures of the academic and service programs of the College. It includes the costs of instructional, administrative, and professional salaries; supplies and contractual services; maintenance of instructional and administrative equipment; and other costs pertaining to the educational program.

### **OPERATIONS AND MAINTENANCE FUND (02)**

The Operations and Maintenance Fund is established by 110 ILCS 805/3-1, which sets the statutory maximum tax rate at ten cents per \$100 of EAV. This fund is used to account for expenditures for the construction, acquisition, repair, and improvement of community college buildings; procurement of lands, furniture, fuel, libraries, and apparatus; building and architectural supplies; and the purchase, maintenance, repair, and replacement of fixtures used in buildings, including but not limited to heating and ventilating systems; mechanical equipment; seats and desks; blackboards; window shades and curtains; salaries of janitors, engineers, or other custodial employees, and all expenses incident to each of these purposes.

### **AUXILIARY / ENTERPRISE FUND (05)**

The Auxiliary Enterprise Fund is established by 110 ILCS 805/3-31.1 of the Illinois Public Community College Act and is used to account for College services where a fee is charged to students or staff and the activity is intended to be self-supporting. Examples of accounts in this fund include food service, bookstore, intercollegiate athletics, non-

credit instruction, and contract training. Only monies over which the institution has complete control should be included in this fund.

#### **BOND AND INTEREST FUNDS (04)**

These funds are used to account for payments of principal, interest, and related charges on any outstanding bonds or debt. Oakton has three non-referendum bonds outstanding currently: General Obligation Limited Tax bonds issued in 2011, 2014 and 2018 for the five-year Facilities Master Plan. Debt service for each bond issue must be accounted for separately using a group of self-balancing accounts within the fund.

#### **RESTRICTED PURPOSES FUND (06)**

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

#### **WORKING CASH FUND (07)**

The Working Cash Fund is used to enable the district to have sufficient cash on hand at all times to meet the demands of ordinary and necessary expenditures. By making temporary transfers, the Working Cash Fund is used as a source of working capital by other funds. Such transfers assist operating funds in meeting demands during periods of temporary low cash balances. Because of its nature, this fund is not subject to appropriation.

#### **AUDIT FUND (11)**

The Audit Fund is established by 50 ILCS 310/9 of Illinois Compiled Statutes. Annually, Oakton separately levies and collects property taxes for payment of the annual audit of its financial statements. The statutory maximum tax rate is 0.5 cent per \$100 EAV. This fund is used to account for this levy and the related audit expenses.

#### **LIABILITY, PROTECTION AND SETTLEMENT FUND (12)**

The Liability, Protection and Settlement Fund is established pursuant to 745 ILCS 10/9-107 and 40 ILCS 5/21-110.1 of the Illinois Compiled Statutes. Eligible expenditures include the tort liability, workers' compensation, liability insurance, Medicare taxes, Social Security taxes (FICA), and unemployment insurance.

#### **SOCIAL SECURITY/MEDICARE FUND (18)**

This fund was set up to ensure discrete accounting in the general ledger for tax levy revenues levied for Social Security and Medicare purposes and to discriminate more easily associated fund balances associated therewith. For almost all reporting purposes it is combined with Fund 12.

#### **OPERATIONS & MAINTENANCE FUND RESTRICTED (03)**

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

**GENERAL FIXED ASSETS ACCOUNT GROUP (08)**

The General Fixed Assets Account Group is used to record the value of plant assets.

**GENERAL LONG-TERM DEBT ACCOUNT GROUP (09)**

The General Long-term Debt Account Group is used to record long-term liabilities.

**INVESTMENT POOL FUND (19)**

This fund accounts for all of the transactions involving the College's investments. At the close of each accounting period accrued interest is allocated to each of the several funds on the basis of its fund balance. This is a shadow fund established to make accounting for the College's investment instruments easier and more flexible. It is not an ICCB reportable fund and is not a budgeted fund.

**LOAN FUND (20)**

The Loan Fund accounts for all transactions involving student loans. It is separately reported in the CAFR and is combined with restricted purpose funds for most other purposes. It is not a budgeted fund and is not separately reported to the ICCB.

**TRUST AND AGENCY FUND (10)**

The Trust and Agency Fund is used to receive and hold funds when the College serves as a custodian or fiscal agent for another body. The funds are not subject to college control and the College has no fiscal stake in them other than accounting accuracy.

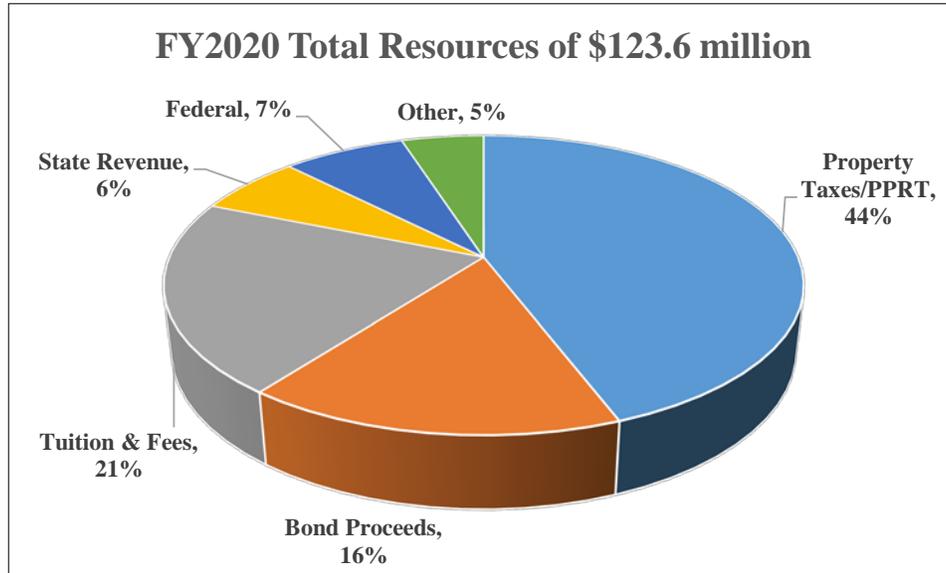
**RETIREE HEALTH INSURANCE FUND (21)**

The Retiree Health Insurance Fund records the College's assets and liabilities for Other Postemployment Benefits (OPEB) obligations. The College participates in the State of Illinois Community College Health Insurance Security Fund (CIP), a cost-sharing multiple-employer defined benefit postemployment healthcare plan administered by the State of Illinois. CIP provides health, vision, and dental benefits to retired staff and beneficiaries of participating community colleges. The College also provides OPEB benefits for retired employees through a single-employer plan.

## FY2020 REVENUE SUMMARY

### ALL FUNDS

The FY2020 resources budgeted for all funds are \$123.6 million, an increase of \$5.4 million from the FY2019 budget of \$118.2 million. The FY2020 budget includes no tuition increases, while property tax revenues are expected to increase by 4%.



Revenues for the Education Fund are projected at \$74.1 million, an increase of \$3.8 million over the FY2018 budget. A little over half of this increase is due increasing the ICCB base operating grant to match the FY2019 allocation, which resulted in a \$2 million increase for FY2020. The Education Fund generates \$7.7 million more revenues than its spending requirement and the balance will support other funds experiencing deficits and pre-fund the College's retiree health insurance liability. Revenues for the Operations & Maintenance Fund will be \$8.2 million in FY2020, on par with the amount in FY2019, while the transfer from the Education Fund to the Operations & Maintenance Fund will be eliminated in FY2020 representing a \$0.6 million decline. Resources for the Auxiliary Fund consist of \$4.4 million in revenues and \$2.1 million in transfers from the Education Fund. The Audit Fund will receive property tax revenues of \$75,000; existing fund balance will be used to pay for the remaining costs of Oakton's annual financial audit, which is expected to be \$103,100 in FY2020. A transfer of \$1.4 million from the Education Fund primarily supports the Liability and Social Security / Medicare Funds.

Capital spending will be funded from part of a \$20 million planned bond issue, \$300,000 from the student capital fee, and spending down \$8.4 million in existing fund balance from the Operations and Maintenance (Restricted) Funds. The College plans to undertake deferred maintenance and renovation projects worth \$18.9 million in FY2020, which reflects a decrease of \$0.6 million from FY2019. The detail is described in the Capital Budget section.

The Bond & Interest Fund will require total revenues of \$3.4 million, which will be raised from property taxes. This total is the same as the FY2019 budgeted level.

## REVENUES IN OPERATING FUNDS

### PROPERTY TAXES

Property taxes are levied each calendar year on all taxable real property located within the jurisdiction of Oakton Community College. The County Assessor is responsible for assessment of all taxable real property within Cook County, except for certain railroad property which is assessed directly by the State. Reassessment is conducted on a three-year schedule established by the Assessor. The County Clerk computes the annual tax for each parcel of real property and prepares tax books used by the County Collector as the basis for issuing tax bills to all taxpayers in the county.

Property taxes currently provide about half of all revenues for the College. The Education Fund tax rate cannot exceed \$0.75 per \$100 of EAV; the maximum tax rate for the Audit Fund is \$0.005; the Operation & Maintenance Fund is under the cap of \$0.10. Property-tax rates for the Liability and Social Security/Medicare are not limited by law, but are subject to the tax cap. The following is the 2017 report of the tax categories and maximum tax rates for the College:

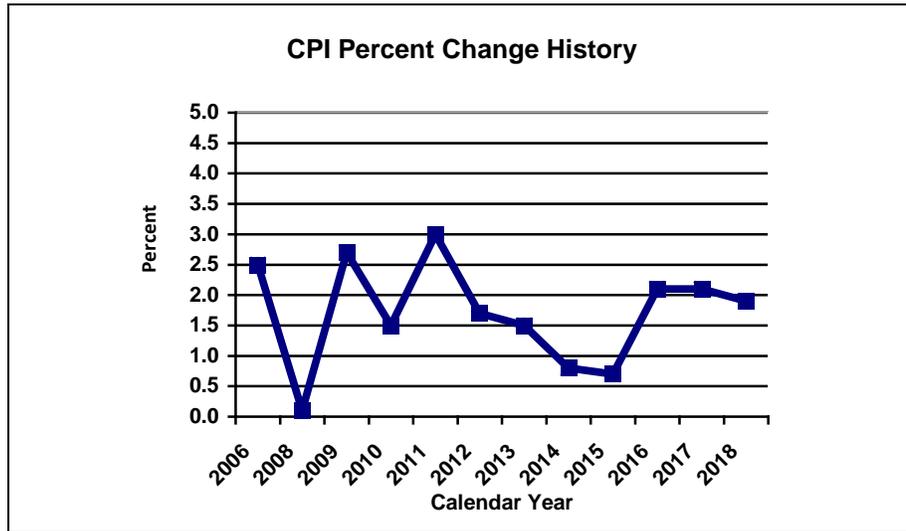
<b>Tax Category</b>	<b>2017 Rate</b>	<b>Statutory Maximum</b>
Education Fund	0.1800	0.7500
Operation/Maintenance Fund	0.0361	0.1000
Audit Fund	0.0002	0.0050
Life Safety	0.0000	0.1000
Liability/Settlement/Protection Fund	0.0000*	None
Social Security/Medicare	0.0000*	None
Bond and Interest Fund	<u>0.0149</u>	**
Total	0.2312	

\* Tax-levy amount (\$100) rounds to 0.0000.

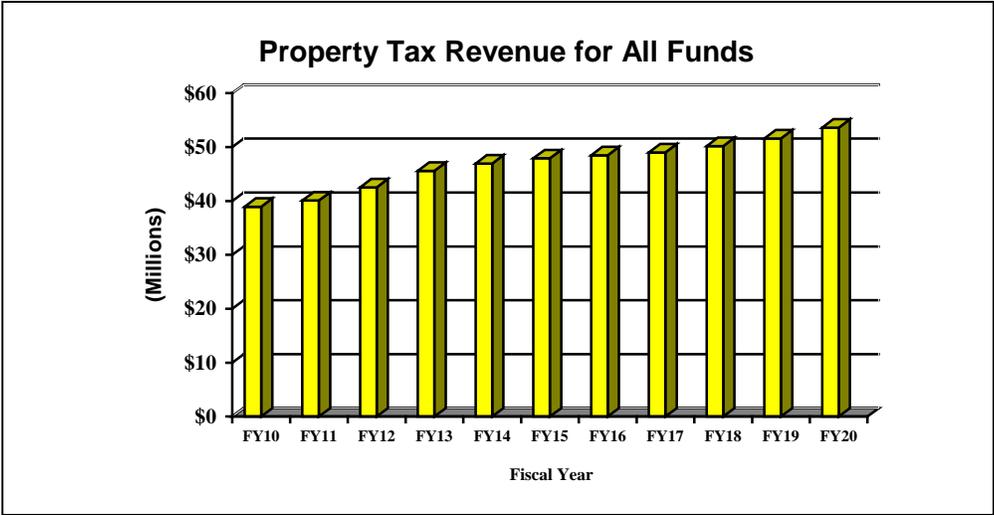
\*\*The rate depends on the value of the bond issue; no maximums are imposed. The College issued General Obligation Limited Tax bonds in 2011, 2014 and in 2018, which are payable solely from the Debt Service Extension Base (DSEB) of Oakton's District. The DSEB is an amount equal to that portion of the extension for the District for the 1994 levy year constituting an extension for payment of principal of and interest on bonds issued by the District without referendum increased each year commencing with the 2009 levy year. For the 2017 tax year, the amount is \$3,424,013.

As a result of the Property Tax Extension Limitation Law (PTELL) imposed by Illinois Public Act 89-1, the annual growth in total property-tax extensions in the operating funds is limited to either 5.0%, or the percentage increase of the consumer price index (CPI), whichever is less. As the following graph indicates, growth in CPI has been extremely modest in recent years, which

limits the growth in property-tax revenues. In addition, the College is required to apply prior-year EAV to calculate the legally allowable levy increase in the Operating Fund. The most that can be raised is the maximum tax rate multiplied by the prior-year EAV. The property-tax cap, combined with statutory property-tax rates and the prior-year EAV, restricts the growth in property-tax revenues.

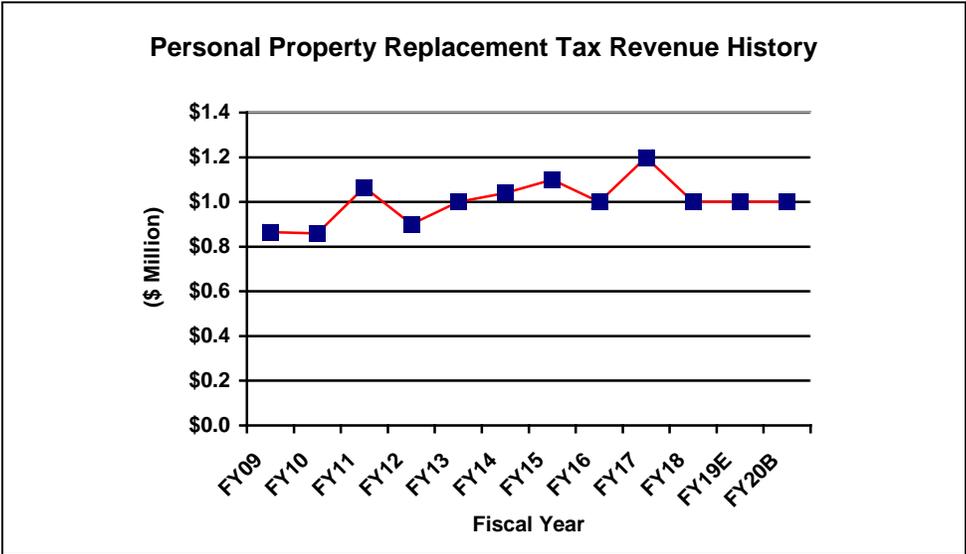


The total property tax revenues for operating funds under the tax cap are projected at \$50.2 million, an increase of \$1.9 million over the FY2019 budget. The CPI applied is 2.1% for the 2018 levy year and 1.9% for the 2019 levy year. Additionally, there will be small increases from the growth in new property. Property-tax revenues in the budget are equal to half of the 2018 levy and half of the 2019 levy, net of loss in collections and refunds. Allocations of the revenues are as follows: the Education Fund: \$42.2 million; Operations & Maintenance: \$8.0 million; and the Liability/Medicare Funds/the Audit Fund: \$200. In addition, \$3.4 million of property tax revenues will support debt-service payments, the levy of which is outside the tax cap. The chart below shows the historical trend in property tax revenue for operating funds for the past ten years.



**PERSONAL PROPERTY REPLACEMENT TAXES**

The Personal Property Replacement Taxes (PPRT) include an additional State income tax on corporations and partnerships, a tax on businesses that sell gas or water, a 0.5% fee on all gross charges for telecommunications services excluding wireless services, and a per-kilowatt tax on electricity distributors. PPRT replace lost revenues resulting from the abolition of the corporate personal property taxes. Because the primary driver is corporate income taxes, PPRT fluctuate significantly depending on the business cycle.



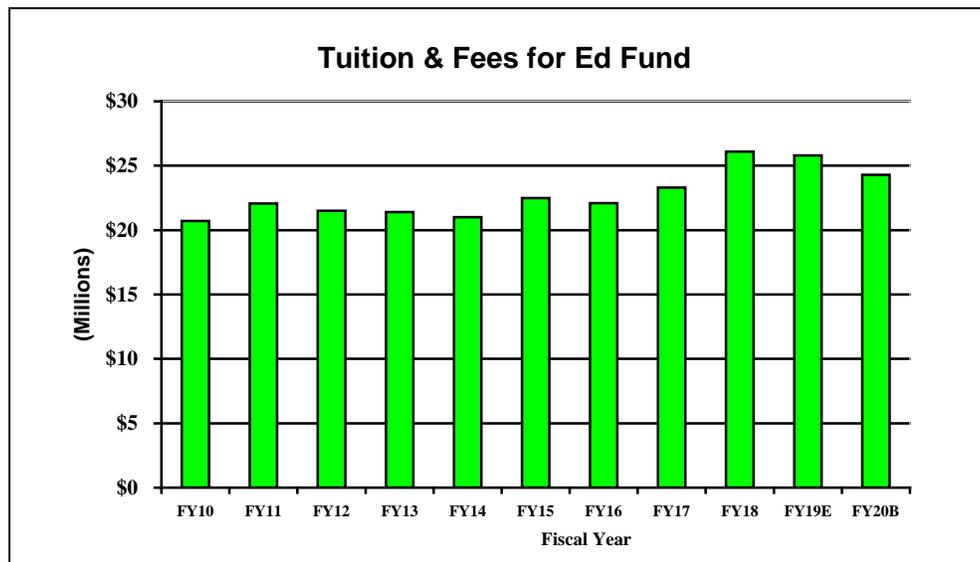
The Illinois Department of Revenue collects and distributes the revenue to local taxing districts. Taxing districts in Cook County receive 51.7% of collections, which is divided among the County’s taxing bodies based on each district’s share of personal property collections in 1976. The College receives 0.076% of the total statewide collection.

The U.S. economic outlook is healthy according to key economic indicators. The GDP growth rate is forecast at about 2% for the coming fiscal year, while unemployment will continue to remain low. The U.S. Department of Labor reported that unemployment in April stood at 3.6%, the lowest since December 1969. Personal consumption expenditures are expected to increase by 1.6% in 2019 (compared to 3.1% in 2018), while business investment is projected to increase 5% this year. Corporate earnings are projected to rise 5% in 2019 compared to 18.4% in 2018.

Mitigating this potential growth, however, is the irregularity of the State’s PPRT allocation. Starting with the FY2018 budget, the State allocated a portion of PPRT revenues to fund other programs, including the Illinois Community College Board’s Credit Hour Grant program, of which Oakton is a recipient. We have conservatively pegged PPRT revenues at \$950,000 for FY2020. All PPRT revenues are recorded as Education Fund revenues.

## TUITION AND FEES

The Board approved by resolution in March 2016 a tuition increase from \$123.25 to \$136.25 per credit hour commencing with the Summer Semester of 2017. However, due to a projected 4.0% enrollment decline for FY2020, total tuition and fee revenues are projected to decline from an estimated \$25.8 million in FY2019, to \$24.3 million in FY2020. The table below summarizes the tuition and fees generated by Oakton Community College for the Education Fund:



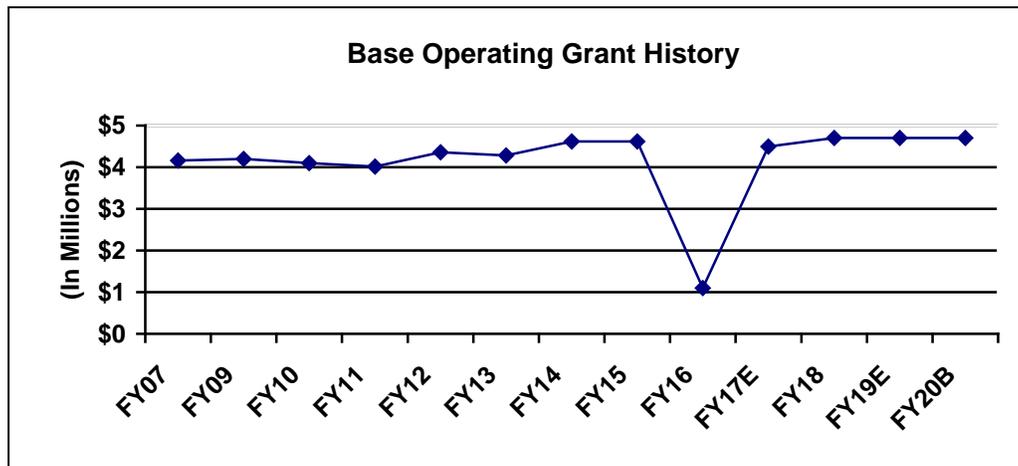
As a result of the improving economy and increasingly competitive higher education market, overall enrollment at the College has been declining for the past five years, which is reflected in the declining credit hours. The College experienced a 3.4% decrease in enrollment for the fall 2018 semester and a 6.6% decline in enrollment for the fall 2017 semester. For FY2020, the College anticipates a decrease of 4.0%. Because of the continued decrease in enrollment, tuition will continue to decline in FY2020.

## STATE REVENUES

The operating funds receive two types of State revenues: base operating grant and career & technical education reimbursement. Based on stable funding for the past two years (FY2018 and FY2019), state revenue in the operating funds has been increased by \$2.0 million from \$2.7 million for FY2019 to \$4.7 million budgeted for FY2020.

### BASE OPERATING GRANT:

The Illinois Community College Board computes and awards this grant, which is based on eligible credit hours earned in the year two years prior to the current year multiplied by the current year reimbursement rate. The FY2020 budget assumes that the State will release 100% of the amount allocated in FY2019.



### CAREER & TECHNICAL EDUCATION GRANT:

The Career and Technical Education Grant supports enhancing instruction and academic support activities to strengthen and improve career and technical programs and services. The grant strives to keep career and technical programs current, to prepare students for their chosen careers, and to provide a well-trained workforce for employers. This formula grant is based on credit hours generated in the area of business and occupational programs two years prior to a budget year. Although this grant encourages instructional spending for career programs, it does not impose spending restrictions.

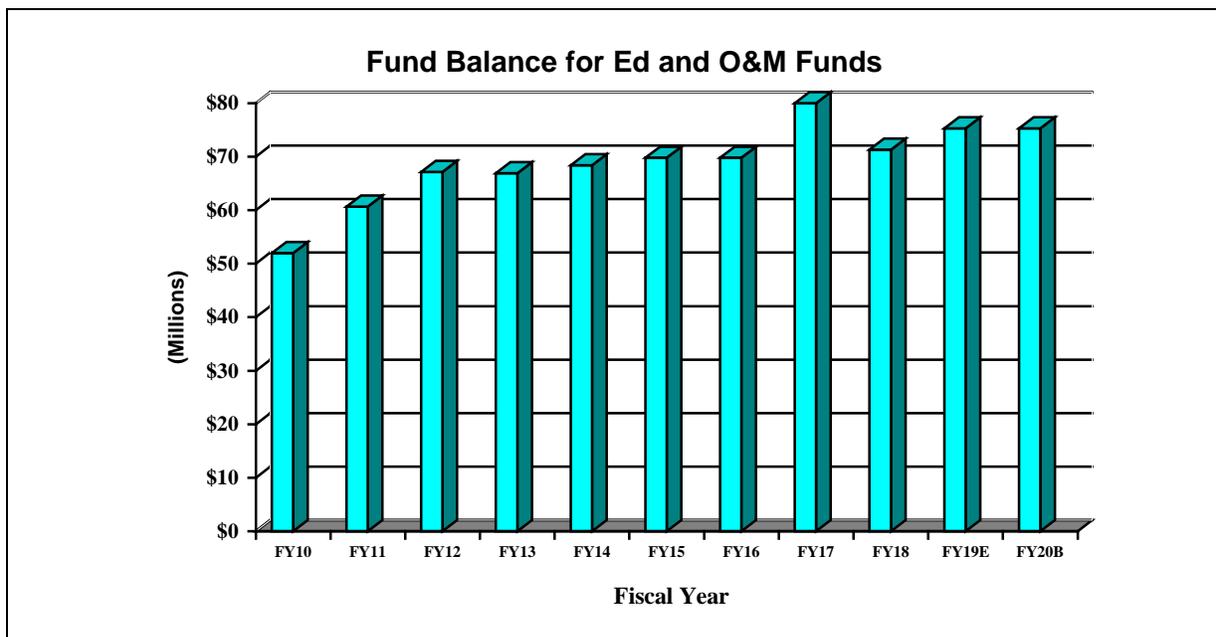
Oakton’s share of the Career and Technical Education Grant is budgeted at \$423,341 for FY2020, which is 100% of the amount that the College will receive in FY2019.

## FUND BALANCE ANALYSIS

Oakton adopted an Operating Funds Net Asset Policy in December 2010 and revised it in March 2017. The policy applies to the total unrestricted fund balance of the Education Fund and the Operation & Maintenance Fund (i.e., the operating funds). The policy does not allow the use of the fund balance to finance current operations, except to cover extraordinary expenses. The target fund-balance ratio set by the policy is 33% or more of annual budgeted operating-fund expenditures. Net surpluses can be used to provide for operating contingencies, support capital projects, or reduce outstanding debt.

### Operating Funds Fund Balance in FY2018

Oakton’s audited fund balance of \$71.3 million on June 30, 2018 represents 95% of total, budgeted operating expenditures for FY2019. This ratio was derived by dividing \$71.3 million by FY2018 budgeted operating expenditures of \$74.7 million. Based on revenues and expenditures for the ten-months ending April 30, 2019, the 2019 fund balance for the period ending June 30, 2019 will be an estimated \$75.3 million.



The Education Fund is structurally balanced for FY2020. In fact, its revenues exceed the proposed expenditures by \$7.7 million, which will support other funds. The FY2020 budget is committed to preserving the current fund balance for operating funds.

## Fund Balance for All Funds

### Three-Year Fund Balance for All Funds

Fund Balance History By Fund	Actual 6/30/2018	Estimated 6/30/2019	Estimated 6/30/2020
Ed Fund	\$60,683,953	\$64,683,953	\$64,683,953
O&M	10,605,211	10,605,211	10,605,211
O&M Restricted	13,489,005	6,916,276	8,434,549
Bond & Interest	1,551,950	1,551,650	1,551,650
Auxiliary/Enterprise	5,736,152	5,736,152	5,836,152
Restricted Purposes	1,330,272	1,330,272	1,330,272
Working Cash	14,500,000	14,500,000	14,500,000
Audit Fund	108,149	55,649	28,149
Liability/protection	1,004,893	1,004,893	1,004,893
Social Security/Medicare	353,663	353,663	353,663
Retiree Health Insurance Fund	(36,103,892)	(36,103,892)	(36,103,892)
<b>Total</b>	<b>\$73,259,356</b>	<b>\$70,633,827</b>	<b>\$72,224,600</b>

**FY2018:** Actual fund balance across all funds was recorded at \$73.3 million on June 30, 2018. This amount is projected to decrease to \$70.6 million on June 30, 2019.

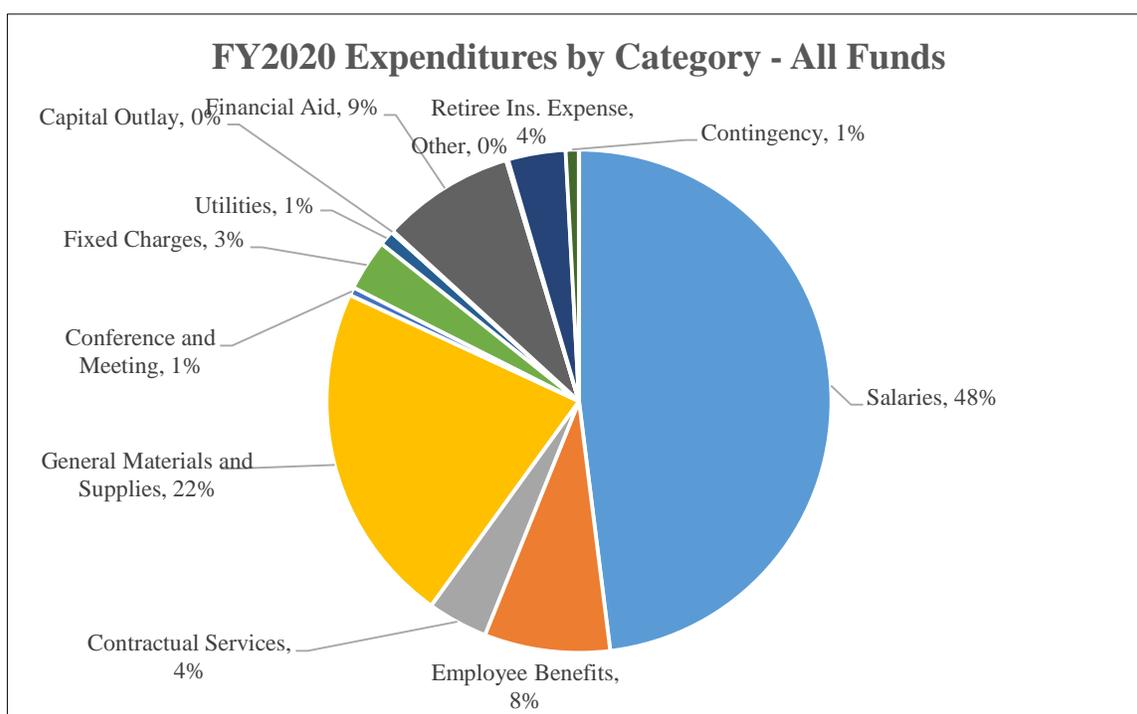
**FY2019:** Total fund balance across all funds is estimated to increase from \$70.6 million at the end of FY2019 to \$72.2 million at the end of FY2020.

## EXPENDITURE SUMMARY

### ALL FUNDS

Expenditures budgeted for all funds total \$122.1 million, which represents an increase of \$3.9 million or 3.3% from the FY2019 all funds budget. The Education Fund, the largest operating fund, amounts to \$66.3 million, an increase of \$0.3 million or 0.5% over FY2019. Capital spending is proposed to decrease from \$19.5 million in FY2019 to \$18.9 million in FY2020, while debt payments will require an appropriation of \$3.4 million, level with FY2019.

The largest expenditure category is salary and benefits, which account for 56% for all funds and 82% of the operating funds. Other expenditures in these funds include items such as supplies, contractual services, utilities, and capital spending detailed below:

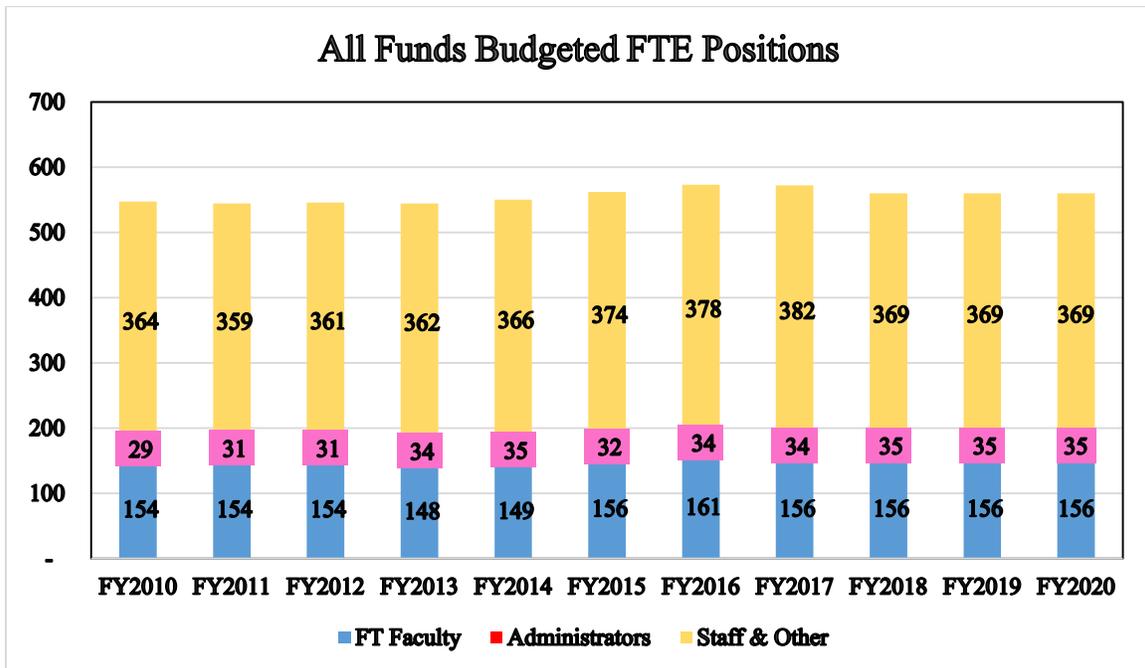


### FULL-TIME EQUIVALENT (FTE) STAFFING LEVEL

Four bargaining units represent most of Oakton's employees: full-time faculty, part-time faculty, police, and staff. Staff consists of full-time and regular part-time employees who are regularly scheduled to work in a primary position on a continuous, year-round basis. The College also hires non-union employees including administrators, confidential full-time employees, short-term part-time employees, and student employees. Student employees usually work 25 hours or less per week.

The budgeted staffing level reflects the current level of staff needed to meet Oakton's goals and objectives. Budgeted salaries are based on the budgeted positions for the year, their anticipated or contractual salaries, and estimated work hours. Because part-time faculty and student employees are not budgeted based on headcount, they are excluded from the full-time equivalent (FTE) count below.

Total budgeted FTEs for FY2020 is 560 for full-time faculty, administrators, staff, and others, representing no change from the FY2019 budgeted level. No new positions were added in FY2020. Instead, over the last three years various vacant positions were frozen to allow for creation of positions that will help the College achieve priorities related to the four institutional priorities. The College currently has 16 frozen full- and part-time positions. The graph below indicates the College has had a relatively stable staffing level for these three types of employees for 10 years.



In terms of current headcount, the College employs, as of now, approximately 1,394 full and part-time employees: 156 full-time faculty members, 35 administrators, 570 part-time adjunct instructors, 11 police officers, 403 full-time and part-time regular and confidential staff, and 219 short-term seasonal or temporary part-time staff. Approximately 399 students also work part-time for Oakton.

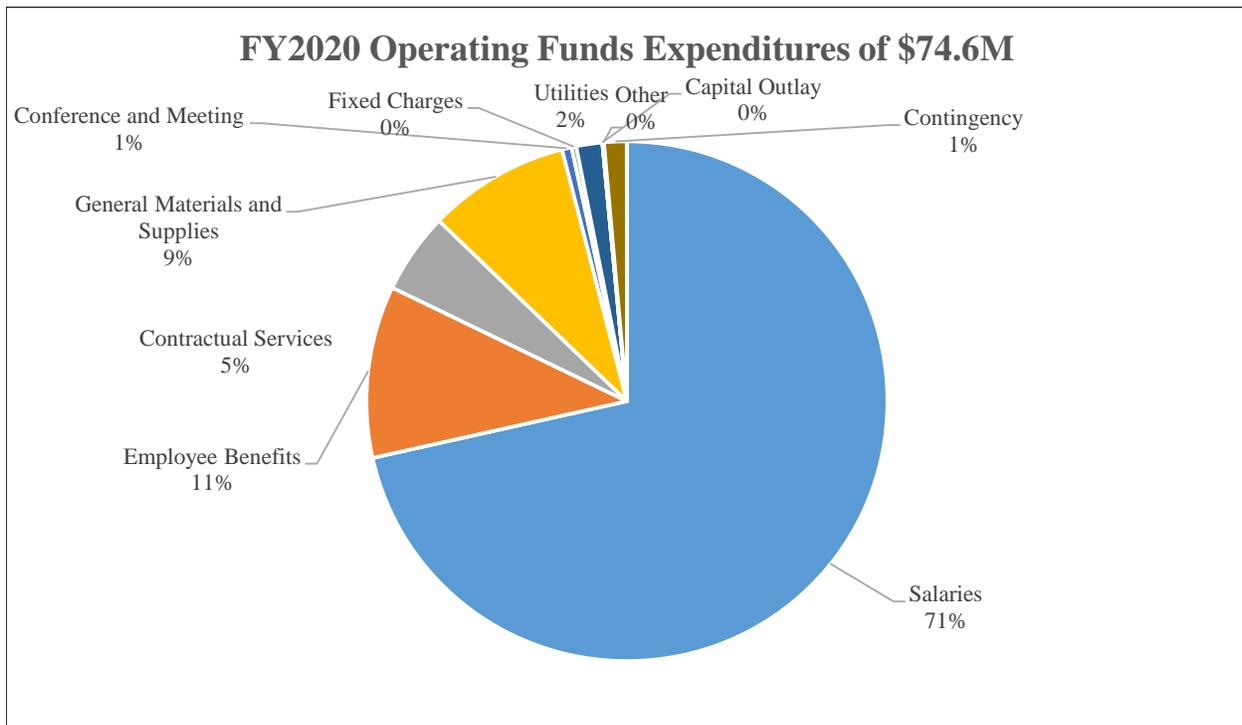
The College has three union affiliations with four bargaining units. The Illinois Education Association-National Education Association (IEA-NEA) represents the full-time faculty and adjunct faculty who teach six credit hours or more. Below is a list of the four bargaining units at the College:

- Full-time faculty is represented by the Oakton Community College Faculty Association (OCCFA-IEA-NEA) and their current contract remains in force until August 17, 2020.
- Adjunct faculty members are represented by the Adjunct Faculty Association of Oakton Community College (OCC-AFA-IEA/NEA) and their contract will expire in August 2021.

- Staff is represented by Oakton Community College Classified Staff Association, a chapter of Cook County College Teachers Union Local 1600, AFT. This contract expires on December 31, 2020.
- Police officers are represented by Illinois FOP Labor Council with a contract that expires on June 30, 2020.

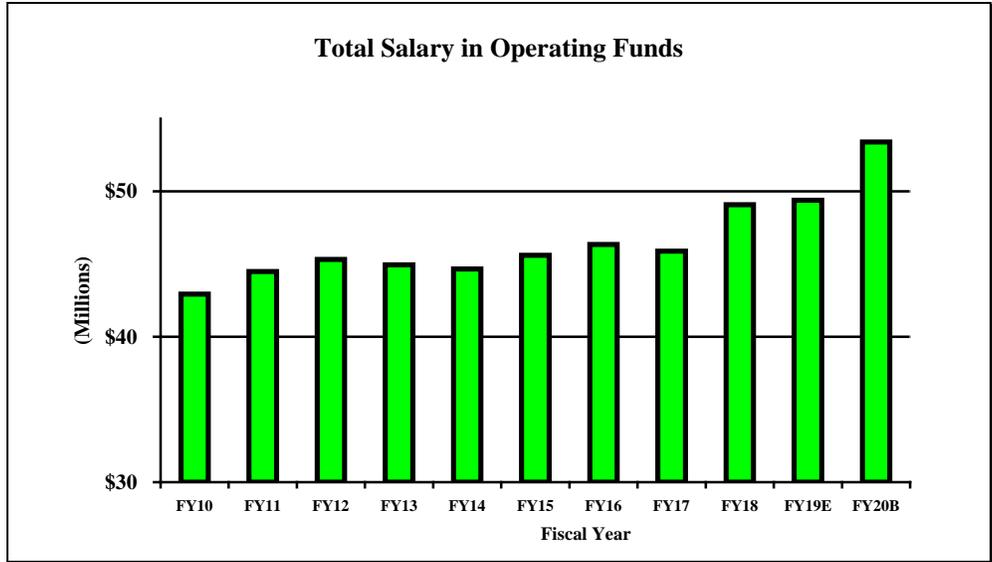
## OPERATING FUNDS

The operating funds consist of the Education Fund and the Operations & Maintenance Fund. Operating funds account for the cost of instructional, administrative, professional, custodial, and maintenance employees' salaries; supplies and moveable equipment; supplies and materials; maintenance of instructional and administrative equipment; maintenance and repair of buildings and replacement and improvement of fixtures; and utilities expenses.



## SALARIES

Total salaries for the Education and Operations & Maintenance funds are budgeted at \$53.3 million, a decrease of \$0.7 million from the FY2019 budgeted level of \$54.0 million. Total salaries represent 79.8% of the operating fund expenditures. The figure for FY2019 presented in the following chart is the estimated, year-end salary expenditure total of \$49.4 million.



Below is a breakdown of the FY2020 FTEs in Operating Funds compared with FY2019.

**Budgeted FTE Comparison: FY2019 vs FY2020  
Operating Funds**

Employee Type	FY2019	FY2020	Change
Full-time Faculty	156.0	156.0	-
Administrator	31.2	31.7	-
Staff & Other	207.8	208.3	-
Information Technology	34.9	34.7	-
Campus Security	18.9	18.0	-
Facilities	66.0	65.0	-
<b>Total Budgeted Positions</b>	<b>514.8</b>	<b>513.7</b>	<b>-</b>

Total salaries for all funds decreased from \$59.1 million in FY2019 to \$58.6 million in FY2020. While contractual increases for staff are 2.99%, lower adjunct faculty salaries and lower full-time faculty salaries due to retirements contribute to the overall decline in total salary costs in FY2020.

Not all positions will be filled 52 weeks per year, nor will all vacancies will be filled in a fiscal year. Additionally, expected start dates for open positions are often later than the budgeted start date. To reflect the hiring lag and natural attrition, the FY2020 budget includes a turnover/vacancy saving of \$747,285 for the Education Fund and \$100,000 for the Operation & Maintenance Fund. This turnover/vacancy savings represents roughly two percent of total budgeted salaries.

### **Full-Time Faculty Salaries**

Full-time faculty salaries are budgeted at \$17.2 million, same as the FY2019 budgeted level. These salaries include base salary, overload, summer, and substitute pay for full-time teachers. The average salary for existing full-time faculty is scheduled to increase by 3.4%, and the overload rate increases from \$990 per credit hour to \$1,040 in FY2020.

Four faculty members will retire prior to or at the start of FY2020. This had an impact in keeping full-time faculty member salaries nearly flat in the new fiscal year.

The number of full-time faculty budgeted positions remains flat at 156 in FY2020. Full-time faculty salaries represent 32.1% of the total salary budget, and 27.9% of total FTEs.

### **Part-Time Faculty Salaries**

Salaries for part-time faculty include payments for meetings and assessment, and adjunct teaching costs for fall, spring, and summer terms. Part-time faculty salaries total \$10.3 million, representing a decrease of 3.7% or \$0.4 million from the FY2019 budget. The lower adjunct faculty salary costs are primarily due to decreasing enrollment, a trend that is expected to continue at least through FY2020. Salaries for part-time faculty are 19.3% of the total operating funds salaries. The current contract expires in July 2020.

### **Administrator Salaries**

Administrators include the president, vice presidents, directors, assistant vice presidents, deans, controller, and other executives, all of whom are at-will employees. Administrator positions total 35.0 in FY2020, the same number as in FY2019.

The budget includes a 2.99% cost-of-living increase for all administrators in FY2020. This group represents 8.8% of the total operating salary and 6.3% of the budgeted FTE forecast for FY2020.

### **Operations & Maintenance Salaries**

Salaries for janitors, custodians, mechanics, maintenance, groundskeepers, and others total \$3.7 million, which is the same amount as the FY2019 budgeted level. This total includes base salary for full-time and part-time employees and overtime. It also includes a 3% salary increase, which was offset by vacant positions. The budgeted FTEs for this group of employees is 66.0 in FY2020, representing 11.8% of the total FTEs for FY2020.

### **Police Officers and Security Guards**

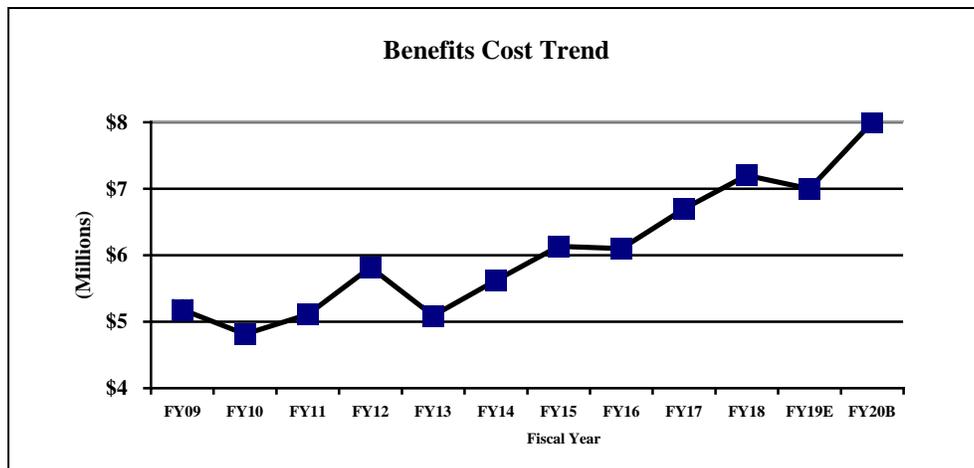
Oakton's Police department offers a broad range of services to keep the College safe and to promote a peaceful environment. Officers and security guards patrol two campuses on foot, bicycle, Segway, and by marked vehicle. The FY2020 budget supports 19.9 FTEs, which consists of two full-time sergeants, 11 full-time police officers, one full-time security guard, and 11 part-time (3.9 FTE) security guards. The Police Chief is counted as an administrator; there is also one, full-time staff employee. Total salaries for these employees, including overtime, are budgeted at \$894,871 for FY2020, representing 1.7% of the total operating fund salaries, while their total FTEs represents 3.9% of the total operating positions.

## Salaries for Staff, Clerical, Professional, and Others

Clerical and professional personnel consist of enrollment specialists, academic coordinators, academic advisors, financial aid advisors, application software developers, webmasters, accountants, administrative assistants, cashiers, clerks, etc. on both part-time and full-time bases. Staff, clerical, and professional salaries represent \$17.7 million, or 33.2% of the total salaries budget and approximately 60.6% of the FTE headcount forecast for FY2020. Included in this category is \$1.4 million budgeted for student employees and tutors.

## BENEFITS

Benefit costs comprise the PPO health-care cost, payments for HMO premiums, dental, vision, retirement payments, and life insurance. Uniform allowance, tuition reimbursement, and post-retirement healthcare are budgeted in this category. The FY2020 benefits budget for all funds decreases from \$9.8 million budgeted in FY2019 to \$9.7 million. Health insurance costs remain essentially flat in the first half of FY2020 followed by a projected 5.0% increase in premiums effective January 1, 2020. Overall benefits costs decline slightly based on savings from frozen positions and vacancies. Below is a 10-year trend of benefit costs for operating funds only.



The College joined the Community College Health Consortium (CCHC) in July of 2011 in an effort to reduce health-insurance costs through reduced administrative and stop-loss coverage costs. The CCHC covers about 2,800 employees at five colleges including Oakton currently and processes claims of about \$45.0 million annually. Because each college is allowed its own plan design with individual premiums based on its design and experience, savings appear to be limited. As CCHC has tried to enroll additional colleges to increase the size of the pool, costs may decrease in the near future.

## CONTRACTUAL SERVICES

Contractual Services represent payments for services rendered by firms or persons not employed by the College. These include contracts for instructional services, legal counsel, maintenance services, testing services, employee training, and IT services. Historically, the IT budget was in

the Auxiliary Fund and its budgeted expenditures were allocated to all funds as contractual services. The account names used were Administrative IT services and Instructional IT services.

Starting in FY2018, the College decided to stop this practice because IT services are not an auxiliary/enterprise activity and the allocation inflates expenditures. The total FY2020 contractual services budget of \$4.7 million is level with the FY2019 budgeted amount. The total budget for contractual services is 4% of total expenditures.

## **MATERIALS AND SUPPLIES**

Materials and Supplies are classified as purchases of consumable goods under \$10,000 per item used for direct instruction or support of instruction. This category includes instructional materials, testing materials, software, software maintenance, books and subscription fees, office supplies, custodial and maintenance supplies, printing, postage, advertising and promotional materials, food, and membership fees.

The total FY2020 budget for Materials and Supplies will increase by \$0.1 million over the FY2019 budgeted level of \$6.4 million. This amount represents 22% of the total budget for FY2020.

## **TRAVEL AND CONFERENCE**

Travel and Conference includes costs related to student programming, professional development and training of the faculty, adjunct faculty, classified staff, and police officers as stated in current contractual obligations, as well as training of other employees through conferences and classes that require travel. Travel and Conference expenditures are forecast to increase \$100,000 from \$0.5 million budgeted for FY2019 to \$0.6 million budgeted for FY2020.

## **UTILITIES**

Utilities are defined as gas, electric, refuse disposal, telecommunications costs, water, and sewer charges. Utility expenditures are projected to total \$1.2 million for FY2020, a decrease of \$0.1 million from the FY2019 budgeted level. This spending item represents 1% of the budget for fiscal year 2020.

## **CAPITAL OUTLAY**

Capital outlay includes all expenses associated with instructional equipment, network equipment, ground-service equipment, site improvement, and major repairs that exceed \$10,000 per item. Capital outlay is budgeted at \$145,000 for FY2020.

## **CONTINGENCY FUNDS**

Contingency funds are to be used for emergencies or unforeseen expense requirements. They are budgeted but not yet assigned to any direct expenditure category. A typical reason for accessing

these funds might be to cover the cost of faculty salaries or contractor costs due to unanticipated enrollment increases or emergency repairs. The FY2020 budget proposes a total contingency of \$1.0 million for the operating funds, an increase of \$0.4 million over FY2019. The Education Fund includes \$743,536 of contingency funds, while the Operation & Maintenance Fund has \$293,148.

## INTER-FUND TRANSFERS

The FY2020 budget contains numerous transfers between funds to provide resources for other funds from the Education Fund. The Education Fund will again support Tort and FICA/Medicare Funds with \$1.4 million of transfers. A transfer of \$4.5 million is budgeted from the Education Fund to the Retiree Health Insurance Fund to reduce the College’s unfunded other postemployment benefit (OPEB) liability of \$36 million.

The Auxiliary Enterprise Fund has several programs that either generate insufficient revenues or do not generate revenues at all. The total budgeted shortfall is estimated at \$2.1 million in FY2020. The Education Fund will provide a total of \$0.4 million to support Alliance for Lifelong Learning, \$1.3 million to support Athletics and the Fitness Center, and \$0.4 Million to support other Auxiliary functions, including the Early Childhood Education Center.

Below is a three-year summary of all Education Fund transfers:

### Inter-Fund Transfer Summary for FY2018 – FY2020

	FY2018 Budget	FY2019 Budget	FY2020 Budget
Auxiliary Enterprise Fund:			
Alliance for Lifelong Learning	\$1,321,013	\$838,082	\$414,418
Athletics/Fitness/Other	1,446,987	1,080,722	1,267,861
Capital Projects Fund (03)	0	0	0
Other Auxiliary Functions	0	258,609	376,711
Liability/Settlement Funds:			
Tort	570,000	575,000	581,000
FICA/Medicare Tax	893,000	945,500	795,630
Restricted Purpose Fund:			
SGA Student Scholarship	100,000	100,000	100,000
Working Cash Fund: Interest	(26,000)	(26,000)	(290,000)
Operations/maintenance (02)	(3,554,000)	647,447	0
Capital Projects Fund (03)	15,700,000	5,247,995	0
Retiree Health Insurance (21)	0	0	4,500,000
<b>Net Fund Transfers Out of the Education Fund</b>	<b>\$16,451,000</b>	<b>\$9,667,355</b>	<b>\$7,745,620</b>

In summary, a total of \$7.7 million will be transferred out of the Education Fund to other funds, while the Education Fund will receive \$290,000 in interest income from the Working Cash Fund. The net transfer out of \$7.7 million represents a decrease of \$2.0 million from the FY2019 budgeted level. However, the total amount of projects budgeted in the College’s Capital Improvement Plan (CIP) fund for FY2020 will be a robust \$18.9 million. Compared to FY2019, where a total of \$5.3 million in Education Fund transfers was dedicated to funding capital projects, in FY2020 there will be no transfers from operating funds to support capital projects. Instead, FY2020 CIP projects will be primarily funded by bond proceeds and drawing down existing funds in the Capital Fund.

## Operations & Maintenance Fund Restricted (03)

The Operations & Maintenance Fund (Restricted) is a capital projects fund established to account for monies restricted for major building repair, renovation, new construction, and site acquisition. The FY2020 Budget proposes to invest \$18.9 million for capital improvements.

### FY2020 Operations & Maintenance Restricted Summary

	FY2018 Actual	FY2019 Estimate	FY2020 Proposed
Beginning-year			
Fund balance	\$ 5,230,067	\$ 13,489,000	\$ 6,916,276
Revenues:			
Student fees	332,760	335,000	335,000
Bond proceeds	0	0	20,000,000
Interest & Other	5,109,856	41,000	41,000
Total	5,442,616	376,000	20,376,000
Appropriation:			
Capital outlay	12,883,678	13,259,404	18,857,727
Total	12,883,678	13,259,404	18,857,727
Net Transfers	15,700,000	6,310,680	0
End-of-year Fund Balance			
O&M Restricted	\$ 13,489,000	\$ 6,916,276	\$ 8,434,549

### Oakton's Master Plan and Capital Improvement Plan (CIP)

Oakton's five-year Master Plan (FY2018-FY2022) has been developed through a participatory process involving multiple stakeholders representing the college including faculty, staff, administrators, trustees, and students. The Master Plan provides a vision for capital project plans and investments at Oakton. Through a competitive selection process, Perkins+Will was engaged as architects to assist the college to create this Master Plan. The current Master Plan will serve as a guide for future capital decisions at the college. It builds off the previous 2010 five-year Master Plan, which included the construction of the Lee Health and Science Center, Student Enrollment Center, and Student Center. The priorities reflected in the CIP are in the following categories:

#### **Life, Health & Safety**

- The focus of the CIP in the immediate term is around critical life, safety and health projects, which aim to undertake work necessary to keep buildings open and infrastructure operating in support of the educational mission. Without fully operational facilities, students, faculty and staff cannot do their best work. Critical life, safety and health projects will extend the life

of Oakton facilities and provide life/safety enhancements (upgrades to physical plant, code compliance, energy conservation, and, etc.).

**Critical Deferred Maintenance**

- The CIP reflects prioritization of “responsible deferred maintenance”, which is a recognition that while there will never be sufficient funds to pay for every single maintenance project, there are smarter practices which can stretch budgets further. Critical deferred maintenance projects address the capital backlog through systematic replacements that will reduce facilities operating costs, energy use, and risk while at the same time supporting institutional recruitment and retention efforts.
- Priorities in the current CIP also look to undertake natural areas conservation to remove fallen trees and logs throughout the campus area which pose a safety hazard and perform prescribed burn management to remove invasive vegetation.

**Overcrowding Relief and Educational Programming**

- Completion of the renovation of vacated space in the “West End” of the Des Plaines campus is also proposed in this CIP, including relocation of the IT data center from the basement to the 2nd floor to eliminate flooding concerns, and renovations to relocate administrative offices and address overcrowding in the basement.
- Addressing classrooms that appeared to be crowded with too much furniture will be removed to allow for collaborative flexibility.

**Common Gathering Areas**

- Redesigning cafeterias at Skokie and Des Plaines which will include new lighting, finishes, furnishings in the dining area and renovation to kitchen. Upgrades will be aligned with findings from a food quality and preferences survey to reflect the growing racial-ethnic and religious diversity of the student demographic.

**PROPOSED FY2020 CAPITAL PROEJCTS**

College administration recommends spending \$18.9 Million for FY2020 capital projects based on the FY2018-FY2022 Master Plan.

<b>Project</b>	<b>Amount</b>
Skokie Monument Sign	\$435,000
Des Plaines Student Street Renovation	\$1,000,000
West End Phase 1	\$1,000,000
West End Phase 2	\$3,500,000
Cafeteria Remodeling	\$1,981,000
Sanitary Lift Station	\$10,000
Supplementary water service	\$50,000
Skokie HVAC Upgrades	\$50,000
Switchgear – Des Plaines	\$150,000
Fire Alarm Panel Replacement	\$80,000

<b>Project</b>	<b>Amount</b>
Lee Center Vestibule Curtain	\$70,000
Exterior Envelope/Window Replacement	\$680,000
Natural Areas	\$224,486
Camera replacement	\$500,000
Hardware replacement/Master Keying	\$450,000
Flooring- Carpet Replacement	\$750,000
Landscape Improvement	\$1,350,000
Replace baseball field fence	\$61,036
Interior remodeling	\$21,000
Field Irrigation	\$100,000
Skokie Student Street	\$1,188,125
Skokie Student Center/Cafeteria/Bookstore	\$4,157,080
Skokie Classroom Furniture	\$25,000
Project Mgmt Services/Contingency	\$225,000
Capitalized equipment and software	\$800,000
<b>TOTAL</b>	<b>\$ 18,857,727</b>

The major capital project descriptions are as follows:

<b>Description: Skokie Monument Sign</b>	<b>FY2020 Capex: \$435,000</b>
<b>Multi-Year Project</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<b>Total Project Capex: \$450,000</b>
The Skokie, Ray Hartstein campus Monument Sign resembles an older campus wayfinding signage. Recently upgraded Des Plaines monument signage has created a new look and identity for the campus main entrance that the Skokie campus will parallel for consistent identity. The project will provide new monument signage at both the Lincoln Ave. entrance drive and drop off location. Construction is expected to start in early Fall 2019.	

<b>Description: Des Plaines Student Street Renovation</b>	<b>FY2020 Capex: \$1,000,000</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$4,708,000</b>
The student street connects the main building entrance to the West End and this final phase involves new terrazzo flooring, lighting, fixtures and fire doors from the main entrance to West End with expected completion by Dec 2019. The previous phases of student street that have been completed were from the enrollment center to the cafeteria in 2017, followed by the cafeteria to the main building entrance in 2018.	

<b>Description: West End Phase 1</b>	<b>FY2020 Capex: \$1,000,000</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$9,124,000</b>
<p>This multi-year capital remodeling project of the Des Plaines main building aims to reduce overcrowding for several administrative departments which are housed in the basement, and improve existing educational programming infrastructure. The major areas in this phase which have substantially been completed include:</p> <ul style="list-style-type: none"> <li>• WE South 1<sup>st</sup> Floor – relocation from the basement of business services, accounting and finance. Relocation of police department, HR, CPD and Distance Learning.</li> <li>• WE South 2<sup>nd</sup> Floor – relocation of the IT server room out of the basement which will be operated as a dark data room (remote operations). IT staff will move from the basement. In addition, 1 large classroom and 2 seminar rooms for modular learning will be added.</li> <li>• Completion expected by Aug 2019.</li> </ul>	

<b>Description: West End Phase 2</b>	<b>FY2020 Capex: \$3,500,000</b>
<b>Multi-Year Project</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<b>Total Project Capex: \$3,500,000</b>
<p>This phase is comprised of the West End north side covering the liberal arts area expansion on first floor; 2 additional large classrooms and adjunct faculty office space. Completion is anticipated August 2019 in time for use in the Fall term.</p>	

<b>Description: Des Plaines Cafeteria/Library Connection</b>	<b>FY2020 Capex:\$1,981,000</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$3,243,000</b>
<p>Modernization of the current cafeteria food service, dining areas and connection to adjacent Library. The current cafeteria is old and tired. The intention of the new renovation is to present a more pleasurable and inviting appearance that coincides with the recent Student Street upgrades.</p>	

<b>Description: Sanitary Lift Station Renovation DP</b>	<b>FY2020 Capex: \$10,000</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$487,573</b>
<p>The current Sanitary Lift Station equipment and components are approximately 40 years of age and have significantly exceeded their projected life expectancy. This project was approved in 2017. The project is nearing completion in Aug 2019.</p>	

<b>Description: Supplementary Water Service</b>	<b>FY2020 Capex: \$50,000</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$910,376</b>
<p>There is only one domestic water supply main to the Des Plaines campus coming from Central Road. A second water supply from Golf Road water main is critical to ensure continuous, reliable water supply to the campus in the event of supply disruption from the Central Road water main. Construction has been completed with remaining work around grounds restoration.</p>	

<b>Description: Skokie HVAC System Replacement + Engineering</b>	<b>FY2020 Capex: \$50,000</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$5,262,121</b>
The current system consists of various equipment which is outdated and past projected life expectancy. The new system engineering will allow more accurate and efficient climate control and energy consumption. This project has already commenced with expected completion by July 2019.	

<b>Description: Electrical Switchgear Replacement</b>	<b>FY2020 Capex: \$150,000</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$1,231,180</b>
The electrical control and distribution gear for the entire campus has exceeded its projected life cycle replacement and shows signs of wear and failure. Failure of this gear would constitute a campus shutdown. Replacement completion projected July 2019.	

<b>Description: Fire Alarm Panel Replacement</b>	<b>FY2020 Capex: \$80,000</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$475,880</b>
The existing Siemens MXL system, which was installed in the mid 1990's, is being phased out. MXL system parts and components will no longer be available after October 1, 2018. In addition, in the near future, the current fire alarm detectors and devices will no longer be serviced. This project has commenced and will be completed June 2019.	

<b>Description: Lee Center Vestibule Air Curtain</b>	<b>FY2020 Capex: \$70,000</b>
<b>Multi-Year Project</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<b>Total Project Capex: \$70,000</b>
The Lee Center, north entrance vestibule is located very close to the three level interior stairway. This is a very high volume usage entry. When the entry vestibule doors are opened for pedestrian traffic on cold days, the cold outside air is pulled into the building and the three level stairwell acts as a chimney and pulls the cold air up to all levels. An automatic air curtain installed at the entrance vestibule will block the outside air from entering the building.	

<b>Description: Exterior Envelope Window Replacement</b>	<b>FY2020 Capex: \$680,000</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$991,762</b>
Throughout the entire Des Plaines campus there are various concrete sills, lintels, aluminum and glass frame window and curtain wall systems that are failing due to age, deterioration and structure settlement. These systems leak both water and air. A two year replacement plan is suggested for FY2019 and FY2020.	

<b>Description: Natural Areas Restoration</b>	<b>FY2020 Capex: \$224,486</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$600,000</b>
The natural areas of the college are an important part of the pedagogy and aesthetics of the campus. These areas require removal of invasive species, poison ivy and excessive dead wooded material resulting from past storms. In addition, various other site components require	

attention and restoration such as aesthetic Landscaped areas, pedestrian walking/bike path from Golf Road up to the campus main building, parking lots repairs and maintenance.

<b>Description: Security Camera Replacement</b>	<b>FY2020 Capex:500,000</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$1,000,000</b>
Installation of additional cameras is a critical part of our comprehensive safety and security program as part of a continued commitment towards the increased safety and well-being of our students, faculty and staff. The current security camera system consists of many analog cameras which do not provide clear and complete viewing coverage. This project includes updating various components of the current system including replacement of analog cameras.	

<b>Description: Door/Lock Hardware Replacement and Master Keying</b>	<b>FY2020 Capex:: \$450,000</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$900,000</b>
Over time, many interior and exterior door locks and hardware have worn out from use and do not operate properly. In addition, a significant number of individuals that have been issued keys to various building locks have left the collage without returning the keys. It is impossible to verify who is in possession of keys and still has access to the building today. This compromises building security. A two-year lock and hardware replacement/upgrade plan has been identified.	

<b>Description: Flooring and Carpet Replacement</b>	<b>FY2020 Capex:: \$750,000</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$1,000,000</b>
The existing flooring and carpeting throughout both Skokie and Des Plaines campuses have exceeded their life expectancy and show significant signs of age and wear. A Five year, FY2018-2022 replacement plan has been determined.	

<b>Description: Landscape Improvement</b>	<b>FY2020 Capex:: \$1,350,000</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$3,542,000</b>
Both Des Plaines and Skokie campuses have vast decorative landscape areas, building entrances, roadways and concrete sidewalks. Over the years these areas have deteriorated from age, usage and outside elements. A multi-year replacement and reconstruction plan has been identified working with the College's architects from Farr Associates.	

<b>Description: Replace Baseball Fence</b>	<b>FY2020 Capex:: \$61,036</b>
<b>Multi-Year Project</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<b>Total Project Capex: \$64,536</b>
The existing Baseball field fence will be rebuilt due to poor soil conditions and ground movement. The Baseball Field itself is built over a known landfill. The current fence is being braced by temporary support posts. The outfield portion of the fence currently is leaning and not stable. The \$65,000 estimate will allow resetting and stabilizing the support posts and reconstruction of the fencing.	

<b>Description: Interior Remodeling</b>	<b>FY2020 Capex: \$21,000</b>
<b>Multi-Year Project</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<b>Total Project Capex: \$935,662</b>
Year 1 includes Des Plaines campus Board Room remodeling. Items proposed are carpet replacement, interior painting, audience seating furniture, Board member tables and exterior window replacement. Year 2 will focus on locker room replacements.	

<b>Description: Soccer Field Irrigation</b>	<b>FY2020 Capex: \$100,000</b>
<b>Multi-Year Project</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<b>Total Project Capex: \$100,000</b>
Currently the Soccer Field turf is being irrigated by using Oakton lake water. A dedicated in ground, automated irrigation system has been designed for this using domestic fresh water with a controlled system.	

<b>Description: Skokie Student Street</b>	<b>FY2020 Capex: \$1,188,125</b>
<b>Multi-Year Project</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<b>Total Project Capex: \$1,263,125</b>
Renovation of Student Street in concert with the other projects that start to address common areas throughout the campus, the Student Street improvement projects address the main corridor at the Skokie Campus by visually refreshing the space and creating areas for students to gather, study, socialize and connect.	

<b>Description: Skokie Student Center/Cafeteria/Bookstore</b>	<b>FY2020 Capex: \$4,157,080</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$4,357,080</b>
Similar to the vibrancy that has been created in the new Student Center at the Des Plaines campus, this student and public-facing space offers opportunities for student engagement. This will involve consolidating and reorienting the Bookstore, Cafeteria and Student Life spaces to create an inviting, activated space for students to gather during the day.	

<b>Description: Skokie Classroom Furniture</b>	<b>FY2020 Capex: \$25,000</b>
<b>Multi-Year Project</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<b>Total Project Capex: \$125,000</b>
Upgrade and modernization of existing classroom furniture along with classroom reorganization.	

<b>Description: Project Mgmt Services/Contingency</b>	<b>FY2020 Capex: \$225,000</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$771,342</b>
Professional Consultant Owners-Rep Services for coordination, reporting and management assistance.	

<b>Description: Capitalized Equipment and Software</b>	<b>FY2020 Capex: \$800,000</b>
<b>Multi-Year Project</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<b>Total Project Capex: \$2,741,668</b>
Capitalized equipment and software is comprised primarily of items over \$10,000 with a multi-year life cycle and includes that are purchased annually:	
Desktop Computer Replacement/Upgrades	\$400,000
F350 XL 4 x4 Truck with guard and cab light	\$60,000
Gator for Skokie	\$40,000
Multifactor Authentication (MFA) Software	\$200,000
Remodeling Projects	\$100,000

### **Capital Project Impact on Current and Future Operating Budgets**

The College determined that the operating impact of capital projects scheduled for FY2020 will be minimal because most of the FY2020 capital-improvement projects involve the maintenance and repair of facilities, not the addition of space. In fact, the College expects the ongoing annual operating savings in energy and repair costs to occur upon completion of the projects.

## Bond and Interest Fund (Fund 04)

The Bond and Interest Fund accounts for the payment of principal, interest, and related charges on any outstanding long-term debt. The College issued long-term debt to partially finance the construction of the Lee Science and Health Careers Center and to renovate and upgrade the campuses in Des Plaines and Skokie. As of June 30, 2019, the College has three outstanding long-term bonds whose principal and interest payable add up to \$40.2 million. Property taxes are the sole source that supports debt payments, and this debt service has no impact on operating funds.

### FY2020 Debt-Service Payment Summary

	FY2018 Actual	FY2019 Estimate	FY2020 Proposed
Beginning-year			
Fund balance	\$ 1,407,111	\$ 1,551,951	\$ 1,551,951
Revenues:			
Property taxes	3,323,858	3,405,000	3,424,013
Bonds / Other	5,204,713	0	0
Total	8,528,571	3,405,000	3,424,013
Appropriation:			
Principal	6,960,800	2,020,000	2,130,000
Interest	1,298,869	1,380,108	1,289,013
Admin & Other fees	124,062	4,892	5,000
Total	8,383,731	3,405,000	3,424,013
End-of-year Fund Balance			
Debt Service	\$ 1,551,951	\$ 1,551,951	\$ 1,551,951

As the table above indicates, the FY2020 proposed budget provides a total appropriation of \$3,424,013 to service three outstanding bonds. Of this amount, \$2,130,000 represents the payment of principal; the interest cost constitutes \$1,289,013; and the remaining \$5,000 accounts for bond administrative and filing fees. The College structured its debt-service payments in such a way as to maintain a level debt payment annually, which is close to the debt-service extension base. The debt service budget for FY2020 represents 2.8% of the total budget of the College.

In FY2020, the College will continue to execute the five-year Master Plan that was approved in May 2017, which is estimated to cost \$53.0 million over five years. FY2020

is the third year of the current master plan, when the renovation of the Student Street and the West End on the Des Plaines campus are scheduled to be completed. New projects commencing in FY2020 include renovation and remodeling of the Skokie Student Street, Student Center, Cafeteria and Bookstore, and modernization of the Des Plaines Cafeteria. The College plans to utilize existing fund balance in the O&M Restricted fund and proceeds from an expected \$20.0 Million bond issuance to fund capital projects in FY2020.

Oakton has been fiscally conservative and, until 2011, used only operating revenue surplus to finance building renovation and repair. In 2011, the College established a five-year Facilities Master Plan, which included a state-of-the-art science and health-careers building, classroom upgrades, a new enrollment center, building automation, and other major renovations. These capital projects were estimated to cost \$68.5 million. The College funded these projects with operating reserves and proceeds from new bond issuance.

The Public Community College Act and Local Government Debt Reform Act of the State of Illinois limit the type and amount of non-referendum bonds that Illinois community colleges can issue for capital projects. The College utilizes alternate non-referendum bonds (General Obligation Limited Tax Bonds), which require a two-step process.

First, the College sells debt certificates to create a claim. Second, this claim is later repaid with a new limited tax-bond issuance. The Property Tax Extension Limitation Law (PTELL) limits the amount of property taxes community colleges in tax-capped counties can levy for debt service to the debt-service extension for the 1994 levy year. This debt-service extension base for Oakton was \$2.9 million in 1994. Starting with the 2009 levy year, the debt-service extension base will increase by the lesser of 5% or the percent increase in the Consumer Price Index during the 12-month calendar year preceding the levy year. As a result, Oakton's debt-service extension base grew to \$3.5 million for the 2018 levy year. According to the PTELL, annual payment of principal and interest from property taxes cannot exceed the extension base.

Since FY2011, three, non-referendum bonds have been issued to partially fund Master Plan projects. The College issued its first General Obligation Limited Tax Bonds with a face value of \$27,245,000 in September of 2011. These 15-year bonds were issued to pay off the College's \$30.1 million debt certificates issued in June 2011. These certificates were primarily issued to finance the construction of the Science and Health Careers Building pursuant to the College's Facilities Master Plan. The 2011 bonds carry fixed interest rates ranging from 2.25% to 5.00% per annum and will mature in 2024. The 2011 bonds require \$2,075,000 for the principal payment and \$542,412 for interest costs for FY2020.

Series 2014 was also issued as General Obligation Limited Tax Bonds in the amount of \$13,970,000 in September 2014. These 15-year bonds were issued to retire the College's \$14,530,000 of debt certificates. The debt certificates were also issued to pay a portion of the costs of construction and remodeling of various campus buildings and infrastructure improvements based on the College's five-year Facilities Master Plan. The 2014 bonds carry fixed interest at varying rates ranging from 3.125% to 5.00% per annum. The bonds

will mature in December of 2029. Debt service for the bonds represents interest payments of \$587,525 in FY2020, the same as FY2019.

Series 2018 was issued as General Obligation Limited Tax Bonds in the amount of \$5,200,000 in April 2018. These 12-year bonds were issued to retire the College’s \$5,015,000 of debt certificates issued in December 2017. The debt certificates were issued to pay a portion of the costs of deferred maintenance and remodeling various campus buildings and infrastructure improvements. The 2018 bonds carry fixed interest at varying rates ranging from 3.00% to 3.20% per annum. The bonds will mature on December 1, 2031. Debt service for the bonds represents an interest payment of \$159,075 and a principal payment of \$55,000 in FY2020.

**EFFECT OF THE EXISTING DEBT LEVELS ON CURRENT OPERATIONS**

The three bonds are fully supported by three separate property-tax levies which are excluded from the annual property-tax extension limitation. The property taxes are automatically extended for collection by Cook County to pay for these bonds; consequently, the debt burden has no impact on Oakton’s current operations.

**LEGAL DEBT LIMITS**

The State of Illinois established limits on how much outstanding bonded indebtedness community colleges are permitted to carry. The total amount of debt that can be issued by Oakton authorized by Illinois Statute is 2.875% of the most current equalized assessed valuation (EAV) within a community college’s taxing district. The following are the actual debt limits and legal debt margins as of June 30, 2017, and June 30, 2018. The EAV figures used are the final values for 2015 and 2016 from Cook County.

<b>Legal Debt Limit Computation</b>	<b>6/30/2018 Actual</b>	<b>6/30/2019 Actual</b>
EAV (2015 and 2016)	\$22,288,152,310	\$22,826,220,852
Legal Debt Limit	2.875%	2.875%
Debt limit for OCC	\$640,784,379	\$656,253,849
OCC’s debt applicable to the limit	\$34,150,000	\$32,130,000
Legal Debt Margin	\$606,634,379	\$624,123,849

Based on the 2017 actual EAV, Oakton’s total outstanding debt cannot exceed \$656.3 million. The College has outstanding principal of \$32.1 million (4.9% of the maximum) applicable to the \$656.3 million limitation, leaving an estimated debt margin of \$624.1 million on June 30, 2019.

## DEBT RATINGS

The College’s bond rating for its three outstanding bonds remains “Aaa”, the highest rating as assigned by Moody’s Investors Service. The “Aaa” rating reflects the College’s substantial and diversified tax base, very healthy financial position, and minimal reliance on the State of Illinois for its operation. In March 2018, Moody’s reaffirmed the “Aaa” rating with a “stable” outlook, an improvement from “Aaa” with a “negative” outlook assigned in March 2017.

## SCHEDULE OF DEBT SERVICE REQUIREMENTS TO MATURITY

Total outstanding long-term principal and interest payable as of June 30, 2019, is \$40,183,759. The summary of future debt-service requirements for three bonds as of June 30, 2019, is as follows:

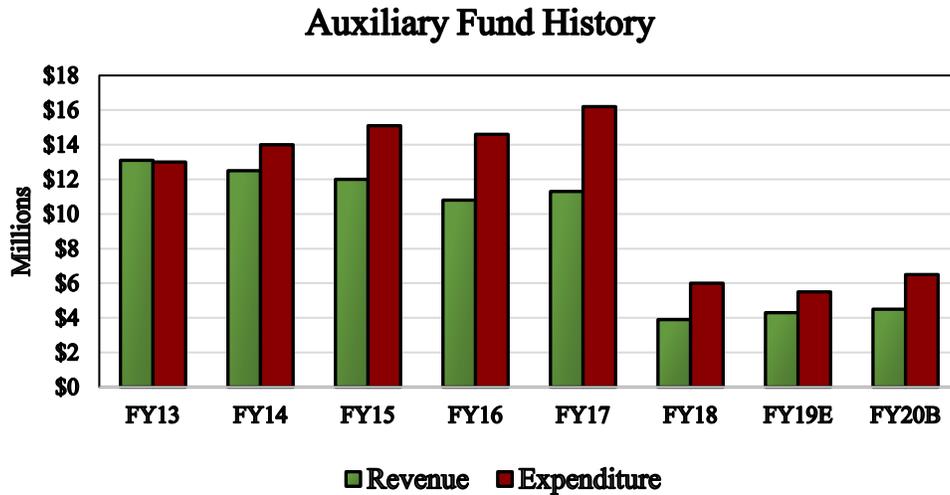
### Total Interest and Principal Payments Due by Fiscal Year

Fiscal Year	Series 2011	Series 2014	Series 2018	TOTAL
2020	\$ 2,617,413	\$ 587,525	\$ 214,075	\$ 3,419,013
2021	2,602,038	587,525	217,350	3,406,913
2022	2,601,538	587,525	215,550	3,404,613
2023	2,600,413	587,525	213,750	3,401,688
2024	2,602,288	587,525	216,875	3,406,688
2025	1,616,831	1,592,025	205,075	3,413,931
2026		3,203,400	149,250	3,352,650
2027		3,198,775	149,250	3,348,025
2028		3,212,175	149,250	3,361,425
2029		3,198,638	213,275	3,411,913
2030		1,280,100	2,122,225	3,402,325
2031			1,711,575	1,711,575
2032			1,143,000	1,143,000
<b>Total</b>	<b>\$ 14,640,521</b>	<b>\$ 18,622,738</b>	<b>\$ 6,920,500</b>	<b>\$ 40,183,759</b>

**OTHER FUNDS**  
**AUXILIARY ENTERPRISE FUND (05)**

The Auxiliary Enterprise Fund is used for College services where revenue is collected to support a specific, self-supporting operation. Examples of activities in this fund include food service, vending machines, the bookstore, childcare, and adult and community education by the Alliance for Lifelong Learning.

To promote student success and community education, the College has supported programs such as intercollegiate athletics, the fitness center, childcare, and continuing education programs, none of which generate sustaining revenues. As a result, the Auxiliary Fund has incurred deficits for several years as the graph indicates below, and the Education Fund has historically partially subsidized several auxiliary programs.



To better manage auxiliary enterprise activities and to minimize the deficit, the Auxiliary Fund underwent significant changes in FY2018. First, some of the major programs that do not generate revenues or are not truly self-supporting were moved to the Education Fund. The following is a list of auxiliary programs that had been traditionally included in the Auxiliary Fund, but were moved to, and budgeted in, the Education Fund starting in FY2018:

**Auxiliary Programs Moved to Ed Fund in FY2018**

Program
1. Information Tech Admin
2. Software & User Services
3. Systems/Network Services
4. Campus Scheduling & Event Coordination
5. Telecommunications

Historically, Oakton treated the IT department and Telecommunications departments as auxiliary activities even though neither of these departments generated revenue from external sources. Their service costs were allocated to all other funds, which inflated expenditures in other areas while increasing revenues by recording these allocations as revenues for IT and Telecommunications. The FY2018 budget eliminated IT and telecommunications allocation fees and moved the budgets for the IT and Telecommunications departments into the Education Fund. Campus Scheduling and the ITFS lease were not truly auxiliary activities and so were also transferred to the Education Fund in FY2018.

Due to ongoing deficits, the early childhood center on the Des Plaines campus closed in May 2017 and was consolidated with the early childhood center on the Skokie campus. The Bookstore expenditure budget, similar to FY2019, matches its revenues, and its budget is balanced for FY2020. Expenditures were reduced in FY2018, based on plans to modify operating hours and hold down personnel and benefits costs at the Des Plains and Skokie campus bookstores.

### FY2020 BUDGET FOR THE AUXILIARY FUND (05)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGETED	FY2020 BUDGETED
<b>Revenues</b>				
Local Government Taxes	\$ 110,397	\$ 101,253	\$ 100,000	\$ 100,000
State Government Sources	675,633	604,098	370,231	680,173
Student Tuition and Fees	2,800,613	834,312	1,015,308	1,081,597
Sales and Service Fees	7,304,456	2,277,339	3,010,536	2,241,655
Facilities Revenues	278,744	14,850	60,000	60,000
Investment Revenue	31,788	21,009	83,000	75,000
Non Govt Gifts, Scholarships	45,977	49,186	87,000	80,665
Other Revenues	44,300	(361)	44,075	100,775
<b>Total - Revenues</b>	<b>\$ 11,291,909</b>	<b>\$ 3,901,685</b>	<b>\$ 4,770,150</b>	<b>\$ 4,419,865</b>
<hr/>				
Salaries	\$ 6,927,873	\$ 2,875,040	\$ 3,200,686	\$ 3,411,176
Employee Benefits	1,376,775	612,825	507,025	493,439
Contractual Services	999,984	468,072	585,365	590,965
General Materials and Supplies	3,338,953	1,607,630	2,185,732	1,482,420
Travel Conference Meetings	85,643	131,949	101,495	131,550
Fixed Charges	287,098	278,067	304,120	298,305
Utilities	98,991	50,000		-
Capital Outlay	69,873	863	30,000	46,000
Other Expenditures	(164,981)	10,887	33,140	-
<b>Total - Expenditures</b>	<b>\$ 13,020,209</b>	<b>\$ 6,035,333</b>	<b>\$ 6,947,563</b>	<b>\$ 6,453,855</b>
<hr/>				
<b>Revenues Over / (Under) Expenditures</b>	<b>\$ (1,728,300)</b>	<b>\$ (2,133,648)</b>	<b>\$ (2,177,413)</b>	<b>\$ (2,033,990)</b>
<hr/>				
<b>Transfer From Education Fund</b>	<b>\$ 3,357,000</b>	<b>\$ 2,768,000</b>	<b>\$ 2,177,413</b>	<b>\$ 2,033,990</b>
<hr/>				
<b>Net Change In Fund 05 Balance</b>	<b>\$ 1,628,700</b>	<b>\$ 634,352</b>	<b>\$ -</b>	<b>\$ -</b>

The FY2020 State Credit Hour unrestricted appropriation, of which the Alliance for Lifelong Learning receives a portion, is expected to be the same as what the Illinois General Assembly appropriated for FY2019. During the FY2019 budget formulation period at Oakton, which ended prior to when the General Assembly adjourned its Spring 2018 session, the Credit Hour appropriation was projected to be half of what was appropriated in FY2018. This conservative approach was used because the Illinois state government did not have a full budget in Fiscal Years 2016 and 2017. The FY2019 State budget that was finalized in June 2018 restored the Credit Hour funding to pre-2016 levels.

Due to heavy on-line competition for book sales and greater availability of digital curricula, sales of textbooks at Oakton have been steadily declining in recent years. Lower textbook sales account for most of the decline in Fund 05 Sales and Service revenue in FY2020. Relatedly, the decrease in book inventory costs is the main factor in declining General Materials and Supplies expenditures.

The table below is a budget summary by auxiliary program that indicates which programs incur operating deficits for FY2020:

**FY2020 Revenue and Expenditure by Auxiliary Program**

<b>Auxiliary Program</b>	<b>Revenues</b>	<b>Expenditures</b>	<b>Difference</b>
Alliance For Lifelong Learning	2,011,520	2,266,309	(254,789)
Athletics		1,055,359	(1,055,359)
Athletics Facilities Rentals	20,000	4,400	15,600
Auxiliary Services Administration		178,663	(178,663)
Bookstore	1,417,200	1,365,253	51,947
Copy Center	230,000	334,872	(104,872)
ECE Lab School	317,730	465,022	(147,292)
Fitness Center		228,102	(228,102)
Food Service Operations	52,800	34,540	18,260
N Serve Summer Courses	34,290	37,158	(2,868)
PAC Operations	16,000	99,183	(83,183)
Workforce Development	139,825	300,294	(160,469)
Other	155,500	84,700	70,800
<b>Grand Total</b>	<b>4,394,865</b>	<b>6,453,855</b>	<b>(2,033,990)</b>

Total budgeted expenditures of \$6.9 million result in a spending gap of \$2.0 million. Since expenditures will exceed revenues by \$2.0 million, a transfer of \$2.0 million is proposed from the Education Fund.

Because the FY2020 budget provides subsidies that eliminate the projected deficit in the Auxiliary Fund, its fund balance is expected to remain stable at \$5.7 million at the end of FY2020. The College plans to continue monitoring and re-examining – in some cases possibly restructuring and

eliminating – auxiliary and enterprise programs until they become truly self-supporting in the near future.

## **LIABILITY/SOCIAL SECURITY/MEDICARE FUNDS (12 & 18)**

The Liability, Protection, and Settlement Fund (12) and Social Security/Medicare Fund (18) include tort costs, liability and malpractice insurance premiums, workers' compensation expenses, unemployment insurance, and Medicare and Social Security taxes. Annually, the College collects property taxes in the Education Fund and budgets a transfer from the Education Fund to the Liability and Social Security/Medicare Funds to pay for tort cost, insurance premiums, Social Security, and Medicare taxes.

Budgeted expenditures for these funds decrease slightly to \$1.4 million for FY2020. The estimated budget to pay for employer matching Medicare/Social Security taxes is projected to decline from \$946,100 in FY2019 to \$797,900 in FY2020. The FY2020 budget proposes a transfer of \$1.4 million from the Education Fund to support these funds. Since the transfer from the Education Fund satisfies the expenditure, the combined beginning fund balance for the Liability/Social Security/Medicare Funds of \$1.4 million will remain intact at the end of FY2020.

## **AUDIT FUND (11)**

The Audit Fund accounts for the payment to external public accountants to complete the annual financial audit and other accounting reports. Although the statutory maximum tax rate is set at 0.5 cent per \$100 EAV, the College's actual tax rate has been far below the maximum. It was 0.02 cent per \$100 EAV in 2017.

The anticipated rate of 0.02 is estimated to generate \$75,000 in FY2020. Audit costs are anticipated to remain at \$103,100, the same as for FY2019. The College re-bid the audit contract during FY2018, and, as a result of healthy competition in the public auditing marketplace, the cost for Oakton's audit declined. Fund balance will be used to pay for the share of the audit costs not covered by the property tax levy. The Fund is estimated to carry a \$28,149 balance at the end of FY2020.

## **RESTRICTED PURPOSE FUND (06)**

The Restricted Purpose Fund records public and private grants which have external restrictions regarding their use. Examples of accounts in this fund are student financial aid, federal grants, state grants, and private foundation grants. Each grant is set up as an organization so that revenues and expenses can be recorded for the grant, ensuring that the reporting requirements of the grantor are met. Student financial aid comes from federal, state, and private sources and is the largest item in the Restricted Purpose Fund.

## Restricted Grants Revenue Summary

(In Millions)	FY2019	FY2020
Federal Student Financial Aid	\$7.7	\$7.0
Other Federal: Perkins, Adult, TRIO, NSF	1.3	2.2
ISAC MAP grants	1.0	1.1
ICCB grants - various	1.0	1.5
Financial aid and grants from other governments and private foundations	1.0	1.0
TOTAL	\$12.0	\$12.8

The FY2019 spending plan passed by Congress and signed by President Trump last fall continues funding for critical programs like TRIO at FY2018 levels. It is anticipated that funding levels will remain constant through FY2020. The Illinois General Assembly's FY2020 appropriation included an increase of 5.0% for various ICCB-administered programs, including Adult Education.

### **Federal Student Financial Aid: \$7,675,000**

The U.S. Department of Education provides student financial assistance such as Pell Grants, SEOG, College Work Study, and veterans scholarships. The largest is \$7.0 million for Pell Grants; SEOG is projected to bring in \$205,000; veterans scholarships are estimated to total \$300,000; and College Work Study will pay \$70,000 for our students for FY2019.

### **State Student Financial Aid: \$1,000,000**

The State offers eligible students financial aid such as the Monetary Assistance Program (MAP) and MIA/POW and Illinois National Guard scholarships. The largest portion is \$1.0 million from the Illinois Student Assistance Commission (ISAC) for the MAP grant.

### **Local Student Financial Aid: \$1,090,000**

The Oakton Community College Education Foundation raises funds in support of student scholarships, academic programs, teaching excellence, and capital improvements that enhance the quality of education at Oakton.

The Student Government Association collects student-activity fees of roughly \$500,000 annually and allocates \$150,000 to need-based scholarships which the College matches with \$100,000, \$15,000 to the American Dream Scholarship, and \$25,000 to help eligible students purchase textbooks.

## **Federal Grant Revenue**

### **Federal Adult Education Basic (\$490,180)**

This grant supports the instruction and administration of Adult Basic Education, Literacy, English as a Second Language (ESL), and General Education Degree (GED) courses. The classes are offered free of charge and include computer-assisted instruction.

### **Federal TRIO Student Support Services (\$322,300)**

TRIO offers educational and counseling services for low-income, first-generation-in-college, or disabled students to improve their graduation rates; to expose them to career options, cultural events, and academic programs; and to offer mentoring, academic tutoring, and help applying to a four-year university.

## **State Grant Revenue**

### **State Basic Adult Education and Family Literacy Grant (\$686,500)**

This grant supports instruction and administration of Adult Education, Literacy, ESL, and GED classes. These classes provide individualized instruction in the English language to help students improve basic reading, writing, and arithmetic skills and obtain a high school equivalency certificate.

### **State Performance Grant (\$340,420)**

The ICCB allocates this grant based on student progress in Adult Basic Education, ESL, and GED. These funds are used to supplement the costs associated with these classes.

### **State Program Improvement Grant (\$80,000)**

The CTE Program Improvement Grant (PIG) is intended to enhance instruction and academic support activities that strengthen and improve career and technical education.



# Financial Summaries

OAKTON COMMUNITY COLLEGE  
Community College District No. 535

Notes on Preparation and Conventions Used in the Budget

**Mathematical Conventions**

Except as otherwise noted in the documents, dollar amounts are rounded off to the nearest dollar using standard mathematical rounding techniques. As a matter of style, dollar signs (\$) are not used to indicate dollar amounts unless their exclusion would cause confusion.

Negative numbers are shown in two ways: the accounting convention of indicating negative values with a parenthesis, such as (1,000), and the mathematical convention of using a negative sign, such as -1,000. Generally, parentheses are used in tables, while negative signs are used in charts and for percentages. Both forms are equivalent.

Percentages are indicated with the percent sign (%). Percentages are rounded off to two decimal places using standard mathematical rounding techniques. All calculations involving percentages are carried out to sixteen decimal places before rounding. In a few cases, it may be observed that the printed percentages will add up to slightly more or less than 100.00% (99.99% or 100.01%, for example). This phenomenon is a quirk of rounding, not of mathematical inaccuracy, and no attempt has been made to adjust rounded percentages. It will appear most frequently in charts and graphs and may safely be ignored.

Another convention with percentages involves the percent increase or decrease of a category. By mathematical definition the percent increase from \$0.00 to any amount not equal to \$0.00 is undefined (i.e., from \$0.00 to \$10,000). This percent increase will be arbitrarily shown as 100.00%. Decreases are shown as negative increases (i.e., -45.00%). Thus, a decrease in funds of .94% would be shown as -0.94%.

All percentages less than 1.00% are shown with a leading zero.

**Preparation/Publishing**

Although occasionally source documents may be indicated for emphasis on a particular page or chart, *unless otherwise noted to the contrary*, all information has been developed from college records, particularly past year audit reports and current and past year budget documents. The notation "ICCB Data and Characteristics" used as a source indicator refers to Data and Characteristics of the Illinois Public Community College System, published annually by the Illinois Community College Board.

The phrase “local area average” used in the comparative charts and graphs refers to the local community colleges which Oakton considers to be its geographical peers:

1. DuPage
2. Elgin
3. Harper
4. Joliet
5. Lake County
6. Moraine Valley
7. Oakton
8. Triton
9. Waubonsee

The college has decided that the goal of clear communication and readability is of sufficient importance that a standard page would be an unacceptable limitation. Therefore, instead of forcing data, tables, and charts onto a portrait-oriented page just for the sake of consistency, it was decided to let the page fit the data to be presented in order to produce the clearest and most readable document.

**Unless otherwise indicated, all comparative data used in this presentation should be considered the latest available data.**

We welcome your ideas on how we may improve our presentation of financial information to the community; please address your comments and suggestions to the Vice President for Business and Finance.

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Comparison of Budgeted Fund Revenue and Expenditure Relationships - Fiscal Year 20

	<b>Unrestricted</b>			<b>Current Funds</b>						<b>Plant Funds</b>
				<b>Restricted</b>						
	<u>Education</u>	<u>Operations Maintenance</u>	<u>Auxiliary Enterprises</u>	<u>Bond/Interest</u>	<u>Working Cash</u>	<u>Liability/Settlement</u>	<u>Audit</u>	<u>Retiree Health Ins</u>	<u>Restricted Purposes</u>	<u>O &amp; M Restricted</u>
Prelim. Net Position - July 1, 2019	64,683,953	10,605,211	5,736,152	1,551,950	14,500,000	1,358,556	55,649	(36,103,892)	1,330,272	6,916,276
<b>REVENUES</b>										
Local Government	43,133,034	8,000,000	100,000	3,424,013	0	200	75,000	0	0	20,000,000
State Government	4,708,283	0	680,173	0	0	0	0	0	2,568,835	0
Federal Government	0	0	0	0	0	0	0	0	9,158,426	0
Student Tuition/Fees*	24,315,534	0	1,081,597	0	0	0	0	0	0	335,000
Other Sources	1,928,850	211,400	2,533,095	0	290,000	9,170	600	0	1,012,262	41,000
<b>TOTALS:</b>	74,085,701	8,211,400	4,394,865	3,424,013	290,000	9,370	75,600	0	12,739,523	20,376,000
<b>EXPENDITURES (By Object)</b>										
Salaries	48,569,083	4,848,483	3,411,176	0	0	0	0	0	1,900,760	0
Employee Benefits	7,036,537	974,110	493,439	0	0	1,195,400	0	4,500,000	120,850	0
Contractual Services	3,201,058	506,145	590,965	5,000	0	50,000	103,100	0	45,340	225,000
General Materials/Supplies	6,066,637	461,658	1,482,420	0	0	0	0	0	302,360	18,542,117
Conference and Meeting	474,240	5,465	131,550	0	0	0	0	0	39,960	0
Fixed Charges	204,200	(12,090)	298,305	3,419,013	0	128,500	0	0	21,000	0
Utilities	35,520	1,124,481	0	0	0	0	0	0	3,870	0
Capital Outlay	0	10,000	45,000	0	0	0	0	0	0	90,610
Other	89,270	0	1,000	0	0	0	0	0	10,405,383	0
Contingency	663,536	293,148	0	0	0	12,100	0	0	0	0
<b>TOTALS:</b>	66,340,081	8,211,400	6,453,855	3,424,013	0	1,386,000	103,100	4,500,000	12,839,523	18,857,727
<b>Net Fund Transfers: In (Out)</b>	(7,745,620)	0	2,058,990	0	(290,000)	1,376,630	0	4,500,000	100,000	0
<b>Net Change:</b>	0	0	0	0	0	0	(27,500)	0	0	1,518,273
Estimated Ending Net Position - June 30, 2020	64,683,953	10,605,211	5,736,152	1,551,950	14,500,000	1,358,556	28,149	(36,103,892)	1,330,272	8,434,549

\* Historically 24-25% of such amounts are paid by scholarship allowances

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Comparison of Revenues and Expenditures ALL FUNDS

This table summarizes financial information for all budgeted funds of the college and presents the college's overall financial position at a glance. It gives an overview of the analyses of the individual funds and fund groups which follow.

	FY 17	FY 18	FY 19	FY 20
	Actual	Actual	Budget	Budget
<b>Beginning Net Position:</b>	106,879,905	72,451,183	132,956,563	70,634,127
<b>REVENUES</b>				
Local Government	51,335,731	61,967,727	52,915,285	74,732,247
State Government	39,768,947	37,998,594	5,055,571	7,957,291
Federal Government	7,605,438	7,563,618	9,449,925	9,158,426
Student Tuition and Fees <sup>(2)</sup>	26,590,055	27,237,287	26,144,690	25,732,131
Other Sources	9,109,372	5,811,598	5,392,610	6,026,377
<b>TOTALS:</b>	134,409,543	140,578,824	98,958,081	123,606,472
<b>EXPENDITURES: (By Object)</b>				
Salaries	54,417,546	53,622,340	59,051,564	58,729,502
Employee Benefits	40,355,468	39,819,283	9,798,686	14,320,336
Contractual Services	6,983,952	3,553,208	3,917,774	4,726,608
General Materials and Supplies	6,986,393	7,102,124	28,103,123	26,855,192
Conference and Meeting	379,118	540,276	657,817	651,215
Fixed Charges	4,257,346	8,946,136	4,000,288	4,058,928
Utilities	1,518,969	1,177,445	1,293,995	1,163,871
Capital Outlay	9,172,604	12,441,437	858,619	145,610
Other	8,458,344	8,888,322	9,716,695	10,495,653
Contingency	0	0	792,409	968,784
<b>TOTALS:</b>	132,529,740	136,090,571	118,190,970	122,115,699
Net of Revenues and Expenditures	1,879,803	4,488,253	(19,232,889)	1,490,773
Net Fund Transfers: In (Out)	0	(8,000,000)	0	0
<b>Ending Net Position:</b>	108,759,708	68,939,436	113,723,674	72,124,900

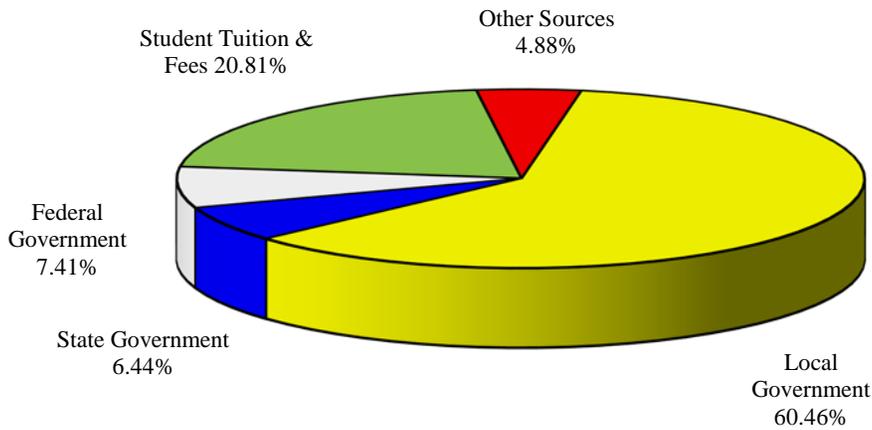
(2) Historically 24-25% of such amounts are paid by scholarship allowances.

# OAKTON COMMUNITY COLLEGE

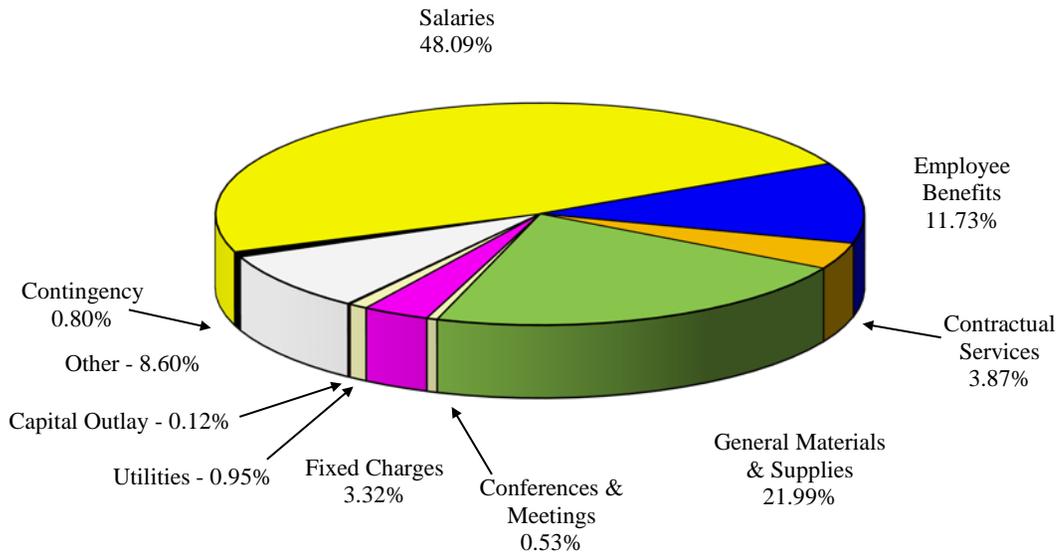
Community College District No. 535

## Comparison of Revenues and Expenditures All Funds

### Fiscal Year 2020 Revenues



### Fiscal Year 2020 Expenditures



# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Summary of Revenues and Expenditures - All Fund Groups

The table below summarizes the revenues and expenditures for all budgeted funds. The table also contains the budgeted and actual amounts from previous years to allow for comparison of revenue and expenditure levels

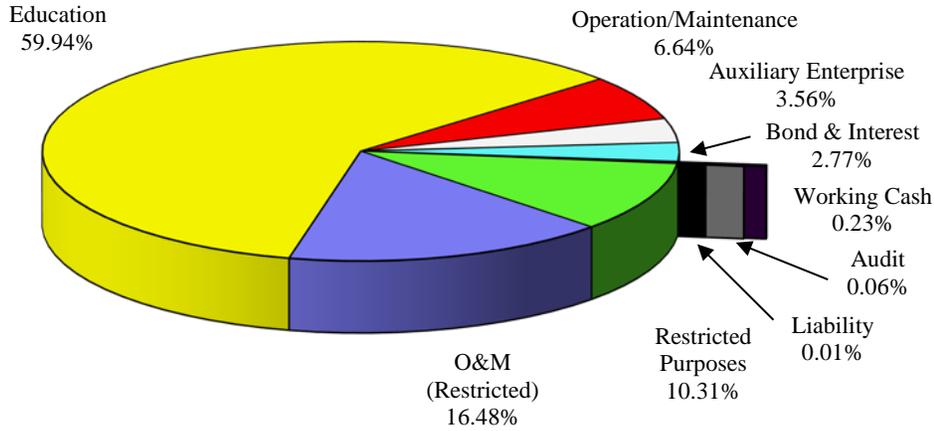
	FY 17	FY 18	FY 19	FY 20	FY 19 to FY 20
	Actuals	Actuals	Budget	Budget	Budget % Change
<b>Current Unrestricted Funds Group</b>					
<b>Education Fund</b>					
Total Revenues	68,356,004	72,636,202	70,310,531	74,085,701	5.37%
Total Expenditures	54,491,805	58,227,855	65,954,580	66,340,081	0.58%
Net Transfer In (Out)	(5,240,000)	(24,451,000)	(9,667,355)	(7,745,620)	-19.88%
<b>Operations and Maintenance Fund</b>					
Total Revenues	8,179,323	8,238,134	8,117,100	8,211,400	1.16%
Total Expenditures	7,736,831	7,567,278	8,764,547	8,211,400	-6.31%
Net Transfer In (Out)	1,239,000	(3,554,000)	(415,238)	0	-100.00%
<b>Auxiliary Enterprises Fund</b>					
Total Revenues	11,280,329	3,994,045	4,770,150	4,394,865	-7.87%
Total Expenditures	13,282,318	5,766,897	6,947,563	6,453,855	-7.11%
Net Transfer In (Out)	(3,357,000)	2,768,000	2,177,413	2,058,990	-5.44%
<b>Current Restricted Funds Group</b>					
<b>Liability, Protection, and Settlement Fund</b>					
Total Revenues	(2,523)	2,318	3,700	9,370	153.24%
Total Expenditures	1,416,749	1,443,323	1,524,200	1,386,000	-9.07%
Net Transfer In (Out)	1,482,000	1,463,000	1,520,500	1,376,630	-9.46%
<b>Audit Fund</b>					
Total Revenues	112,194	81,129	50,600	75,600	49.41%
Total Expenditures	94,724	112,519	103,100	103,100	0.00%
<b>Bond and Interest Fund</b>					
Total Revenues	3,367,899	8,528,570	3,405,000	3,424,013	0.56%
Total Expenditures	3,623,060	8,383,731	3,405,000	3,424,013	0.56%
<b>Working Cash Fund</b>					
Total Revenues	24,000	26,000	26,000	290,000	1015.38%
Total Expenditures	0	0	0	0	0.00%
Net Transfer In (Out)	(24,000)	(26,000)	(26,000)	(290,000)	1015.38%
<b>Restricted Purposes Fund</b>					
Total Revenues	42,561,734	41,629,810	11,899,000	12,739,523	7.06%
Total Expenditures	42,625,325	41,705,290	11,999,000	12,839,523	7.00%
Net Transfer In (Out)	100,000	100,000	100,000	100,000	0.00%
<b>Retiree Health Insurance Fund</b>					
Total Revenues	NA	NA	NA	0	0.00%
Total Expenditures	NA	NA	NA	(4,500,000)	-100.00%
Net Transfer In (Out)	NA	NA	NA	4,500,000	100.00%
<b>Plant Funds Group</b>					
<b>Operation and Maintenance Fund (Restricted)</b>					
Total Revenues	530,583	5,442,616	376,000	20,376,000	5319.15%
Total Expenditures	9,258,928	12,883,678	19,492,980	18,857,727	-3.26%
Net Transfer In (Out)	5,800,000	15,700,000	6,310,680	0	-100.00%
<b>Fund Group Summary</b>					
<b>Total Revenues - All Funds</b>	<b>134,409,543</b>	<b>140,578,824</b>	<b>98,958,081</b>	<b>123,606,472</b>	24.91%
<b>Total Expenditures - All Funds</b>	<b>132,529,740</b>	<b>136,090,571</b>	<b>118,190,970</b>	<b>113,115,699</b>	-4.29%

# OAKTON COMMUNITY COLLEGE

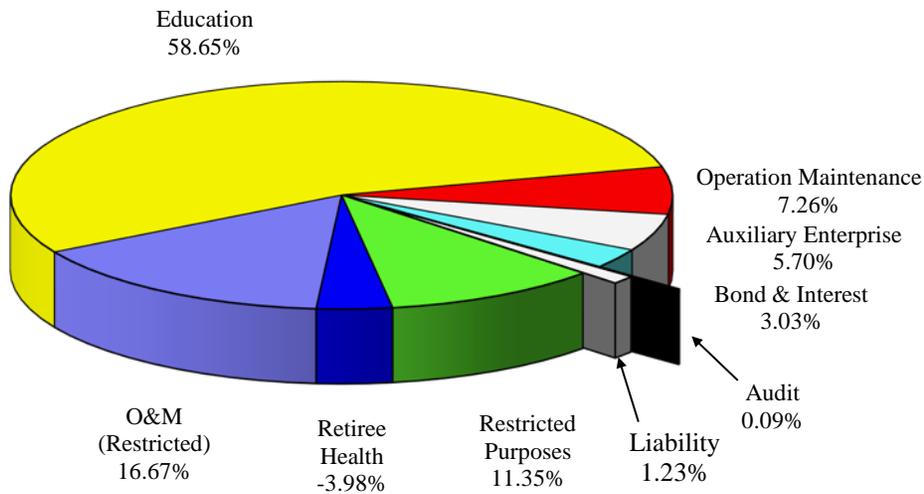
Community College District No. 535

## Comparison of Revenues and Expenditures All Funds by Fund

### Fiscal Year 2020 Revenues



### Fiscal Year 2020 Expenditures



# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Comparison of Revenues and Expenditures

### Operating Funds

(Education and Operation & Maintenance Funds)

These funds are a combination of the Education Fund and the Operations and Maintenance Fund, a grouping used primarily for comparison purposes. They represent the ordinary allocation of monies necessary to run the general day-to-day educational operations of the college.

	FY 17	FY 18	FY 19	FY 20	FY 19 to FY 20 Budget % Change
	Actual	Actual	Budget	Budget	
<b>REVENUES</b>					
Local Government	47,746,929	48,307,639	49,256,000	51,133,034	3.81%
State Government	5,264,287	4,582,357	2,680,340	4,708,283	75.66%
Student Tuition and Fees <sup>(1)</sup>	23,271,635	26,095,533	24,794,382	24,315,534	-1.93%
Other Sources	252,476	1,888,807	1,696,909	2,140,250	26.13%
<b>TOTALS:</b>	<b>76,535,327</b>	<b>80,874,336</b>	<b>78,427,631</b>	<b>82,297,101</b>	<b>4.93%</b>
<b>EXPENDITURES: (By Object)</b>					
Salaries	45,933,681	49,059,771	53,950,115	53,417,566	-0.99%
Employee Benefits	5,341,517	7,329,396	7,749,709	8,010,647	3.37%
Contractual Services	5,552,457	2,608,560	2,869,077	3,707,203	29.21%
General Materials and Supplies	3,301,952	4,823,323	6,442,051	6,528,295	1.34%
Conference and Meeting	258,084	377,733	516,364	479,705	-7.10%
Fixed Charges	242,467	227,579	234,060	192,110	-17.92%
Utilities	1,328,529	1,175,501	1,290,130	1,160,001	-10.09%
Capital Outlay	106,173	99,387	768,619	10,000	>100.00%
Other	163,776	93,883	118,693	89,270	-24.79%
Contingency	0	0	780,309	956,684	22.60%
<b>TOTALS:</b>	<b>62,228,636</b>	<b>65,795,133</b>	<b>74,719,127</b>	<b>74,551,481</b>	<b>-0.22%</b>
TRANSFER: In (Out), Net	(4,001,000)	(28,005,000)	(10,082,593)	(7,745,620)	-23.18%
Net of Revenues, Expenditures, and Transfers	10,305,691	(12,925,797)	(6,374,089)	0	

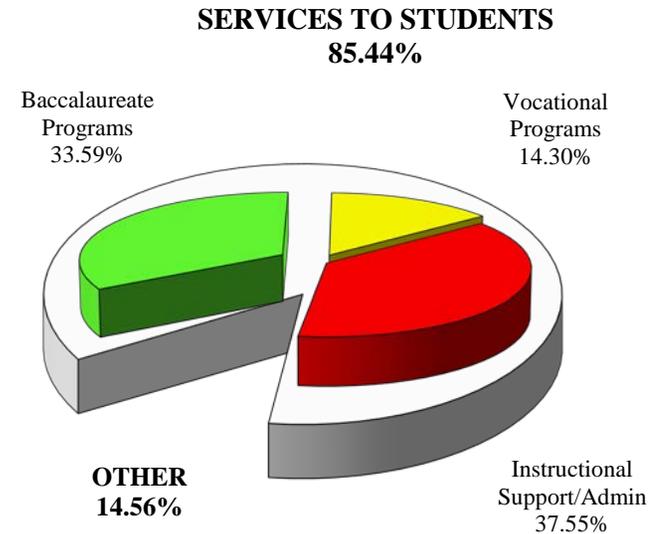
(1) Historically 24-25% of such amounts are paid by scholarship allowances.

# OAKTON COMMUNITY COLLEGE

## Comparison of Revenues and Expenditures Education Fund

The following table compares Education Fund revenues by source and expenditures by program.

	<b>FY 17</b> Actual	<b>FY 18</b> Actual	<b>FY 19</b> Budget	<b>FY 20</b> Budget
Local Government	39,592,001	40,217,365	41,264,000	43,133,034
State Government	5,264,287	4,582,357	2,680,340	4,708,283
Federal Government	0	0	0	0
Student Tuition and Fees <sup>(1)</sup>	23,271,635	26,095,533	24,794,382	24,315,534
Other Sources	228,081	1,740,947	1,571,809	1,928,850
<b>TOTAL REVENUES:</b>	<b>68,356,004</b>	<b>72,636,202</b>	<b>70,310,531</b>	<b>74,085,701</b>



	<b>FY 17</b> Actual	<b>FY 18</b> Actual	<b>FY 19</b> Budget	<b>FY 20</b> Budget	<b>Program Personnel Costs</b>	<b>% of Total Costs</b>	<b>Other Costs</b>	<b>FY 20 Total Budget</b>
Services to Students								
Baccalaureate/Instruction	23,689,070	22,159,533	23,004,492	22,281,085	21,608,119	96.98%	672,966	22,281,085
Vocational/Instruction	9,745,468	9,214,149	9,503,914	9,483,514	8,542,601	90.08%	940,913	9,483,514
Instructional Support/Admin.	15,639,253	20,375,394	24,973,918	24,915,851	18,942,272	76.02%	5,973,579	24,915,851
Total Services to Students:	49,073,791	51,749,076	57,482,324	56,680,450	49,092,992	86.61%	7,587,458	56,680,450
Public Service	729,899	920,645	986,724	937,519	639,366	68.20%	298,153	937,519
Other Programs	4,688,115	5,558,132	7,485,532	8,722,112	5,873,262	67.34%	2,848,850	8,722,112
<b>TOTAL EXPENDITURES:</b>	<b>54,491,805</b>	<b>58,227,853</b>	<b>65,954,580</b>	<b>66,340,081</b>	<b>55,605,620</b>	<b>83.82%</b>	<b>10,734,461</b>	<b>66,340,081</b>
Transfers In (Out)	(5,240,000)	(24,451,000)	(9,667,355)	(7,745,620)				

(1) Historically 24-25% of such amounts are paid by scholarship allowances.

# OAKTON COMMUNITY COLLEGE

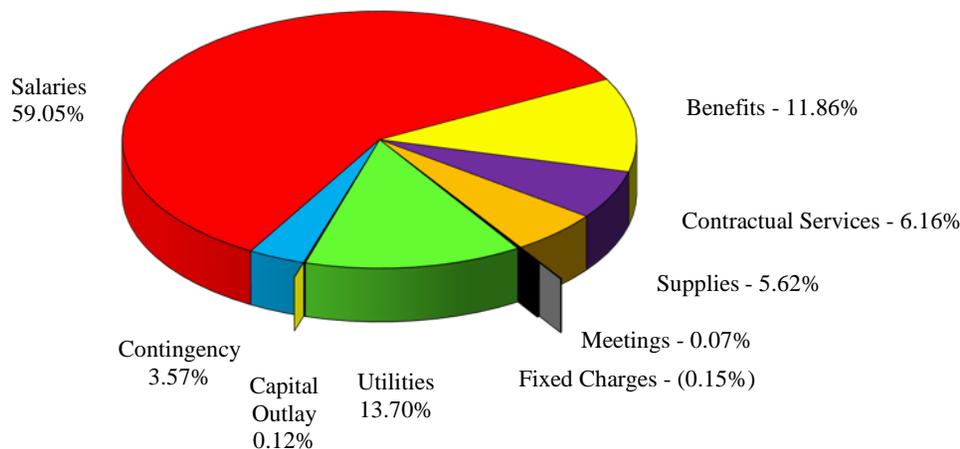
Community College District No. 535

## Comparison of Revenues and Expenditures Operations and Maintenance Fund

The Operation and Maintenance Fund records the revenues and expenditures for the improvement, minor remodeling, maintenance, and repair of buildings and properties, including fixtures and interior decoration, payment of utilities costs, and other related expenditures, such as grounds maintenance and snow removal. These activities include facility and construction planning support consistent with educational plans and objectives.

	<b>FY 17</b>	<b>FY 18</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 19 to FY 20</b>
	Actual	Actual	Budget	Budget	Budget % Chg
<b>REVENUES</b>					
Local Government (Property Taxes)	8,154,928	8,090,273	7,992,000	8,000,000	0.10%
State Government	0	0	0	0	0.00%
Other Sources (Investment Income)	24,395	147,861	125,100	211,400	68.98%
<b>TOTALS:</b>	<b>8,179,323</b>	<b>8,238,134</b>	<b>8,117,100</b>	<b>8,211,400</b>	<b>1.16%</b>
<b>EXPENDITURES:</b>					
<b>Operations and Maintenance of Plant</b>					
Salaries	4,126,845	4,154,081	4,912,621	4,848,483	-1.31%
Employee Benefits	1,273,968	1,405,287	1,091,883	974,110	-10.79%
Contractual Services	610,172	446,363	548,465	506,145	-7.72%
General Materials and Supplies	528,925	417,020	581,690	461,658	-20.64%
Conference and Meeting Expenses	2,473	4,515	12,000	5,465	-54.46%
Fixed Charges	(12,351)	(15,793)	(11,930)	(12,090)	1.34%
Utilities	1,098,088	1,141,583	1,254,130	1,124,481	-10.34%
Capital Outlay	106,173	0	114,040	10,000	-91.23%
Other	2,538	14,222	0	0	0.00%
Contingency	0	0	261,648	293,148	12.04%
<b>TOTALS:</b>	<b>7,736,831</b>	<b>7,567,278</b>	<b>8,764,547</b>	<b>8,211,400</b>	<b>-6.31%</b>
NET TRANSFER: In (Out)	1,239,000	(3,554,000)	(415,238)	0	-100.00%

### FY 20 Budgeted Expenditures



# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Comparison of Revenues and Expenditures by Program Auxiliary Enterprise Fund

Comparison Between Fiscal Year 2019 Budget and Fiscal Year 2020 Budget

	Copy Center		Bookstore		ECE Lab School	
	FY 19 Budget	FY 20 Budget	FY 19 Budget	FY 20 Budget	FY 19 Budget	FY 20 Budget
<b>REVENUES</b>						
Local Government	0	0	0	0	0	0
State Government	0	0	0	0	0	0
Federal Government	0	0	0	0	0	0
Student Tuition and Fees	0	0	0	0	0	0
Sales Service Fees	230,000	230,000	2,143,936	1,440,000	376,200	317,730
Facilities Revenue	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0
Other Sources	0	0	(35,500)	(22,800)	0	0
<b>TOTALS:</b>	230,000	230,000	2,108,436	1,417,200	376,200	317,730
<b>EXPENDITURES:</b>						
Salaries	156,405	158,565	301,615	320,170	400,491	359,446
Employee Benefits	27,735	24,227	54,036	49,473	83,065	65,266
Contractual Services	1,000	0	4,500	1,000	29,350	30,185
General Materials/Supplies	28,000	27,080	1,683,075	993,610	7,602	9,250
Conference/Meetings	0	0	0	0	550	875
Fixed Charges	143,000	125,000	0	0	0	0
Utilities	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0
Other	0	0	33,140	1,000	0	0
<b>TOTALS:</b>	356,140	334,872	2,076,366	1,365,253	521,058	465,022
Fund Transfers	126,140	115,605	0	0	144,858	132,819
<b>Program Net:</b>	<b>0</b>	<b>10,733</b>	<b>32,070</b>	<b>51,947</b>	<b>0</b>	<b>(14,473)</b>

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Comparison of Revenues and Expenditures by Program

Comparison between Fiscal Year 2019 Budget and Fiscal Year 2020 Budget

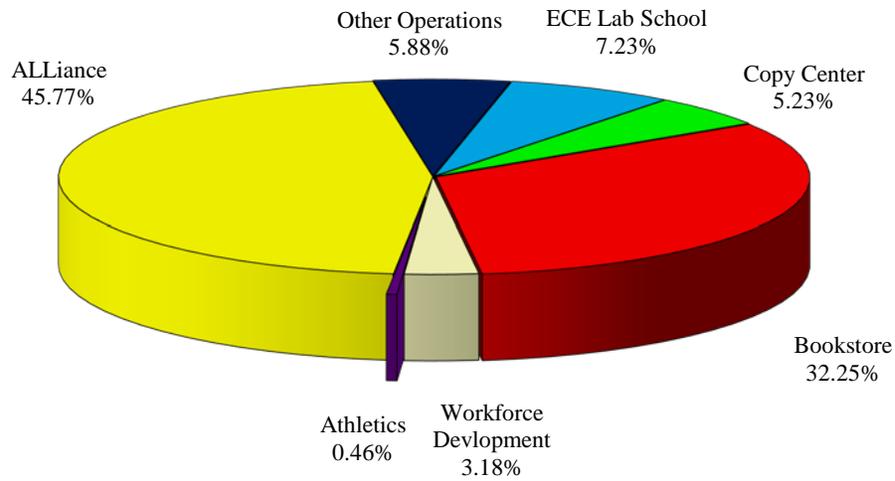
	<b>ALLiance</b>		<b>Athletics</b>		<b>Workforce Development</b>		<b>Other Operations</b>	
	<b>FY 19</b>	<b>FY 20</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 19</b>	<b>FY 20</b>
<b>REVENUES</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
Local Government	100,000	100,000	0	0	0	0	0	0
State Government	370,231	680,173	0	0	0	0	0	0
Federal Government	0	0	0	0	0	0	0	0
Student Tuition and Fees	1,015,108	1,081,597	0	0	0	0	200	0
Sales Service Fees	63,000	48,500	0	0	100,000	100,000	97,400	105,425
Facilities Revenue	0	0	20,000	20,000	40,000	40,000	0	0
Investment Income	8,000	55,000	0	0	0	0	75,000	75,000
Other Sources	80,250	46,250	0	0	(175)	(175)	86,500	78,165
<b>TOTALS:</b>	<b>1,636,589</b>	<b>2,011,520</b>	<b>20,000</b>	<b>20,000</b>	<b>139,825</b>	<b>139,825</b>	<b>259,100</b>	<b>258,590</b>
<b>EXPENDITURES:</b>								
Salaries	1,141,379	1,040,132	620,621	754,865	489,010	550,181	91,165	227,817
Employee Benefits	156,640	135,650	77,251	88,386	94,002	86,850	14,296	43,587
Contractual Services	266,000	305,830	121,890	97,750	47,000	41,000	115,625	115,200
General Materials/Supplies	308,550	299,875	97,145	95,765	13,440	13,135	47,920	43,705
Conference/Meeting	21,000	14,720	61,195	98,000	13,475	14,390	5,275	3,565
Fixed Charges	64,000	64,000	92,620	108,095	0	0	4,500	1,210
Utilities	0	0	0	0	0	0	0	0
Capital Outlay	0	0	30,000	45,000	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>TOTALS:</b>	<b>1,957,569</b>	<b>1,860,207</b>	<b>1,100,722</b>	<b>1,287,861</b>	<b>656,927</b>	<b>705,556</b>	<b>278,781</b>	<b>435,084</b>
Fund Transfers	320,980	320,980	1,080,722	994,941	517,102	476,469	19,681	18,176
<b>Program Net:</b>	<b>0</b>	<b>472,293</b>	<b>0</b>	<b>(272,920)</b>	<b>0</b>	<b>(89,262)</b>	<b>0</b>	<b>(158,318)</b>

# OAKTON COMMUNITY COLLEGE

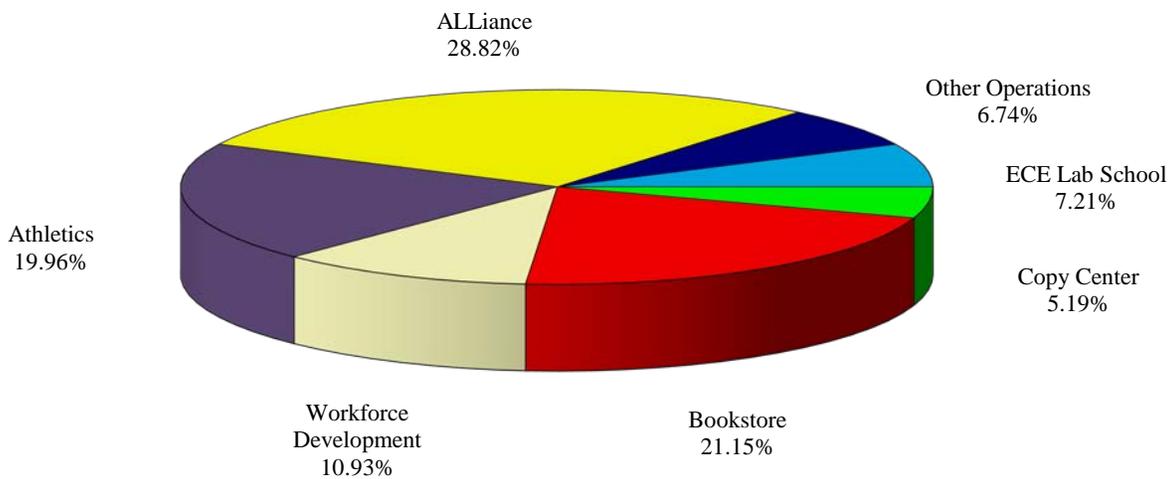
Community College District No. 535

## Comparison of Revenues and Expenditures Auxiliary Enterprise Fund by Program

### Fiscal Year 2020 Budgeted Revenues



### Fiscal Year 2020 Budgeted Expenditures



# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Comparison of Revenues and Expenditures Auxiliary Enterprise Fund

The Auxiliary Enterprise Fund records the revenues and expenditures for college services which require fees be charged to students/staff. College services/programs in this group include the student bookstore, the child development center, certain community services, intercollegiate athletics, computer services, food services, and the Alliance for Lifelong Learning.

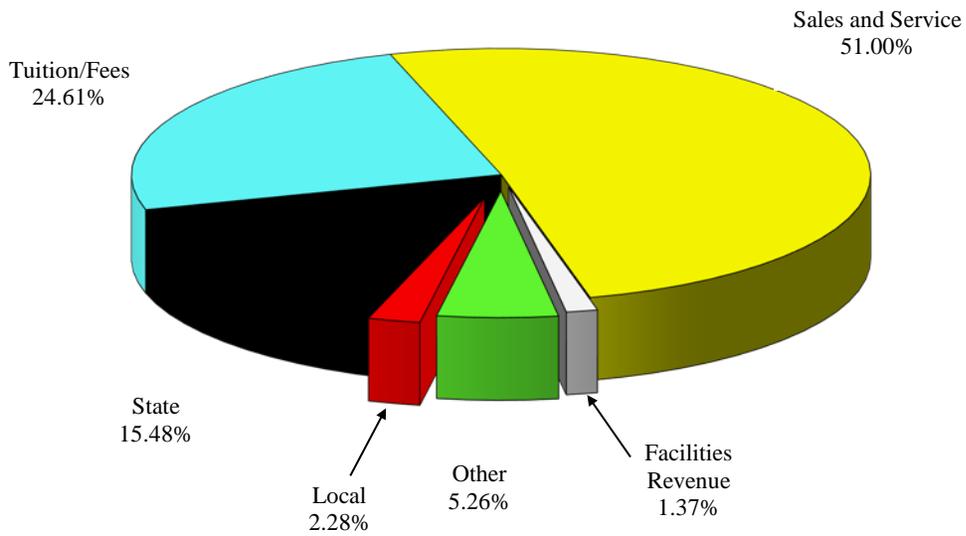
	<b>FY 17</b>	<b>FY 18</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 19 to FY 20</b>
	Actual	Actual	Budget	Budget	Budget % Chg
<b>REVENUES</b>					
Local Government	110,397	39,134	100,000	100,000	0.00%
State Government	675,633	604,098	370,231	680,173	83.72%
Student Tuition and Fees	2,800,613	834,311	1,015,308	1,081,597	6.53%
Sales Service Fees	7,304,456	2,277,339	3,010,536	2,241,655	-25.54%
Facilities Revenue	278,744	14,850	60,000	60,000	0.00%
Other Sources	110,486	224,313	214,075	231,440	8.11%
<b>TOTALS:</b>	11,280,329	3,994,045	4,770,150	4,394,865	-7.87%
Net Fund Transfers In (Out)	(3,357,000)	2,768,000	2,177,413	2,058,990	-5.44%
<b>GRAND TOTAL</b>	7,923,329	6,762,045	6,947,563	6,453,855	-7.11%
<b>EXPENDITURES:</b>					
<b>By Object</b>					
Salaries	6,927,873	2,875,040	3,200,686	3,411,176	6.58%
Employee Benefits	1,376,775	638,922	507,025	493,439	-2.68%
Contractual Services	999,984	468,072	585,365	590,965	0.96%
General Materials and Supplies	3,338,953	1,607,780	2,185,732	1,482,420	-32.18%
Conference and Meeting Expenses	85,643	131,949	101,495	131,550	29.61%
Fixed Charges	307,098	278,067	304,120	298,305	-1.91%
Utilities	188,991	0	0	0	0.00%
Capital Outlay	69,873	863	30,000	45,000	50.00%
Other	(12,872)	(233,796)	33,140	1,000	-96.98%
<b>TOTALS:</b>	13,282,318	5,766,897	6,947,563	6,453,855	-7.11%

# OAKTON COMMUNITY COLLEGE

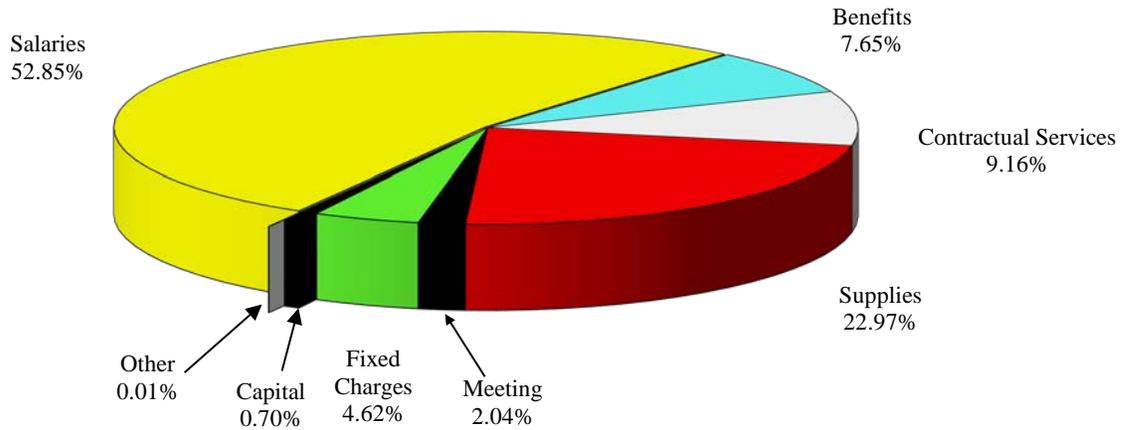
Community College District No. 535

## Comparison of Revenues and Expenditures Auxiliary Enterprise Fund

### Fiscal Year 2020 Budgeted Revenues



### Fiscal Year 2020 Budgeted Expenditures



# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Comparison of Revenues and Expenditures

### Bond and Interest Fund

The Bond and Interest Fund is used to account for payment of principal, interest and related charges on the College's Series 2011, 2014 and 2018 General Obligation bonds. It is supported by a property tax levy which monies may not be used for any other purpose.

	<b>FY 17</b>	<b>FY 18</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 19 to FY 20</b>
	Actual	Actual	Budget	Budget	Budget % Change
<b>REVENUES</b>					
Local Government	3,367,899	8,528,454	3,405,000	3,424,013	0.56%
Investment Revenue	0	116	0	0	0.00%
<b>TOTALS:</b>	3,367,899	8,528,570	3,405,000	3,424,013	0.56%
<b>EXPENDITURES: (By Object)</b>					
Bond Principal Retired	2,280,000	6,960,000	2,020,000	2,130,000	5.45%
Interest on Bonds	1,340,310	1,299,669	1,380,108	1,289,013	-6.60%
Debt Issuance Costs	0	0	0	0	0.00%
Other	2,750	124,062	4,892	5,000	0.00%
<b>TOTALS:</b>	3,623,060	8,383,731	3,405,000	3,424,013	0.56%
TRANSFER: In (Out), Net	0	0	0	0	0.00%
Net of Revenues, Expenditures, and Transfers	(255,161)	144,839	0	0	

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

**FY 19 to  
FY 20  
Budget  
% Chg**

**FY 17      FY 18      FY 19      FY 20**  
Actual      Actual      Budget      Budget

## Comparison of Revenues and Expenditures Audit Fund

The law requires an annual audit conducted by an external agency and a comprehensive annual financial report on the use of public funds. The Audit Fund is used for recording revenues and expenditures for those audits and related financial reports. It is supported by a separate tax levy. Audit funds may not be used for other purposes.

### REVENUES

Local Government	112,027	80,219	50,000	75,000	50.00%
Investment Income	167	910	600	600	0.00%
<b>TOTALS:</b>	<b>112,194</b>	<b>81,129</b>	<b>50,600</b>	<b>75,600</b>	<b>49.41%</b>

### EXPENDITURES

Salaries	0	0	0	0	
Contractual Services	94,724	112,519	103,100	103,100	0.00%
<b>TOTALS:</b>	<b>94,724</b>	<b>112,519</b>	<b>103,100</b>	<b>103,100</b>	<b>0.00%</b>

## Comparison of Revenues and Expenditures Retiree Health Insurance Fund

### REVENUES

Local Government	NA	NA	NA	0	100.00%
Investment Income	NA	NA	NA	0	100.00%
Net Fund Transfers In (Out)	NA	NA	NA	4,500,000	100.00%
<b>TOTALS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,500,000</b>	<b>100.00%</b>

### EXPENDITURES

Employee Benefits	NA	NA	NA (4,500,000)		
<b>TOTALS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(4,500,000)</b>	<b>100.00%</b>

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Comparison of Revenues and Expenditures Liability, Settlement, and Protection Fund

The Liability, Settlement, and Protection Fund is used for recording the financial activities in connection with liability and associated legal costs and certain mandated insurance programs such as worker's compensation insurance, medicare, and social security. It is supported by two separate property tax levies which are accounted for separately in the general ledger and combined for reporting purposes. Funds from these levies may not be used for other than their intended purposes.

	<b>FY 17</b>	<b>FY 18</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 19 to FY 20</b>
	Actual	Actual	Budget	Budget	Budget % Chg
<b>REVENUES</b>					
Local Government	(2,765)	(2,050)	200	100	-50.00%
Investment Income	929	4,633	3,000	7,000	133.33%
<b>TOTALS:</b>	<b>(1,836)</b>	<b>2,583</b>	<b>3,200</b>	<b>7,100</b>	<b>121.88%</b>
Net Fund Transfers In (Out)	608,000	570,000	578,100	581,000	0.50%
<b>GRAND TOTAL</b>	<b>606,164</b>	<b>572,583</b>	<b>581,300</b>	<b>588,100</b>	<b>1.17%</b>
<b>EXPENDITURES</b>					
<b>Insurance Costs</b>					
Salaries	29,000	3,105	0	0	0.00%
Employee Benefits	427,189	436,443	475,000	397,500	-16.32%
Contractual Services	29,781	0	50,000	50,000	0.00%
Fixed Charges	70,641	154,131	41,000	128,500	213.41%
All Other Expenditures	0	0	12,100	12,100	0.00%
<b>TOTALS:</b>	<b>556,611</b>	<b>593,679</b>	<b>578,100</b>	<b>588,100</b>	<b>1.73%</b>

## Comparison of Revenues and Expenditures Social Security & Medicare Fund

<b>REVENUES</b>					
Local Government	(756)	(669)	100	100	0.00%
Investment Income	68	405	500	2,170	334.00%
<b>TOTALS:</b>	<b>(688)</b>	<b>(264)</b>	<b>600</b>	<b>2,270</b>	<b>278.33%</b>
Net Fund Transfers In (Out)	874,000	893,000	945,500	795,630	-15.85%
<b>GRAND TOTAL</b>	<b>873,312</b>	<b>892,736</b>	<b>946,100</b>	<b>797,900</b>	<b>-15.66%</b>
<b>EXPENDITURES</b>					
<b>Insurance Costs</b>					
Salaries	0	0	0	0	0.00%
Employee Benefits	860,137	849,644	946,100	797,900	-15.66%
Contractual Services	0	0	0	0	0.00%
Fixed Charges	0	0	0	0	0.00%
All Other Expenditures	0	0	0	0	0.00%
<b>TOTALS:</b>	<b>860,137</b>	<b>849,644</b>	<b>946,100</b>	<b>797,900</b>	<b>-15.66%</b>

# OAKTON COMMUNITY COLLEGE

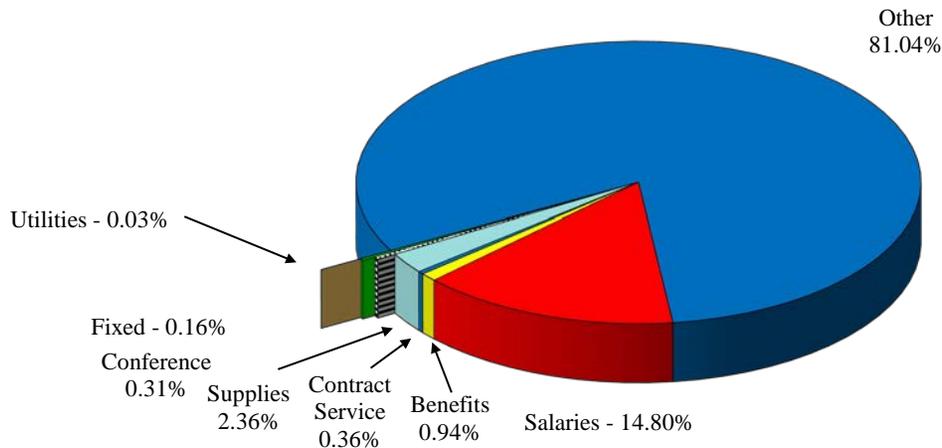
## Community College District No. 535

### Comparison of Revenues and Expenditures

#### Restricted Purposes Fund

The Restricted Purposes Fund records the revenues and expenditures for monies which have restrictions regarding their use. Such monies include state and federal government grants and private grants restricted to specific purposes. Examples of such grants include TRIO grants and Perkins grants. All of the various programs use self-balancing accounts within the fund.

	FY 17 Actuals	FY 18 Actuals	FY 19 Budget	FY 20 Budget	FY 19 to FY 20 Budget % Change
<b>REVENUES</b>					
Local Government	2,000	0	104,085	0	-100.00%
State Government	33,829,027	32,812,139	2,005,000	2,568,835	28.12%
Federal Government	7,605,438	7,563,618	9,449,925	9,158,426	-3.08%
Investment Income	164	32	0	0	0.00%
Other Sources	1,125,105	1,254,021	339,990	1,012,262	197.73%
<b>TOTALS:</b>	42,561,734	41,629,810	11,899,000	12,739,523	7.06%
Net Fund Transfers In (Out)	100,000	100,000	100,000	100,000	0.00%
<b>GRAND TOTAL</b>	42,661,734	41,729,810	11,999,000	12,839,523	7.00%
<b>EXPENDITURES: By Object</b>					
Salaries	1,526,992	1,684,424	1,900,763	1,900,760	0.00%
Employee Benefits	32,349,849	30,564,878	120,852	120,850	0.00%
Contractual Services	65,014	91,138	45,340	45,340	0.00%
General Materials and Supplies	322,358	343,922	302,360	302,360	0.00%
Conference and Meeting Expenses	35,391	30,595	39,958	39,960	0.01%
Fixed Charges	16,830	26,690	21,000	21,000	0.00%
Utilities	1,450	1,943	3,865	3,870	0.13%
Capital Outlay	0	54,911	0	0	0.00%
Other (Primarily financial aid)	8,307,441	8,906,789	9,564,862	10,405,383	8.79%
<b>TOTALS:</b>	42,625,325	41,705,290	11,999,000	12,839,523	7.00%



# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Comparison of Revenues and Expenditures Operations and Maintenance Fund (Restricted)

The Operations and Maintenance Fund (Restricted) records the revenues and expenditures related to the acquisition or construction of major capital facilities. Major remodeling activities are also recorded in this fund. Monies may not be transferred out of this fund to be used for other purposes such as faculty salaries or instructional supplies. This fund includes Protection, Health and Safety revenues and expenditures which are accounted separately within the fund.

	<b>FY 17</b>	<b>FY 18</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 19 to FY 20</b>
	Actual	Actual	Budget	Budget	% Change
<b>REVENUES</b>					
Local Government	0	5,015,000	0	20,000,000	0.00%
State Government	0	0	0	0	0.00%
Tuition and Fees	517,807	332,760	335,000	335,000	0.00%
Investment Income	13,515	94,856	41,000	41,000	0.00%
Other Sources	(739)	0	0	0	0.00%
<b>TOTALS:</b>	530,583	5,442,616	376,000	20,376,000	5319.15%
<b>Transfer In (Out):</b>	5,800,000	15,700,000	6,310,680	0	-100.00%
<b>NET WITH TRANSFERS:</b>	6,330,583	21,142,616	6,686,680	20,376,000	204.73%
<b>EXPENDITURES:</b>					
<b>By Object</b>					
Salaries	0	0	0	0	0.00%
Employee Benefits	0	0	0	0	0.00%
Contractual Services	239,241	270,303	260,000	225,000	-13.46%
General Materials and Supplies	23,129	327,099	19,172,980	18,542,117	-3.29%
Capital Outlay	8,996,558	12,286,276	60,000	90,610	51.02%
Other	0	0	0	0	0.00%
<b>TOTALS:</b>	9,258,928	12,883,678	19,492,980	18,857,727	-3.26%

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Comparison of Capital Expenditures

The College defines Capital Expenditures (also “capital equipment” and “capital outlay”) to include site acquisition and improvement, office equipment, instructional equipment, and service equipment. Generally expenditures in this category cost more than \$10,000 and would not normally be purchased from general materials and supplies. Remodeling projects, vehicles, computer servers and related equipment, and laboratory equipment would be typical examples of items included in this category.

Program	FY 17 Actual	FY 18 Budget	FY 19 Budget	FY 20 Budget	FY 19 to FY 20 Budget % Chg
<b>Education Fund</b>					
Instruction					
Baccalaureate	0	70,000	0	0	0.00%
Vocational	0	100,000	42,579	0	-100.00%
<b>Total Instruction:</b>	<b>0</b>	<b>170,000</b>	<b>42,579</b>	<b>0</b>	<b>-100.00%</b>
Academic Support:	0	96,000	612,000	0	0.00%
Public Services:	0	0	0	0	0.00%
<b>Total Education Fund:</b>	<b>0</b>	<b>266,000</b>	<b>654,579</b>	<b>0</b>	<b>-100.00%</b>
<b>Operations and Maintenance Fund</b>					
<b>Total Operations/Maintenance Plant:</b>	<b>106,173</b>	<b>0</b>	<b>114,040</b>	<b>10,000</b>	<b>0.00%</b>
<b>Operations and Maintenance (Restricted) Fund</b>					
State Pass Through	0	0	0	0	0.00%
Funded by Oakton	8,996,558	20,616,000	19,492,980	18,857,727	>100.00%
<b>Total Operations/Maintenance (Restrict</b>	<b>8,996,558</b>	<b>20,616,000</b>	<b>19,492,980</b>	<b>18,857,727</b>	<b>&gt;100.00%</b>

<b>Program</b>	<b>FY 17 Actual</b>	<b>FY 17 Budget</b>	<b>FY 18 Budget</b>	<b>FY 20 Budget</b>	<b>FY 19 to FY 20 Budget % Chg</b>
<b>Auxiliary Enterprises Fund</b>					
Academic Support:**	39,897	0	0	0	0.00%
Public Services:	0	0	0	0	0.00%
Auxiliary Services:	29,977	30,000	30,000	45,000	50.00%
Operations/Maintenance Plant:	106,173	0	114,040	10,000	0.00%
General Administration:	0	0	0	0	0.00%
General Institutional	0	0	0	0	0.00%
<b>Total Aux Enterprises Fund:</b>	<b>176,047</b>	<b>30,000</b>	<b>144,040</b>	<b>55,000</b>	<b>-61.82%</b>
<b>Restricted Purposes Fund</b>					
<b>Total Restricted Purposes</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Total Capital Expenditures:</b>					
<b>Total:</b>	<b>9,172,605</b>	<b>20,912,000</b>	<b>20,291,599</b>	<b>18,912,727</b>	<b>-6.80%</b>

\*\* The equipment requested by Instructional Technology is used in computer labs or the academic network; where possible, equipment budget costs have been assigned to instructional programs. Equipment which cannot be assigned directly to programs is budgeted in this category.

NOTE: This comparison of costs does not include the following equipment expenditures:

- a. Equipment purchased by College clubs.
- b. Equipment purchased by the Oakton Education Foundation. Equipment from the Foundation comes in the form of a gift; private donations and grants fund the Foundation, not public or tuition funds. The Foundation has its own accounting procedures totally unconnected with the legal budget of the college.
- c. Employee computer equipment plan purchases.



# Statistics Section

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## History of Actual Revenues and Expenditures - Operating Funds

This table shows the history of the actual revenues and expenditures, both by program and by object, for the Operating Funds, which are a combination of the Education Fund (Fund 01) and the Operations and Maintenance Fund (Fund 02). Fund transfers between funds are not included in order to standardize comparisons.

95

<b>Revenues:</b>	<b>Actual FY 13</b>	<b>Actual FY 14</b>	<b>Actual FY 15</b>	<b>Actual FY 16</b>	<b>Actual FY 17</b>	<b>Actual FY 18</b>
Property Taxes	42,438,034	43,673,784	44,548,551	45,474,161	46,488,054	47,323,454
Pers Prop Repl Tax	994,492	1,042,235	1,090,514	876,094	1,191,793	984,185
State Grants	4,691,606	4,980,543	4,993,152	1,117,934	5,264,287	4,582,357
Federal Grants	0	0	0	0	0	0
Local Grants/Contract	0	0	0	0	0	0
Chargeback	74,920	69,451	60,375	58,519	67,082	0
Student Tuition/Fees	21,399,980	20,983,494	22,492,455	22,147,909	23,271,635	26,095,533
Sales/Service Revenue	11,155	8,480	10,217	5,331	2,510	533,901
Facilities Revenue	0	0	0	0	0	252,319
Investment Income	133,555	321,256	(119,258)	261,979	156,812	1,078,225
Other Revenue	136,203	29,164	26,531	62,552	93,155	24,362
<b>Total Revenues:</b>	<b>69,879,945</b>	<b>71,108,407</b>	<b>73,102,537</b>	<b>70,004,479</b>	<b>76,535,328</b>	<b>80,874,336</b>
Total Budgeted	67,871,936	69,408,000	72,144,940	73,473,045	74,002,000	77,840,000
Amount Over (Under)	2,008,009	1,700,407	957,597	(3,468,566)	2,533,328	3,034,336
% Over (Under)	2.96%	2.45%	1.33%	-4.72%	3.42%	3.90%

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## History of Actual Revenues and Expenditures - Operating Funds (cont)

	Actual FY 13	Actual FY 14	Actual FY 15	Actual FY 16	Actual FY 17	Actual FY 18
<b>Expenditures:</b>						
<b>By Function</b>						
Instruction	36,488,399	36,788,048	37,856,498	38,134,810	37,798,136	35,607,998
Academic Support	4,436,538	4,453,390	4,670,679	4,853,113	4,551,292	9,972,030
Student Services	6,210,927	6,448,197	6,476,039	6,718,350	6,724,363	6,169,049
Public Service	756,359	675,577	674,464	641,229	729,899	920,645
Operation/Maint of Plant	7,356,518	7,416,361	7,847,018	8,110,577	7,736,831	7,534,786
General Administration	4,567,516	4,567,477	4,564,643	4,653,406	4,601,528	4,377,904
Institutional Support	1,507,951	949,364	1,880,679	1,127,319	86,587	1,212,721
<b>Total Expenditures:</b>	<b>61,324,208</b>	<b>61,298,414</b>	<b>63,970,020</b>	<b>64,238,804</b>	<b>62,228,636</b>	<b>65,795,133</b>
<b>Expenditures:</b>						
<b>By Object</b>						
Salaries	44,949,724	44,662,005	45,611,488	46,357,758	45,933,681	49,059,771
Employee Benefits	5,832,340	5,622,740	6,302,029	6,078,508	5,341,517	7,329,396
Contractual Services	4,808,939	5,172,760	5,251,781	5,462,345	5,552,457	2,608,560
Materials and Supplies	3,498,243	3,418,172	4,073,320	3,825,996	3,301,952	4,823,323
Conferences/Meetings	232,962	288,181	283,172	247,028	258,084	377,732
Fixed Charges	139,892	145,676	134,167	223,275	242,467	227,579
Utilities	1,404,771	1,611,077	1,625,141	1,516,285	1,328,529	1,175,502
Capital Outlay	250,192	210,182	474,717	323,132	106,173	99,387
Other	207,145	167,621	214,205	204,477	163,776	93,883
<b>Total Expenditures:</b>	<b>61,324,208</b>	<b>61,298,414</b>	<b>63,970,020</b>	<b>64,238,804</b>	<b>62,228,636</b>	<b>65,795,133</b>
Total Budgeted	66,280,936	68,293,000	69,327,940	70,689,299	70,001,000	73,509,000
Amount Over (Under)	(4,956,728)	(6,994,586)	(5,357,920)	(6,450,495)	(7,772,364)	(7,713,867)
% Over (Under)	-7.48%	-10.24%	-7.73%	-9.13%	-11.10%	-10.49%

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

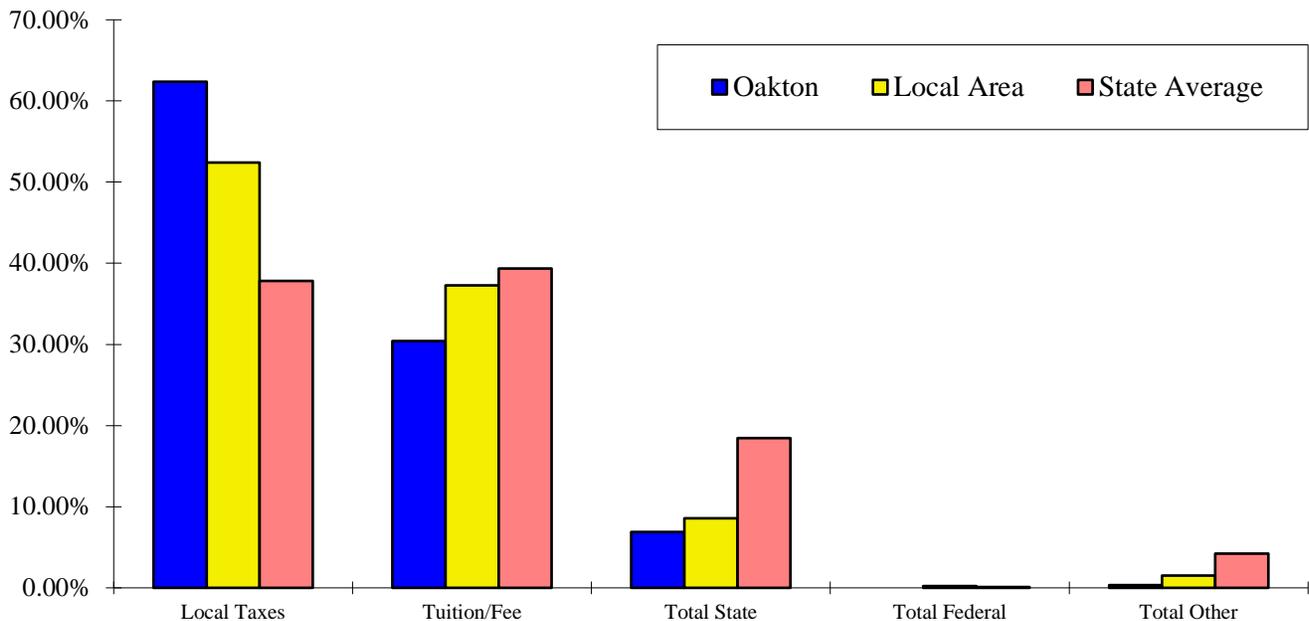
## Comparison of Audited Operating Revenues By Source

(Education and Operating & Maintenance Funds)

Fiscal Year 2017

The table below compares FY2017 audited operating revenues by source among the college's peer group and other state community colleges, the latest available comprehensive data. Operating revenues include the Education Fund revenues and Operations and Maintenance Fund revenues only. Two colleges rely on state funding as the primary revenue source; 19 colleges rely on tuition and fees as the primary revenue source; and 15 colleges, including Oakton, rely on local taxes as the primary revenue source. Direct federal revenues contribute little to community college operating funding in Illinois but provide for substantial restricted fund grants, as is recorded elsewhere. Twenty-eight colleges, including Oakton, get more than 80 percent of their revenues from combined tax and tuition/fees.

REVENUE CATEGORY	Oakton	Local Area Average	State Highest	State Lowest	State Average	Average % Change
Local Taxes/Chargebacks	62.39%	52.43%	62.84%	14.11%	37.84%	1.24%
Student Tuition	27.49%	34.02%	48.19%	20.51%	34.52%	-1.41%
Student Fees	2.91%	3.26%	10.62%	0.01%	4.85%	11.47%
ICCB Grants	6.88%	8.55%	38.68%	4.28%	16.62%	273.82%
Other State	0.00%	0.01%	36.79%	0.00%	1.84%	10.14%
Federal	0.00%	0.23%	1.83%	0.00%	0.11%	87.25%
Other	0.34%	1.51%	36.46%	0.34%	4.22%	17.68%
<b>Percent Change Total Revenue</b>	9.33%	8.92%	80.46%	-20.88%	13.12%	13.12%



SOURCE: ICCB Data and Characteristics

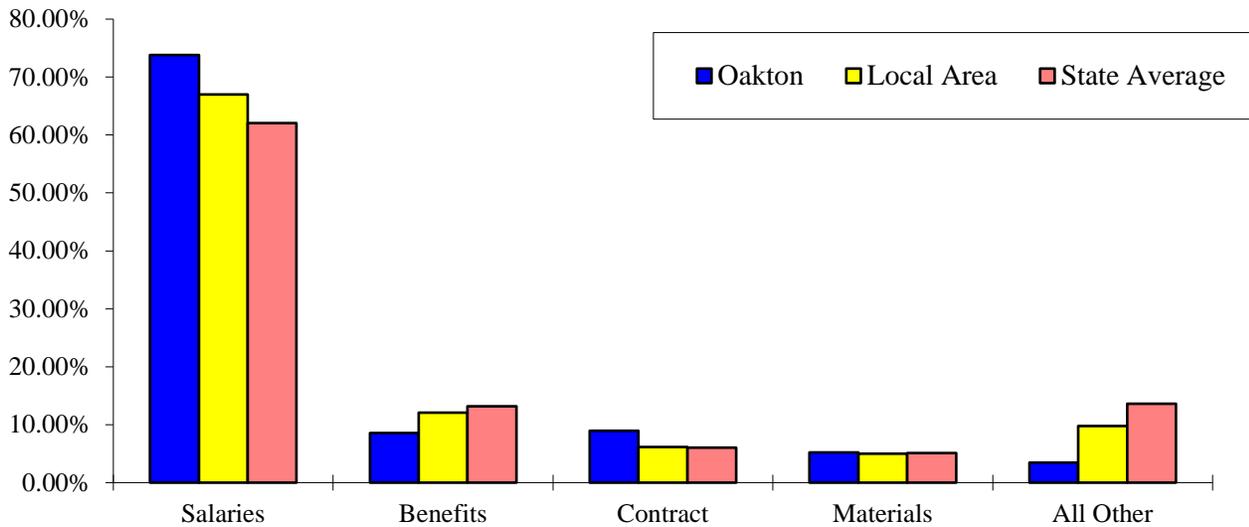
# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Comparison of Audited Operating Expenditures By Object (Education and Operation & Maintenance Funds) Fiscal Year 2017

This table compares audited operating expenditures by object across the state for Fiscal Year 2017, the latest available comprehensive data. While salaries and benefits generally comprise the highest educational costs, contractual services can also be high for those colleges which contract for services such as custodial and maintenance services.

OBJECT CATEGORY	<b>Local</b>					
	<b>Oakton</b>	<b>Area Average</b>	<b>State Highest</b>	<b>State Lowest</b>	<b>State Average</b>	<b>State % Change</b>
Salaries	73.78%	67.01%	73.78%	37.75%	62.03%	28.78%
Benefits	8.58%	12.07%	42.86%	6.83%	13.19%	45.74%
Contract Services	8.95%	6.14%	12.63%	0.38%	6.06%	48.38%
General Materials	5.22%	5.00%	12.71%	0.63%	5.10%	28.23%
Conference and Meeting	0.41%	0.63%	1.69%	0.04%	0.65%	-11.03%
Fixed Charges	0.49%	0.82%	4.28%	0.03%	1.06%	57.28%
Utilities	2.13%	2.57%	5.29%	0.00%	3.42%	991.74%
Capital Outlay	0.17%	1.21%	6.75%	0.00%	1.05%	49.83%
Other	0.26%	4.55%	26.63%	0.26%	7.43%	23.46%
<b>Percent Increase Total Expenditures</b>	10.70%	12.69%	1214.10%	-17.24%	35.20%	35.20%



SOURCE: ICCB Data and Characteristics

# OAKTON COMMUNITY COLLEGE

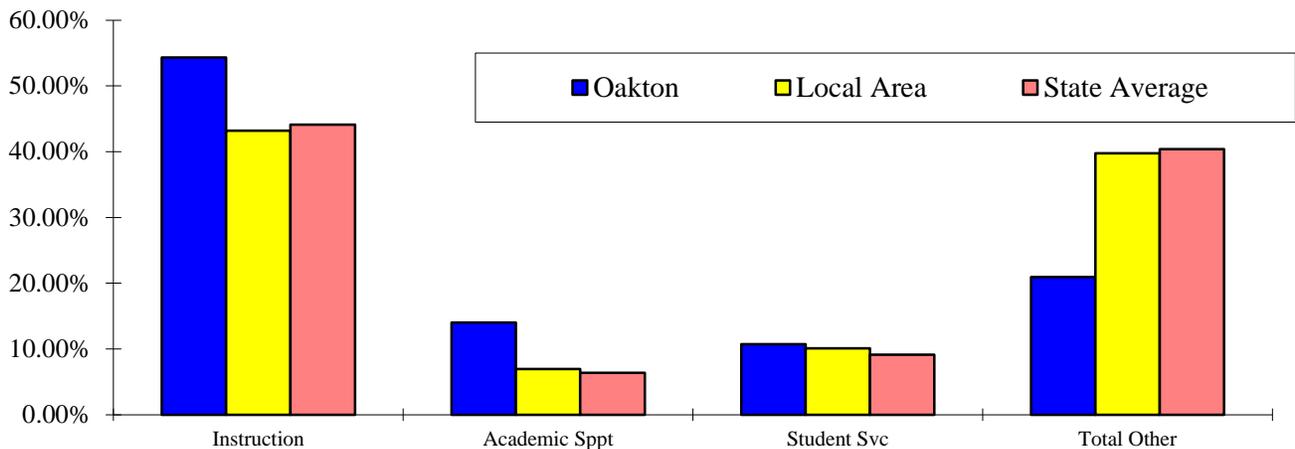
Community College District No. 535

## Comparison of Audited Operating Expenditures By Function Fiscal Year 2017

The table below compares audited operating expenditures by function for Fiscal Year 2017, the latest available comprehensive data. The college's percentages of expenditure by function compare favorably with both the local area community colleges and the state as a whole. The bulk of the expenditures are used for those programs which directly or indirectly deal with students: Instruction, Academic Support, and Student Services. On a percentage basis, Oakton's services to students expenditures are the highest in the state and Institutional Support program costs are the lowest in the state; Operations and Maintenance costs remain in the lower half statewide.

OBJECT CATEGORY	Local Area					
	Oakton	Average	State Highest	State Lowest	State Average	State % Change
Instruction	54.33%	43.19%	58.93%	4.79%	44.14%	-1.48%
Academic Support	14.03%	6.94%	14.03%	0.96%	6.35%	-6.87%
Student Services	10.70%	10.11%	17.09%	4.46%	9.11%	-2.37%
Total Direct Services to Students	79.06%	60.24%	79.06%	20.12%	59.60%	-2.25%
Public Service	0.95%	1.35%	12.48%	0.00%	1.64%	-10.42%
Independent Operations	0.00%	0.00%	2.93%	0.00%	0.13%	4.69%
Operations/Maintenance	12.44%	12.97%	20.20%	7.44%	12.10%	927.34%
Institutional Support	7.46%	21.66%	38.70%	7.46%	21.55%	3.28%
Scholarships, Grants, Waivers	0.09%	3.78%	32.35%	0.00%	4.97%	9.72%
Total Other	20.94%	39.76%	79.88%	20.94%	40.40%	41.83%
Percent Change Total Expenditures	21.22%	17.02%	56.93%	-26.90%	12.27%	12.27%

SOURCE: ICCB Data and Characteristics



# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Comparison of Full Time Faculty Assignments

The following analysis compares budgeted full-time faculty teaching loads. The loads are projected to disciplines based on FTE loads reported during the current year, thereby making the current year's actual assignments the following year's budgeted loads. Other changes represent adjustments in course assignments and teaching loads.

Discipline	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	% Total Faculty FY 20
<b>BACCALAUREATE</b>						
Art	5.00	5.00	5.00	5.00	5.00	3.21%
Behavioral/Social Studies	12.10	12.75	13.00	12.40	14.15	9.07%
Biology	14.45	12.90	13.60	12.15	12.20	7.82%
Business	5.10	4.40	4.10	4.40	3.20	2.05%
Chemistry	4.90	5.00	5.00	5.00	5.00	3.21%
Computer Science	1.10	1.50	0.85	1.00	1.00	0.64%
Earth Science	1.90	2.00		2.00	2.00	1.28%
Engineering	1.00	1.05	1.00	1.05	1.00	0.64%
English	19.95	18.35	19.65	18.50	18.60	11.92%
Global Business Studies						0.00%
Historical/Policy Studies	4.80	5.10	4.80	5.20	6.50	4.17%
Humanities/Philosophy	8.10	7.70	8.10	9.10	9.00	5.77%
Human Services				0.90	0.80	0.51%
Mathematics	15.10	13.60	14.25	13.25	14.10	9.04%
Modern Languages	3.35	3.40	3.40	3.30	3.45	2.21%
Music	0.80	1.00	0.80	0.90	0.90	0.58%
Physical Education	1.00	1.00	1.00	1.00	1.00	0.64%
Physics	2.00	2.00	3.90	2.00	2.00	1.28%
Speech/Theater	3.80	3.75	3.80	3.75	3.60	2.31%
<b>Total Baccalaureate:</b>	104.45	100.50	102.25	100.90	103.50	
Baccalaureate as a % of Total:	64.88%	64.42%	65.54%	64.68%	66.35%	
<b>VOCATIONAL</b>						
Accounting Technology	3.90	4.00	3.90	4.00	4.00	2.56%
Air Cond/Heating/Refrigeration	0.80	0.90	0.80	0.85	0.85	0.54%
Automobile Technology	1.00	1.00	1.00	1.00	1.00	0.64%
BNAT Nursing	4.00	4.00	4.00	5.00	5.00	3.21%
Computer Networking Systems	0.80	1.50	1.30	1.25	1.45	0.93%
Computer Tech & Info Systems	4.80	4.35	4.40	3.40	3.25	2.08%
Early Childhood Education	3.00	2.00	2.00	3.00	3.00	1.92%

<b>Discipline</b>	<b>FY 2016 Budget</b>	<b>FY 2017 Budget</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget</b>	<b>FY 2020 Budget</b>	<b>% Total Faculty FY 20</b>
Electronics Technology	0.90	0.85	0.90	0.80	0.75	0.48%
Facilities Management/Engineer	0.20	0.10	0.20	0.15	0.15	0.10%
Fire Science Technology	1.00	1.00				0.00%
Health Information Technology	2.90	3.00	3.00	4.00	3.00	1.92%
Horticulture Therapy	0.10		0.10	0.10	0.10	0.06%
Law Enforcement	1.00	1.00	1.00	2.00	2.00	1.28%
Management/Supervision						0.00%
Manufacturing	7.00	1.10	0.70	1.10	1.10	0.71%
Marketing						0.00%
Mechanical Design	1.30	0.90	1.30	0.90	0.90	0.58%
Medical Lab Technology	1.80	1.80	1.80	2.00	2.00	1.28%
Paralegal Studies	1.00	0.60	1.00	0.60	0.80	0.51%
Pharmacy Technician	0.20	0.20	0.20			0.00%
Physical Therapist Assistant	3.90	3.00	2.90	2.90	2.90	1.86%
Registered Nursing	12.85	14.00	13.85	12.00	12.00	7.69%
<b>Total Vocational:</b>	46.15	45.30	44.35	45.05	44.25	
Vocational as a % of Total:	28.66%	29.04%	28.43%	28.88%	28.37%	
<b>OTHER ASSIGNMENTS</b>						
Faculty Development	0.30	0.40	0.30	0.20	0.70	0.45%
Global Studies	0.20	0.35	0.20	0.20	0.30	0.19%
Great Books	0.10	0.10	0.10	0.05	0.05	0.03%
Honors Program	0.80	0.80	0.80	0.70	1.15	0.74%
Academic Administration	0.60	0.95	0.60	1.05	0.55	0.35%
Library	3.80	4.00	3.25	4.00	4.00	2.56%
OPAL	1.10		0.65	1.00	1.05	0.67%
Peace & Social Justice Studies		0.10		0.15	0.30	0.19%
Service Learning						0.00%
Student Success - First Year Experience					0.15	0.10%
Student Affairs	3.50	3.50	3.50	2.70		0.00%
<b>Total Other:</b>	10.40	10.20	9.40	10.05	8.25	
Other as a % of Total:	6.46%	6.54%	6.03%	6.44%	5.29%	
<b>Grand Total:</b>	161.00	156.00	156.00	156.00	156.00	100.00%

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Comparison of Instructional Faculty and Administrators Fall Semester 2017 (FY2018)

The following tables analyze administrator staffing levels and various combinations of full time and part time faculty by FTE (full time equivalent) and headcount to each other and to reimbursable credit hours. Care should be taken when making direct comparisons. Colleges with large numbers of lab classes compared to lecture classes, for example, may require more faculty for a given number of credit hours. Credit hours are FY2017 total reimbursable hours.

	<b>Oakton</b>	<b>Local Area Average</b>	<b>State Highest</b>	<b>State Lowest</b>	<b>State Average</b>
<b>ADMINISTRATORS</b>					
Full Time	29	38.0	66	8	29.0
Part-time FTE	0	0.0	1	0	0.1
Total Administrator FTE	29	38.0	67	8	29.1
Total Administrator Headcount	29	38.1	68	8	29.2
Credit Hours per Administrator FTE	6,047	6,393.6	12,621	1,588	4,410.2
<b>INSTRUCTIONAL FACULTY</b>					
Full Time	149	173.6	280	33	101.9
Part-time FTE	188	301.9	701	20	115.7
Total Instructional FTE	337	475.5	981	54	217.6
Total Instructional Headcount	580	737.4	1,391	81	360.6
Credit Hours per Instructional Faculty FTE	521	511.0	1,177	327	585.4
Credit Hours per Headcount	302	329.5	770	211	346.9
Ratio Full-time to Part-time FTE	0.79	0.57	3.94	0.24	1.41
Ratio Instructional Faculty FTE to Administrator FTE	11.6	12.5	25.8	2.2	7.7

NOTE: Chicago City Colleges are excluded from state high, low, and average.

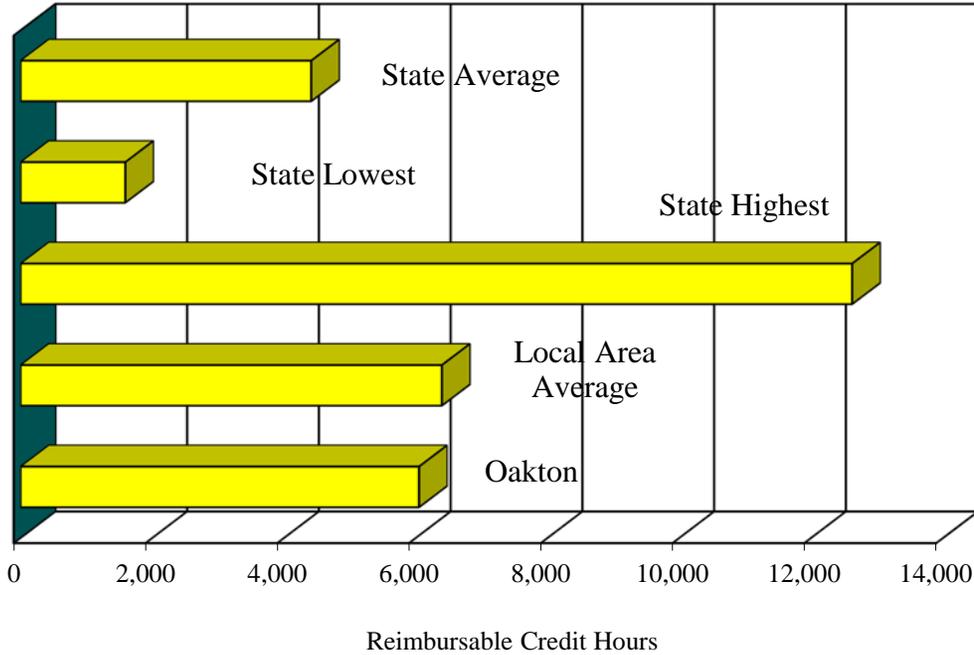
NOTE: Latest available data.

SOURCE: ICCB Data and Characteristics

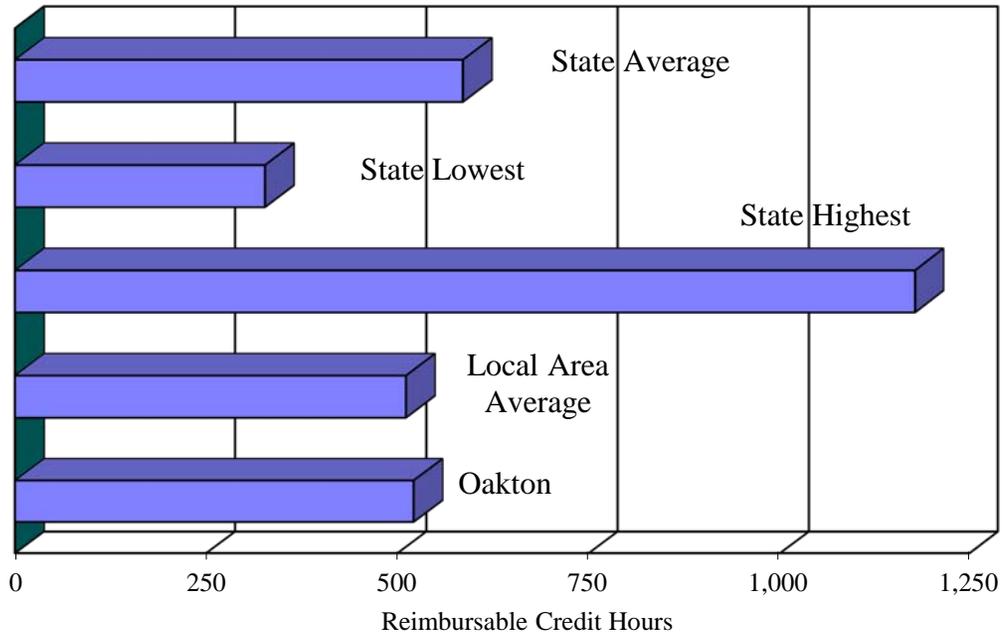
# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Credit Hours per Administrator FTE



## Credit Hours per Instructional Faculty FTE



**OAKTON COMMUNITY COLLEGE**  
Community College District No. 535

**Comparison of Classified Staff Assignments**

The following table compares classified staff assignments to educational and support programs for the last four fiscal years. Staff counts are listed on a full-time equivalent (FTE) basis. Student employees and individuals hired on a contractual service basis are excluded, as are grant-funded positions. FTE totals may vary as some positions change funding between Current Funds and Restricted Purpose Funds, which are not catalogued below.

	<b>FY 2017 Budget</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget</b>	<b>FY 2020 Budget</b>
<b>Instruction</b>	20.9	21.8	20.4	20.4
<b>Instructional Administration</b>	30.3	32.7	34.1	34.4
<b>Academic Support</b>	36.8	33.3	35.3	31.5
<b>Information Technology</b>	0	34.3	34.9	34.8
<b>Student Services</b>	64.1	63.9	63.2	69.0
<b>Public Services</b>	4.5	7.2	7.2	5.7
<b>General Administration</b>	35.6	35.3	35.5	37.5
<b>General Institutional</b>	8.5	10.0	10.0	10.0
<b>Total Education Fund</b>	200.7	238.5	240.6	243.3
<b>Operations and Maint. of Plant</b>	88.9	87.0	85.9	83.8
<b>Site Expenditures</b>	0.0	0.0	0.0	0.0
<b>ALLiance</b>	21.6	23.5	17.2	15.2
<b>Auxiliary Enterprises</b>				
Information Technology	38.63	0.0	0.0	0.0
ECE Lab Schools	11.1	5.5	6.6	5.6
Bookstore	5.9	4.9	4.9	4.9
Institute Bus/Pro Development	3.6	2.3	2.3	2.3
Other	11.6	7.4	7.4	11.2
<b>Total Staff FTE</b>	382.0	369.1	364.9	366.3

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Comparison of Classified Staff - Fall Semester 2017 (FY 2018)

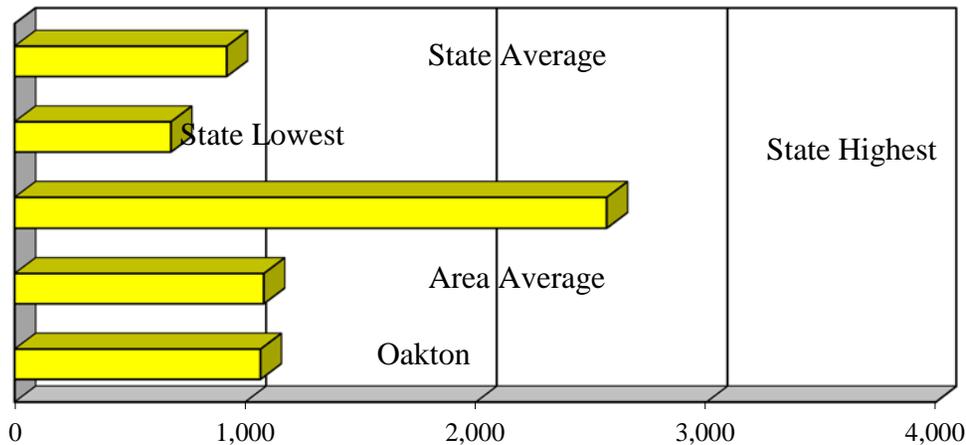
The following tables examine professional staff and classified staff personnel staffing levels compared to faculty and credit hours. Care should be taken in making direct comparisons without additional analysis. For example, some colleges provide their own custodial, cafeteria, and public safety services while others contract for these services; contracted service personnel, not being direct employees of the college, are not counted in these data. Furthermore, job definitions can vary significantly: a faculty position at one college may be a professional classified staff position at another college. Under ICCB personnel classifications; professional staff includes librarians and counselors (faculty positions at Oakton) as well as certain classified staff positions. ICCB classifications do not conform to Oakton policy or definitions. The data below is based on ICCB reporting definitions.

	Oakton	Local Area Average	State Highest	State Lowest	State Average
<b>CLASSIFIED STAFF</b>					
Full Time	132	169	255	12	84
Part-time FTE	33	53	98	0	26
Total Classified Staff FTE	165	221	346	17	109
Total Staff Headcount	184	273	421	19	130
Credit Hours per Classified Staff FTE	1,065	1,080	2,566	677	919
Faculty FTE per Classified Staff FTE	2.04	2.15	3.66	1.20	8.97
Staff FTE per Admin FTE	5.68	5.83	9.89	1.00	3.76

NOTE: Latest available data

NOTE: Chicago City Colleges are excluded from state high, low, and average.

SOURCE: ICCB Data and Characteristics



Reimbursable Credit Hours per Classified Staff FTE

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Comparison of Total Reimbursable Credit Hours by Instructional Categories - FY 2017

Reimbursable credit hours form the basis upon which credit hour grants are awarded by the state. Generally speaking, a credit hour is defined by the ICCB as an expected 45 hours of combined classroom/laboratory/study time during a semester. Each course generates a certain number of credit hours per student, and it is the aggregate of these credit hours which determine the total credit hours for the institution. Not all credit hours the College generates are necessarily reimbursable. Certain restrictions concerning repeatability of a course, residency of the student, approval by the ICCB, and other factors will serve to reduce the total number of credit hours which an institution may claim for reimbursement. Credit hours are classified by instructional category and reimbursement rates for each of the categories are different.

The percentage table below shows the contribution each instructional category makes to the total reimbursable credit hours for the institutions. For example, there is a community college for which baccalaureate hours represent only 41 percent of the college's total reimbursable credit hours, while the state-wide baccalaureate average for all community colleges is 61 percent.

CATEGORY	Oakton	Local	State	State	State	% Change State Total Hours
		Area Average	Highest*	Lowest*	Average*	
Baccalaureate	108,354	156,145	286,220	17,864	75,136	-3.97%
Business	11,531	13,980	38,990	761	7,073	-14.94%
Technical	8,558	21,474	51,876	2,170	14,092	-5.33%
Health	10,363	14,805	26,841	2,183	9,705	-5.01%
Remedial	13,768	18,761	28,441	1,353	8,504	-10.03%
ABE/ASE	22,777	17,791	27,882	0	7,055	-7.57%
<b>Total Enrollments:</b>	175,350	242,955	460,250	29,693	121,564	
<b>% Change Prior FY:</b>	-5.78%	-3.58%	-5.41%	-1.41%	-5.67%	-5.66%
<b>% Change 5 Years:</b>	-17.59%	-15.12%	-4.58%	-14.51%	-20.29%	-19.49%
<b>% Change 10 Years:</b>	-12.15%	-5.07%	2.29%	-22.48%	-17.09%	-13.44%

### Percent of each instruction category compared to total reimbursable credit hours

Baccalaureate	61.79%	64.02%	71.34%	40.81%	61.08%
Business	6.58%	5.52%	13.49%	2.50%	5.71%
Technical	4.88%	8.44%	33.19%	4.78%	11.75%
Health	5.91%	6.10%	17.32%	4.81%	9.39%
Remedial	7.85%	7.90%	14.88%	1.26%	6.72%
ABE/ASE	12.99%	8.02%	18.61%	0.00%	5.34%

\*Chicago City Colleges are excluded from state high, low, and average.

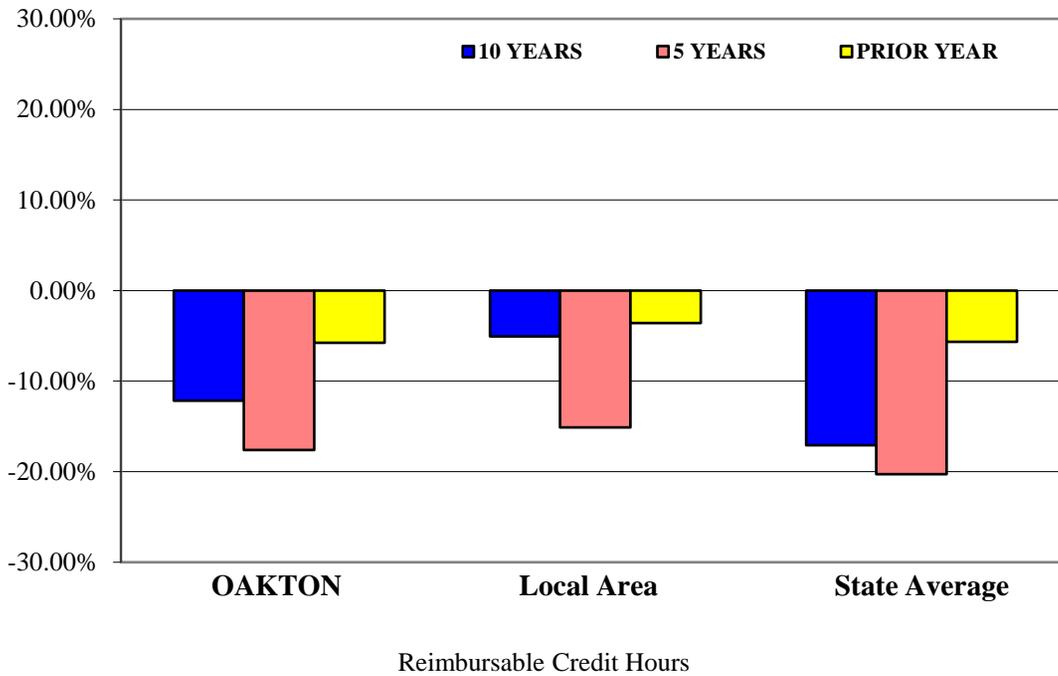
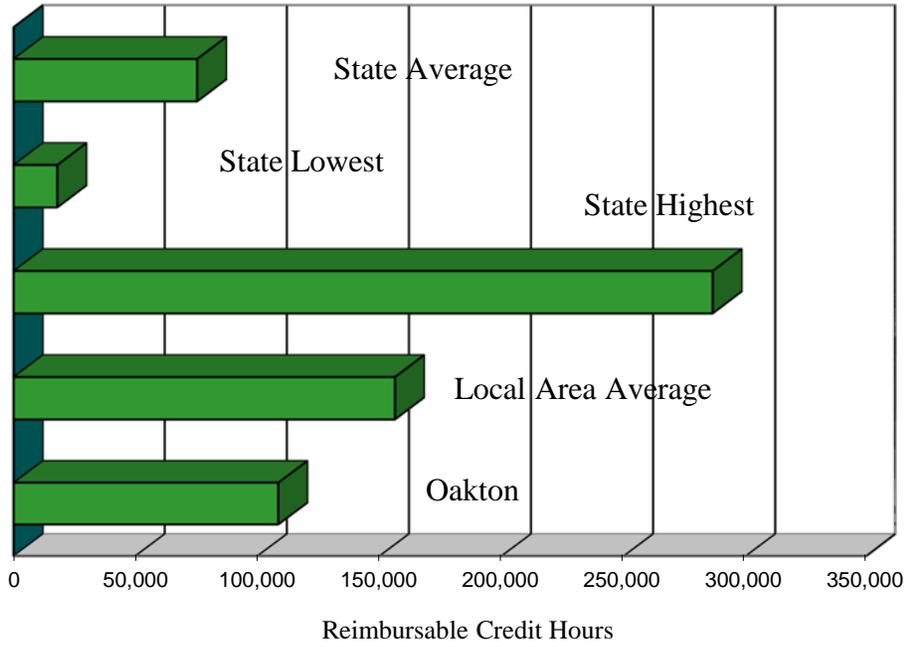
SOURCE: ICCB Data and Characteristics

NOTE: Latest available data.

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Comparison of Baccalaureate Credit Hours



# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Total and Reimbursable Credit Hours by Instructional/Funding Category

<b>Funding Category</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>
<b>Baccalaureate</b>	122,522	134,939	135,457	130,082	128,424	121,650	118,398	113,210	108,411
<b>Business Occupational</b>	14,287	15,341	15,938	16,833	17,367	17,315	16,917	13,459	11,475
<b>Technical Occupational</b>	11,639	12,824	11,551	11,054	10,922	10,555	9,726	9,378	8,563
<b>Health Occupational</b>	21,718	18,240	17,274	15,540	13,844	13,728	13,824	11,845	10,363
<b>Remedial Developmental</b>	16,592	17,482	17,417	18,191	17,273	16,170	15,459	15,381	13,768
<b>Adult Basic/Secondary</b>	30,611	30,704	23,917	25,685	24,953	24,022	22,690	22,840	22,777
<b>Total Reimbursable</b>	<b>217,369</b>	<b>229,530</b>	<b>221,553</b>	<b>217,385</b>	<b>212,782</b>	<b>203,439</b>	<b>197,014</b>	<b>186,111</b>	<b>175,356</b>
<b>Non-reimbursable</b>	12,658	12,029	11,236	10,008	10,289	10,004	9,594	9,490	10,196
<b>Total Credit Hours</b>	<b>230,027</b>	<b>241,559</b>	<b>232,788</b>	<b>227,393</b>	<b>223,071</b>	<b>213,443</b>	<b>206,608</b>	<b>195,601</b>	<b>185,552</b>
<b>% Change over Prior Year</b>	6.00%	5.01%	-3.63%	-2.32%	-1.90%	-4.32%	-3.20%	-5.33%	-5.14%

<b>Funding Category</b>	<b>Reimbursable Credit Hours by Term</b>				<b>% Change</b>	<b>% of Total</b>
	<b>Summer 2017</b>	<b>Fall 2017</b>	<b>Spring 2018</b>	<b>FY 2018 Total</b>	<b>for FY 2018</b>	<b>for FY 2018</b>
<b>Baccalaureate</b>	17,969	43,434	42,565	103,968	-8.16%	58.13%
<b>Business Occupational</b>	1,180	3,797	4,363	9,340	-30.61%	5.22%
<b>Technical Occupational</b>	841	3,334	4,325	8,499	-9.37%	4.75%
<b>Health Occupational</b>	2,397	4,422	4,410	11,228	-5.21%	6.28%
<b>Remedial Developmental</b>	910	7,121	4,996	13,027	-15.30%	7.28%
<b>Adult Basic/Secondary</b>	1,130	9,776	11,841	22,746	-0.41%	12.72%
<b>Total Reimbursable</b>	<b>24,426</b>	<b>71,883</b>	<b>72,499</b>	<b>168,807</b>	<b>-9.30%</b>	<b>94.38%</b>
<b>Total Non-reimbursable</b>	1,905	4,129	4,021	10,055	5.95%	5.62%
<b>Total Credit Hours</b>	<b>26,331</b>	<b>76,012</b>	<b>76,519</b>	<b>178,861</b>	<b>-8.56%</b>	

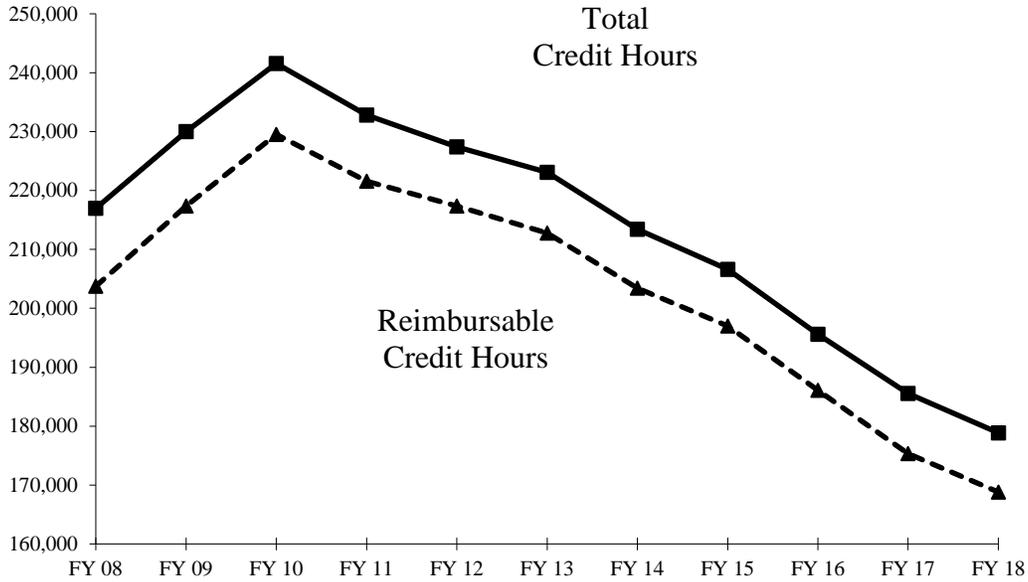
NOTE: Does not include chargeback credit hours

# OAKTON COMMUNITY COLLEGE

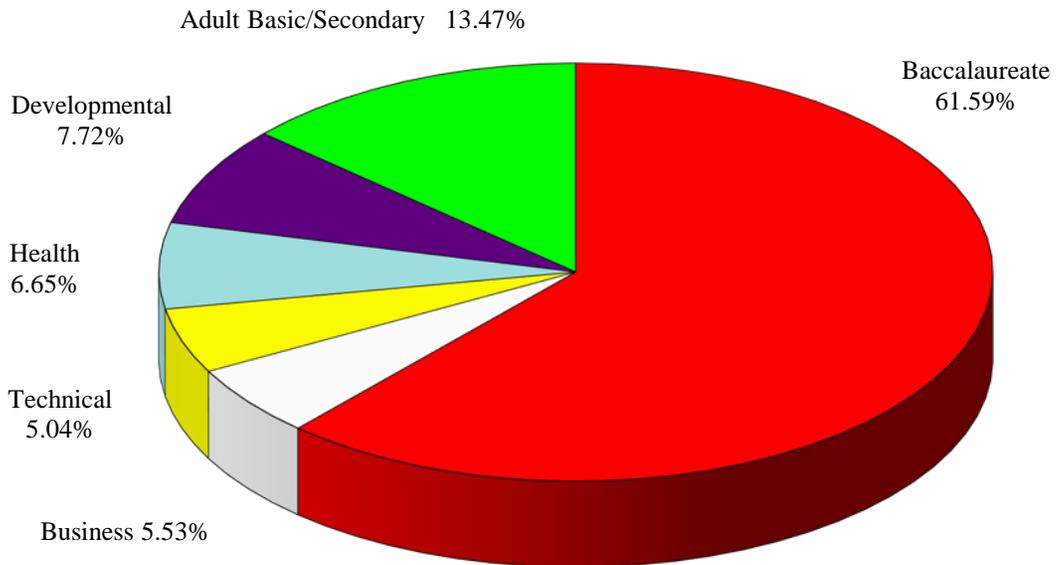
Community College District No. 535

## Comparisons of Credit Hours Information

### History of Reimbursable/Total Credit Hours



### Fiscal Year 2018 Reimbursable Credit Hours by Instructional Category



# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## History of ICCB Credit Hour Grant Rates By Instructional Category

Community colleges receive Base Operating Grants (also called apportionment allocations) based upon credit hours generated by students who are residents of the State of Illinois. Credit hour rates for each instructional category are established by General Assembly legislative action based upon recommendations from various agencies beginning with the ICCB and ending with the governor's office. Rates vary from year to year within each category. Categories are not proportionally linked (so that all rise or fall in unison). Grant rates are applied to credit hours earned by the college two fiscal years previously, (i.e., credit hours earned in FY 2017 were reimbursed at the FY 2019 credit hour grant rates in each instructional category).

<b>Fiscal Year</b>	<b>Baccalaureate</b>	<b>Business</b>	<b>Technical</b>	<b>Health</b>	<b>Remedial</b>	<b>ABE/ASE</b>
2006	19.31	27.02	61.05	89.33	13.82	46.37
2007	19.06	23.62	59.36	91.58	15.78	56.23
2008	18.61	22.98	61.65	97.19	16.01	51.42
2009	20.04	23.00	55.31	94.09	16.49	51.97
2010	19.41	29.96	55.39	90.56	14.40	56.45
2011	13.13	46.98	49.45	101.94	9.51	80.27
2012 (1)	13.13	46.98	49.45	101.94	9.51	80.27
2013 (2)	21.26	34.96	30.96	58.91	7.03	58.71
2014	21.98	35.66	31.80	54.87	9.66	57.49
2015	22.46	32.25	33.24	54.24	9.96	65.99
2016/17 (3)	15.78	23.15	24.39	38.43	5.08	43.86
2018	25.01	29.73	29.84	45.41	10.63	32.21
2019	25.01	33.91	35.65	62.17	6.46	62.95

(1) Due to the budget stalemate, the State release approximately 26% of the base operating grant for FY 2016 and 45% for FY 2017.

(2) For FY 2013, the above rates were published in the Fall of 2012. State funding available to all Illinois community colleges was reduced for FY 2013. The ICCB reviewed funding of all programs and allocated amounts so as to maintain credit hour and equalization grant funding relatively "whole" for each of the colleges. Other grant programs were adjusted to enable such funding and the grant rates by instructional category reported above were derived as a function of total available funding, general maintenance of funding levels by college, actual credit hours by college and relative instructional costs.

(3) The ICCB combined the base operating grant for FY 2016 and FY 2017 reporting credit hour grant rates as one rate.

SOURCE: ICCB Reports and College records

OAKTON COMMUNITY COLLEGE  
Community College District No. 535

**Notes**



Pride • Passion • Promise

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Enrollment Statistical Data

The Oakton enrollment by program statistical data is based upon full-time equivalents for all three semesters. Enrollment data reported here is consistent with mid-term enrollments, in student credit hours, as reported to the ICCB. One full-time equivalent (FTE) student is defined as 30 student semester credit hours.

<b>Oakton FTE Enrollment by Program</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
Baccalaureate Programs	4,329	4,234	4,056
Percent Baccalaureate	77.53%	79.60%	76.24%
Vocational Programs	1,255	1,085	1,055
Percent Vocational	22.47%	20.40%	19.83%
<b>Total FTE</b>	<b>5,584</b>	<b>5,319</b>	<b>5,320</b>

The ALLiance enrollment by program statistical data is based upon total fiscal year headcount and includes duplicated counts of students.

<b>ALLiance Enrollment by Program</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
Continuing Ed. for Health Professionals	2,977	2,516	4,382
ESL	3,017	3,221	3,027
General Programs	2,642	2,144	2,623
Business Institute	599	389	294
GED	847	850	699
Evening High School	394	385	395
Co-Listed Programs	276	242	246
NIPSTA	822	-	-
Literacy	840	742	642
Youth Programs	226	116	220
<b>Total Enrollments</b>	<b>12,640</b>	<b>10,605</b>	<b>12,528</b>

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Enrollment Statistical Data

(cont.)

Community service programs make available to students and district residents services and cultural events not otherwise provided by the college. Programs include lecture series, special events and non-credit classes and seminars.

<b>Community Service Program Participation</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
6 Piano Ensemble	570	570	570
Academic Skills	254	-	-
STEM Students Symposium	31	45	75
Emeritus Humanities Festival	15	-	-
Emeritus Seminars	989	964	797
Futures Unlimited	-	348	453
K - 12 STEM programming			
MathCounts	300	250	320
Science Olympiad	850	840	840
You Be The Chemist	100	100	90
STEM Scouts	-	15	-
AMC Math Competitions	-	-	128
Math Awards Ceremony	73	20	30
Math Competition	90	90	56
STEAM Youth Camp	70	200	220
OCC Annuitant Association	214	NA	NA
Passages Lectures	295	399	374
Passport to the World	590	626	831
Science & Engineering Festival	130	100	-
STEM Speaker Series	565	535	446
Tech Savvy	300	-	-
Other Community Service Programs*	3,228	-	-
<b>Total Participation</b>	<b>8,664</b>	<b>5,102</b>	<b>5,230</b>

\*Based on voluntary submissions of data for a variety of college events. Significant fluctuations may occur due to the number of events held and the availability of data

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Comparison of Student Enrollment Information

### Fall Term Student Headcount

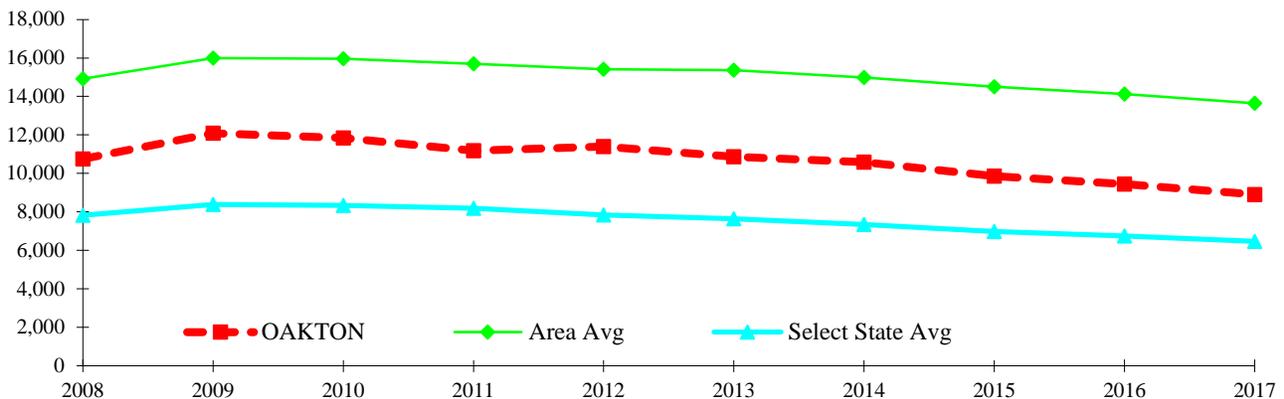
The public community colleges in Illinois enroll more than 50 percent of all students enrolled in undergraduate higher education in the state. The fall term student headcount is the opening enrollment for the fall term as of the 10th day of the term, which is approximately when regular registration for classes ends (regular plus late registration). This count does not include students who register for classes which may start later in the term. It does not directly relate to credit hour grant claims of enrollment because some students will later drop courses for which they were enrolled on the tenth day. It is interesting to note that approximately 62 percent of the enrollments are for part-time students. Headcount figures are also informative because of the requirements the number of students place on the systems which support direct instruction; there is a distinct difference in support requirements between one student taking five classes and five students taking one class each. (See reimbursable credit hour comparison).

\*\* Excludes Chicago City Colleges

NOTE: Latest available data.

SOURCE: ICCB Data and Characteristics

Fall Term	OAKTON	Local Area Average	State** Highest	State** Lowest	Select State** Average	Total State Average	% Increase State Average
2008	10,747	14,918	25,668	2,124	7,828	9,158	2.84%
2009	12,087	15,997	27,083	2,118	8,389	9,845	7.50%
2010	11,837	15,963	26,722	1,906	8,338	9,737	-1.10%
2011	11,175	15,689	26,209	1,966	8,192	9,553	-1.89%
2012	11,402	15,413	26,156	1,883	7,844	9,194	-3.76%
2013	10,866	15,357	28,627	1,784	7,650	9,015	-1.95%
2014	10,589	14,989	29,476	1,667	7,340	8,618	-4.40%
2015	9,864	14,503	28,678	1,665	6,986	8,107	-5.93%
2016	9,443	14,116	26,901	1,560	6,750	7,799	-3.79%
2017	8,907	13,637	26,165	1,489	6,473	7,524	-3.54%
Prev Yr	-5.68%	-3.69%	8.97%	-17.49%	-4.71%	-4.60%	
10 Year	-17.12%	-8.63%	27.34%	-59.50%	-19.95%	-19.97%	



# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## History of Academic Awards Fiscal Years 1983 - 2018

This table shows the number of Academic Awards students have earned each fiscal year in the past 35 years of the college.

<u>Year</u>	<u>Associate in Arts</u>	<u>Associate in Fine Arts</u>	<u>Associate in Science</u>	<u>Associate in Science Engineering</u>	<u>Associate in Applied Science</u>	<u>Diploma</u>	<u>Certificate</u>	<u>TOTAL</u>
83 - 84	195		14		278	12	153	652
84 - 85	240		18		259		171	688
85 - 86	245		7		272		136	660
86 - 87	251		11		230		152	644
87 - 88	246		12		199		160	617
88 - 89	321		16		178		126	641
89 - 90	315		17		171		190	693
90 - 91	309		19		175		149	652
91 - 92	293		12		179		193	677
92 - 93	319		8		193		125	645
93 - 94	222		17		183		163	585
94 - 95	240		9		244		218	711
95 - 96	222		14		262		207	705
96 - 97	205		24		211		224	664
97 - 98	220		16		190		169	595
98 - 99	234	1	11		180		212	638
99 - 00	201	2	5		138		252	598
00 - 01	217	0	4		159		242	622
01 - 02	183	1	7		158		246	595
02 - 03	255	2	17		155		429	858
03 - 04	275	2	14		201		535	1,027
04 - 05	258	0	16		214		856	1,344
05 - 06	251	0	10	6	216		639	1,122
06 - 07	266	2	7	4	249		605	1,133
07 - 08	269	1	8	4	228		507	1,017
08 - 09	267	1	5	4	227		674	1,178
09 - 10	286	0	14	2	220		705	1,227
10 - 11	335	2	5	9	222		741	1,314
11 - 12	306	2	11	2	244		671	1,236
12 - 13	365	4	13	5	226		682	1,295
13 - 14	569	2	8	8	225		740	1,552
14 - 15	525	4	12	10	277		994	1,822
15 - 16	546	3	23	8	251		911	1,742
16 - 17	550	4	15	12	253		561	1,395
17 - 18	613	4	26	15	205		667	1,530
<b>TOTAL</b>	<b>10,614</b>	<b>37</b>	<b>445</b>	<b>89</b>	<b>7,472</b>	<b>12</b>	<b>14,405</b>	<b>33,074</b>

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## History of Tuition and Fee Charges - Fiscal Years 1999 - 2020

This table shows the history of the tuition rates and various fixed fee charges. Individual class fees are excluded (i.e., lab fee for biology classes). All amounts are in dollars.

Fiscal Year	Per Credit Hour **			One-time Application Fee	Proof of Residency Submission Late Fee	Per Semester Registration Fee	Late Registration Fee	Class Change/ Reinstatement Fee	Returned Check Fee	Per Credit Hour Student Activities Fee	Transcript Fee	Per Credit Hour Construction Fee
	In District Tuition	Out of District Tuition	Out of State Tuition									
98 - 99	39.00	148.00	193.00	25.00		15.00	25.00	25.00 - 50.00^	25.00	1.25		
99 - 00	42.00	126.00	168.00	25.00		15.00	25.00	25.00 - 50.00^	25.00	1.25		
00 - 01	45.00	135.00	180.00	25.00		15.00	25.00	25.00 - 50.00^	25.00	1.25		
01 - 02	50.00	150.00	200.00	25.00		15.00	25.00	25.00 - 50.00^	25.00	1.80		
02 - 03	54.00	150.00	200.00	25.00		15.00	25.00	25.00 - 50.00^	25.00	2.60		
03 - 04	58.00	174.00	216.00	25.00		15.00	25.00	25.00 - 50.00^	25.00	2.60		
04 - 05	62.00	183.00	247.00	25.00	27.00 - 52.00	15.00	25.00 - 50.00	25.00 - 50.00^	25.00	2.60		
05 - 06	69.00	204.80	263.50	25.00	27.00 - 52.00	15.00	25.00 - 50.00	25.00 - 50.00^	25.00	2.60		
06 - 07	75.00	225.00	283.30	25.00	27.00 - 52.00	15.00	25.00 - 50.00	25.00 - 50.00^	25.00	2.60		
07 - 08	82.00	233.86	296.59	25.00	27.00 - 52.00	15.00	25.00 - 50.00	25.00 - 50.00^	25.00	2.60	3.00 - 10.00	
08 - 09	84.00	261.46	317.30	25.00	27.00 - 52.00	15.00	25.00 - 50.00	25.00 - 50.00^	25.00	2.60	3.00 - 10.00	
09 - 10	86.00	272.00	329.00	25.00	27.00 - 52.00	15.00	25.00 - 50.00	25.00 - 50.00^	25.00	2.60	3.00 - 10.00	
10 - 11	91.00	287.88	348.16	25.00	27.00 - 52.00	15.00	25.00 - 50.00	25.00 - 50.00^	25.00	2.60	3.00 - 10.00	
11 - 12	91.00	287.88	348.16	25.00	27.00 - 52.00	15.00	25.00 - 50.00	25.00 - 50.00^	25.00	2.60	10.00 - 20.00	2.00
12 - 13	93.75	287.88	348.16	25.00	27.00 - 52.00	15.00	25.00 - 50.00	25.00 - 50.00^	25.00	2.60	10.00 - 20.00	2.00
13 - 14	95.34	287.88	370.05	25.00	27.00 - 52.00	15.00	25.00 - 50.00	25.00^^	25.00	3.00	10.00 - 20.00	2.00
14 - 15	103.25	288.00	366.00	25.00	27.00 - 52.00	15.00	25.00 - 50.00	25.00^^	25.00	3.00	10.00 - 20.00	2.00
15 - 16	111.25	311.00	382.00	25.00	27.00 - 52.00	15.00	25.00 - 50.00	25.00^^	25.00	3.00	10.00 - 20.00	2.00
16 - 17	123.25	342.00	415.00	25.00	27.00 - 52.00	15.00	25.00 - 50.00	25.00^^	25.00	3.00	10.00 - 20.00	2.00
17 - 18	136.25	367.00	439.00	25.00	27.00 - 52.00	15.00	25.00 - 50.00	25.00^^	25.00	3.00	10.00 - 20.00	2.00
18 - 19	136.25	367.00	439.00	25.00	27.00 - 52.00	15.00	25.00 - 50.00	25.00^^	25.00	3.00	10.00 - 20.00	2.00
19 - 20	136.25	367.00	439.00	25.00	27.00 - 52.00	15.00	25.00 - 50.00	25.00^^	25.00	3.00	10.00 - 20.00	2.00

\*\*Open computer lab fees are now included in tuition. FY94 - FY98 a separate \$25 fee was required.

^For students dropped for non-payment, the exact fee is based on the date the student requests reinstatement; there is no fee for course/class changes.

^^A fee of \$25.00 is charged each time a student is dropped by the college for non-payment of tuition and fees and wishes to register again for the same term/session: This fee was renamed Re-Registration fee in 2013.

Note: A parking fee of \$2.50 in FY 91 and \$10.00 FY 92 - FY 01 was charged. This fee was discontinued beginning FY 02

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## History of Financial Aid to Students - Fall Semester Comparative Data

The following data is based on an academic year. The data reflects the history of the number of students receiving financial aid awards through the College. The information includes federal grants, loans, state grants, institutional grants, and private scholarships. As the data clearly shows, financial aid is increasingly important in supporting students in their educational objectives. In FY 2014, 3,538 students received some type of financial assistance compared to 2,971 students in FY 2018.

	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
	Recipients	Dollars	Recipients	Dollars	Recipients	Dollars	Recipients	Dollars	Recipients	Dollars
Federal Pell Grant	2,615	7,553,881	2,558	7,335,222	2,278	6,809,903	2,036	6,055,534	2,041	6,679,166
Federal Supplemental Educational Opportunity Grant	284	143,200	275	140,100	340	164,900	337	163,100	327	171,900
G.I. Bill (Veterans Chapters 30, 33, 1606, 1607)	173	N/A	163	N/A	135	N/A	122	N/A	123	N/A
G.I. Bill (Veterans Chapter 911)	138	178,400	104	198,614	113	224,831	92	218,281	99	238,345
G.I. Bill (Veterans Dependents)	12	N/A	6	N/A	7	N/A	5	N/A	8	N/A
G.I. Bill (Veterans Vocational Rehabilitation)	1	1,063	0	0	0	0	0	0	2	13,606
Illinois Veterans Grant	50	109,688	41	73,407	32	60,678	23	35,257	20	32,129
Illinois Department of Vocational Rehabilitation	1	1,063	0	0	0	0	0	0	0	0
Illinois State Monetary Award	996	905,223	980	880,413	717	680,794	881	763,155	1,017	996,273
Illinois National Guard Grant	9	13,910	9	27,146	9	17,676	5	9,453	6	11,817
Illinois MIA/POW Scholarship	2	1,867	1	339	0	0	2	1,986	2	1,741
Federal Stafford Loan	237	646,212	173	599,519	126	424,510	114	331,333	92	292,485
Military Tuition Assistance (Active Duty Personnel)	4	2,819	4	2,497	4	3,087	4	3,645	6	7,581
OCC Foundation & Institutional Scholarship	437	463,350	367	606,211	337	456,534	436	643,804	456	653,179
Student Government Association Grant	277	247,333	308	270,842	299	247,457	275	244,408	239	226,958
Workforce Investment Act (WIA)	14	12,457	16	34,945	14	31,138	11	11,660	10	12,400
Private/Organizational Scholarships	103	107,079	115	124,921	124	124,255	113	141,702	101	159,031
Federal Work Study Program	33	63,300	27	61,904	27	64,850	27	64,645	27	64,926
<b>TOTAL (Duplicated student count)</b>	<b>5,386</b>	<b>10,450,845</b>	<b>5,147</b>	<b>10,356,080</b>	<b>4,562</b>	<b>9,310,613</b>	<b>4,483</b>	<b>8,687,963</b>	<b>4,576</b>	<b>9,561,537</b>
<b>TOTAL (Unduplicated student count)</b>	<b>3,538</b>		<b>3,385</b>		<b>3,289</b>		<b>2,988</b>		<b>2,971</b>	
Average Federal Pell Grant Award	\$2,889		\$2,868		\$2,989		\$2,974		\$3,272	
Maximum Federal Pell Grant Award	\$5,645		\$5,730		\$5,775		\$5,815		\$5,920	

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Comparison of Property Tax Rates and Tuition and Fee Rates

	<b>Local Area* Oakton</b>	<b>State Average Highest</b>	<b>State Lowest</b>	<b>State<sup>o</sup> Average</b>	
<b>PROPERTY TAX RATES</b>					
<b>Tax Levy Year 2016 Collected in 2017**</b>					
Education Fund	17.67	24.04	64.64 ^	11.72	24.64
Operation/Maintenance Fund	3.77	6.66	10.00 ^	0.00	6.17
<b>Total Operating Funds:</b>	<b>21.44</b>	<b>30.71</b>	<b>68.54 ^</b>	<b>15.90</b>	<b>30.81</b>
Liability, Protect, Settle Fund	0.00	0.69	16.64 ^	0.00	3.18
Bond and Interest Fund	1.53	3.79	30.13 ^	0.00	10.53
Audit Fund	0.05	0.06	5.00 ^	0.00	0.37
All Other	0.00	0.49	12.00 ^	0.00	2.31
<b>Total All Funds:</b>	<b>23.02</b>	<b>35.73</b>	<b>76.46 ^</b>	<b>16.90</b>	<b>47.19</b>
Percent change for 2016	-14.66%	-9.00%	62.55% #	-64.97%	-9.59%
<b>TUITION AND FEE RATES</b>					
Fiscal Year 2018 Tuition	136.25	124.36	185.00 ^	0.00	125.25
Fiscal Year 2018 Fees***	5.00	22.83	65.00 ^	0.00	21.46
Total Fiscal Year 2018	141.25	147.19	192.50 ^	65.00	146.71
Fiscal Year 2019 Tuition	136.25	123.24	165.00 ^	88.00	127.84
Fiscal Year 2019 Fees***	5.00	17.32	40.00 ^	0.00	16.52
Total Fiscal Year 2019	141.25	140.56	174.00 ^	120.00	144.36
Dollar Increase FY 2019	0.00	-6.64	90.00	-56.50	-2.35
Percent Increase FY 2019	0.00%	-3.43%	138.46% #	-29.35%	1.04%
5 Year % Increase	43.62%	26.38%	59.00% #	0.00%	34.36%
10 Year % Increase	66.96%	70.71%	123.19% #	32.04%	85.49%

\*Local Area Colleges included in the average are DuPage, Elgin, Harper, Joliet, Lake County, Moraine Valley, Oakton, Triton, and Waubonsee.

\*\*Rates are cents per \$100.00 of Equalized Assessed Valuation, calendar year basis.

^ Data is for individual colleges and is not cumulative.

\*\*\*Average fee rate per credit hour.

°For tax rates, includes all 40 colleges even if levy is zero.

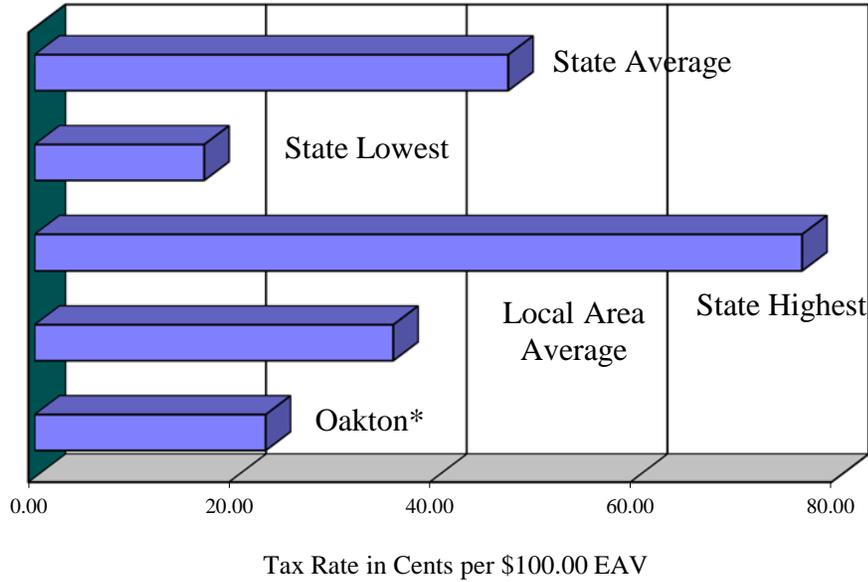
# Data is for individual college totals.

SOURCE: ICCB Data and Characteristics and other ICCB reports

# OAKTON COMMUNITY COLLEGE

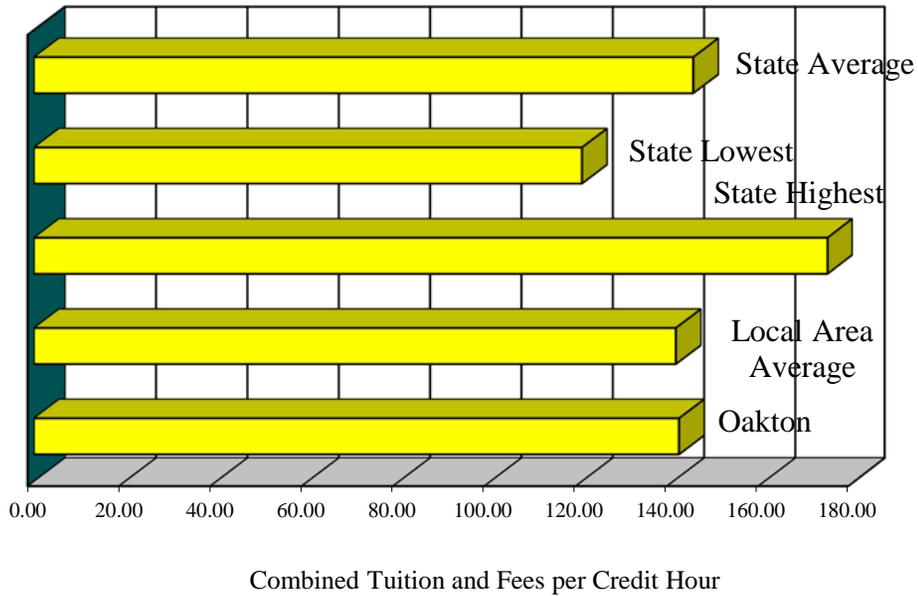
Community College District No. 535

## Property Tax Rates - Tax Levy Year 2016



\* Oakton (at 25.78) is one of the lowest in the state

## Tuition and Fee Rates Fiscal Year 2019



# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Ten Year History of Tax Rates and Assessed Valuations

The tables below show the history of the tax rates and assessed valuations for property in the College district. The ceiling

Tax Year	Tax Levy Category						Total Rate
	Education Fund	Operation / Maintenance Fund	Liability / Protection Fund	Audit Fund	Bond & Interest Fund	Total Other Taxes	
2007	.1068	.0279	.0027 ^	.0004	.0000 ^	.0026 ^	.1404
2008	.1073	.0275	.0025 ^	.0001	.0000 ^	.0026 ^	.1400
2009	.1071	.0271	.0025 ^	.0004	.0000 ^	.0027 ^	.1398
2010	.1266	.0298	.0028 ^	.0004	.0000 ^	.0000 ^	.1596
2011	.1480	.0336	.0000	.0001	.0139	.0000 ^	.1956
2012	.1661	.0367	.0000	.0004	.0149	.0000	.2181
2013	.1964	.0419	.0000	.0005	.0171	.0000	.2559
2014	.1972	.0424	.0000	.0005	.0177	.0000	.2578
2015	.2072	.0441	.0000	.0006	.0184	.0000	.2703
2016	.1767	.0377	.0000	.0005	.0153	.0000	.2302
2017	.1800	.0361	.0000	.0002	.0149	.0000	.2312
<b>% Change</b>							
	1.87%	-4.24%	0.00%	-60.00%	-2.61%	0.00%	0.43%
<b>OCC Tax Rate Ceiling</b>							
	.7500	.1000	None	.0050	N/A	None	

^For comparative purposes, assumed to be at maximum; see PROPERTY TAXES discussion.

Levy	Equalizer	%	Equalized Assessed Valuation	%	New Property Value	% of Total	% Change	Estimated Actual Value (000,000)	Notes
2007	2.8439	5.03%	26,373	23.34%	405	1.54%	14.46%	79,120	
2008	2.9786	4.74%	28,093	6.52%	290	1.03%	-28.32%	84,279	
2009	3.3700	13.14%	28,516	1.51%	372	1.30%	28.12%	85,549	
2010	3.3000	-2.08%	25,888	-9.22%	182	0.70%	-51.08%	77,665	
2011	2.9706	-9.98%	23,302	-9.99%	100	0.43%	-45.05%	69,905	
2012	2.0856	-29.79%	21,609	-7.27%	133	0.62%	33.00%	64,827	
2013	2.6621	27.64%	18,909	-12.49%	80	0.42%	-39.85%	56,726	
2014	2.7253	2.37%	19,192	1.50%	135	0.70%	68.75%	57,576	
2015	2.6685	-2.08%	18,681	-2.66%	172	0.92%	27.41%	56,043	
2016	2.8032	5.05%	22,288	19.31%	138	0.62%	-19.77%	66,864	
2017	2.9267	4.41%	22,826	2.41%	176	0.77%	27.54%	68,479	

(1) Reassessment of the total district.

Source: Cook County Clerk's Office and College records

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Typical History of Property Tax Rates - Overlapping Governments\* Taxes are Actually Collected the Year After Latest Available Data

121

Tax Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	%
<b>Taxing Bodies</b>											
Cook County (Incl Health)	.415	.394	.461	.461	.530	.560	.568	.552	.533	.496	-10.14%
Cook County Forest Preserve	.051	.049	.051	.057	.063	.069	.069	.069	.063	.620	798.55%
Metropolitan Water Reclamation District	.252	.261	.274	.319	.370	.417	.430	.426	.406	.402	-5.63%
Consolidated Elections	.000	.021	.000	.025	.000	.031	.000	.034	.000	.031	-8.82%
City of Park Ridge (Incl Library) Park Ridge Recreation and Park District	.761	.780	.870	.985	1.089	1.354	1.638	1.702	1.312	1.166	-31.49%
Maine Township	.278	.279	.307	.344	.391	.554	.559	.900	.495	.493	-45.22%
Maine Township General Assistance	.064	.067	.075	.084	.096	.120	.119	.124	.108	.105	-15.32%
Maine Township Road and Bridge	.015	.016	.018	.020	.023	.029	.029	.031	.027	.021	-32.26%
Northwest Mosquito Abatement	.033	.034	.038	.043	.048	.061	.062	.065	.056	.057	-12.31%
School District 64	.008	.008	.009	.010	.011	.013	.013	.011	.010	.010	-9.09%
Maine Township HS Dist 207	2.685	2.686	2.951	3.284	3.658	4.572	4.610	4.788	4.040	4.014	-16.17%
Sub-total Overlapping Rate	1.577	1.617	1.782	1.995	2.215	2.722	2.739	2.901	2.507	2.529	-12.82%
Oakton Community College	6.139	6.212	6.836	7.627	8.493	10.502	10.836	11.603	9.557	9.944	-14.30%
<b>Total Rate</b>	.140	.140	.160	.196	.218	.256	.258	.271	.230	.231	-14.76%
<b>Oakton Percentage of Total</b>	6.279	6.352	6.996	7.823	8.711	10.758	11.094	11.874	9.787	10.175	-14.31%
	2.230%	2.204%	2.287%	2.500%	2.504%	2.380%	2.326%	2.282%	2.352%	2.270%	-1.86%

\* Tax rates are assessed in dollars per hundred at equalized assessed value (EAV).

NOTE: Tax rates displayed are representative for property within the district and are based on the latest available data.

Source: A local taxpayer's property tax bill.

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Comparison of Facilities and Use - Fiscal Year 2017 Square Footage Data

This table compares various characteristics of physical plant facilities. Educational space is a combination of classrooms, labs, and study space. The administration category is a combination of office, support, and health facilities. Other general square footage consists of general use and unclassifiable space. The remaining categories are single categories as defined by the ICCB. The data clearly shows that Oakton compares favorably with other community colleges in economical credit hour/student/space utilization ratios. The economy of space is also reflected in reduced utility costs, efficient operations and maintenance (O & M) costs, and lower total physical plant investment dollars per student. (All data in square feet except O & M costs in dollars.)

Use Category	Oakton	Local	State**	State**	State**
		Area*	Highest	Lowest	Average
Educational Uses	224,637	319,920	619,627	56,866	211,621
<b>% Education /(NASF)</b>	47.53%	47.49%	59.80%	21.52%	48.36%
Administration	143,738	199,289	496,324	25,681	117,921
Athletics/Physical Education	17,003	46,109	119,443	0	32,596
Theater/Auditorium	9,948	22,400	55,333	0	13,662
Special Use	5,133	10,633	42,337	0	9,053
Other General	72,130	87,701	205,917	13,927	55,267
Net Assignable Square Feet (NASF)	472,589	754,864	1,211,082	127,542	448,421
<b>% Assignable</b>	66.84%	65.38%	100.52%	54.36%	66.78%
Gross Square Feet (GSF)	707,020	1,156,322	1,886,509	197,421	672,245
NASF/Credit Hour	2.5	3.1	6.5	1.7	4.0
GSF/Credit Hour	3.8	4.7	10.7	2.7	6.0
NASF/Enrollment^	50.0	55.0	133.2	32.8	78.5
GSF/Enrollment^	74.9	84.2	217.0	53.6	118.3
O & M Costs/NASF	17.10	14.04	21.79	4.51	10.52
Percent O & M Costs Change from Previous FY	0.00%	0.00%	0.00%	0.00%	0.00%

\*Local Area Colleges included in the average are DuPage, Elgin, Harper, Lake County, Moraine Valley, Morton, Oakton, Prairie State, South Suburban, and Triton.

\*\*Excludes Chicago City Colleges

^Fall term headcount enrollment.

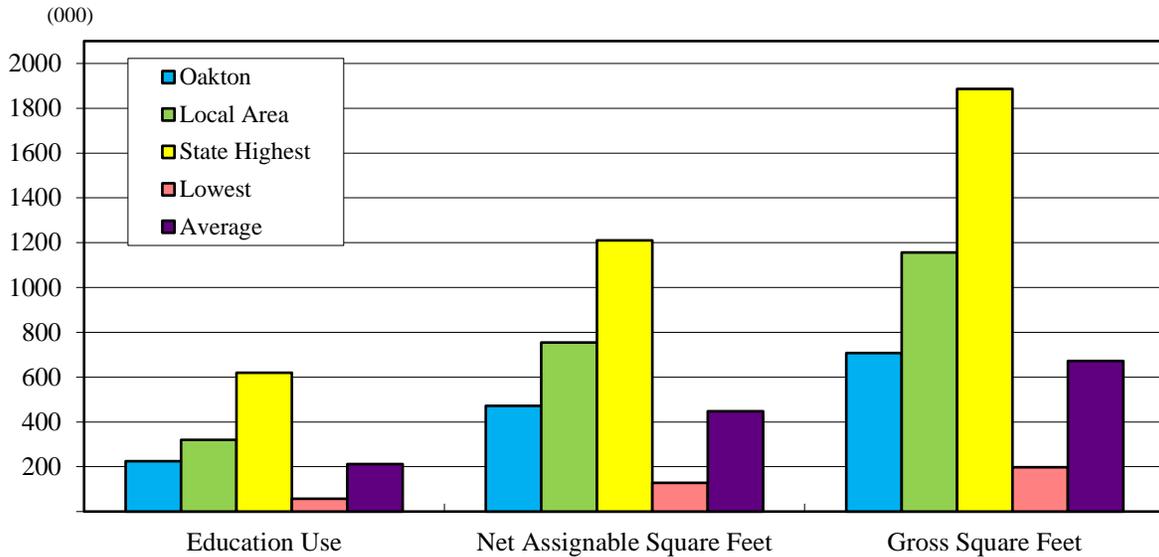
SOURCE: ICCB Data and Characteristics

# OAKTON COMMUNITY COLLEGE

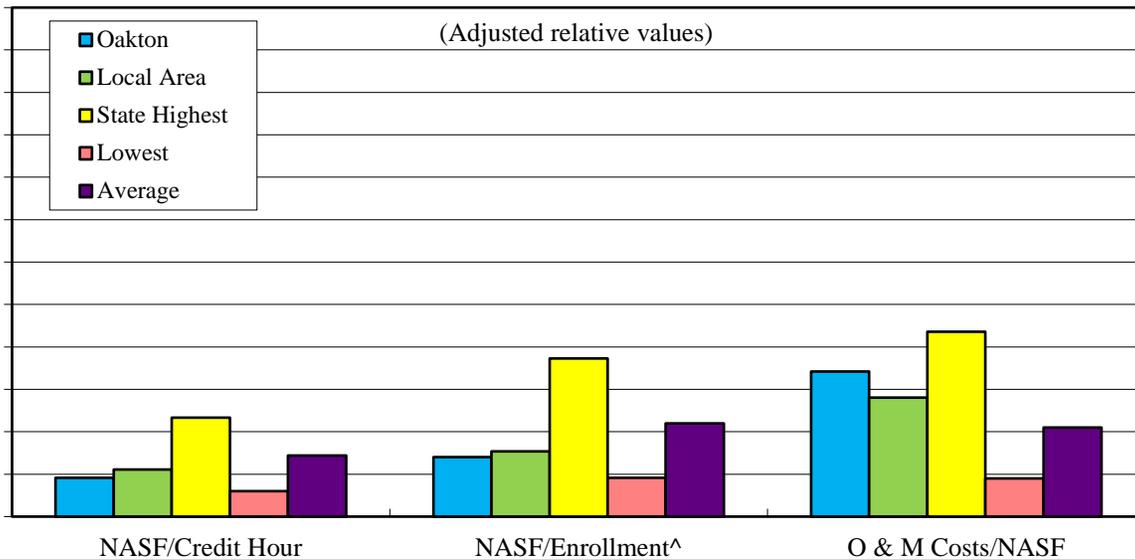
Community College District No. 535

## Comparison of Facilities and Use - Fiscal Year 2017 Square Footage Data

### Comparison of Education, Net Assignable, and Gross Square Footage



### Comparison of Square Footage Data to Enrollment/Cost Data



# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## History and Comparison of Utility Costs

These tables present a ten year history of utility costs among the community colleges and selected additional analysis. Costs include fuels, electricity, water, and sewage services. Utility costs can vary significantly based upon climatic conditions and factors such as age of the facility, number of buildings, rentals, and type of fuel used, so conclusions about energy efficiency should be drawn with care. Analysis indicates no significant difference in energy costs by geographic location. The ten year average mediates weather extremes but does not account for inflation or other factors.

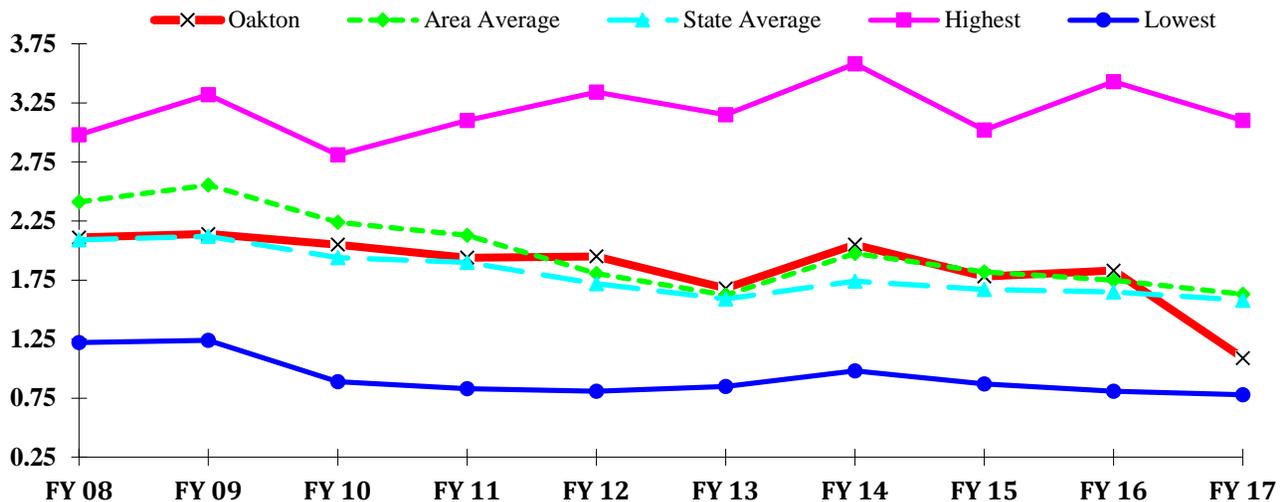
Fiscal Year	Oakton	Local Area* Average	State Highest	State Lowest	State Average
<b>History of Utility Costs per Gross Square Foot</b>					
FY2008	2.11	2.41	2.98	1.22	2.09
FY2009	2.14	2.55	3.32	1.24	2.12
FY2010	2.05	2.24	2.81	0.89	1.94
FY2011	1.94	2.13	3.10	0.83	1.90
FY2012	1.95	1.81	3.34	0.81	1.72
FY2013	1.68	1.62	3.15	0.85	1.59
FY2014	2.05	1.98	3.58	0.98	1.74
FY2015	1.78	1.82	3.02	0.87	1.67
FY2016	1.83	1.75	3.43	0.81	1.65
FY2017	1.09	1.63	3.10	0.78	1.58
<b>10 Year Average</b>	<b>1.86</b>	<b>2.01</b>	<b>2.87</b>	<b>0.98</b>	<b>1.80</b>

### Additional Utility Comparisons

FY16 Cost/Credit Hour	7.31	8.27	16.92	6.11	9.88
FY16 Cost/Student Headcount	143.87	148.29	378.07	101.96	194.28

SOURCE: ICCB Data and Characteristics and other ICCB reports

NOTE: Latest available data.





# Appendix Section

**OAKTON COMMUNITY COLLEGE**  
Community College District No. 535

**FINANCIAL POLICY**

**ORGANIZATION**

The College has a fully integrated financial structure with a Vice President of Administrative Affairs, who also, at the discretion of the Board, serves as the Treasurer of the Board of Trustees. The Treasurer is the custodian of all funds and, by College policy, the Treasurer also has the authority to invest funds belonging to the College. Such investments are made with the guidance of state statutes and Board of Trustees policies on investments. The Treasurer makes monthly reports of the financial activities of the College and quarterly reports of investments to the Board of Trustees. A summary of financial activities is produced monthly and distributed to appropriate offices throughout the College. Other financial reports are produced on an as-needed basis. Most areas of the College have access to electronic financial data as appropriate.

The Administrative Affairs area is organized into an Office of the Vice President, Budget and Accounting Services, Business Services, Facilities, Construction, and Public Safety. Budget and Accounting Services handles the preparation of the budget, preparation of the tax levy, development of long-term financial forecasting, the instructional cost report, budget transfers, the Resource Allocation Management Plan (RAMP), and other activities relating to financial analysis and reporting. In addition, this office accounts for the receipt and disbursement of funds, the recording of the financial transactions of the College, provides financial guidance to the various elements of the College community and prepares the Comprehensive Annual Financial Report (CAFR). Business Services manages the functional auxiliary and procurement activities of the College. These activities include purchasing, shipping and receiving, printing services, food service, and the bookstore. Project and equipment bidding activities are managed through the Business Services office. Facilities includes the maintenance, housekeeping, and groundskeeping functions for the College. Construction coordinates capital improvements on both campuses. Public Safety is responsible for campus safety, emergency planning, and various state and federal reports relating to campus crime.

**BASIS OF BUDGETING AND ACCOUNTING**

The College maintains accounting records using the accrual basis of accounting and an economic resources measurement focus in accordance with Generally Accepted Accounting Principles as accepted in the United States applicable to colleges and universities as well as those prescribed by the Illinois Community College Board (ICCB). Under the accrual basis, revenues are recognized when earned, and expenses are recorded when incurred.

To insure consistency in financial reporting and economy of effort in financial operations and analysis, the College budgets and accounts for its financial operations on the same basis as the CAFR with a few exceptions. One exception is that capital-asset purchases are budgeted as expenses and corresponding depreciation is not budgeted. For financial reporting purposes, capital assets are defined by the College as assets with an initial unit

cost of \$10,000 or more and an estimated useful life in excess of two years. Such amounts are capitalized and depreciated using the straight-line method over the estimated useful life. Depreciation is recorded in the general ledger in the Investment in Plant Fund. A second exception is that internal revenue and expense charges are budgeted, reported in the general ledger, and reported in order to more accurately calculate instructional costs. In the CAFR, these revenues and expenses are eliminated in the Statement of Revenues, Expenses and Changes in Net Position.

### **BUDGETARY CONTROL**

The level of budgetary control (the level at which expenditures cannot exceed the appropriated amount) is established for each individual fund and within the fund by object and function (which is the legal budget organization). Managers at all levels are charged with continuously monitoring expenditures within their programs. While the exact legal limits on expenditures are established by the amounts in the legal budget (within the ten percent transfer limitation), the usual management practice is to monitor expenditures by program and by line item within the program. Minor unfavorable variances may be permitted on a case-by-case basis after appropriate review; significant variances require prior approval and may be compensated through budget transfers. The Budget Office monitors expenditures to insure compliance with the legal budget requirements and limitations and with College policy on fiscal management.

The College also maintains an encumbrance accounting system as one technique of accomplishing budgetary control. Encumbered amounts lapse at the end of each year.

### **BUDGET TRANSFERS**

Subsequent to the adoption of the budget for a particular fiscal year, it may be necessary to permit transfers of budget amounts between object and functional designations within a fund. For example, faculty salaries are budgeted based on previous teaching loads and projected program enrollments. If a program suddenly becomes more popular and enrollment increases substantially, more faculty resources will be necessary to cover the increased loads. Excess funds in one program may be reassigned to cover a shortfall in another program. As another example, if labor negotiations are not finished and salary issues are uncertain, careful management dictates that a reserve be set aside to cover possible salary increases, which is usually budgeted in a contingency account. When the actual raises have been determined, the contingency funds can be transferred to the appropriate salary accounts.

In general, once the budget is adopted, it may not be changed unless the Board of Trustees approves amendments. 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.

Some changes are initiated automatically, such as those which transfer funds between salary-line items to account for contract approvals. The Budget Office prepares these routine adjustments and writes the resolution upon which the Board acts. The non-routine

changes must originate from an administrator who sends a budget-transfer request to the Budget Office through the area Vice President.

The request includes the amounts to be transferred and the specific accounts to be debited and credited together with a rationale for the transfer. After administrative approval, the request is included in a resolution to the Board. After the resolution has been passed, the budget amounts are adjusted accordingly.

State law, as an additional control on financial matters, places restrictions on budget transfers. The law recognizes legal and non-legal types of transfers. (The word “legal” as used here refers to a transfer which would make a change to the legal budget.) Non-legal, or internal, transfers are those made within the same function and within the same object group. There is no limit on the number or amount of non-legal transfers which may be made, and non-legal transfers may be made without formal Board approval by resolution.

An example of a non-legal transfer would be transferring funds from the staff-salary account to the part-time faculty-salary account in the biology program. Legal transfers, however, are transfers between functions and/or object groups, require formal Board approval, and are limited by law to not more than 10 percent of the fund total. An example of a legal transfer would be moving funds from the Art program faculty-salary account to the Student Recruitment and Outreach capital-equipment account. A cumulative record of all legal transfers is included in a summary section of each budget-transfer resolution acted upon by the Board of Trustees to insure appropriate compliance.

The law places an additional restriction on transfers between funds after the Board of Trustees has approved the legal budget. Such transfers are prohibited unless the College repeats the entire budget-approval process, including the publication of a public notice, a public hearing, and Board of Trustees approval by resolution.

### **BALANCED BUDGET**

By Illinois Statute, Oakton Community College is required to pass a balanced budget. Oakton defines a balanced budget as one in which budgeted revenues and fund transfers-in are equal to or greater than the sum of budgeted expenditures and fund transfers out. However, the College avoids using non-recurring resources such as asset sales or reserves to fund ongoing expenditures for operating funds. The College supports a true structurally balanced budget for the Education Fund, which supports financial sustainability for multiple years into the future without using any one-time resources.

### **ONE-TIME REVENUE**

The College restricts the use of one-time or non-recurring revenues and provides guidance to minimize disruptive effects on services due to non-recurrence of one-time sources. Revenue shall be considered to be one-time if it was not present in the prior fiscal year and if it is unlikely that it will be available in the following fiscal year, and further restricts that one-time revenues shall not be used to fund ongoing expenditures.

Examples of one-time revenues are sales of certain assets or bond refunding savings or legal settlement. Under the current guidance, one-time revenues would support only one-time expenditure items described below:

- Increase the size of fund balance
- Retire the College's debt
- Fund one-time equipment
- Fund capital projects that do not increase operating expenses
- Pay for costs related to an unforeseen emergency or natural disaster

### **WORKING CASH BONDS**

By statute, the College is allowed to issue working cash bonds for up to 75% of operating funds property-tax revenues and 75% of the Commercial Personal Property Replacement Tax allocation. The College's only working cash bond issue was fully paid as of December 1, 1996. Since the College maintains healthy fund balance, it has no plans in FY2019 to issue any working cash bonds.

### **DEBT MANAGEMENT POLICY**

By law, the College is permitted to incur regular debt up to 2.875% of the district's assessed valuation; at the present time, that limit calculates to \$656.3 million on an assessed valuation of \$22.8 billion, leaving the College's total current debt at 4.9% of this limit.

The Illinois Debt Reform Act provides that the Bonds are payable solely from the debt-service extension base of the District ("the Base"). The Base is an amount equal to that portion of the extension for the District for the 1994 levy year constituting an extension for payment of principal of and interest on bonds issued by the District without referendum increased each year. Commencing with the 2009 levy year, this increase is the lesser of 5% or the percentage increase in the Consumer Price Index. The Limitation Law further provides that the annual amount of taxes to be extended to pay the Bonds and all other limited bonds hereafter issued by the District shall not exceed the Base.

Oakton issued three non-referendum bonds in 2011, 2014 and 2018. The Bonds constitute the only series of limited bonds of the District that are payable from the Base. The District is authorized to issue from time to time additional limited bonds payable from the Base as permitted by law, and to determine the lien priority of payments to be made from the Base to pay the District's limited bonds. In the Bond Resolution, the District covenanted that no additional limited bonds may be issued with a lien status superior to the security of the Bonds, and the District will not issue bonds the debt service of which, when aggregated with other bonds payable from the Base, would exceed the amount of the Base.

Oakton adopted a Debt Management Policy in December 2010. This policy states that the College may incur debt to maintain and enhance the physical plant and infrastructure through capital projects with economic/useful lives of the assets of greater than five years. The amount of external debt that the College has at any given time will be a function of its ability to service that debt without diminishing the resources necessary for general operating expenses and other non-capital priorities and the desire to maintain a high-quality

credit rating while sustaining overall financial health. The general principles the College will employ for the overall management of debt include the following:

- Long-term debt will not be used to finance current operations.
- The term of bonds issued will not be more than the economic/useful lives of the underlying assets which they finance.
- The College will seek to maintain an acceptable balance between interest-rate risk and the long-term cost of capital.
- The College's debt portfolio will be evaluated in the context of all of its assets and liabilities. Diversification within the debt portfolio may be used to balance risk and liquidity across the College.
- The College will consider the use of capital and operating leases, especially for the acquisition of equipment, to the extent such transactions are compatible with and help achieve its overall objectives concerning the use of debt.

The College's debt limitations will be evaluated and determined by the considerations of its legal authorizations and limitations and credit considerations including the College's credit rating. The College seeks to maintain long-term bond ratings in the "investment grade" category.

Established financial ratios are as follows:

*Debt Burden Indicators -*

- Debt as a percentage of the fair market/equalized assessed value of taxable property in the College's district. Target range: 0.15% to 0.4%
- Debt per capita. Target range: \$100 to \$250
- Debt per capita as a percentage of personal income per capita target range: 0.25% to 0.75%
- Debt Applicable to Legal Debt Margin. Target range: 5% to 13.5%

*Debt Service Indicators –*

- Debt service as a percentage of (all) property-tax revenue. Target range: 8% to 22%
- Debt Service as a percentage of budgeted operating expenditures. Target range: 5% to 20%

In evaluating its capacity for external debt, the College will also consider what revenue sources might be available specifically to pay debt service. Property-tax levies and student activity, facility and other fees will be considered when planning for capital projects and debt associated with these income streams. In general, the College will consider the level of self-support and external revenue support associated with capital projects in assessing debt affordability within the College's budget.

Historically, the College's practice has been to incur as little debt as possible. Prior to the General Obligation Limited Tax Bonds, Series 2011, the College had assumed debt only twice in its 34 year history. These two instances were the working cash bonds (referred to above) and a non-interest-bearing installment-contract purchase of the Niles East High

School, both of which have long since been paid. All of the College's other financial obligations have been met on a pay-as-you-go basis, and even the installment purchase could have been completed using fund balances for a single payment had there been a compelling financial advantage in doing so. Prior to the current Five Year Facilities Master Plan, capital expansion has been funded entirely from College reserves and, at times, with the assistance of state support. There is little capital vulnerability to the College's financial health.

### **INVESTMENT POLICY**

Oakton initially adopted Policy No. 3003--Investment of College Funds--in August 1996. It has been revised several times to reflect the changing investment environment, and the most recent revision was made in March 2017. For the purpose of overall investment of excess funds, the College is governed by the Illinois Public College Act (Chapter 110. of Illinois Compiled Statutes Act 805) and the Illinois Public Funds Investment Act (Chapter 30. of Illinois Compiled Statutes Act 235). The fiduciary responsibility for the investments is entrusted to the College Board of Trustees, which has delegated that function to the Treasurer of the College.

In keeping with existing Board policy, all investments of excess funds are to be made in a prudent, conservative, and secure manner and in accordance with the guidelines detailed in the College Investment Policy No. 3003. Designation of depositories of College funds is approved by the Board of Trustees.

**Objective:** The primary objective of investments is the preservation of principal in the overall portfolio. To achieve this objective, only appropriate investment instruments will be purchased and insurance or collateral may be required to ensure the return of the principal. The portfolio shall be designed to attain a market-average rate of return throughout budgetary and economic cycles, taking into account the risk constraints, the cash-flow characteristics of the portfolio, and legal restrictions for return on investments.

**Investment Instruments and Credit Risk:** All investments shall be made in accordance with the Illinois Public Funds Investment Act. All transactions involving College funds and related activity of any funds shall be administered in accordance with the provisions of this policy and the canons of the "prudent person rule."

No investment in derivatives of any type is allowed, whereas mortgage-backed securities guaranteed as to principal and interest by the U.S. government or by its agencies or instrumentalities are permissible. The College has chosen to limit its allowable investments to the following:

- A. Bonds, notes, certificates of indebtedness, treasury bills or other securities carrying the full faith and guarantee of the United States government
- B. Bonds, notes, debentures, or other similar obligations of the U.S.A., its agencies, and its instrumentalities.
- C. FDIC-insured or collateralized interest-bearing savings accounts, interest-bearing certificates of deposit or interest-bearing time deposits, or any other investments constituting direct obligations of any bank as defined by the Illinois Banking Act 205ILCS5.

- D. Municipal bonds or interest-bearing obligations issued by local, county, or state governments.
- E. Collateralized repurchase agreements of government securities which conform to the requirements stated in 30ILCS235 2(g) or 2(h).
- F. Public Treasurer's Investment Pool created under Section 17 of the State Treasurer's Act.
- G. Any other investment pool created under Section 17 of the State Treasurer Act provided the pool is rated AAAM by Standard & Poor's.
- H. Money Market Funds registered under the Investment Company Act of 1940 provided their portfolio is limited to obligations described in Paragraph A or B of this section and provided the Fund is rated AAAM by Standards & Poor's.
- I. Short-term obligations of corporations organized in the United States with assets exceeding \$500 million if (i) such obligations are rated at the time of purchase at the highest short-term rating established by at least 2 standard rating services and that mature not later than 270 days from the date of purchase, (ii) such purchases do not exceed 10% of the corporation's outstanding obligations, and (iii) no more than 33% of the College's funds may be invested in short-term obligations of corporations.

**Concentration Risk:** The current policy sets maximum exposure guidelines to avoid overconcentration in a specific maturity, issuer or class of securities. All funds can be invested in treasury bonds or mortgage-backed securities guaranteed by the U.S. government, while only a maximum 33% of portfolio can be invested in mortgage-backed securities, municipal bonds, or short-term obligations of corporations.

**Interest Rate Risk:** To limit its exposure to fair value losses arising from rising interest rates, the current policy limits its investment portfolio to no more than 50% maturing more than three years from the date of purchase unless approved by the Board.

Additionally the investment policy specifies the types of instruments and the acceptable amount of collateral, the Treasurer's responsibilities, the quarterly investment-report requirement, and the performance goal. The specific performance goal is to earn an average rate of return equal to or greater than the Illinois Funds rate.

Investment-interest revenues are allocated from the College's investment pool to the various funds based upon each fund's contribution to the investment pool's assets.

## **INVESTMENT IN PLANT AND DEPRECIATION**

Investment in Plant consists of those assets of long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery, and equipment. A comparison of Investment in Plant values is presented in the following table. The amounts represent actual and estimated original costs of the assets. Depreciation is also recorded in the College's Investment in Plant Fund. This is not a budgeted fund.

	Cost	Accumulated Depreciation	Net
	in millions	in millions	in millions
June 30, 2014	\$142.3	\$36.5	\$105.8
June 30, 2015	\$150.6	\$40.3	\$110.3
June 30, 2016	\$151.8	\$45.7	\$106.1
June 30, 2017	\$160.9	\$51.7	\$109.2
June 30, 2018	\$173.4	\$58.9	\$114.5

The College uses the depreciation schedules below for assets acquired in FY2009 or later, amounts in parentheses for assets acquired prior to FY2009:

1. Buildings	50 years (47 years)
2. Building improvements	8 years (7 years)
3. Land improvements	8 years (6 years)
4. Equipment	8 years (7 years)
5. Computer Technology	4 years (4 years)

### **FUND BALANCE POLICY**

Oakton adopted an Operating Funds Net Asset Policy in December 2010 and revised it in March 2017. This policy provides direction on management of the Net Assets (or Net Position) in the Education and the Operations and Maintenance Funds – referred to as the “Operating Funds.” The College intends to maintain a strong financial grounding and to mitigate current and future risks and to ensure stable tax rates. The general principles the College will employ in the management of net position include:

- The use of Operating Funds net position to finance current operations will not be permitted except to cover extraordinary circumstances
- Bond ratings and credit implications will be considered
- Targeted financial ratios will be utilized
- Net position may be used to support long-term capital improvement plans and/or initiatives in fulfillment of the College’s mission and strategic objectives
- When both restricted and unrestricted resources are available for use, restricted resources will be used first and then unrestricted resources
- The College’s dependence on its property-tax base and its vulnerability to the State’s financial condition, student enrollment and its ability to charge tuition and fees will be considered
- Factors to be considered will include the relative significance and timing of both property taxes and state-funding revenues to the Operating Funds. It is noted that property taxes are collected by Cook County (only) two times per year, and there are current uncertainties surrounding both the timing and receipt of state monies

Established financial ratios are as follows:

- The Operating Funds will maintain unrestricted net position in an amount greater than or equal to 33% of annual budgeted Operating Fund expenditures. Such

amount approximates 120 days of working capital and shall take the form of cash and short-term investments

- The College will strive to maintain, restricted and unrestricted net position in the amount of \$20 million for working cash in recognition of the potential for delays and/or non-receipt of state funding for recurring programs such as scholarships, credit hour reimbursement, and adult education. This amount would also provide resources in the event of a natural disaster or an operating emergency.

The College may use net surpluses as follows:

- Maintain net position in an amount projected necessary to maintain a strong financial grounding and to provide for operating contingencies that might arise from unforeseen circumstances
- Fund capital-improvement projects
- Reduce (any) outstanding debt, to the extent permitted by underlying debt agreements

Should unrestricted net position of the Operating Funds fall below these targeted financial ratios, the Vice President of Administrative Affairs must present to the Board for approval to adopt a plan to restore this balance. The College will periodically assess the allocation of (any) net surplus or revenues over expenditures and inter-fund transfers between additions to net position and designation for specified purposes such as capital improvements.

## **RISK MANAGEMENT**

The College participates in the Illinois Community College Risk Management Consortium (“the Consortium”) which was established in 1981 by several Chicago area community colleges as a means of reducing the cost of general liability insurance. The Consortium is a public entity risk pool currently operating as a common risk-management and insurance program for the member colleges. The main purpose of the Consortium is to jointly self-insure certain risks up to an agreed-upon retention limit and to obtain excess catastrophic coverage and aggregate stop-loss reinsurance over the selected retention limit.

In July of 2011, the College joined the Community College Health Consortium (CCHC). The current members include the College of DuPage, Moraine Valley Community College, McHenry, Triton, Illinois Valley, and Oakton as of May 2018. These Colleges joined together in an effort to reduce health-insurance costs through reduced administrative costs and stop-loss coverage. Each College is allowed its own individual plan design with individual premiums based on its design and experience. The CCHC covers about 2,800 employees and processes claims and fees in the amount of \$45 million currently. Oakton has about 483 employees covered and has budgeted approximately \$8.5 million for this expenditure in FY2020. HUB International is the CCHC’s broker and consultant and Blue Cross and Blue Shield is the insurance provider and third-party administrator for the CCHC. The CCHC hopes to reduce overall health-insurance costs further through greater economies of scale by adding additional community colleges and increasing the size of the pool.

## **CONTINGENCY FUNDS**

Contingency funds are those expenditures budgeted but not assigned to any direct expenditure category to be used for emergencies or unforeseen expense requirements. A typical reason for accessing these monies might be to cover the cost of additional faculty salaries or laboratory supplies for an instructional discipline in which the enrollment has increased dramatically or for unanticipated repairs to College facilities. A portion of the contingency funds may be utilized to continue operating Adult Education and Literacy programs of the Alliance for Lifelong Learning in the event of State funding cuts.

Contingency funds may not be expensed directly; they are used only by budget transfer to other expenditure categories. This insures that all expenditures are recorded directly in the programs to which they belong and avoids the later problem of having to separate salaries from supplies in order to make accurate budget analyses and financial comparisons. Because budget transfers change the original budgeted amount, budget-to-budget comparisons of contingency funds have no meaning once the budget transfers have been applied.

## **OTHER FINANCIAL INFORMATION**

Management of the College is responsible for establishing and maintaining internal controls designed to protect the assets of the College, prevent loss from theft or misuse and to provide that adequate accounting data are compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles. The internal controls are designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that: (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits requires estimates and judgments by management.

## **FINANCIAL REPORTING**

State statutes require an annual audit of the College's financial operations by independent certified public accountants. The accounting firm of Sikich LLP, Certified Public Accountants, has been selected for this purpose by the College's Board of Trustees. The auditors' report on the most recent financial statements and schedules is unmodified and is included in the financial section of the Comprehensive Annual Financial Report for the year ending June 30, 2018.

Additionally, each college is required to publish a financial statement, in a form prescribed by the Illinois Community College Board, in a newspaper of general circulation in the district prior to November 15 of each year. This statement contains pertinent financial data, including tax rates and extensions, assessed valuation, bonded debt, and summaries of revenues and expenditures supported by tax funds.

As an additional service to the district residents, the College publishes the preliminary budget (this document). It includes financial summaries, comparative analyses, and statistical information relating to the College and its educational and financial operations.

The College also publishes the President's Report to the Community, which contains a summary of the College operations and activities during the past year. It also contains

limited summary financial information. This report most closely corresponds to a corporate annual report with a significant emphasis on financial activities.

Internally the College makes available on-line monthly financial information summaries in a variety of standard and custom formats to assist administrators in managing their programs.

### **EMPLOYEE RELATIONS**

The District has three union affiliations with four bargaining units. The Illinois Education Association - National Education Association (IEA-NEA) represents the full-time faculty with a four-year contract that expires in August 2020. The IEA-NEA also represents the adjunct faculty who teach six credit hours or more with a contract which expires in August 2021. The Illinois Federation of Teachers - American Federation of Teachers (IFT-AFT) represents the classified staff bargaining unit with a contract that expires December 31, 2020. The public safety officers are represented by the Fraternal Order of Police with a contract which expires in June 2020.

### **EDUCATIONAL FOUNDATION**

The Oakton Community College Educational Foundation is a legally separate, private, not-for-profit 501(c)3 organization that is a component unit of the College. The Foundation acts primarily as a fund-raising organization to supplement the resources that are available to the College in support of its programs. The 24-member board of the Foundation is self-perpetuating and consists of friends of the College. Although the College does not control the timing or amount of receipts from the Foundation, the majority of resources and income which the Foundation holds and invests are restricted to the activities of the College by the donors. The restricted resources held by the Foundation can only be used by, or for the benefit of, the College. The Foundation is reported in separate financial statements because of the difference in its reporting model.

The Foundation establishes its own budget and expenditure priorities independent of the College. The College pays for all of the Foundation's operating expenses and provides some services and assistance to the Foundation.

**OAKTON COMMUNITY COLLEGE**  
**Community College District No. 535**

**Functional Areas and Programs**

The college's structural organization reflects that of most community colleges; similar functions and programs are grouped to facilitate coordination and control of activities to further the college's mission. For specific information, refer to the various organization charts.

**Office of the President**                      **FY2020 Budget**      **\$5,245,549**

The President provides leadership, direction, and guidance for all aspects of the college's activities and operations and provides administrative focus for the academic programs, student development, community services, and business services of the college within policies approved by the Board of Trustees. The President implements and emphasizes continuous program evaluation and coordinates strategic planning for the college as a whole. In addition to the Vice Presidents, the Chief Human Resources Officer, the Chief Advancement Officer, and the Assistant Vice President of Institutional Effectiveness and Strategic Planning report directly to the President.

Human Resources manages a comprehensive system of personnel administration, including compensation, benefits, training and development, diversity initiatives and labor relations. The office is a resource for everyone except student employees with respect to personnel-related issues.

The Center for Professional Development provides administrators, faculty, and staff with opportunities to acquire new skills or to improve old ones. The CPD allows employees to broaden their perspectives in both the theoretical and practical developments in their fields.

The Educational Foundation proudly supports the mission and vision of Oakton Community College by raising funds in support of student scholarships, academic programs, teaching excellence, and capital improvements that enhance the quality of education at Oakton.

The Office of College Relations develops and implements marketing strategies – advertising, direct mail, print and electronic publications, public and media relations, special events, and web sites – that seek to inform the community about programs and services and encourage participation in them. The office also produces and distributes a variety of publications and sponsors a number of special and fundraising events each year.

The functions of the Office of Research and Planning include developing, designing, implementing, analyzing, and presenting research relating to instructional and support program evaluations. Research also is responsible for coordinating and managing the academic details of the college's strategic planning process.

**Academic Affairs**                              **FY2020 Budget**      **\$42,217,576**

The Office of the Vice President for Academic Affairs coordinates and implements the functions of instructional administration.

Under the Vice President of Academic Affairs are the offices of the four academic deans, each with responsibility for coordinating the instructional program areas assigned to their respective divisions. Activities include providing administrative support to the faculty and classes; supervising and evaluating faculty performance, training, and professional development; and coordinating, implementing, and reviewing specific classes and disciplines. The academic divisions include Science and Health Careers; Mathematics and Technologies; Languages, Humanities, and the Arts; and Social Sciences and Business.

The Assistant Vice President of Academic Affairs/Dean of the Ray Hartstein Campus provides site supervision of the educational programs at the Skokie campus and oversees the assessment function – assessing student outcomes in both academic achievement and personal development. This function also includes assisting in curriculum development and strategic planning, overseeing staffing, and providing administrative support for faculty at this campus.

The Honors Program provides opportunities for academically talented students to take challenging courses in preparation for transfer to a four-year college or university. With small classes and the enriched curricula, the Honors Program creates a sense of community among the students.

Global Studies helps students understand the complex interrelationships among cultures within the global society. The program establishes a unique foundation for students to pursue varied majors and careers, from liberal arts to social sciences to business.

The Koehline Museum of Art focuses community attention on the visual arts with displays of student artwork as well as exhibitions by professional artists from the Midwest and throughout the country.

The Performing Arts Center, a multi-purpose facility, promotes all aspects of the performing arts, with an emphasis on developing, housing, staffing, and maintaining a variety of events as well as hosting specialized meetings, seminars, and practical workshops.

The Office of Alternative Education offers media-based and internet-based course delivery options that may not require physical attendance during the regular week. Distance and On-Line Learning courses require as much or more work than traditional on-site courses, but offer students the flexibility of studying each week at a schedule, place, and time convenient for them.

The Early Childhood Education Centers provide child care services to college employees and the general public. These model programs at both campuses are an integral part of the early childhood education academic program and foster a developmentally appropriate, play-based curriculum to support children's social, emotional, physical, cognitive, and creative development.

The Office of Grants and Alternative Funding is responsible for coordinating college efforts to apply for, secure, and administer federal, state, and other grants in accordance with college objectives.



the past two years have seen the largest increases in the history of the federal student aid programs. Record numbers of students are seeking access to funds in order to boost their chances of enrolling in college. Oakton's financial aid data mirrors the national trend. In 2014-15 approximately one-third of its students received some type of financial assistance. The college is aware of the fiduciary responsibilities associated with managing federal and state funds. Each year the work of the financial aid office is audited as part of the federal A-133 audit process.

Registrar Services has overall responsibility for scheduling classes, processing class lists and grade sheets, maintaining academic records (grades and transcripts), and conducting graduation audits.

Student Life provides experiences for cultural, social, and intellectual individual growth to augment classroom experiences. This office also develops and coordinates student organizations and special interest groups within the framework of college policies and procedures.

Student Recruitment and Outreach activities include planning, organizing, coordinating, and implementing recruiting efforts in high schools, businesses, and other organizations throughout the college's district.

The Access and Disability Resource Center offices provides support and academic accommodations for students with documented disabilities, including sign language interpreters, adaptive equipment, books on tape, note-taking and reader services, enlarged printed materials, tutoring and academic advising.

Counseling Services guides students to discover the personal characteristics and motivators that influence career decisions. Counselors offer many tools and strategies that help students better understand a student's occupational identity. Health Services assist students with illness and healthy living habits.

Student Success oversees academic advising, career services, TRiO, new student orientation, and retention. Student Success also oversees the Learning Center which helps students become successful college students and independent lifelong learners. The Learning Center also operates the Reading and Writing Lab, Testing Center, and Tutoring functions.

**Administrative Affairs                      FY2020 Budget      \$11,873,900**

The Office of the Vice President of Administrative Affairs manages the business, finance, public safety and facility areas of the college. The Vice President also serves as the Treasurer of the Board of Trustees. Budget and Accounting Services is responsible for receiving and disbursing funds and recording the financial transactions of the college. This office provides financial guidance to the various segments of the college community and prepares the Comprehensive Annual Financial Report. Business Services manages the functional business service activities of the college and includes purchasing, shipping and receiving, printing services, the current cafeteria food service vendor, and the Bookstore.

Central Services, which provides general institutional support to college offices, includes shipping and receiving, central supplies services, and mailroom functions.

The Bookstore provides materials and supplies necessary for learning, making them available to students at minimal cost. The Bookstore also offers ancillary materials to students such as college-related clothing items, magazines, cards, and other sundries.

The Copy Center provides printing services to all areas of the college, as well as printing and production advice and guidance to college personnel.

**Information Technology      FY2020 Budget      \$9,357,768**

The Vice President for Information Technology provides administrative leadership across the college in matters of computing and technology. This includes planning, directing and organizing all hardware, software, network and systems acquisition, installation and support for the academic and administrative units of the college. The VP for IT helps institutional leaders understand the complexities of information resources, service delivery, technologies and the information demands of the community, and recommends institutional policy for information technology. IT is committed to developing a rich and robust computing environment that promotes accessibility and service for students, faculty and staff. In a fiscally responsible manner, IT balances technology needs with other needs of the college in support of Oakton's strategic goals and objectives.

Instructional Media Services maintains, schedules, and distributes equipment, both on and off campus. Another major responsibility is helping faculty and students select, preview, order, and use instructional media materials.

Telecommunications services include monitoring and operating the internal telephone system as well as the switchboard which services calls coming into the college.

**Police Department                                      FY2020 Budget      \$1,286,926**

The Police Department is responsible for the safety and security of visitors, students, faculty, staff and administrators. It employs a comprehensive community-policing approach to our daily activities, routinely patrolling both campuses, on foot and by vehicle. It provides a wide range of services to the campus community, including crime prevention information, strategic safety planning, and training sessions on a variety of security, crime prevention, and safety topics.

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Degrees and Certificates Awarded by the College

### ASSOCIATE DEGREES

#### Associate in Arts

#### Associate in Science

#### Associate of Science in Engineering

#### Associate in Fine Arts - Music

#### Associate in Fine Arts - Art

Courses from the following disciplines can be selected to satisfy the elective education requirements according to each student's interest and intended major at the bachelor's degree level.

Anthropology	General Business/Business Administration	Physical Education
Art	General Science	Physics
Biology	Geography	Political Science
Chemistry	History	Psychology
Computer Science	Humanities	Social Science
Earth Science	Liberal Arts	Sociology
Economics	Mathematics	Speech
Education	Modern Languages	Theater
Engineering	Music	
English	Philosophy	

#### Associate in Applied Science

Accounting Associate	Human Services
Air Conditioning, Heating, and Refrigeration Technology	Law Enforcement
Automotive Technology	Management and Supervision
Computer Applications for Business	Manufacturing Technology
Computer Networking and Systems	Marketing Management
Computer Programmer	Mechanical Design/CAD
Computers and Information Systems	Mechatronics Technology
Early Childhood Education	Medical Laboratory Technology
Electronics and Computer Technology	Network Security Administration
Facilities Energy Systems Technology	Nursing
Facilities Management	Paralegal Studies
Fire Science Technology	Physical Therapist Assistant
Graphic Design	Substance Abuse Counseling
Health Information Technology	

Each degree program has distributive general education and general elective or career curricula requirements which provide the special emphases unique to each program. For the Associate in Arts, Associate in Science, Associate of Science in Engineering, and Associate in Fine Arts, the distributive general education courses and their compliance with Illinois Articulation Initiative models are particularly important. This core of general education courses is designed to provide all students with a common academic experience to equip each individual to live effectively as an educated person in our society.

## GECC Credential

### General Education Core Curriculum (GECC) Credential

The General Education Core Curriculum (GECC) Credential recognizes transfer-bound students who successfully complete the general education core requirements of the Associate of Arts. The curriculum requirements for this credential are met by successfully completing Illinois Articulation Initiative (IAI) courses that transfer to Illinois four-year colleges and universities.

# CERTIFICATES

A+ Computer Diagnostic Specialist  
Accounting Associate  
Accounting Technology  
Administrative Assistant  
Advanced Early Childhood Education  
Advanced Family Child Care Provider  
Advanced Infant Toddler  
Advanced Substance Abuse Counseling  
Advanced Web Site Developer  
Animation and Multimedia  
Applied Business  
Automation and Controls  
Automotive Technology  
Automotive Technology Powertrain  
Basic Early Childhood Education  
Basic Infant Toddler  
Basic Nurse Assistant Training (BNAT)  
Basic Family Child Care Provider  
Basics of Fire Fighting  
Business Security Management  
CAD Interior Design  
Cancer Registry Management  
Cannabis Dispensary and Patient Care Specialist  
Cisco Certified Network Associate (CCNA)  
CNC/CAM Programming  
CNC Operations and Programming Preparation  
Commercial Buildings Energy Systems  
Computer-Aided Design  
Computer Programmer  
Computer Technology  
Computer User  
Creative Software Advanced Specialist  
Creative Software Specialist  
Creative Software User  
Customer Service  
Digital ERP Using SAP  
Early Childhood Education Administration  
Electronics Computer Technician  
Electronics Technology  
Emergency Medical Technician-Basic  
Emergency Medical Technician-Paramedic  
Executive Administrative Professional  
Facilities Energy Systems Technology  
Facilities Management  
Financial Services/Investment Analysis  
Fire Science Technology  
General Design  
General Office  
General Programmer  
Global Business  
Global Business Technical  
Home/Office Technology Integrator  
Horticultural Therapy  
Human Resource Specialist  
Human Services  
Income Tax Preparation  
Industrial Design Engineering  
Internet and Computer Core (IC3)  
Law Enforcement  
Leadership Excellence  
Linux  
Management of Information Systems (MIS)  
Manufacturing Technology  
Marketing Communications  
Marketing Management  
Mechanical Design/CAD  
Mechatronics Supply Chain Technician  
Mechatronics Technology  
Medical Assistant  
Medical Coding and Billing  
Microsoft Office Advanced Specialist  
Microsoft Office Specialist  
Microsoft Office User  
Microsoft Project Management Preparation  
Nanotechnology  
Network Security  
Network Security Administrator  
Office Assistant  
Operational Software Specialist  
Oracle Database Administrator (DBA)  
Organization Management  
Paralegal Studies  
Perioperative Nursing  
PC Support Specialist  
Person-Centered Elder Support  
Pharmacy Technician  
Phlebotomy  
Photography  
Preparatory Substance Abuse Counseling  
Presentation Software Specialist  
Private Security  
Professional Accounting - CPA Preparation  
Reporting System Software Specialist  
Residential Comfort Control  
Residential Comfort Systems Installer  
Revit – Building Information Modeling (BIM) Certificate  
SolidWorks  
Stationary Engineer License Preparation  
Technical Communication  
Web Graphic Page Design  
Web Site Developer  
Web Site Support and Maintenance  
Windows Desktop Support Technician  
Windows Server Administration  
Windows Support Technician

**Adoption of Resolution Setting Forth Tax Levies for 2018**

This Resolution sets forth the levy recommended at the October 16, 2018 Board meeting and represents a 4.5% increase over the extended 2017 tax levy.

**President's Recommendation:**

That the Board adopt the following resolution:

"Be it resolved by the Board of Trustees of Community College District 535, County of Cook and State of Illinois, as follows:

SECTION 1: That the following sums be and hereby are levied as taxes for the year 2018 (to be collected in 2019) for the purposes set forth below, on the equalized assessed value of the taxable property of Community College District No. 535: the sum of Forty Three Million Four Hundred Eighty Seven Thousand Fifty Nine Dollars (\$43,487,059) as a tax for Educational purposes; and the sum of Eight Million Dollars (\$8,000,000) as a tax for Operations and Maintenance purposes; and the sum of One Hundred Dollars (\$100) as a special tax for Local Governmental and Governmental Employees Tort Immunity Act purposes; and the sum of One Hundred Dollars (\$100) as a special tax for Social Security and Medicare purposes; and the sum of One Hundred Thousand Dollars (\$100,000) as a special tax for Financial Audit purposes.

SECTION 2: That the Secretary of the Board of Trustees of Community College District 535, County of Cook and State of Illinois, is hereby authorized and directed to file a Certificate of Tax Levy in substantially the form that is attached hereto with the County Clerk of Cook County, Illinois, before the last Tuesday of December 2018.

SECTION 3: That this resolution shall be in full force and effect from and after its passage, approval and filing, as provided by law.

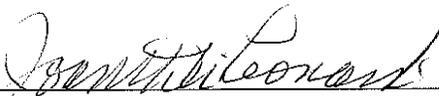
SECTION 4: That the Chairman is authorized to execute the attached Certificate of Compliance with the Truth in Taxation Law."

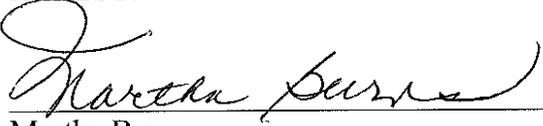
Adopted this 13<sup>th</sup> day of November, 2018

AYES: Mr. William Stafford  
Dr. Joan DiLeonardi  
Mr. Benjamin Salzberg  
Mr. Paul Kotowski  
Ms. Martha Burns  
Mr. Jack Timperley (Student Trustee - Advisory Vote)

NAYS: Mr. Kyle Frank

ABSENT: Ms. Ann E. Tennes

  
Joan W. DiLeonardi  
Chair, Board of Trustees  
Community College District 535  
County of Cook, State of Illinois

ATTEST:  
  
Martha Burns  
Secretary, Board of Trustees  
Community College District 535  
County of Cook, State of Illinois

CERTIFICATE OF TAX LEVY

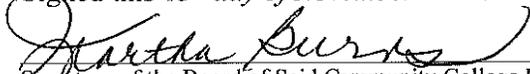
Community College District Number **535**, County of Cook and State of Illinois  
Community College District Name: **OAKTON COMMUNITY COLLEGE**

We hereby certify that we require:

- the sum of \$ 43,487,059.00 to be levied as a tax for educational purposes (110 ILCS 805/3-1), and
- the sum of \$ 8,000,000.00 to be levied as a tax for operations and maintenance purposes (110 ILCS 805/3-1), and
- the sum of \$ 100.00 to be levied as a special tax for purposes of the Local Governmental and Governmental Employees Tort Immunity Act (745 ILCS 10/9-107), and
- the sum of \$100.00 to be levied as a special tax for Social Security and Medicare insurance purposes (40 ILCS 5/21-110 and 5/21-110.1), and
- the sum of \$ 100,000.00 to be levied as a special tax for financial audit purposes (50 ILCS 310/9),

on the equalized assessed value of the taxable property of Community College District 535 for the year 2018.

Signed this 13<sup>th</sup> day of November 2018.

  
Secretary of the Board of Said Community College District

  
Chair of the Board of Said Community College District

When any community college district is authorized to issue bonds, the community college board shall file in the office of the county clerk in which any part of the community college district is situated a certified copy of the resolution providing for their issuance and levying a tax to pay them. The county clerk shall each year during the life of a bond issue extend the tax for bonds and interest set forth in the certified copy of the resolution. Therefore, to avoid a possible duplication of tax levies, the community college board should not include in its annual tax levy a levy for bonds and interest.

Number of bond issues of said community college which have not been paid in full: *Three (3)*.

This certificate of tax levy shall be filed with the county clerk of each county in which any part of the community college district is located on or before the last Tuesday in December.

**(DETACH AND RETURN TO COMMUNITY COLLEGE DISTRICT)**

This is to certify that the Certificate of Tax Levy for Community College District Number 535, County of Cook and State of Illinois, on the equalized assessed value of all taxable property of said community college district for the year 2018 was filed in the office of the County Clerk of this county on \_\_\_\_\_, 2018.

In addition to an extension of taxes authorized by levies made by the board of said community college district, an additional extension will be made, as authorized by resolutions on file in this office, to provide funds to retire bonds and pay interest thereon. The total amount, as approved in the original resolution, for said purpose for the year 2018 is \$3,634,404.

\_\_\_\_\_ County Clerk  
 \_\_\_\_\_ County

\_\_\_\_\_ Date

STATE OF ILLINOIS    )  
                                  )SS  
COUNTY OF COOK     )

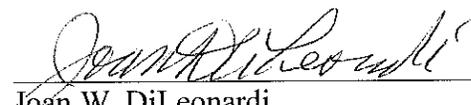
CERTIFICATE OF COMPLIANCE  
WITH THE  
TRUTH IN TAXATION LAW

I, the undersigned, do hereby certify that I am Chair of the Board of Trustees of Oakton Community College District Number 535, County of Cook and State of Illinois; and

I do further certify that the Board of Trustees of said district adopted an "Approval of Estimate of Levy for 2018" at a regularly convened meeting held on the 16th day of October, 2018, said date being at least 20 days preceding the adoption of the aggregate tax levy of the district; and

I do further certify that the estimated amount of taxes necessary to be levied for the year 2018, and the aggregate levy of the district for 2018 as adopted, did not exceed 105% of the amount of taxes extended or estimated to be extended, exclusive of election costs and bond and interest costs, and including any amount abated prior to such extension, upon the levy of the district for 2017, such that the provisions of sections 18-65 through 18-85 of the *Truth in Taxation Law* were not applicable to the adoption of said 2018 aggregate levy.

DATED this 13<sup>th</sup> day of November 2018.

  
\_\_\_\_\_  
Joan W. DiLeonardi  
Chair, Board of Trustees  
Community College District 535  
County of Cook and State of Illinois

**RESOLUTION OF THE BOARD OF TRUSTEES OF  
COMMUNITY COLLEGE DISTRICT 535, COUNTY OF COOK  
AND STATE OF ILLINOIS, ADOPTING THE BUDGET FOR THE  
FISCAL YEAR BEGINNING JULY 1, 2019 AND ENDING JUNE 30, 2020**

WHEREAS, on May 24, 2019, the College administration and the Treasurer of the BOARD made such tentative budget as prepared by them conveniently available to the public for inspection for at least thirty days prior to final action thereon; and

WHEREAS, on June 25, 2019, a public hearing was held by the BOARD as to such tentative budget, notice of said hearing having been given at least thirty days prior thereto by publication in a newspaper published in the District, and all other legal requirements having been complied with;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF COMMUNITY COLLEGE DISTRICT 535, COUNTY OF COOK AND STATE OF ILLINOIS AS FOLLOWS:

That the final budget in the form attached hereto which contains an estimate of the amounts available in each fund, separately, and of expenditures from each, and which the BOARD deems necessary to defray all necessary expenses and liabilities of such District for the fiscal year, be and the same hereby is adopted as the budget of this District for the fiscal year beginning July 1, 2019, and ending June 30, 2020.

ADOPTED this 25th day of June 2019

AYES      William Stafford  
  
Martha Burns  
  
Gail Bush  
  
Paul Kotowski  
  
Benjamin Salzberg  
  
Marie Lynn Toussaint  
  
Wendy Yanow

NAYS      \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

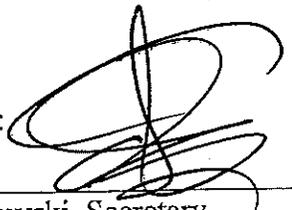
Adisa Ozegovic - Student Trustee, Advisory Vote

ABSENT \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



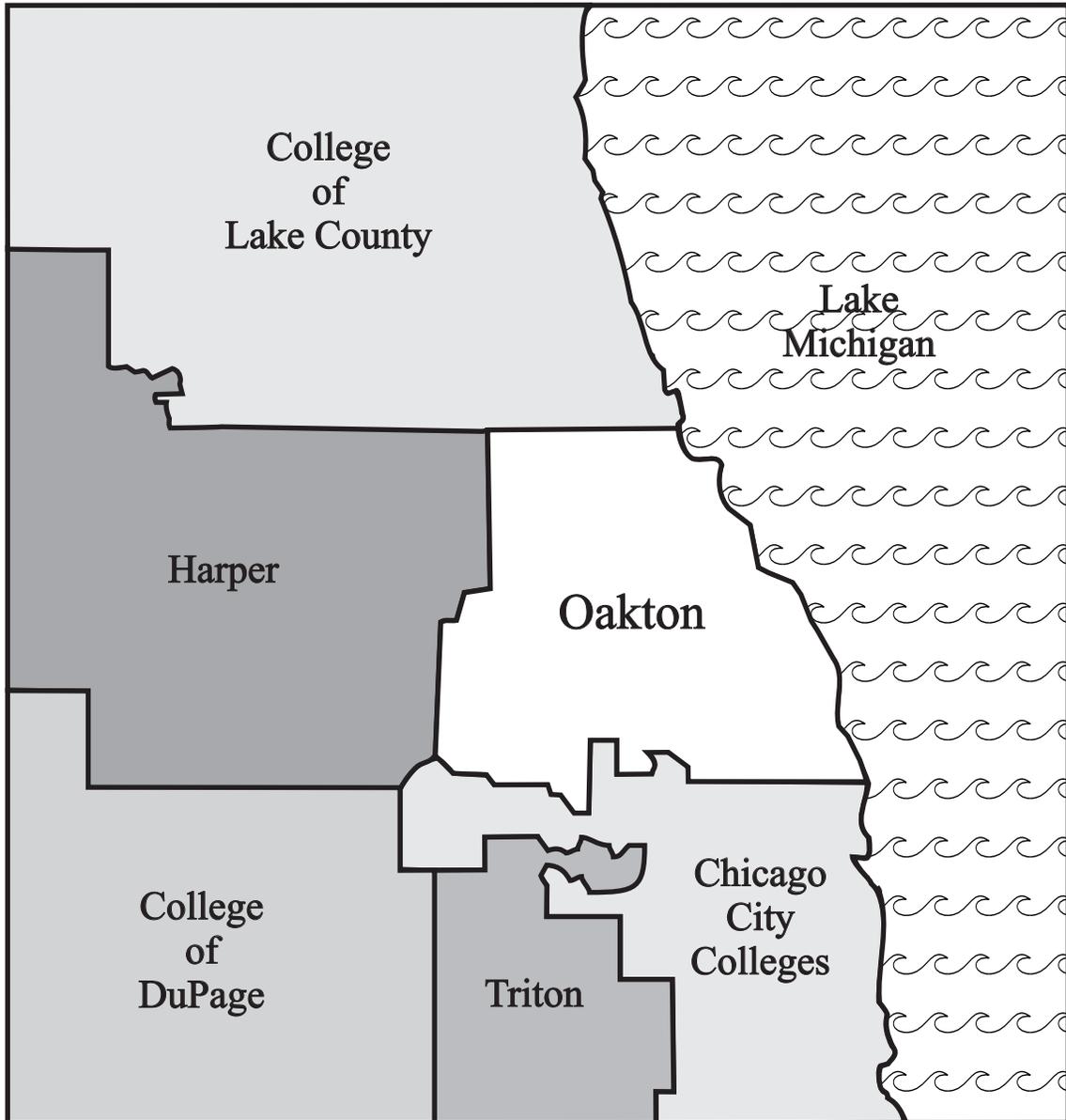
Benjamin Salzberg, Chair  
Board of Trustees  
Community College District 535

ATTEST:



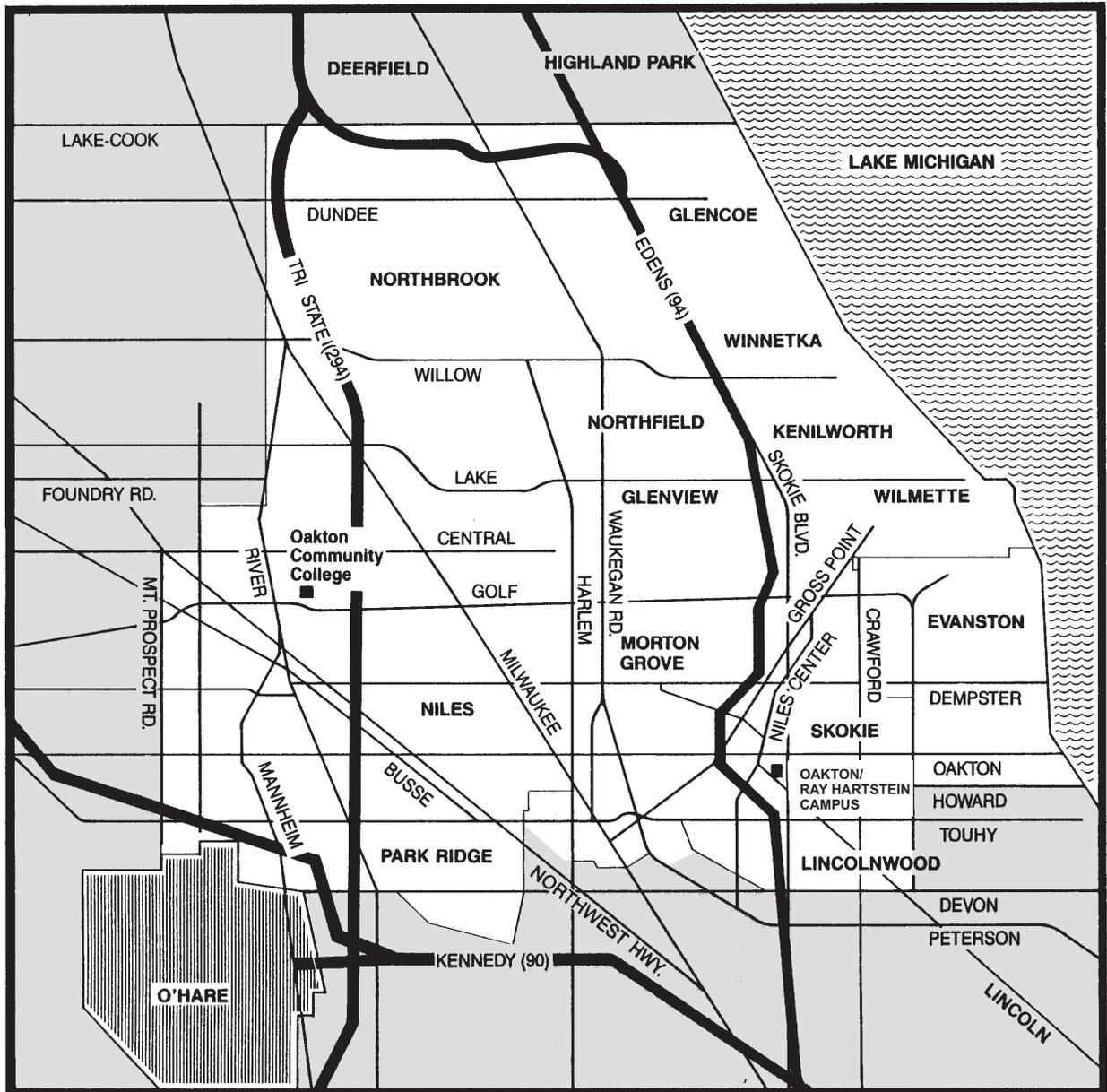
Paul Kotowski, Secretary  
Board of Trustees  
Community College District 535





**NEIGHBORING COMMUNITY COLLEGE DISTRICTS**

# District 535 and Surrounding Area



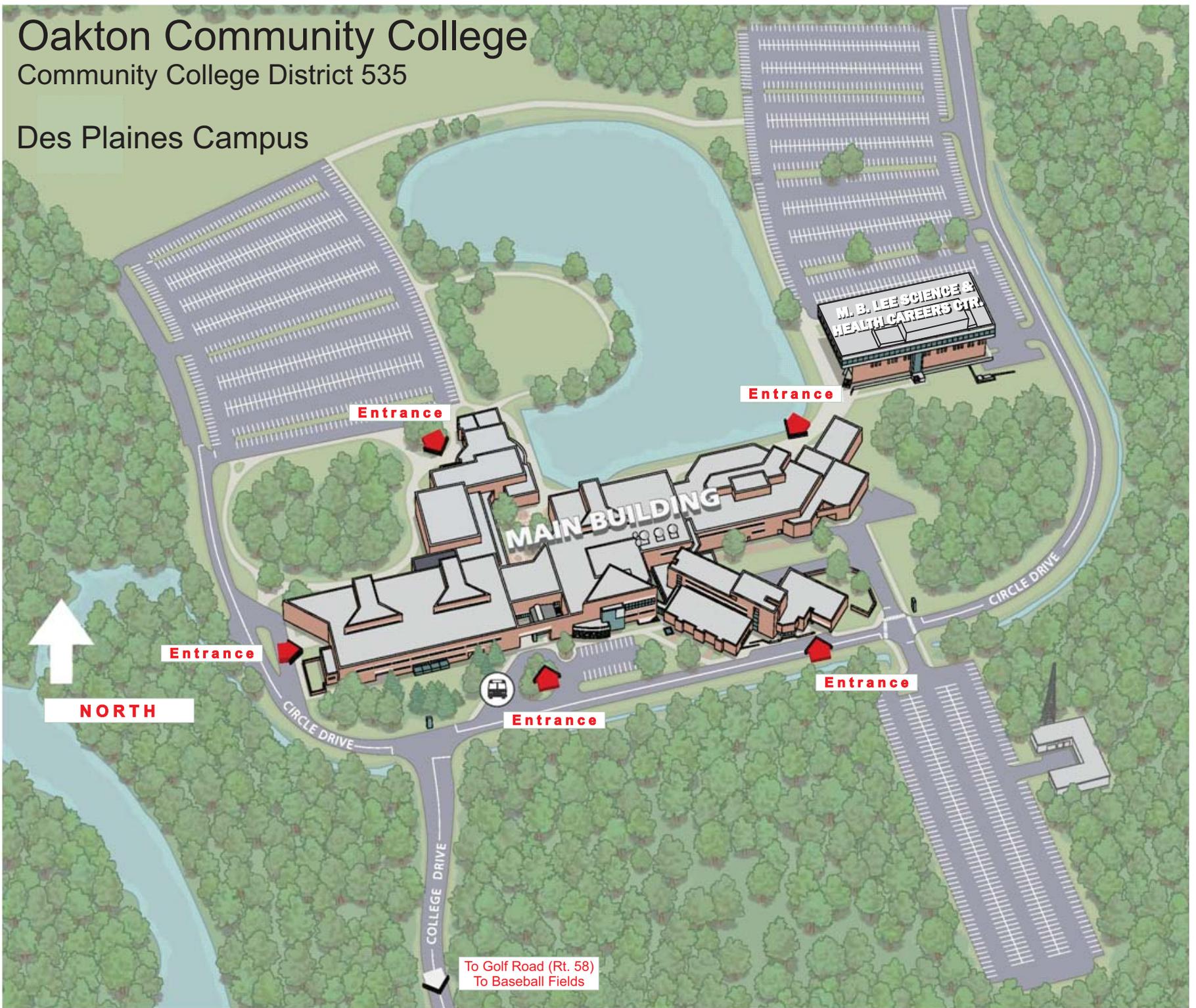
Oakton College District 535 includes all of Evanston, Maine, Niles, Northfield, and New Trier Townships, and a small section of Wheeling, Norwood and Lyden Township.

# Oakton Community College

Community College District 535

## Des Plaines Campus

152



**NORTH**

**Entrance**

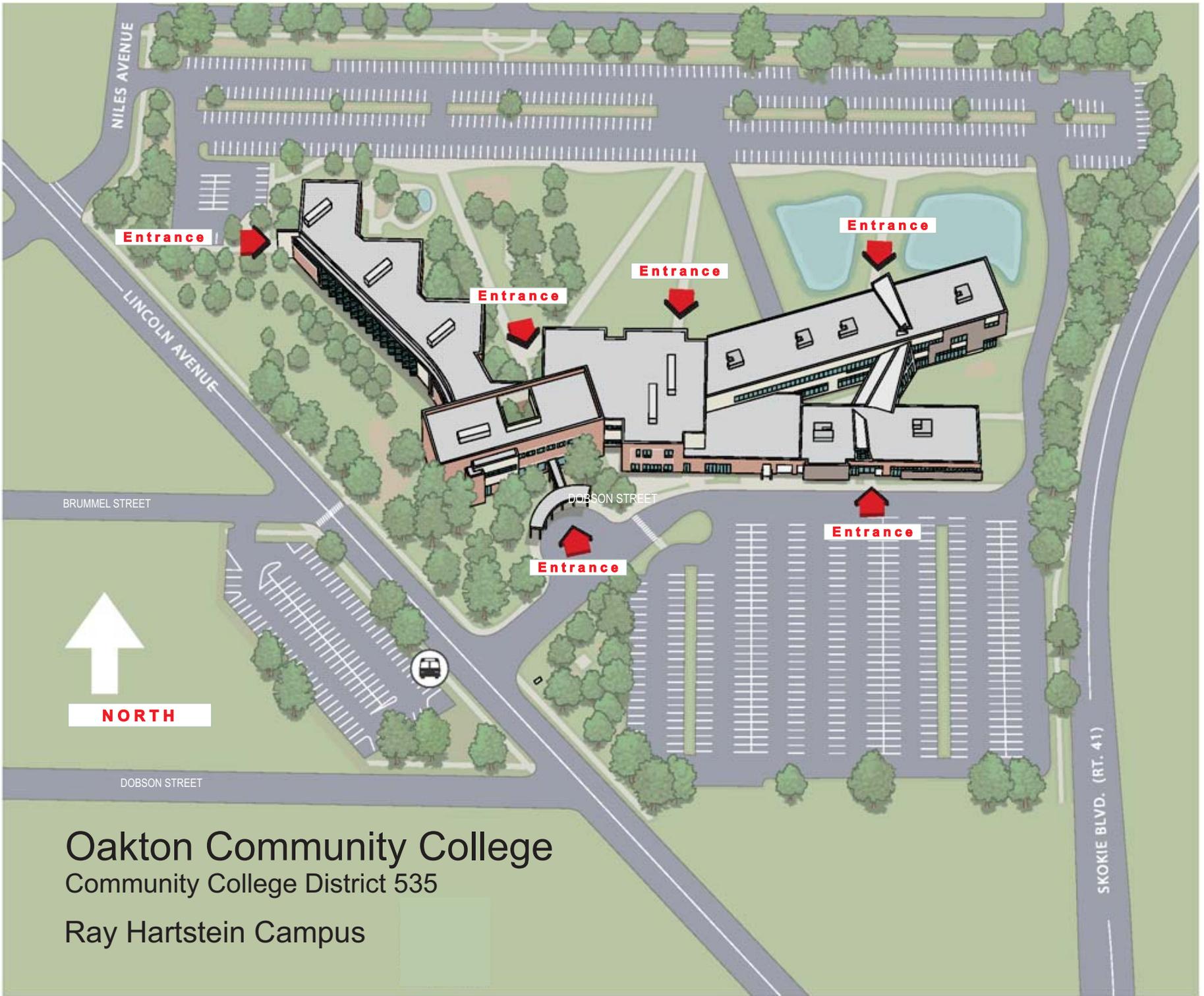
**Entrance**

**Entrance**

**Entrance**

**Entrance**

To Golf Road (Rt. 58)  
To Baseball Fields



**Oakton Community College**  
Community College District 535  
Ray Hartstein Campus

**OAKTON COMMUNITY COLLEGE**  
Community College District No. 535

**GLOSSARY**

NOTE: Terms which relate to FUND, OBJECT, PROGRAM, and REVENUES have been grouped under those general headings within the glossary in order to emphasize those relationships and financial groupings. All entries are listed alphabetically except for ACRONYMS, which, for convenience, are listed at the end of the glossary section.

**ACADEMIC PROGRAMS** (See PROGRAMS)

**ACADEMIC SUPPORT** (See PROGRAMS)

**ACADEMIC TERM** An academic term is any period of time in which course work is offered by the institution and for which students seek enrollment. The term may include a regular session or a special session or both. The college uses the semester system, which consists of the summer, fall and spring semesters. ALLiance uses a four period system consisting of summer, fall, winter, and spring semesters. In both cases, although the summer term begins at the end of one fiscal year, it is budgeted for and accounted for as if it occurred wholly in the following fiscal year.

**ACCOUNT NUMBER** An account number is a defined code for recording and summarizing financial transactions.

**ACCOUNTING PERIOD** The accounting period is a period at the end of which and for which financial statements are prepared. (See FISCAL YEAR)

**ACCRUAL BASIS** Accrual basis accounting is an accounting system that records revenues when earned, but not necessarily received, and expenditures when a liability is created, regardless of the accounting period in which cash payment is actually made. An encumbrance system may be used in conjunction with an accrual basis accounting system.

**ACCRUED EXPENSES** Expenses which have been incurred and have not been paid as of a given date are accrued expenses.

**ACCRUED INTEREST** Interest earned between interest dates but not yet paid is accrued interest.

**ACCRUED LIABILITIES** Amounts owed but not yet paid are accrued liabilities.

**ACCRUED REVENUE** Accrued revenue is revenue earned and not yet collected regardless of whether due or not.

**APPROPRIATION** An appropriation is an authorization that enables the college to make expenditures and incur obligations for a specific purpose.

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

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

**BALANCED BUDGET** Oakton defines a balanced budget as one in which budgeted revenues are equal to or greater than the sum of budgeted expenditures and fund transfers.

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

**BONDED DEBT** Bonded debt is the part of the college debt which is covered by outstanding bonds.

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

**CASH** (See REVENUES)

**CAPITAL EQUIPMENT** (CAPITAL EXPENDITURES) (See OBJECT)

**CONFERENCE AND MEETING EXPENSES** (See OBJECT)

**CONTINGENCY** (See OBJECT)

**CONTRACTUAL SERVICES** (See OBJECT)

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

**COST BENEFIT** Cost benefit analyses are those studies which provide the means for comparing the resources to be allocated to a specific program with the results likely to be obtained from it, or the analyses which provide the means for comparing the results likely to be obtained from the allocation of certain resources toward the achievement of alternate or competing goals.

**COURSE** A course is defined as an educational unit within the instructional programs dealing with a particular subject and consisting of instructional periods and one or more instructional delivery systems. Courses are generally classified by the discipline they belong to and the level of instruction. For example, EGL 101 would be a first level (year) English course and MAT 250 would be a second level (year) mathematics course.

**COURSE CREDIT** The number of credits that will be earned by the student for successful completion of a course is the course credit. It is generally measured in credit hours and will vary from institution to institution depending upon the type of academic term system used.

**CREDIT HOUR GRANT** Credit hour grants are received for courses for each semester credit hour or equivalent for students who were certified as being in attendance at midterm of the semester during the fiscal year and who meet other criteria. There are no special restrictions on the use of these funds.

**CURRENT ASSETS** Cash or anything that can be readily converted into cash is considered to be in the category of current assets.

**CURRENT EXPENSES** Any expenditures except for capital outlay and debt service are considered current expenses and include total charges incurred, whether paid or unpaid. Capital equipment expenditures assigned to programs, such as the purchase of instructional equipment, computers, or copiers, are considered to be part of current expenses.

**CURRENT FUNDS** Current funds account for those moneys received during the current fiscal year from revenue which can be used to pay obligations currently due and surpluses reappropriated for the current fiscal year.

**CURRENT LIABILITIES** Debts which are payable within a relatively short period of time, usually no longer than a year, are classed as current liabilities.

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

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

**DEFICIT** A deficit is a shortfall of revenues under expenditures and transfers.

**DEPRECIATION** In accounting, the process of deducting some portion of the acquisition cost of property over time, as an expense, to reflect the fact that the property is becoming less valuable and will eventually require replacement. Depreciation is also recorded in the college's Investment in Plant Fund. This is not a budgeted fund.

**DIRECT COSTS** Direct costs are those elements of cost which can be easily, obviously, and conveniently identified with specific programs or activities, as distinguished from those costs incurred for several different activities or programs and whose elements are not readily identified with specific activities. An example of direct costs would be the faculty salaries paid from the Biology account to those faculty who teach biology courses. (See also **INDIRECT COSTS**.)

**DISBURSEMENTS** These are the actual payment of cash by the college. (See also **CASH**.)

**EMPLOYEE BENEFITS** (See **OBJECT**)

**ENCUMBRANCES** Encumbrances are actual or anticipated liabilities provided for by an appropriation which is recognized when a contract, purchase order, or salary commitment is made. It reduces the appropriation to avoid expenditure of funds needed to pay anticipated liabilities or expenditures. For example, if a purchase order for \$100.00 is written and chargeable against a supply account, the available balance in that account is reduced by \$100.00 even though the supplies might not have been received and no payment made from the account.

**EXPENDITURES** Expenditures are decreases in net financial resources. Expenditures include current operating expenses, debt service, capital outlay, and any other liability which has been paid.

**FACILITIES REVENUE** (See **REVENUES**)

**FEDERAL GOVERNMENT SOURCES** (See **REVENUES**)

**FINANCIAL STATEMENT** A financial statement is a formal summary of accounting records setting forth the District's financial condition.

**FISCAL YEAR** The fiscal year is the period over which the college budgets its spending. It consists of a period of twelve months, not necessarily concurrent with the calendar year, with reference to which appropriations are made and expenditures are authorized and at the end of which accounts are made up and the books are balanced. The college's fiscal year is the period July 1 to June 30 of the following calendar year inclusive.

**FIXED ASSETS** Fixed assets are those assets essential to continuance of proper operation of the college. They include land, buildings, machinery, furniture, and other equipment which the college intends to hold or continue to use over a long period of time.

**FIXED CHARGES** (See OBJECT)

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

**GENERAL ADMINISTRATION** (See PROGRAM)

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

**INDIRECT COSTS** Indirect costs are those elements of cost necessary in the provision of a service which are of such nature that they cannot be readily or accurately identified with the specific service. (See also DIRECT COSTS)

**INSTRUCTIONAL ADMINISTRATION** (See PROGRAM)

**INSTITUTIONAL SUPPORT** (See PROGRAM)

**INSTRUCTION** Instruction includes those activities which deal directly with teaching or aid in the teaching process. Instruction costs include not only salaries and benefits for instructional personnel but also the personnel, materials, equipment, and other costs which are necessary to plan, implement, and manage the instructional program.

**INTERFUND TRANSFERS** Interfund transactions are for transfer of monies between funds. Monies may not be transferred between funds except by the same procedure as that used to approve the budget, including public notification, publication, inspection, and comment. Interfund transfers are usually part of the overall budget plan and are built into the budget at the time of its approval by the Board of Trustees.

**INTERNAL CONTROL** The purpose of internal control is to safeguard the use of public funds and to protect the public trust on behalf of the college. Internal controls are those activities and organizational preparations designed to insure effective accounting control over assets, liabilities, revenues, expenditures and any other activities associated with the finance and accounting actions of the college. Some of the precautions instituted by internal control are insuring that no single individual can perform a complete cycle of financial operations and that procedures of the finance and accounting system are specific and monitored. Internal control also requires designated levels of authorization for all actions under the system.

**INVESTMENT REVENUE** (See REVENUES)

**INVESTMENTS** Investments are securities or other properties in which money is held, either temporarily or permanently, in expectation of obtaining revenues. Legal investments for community college funds are governed by state statute, which allow current operating funds, special funds, interest and sinking funds, and other funds belonging to or in the custody of the college, including restricted and non-restricted funds, to be invested. Bonds, treasury bills, certificates of deposit, and short-term discount

obligations issued by the Federal National Mortgage Association are some of the types of investments which are permitted by law.

**LOCAL GOVERNMENT SOURCES** (See REVENUES)

**MODIFIED ACCRUAL BASIS ACCOUNTING** Modified accrual basis accounting is any accounting system that records revenue when susceptible to accrual both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay the liabilities of the current period. Expenditures other than interest on long-term debts generally are recognized when the related fund liability is incurred. An encumbrance system may be used with a modified accrual basis accounting system.

**NET EXPENDITURE** A net expenditure is the actual cost incurred by the college for some service or object after the deduction of any discounts, rebates, reimbursements, or revenue produced by the service or activity.

**NET POSITION** The net position is the balance of a fund after all liabilities have been deducted from the assets of the fund.

**NET REVENUE** Net revenue is defined as the balance remaining after deducting from the gross revenue for a given period all expenditures during the same period.

**NON GOVERNMENTAL GIFTS, GRANTS, AND BEQUESTS** (See REVENUES)

**OBJECT** The term object applies to expenditure classifications and designates materials or services purchased. Expenditures are grouped by major objects, such as salaries, supplies, or capital outlay, and are further divided as needed for cost accounting and control purposes. The term function may also be used to refer to object classifications.

**CAPITAL EQUIPMENT (CAPITAL EXPENDITURES)** Also termed capital outlay, the capital equipment object group includes site acquisition and improvement, office equipment, instructional equipment, and service equipment. Generally expenditures in this category cost more than \$10,000 and would not normally be purchased from general materials and supplies. Vehicles, computer servers and related equipment, laboratory equipment, campus remodeling, and new construction would represent typical costs in this category.

**CONFERENCE AND MEETING EXPENSES** The category of conference and meeting expenses includes expenses associated with conference registration and fees, costs for hosting or attending meetings, and related travel costs, whether local or otherwise.

**CONTINGENCY** Contingency funds are those appropriations set aside for emergencies or unforeseen expenditures. Contingency funds are used only by budget transfers and may not be expensed directly. A small amount of the capital equipment authorization is set aside for emergency use (i.e., to replace lost or stolen equipment) and may be used directly without budget transfer.

**CONTRACTUAL SERVICES** Contractual service costs are those monies paid for services rendered by firms and individuals under contract who are not employees of the college. (See also SALARIES.)

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

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

**GENERAL MATERIALS AND SUPPLIES**            The general materials and supplies category includes the cost of materials and supplies necessary for the conduct of the college's business. Business forms, envelopes, postage costs, printing costs, and handouts to students typically fall into this category. (See also **CAPITAL EQUIPMENT**.)

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

**SALARIES**            Salaries are monies paid to employees of the college for personal services rendered to the college. Full time, part-time, and temporary employees, whether administrators, faculty, or staff, are paid wages or salaries established by contract with the Board of Trustees. (See also **CONTRACTUAL SERVICES**.)

**UTILITIES**            The utilities object account covers all utility costs necessary to operate the physical plant and other on-going services, including gas, water, sewage, telephone, and refuse disposal.

**ORGANIZED RESEARCH**            (See **PROGRAM**)

**OPERATING FUNDS**            Operating Funds refers to the combination of the Education Fund and the Operations and Maintenance Fund (Funds 01 and 02).

**OPERATION AND MAINTENANCE OF PLANT**    (See **PROGRAM**)

**OTHER EXPENDITURES**            (See **OBJECT**)

**OTHER REVENUES**            (See **REVENUES**)

## **PROGRAM**

A program is defined as a level in the program classification structure hierarchy representing the collection of program elements serving a common set of objectives that reflect the major institutional missions and related support objectives. The program classification structure, established by the ICCB, is a means of identifying and organizing the activities of the college in a program-oriented manner. Examples of programs are biology, nursing, and academic support.

### **ACADEMIC PROGRAMS**

The academic programs include all of the instructional programs of the college. Some programs contain only a single discipline, such as mathematics or biology. Some programs contain multiple disciplines, such as modern languages, which includes all of the language disciplines (i.e., Spanish, French, and German).

### **ACADEMIC SUPPORT**

Academic support includes those programs which directly support the instruction process and academic programs, including tutoring and instructional assistance. These programs include library operations, instructional support services, television production services, audiovisual services, and instructional technology administration. This last program provides instructional technology support to the academic programs of the college, including maintenance of the academic computer network and operation of the computer labs. Instructional technology operation and equipment costs are allocated on a pro rata basis to the academic programs which use the academic computer services. This consolidated effort provides considerable economy of effort, expertise, and resources.

### **GENERAL ADMINISTRATION**

General administration includes those activities devoted to the general regulation, direction, and day-to-day operation of the college. The Office of the President, college advancement, business administration/Treasurer, accounting services, business services, human resources, and community relations are included in general administration. Typical services provided include purchasing for the entire college, printing services, shipping and receiving services, and financial services. The annual audit and the annual budget are produced by offices of general administration.

### **INSTITUTIONAL SUPPORT**

Also called general institutional, this category includes those costs and activities not readily assignable to another category or which apply to the college on an institution-wide basis. The Board of Trustees' costs, institutional membership and accreditation costs, commencement, and certain institutional expenses, such as bank service charges and some benefit costs are assigned to this category.

### **INSTRUCTIONAL ADMINISTRATION**

Instructional administration has overall responsibility for establishing, conducting, and evaluating the entire instructional program at the college. This includes coordinating the recruiting, supervising, and maintaining the quality of the teaching faculty.

### **OPERATION AND MAINTENANCE OF PLANT**

Operation and maintenance of plant includes those activities necessary for the proper and safe operation of the physical plant of the college, including buildings, grounds, and roadways. Public safety, transportation, maintenance services, and housekeeping are part of operation and maintenance of plant.

### **ORGANIZED RESEARCH**

Organized research includes separately budgeted research projects other than institutional research (which is included under instructional administration). The college does not engage in independent research projects.

### **PUBLIC SERVICE**

Public service includes services provided to the general college community and residents by making college facilities and expertise available to the public outside of the academic realm. It includes college-sponsored seminars, workshops, forums, lecture series, cultural events and exhibits, and other non-academic services to the residents of the District.

### **STUDENT SERVICES**

Student services include those activities which provide direct support services to students other than academic support services. These activities include registration and

records, financial aid, counseling, placement testing, career placement assistance, health services, and student activities.

**PROPERTY TAXES** In general, property taxes are those taxes levied on real property for the purpose of providing service for the public good. In the case of the college, property taxes are levied on the real property of the District for the purpose of fulfilling the goal of educational service to the District as specified by the college's mission statement. Legal authorities for the various property taxes which the college has levied in the district are as follows:

Education	ILCS Ch 110, Act 805, Sec 3-1
Operations & Maintenance	ILCS Ch 110, Act 805, Sec 3-1
Bond & Interest	ILCS Ch 110, Act 805, Sec 3-33.2
Audit	ILCS Ch 50, Act 310, Sec 9
Liability, Settlement, Protection	ILCS Ch 745, Act 10, Sec 9-107
Social Security / Medicare	ILCS Ch 40, Act 5, Sec 21-110 and Sec 21-110.1
Life Safety	ILCS Ch 110, Act 805, Sec 3-20.3.01

**PUBLIC SERVICE** (See PROGRAM)

**REIMBURSABLE CREDIT HOUR** A reimbursable credit hour is an ICCB-certified instructional credit hour used as the basis for distributing selected ICCB grants.

**RETIREEES HEALTH INSURANCE GRANT** The state retirees' health insurance grant is provided to fund part of the health insurance costs for certain qualifying college retirees.

**REVENUES** Revenues are additions to assets which do not increase any liability, do not represent the recovery of an expenditure, or do not represent the cancellation of certain liabilities without a corresponding increase in other liabilities or a decrease in assets. Revenues are classified by the source of the funds, which roughly corresponds to the object classification for expenditures. It can also serve as a program classification as well.

**CASH** The cash source category includes currency, coin, checks, money orders, and bank drafts on hand or deposit with the official or agent designated as custodian of cash or in demand deposit accounts. Petty cash funds, change funds, and other imprest cash funds are recorded in the cash object.

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

**FEDERAL GOVERNMENT SOURCES** The category of federal government revenue sources includes all revenues which originate with federal agencies and are paid directly to the college or administered by pass-through agencies for the federal government. Department of Education grants and certain vocational education grants are recorded in this category.

**INVESTMENT REVENUE** The investment revenue source category records revenues from investments.

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

**NON-GOVERNMENTAL GIFTS, GRANTS, AND BEQUESTS** The category of non-governmental gifts, grants, and bequests records revenues from private persons, firms, foundations, or other non-governmental entities in the form of restricted or unrestricted gifts, bequests, or grants for specific projects.

**OTHER REVENUES** Other revenues are those which do not fall into an established specific revenue source category. Typical examples would include parking and library fines, commissions, and sales of surplus property.

**SALES AND SERVICE FEES** The sales and service fees source category includes all student fees and charges for other than education and general purposes. Examples would be bookstore sales, student organization fees, and admissions charges to athletic events.

**STATE GOVERNMENT SOURCES** State government revenues accrue from all state governmental agencies. Typical examples include credit hour grants, ICCB grants, ISBE grants, and the Department of Veterans Affairs.

**STUDENT TUITION AND FEES** The student tuition and fees category includes all student tuition and student fees assessed against students for educational and general purposes. Tuition is the amount per credit hour times the number of credit hours charged a student for taking a course at the college. Fees include laboratory fees, application fees, transcript fees, and similar charges not covered by tuition. Student tuition and fees may not exceed one-third the per capita cost as defined in the chargeback reimbursement calculation.

**SALARIES** (See OBJECT)

**SALES AND SERVICE FEES** (See REVENUES)

**STATE GOVERNMENT SOURCES** (See REVENUES)

**STUDENT CHARGEBACK** The student chargeback is the fee paid for a student of one community college district attending a community college in another district to pursue a curriculum not offered in the college of her/his home district. The home community college pays the college which the student attends a chargeback at the rate established in the chargeback calculations for each college.

**STUDENT SERVICES** (See PROGRAM)

**STUDENT TUITION AND FEES** (See REVENUES)

**SURPLUS** A surplus is an excess of revenues over expenditures and transfers.

**TAX ANTICIPATION WARRANTS** Tax anticipation warrants are issued by the governmental body in anticipation of collection of taxes, usually can be retired only from tax collections and frequently only from the tax collections anticipated with issuance. The proceeds of tax anticipation notes or warrants are treated as current loans if they are paid back from the tax collections anticipated with the issuance of the notes.

**UTILITIES** (See OBJECT)

## ACRONYMS

ABE	Adult Basic Education
ASE	Adult Secondary Education
FASB	Financial Accounting Standards Board
FTE	Full-time Equivalent
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association
IBHE	Illinois Board of Higher Education
ICCB	Illinois Community College Board
IMET	Illinois Metropolitan Investment Fund
IPTIP	Illinois Public Treasurers Investment Pool
ISBE	Illinois State Board of Education
NACUBO	National Association of College and University Business Officers
NCGA	National Council on Governmental Accounting
OCC	Oakton Community College, Community College District No. 535

