



# Adopted Budget 2022-23



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

# Annual Budget

for the

Fiscal Year Ended June 30, 2023

Board of Trustees

Community College District No.

535 County of Cook

1600 East Golf Road, Des Plaines, Illinois

[www.oakton.edu](http://www.oakton.edu)  
60016



**The Government Finance Officers Association  
of the United States and Canada (GFOA)**

Presented a

***Distinguished  
Budget Presentation  
Award***

to

**Oakton Community College, Illinois**

for its Annual Budget  
for the fiscal year beginning July 1, 2021

In order to receive this award,  
a governmental unit must publish  
a budget document that meets program criteria  
as a policy document,  
as a financial plan,  
as an operations guide,  
and as a communications device.

This award is valid for a period of one year only.

We believe our current budget  
continues to conform to program requirements,  
and we are submitting it to GFOA  
to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
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PRESENTED TO

**Oakton Community College  
Illinois**

For the Fiscal Year Beginning

**July 01, 2021**

*Christopher P. Morrill*

**Executive Director**

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Annual Budget Fiscal Year 2023

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# 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.



**THE PEOPLE  
OF  
COMMUNITY COLLEGE DISTRICT 535**

**BOARD  
OF  
TRUSTEES**

**PRESIDENT**

**CHIEF FINANCE  
OFFICER  
AND  
VICE PRESIDENT  
FOR  
ADMINISTRATIVE  
AFFAIRS**

**PROVOST  
AND  
VICE PRESIDENT  
FOR  
ACADEMIC  
AFFAIRS**

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

**CHIEF  
INFORMATION  
OFFICER**

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

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

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

**CHIEF STUDENT  
AFFAIRS OFFICER  
AND  
VICE PRESIDENT  
FOR  
STUDENT  
AFFAIRS**

**ASSOCIATE  
VICE PRESIDENT  
OF MARKETING &  
COMMUNICATION/  
CHIEF  
ADVANCEMENT  
OFFICER**

**ASSISTANT  
VICE PRESIDENT  
FOR  
ACADEMIC AFFAIRS  
DEAN OF  
CURRICULUM &  
INSTRUCTION**

**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. Paul Kotowski - 2023  
Chair, Board of Trustees

Dr. Wendy Yanow - 2025  
Vice Chair, Board of Trustees

Dr. Gail Bush - 2025  
Secretary, Board of Trustees

Ms. Martha Burns - 2023  
Member, Board of Trustees

Mr. Benjamin Salzberg - 2027  
Member, Board of Trustees

Mr. William Stafford - 2027  
Member, Board of Trustees

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

Mr. Akash Patel - 2023  
Student Member, Board of Trustees

**Emeritus Members of the Board of Trustees**

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**  
Chief Student Affairs Officer And  
Vice President for Student Affairs

**Mr. Edwin Chandrasekar**  
Chief Finance Officer and  
Vice President for Administrative Affairs

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

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

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

**Ms. Katherine Sawyer**  
Associate Vice President of Marketing & Communication/  
Chief Advancement Officer

**PRESIDENT**  
**JOIANNE SMITH**

**PROVOST  
AND  
VICE PRESIDENT  
FOR  
ACADEMIC  
AFFAIRS**  
**ILEO LOTT**

**CHIEF  
FINANCE OFFICER  
AND  
VICE PRESIDENT  
FOR  
ADMINISTRATIVE  
AFFAIRS**  
**EDWIN CHANDRASEKAR**

**CHIEF STUDENT  
AFFAIRS OFFICER  
AND  
VICE PRESIDENT  
FOR  
STUDENT  
AFFAIRS**  
**KARL BROOKS**

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

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

**ASSOCIATE  
VICE PRESIDENT  
OF MARKETING &  
COMMUNICATION/  
CHIEF ADVANCEMENT  
OFFICER**  
**KATHERINE SAWYER**

**PROVOST AND  
VICE PRESIDENT  
FOR  
ACADEMIC AFFAIRS  
ILEO LOTT**

**ASSOCIATE  
VICE PRESIDENT  
FOR WORKFORCE  
EDUCATION/DEAN  
BUSINESS & CAREER  
PROGRAMS  
MARC BATTISTA**

**ASSISTANT  
VICE PRESIDENT  
ACADEMIC AFFAIRS/  
DEAN  
CURRICULUM &  
INSTRUCTION  
RUTH WILLIAMS**

**ASSISTANT  
VICE PRESIDENT  
FOR  
ACADEMIC AFFAIRS/  
COLLEGE TRANSITIONS  
ANNE BRENNAN**

**DEAN  
OF  
SKOKIE/  
ADULT & CONTINUING  
EDUCATION  
JESSE IVORY**

**DIRECTOR  
OF  
OPERATIONS AND  
ADMINISTRATION  
ROBYN BAILEY**

**DEAN  
OF  
LIBERAL  
ARTS  
LINDA KORBEL**

**DIRECTOR  
OF  
WORKFORCE  
PARTNERSHIPS  
RUBEN HOWARD II**

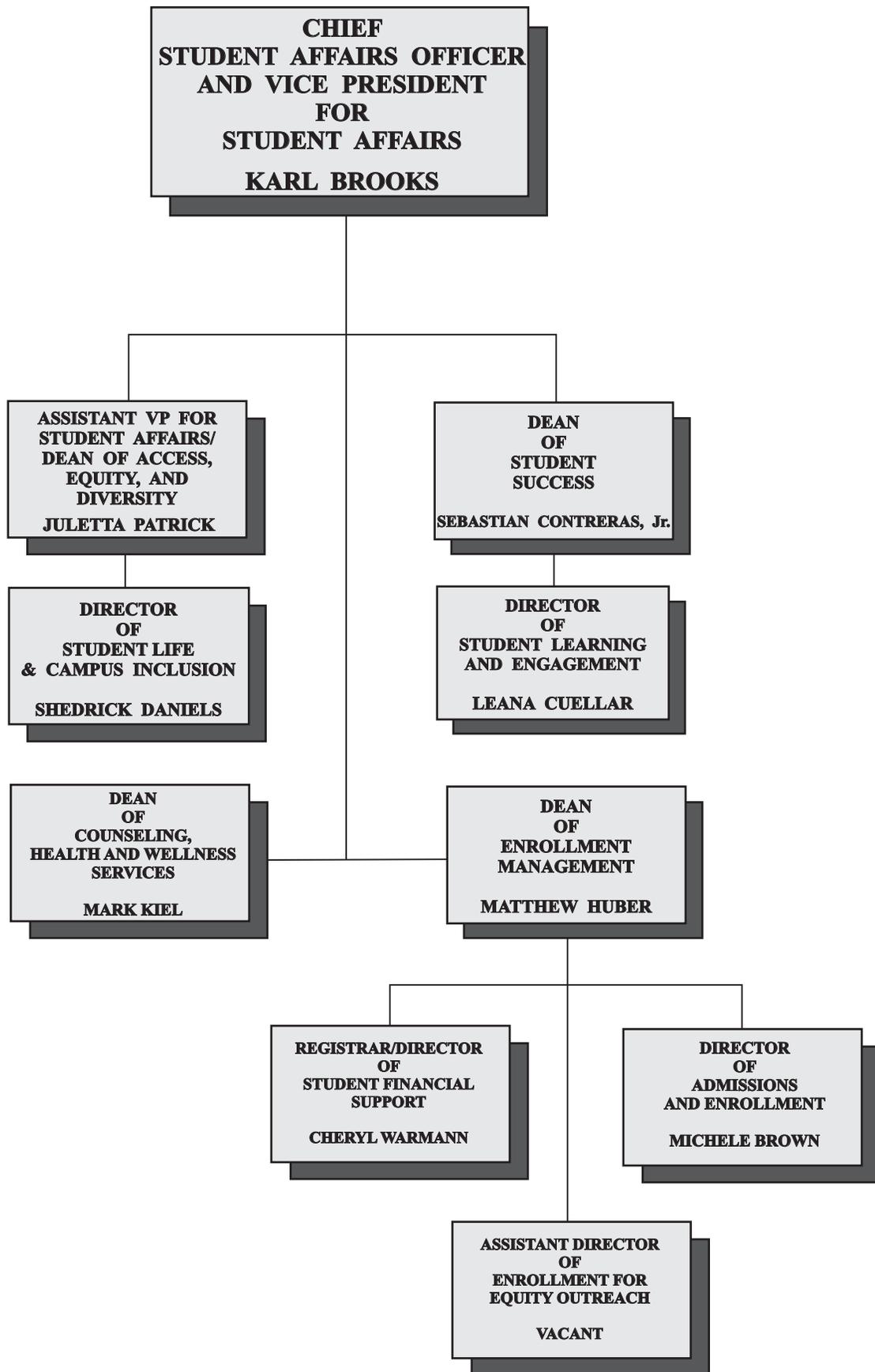
**DIRECTOR  
OF  
ONLINE CURRICULUM  
& INSTRUCTION  
DAVID KENDRICK**

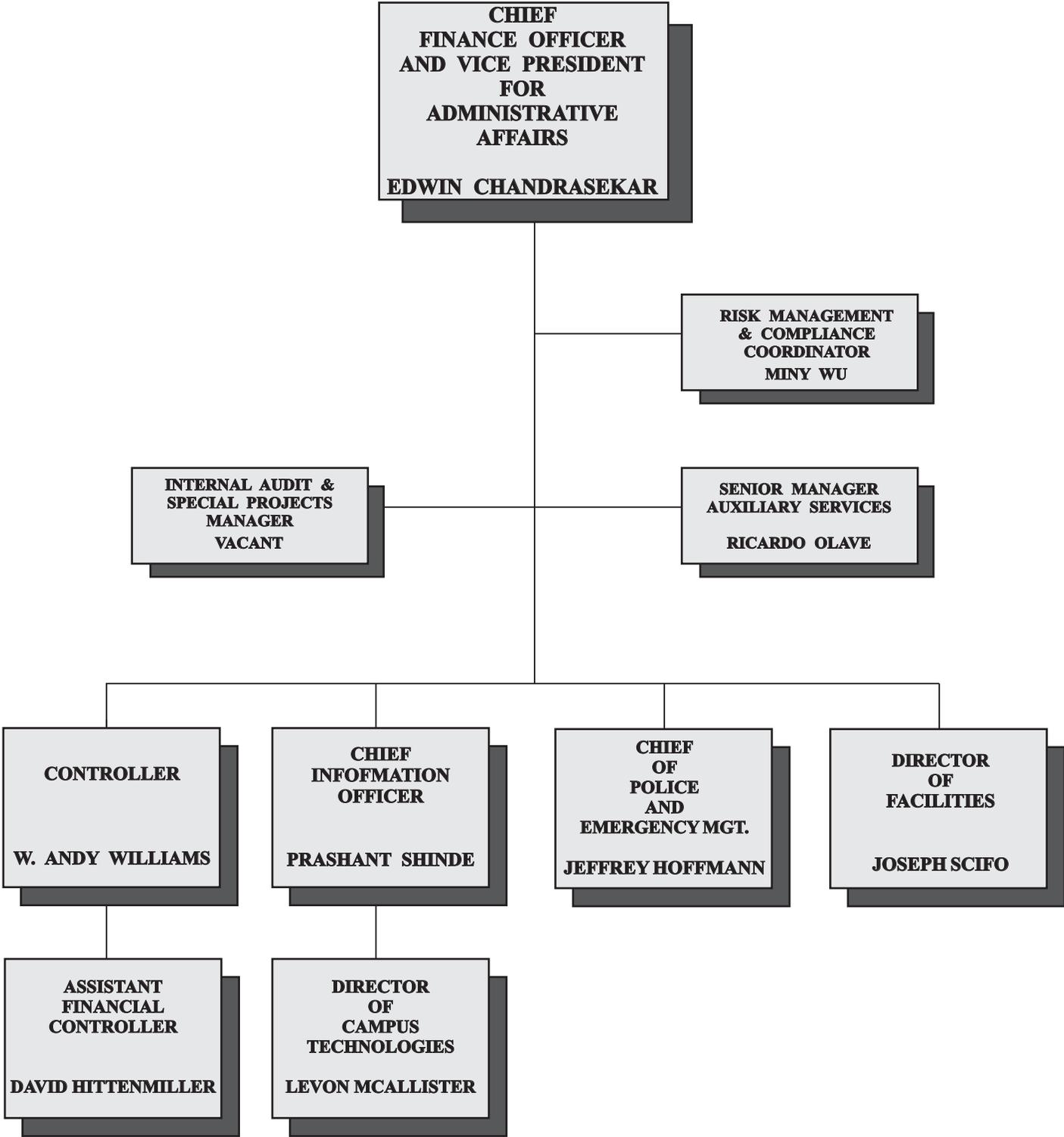
**DEAN  
OF  
STEM &  
HEALTH CAREERS  
BOB SOMPOLSKI**

**DEAN  
OF  
LIBRARY  
JACOB JEREMIAH**

**ASSISTANT DEAN  
FOR  
HEALTH  
CAREERS  
MAY ALIMBOYOGUEN**

**DIRECTOR  
OF  
GRANTS STRATEGY  
& DEVELOPMENT  
AL GRIPPE**







# Introductory Section



## BUDGET OVERVIEW

The College continues to make strides in the areas of equity and student success, despite the challenges in the past two years wrought by the COVID-19 pandemic. Over \$1.1 Million was made available in FY2022 for new initiatives, including those geared toward closing racial-ethnic gaps in student achievement. These initiatives – identified in Oakton’s Illinois Equity in Attainment (ILEA) Equity Plan – included funding for a full-time coordinator for the College’s Black Student Success program, the implementation of the Courageous Conversations program for managers and supervisors, and the establishment of a full-time Equity Outreach Coordinator located at Skokie.

For the FY2023 budget, the College has prioritized \$1.0 Million in funding that will enable strategies supporting the existing Strategic Matters commitments. At the same time, the budget focuses resources in areas that will be prioritized in Oakton’s new strategic plan, which will provide a roadmap for the next five years. The new strategic plan has identified Three Big Ideas: Advance Racial Equity, Enhance Workforce Readiness and Community Engagement, and Strengthen the Oakton Experience.

Three of the initiatives that are included in the FY2023 budget directly support the College’s new and ongoing priorities. They include funding the Association of College And University Educators (ACUE) Equitable Learning Credential, which will allow faculty members to take a deeper dive into inclusive teaching and equity-minded teaching and learning practices, and establishing a new Oakton Experience Navigator position, which will serve as the point person for students entering into Oakton as a result of special projects/initiatives geared toward career and technical education (CTE) and workforce development. A new, full-time Student Care position will address the increasing needs of students with case management and wrap-around services to increase persistence.

## FISCAL CHALLENGES

The College remains on solid financial ground, but the fiscal prognosis in the long-term remains mixed. FY2022 will end on a positive note with a surplus, due primarily to additional federal stimulus funds, and a higher-than-normal number of position vacancies that has translated into salary savings across all divisions. Of course, savings from vacancies is double-edged, as the extremely competitive job market, coupled with a shift in employment trends, has made it difficult to fill open positions in many critical areas.

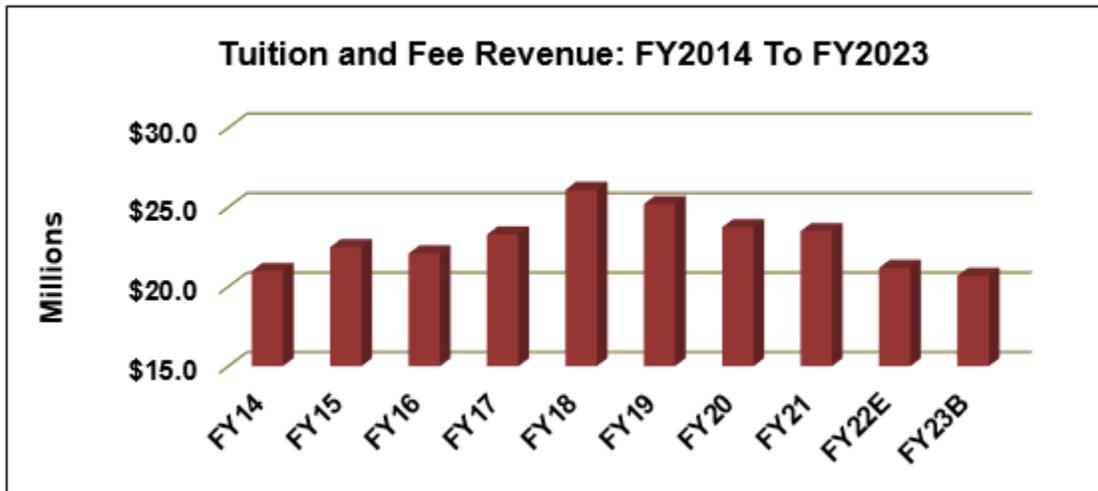
Enrollment has not recovered, a trend that continues to affect many community colleges across Illinois and the United States. Declining revenues from tuition and student fees will be offset by higher property tax receipts resulting from recent changes in Illinois law and the retirement of the Glen Tax Increment Finance District (TIF). The FY2023 budget is also balanced due to a prudent, overall 0.6% increase in operating budget spending.

## Continued Enrollment Declines

The College has experienced declining enrollment since FY 2011, a trend that was hastened by the onset of the COVID-19 pandemic in March 2020. Annual enrollment declines averaged 5.3% between 2015 and 2019. However, the Fall 2020 census showed that Oakton’s for credit student enrollment, exclusive of dual credit students, declined 9.5% from Fall 2019. Enrollment decreased further in Fall 2021 by 10.5%.

Oakton’s FY2022 budget included a 6.0% decline in enrollment, a figure that, unfortunately, was optimistic, as the Fall 2021 enrollment data attest. Spring 2022 enrollment was down 11.3% from Spring 2021. These declines occurred despite an infusion of federal stimulus funding that was used to provide additional financial assistance to qualifying students.

Tuition increases five years ago resulted in a short-term boost in tuition revenue. However, continued enrollment declines have since FY2018 led to reductions in tuition and fee revenues.

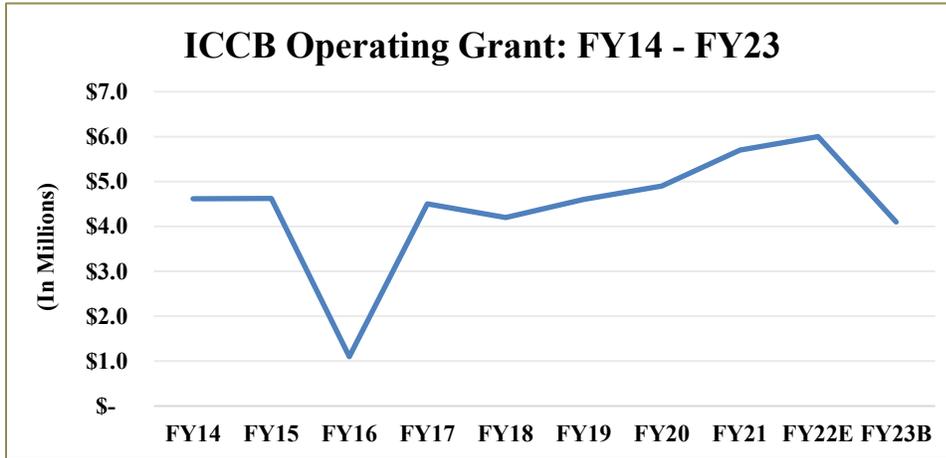


The near-term prospects for enrollment at Oakton and at community colleges across Illinois remains uncertain. Anecdotal evidence suggests that potential community college students are electing to remain in jobs, taking advantage of higher wages.

There is also an element of uncertainty that persists, a carryover from the shock the pandemic delivered, particularly to potential community college enrollees. This may be making it difficult for potential students to commit to anything but short-term plans. A recent article in *The Washington Post* cited a survey by the ECMC Group that found only 48.0% of high school students polled in September 2021 were interested in enrolling in college, compared to 71.0% in the same poll in May 2020. We are conservatively budgeting a 3.0% decline in enrollment in FY2023.

## State Funding

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 base operating grant accounts for only 4.1% of total operating fund revenues, but nonetheless remains a critical funding source for Oakton’s operations.



The budget impasse of 2016 and 2017 that resulted in a dramatic decline in state higher education appropriations meant that we had to take a very conservative approach to budgeting for the state credit hour

grant for several subsequent years.

The State budget has stabilized in more recent years, helped by the infusion of over \$8.1 billion in federal stimulus since 2020. Oakton’s Legal Budget was completed prior to the adjournment of the Illinois General Assembly in April. For FY2023, Oakton’s appropriation was budgeted at 75.0% of the FY2022 appropriation. The final amount appropriated in FY2023 to Oakton is 7.0% higher than the original FY2022 allocation. The General Assembly approved a supplemental appropriation for FY2022 that increased Oakton’s allocation 5.0%, followed by a 2.0% increase for FY23. The increased monies going to the Oakton’s Education Fund will help in offsetting any additional tuition revenue declines resulting from potentially steeper enrollment declines.

### Federal Funding

Direct federal appropriations to support community colleges and other institutions of higher education during the pandemic was first enacted in the Coronavirus Aid, Relief, and Economic Security (CARES) Act, which passed Congress in March 2020. Oakton received \$2.8 million through the CARES Act, half of which was designated to direct student support. The remaining portion of the funding was designated for institutional needs to mitigate the effects of the College transitioning completely to online instruction. As a result, large investments were made in technology, to optimize remote coursework delivery. CARES Act funding has also paid for other critical items, including personal protective equipment (PPE).

Two subsequent pieces of legislation significantly enlarged funding for this program, called the Higher Education Emergency Relief Fund, or HEERF. The Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) appropriated \$6.9 million to Oakton, of which \$1.4 Million was dedicated to supporting students. The remaining \$5.5 million is being used to defray ongoing institutional expenses resulting from COVID-19, and to compensate for lost revenues due to enrollment declines.

The American Rescue Plan signed by President Biden in March 2021 provided an additional \$12.4 million in federal support to Oakton, of which half was designated to student support. The College applied and has received an extension until June 30, 2023 to expend its remaining HEERF allocation. We have included \$1.8 Million in federal funding in the FY2023 operating budget, which will be used to offset revenue losses from enrollment declines.

## FY2023 INITIATIVES AND OAKTON'S NEXT STRATEGIC PLAN

It has been the practice of the College to assure that the budget is reflective of the institution's priorities towards equitable impacts for its students and employees. As the higher education world is going through changes and reforms both nationally and locally, the College has adopted proactive, thoughtful and judicious budgeting and planning strategies to prioritize initiatives through targeted investment.

Since 2017, the College has been using a “community-based participatory budgeting” approach to build its budget. The approach to community-based participatory budgeting is grounded in principles of participatory action research which are to inform, engage and cultivate the College community as a unit of identity.

- Inform: Facilitate open and transparent communications in the budget process
- Engage: Build on collective strengths and shared resources
- Cultivate Best Practices – Seek a balance between what we want to do (desire) and we can do (action)

For FY2022, the Office of the Vice President for Administrative Affairs, together with the Budget Office, developed an equity-based budgeting plan that provided a roadmap for inclusion of initiatives which help to advance the College's equity commitment to closing racial-ethnic educational gaps. Equity-impact budgeting focuses on outcomes (impact) and outputs (results) that close racial-ethnic gaps in student achievement. Departments submitted equity impact funding requests. They were also encouraged to submit requests that were more focused on other critical needs at the College. In total, \$1.1 Million was approved for funding in FY2022.

A similar budget strategy was employed as part of the FY2023 budget process. Requests for new and ongoing initiatives to advance the College's equity commitments were submitted, as well as those addressing funding gaps in such areas as strategic enrollment and information technology infrastructure. An additional \$1.0 Million in strategic funding has been identified for FY2023.

Many of the initiatives funded in FY2023 dovetail with the goals of Oakton's new strategic plan, “Vision 2030: Building Just and Thriving Communities Through Education Strategic Plan 2022–2025. The new strategic plan builds on the ideals of inclusion, career pathways, and workforce development to set a course for the next four years.

Spearheaded by the Strategic Planning, Accountability, and Resources Committee (SPARC), Vision 2030 is based on a comprehensive, inclusive process that – since January 2021 – has engaged stakeholders across the Oakton community using surveys and large and small community

conversations throughout the process. Learning Day in October 2021 brought together more than 500 employees and members of the Board of Trustees to learn about and provide feedback on the strategic plan’s Three Big Ideas: Advance Racial Equity, Enhance Workforce Readiness and Community Engagement, and Strengthen the Oakton Experience.

SPARC also engaged the Board of Trustees, Student Government Association, administrators, orientation week presentation attendees, and other committees and departments across the College. Reaching beyond the campus community, we gathered input from high school superintendents, local legislators, donors, alumni, and the board of the Oakton Educational Foundation.

The insights from this outreach focused on several broad themes that helped us refine our strategic priorities and key performance indicators. Those themes include the importance of engaging adult learners, the need for stronger partnerships with industries and businesses, and the clear and pressing need to maintain our focus on equity.

Following is a list of funded initiatives for FY2023:

<b>Equity Impact Investment</b>	<b>Purpose</b>	<b>Amount</b>
Oakton Experience Navigator (OEN)	This position is aimed to serve as the point person for students entering into Oakton as a result of special projects/initiatives geared toward career and technical education (CTE) and workforce development. The OEN will act as a quasi-case manager for the variety of workforce/CTE initiatives happening at the College. For example, this position will ensure students entering into Oakton through special programs (e.g. Skokie Health/Human Services program, Workforce Equity Initiative [WEI], Early Childhood Education equity access grant) will have a navigator centered on ensuring each student has a positive Oakton experience.	\$68,400
Association Of College And University Educators (ACUE) Equitable Learning Credential	This 8-week program contains five modules that take a deeper dive into inclusive teaching and equity-minded teaching and learning practices that are covered in ACUE’s Effective Online Teaching Practices: <ul style="list-style-type: none"> <li>• Managing the impact of bias</li> <li>• Reducing microaggressions in learning environments</li> <li>• Addressing imposter phenomenon and stereotype threat</li> <li>• Creating inclusive learning environments</li> </ul>	\$89,400

Equity Impact Investment	Purpose	Amount
	<ul style="list-style-type: none"> <li>• Designing equity-centered courses</li> </ul>	
Instructional Designer	<p>Oakton has a commitment, specifically, Strategic Commitment Two: Teaching and Learning Matter, which pledges to “be responsive to the changing environment and will promote student success through innovative pedagogical practices.” The instructional designer will emphasize innovation in teaching and learning environments and quality measures that enhance learner engagement, particularly in online, hybrid, and HyFlex modalities.</p>	\$68,400
ReUp Stopout Student Re-Enrollment Partnership	<p>In an effort to expand outreach to Oakton students who have previously enrolled, but did not complete (stopouts), Enrollment Services will partner with ReUp Education. ReUp Education has developed a technology-enabled service that helps stopouts return to school and graduate by unifying the art of coaching with data science. Their success coaches guide students through the re-enrollment process and connect them to the information and resources they need to be successful in completion and beyond.</p>	\$75,000
Convert Part-time Testing Center Monitor to Full-time	<p>Expanding the hours of this one position will allow for overlap between shifts, and reduced disruption to students and faculty requiring seamless service. The Testing Center has increased its service portfolio during the pandemic by adding new functionality – remote test administration and proctoring.</p>	\$21,300
Rebranding / Other Initiatives Tied To Oakton College Transition	<p>In August 2021, the Board adopted the resolution to change the College’s name from “Oakton Community College” to “Oakton College”, and directed the Administration to work with a subcommittee of the Board of</p>	\$200,000

Equity Impact Investment	Purpose	Amount
	Trustees to develop a timeline and transition process. As the January 1, 2023 transition date approaches, College Relations will undertake a number of initiatives supporting the change to Oakton College, including refreshing the College brand, messaging and supporting a launch campaign.	
Student Care Coordinator Position	With the increasing needs of college students, institutions are relying more on case management services and establishing it as a standard of practice to help provide wrap-around services to increase persistence. Care coordination provides a holistic approach to student success. The addition of a new Care Coordinator will allow for more student outreach and support. It will also set the framework of building Care Coordination as a small department under Counseling, Health, and Wellness.	\$79,925
Vector PD Solutions Professional Development Platform	The system will be implemented by Oakton’s Center for Professional Development. It is a customizable, online professional development platform that will improve organization, streamline communication, and help to analyze the impact of CPD’s programs. The system will allow CPD to track budgets, manage in-person or virtual events, track attendance, and build comprehensive reports.	\$18,630
Increase Student Hourly Wage Rates	The minimum wage for the State of Illinois is currently \$12.00 per hour. For Cook County, it is \$13.0 per hour As the job market continues to remain competitive, it has become more challenging for Oakton departments to find student employees. An increase in wages will provide a more attractive option on campus, and also helps towards the College’s retention and persistence efforts as students remain connected to the College. Effective January 1, 2023, hourly rates for Oakton student employees will increase to \$15.00, \$15.50, and \$16.00 per hour.	\$125,000

Equity Impact Investment	Purpose	Amount
CRM and Communications Coordinator Position	Fully implementing TargetX/Salesforce CRM (Recruitment and Retention) creates a need to bridge the gap between the functional use of the CRM and its users. The CRM and Communications Coordinator position will provide overall day-to-day management of the CRM functionality to include applications, document management, data uploads, queries and reporting, communications, event management, user training, and system integrations. In addition, this position will have a focus on enrollment related communications – particularly those facilitated through the CRM.	\$76,600
Grant Writing Consultant	This will be a valuable resource that the Office of Grant Strategy and Development can employ to write grant applications for additional funding that will help further the College’s strategic goals in various areas.	\$50,000
New Chatbot System	Chatbots have become a critical adjunct to the admissions process. Chatbots connect with potential college applicants 24/7, and they provide answers to common questions and guide students through the admission process, while also capturing the visitor’s contact information. This capture helps admissions get them into marketing programs to continue to grow their interest in the institution.	\$44,000
Viewbook Development, Additional Advertising Budget, Canva Enterprise System	As the College continues to navigate the impact and effects of the ongoing pandemic and enrollment decline, it is more important than ever that Oakton continue to expand its brand awareness, impact enrollment and student success, reach its diverse target audience where they are at, and grow a digital presence and reach the many diverse students Oakton serves. The increased advertising resources, the development of a Viewbook, and the employment of the Canva system will help us to achieve these goals. We must continue to tell the college’s story in authentic and innovative ways, which will be sustained	\$27,900

Equity Impact Investment	Purpose	Amount
	by the additional funding provided to the College Relations department in FY2023.	

## THE FY2023 BUDGET

Expenditures budgeted for all funds in FY2023 total \$120.4 million, which represents a decrease of \$0.5 million or 0.4% from the FY2022 all funds budget. Education Fund expenditures, the largest operating fund, total \$69.0 million, an increase of \$0.8 million or 1.3% above FY2022. Capital spending is proposed to decrease from \$16.0 million in FY2022 to \$11.3 million in FY2023, while grant-supported expenditures will increase to \$18.1 million in FY2023. The budgeted amount of \$12.3 million for grants in FY2022 did not fully capture the growth in Oakton’s grant portfolio attributable to the influx of stimulus funds that started in FY2020. The figures for FY2023 show a more normalized level of federal grant expenditures, based on residual federal stimulus monies that will carry over to the next fiscal year.

The largest expenditure category is salary and benefits, which account for 58.7% of all expenditures for all funds and 70.7% of all expenditures for the operating funds. Other expenditures in these funds include items such as supplies, contractual services, utilities, and capital spending. The proposed budget meets all contractual obligations.

After initial department budget requests were completed in February, the College was faced with a projected, initial operating budget deficit of \$3.6 million for FY2023. This gap was eliminated in several ways, including the freezing of several positions, and reducing overall travel budgets by 40.0%.

An anticipated increase in property taxes due to higher inflation, and the end of The Glen Tax Increment Finance District (TIF), will offset reduced federal COVID relief funds, a short-term program geared toward lessening the financial impact of the pandemic on institutions of higher education and students. Lower tuition revenues are also expected for FY2023, as the exceptionally strong job market and higher wages continues to negatively impact enrollment. The FY2023 budget includes no student tuition or fee increases.

## Expenditures By Fund: FY2021 To FY2023

Expenditures by Fund	FY2021 Actual	FY2022 Final Budget	FY2023 Proposed	FY22 vs FY23 % Change
Education Fund	\$65,289,639	\$68,154,820	\$69,023,030	1.27%
O&M	7,221,149	8,486,551	8,101,186	-4.54%
Auxiliary Enterprise	4,872,299	6,572,932	6,647,818	1.14%
Bond & Interest	2,218,450	3,497,350	3,598,825	2.90%
Liability/Soc Security & Medicare	1,451,610	1,707,500	1,537,500	-9.96%
Audit	112,700	100,300	100,300	0.00%
Restricted Purpose	54,967,363	12,325,000	18,078,000	46.68%
Retiree Health Insurance Fund	2,218,751	4,000,000	2,000,000	-50.00%
Capital Improvement	4,164,699	15,994,009	11,299,077	-29.35%
<b>TOTAL</b>	<b>\$142,516,660</b>	<b>\$120,838,462</b>	<b>\$120,385,736</b>	<b>-0.37%</b>

Total revenues generated by the Auxiliary Fund are estimated at \$4.2 million in FY2023. Total budgeted expenditures of \$6.6 million result in a spending gap of \$2.4 million, which will be closed with a proposed transfer of \$2.4 million from the Education Fund to the Auxiliary Fund. The Education Fund will provide a total of \$0.3 million to support Alliance for Lifelong Learning, \$1.2 million to support Athletics and the Fitness Center, and \$0.9 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 has developed a new five-year Facility Master Plan. The estimated cost is \$40.5 Million over five years, with FY2023 capital spending budgeted at \$11.3 Million. Debt payments related to outstanding bonds will require an appropriation of \$3.6 Million, a 2.9% increase over FY2022.

## 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 was completed for the spaces vacated on the Des Plaines campus in 2019. Completed renovations include administrative offices, counseling and wellness, the Arts, second-floor classrooms, and the final phase of Student Street. Extensive remodeling of the Skokie Campus Student Street, bookstore and dining areas have been completed in 2020, providing a modern, inviting and more functional look to these spaces.

June 2020 marked the close of a yearlong celebration of Oakton's 50th anniversary. Over the course of the year, the Oakton community came together virtually and in person to connect, celebrate, have fun and look forward to the future. A key feature of the anniversary was its inclusive approach. Over the course of the year, nearly 55 steering committee members engaged in cross-disciplinary teams to plan events, distribute promotional items and build enthusiasm.

Anniversary events included everything from spirit days and pizza parties to recognition events and an alumni trivia night. The College introduced Oakly Owl, its new mascot, at the 2019 College Breakfast. A separate event featured an ice sculpture of an owl, inspired by a drawing by Oakton alumna Christina Mihalopolous.

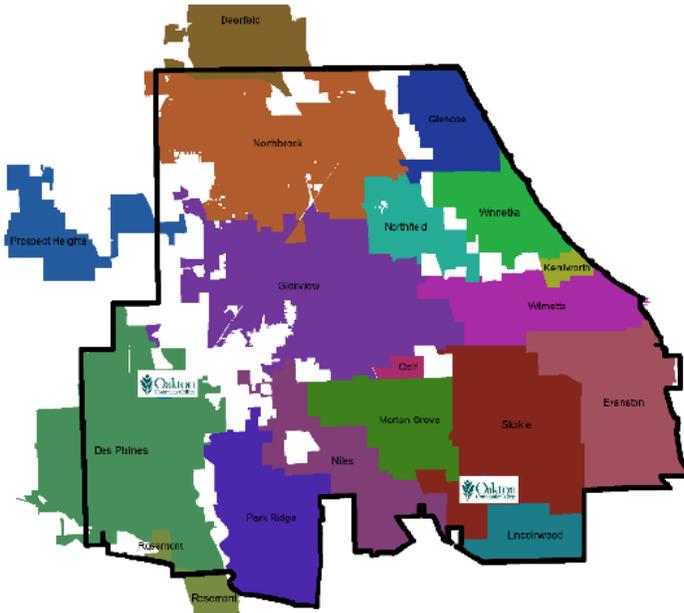
## About Oakton

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.

### Geographic Location

Oakton Community College includes Maine, Evanston, New Trier, Niles, and Northfield Townships and serves an estimated population of approximately 458,220 living in the communities of Des Plaines, Evanston, Glencoe, Glenview, Golf, Kenilworth, Lincolnwood, Morton Grove, Niles, Northbrook, Northfield, Park Ridge, Skokie, Wilmette, and Winnetka;

four additional municipalities only partially overlap the district: Prospect Heights, Deerfield, Rosemont, and Des Plaines. 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. 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.

### Demographics

Based on initial 2020 census data, Illinois’ population declined 18,000 to 12,812,632, a decrease of 0.14% from 2010. Two factors have precipitated this: declining birth rates and an increase in domestic outmigration. The birth rate per 1,000 Illinois residents declined from 14.0 in 2010 to 12.0 in 2019. Illinois has also experienced an increased net out-flow of domestic migrants for many years.

Cook County’s population, however, has increased 1.56% over the last decade, to 5,275,541. The Oakton communities that represent District 535 mirrored the increase seen in Cook

County. Between 2010 and 2020, the 13 municipalities in Oakton’s district experienced a net gain of 23,322 residents, with the largest increases in Glenview (8.98%) and Morton Grove (8.71%). Glencoe’s population had the smallest gain in population, at 1.44%, followed by Niles, at 3.72%.

The elementary schools in the Oakton region have gained 2,026 additional students since 2010 (4.3%) and the high schools added an additional 406 students (1.7%).

The following illustrates how District 535’s racial makeup compares to Cook County and the State of Illinois. Asian residents comprise the largest minority group at 15.7% of the overall population of District 535. The chart somewhat underrepresents the overall racial diversity of Oakton’s district. For example, while 9.1% of the District 535’s total population is Hispanic or Latino, the figure is higher for several District 535 communities: Skokie (11.5%), Des Plaines (19.2%) and Evanston (11.7%). Evidence of the city of Evanston’s diversity is indicated by the 15.9% of residents who are Black or African American.

	State of Illinois	Cook County	District 535
Hispanic or Latino (of any race)	17.1%	25.3%	9.1%
White alone	61.3%	42.3%	67.3%
Black or African American alone	14.0%	23.1%	5.0%
American Indian and Alaska Native alone	0.1%	0.1%	0.1%
Asian alone	5.4%	7.2%	15.7%
Native Hawaiian and Other Pacific Islander alone	0.0%	0.0%	0.1%
Some other race alone	0.2%	0.2%	0.3%
Two or more races	1.9%	1.8%	2.6%
<b>Total:</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Thirty-nine percent (39.0%) of all households in Oakton’s district speak languages other than, or in addition to, English, compared with 33.0% of all households statewide. There are 8.0% speaking limited English in the Oakton region, which compares to 4.5% statewide, among all households.

In terms of educational attainment, 28.0% of the Oakton region’s residents have a Bachelor’s degree, compared with 21.1% of all Illinois residents age 25 or over. Those in the same age demographic with a graduate or professional degree make up 21.9% of the Oakton region population, versus 13.6% of all residents statewide.

Median household income in District 535 varies considerably. Whereas Niles has a median household income of \$64,222, the lowest for Oakton’s district, Winnetka’s figure is greater than \$250,000. District-wide, the average is \$125,399. Statewide, the median household income is \$65,886, which is just above the figure of \$64,660 for Cook County.

The percentage of residents living in poverty also contrasts sharply between different Oakton towns and cities, varying from 2.4% for Glencoe, up to 13.3% for Evanston. The district average is 6.2%; overall, Illinois has an 11.5% poverty rate, while Cook County’s rate is 13.0%.

### District Student Demographics

District 535 encompasses eight public high schools. According to data reported by the Illinois State Board of Education in 2019, 85.9% of District 535’s graduating students were enrolled in a postsecondary institution within twelve months of finish high schools, compared to 72.5% overall for all Illinois high school graduates.

District 535 High Schools	% Graduates Enrolled Postsecondary Institution Within 12 Months	% Graduates Enrolled Postsecondary Four-Year Institution Within 12 Months	% Graduates Enrolled Postsecondary Two-Year Institution Within 12 Months
Evanston Twp High School	78.8%	60.4%	18.4%
New Trier Township H S Winnetka	90.2%	84.6%	5.6%
Maine East High School	80.4%	39.4%	41.1%
Maine South High School	89.9%	68.9%	21.0%
Maine West High School	80.6%	40.6%	40.0%
Niles North High School	87.8%	56.3%	31.4%
Niles West High School	85.6%	55.3%	30.3%
Glenbrook North High School	89.7%	78.9%	10.7%
Glenbrook South High School	89.7%	73.6%	16.1%
<b>Average - District 535 High Schools</b>	<b>85.9%</b>	<b>62.0%</b>	<b>23.8%</b>
<b>Statewide Average</b>	<b>72.5%</b>	<b>40.2%</b>	<b>32.3%</b>

The table also illustrates one of the challenges that Oakton faces in recruiting in-district students. While the statistics vary widely by school, on average, 62.0% of those seniors graduating from in-district high schools chose a four-year institution, which is much higher compared to the statewide average of 40.2%. And, while 32.3% of high school graduates Illinois-wide attended a two-year institution, for Oakton’s district, the average was 23.8%.

In terms of per-pupil spending, the average for all District 535 high schools was \$22,837, with Maine South having the lowest per student spending at \$18,721, versus \$25,211 for New Trier, the highest among all of Oakton’s feeder public high schools. The average per student spending statewide was \$13,836.

Approximately 21.0% of in-district students come from low-income households, but the range is quite significant. Maine East High School reported that 41.6% of its students live in low-income households, compared to 4.2% for New Trier High School. Low income students are

defined as those who receive or live in households that receive SNAP or TANF; are classified as homeless, migrant, runaway, Head Start, or foster children; or live in a household where the household income meets the USDA income guidelines to receive free or reduced-price meals. Statewide, 48.8% of all students come from low-income households.

Younger students (up to age 21) constitute 63 percent of the Oakton student body. Fifty-two percent of enrolled students are women. Fifty-one percent are White non-Hispanic, 23 percent are Asian or Pacific Islander, 13 percent are Hispanic or Latinx, 7 percent are Black or African American, 6 percent chose not to choose any of the provided race/ethnicity options.

A sizeable portion of the Oakton student body 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.

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. However, an economic study published by Northern Illinois University Center (NIU) for Governmental Studies found that those workers in Cook County having an Associate's Degree had a weighted mean annual salary of \$53,490, compared to \$47,727 for workers that have a High School diploma or GED. The difference is even more pronounced if an employee finishes a Bachelor's degree. The weighted mean annual salary for Bachelor's degree recipients is \$87,204 in Cook County, or nearly twice as much as those for workers who have attained a High School degree.

## **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 has approved new innovative health care certificate programs in medical cannabis, patient care specialist and perioperative nursing, cancer registry management and sterile processing technician. The College designed a contact tracing program that has played a critical role in the State's strategy to fight the COVID-19 pandemic. 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. 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 \$25.8 billion (tax levy year 2020). 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.

Federal funding helped bolster the State of Illinois General Fund in Fiscal Years 2021 and 2022. Direct federal appropriations to support community colleges and other institutions of higher education during the pandemic was first enacted in the CARES Act, which passed Congress in March 2020. Two subsequent pieces of legislation significantly enlarged funding for this program, called the Higher Education Emergency Relief Fund, or HEERF. The Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) appropriated \$6.9 million to Oakton, of which \$1.4 Million in FY2022 will be dedicated to supporting students. The remaining \$5.5 million will be use to defray ongoing institutional expenses resulting from COVID-19, and to compensate for lost revenues due to enrollment declines.

The American Rescue Plan signed by President Biden in March 2021 provided an additional \$12.4 million in federal support to Oakton, of which half was is designated to student support.

## Employees

Thirty-one full-time faculty and over sixty staff retired in the period 2015-2021. 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.

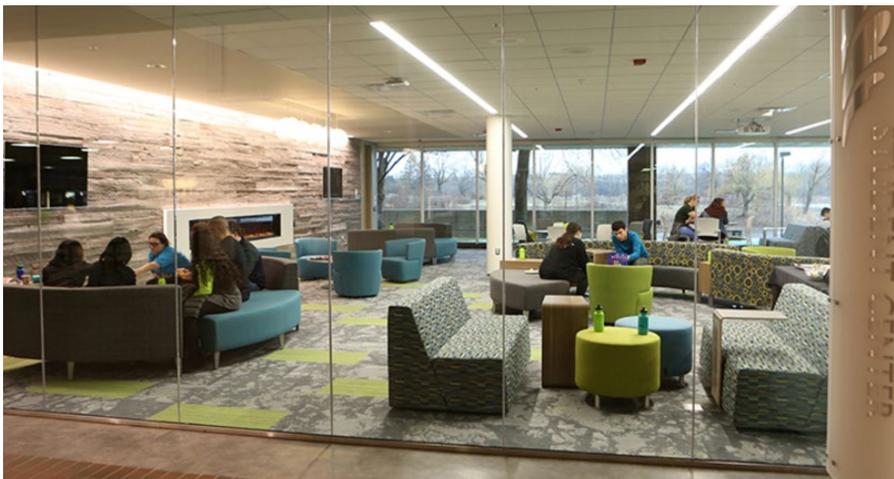
### Accreditation

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). 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. In 2019, extensive remodeling was completed for the west end of the main building on the Des Plaines campus. Completed renovations include administrative offices, counseling and wellness, the Arts, second-floor classrooms, and the final phase of Student Street.

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.

FY2022 is the fifth year of the current master plan, which includes the last phase of the Skokie Campus Student Street upgrades, and completion of the Des Plaines Campus Cafeteria modernization. New projects include the Des Plaines Boardroom remodeling, large exterior envelope and window replacement and landscape improvement projects, and the construction of a large, cannabis cultivation laboratory.

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.

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 2020. 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

In Fall 2020, the unduplicated headcount was 7,079 for students enrolled in for-credit classes. 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 (ALLiance) 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. 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.

## STRATEGIC PLANNING: VISION 2030: Building Just and Thriving Communities

In 2016, when we set out to craft a strategic plan for Oakton’s future, we had no idea how much the world would change between the launch of the “Success Matters” strategic plan in 2018 and its conclusion in 2022. From a global pandemic that caused enormous loss to a nationwide call to break down barriers for historically minoritized groups, we have all experienced disruption on an unprecedented scale.

What hasn’t changed at Oakton is our steadfast commitment to empowering and transforming our students in the diverse communities we serve. As we plan for the next phase of our future, we’re more determined than ever to be a force for positive impact—to help create a more equitable world, support more students in charting pathways to work, and to catalyze success in our neighboring communities and beyond.

Our new strategic plan, **Vision 2030: Building Just and Thriving Communities**, builds on those ideals of inclusion, career pathways, and workforce development to set a course for the next three years.

### The Strategic Planning Process at Oakton

The development of Oakton’s next strategic plan began in earnest in with regular meetings of the Strategic Planning, Accountability, and Resources Committee in January 2021. Members of SPARC represent the five stakeholder groups at Oakton – students, faculty, staff, police officers, and administrators. The committee’s mission is to:

- Develop and write the College’s strategic plan
  - Gather input internally and externally at various points in the process to inform the strategic plan
  - Review data and documents to inform the strategic plan
  - Draft and gather feedback on the strategic plan
- Oversee the entire life of the strategic plan
  - Work with appropriate groups to determine the metrics to measure success
  - Monitoring progress towards the identified goals of the plan
  - Assigning of accountability for progress and reporting
  - Making recommendations on the allocation of resources toward achieving the College’s strategic goals
- Develop communications to both internal and external audiences on planning process and progress.
- Represent stakeholder groups and communicate back with groups the work of SPARC

Vision 2030 was based on a comprehensive, inclusive process that engaged stakeholders across

the Oakton community. SPARC conducted surveys, and facilitated large and small community conversations.



We also engaged the Student Government Association, administrators, orientation week presentation attendees, and other committees and departments across the College. Reaching beyond the campus community, we gathered input from high school superintendents, local legislators, donors, alumni, and the board of the Oakton Educational Foundation.

The insights from this outreach focused on several broad themes that helped us refine our strategic priorities and key performance indicators. Those themes include the importance of engaging adult learners, the need for stronger

partnerships with industries and businesses, and the clear and pressing need to maintain our focus on equity. These themes then cohered into the three “Big Ideas” that form the pillars of the new strategic plan.

### 2021 Learning Day

Pivotaly, the College’s annual Learning Day was devoted to bringing in outside experts to facilitate discussion about how to implement the College’s new strategic plan, with the content centered on the three Big Ideas.

An example of a concurrent session focusing on workforce development was titled “What is District 535’s future of work? A panel conversation on Oakton and the future of workforce development.” Panel members included Dr. Michael Baston, President of Rockland Community College, who showcased his school’s efforts to align its micro-credential offerings with the needs of employers based in the southern New York region.



Another panelist, Gus Grancalek, a vice president with Northshore University Health Care System – one of the largest employers in Oakton’s district – discussed the partnership that

NorthShore has built with Oakton to institute new Sterile Processing Technician and Patient Care Technician certificates, an area of high demand by hospitals and clinics throughout the region.

Learning Day also had as one of its objectives to engage employees across the College on how they can contribute to helping the College attain the goals of Oakton's new strategic plan, to be an integral part of a culture of success. One such presentation, facilitated by Dr. Brad Phillips with the Institute for Evidence-Based Change, had the title of "Unsung heroes: The role of staff in creating student success." The session shared data on student success and provided staff members with case studies of specific, engaging behaviors about how each staff member can help bring about change.

The final component of the 2021 Learning Day program was to focus specifically on the development of metrics to be used to gauge how the Vision 2030 is progressing in its implementation. Dr. Darby Hiller, Associate Provost/Academic Affairs & Institutional Research at Wittenberg University led a session titled "How do we know when we're successful? Developing measureable outcomes and creating accountability." The session addressed how Oakton can evolved into a more data-driven approach to meeting its institutional goals, as well as some of the pitfalls that organizations experience when developing outcome measures. Setting realistic, measurable goals that link with specific strategies that can then be operationalized and implemented was one of the most important learning objectives of this session.

### **Development of Success Measures & Finalizing the Strategic Plan**

The advent of 2022 set the clock ticking for a July 1 "go live" date for Oakton's next strategic plan. It was SPARC's task to then take all of the knowledge gained from surveys, data review, both internal and external discussions, as well what we collectively learned on Learning Day and translate into a living document that would focus Oakton's efforts in the years to come.

SPARC engaged the consulting firm EAB to assist in the development of both the governing principles under each Big Idea, and the metrics that will gauge how efforts progress over the coming years. EAB is a national leader in helping institutions of higher learning implement data-driven, evidence-based strategies leading to institutional transformation.

It should be noted that the development of metrics is much different in a smaller college compared with large universities, as well and municipalities and counties. Whereas in large universities and municipal / county agencies, where strategic efforts very typically focus within one department, at Oakton and other colleges of its size, strategies often are an integrated effort that could involve enrollment, advising, and instructional practices and other departments. Therefore, the goals and outcomes that are listed below are almost all shared across three or more departments at Oakton. As we progress into Year 2, we will be adding a section on "Strategies" that will include information on specific departments at Oakton which will be collaborating on initiatives that will carry out the goals of Vision 2030.

In May 2022, the Assistant Vice President of Institutional Effectiveness and Strategic Planning presented an overview of the final strategic plan, “Vision 2030: Building Just and Thriving Communities.” The strategic plan does address the years 2022-2026, but the thought process underlying the “Vision 2030” statement was that the College recognized that the goals stretch further into the future, and that – faced with so many challenges – that realistically, a specific focus on the end of the 21<sup>st</sup> Century’s third decade was more salient.

Following is a comprehensive list of the governing principles, goals, and “Success Measures” will focus the College’s efforts in FY2023, which is Year 1 of Vision 2030. Vision 2030 spans a wide range of proposed change at Oakton, and therefore, in order to focus both the efforts in this upcoming fiscal year, and where new funding in FY2024 can be aimed most strategically, the Success Measures are very targeted. As we progress into following years, these measures will be expanded to include other critical areas of implementation.

## Big Idea #1: Strengthen Students’ Oakton Experience

### *Governing Principles*

- Strive to change lives by creating clear educational pathways and reducing barriers to access and for success for students, with particular attention to serving adult students.
- Rooted in equity, the Oakton Experience supports students as they embark on an individualized path, navigate college, grow academically and socially, and transition to their desired next step.

### *Goals*

**By fully implementing the Oakton Experience, we will:**

- Improve access to Oakton through intentional recruitment and outreach, particularly in communities underserved by Oakton.
- Reduce barriers and provide relevant support for adult students so that they can reach their educational goals.
- Expand and clarify transfer pre-majors and career pathways so that students can make informed decisions to reach their goals.
- Encourage innovation and ensure high-quality classroom and co-curricular learning experiences.

- Tailor student services for the changing needs of our students, with a particular focus on accessibility and on culturally responsive and trauma-informed lenses.

*Year 1: FY2023 Success Measures*

- ✓ Increase dual credit enrollment by 5.0%.
- ✓ Increase concurrent enrollment by 15 students.
- ✓ Increase new adult student enrollment by 5.0%.
- ✓ Increase applications from 2 Evanston zip codes by 12.0%.
- ✓ Increase enrollment from 2 Evanston zip codes by 5.0%.

**Big Idea #2: Enhance Workforce Readiness & Community Engagement**

*Governing Principles*

- We will improve economic and social mobility by equipping students with skills for the workplace and becoming a key partner in the economic development and civic life of the district.

*Goals*

**By building and strengthening broad-based partnerships, we will:**

- Ensure that programs, degrees, and credentials align with employer needs so that students, including those with differing abilities, are prepared to participate in the local skilled workforce and support the growing economy of the district.
- Increase opportunities for students to earn degrees and credentials through short-term and stackable credentials to serve the quickly shifting labor market.
- Strengthen opportunities for work-based learning, internships, and apprenticeships.
- Foster civic engagement through curriculum and co-curricular offerings. Improve internal and community awareness of the opportunities to gain workforce-relevant skills in credit and noncredit programs and the paths between them.

- Provide avenues for entrepreneurship and small-business development in partnership with community organizations.

***Year 1: FY2023 Success Measures***

- ✓ Increase proportion of students transitioning from GED/HSD to credit coursework.
- ✓ Map 25.0% of pre-majors to careers.
- ✓ Map 25.0% of CTE credentials to employment demand, workforce outcomes, and livable wages

**Big Idea #3: Advance Racial Equity**

***Governing Principles***

- We will improve economic and social mobility by equipping students with skills for the workplace and becoming a key partner in the economic development and civic life of the district.

***Goals***

**As our district becomes increasingly diverse, we will:**

- Advance a shared understanding of equity that reflects our commitment to ensuring access to educational success and eliminating barriers that have prevented the full participation of some students.
- Assess our strategies, policies, curriculum, and operations through a racial justice lens.
- Foster diversity among our students, staff, and faculty to better reflect the district we serve, with particular attention to the impact of intersectional identities.
- Build an inclusive campus climate that promotes a sense of belonging for all community members.

***Year 1: FY2023 Success Measures***

- ✓ Increase enrollment for Black/African American students by 10.0%.

- ✓ Stabilize enrollment for Latinx students.
- ✓ Stabilize enrollment for Asian American / Pacific Islander students.
- ✓ Return fall-to-fall retention to pre-COVID levels for Black and Latinx Students.
- ✓ Increase number of additional faculty who engage in ACUE's Equitable Learning Microcredential training each year.
- ✓ Complete Year 2 of new equity audits at the College.

# Budget Process

## BUDGET FORMULATION

The College's budget process is an integral part of its strategic planning process, which sets goals and priorities. The strategic plan provides a framework for the Board of Trustees and the President's Council to recommend fiscal decisions that will support the College's commitments and objectives. The budget process is divided into three parts: capital budgeting, position budgeting, and non-personnel budgeting. The capital budget is part of a separate master plan process, while the Budget Office prepares position and line-item budgets.

Annual budget preparation begins in November. To start, the Budget Office prepares a forecast for the upcoming fiscal year. The Vice President of Administrative Affairs presents the forecast to President's Council, which reviews it and makes changes as necessary. The President's Council, in conjunction with the other administrators and at the direction of the Board of Trustees, establishes the guidelines for resource allocations to meet the specific educational goals of the College. The goal is to reach consensus on economic assumptions, to align resources with strategic goals and priorities, and to set an initial spending target based on projected deficits, if any, six months before a new fiscal year starts. The forecast is revised until all parties agree on the assumptions and the next year's budget is finalized.

Meanwhile, the five-year capital improvement plan (CIP) – which is approved by the Board of Trustees in June – prioritizes deferred maintenance and new capital projects and provides a list of capital projects to complete in each of five years. The Resource Allocation Management Plan (RAMP) is another planning document for capital expansion and is required by the Illinois Community College Board (ICCB) as part of the ICCB budget request to the Illinois Board of Higher Education. The size and selection of capital projects for each year is primarily based on these plans. The financial team under the Vice President of Administrative Affairs prepares financing options that will support the capital budget, which may include issuance of new bonds. The Vice President presents the CIP with the best financing option to the Board of Trustees at the Board's May meeting; the CIP then receives final approval in June.

Responsibility for preparing the position and non-personnel budget lies with the Budget Office under the Vice President of Administrative Affairs. In December, the Budget Office conducts a budget kickoff meeting for all departments, followed by technical training in the early January that guides departments on how to prepare and submit requests for operating budgets, equipment, remodeling, and strategic funding requests. Departments are required to prepare their operating budgets, and to submit to the Budget Office information pertaining to remodeling requests, new initiative requests, and equipment requests from mid- January through mid-February.

Actual expenditures from the previous fiscal year are used as the baseline for each department's non-personnel operating budget request. Based on departmental plans, each

department develops non-personnel budgets such as contractual services, material and supplies, and travel. If departments request more than the total expended in the previous fiscal year, they must explain the need. By mid-February, budget requests are submitted to the Budget Office via the College's budget module on the Banner system and in spreadsheets.

In addition to non-personnel budgets, departments can also make three different types of requests during this time. These are remodeling, special supply, software and capital equipment requests, and new initiative requests. If departments believe they need an office or classroom remodeled, they submit remodeling request forms with justification. The Director of Facilities and the Construction Project Manager evaluate specific remodeling requests for costing, feasibility, and overall compatibility with the College's general and continuing maintenance program.

Each department may also submit requests for special supplies and capital equipment, defined as non-recurring items that normally would not be procured as regular operating supplies and materials. This includes one-time purchases of lab equipment, vehicles, furniture, computers, and software. Budgeted amounts for remodeling and capital equipment are not carried over from year to year. Separate requests are also made annually for software renewals. New software purchases are coordinated with Oakton's Information Technology division.

Finally, if, according to the forecast, it is determined that there will be resources available to fund new initiative requests, departments may then submit such a request, provided that it aligns with the goals set forth in the College's strategic plan. This is especially important where new personnel are requested.

While departments prepare their budgets, the Budget Office allocates benefit costs for different types of employees, salary budgets for employees based on contractual obligations, overload costs, part-time faculty teaching salaries, insurance costs, legal costs, and any other fixed costs that affect the College as a whole. Next year's position budgeting is prepared based on the existing number of positions and the new salary and benefit rates for the following year.

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.

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.

In late February and early March, the Vice President of Administrative Affairs, Controller, and Budget Manager hold budget meetings with individual departments to discuss proper staffing, their concerns, goals and objectives, and new initiatives. During the meetings, the number of FTE's and each spending account are discussed and agreed on. If there is a targeted amount to cut, closing vacancies and reducing part-time and student employees are also discussed. Position budgeting is usually finalized after budget meetings. After discussions, changes to the respective departments' budgets are made to the master budget.

## 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 forecast Budget kick-off meeting for departments
<b>January</b>	Budget Office provides technical training to departments Departments develop FY2023 budget requests
<b>February</b>	Continued development of budgets Budget Office compiles all department requests Department budget information meetings
<b>March</b>	Budget discussions at President's Council meetings
<b>April</b>	President's Council final approval Send budget recommendations to departments Departments submit any technical corrections required Budget Office compiles data for proposed budget document
<b>May</b>	Draft budget is presented to the Board of Trustees Public notice of meeting published for June board meeting Publication of legal budget for public participation
<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
<b>August</b>	
<b>September</b>	Submission of adopted budget to GFOA for award consideration
<b>October</b>	Submission of adopted budget to ICCB

In mid-March, the Budget Office consolidates all budget requests and prepares a preliminary draft budget to determine if the total budget is balanced and if the total amount is close to the projections made in December. The Budget Office analyzes all accounts to

identify expenditures or revenues to determine if they are out of line with past spending, receipts, or current departmental responsibilities. Based on this preliminary draft, the Budget Office proposes gap-closing measures and potential revenue-enhancing options, should there be a deficit. The Vice President of Administrative Affairs presents these cost-cutting measures and revenue options to the President's Council for their recommendation and approval by the first week of April. Then, final revised budgets are uploaded to the Banner budget module for department review and confirmation.

The Vice President of Administrative Affairs presents the proposed budget to the Board of Trustees for review, comments, and suggestions during the May Board meeting. After the meeting, final changes, revisions, and corrections are 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 under state law (110 ILCS 805/3-20.1) After those 30 days, the Vice President submits the final budget to the Board for approval during the June Board meeting.

As a final step in the process, the Budget Office distributes the proposed legal budget to the Board and places the document on public display in the office of the Vice President of Administrative Affairs. Once approved by the Board, the budget document and legal budget appear on the College's website. Copies of the legal budget also are sent to the ICCB and the county clerk's office as is required by 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 *Annual Comprehensive 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 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 availability 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. Important financial reports and documents such as the Annual Comprehensive Financial Report, Adopted Budget, Report to the Community, etc. are available at any time on the College's website.

## 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 Annual Comprehensive Financial Report (ACFR) 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
Student Activity	Student Activity Fund	10

The Student Activity Fund (Fund 10) primarily is used to account for student activity fee revenues and associated expenses. 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 ACFR 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 ACFR. 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.

**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.

**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 2014, 2018, and 2020 (A and B series) 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.

**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.

**TRUST AND AGENCY FUND (10)**

The Trust and Agency Fund is used to receive and hold funds collected from student activity fee revenues.

**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.

### **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.

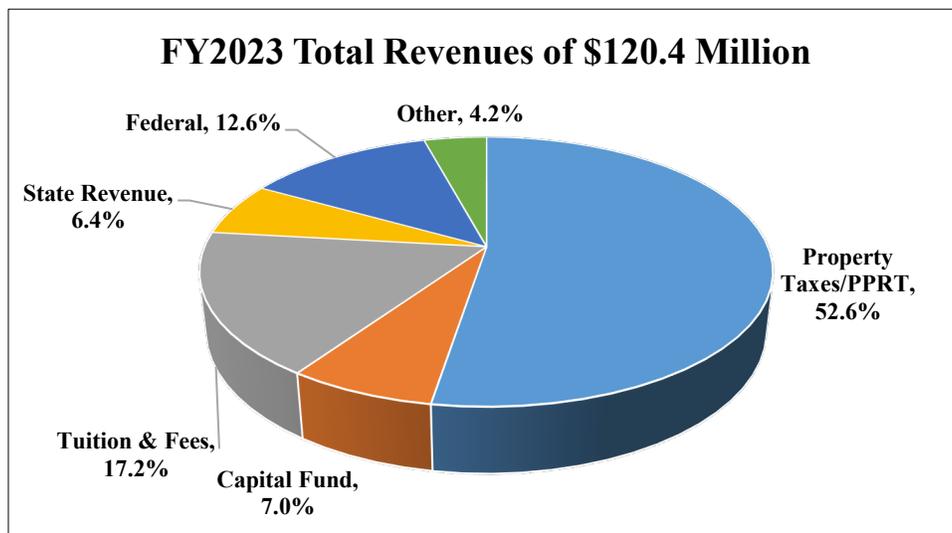
### **RETIREE HEALTH INSURANCE FUND (21)**

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.

## FY2023 REVENUE SUMMARY

### ALL FUNDS

The FY2023 revenues budgeted for all funds total \$120.4 million, a decrease of \$0.5 million from the FY2022 budget of \$120.9 million. Overall revenue, therefore, remains flat. An anticipated increase in property taxes, due to higher inflation and the end of the Glen Tax Increment Finance District (TIF), will offset reduced federal COVID relief funds, a short-term program geared toward lessening the financial impact of the pandemic on institutions of higher education and students. Lower tuition revenues are also expected for FY2023, as the exceptionally strong job market and higher wages continues to negatively impact enrollment. The FY2023 budget includes no student tuition or fee increases.



Revenues for the Education Fund are projected at \$77.4 million, an increase of \$0.9 million over the FY2022 budget. Increases in property tax revenues and a larger state credit hour appropriation will offset reduced federal funding and tuition and fee declines.

For the Education Fund, property tax increases combined with higher Personal Property Replacement Tax revenues will boost local funding sources 10.2%, or \$4.8 million over the FY2022 budget.

Federal aid to states has helped to improve Illinois government's overall fiscal health, which, in turn, will result in an increase in state funding for higher education. The budget impasse of 2016 and 2017 that resulted in a dramatic decline in state higher education appropriations meant that the College needed to take a very conservative approach to budgeting for the state credit hour grant for several subsequent years. However, with the State budget having been stabilized, the College has increased the budget for Oakton's state credit hour grant \$1.3 million over FY2022.

A projected enrollment decline of 3.0% will lower tuition and fee revenue by \$1.2 Million, while federal stimulus revenue will total \$1.8 million, a decrease of \$3.6 million from FY2022.

Revenues for the Operations & Maintenance Fund will remain flat in FY2023 at \$8.1 million. There will be a transfer of \$8,700 from the Education Fund to the Operations & Maintenance Fund to ensure that this fund is balanced. Resources for the Auxiliary Fund consist of \$4.2 million in revenues and a \$2.5 million transfer from the Education Fund.

The Audit Fund will receive property tax revenues of \$100,000 in FY2023, which will cover the contractual obligation that College has to its outside auditing firm. A transfer of \$1.5 million from the Education Fund supports the Liability and Social Security / Medicare Funds.

Capital spending will be funded in large part from the fund reserves and a \$2.5 million transfer from the Education Fund. The College plans to undertake deferred maintenance and renovation projects worth \$11.3 million in FY2023. The FY2023 Capital Improvement Plan includes a detailed overview of the many projects that will be undertaken in the next fiscal year.

The Bond & Interest Fund will require total revenues of \$3.6 million, which will be primarily supported by property taxes.

## 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 Cook County Assessor. The Cook 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 account for 52.6% of all revenues for the College. By Illinois law, 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 a \$0.10 cap. 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 2020 tax year data for the tax categories and maximum tax rates for the College.

<b>Tax Category</b>	<b>2020 Rate</b>	<b>Statutory Maximum</b>
Education Fund	0.1797	0.7500
Operation/Maintenance Fund	0.0321	0.1000
Audit Fund	0.0004	0.0050
Life Safety	0.0000	0.1000

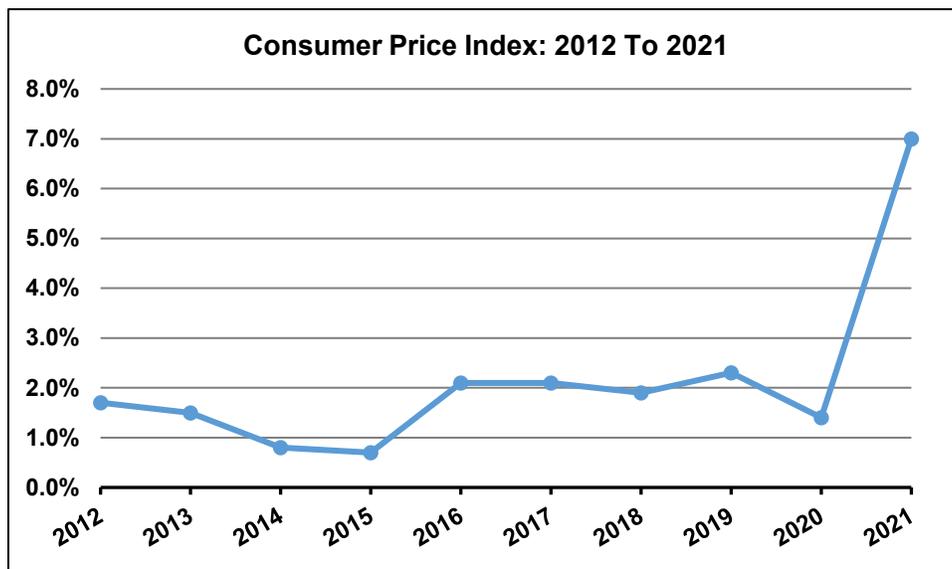
Liability/Settlement/Protection Fund	0.0000*	None
Social Security/Medicare	0.0000*	None
Bond and Interest Fund	<u>0.0148</u>	**
Total	0.2270	

\* 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 2014, 2018 and 2020, 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.

The College is subject to the Property Tax Extension Law Limit (PTELL) law, which limits increases in its property tax extensions to the lesser of 5% or the increase in the national Consumer Price Index (CPI) for the year proceeding the levy year. This amount is adjusted by the value of new construction in Oakton’s district, as well as the expiration of tax increment financing districts and other factors.

As the following graph indicates, annual Consumer Price Index (CPI) growth had, until 2021, been extremely modest. The United States is now experiencing the highest inflation since the early 1970’s. This is due to a number of factors, including increased energy costs, supply chain bottle necks, and the federal monetary and fiscal stimulus programs that were established to mitigate the effects of the pandemic on the U.S. economy. The 5.0% cap in the CPI has been applied to our property tax estimates for Calendar Year 2023, which will increase Oakton’s FY2023 property tax revenues by \$1.4 Million.



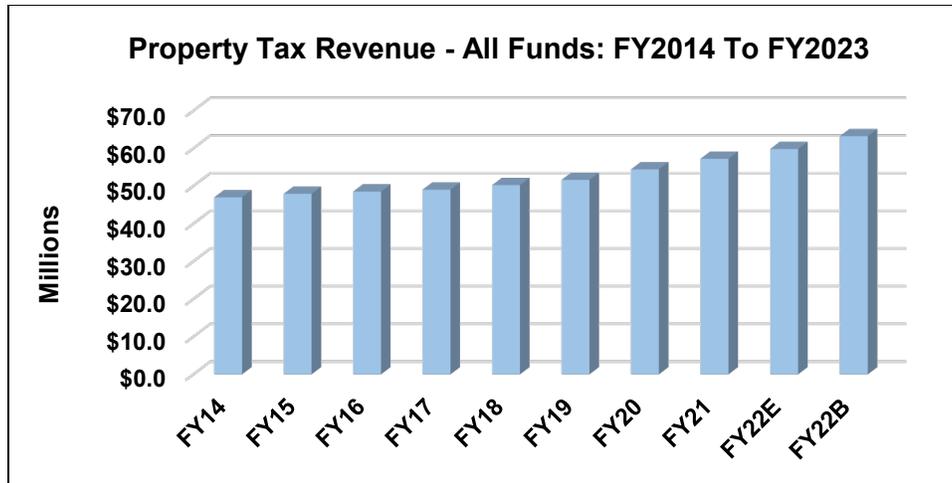
Additionally, Oakton will benefit from the termination of The Glen TIF district in Glenview, which will result in \$534.7 million in new construction being added to the district’s equalized assessed

value (EAV) for all property in Tax Year 2021. This will add \$1.0 Million in additional tax revenue in FY 2023.

Finally, in August 2021, Illinois Governor Jay Pritzker signed into a law a measure that will make all Illinois tax-capped districts whole for revenue lost as the result of property tax assessment appeal refunds. For FY2021, refunds totaled \$1.2 million. As a result of this new law, we anticipate property tax revenues will increase an additional \$1.2 million in FY2023.

Allocations of property tax revenues are as follows: Education Fund: \$50.2 million; Operations & Maintenance Fund: \$8.0 million; and the Liability/Medicare Funds/Audit Funds: \$200.

In addition, \$3.6 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 all 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. The total collections are divided into two portions. One portion (51.65 percent) goes to Cook County. The other portion (48.35 percent) goes to the remaining 101 counties commonly referred to as downstate counties. The Cook County portion is then distributed to the taxing districts in Cook County based on each district’s share of personal property tax collections for the 1976 tax year, when Cook County last collected personal property taxes on corporations, partnerships, and other business entities. The College’s FY2023 portion of PPRT revenues is estimated at \$1.4 million.

## TUITION AND FEES

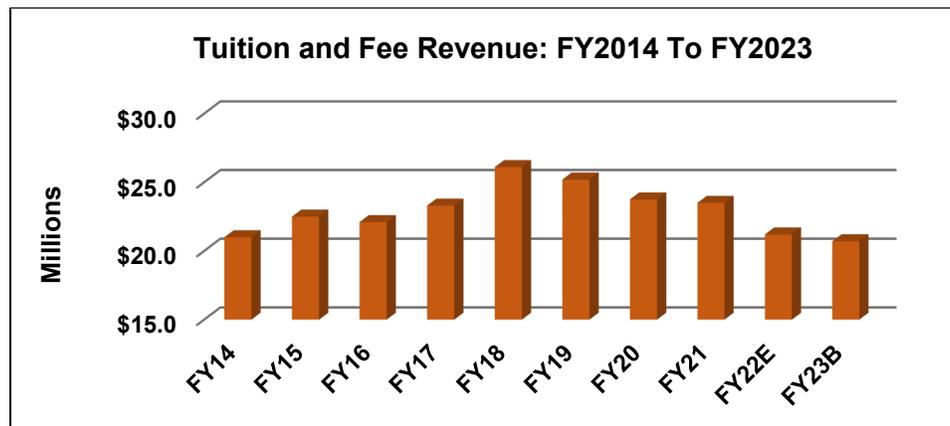
The College has experienced declining enrollment since FY 2011, a trend that hastened by the onset of the COVID-19 pandemic in March 2020. Annual enrollment declines averaged 5.3% between 2015 and 2019. However, the Fall 2020 census showed that Oakton’s for credit student enrollment, exclusive of dual credit students, declined 9.5% from Fall 2019. Fall 2021 showed a further decline of 10.5%.

Tuition increases five years ago resulted in a short-term boost in tuition revenue. However, continued enrollment declines have since FY2018 led to reductions in tuition and fee revenues. The near-term prospects for enrollment at Oakton and at community colleges across Illinois remains uncertain.

As national surveys have shown, community college enrollment has been the most severely impacted by the pandemic out of all higher education institutions. Community colleges are open-access institutions and serve a significant number of at-risk students and the pandemic has exacerbated issues for many in that population ranging from fiscal to technological to emotional.

Oakton’s FY2022 budget included a 6.0% decline in enrollment, a figure that, unfortunately, was optimistic, as the Fall 2021 enrollment data decline of 10.5% attests. Spring 2022 enrollment was down 11.3% from Spring 2021. These declines occurred despite an infusion of federal stimulus funding that was used to provide additional financial assistance to qualifying students.

An enrollment recovery is unlikely next fiscal year. While the economy shrank by 1.4% in the first quarter of 2022, in 2021, it expanded at a brisk 5.7%. Anecdotal evidence suggests that potential community college students are electing to remain in jobs, taking advantage of higher wages. There’s also an element of uncertainty that persists, a carryover from the shock the pandemic delivered to Americans. This may be making it difficult for potential students to commit to anything but short-term plans.



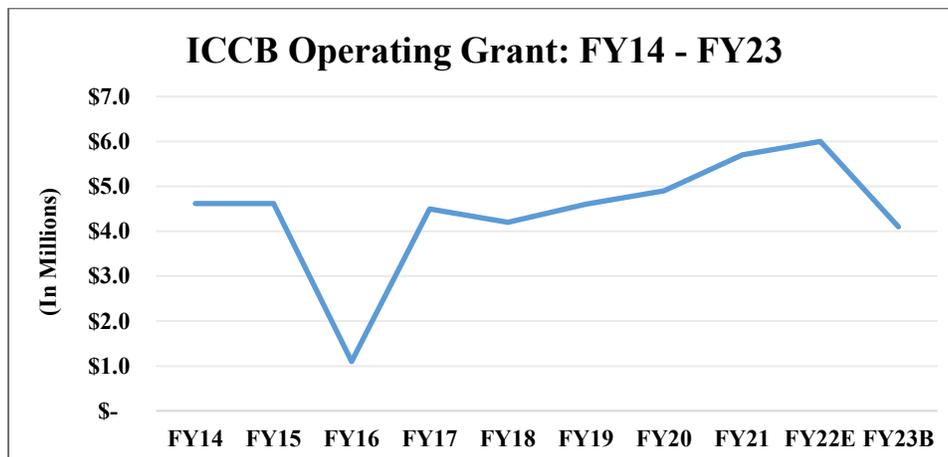
## STATE REVENUES

The operating funds receive two types of State revenues: a base operating grant and a career and technical education grant. After the 2016 - 2017 funding impasse that disrupted state appropriations to colleges and universities, base operating grant funding stabilized, and since FY2019, Oakton’s appropriation has increased 13.4%.

### 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 base operating grant accounts for only 4.1% of total operating fund revenues, but nonetheless remains a critical funding source for Oakton’s operations.

The budget impasse of 2016 and 2017 that resulted in a dramatic decline in state higher education appropriations meant that the College had to take a very conservative approach to budgeting for the state credit hour grant for several subsequent years. The State budget has stabilized in more recent years, helped by the infusion of over \$8.1 billion in federal stimulus since 2020. The improved finances of the State allows us to be a little less conservative when forecasting credit hour grant revenues. The budgeted amount of \$4.0 million for FY 2023 is 75.0% what Oakton received in FY 2022.



### 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 \$393,270 for FY2023

## FEDERAL FUNDING

Direct federal appropriations to support community colleges and other institutions of higher education during the pandemic was first enacted in the CARES Act, which passed Congress in March 2020. Oakton’s allocation of CARES funding totaled \$2.8 Million. Two subsequent pieces of legislation significantly enlarged funding for this program, called the Higher Education Emergency Relief Fund, or HEERF. The Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) and the American Rescue Plan appropriated an additional \$19.4 million. Here is a breakdown of federal stimulus funding for Oakton, and how the monies were designated:

Source	Duration	Student	Institutional	MSI*	Total
CARES Act	04/20-06/21	\$1,381,420	\$1,381,419	\$11,467	\$2,774,306
CRRSAA	01/21-06/22	\$1,381,420	\$5,542,510	\$26,241	\$6,950,171
ARP	04/21-06/23	\$6,274,488	\$6,124,990	\$46,374	\$12,445,852
<b>Total:</b>		<b>\$9,037,328</b>	<b>\$13,048,919</b>	<b>\$84,082</b>	<b>\$22,170,329</b>

\* Minority Serving Institution

The Student portion of Oakton’s HEERF allocation has been used to provide grants to qualifying students, which were used to a range of expenses, including food, shelter, course materials, and childcare. In Calendar Year 2020, the first reporting period for HEERF, 1,239 eligible students received grants averaging \$664. In Calendar Year 2021, 2,787 eligible students received grants averaging \$1,350.

HEERF Institutional funds have been used to defray the technology costs associated with a shift to online learning, faculty training in online teaching practices, the provision of laptops and Wi-Fi hotspots to students, COVID-19 testing, personal protective equipment (PPE), and replacing lost revenue resulting from enrollment declines. Institutional funding also supported three free credit programs in Fall 2021 and Spring 2022. Expenditures that were supported by HEERF Institutional funds totaled \$528,593 in Calendar Year 2020. Revenue recovery and expenditures reimbursed through HEERF Institutional funds totaled \$7,318,118 in Calendar Year 2021.

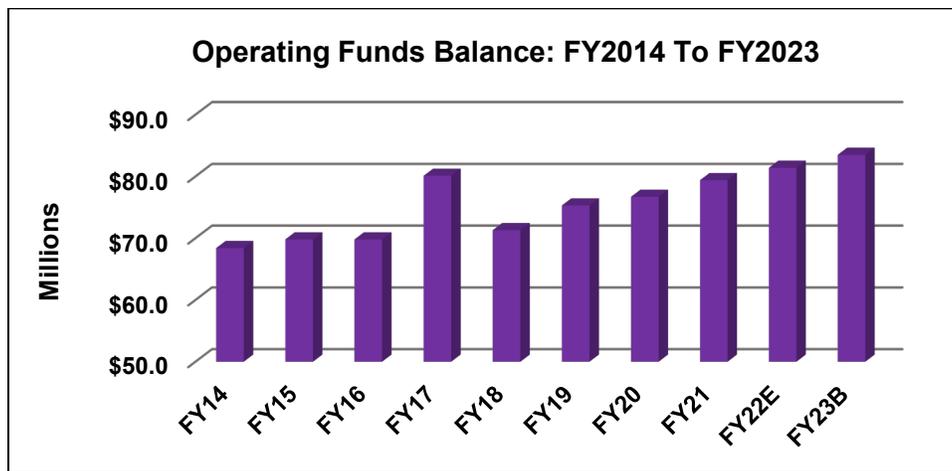
## FUND BALANCE ANALYSIS

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 - Status as of June 30, 2021**

Oakton’s audited fund balance of \$79.4 million on June 30, 2021 represents 109.5% of total, budgeted operating expenditures of \$72.5 million for FY2021. Based on revenues and expenditures for the nine months ending March 31, 2022, the fund balance for the period ending June 30, 2022 is estimated at \$81.4 million, after transfers to the Retiree Health Insurance Fund.

In 2020, the College began setting aside funds for Oakton’s share of the unfunded liability in the State of Illinois College Insurance Fund, which provides medical benefits for retired community college employees. These benefits are referred to as “Other Post-Employment Benefits” or OPEB. Accumulated transfers to the Retiree Health Insurance Fund currently total \$26.6 million. As of June 30, 2021, Oakton’s total OPEB liability was \$42.9 Million.

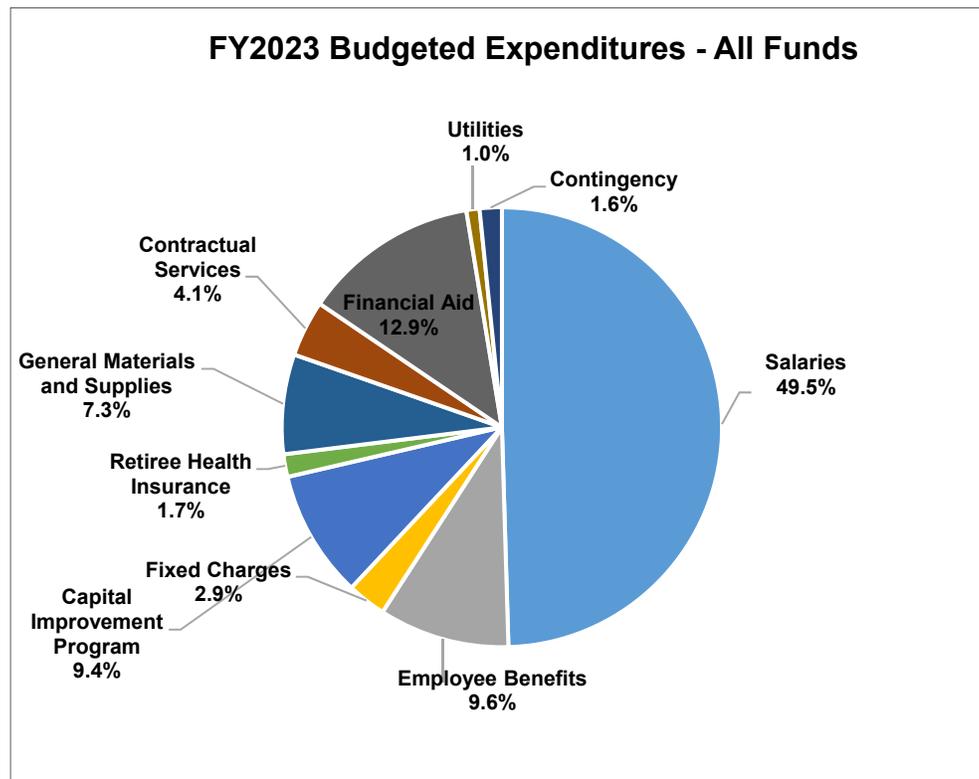


## EXPENDITURE SUMMARY

### ALL FUNDS

Expenditures budgeted for all funds in FY2023 total \$120.4 million, which represents a decrease of \$0.5 million or 0.4% from the FY2022 all funds budget. Education Fund expenditures, the largest operating fund, total \$69.0 million, an increase of \$0.8 million or 1.2% above FY2022. Capital spending is proposed to decrease from \$16.0 million in FY2022 to \$11.3 million in FY2023, while grant-supported expenditures will increase \$5.8 million to \$18.1 million in FY2023, reflecting an expansion of the College's state and federal grant portfolio.

The two largest expenditure categories are salary and benefits, which account for 58.7% of all expenditures for all funds and 80.8% of all expenditures for the operating funds. Other expenditures in these funds include items such as supplies, contractual services, utilities, and capital spending detailed below:



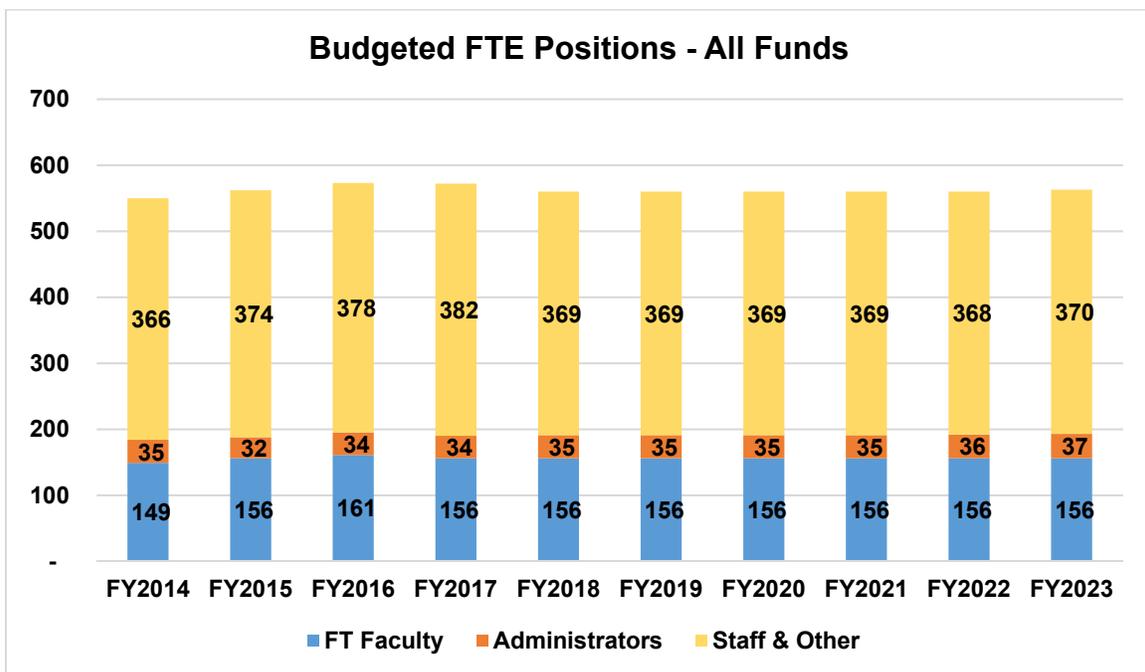
### FULL-TIME EQUIVALENT (FTE) STAFFING LEVEL

Four bargaining units represent the large majority 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 20 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 FY2023 is 563 for full-time faculty, administrators, full-time and part-time staff, and police officers. 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 headcount, the College currently employs 150 full-time faculty members, 437 part-time adjunct instructors, 36 administrators, 10 police officers, 318 full-time and part-time regular and confidential staff, and 138 short-term seasonal or temporary part-time staff. The College also currently has 100 student employees.

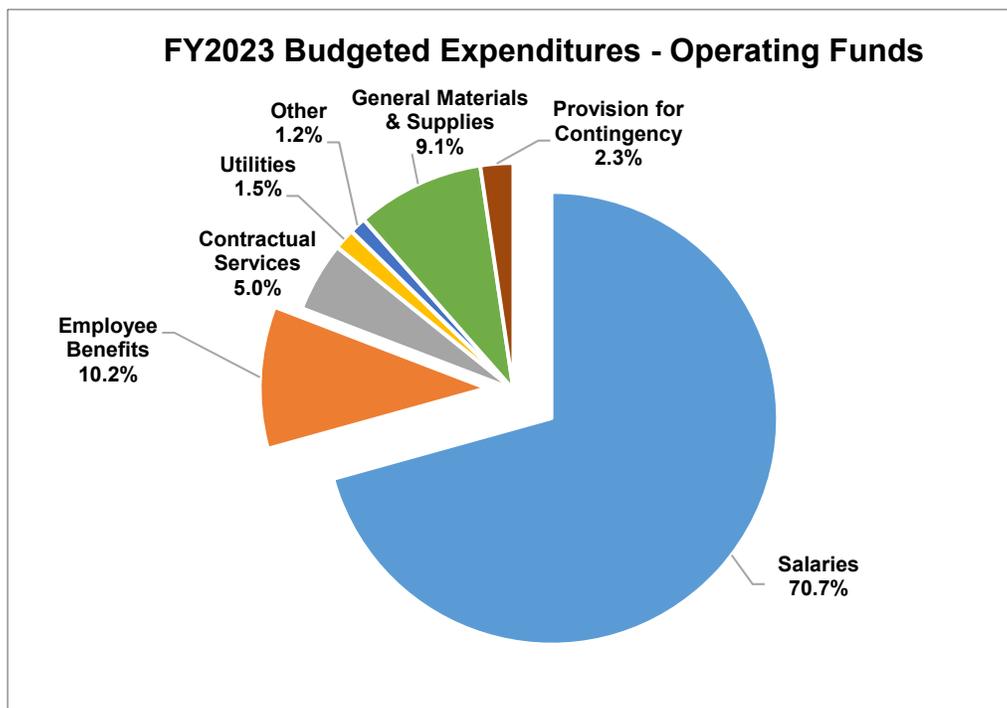
The College has three union affiliations with four bargaining units. The Illinois Education Association-National Education Association (IEA-NEA) represents the full-time faculty and adjunct faculty who teach six credit hours or more. Below is a list of the four bargaining units at the College:

- Full-time faculty is represented by the Oakton Community College Faculty Association (OCCFA-IEA-NEA) and their current contract remains in force until August 19, 2024.

- Adjunct faculty members are represented by the Adjunct Faculty Association of Oakton Community College (OCC-AFA-IEA/NEA) and their contract expired in August 2021 and a new contract is currently being negotiated.
- Staff is represented by Oakton Community College Classified Staff Association, a chapter of Cook County College Teachers Union Local 1600, AFT. A new contract that is to be ratified by the Oakton Board of Trustees in May 2022 is effective until December 31, 2025.
- Police officers are represented by the Metropolitan Alliance of Police (MAP) with a contract that expires on June 30, 2025.

## OPERATING FUNDS

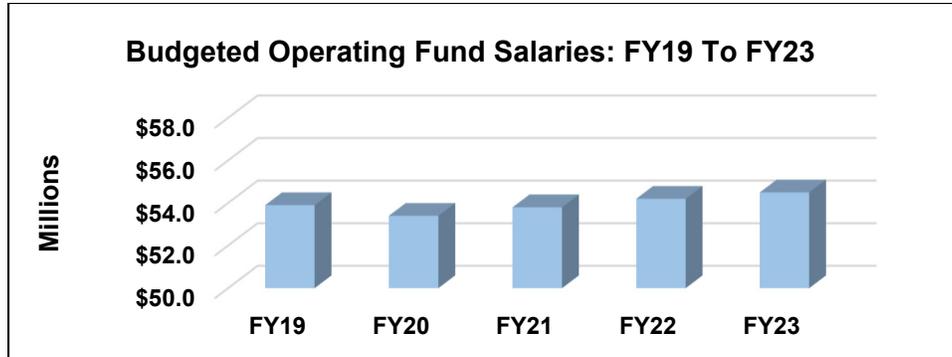
The operating funds consist of the Education Fund and the Operations & Maintenance Fund. Operating funds account for the cost of instructional, administrative, professional, custodial, and maintenance employees' salaries; supplies and moveable equipment; supplies and materials; maintenance of instructional 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 \$54.5 million, an increase of \$0.3 million, or 0.6%, from the FY2022 budgeted level of \$54.2 million. Total salaries represent 70.7% of the operating fund expenditures. The graphic below shows

budgeted, Operating Funds salaries over the five-year period beginning FY 2019. While the College has funded a number of initiatives in the personnel area during this period, salary budgets have remained very stable. This is the result of existing positions being re-purposed into new roles and responsibilities.



Below is a breakdown of the FY2023 FTEs in Operating Funds compared with FY2022.

**Budgeted FTE Comparison: FY2022 vs FY2023  
Operating Funds**

Employee Type	FY2022	FY2023	Change
Full-time Faculty	156.0	155.0	-1.0
Administrator	36.0	37.0	1.0
Staff & Other	209.0	211.0	2.0
Information Technology	43.5	43.5	-
Campus Security	14.4	14.4	-
Facilities	61.3	60.3	-1.0
<b>Total Budgeted Positions</b>	<b>520.2</b>	<b>521.2</b>	<b>1.0</b>

Not all positions will be filled 52 weeks per year, nor will all vacancies 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 – currently at historic levels due to the shift in employment trends that have been ongoing since the onset of the COVID-19 pandemic two years ago – the FY2023 operating funds budget includes a turnover/vacancy rate of 5.0 percent.

**Full-Time Faculty Salaries**

Full-time faculty salaries are budgeted at \$17.0 million, a 0.6% decline from the FY2022 budgeted amount. While the average salary for existing full-time faculty is scheduled to increase by 3.5%, overall salaries are lower due to faculty retirements and the hiring of replacements at a lower annual salary. One full-time faculty position has also been frozen for FY2023. These salaries include base salary, overload, summer, and substitute pay for full-time teachers.

The number of full-time faculty budgeted positions is 155 in FY2023. Full-time faculty salaries represent 31.4% of the total operating budget's salary expenditures, and 29.8% 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. Reflecting continued enrollment declines, the FY2023 budget for adjunct faculty salaries is 3.1% lower compared to FY2022. The total budget of \$9.3 million is a \$0.3 million decrease from the FY2022 salary budget. Salaries for part-time faculty are 17.1% of the total operating funds salaries.

### 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 37.0 in FY2023 for all funds.

The FY2023 budget currently includes a cost-of-living increase of 2.99% for all administrators. This group represents 8.9% of the total operating budget salary expenditures and 7.1% of the FTE funded in the operating budget for FY2023.

### Operations & Maintenance Salaries

Salaries for janitors, custodians, mechanics, maintenance, groundskeepers, and others total \$3.6 million, which represents a decrease of \$0.2 million from the FY2022 budgeted level. The overall decline in salaries reflects the freezing of one position for the upcoming fiscal year. One additional position has also been re-purposed as part of a Equity Impact initiative that shifts the position to the Enrollment Services department. The budgeted FTEs for this group of employees is 60.3 in FY2023, representing 11.6% of the total operating budget FTEs.

### Police Officers and Security Guards

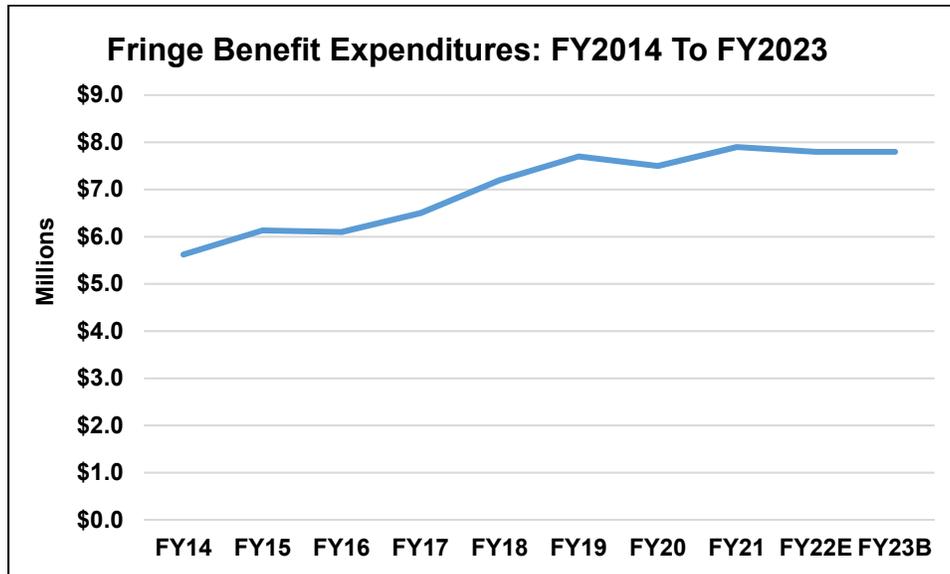
Oakton's Police department offers a broad range of services to keep the College safe and to promote a peaceful environment. Officers and security guards patrol two campuses on foot, bicycle, and by marked vehicle. The FY2023 budget supports 1 lieutenant's position, 10 full-time police officers, one full-time public safety guard and one part-time security guard. The Police Chief is counted as an administrator; there is also one, full-time staff employee. Total salaries for the sergeants, police officers and security guards is budgeted at \$717,800 for FY2023, representing 1.3% of total operating fund salaries, while their total FTEs represent 2.7% of the total operating budget 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 \$18.7 million, or 34.3% of the total operating salaries budget and approximately 48.9% of the operating fund FTE headcount budgeted for FY2023.

## BENEFITS

Benefit costs comprise payments for PPO and HMO health insurance premiums, dental, vision, retirement payments, and life insurance. Uniform allowance, tuition reimbursement, and post-retirement healthcare are also budgeted in this category. Fringe benefit costs are expected increase from \$7.7 million budgeted in FY2022 to \$7.8 million in FY2023. While premiums in Calendar Year 2023 (January 2023-December 2023) are currently projected to increase 4.0%, the overall rise in benefit costs is less, at 1.2%. This is due to higher employee contributions that will take effect next January. Below is a 10-year trend of benefit costs for the operating funds only.



Note: Actual costs are reported for FY14 to FY21, with an estimate being provided for FY22.

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 2,730 employees at seven colleges including Oakton currently and processes claims of about \$53.8 million annually. Each college is allowed to design its own plan with individual premiums based on its design and experience.

## 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. The FY2023 operating budget includes \$3.8 million for contractual services, an increase of 2.7% over FY2022.

## 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 FY2023 budget for Materials and Supplies is \$7.1 million, an increase of 12.7% from FY2022. The increase is primarily due to higher software application renewal costs and the need for the IT department to institute additional security software that is a requirement of the College's liability insurance policies.

## 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.

In order to provide funding for various critical initiatives that were prioritized through the Equity Impact Strategic Funding process, the Travel and Conference budget has been reduced 21.5% from FY2022. This reduction allowed \$100,000 to be repurposed to strategic initiatives. Overall, Travel and Conference costs comprise 0.5% of the total operating budget for FY2023.

## UTILITIES

Utilities are defined as gas, electric, refuse disposal, telecommunications costs, water, and sewer charges. Utility expenditures are projected to total \$1.1 million for FY2023, a slight decrease from the FY2022 budgeted amount of \$1.2 million. This spending item represents 1.5% of the operating budget for fiscal year 2023.

## CAPITAL OUTLAY

The operating fund budgets do include some capitalized expenses, which are mainly 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 \$81,000 for FY2023.

## 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 FY2023 budget proposes a total contingency of \$1.8 million for the operating funds.

## INTER-FUND TRANSFERS

Rather than levy taxes on all funds where the College is statutorily permitted, the levy for the Education Fund is used to support the Liability, Protection, and Settlement Fund, the FICA/Medicare Fund, and Oakton’s Capital Projects (Master Plan) Fund. Transfers each year are made to these three funds from the Education Fund. This has been the College’s financial practice for a number of years.

The Auxiliary Enterprise Fund also has several programs that either generate insufficient revenues or do not generate revenues at all. Therefore, a transfer is budgeted annually to balance the Auxiliary Enterprise Fund. The total budgeted shortfall for the Auxiliary Enterprise Fund is estimated at \$2.5 million in FY2023. The Education Fund will provide a total of \$0.3 million to support the Alliance for Lifelong Learning and Workforce Development operations, \$1.2 million to support Athletics and the Fitness Center, and \$1.0 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 FY2021 - FY2023**

	FY2021 Budget	FY2022 Budget	FY2023 Budget
Auxiliary Enterprise Fund:			
ALLiance / Workforce Development	\$236,670	\$370,331	\$339,938
Athletics/Fitness/Other	1,163,777	1,161,954	1,179,097
Other Auxiliary Functions	1,145,522	857,559	954,535
Liability/Settlement Funds:			
Liability, Protection, Settlement	700,495	812,000	712,000
FICA/Medicare Tax	818,106	894,400	824,400
Restricted Purpose Fund:			
SGA Student Scholarship	100,000	100,000	100,000
Working Cash Fund: Interest	(290,000)	(290,000)	(290,000)
Operations & Maintenance (02)	409,468	394,033	8,668
Capital Projects Fund (03)	0	0	2,500,000
Retiree Health Insurance (21)	2,500,000	2,500,000	2,000,000
<b>Net Fund Transfers Out of the Education Fund</b>	<b>\$6,784,038</b>	<b>\$8,300,277</b>	<b>\$8,328,638</b>

In summary, a total of \$8.3 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.

## 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 in Pages viii-xiv.

### Office of the President

Expenditures By Object	FY21 Actual	FY22 Budgeted	FY22 Actual	FY23 Budgeted
Salaries	2,787,593	3,430,342	3,116,503	3,514,925
Employee Benefits	642,820	635,972	633,021	675,675
Contractual Services	597,436	917,946	845,695	856,092
General Materials and Supplies	564,810	857,940	771,924	974,856
Travel Conference Meetings	18,701	117,206	60,915	101,054
Other Expenditures	2,738	2,500	409	1,500
<b>Total</b>	<b>4,614,098</b>	<b>5,961,906</b>	<b>5,428,467</b>	<b>6,124,102</b>

Expenditures By Fund	FY21 Actual	FY22 Budgeted	FY22 Actual	FY23 Budgeted
General Fund	4,612,283	5,930,306	5,428,467	6,124,102
Auxiliary Fund	1,815	31,600	-	-
<b>Total</b>	<b>4,614,098</b>	<b>5,961,906</b>	<b>5,428,467</b>	<b>6,124,102</b>

Budgeted Full-Time Equivalent Personnel	FY21	FY22	FY23
Administrators	5.0	5.0	5.0
Staff	33.3	37.0	37.0
Faculty	-	-	-
<b>Total</b>	<b>38.3</b>	<b>42.0</b>	<b>42.0</b>

**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**

<b>Expenditures By Object</b>	<b>FY21 Actual</b>	<b>FY22 Budgeted</b>	<b>FY22 Actual</b>	<b>FY23 Budgeted</b>
Salaries	32,404,752	34,793,696	32,695,746	35,086,885
Employee Benefits	3,242,131	3,362,043	3,346,949	3,318,615
Contractual Services	497,578	1,206,443	977,240	1,490,594
General Materials and Supplies	1,578,588	1,810,926	1,590,310	2,031,567
Travel Conference Meetings	28,890	221,546	111,700	157,062
Other Expenditures	16,567	163,209	66,374	77,819
<b>Total</b>	<b>37,768,506</b>	<b>41,557,863</b>	<b>38,788,318</b>	<b>42,162,542</b>

<b>Expenditures By Fund</b>	<b>FY21 Actual</b>	<b>FY22 Budgeted</b>	<b>FY22 Actual</b>	<b>FY23 Budgeted</b>
General Fund	35,595,808	38,609,932	36,240,095	39,010,975
Auxiliary Fund	2,172,698	2,947,931	2,548,223	3,151,567
<b>Total</b>	<b>37,768,506</b>	<b>41,557,863</b>	<b>38,788,318</b>	<b>42,162,542</b>

Budgeted Full-Time Equivalent Personnel	FY21	FY22	FY23
Administrators	12.8	12.6	12.6
Staff	90.6	92.6	93.8
Faculty*	340.0	410.0	371.0
<b>Total</b>	<b>443.4</b>	<b>515.2</b>	<b>477.4</b>

\* Includes part-time, adjunct faculty.

**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, Technology, Engineering and Mathematics (STEM) and Health Careers; Liberal Arts, and the Arts; Workforce Education / Business and Career Technologies; and Adult & Continuing Education / Dean of the Skokie 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 Online Learning** 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 Center** at the Skokie Campus provides 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.

**Library Services** includes circulating materials; updating and maintaining the library’s collection of books, periodicals, and other materials; and classifying all resident reference materials. Library Services also has robust electronic reference capabilities.

**The Alliance for Lifelong Learning**, a joint program, operates under an agreement between Oakton Community College District 535, Evanston Township High School District 202, Maine Township High School District 207, Niles Township High School District 219, and Northfield Township High School District 225. ALLiance serves the community in its many Adult Education programs, including Evening High School, General Educational Development (GED), English as a Second Language (ESL), and Literacy Programs.

Through its Continuing Education Courses, ALLiance also offers programming that covers a vast selection of special interest topics and hands-on experiences in Business, Career and Certification Training, Computer Courses, Exercise and Fitness, Healthy Living Topics, Home and Garden, Languages, Online Classes, and Tech Trends. As required by state law, ALLiance’s revenues and expenditures are both included in Oakton’s budget because the college is, by agreement, the Administrative District for ALLiance.

**The Office of Workforce Development** provides credit and non-credit (continuing education) courses, seminars, workshops, and conferences for business, industry, and government to help these organizations solve their critical employee training needs and stimulate economic development. Through the Workforce Development, business, industry, and government organizations have access to all of the college’s resources and services.

**Student Affairs**

<b>Expenditures By Object</b>	<b>FY21 Actual</b>	<b>FY22 Budgeted</b>	<b>FY22 Actual</b>	<b>FY23 Budgeted</b>
Salaries	7,051,280	8,725,399	7,526,369	9,181,851
Employee Benefits	1,269,683	1,332,680	1,332,680	1,412,246
Contractual Services	273,880	418,195	290,516	433,591
General Materials and Supplies	338,323	432,140	257,340	433,805
Travel Conference Meetings	76,633	175,676	92,669	162,087
Other Expenditures	131,022	163,404	187,798	210,230
<b>Total</b>	<b>9,140,822</b>	<b>11,247,494</b>	<b>9,687,372</b>	<b>11,833,810</b>

<b>Expenditures By Fund</b>	<b>FY21 Actual</b>	<b>FY22 Budgeted</b>	<b>FY22 Actual</b>	<b>FY23 Budgeted</b>
General Fund	8,106,273	10,081,983	8,554,472	10,647,213
Auxiliary Fund	1,034,548	1,165,511	1,132,901	1,186,597
<b>Total</b>	<b>9,140,822</b>	<b>11,247,494</b>	<b>9,687,372</b>	<b>11,833,810</b>

Budgeted Full-Time Equivalent Personnel	FY21	FY22	FY23
Administrators	9.0	9.0	10.0
Staff	92.2	95.4	99.4
Faculty	-	-	-
<b>Total</b>	<b>101.2</b>	<b>104.4</b>	<b>109.4</b>

**Student Affairs** supports students outside the classroom and enhances and facilitates their personal development within the college community. Functions include Athletics, Enrollment Services, Registrar Services, Student Life, Student Recruitment and Outreach, Learning Center, Access and Disability Resource Center, Student Success, and Health and Counseling Services.

**The Office of Access, Equity, and Diversity** provides vital leadership to the college in celebrating diverse people and ideas, inclusiveness, global perspectives, and a strong sense of community. Key roles include enriching Oakton’s learning and working environments by attracting and supporting a more diverse faculty, staff, and student body; and helping students, faculty, staff, and visitors resolve complaints about harassment and/or discrimination. Other activities include teaching student government leaders and student orientation team leaders about equity issues; training campus police; delivering special presentations to classes about social justice and human rights; and overseeing health and wellness activities.

**Athletics** provides opportunities for students to participate in intercollegiate and intramural sports. The college is a member of the NJCAA and Skyway Community College Athletic Conference.

**Enrollment Services** oversees the operations related to enrollment, including admission and registration. The Enrollment Center provides a one-stop location for the services most frequented by students, including admission, registration, academic advising, and financial assistance. The Center provides comprehensive information to help students with college processes, planning, and decision making to aid in their success.

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

**The Office of Financial Assistance** manages student financial assistance. The college offers federal, state and institutional financial aid to students. Participation in these financial aid programs enhances the college’s ability to provide students entry into higher education. Financial aid may be in the form of a grant, scholarship, loan, or on-campus employment. Approximately half of Oakton’s students receive 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.

**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.

**Health and 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. The office also assists students with illness and promoting 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**

<b>Expenditures By Object</b>	<b>FY21 Actual</b>	<b>FY22 Budgeted</b>	<b>FY22 Actual</b>	<b>FY23 Budgeted</b>
Salaries	10,217,948	10,487,004	10,063,423	9,886,050
Employee Benefits	3,280,197	2,872,008	2,435,512	2,912,811
Contractual Services	1,565,907	1,811,929	1,516,512	1,890,651
General Materials and Supplies	4,358,194	4,801,839	4,766,309	5,159,257
Travel Conference Meetings	2,063	25,019	8,547	16,896
Utilities	922,339	1,161,317	1,131,901	1,155,458
Other Expenditures	845,424	3,327,924	621,875	2,630,457
<b>Total</b>	<b>21,192,073</b>	<b>24,487,040</b>	<b>20,544,080</b>	<b>23,651,580</b>

<b>Expenditures By Fund</b>	<b>FY21 Actual</b>	<b>FY22 Budgeted</b>	<b>FY22 Actual</b>	<b>FY23 Budgeted</b>
General Fund	12,307,687	13,572,599	11,230,607	13,240,740
Operations and Maintenance Fund	7,221,149	8,486,551	7,333,849	8,101,186
Auxiliary Fund	1,663,237	2,427,890	1,979,625	2,309,654
<b>Total</b>	<b>21,192,073</b>	<b>24,487,040</b>	<b>20,544,080</b>	<b>23,651,580</b>

Budgeted Full-Time Equivalent Personnel	FY21	FY22	FY23
Administrators	8.0	9.0	9.0
Staff	144.5	139.0	136.5
Faculty	-	-	-
Police	10.0	10.0	10.0
<b>Total</b>	<b>162.5</b>	<b>158.0</b>	<b>155.5</b>

**The Office of the Vice President of Administrative Affairs** manages the business, finance, public safety, information technology, 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.

**The Procurement Office** manages all aspects of purchasing and acquisition, while the Auxiliary Services Office manages all other functional business service activities of the college, including, 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** 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. 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.

**The Facilities Department** offers a full range of services related to the College facilities, grounds, and safety. The department coordinates and works in the following areas:

#### *Grounds*

As stewards of campus facilities, we strive for an attractive campus that creates a positive and lasting impression while preserving and enhancing the integrity of the natural landscape. The grounds staff aspire to the highest level of expertise. We maintain high standards of personal and professional conduct and provide the best services possible. We are responsible for the a variety of areas, including: road care, landscaping, maintenance of athletic fields, trash removal, removal of snow and ice on campus roads

#### *Housekeeping*

The quality of the learning environment is an essential part of our students' success and retention. A warm, clean, and healthy environment allows our students, faculty, and staff the opportunity to focus on the academic wellbeing of our student population. The environment we provide and maintain has a direct impact on the overall feel of the campuses; the physical representation of the campus culture, values, goals, and direction. Our goal is to maintain the overall quality of our campuses, while striving to find new, innovative, more efficient ways to increase the service we provide.

#### *Maintenance and HVAC*

The Maintenance and HVAC departments handle the daily maintenance of building facilities and equipment located on both Des Plaines and Skokie campuses.

**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.

## Operations & Maintenance Fund Restricted (03)

The Operations & Maintenance Fund (Restricted) is a capital projects fund established to account for monies restricted for use in major building repair, renovation, new construction, and site acquisition. The FY2023 Budget proposes to invest \$11.3 million for capital improvements.

### FY2020 - 2022 Operations & Maintenance Restricted Summary

	FY2021 Actual	FY2022 Estimate	FY2023 Proposed
Beginning-year Fund balance	\$ 1,141,754	\$ 20,334,000	\$ 16,273,792
Revenues:			
Student fees	307,716	283,349	335,000
Prior-year Fund 03 balance	0	0	8,464,077
Fund balance - General	3,000,000	0	2,500,000
Bond proceeds	20,035,000	0	0
OCC Foundation Grant	0	550,000	
Litigation Recoveries	0	1,835,000	
Other	14,582	45,307	0
Total	23,357,298	2,713,656	11,299,077
Expenditures:			
Capital outlay	4,164,699	6,773,864	11,299,077
Total	4,164,699	6,773,864	11,299,077
End-of-year Fund Balance O&M Restricted	\$ 20,334,353	\$ 16,273,792	\$ 16,273,792

### EXECUTIVE SUMMARY

Oakton College’s Capital Improvement Plan (CIP) from FY2023 to FY2025 builds on the foundation of the newly created Master Plan (FY2023-FY2027), and projects in construction from the prior Master Plan (FY2017-FY2022).

Through a nearly year-long planning process from May 2021 to April 2022, the College assembled a multi-stakeholder Steering Committee (comprised of staff, faculty, students and administrators), to work on strategic construction priorities for the next five year. Despite the impact of the COVID-19 pandemic, the Steering Committee and College remained committed to having this work completed.

The College engaged its architects, Perkins + Will, to assist with creating this Master Plan, and is both a look-back of what has been done, and forward. It builds on the current Master Plan, and

will continue with many of the priorities included in that plan. The FY2023-FY2027 Master Plan incorporates priorities identified from the comprehensive Facilities Condition Assessment (FCA) study that was conducted in April 2021. The FCA, identified critical deferred maintenance infrastructure needs necessary to position the institution for the future. The FCA also includes an analysis of the institution's facilities, grounds, and miscellaneous structures, and an asset inventory, identifying current facility condition deficiencies, recommending corrections for all deficiencies, providing cost estimates for corrections, and forecasting future capital renewal cost.

This CIP is intended to serve as the operational plan for implementing the College's Master Plan, along with proposed infrastructure improvements and annual capital improvements that have been identified in the next three years. Total funding needs for FY2023 to FY2025 is projected at \$40.5 million, and includes deferred maintenance identified from the FCA.

A number of areas have been identified as priorities for improvement which are reflected in the CIP:

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

- The focus of the CIP in the immediate term is around critical life, safety & health projects, which aims 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 & health projects will extend the life of Oakton facilities and provide life/safety enhancements (upgrades to physical plant, code compliance, energy conservation 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**

- Priorities include remodeling of overcrowded academic administrative suites, creation of faculty support hubs offices (former Division offices), and relocation of the Student Affairs office to the East End of the Des Plaines building
- Addressing classroom upgrades and faculty offices that have not been renovated primarily in the TenHoeve wing.

### **Common Gathering Areas**

- Combining the library and learning center into a Learning Commons at both campuses.
- Redesigning student lounges at the Skokie campus along Student Street.

Additional information is also included to provide the reader with an understanding of all aspects related to capital planning and funding. A narrative description of capital funds that support the program is included along with project descriptions, budgets and schedules. As noted, the CIP operationalizes the master plan providing specific detail on funding and outcomes. The CIP will be updated annually to reflect the master plan and other infrastructure priorities of Oakton College.

## COLLEGE PROFILE

Oakton College is a two-year community college with two physical campuses: one in Des Plaines, Illinois, and one in Skokie, Illinois. Oakton's Main Campus in Des Plaines is located on 147 acres of woodlands and prairie between Golf Road to the south and Central Road to the north and is bordered on the west by the Des Plaines River. The Des Plaines Campus has one main building—a modern, red-brick construction with 435,000 square feet—and the Margaret Burke Lee Science and Health Careers Center—a 93,000 square foot academic building. The campus has athletic and recreation fields and is set within a forested area along the Des Plaines River. The 26-acre Ray Harstein Campus is located in Skokie, Illinois. This campus has one building that serves a wide range of functions.

The College also hosts courses at various community facilities throughout the district and has an online presence. The Alliance for Lifelong Learning provides non-credit courses and training session for district residents. District 535 serves a total population of 475,000 people and encompasses an area of 107 square miles, making it one of the most densely populated districts in the state.

Founded in 1969, Oakton 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. That same year, the College leased, then purchased, Niles East High School in Skokie. The College eventually demolished the building and opened a new facility in 1995. In 2006, the Skokie campus increased by 59,000 square feet with the addition of the Art, Science, and Technology Pavilion.

## DES PLAINES CAMPUS OVERVIEW

The Des Plaines Campus, which opened to students in 1980, is located along the Des Plaines River and within the Cook County Forest Preserve. The campus is set within a forest and Oakton Lake is the iconic center of the campus. The campus is within both the floodway and floodplain of the river (all buildings are within the floodplain only). Since the campus’s initial development, engineering efforts were made to raise all buildings up and out of the floodplain. The Lee Center is built on stilts above the floodplain while site grading raises the Main Building out of the floodplain. Oakton Lake serves as both an aesthetic feature and stormwater retention basin. The lake has a vegetated edge along its perimeter.

Flooding remains a problem on campus for non-building areas including athletic and recreation fields, surface parking lots, and pedestrian pathways. The Main Building experiences basement flooding occasionally. The College has taken steps with the previous Master Plan to address critical

functions in 2018, which included moving the data center out of the basement, as well as replacing and relocating the sanitary lift to a higher elevation on campus.

The campus is approximately 147 acres and contains approximately 545,000gsf. The campus includes landscape open spaces, recreation and athletic fields, the lake, two academic buildings, a maintenance building, and parking lots. Approximately 68% of the total assignable space (or 331,822gsf) for the College is on this campus. The campus also contains the Ten Hoeve Conference Center and the Northwest Municipal Conference leases space in the basement of the main building.

### SKOKIE CAMPUS OVERVIEW

The Skokie Campus (officially named Ray Harstein Campus) is 26 acres and contains approximately 215,000gsf. The campus is approximately 32% of the total assignable space (or 153,631asf) for the entire College. The campus is one building with surrounding green open space and parking lots with connecting sidewalks. There is one circular drop off on the southern end of the building that is the main entrance. The most recent new construction on this campus is the 59,000gsf east end of the campus--called the "Art, Science, and Technology Pavilion--which opened in 2006. Loading dock and service access is from the north. This is a suitable location given the proximity to the technical workshop lab and vehicle mechanic training areas. Overall, the main entrances to the building has been upgraded with wayfinding and unifying the aesthetics with the Des Plaines campus. In addition, Student Street, Campus Bookstore and the Cafeteria were all remodeled in 2020.

### CAPITAL IMPROVEMENT PLAN (CIP)

The College has updated its CIP based on preliminary findings from the Facilities Condition Assessment, with proposed infrastructure improvements, annual preventative maintenance improvements and deferred maintenance to be completed at the Des Plaines and Skokie campuses.

A project or initiative is assigned to a particular time period using criteria that may include, but is not limited to the following:

- Life, safety, health and security issues
- Regulatory compliance (e.g. ADA, OSHA etc)
- Life cycle repair/replacement/renewal
- Energy conservation or other cost reduction opportunities
- Educational space programming needs
- Technological advancement and applicability to instructional environments
- Overall project workload and disruption vs. existing level and urgency of need
- Long-term needs in a strategic context (i.e. Master Plan)

## CAPITAL IMPROVEMENT PLAN (CIP) PROCESS

The Oakton College CIP is designed to ensure that facilities renewal and improvement projects are planned, organized and coordinated in an effective manner to support the strategic mission of the college. The CIP will be updated annually in conjunction with the budget process which begins every November.

Plan objectives include:

- Learning enhancement through facility enhancements
- Designing and building sustainably
- Protecting and extending the life of existing buildings and systems
- Improving spaces to promote learning and support the success of students

### 1. Capital Improvement (Master Plan)

Master Plan Development

- Develop or update the College Master Plan that addresses short and long term needs guided by a representative steering committee and external architects
- Analyze facility utilization
- Solicit facility needs by departments/divisions at all campuses
- Compile recommendations from the architects and steering committee
- Review by President's Council
- Recommend finance methods with the aid of an external financial advisor
- Present to Board of Trustees for consideration and approval
- Submit recommendations for the Resource Allocation Management Program (RAMP) to the Illinois Community College Board, and administered by the Capital Development Board.

### 2. Capital Renewal and Deferred Maintenance

Infrastructure Project Development

- Conduct a facility condition assessment utilizing external engineering assistance
- Determine all projects necessary to maintain infrastructure
- Integrate data with the automated maintenance management system software (School Dude)
- Identify renewal/replacement spending over time
- For reporting purposes, projects are categorized as follows:
  - Major Maintenance
  - Annual Maintenance
  - Annual Remodeling
  - New Projects - Projects are further described as follows:
    - Exterior Envelope
    - Heating, Ventilation and Air Conditioning
    - Electrical
    - Plumbing
    - Site/Interiors
    - Life, Health Safety/ADA
    - Specialty Systems

**3. Annual Remodeling Process**

For the college’s purpose, annual projects include:

- Remodeling of a classroom, office or specialty space
- Installation of any item of equipment permanently attached to the building or building system(s)
- Alteration or re-assignment of space
- In conjunction with the college budget process, departments will be asked to request annual projects for the upcoming fiscal year. The documentation requirements will be included with the annual budget instructions.
- All requests will provide a summary overview of the proposed project, justification and any alternatives to be considered. The project requests will require the following information:
  - Project description and narrative
  - Analysis of space in relation to the space utilization study
  - Consistency with the master plan
  - Furniture/equipment needed including technical and power requirements
  - Technology/media requirements
  - Impact of the project on the operating budget

Projected costs will be assigned and conformity with space utilization and master plan goals will be confirmed. The President’s Council will review projects for the upcoming fiscal year. Final project approval is contingent on funding. The Board of Trustees approves the projects via the annual budget.

**CAPITAL IMPROVEMENT PLAN PROPOSED PROJECTS**

<b>Project</b>	<b>Type</b>	<b>FY2023</b>
Courtyards Renovations	Committed	\$750,000
Hardware and master keying	Committed	\$750,000
Pedestrian Path	Committed	\$250,000
Learning Commons RHC	Overcrowding/Ed Programming	\$1,600,000
Landscape Improvements	Def Maintenance	\$476,400
Boiler Replacement	Life/Health/Safety	\$494,000
Domestic hot water pump	Life/Health/Safety	\$45,000
Switchgear Upgrade	Def Maintenance	\$625,000
DP Workplace - Critical Adjacencies/ Enabling Moves	Overcrowding/Ed Programming	\$1,300,000
Learning Commons DP - Enabling Projects	Overcrowding/Ed Programming	\$700,000
Baseball Complex Renovations	Def Maintenance	\$900,000
Automatic Irrigation for Featured Zones	Life/Health/Safety	\$168,000
Plumbing	Def Maintenance	\$350,000

Project	Type	FY2023
Roofing	Def Maintenance	\$320,000
BAS Upgrades - Skokie	Life/Health/Safety	\$173,707
ADA Compliance	Life/Health/Safety	\$131,302
Exterior Envelope Structural/Masonry/Drywall/Concrete	Def Maintenance	\$110,000
TenHoeve Wing Remodeling	Common Gathering Spaces	\$750,000
Security Camera Upgrades	Specialty	\$250,000
Educational and Admin eqpmt and software	Specialty	\$880,668
Contingency	Def Maintenance	\$275,000
<b>TOTAL</b>		<b>\$11,299,077</b>

**FY2023 MAJOR CAPITAL PROJECT DESCRIPTIONS**

<b>Description: Courtyards Renovation, DP</b>	<b>FY2023 Capex: \$750,000</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$900,000</b>
Engineering and design for this project commenced in Spring 2022, with construction budgeted here to occur in Fall 2022. The scope of work covers removal and replacement of failing walkway brick pavers and reconfiguration of walkway path and planting bed designs in the Main Courtyard and the lower level courtyard by the NWMC.	

<b>Description: Door Hardware and Master Keying, DP/RHC</b>	<b>FY2023 Capex: \$750,000</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$3,000,000</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 college 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. The College has engaged a consultant in Summer 2022 to assist with preparing a current assessment along with recommendations for a standardized keying system. A four-year lock and hardware replacement/upgrade plan has been identified.	

<b>Description: Pedestrian Path Golf Road to Circle Drive, DP</b>	<b>FY2023 Capex: \$500,000</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$500,000</b>
Currently, pedestrians and bicycle riders use the shoulder area of the College Drive roadway when traveling between Golf Road and the main building. The multiple curves and surface grade elevation changes on the College Drive roadway create a hazardous condition for both vehicle and pedestrian traffic. Engineering work for this project was completed between 2020 and 2021. Construction is expected to start in Spring 2023, and the scope of work will include a solid surface pathway that runs separately, along the current route of College Drive. This pathway will create a comfortable pedestrian route connecting the Des Plaines campus main building to the public sidewalk at Golf Road.	

<b>Description: Learning Commons, RHC</b>	<b>FY2023 Capex:\$1,600,000</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$3,300,000</b>
<p>Combines the Library and Learning Center into one centrally located space and connect first and second floor levels with a new elevator. The Commons will enhance student academic support experience by integrating the services of the library, learning center and student academic computing into one location that offers an engaging space for quiet study, collaboration, creativity and the latest technology.</p>	

<b>Description: Landscape Improvements, DP/RHC</b>	<b>FY2023 Capex: \$476,400</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$2,167,400</b>
<p>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 as part of the Landscape Master Plan. Projects include the following</p> <ul style="list-style-type: none"> <li>• Perimeter Walkway on Circle Drive. DP</li> <li>• Butterfly Garden and West End Entrance #5 Restoration. DP</li> <li>• Parking lot asphalt repairs RHC/DP</li> <li>• Roadway updates other than main road, DP</li> <li>• Entrance #9-10 landscape beautification outside PAC lobby, southwest of lot “A” near bench. DP</li> <li>• Entrance #37-39 landscape beautification. DP</li> <li>• Landscaping North of Lee Center restoration</li> <li>• Parking Lot C Islands landscape restoration. DP</li> <li>• Beautification of South Lot Islands and Pedestrian Walk to SE. RHC</li> <li>• Create new Green Roof Next to Computer Lab. RHC</li> <li>• South Parking Lot Detention Basin Landscaping Restoration/Beautification. RHC</li> <li>• South and East Fence Lines landscape upgrades. RHC</li> <li>• Early Childhood Entrance landscape improvements. RHC</li> </ul>	

<b>Description: Boiler Replacement, RHC</b>	<b>FY2023 Capex: \$494,000</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$694,756</b>
<p>The campus structure heating system is made up of multiple equipment components including two natural gas fired, non-condensing hot water, 80% efficiency boilers and associated pumps and piping. These boilers and associated equipment are original to the building construction and have reached their anticipated life expectancy. In addition the current boiler equipment is oversized for the building square footage and has not been serviced due to the burner manufacturer is no longer in business. This project will allow the current boiler equipment to be replaced with new and increased efficient equipment standards.</p>	

<b>Description: Domestic Hot Water Pump Replacement, RHC</b>	<b>FY2023 Capex: \$45,000</b>
<b>Multi-Year Project</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<b>Total Project Capex: \$45,000</b>

Hot water pumps consisting of; 2 pumps rated at 7.5 horsepower and 300 gallons per minute each. There are currently no variable frequency drives installed on the pumps which creates unneeded run time, pump wear and tear, and inefficient operation. The pumps are original to the building construction and have exceeded their anticipated life expectancy. This project will allow replacement of existing pumps with new efficient operation pump standards and work in conjunction with new more efficient hot water boiler equipment.

<b>Description: Electrical Switchgear Upgrade, RHC</b>	<b>FY2023 Capex: \$625,000</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$1,250,000</b>

The base of the campus electrical supply/distribution system is a 480/277V, 3-phase electric service that supplies multiple switch gear components. The existing equipment is experiencing frequent power interruptions which causes the bolted pressure switch in Switchboard BSWBD1 to trip open, once it is opened an interruption of power supply is experienced. The pressure switch and many associated components are not operating properly which creates safety concerns. The current equipment is in need of an overall, complete assessment by a qualified electrical engineer resulting in extensive equipment rebuilding or complete equipment replacement.

<b>Description: Des Plaines Workplace Critical Adjacencies/ Enabling Projects</b>	<b>FY2023 Capex: \$1,300,000</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$5,300,000</b>

There are multiple enabling projects that need to be completed in preparation for the Learning Commons and TenHoeve Remodeling at Des Plaines. These include the (i) relocation of Institutional Research to Suite 2100 and (ii) faculty support hub office creation in Suite 2800. In addition, the following projects (“critical adjacencies”) will also need to be done (i) Academic Affairs Consolidation + Conference Space, (ii) Student Affairs VP Office relocation to 1<sup>st</sup> floor, (iii) IT -Open computer lab move from 1<sup>st</sup> floor to 2nd Floor 2262/2264, (iv) Testing Center to 1st Floor computer lab, (v) ADRC/TRIO/Alliance to 1<sup>st</sup> floor East End, and (vi) Bookstore Renovation at DP.

<b>Description: Baseball Field Renovations, DP</b>	<b>FY2023 Capex: \$900,000</b>
<b>Multi-Year Project</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<b>Total Project Capex: \$900,000</b>

The current Baseball field is in need of re-grading the existing outfield turf areas due to reoccurring, surface grade elevation changes. In addition the scoreboard, fencing, spectator seating, underdrainage and irrigation equipment are outdated and require updating and replacement.

<b>Description Automatic Irrigation</b>	<b>FY2023 Capex: \$168,000</b>
<b>Multi-Year Project</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<b>Total Project Capex: \$168,000</b>

Currently all planting bed locations do not have an in ground, automatic programmable irrigation system, manual watering is required. The installation of a programmable irrigation system should be implemented in conjunction with the multiple landscape restoration projects outlined previously in this report.

<b>Description: Plumbing Upgrades, DP</b>	<b>FY2023 Capex: \$350,000</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$800,000</b>
<p>DP main building water heaters original to building, previously rebuilt/repared multiple times. Multiple pumps and piping need upgrades. Project includes abatement of existing asbestos tile flooring and water infiltration remedies in basement of Skokie Campus.</p>	

<b>Description: Roofing, DP</b>	<b>FY2023 Capex: \$320,000</b>
<b>Multi-Year Project</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<b>Total Project Capex: \$320,000</b>
<p>Grounds Building is in need of roof replacement. Main building roofs need professional inspections. Equipment walkway pads should be added to the new roofs to prevent damage to the roofing membrane while accessing roof top equipment. Existing roof access ladders need upgrading and possible replacement.</p>	

<b>Description: Building Automation Systems (BAS) Upgrades, RHC</b>	<b>FY2023 Capex: \$173,707</b>
<b>Multi-Year Project</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<b>Total Project Capex: \$173,707</b>
<p>Currently the building HVAC automation is a direct digitally controlled system with a PC interface. There are equipment programming issues causing temperature, ventilation, airflow monitoring, and control of outside air intake problems. Replacement of the current outdated automation control system with current standards technology while adding the heating boilers to the automation control system will increase energy savings while decreasing energy consumption.</p>	

<b>Description: ADA Compliance, RHC/DP</b>	<b>FY2023 Capex: \$131,302</b>
<b>Multi-Year Project</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<b>Total Project Capex: \$131,302</b>
<p>Facilities Condition Assessment study recommends a professional ADA Compliance study to include both campuses/all buildings.</p>	

<b>Description: Exterior Envelope, DP</b>	<b>FY2023 Capex: \$110,000</b>
<b>Multi-Year Project</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$1,573,592</b>
<p>Aluminum Frame/Glass window systems allow air infiltration and energy loss, multiple locations. Various building structural components are in need of Repairs/ Maintenance. Exterior door assemblies need weather strip replacement and door alignment and maintenance/repairs. DP Main building has failing exterior masonry requiring brick replacement and tuck-pointing, multiple locations.</p>	

<b>Description: TenHoeve Wing Remodeling 1<sup>st</sup> Floor, DP</b>	<b>FY2023 Capex: \$750,000</b>
<b>Multi-Year Project</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<b>Total Project Capex: \$750,000</b>

In order to commence work on the Learning Commons at Des Plaines, the Foundation will need to relocate to the TenHoeve Wing in the former Early Childhood Center space, along with the events scheduling department, and new Small Business Development Center.

<b>Description: Capitalized Equipment and Software</b>		<b>FY2023 Capex: \$880,000</b>
<b>Multi-Year Project</b>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Total Project Capex: \$2,500,000</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:		
Computer Replacement/Upgrades		\$450,000
Remodeling Projects		\$50,000
Tractor Replacement		\$100,000
Fleet Van Replacement (2)		\$120,000

**IMPACT ON CURRENT AND FUTURE OPERATING BUDGETS**

The projects scheduled for completion in FY2023 are not anticipated to have a material financial impact on the College. Space will not be created or expanded. Additional staff for custodial, maintenance, or grounds will not be needed. The impact on utilities will also be negligible.

**CAPITAL FUNDING SOURCE DESCRIPTIONS**

**Resource Allocation and Management Plan (R.A.M.P.)**

A community college may request state funding for up to 75 percent of total project costs of any type of project listed in ICCB Rule 1501.603. The vehicle for requesting state funds is the Resource Allocation Management Program (RAMP) request submitted to the ICCB in July of each year. ICCB staff reviews all requests submitted in RAMP to determine their eligibility for funding. Eligible projects are then rated and prioritized. The projects receiving the highest evaluation are submitted to the ICCB for its consideration. Approved projects comprise the annual ICCB budget request to the Illinois Board of Higher Education (IBHE). Final approval and funding for RAMP projects are dependent on recommendations and action by the Governor and State Legislature.

**Protection, Health and Safety Funds**

Protection, health, and safety projects are authorized by Section 3-20.3.01 of the Public Community College Act. The purpose of this funding is to alter and repair the facilities of a district such that the health and safety of the occupants may be projected, energy may be conserved, handicapped accessibility may be increased, the structural integrity of the Facility Services may be preserved, or environmental hazards corrected.

Section 3-20.3.01 of the Public Community College Act provides two methods of funding protection, health, and safety projects. ICCB approval is required for either method. Upon approval, the ICCB will issue a certificate of approval authorizing the college to sell bonds or levy a tax. The law permits a college to have a total of \$4.5 million in protection, health, and safety bonds outstanding at any one time. Taxes may be levied up to \$.05 per \$100 of equalized assessed

valuation for any one year. Also, projects may be funded using both bond proceeds and tax levy authority.

### **State Capital Renewal Grants**

Capital renewal grants are state funds allocated proportionally to each community college district based on the latest fall on-campus non-residential gross square feet of facilities as certified by the ICCB. Such grants are to be utilized for miscellaneous capital improvements such as rehabilitation, remodeling, improvement, and repair; architect/engineer services; supplies; fixed equipment, and materials; and all other expenses required to complete the work. These funds will not lapse at the end of the fiscal year.

### **Operations and Maintenance Restricted Funds**

O&M Restricted Funds are identified as surplus monies from the Education and O & M levy used for building and site acquisition purposes. Funds identified as surplus in the Education and O & M Funds for the current fiscal year will be transferred at year-end into this fund.

### **Bond Funding**

The College has the ability to raise funds from the capital markets through the issuance of bonds and/or debt certificates. Bonds can be sold and repaid with either property taxes or a specific revenue source. Bonds supported by property taxes must be approved by district voters via ballot through referendum. Alternative revenue bonds or debt certificates can be sold if a specific revenue source is identified, such as tuition, and pledged to repay debt service.

### **Capital Assessment Fee**

A capital assessment fee is currently levied at the rate of \$2 per credit hour. This assessment supports master plan projects and all other capital spending. This fee is paid by all students and is solely used for capital projects. The fee is renewed annually.

## **SUSTAINABILITY**

As the master plan progresses, the college should consider key items that reduce energy costs, reduce the college's greenhouse gas (GHG) foot print and serve as a "learning laboratory" for Oakton faculty and students. Some items to be considered include:

- Final conversion of heating to natural gas from electric
- Replace all lighting with LED fixtures
- Install solar panels to offset electricity consumption
- Install more windows/skylights and utilize daylight harvesting technology to control lighting
- Replace annual plants with native perennial plants to reduce
- Reduce or eliminate grass turf by more than 50 percent and install "prairie pockets" highlighting plants native to the region

- Restore the natural areas surrounding the Des Plaines campus by eliminating invasive species, planting native species, creating natural habitats and funding long term maintenance
- Convert the campus fleet to electric or hybrid vehicles where possible
- Encourage sustainable commuting with electric car charging stations, preferred parking spaces for EPA certified “green” vehicles, and create an Oakton shuttle with the regional transportation authority to increase public transportation options
- Create campus sustainability standards for new construction or remodeling such as minimum LEED certification, Energy Star certification or other internationally recognized standards
- Create a Sustainability Education Path throughout both campuses that highlights and educates about all sustainability efforts to educate students and community members

## Bond and Interest Fund (Fund 04)

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

As the table below indicates, the FY2023 proposed budget provides a total appropriation of \$3.6 million to service outstanding debt, a 2.8% increase over the FY2022 appropriation for the Bond and Interest Fund. Of the \$2.6 million budgeted in FY2023, \$2.3 million represents the payment of principal; interest cost constitutes \$1.3 million; 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 that is close to the debt-service extension base. The debt service budget for FY2023 represents 3.0% of the total budget of the College.

### FY2020 – FY2022 Bond and Interest Fund Expenditures and Revenues

	FY2021 Actual	FY2022 Estimate	FY2023 Proposed
July 1 Net Position (Deficit)	\$ 1,706,000	\$ 1,690,000	\$ 1,889,700
Revenues:			
Property taxes	3,614,426	3,755,600	3,598,825
Interest expense / fiscal charges	0		
Bonds / Other	0	0	
Total	3,614,426	3,755,600	3,598,825
Expenditures:			
Principal	2,215,000	2,090,000	2,255,000
Interest	1,412,157	1,462,350	1,338,825
Admin & Other fees	3,450	3,550	5,000
Total	3,630,607	3,555,900	3,598,825
June 30 Net Position (Deficit)	\$ 1,689,819	\$ 1,889,700	\$ 1,889,700

### LEGAL DEBT LIMITS

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 requires 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. According to the PTELL, annual payment of principal and interest from property taxes cannot exceed the extension base.

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, 2020, and June 30, 2021.

<b>Legal Debt Limit Computation</b>	<b>June 30, 2020</b>	<b>June 30, 2021</b>
EAV (2019 and 2020)	\$25,523,199,326	\$25,662,427,825
Legal Debt Limit	2.875%	2.875%
Debt limit for OCC	\$733,791,981	\$737,794,800
OCC’s debt applicable to the limit	\$36,800,000	\$57,658,200
Legal Debt Margin	\$696,991,981	\$680,000,000

Based on the 2020 actual EAV, the most recent figure published by the Cook County Clerk, Oakton’s total outstanding will be able not exceed \$680.0 million, as of June 30, 2021. The College had outstanding principal and interest of \$57.7 million (7.8% of the maximum) applicable to the \$737.8 million limitation, leaving an estimated debt margin of \$680.0 million on June 30, 2021.

Oakton’s general obligation bonds are fully supported by a separate property-tax levy that is 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 little impact on Oakton’s current operations.

### **FUNDING OAKTON’S INFRASTRUCTURE NEEDS**

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 2013 - 2017 Facilities Master Plan. The 2011 bonds carried fixed interest rates ranging from 2.25% to 5.00% per annum and were originally due to mature in 2024. The College’s issuance of two new bonds in 2020 included the retirement of the 2011 bonds two years ahead of schedule, in Fiscal Year 2021.

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 2020 bond issuance retired \$2,085,000 of the College's Series 2014, lowering overall, annual debt payments. Debt service for the Series 2014 bonds represents payments of \$500,650 in FY2023.

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 payments of \$213,750 in FY2023.

In order to adequately fund the expense of current and future capital projects, and take advantage of historically-low interest rates, the Oakton Board of Trustees approved at their September 2020 meeting two, new bond issuances. Combined, the total debt service costs for both bonds total \$2.9 Million in FY2023.

On October 8, 2020, the College issued General Obligation Limited Tax Refunding Bonds, Series 2020A in the amount of \$9,425,000. The bonds were issued to refund \$6,700,000 of the College's General Obligation Limited Tax Bonds, Series 2011 and \$2,085,000 of the College's General Obligation Limited Tax Bonds, Series 2014. The bonds bear a fixed interest at varying rates ranging from 1.00% to 2.00% per annum.

On the same date, the also College issued General Obligation Limited Tax Bonds, Series 2020B in the amount of \$18,775,000. The bonds were issued to pay the College's \$20,035,000 Debt Certificates, Series 2020 issued on August 18, 2020. The bonds bear a fixed interest at 3.00% per annum. Funding from the bonds will be used to support construction and remodeling projects that will be completed as part of the College's new Master Plan, which has identified facilities remodeling and improvement needs totaling \$40.5 Million for FY2023-FY2025.

## 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 September 2020, Moody's reaffirmed the College's "Aaa" rating with a "stable" outlook.

## SCHEDULE OF DEBT SERVICE REQUIREMENTS TO MATURITY

Total outstanding long-term principal and interest payable as of July 1, 2022 will be \$57,658,200. The summary of future debt-service requirements for four bonds is as follows:

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

<b>Fiscal Year</b>	<b>Series 2014</b>	<b>Series 2018</b>	<b>Series 2020A</b>	<b>Series 2020B</b>	<b>Total</b>
2023	500,650	214,650	2,327,150	563,250	3,605,700
2024	500,650	217,850	2,325,200	563,250	3,606,950
2025	1,525,650	205,900	1,313,050	563,250	3,607,850
2026	2,819,650	149,250	75,800	563,250	3,607,950
2027	2,816,650	149,250	75,800	563,250	3,604,950
2028	2,817,900	149,250	75,800	563,250	3,606,200
2029	2,753,900	214,250	75,800	563,250	3,607,200
2030	816,400	2,152,300	75,800	563,250	3,607,750
2031		1,737,150	1,305,800	563,250	3,606,200
2032		1,161,000	1,881,200	563,250	3,605,450
2033			744,600	2,863,250	3,607,850
2034				3,609,250	3,609,250
2035				3,605,800	3,605,800
2036				3,604,650	3,604,650
2037				3,605,650	3,605,650
2038				3,553,650	3,553,650
2039				5,150	5,150
<b>Total:</b>	<b>14,551,450</b>	<b>6,350,850</b>	<b>10,276,000</b>	<b>26,479,900</b>	<b>57,658,200</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 machine operations, the bookstore, childcare, campus scheduling, and adult and community education programs managed 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, 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. The gap between revenues and expenditures widened in Fiscal Year 2021 due to the impact that the COVID-19 pandemic had on the operations of several departments, including Alliance courses that could not transition to remote, and the closure of the early childhood center.

The table on the following page summarizes revenue and expenditure outlays for the Auxiliary Fund for FY2020 to FY2023.

Three funding sources account for 90.9% of total Auxiliary Fund revenues: the state credit hour grant, tuition and fees and sales and service fees. A portion of the state credit hour grant that the College is appropriated annually goes to support non-credit courses. Oakton's Legal Budget was completed prior to the adjournment of the Illinois General Assembly. For FY2023, Oakton's appropriation was budgeted at 75.0% of the FY2022 appropriation. The final amount appropriated in FY2023 to Oakton is 7.0% higher than the original FY2022 allocation. The General Assembly approved a supplemental appropriation for FY2022 that increased Oakton's allocation 5.0%, followed by a 2.0% increase for FY23. As a result, the transfer from the Education Fund to the Auxiliary Fund is expected to be lower than the \$2.5 million originally budgeted for FY2023.

Tuition and fees associated with the Alliance educational programs accounts for 29.3% of the \$4.12 million in budgeted Auxiliary Fund revenues for FY2023. Based on planned growth in the commercial driver's license and other programs, tuition and fee revenue will total \$1.2 million, an increase of \$0.4 Million over estimated FY2022 tuition and fee revenue.

Sales and service fees account for 48.5% of budgeted Auxiliary Fund revenues in FY2023. New and used books sales have declined dramatically in recent years, from \$1.90 million in FY2016, to just \$0.3 million in FY2021. The decline has been partially offset by growth in revenue from the leasing of digital textbooks, which totaled \$0.7 Million in FY2021. Digital textbook revenue is expected to grow to \$1.0 million in FY2023, with revenue from traditional new and used textbooks budgeted at \$0.3 million, or level with estimated FY2022 new and used textbook receipts.

**AUXILIARY FUND (05) FY2019 - FY2023**

	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Budget</b>
<b>Revenues</b>				
Local Government Services	\$ 117,942	\$ 24,522	\$ 57,588	\$ 50,000
State Government Sources	721,417	691,085	778,996	529,000
Student Tuition and Fees	636,073	358,078	765,962	1,222,200
Sales and Service Fees	1,936,512	1,035,739	1,523,352	2,025,000
Investment Revenues	95,338	2,345	29,805	40,000
Other Revenue	40,082	106,658	135,436	308,048
<b>Total Revenues</b>	<b>\$ 3,547,364</b>	<b>\$ 2,218,427</b>	<b>\$ 3,291,139</b>	<b>\$ 4,174,248</b>
<b>Expenditures</b>				
Salaries	\$ 2,826,169	\$ 2,548,763	\$ 2,648,840	\$ 3,155,375
Employee Benefits	496,064	534,058	498,876	486,216
Contractual Services	392,623	280,824	533,176	832,062
General Materials and Supplies	1,519,590	1,114,760	1,231,705	1,550,450
Travel Conference Meetings	51,825	62,597	47,690	80,310
Other Expenditures	459,689	331,296	304,957	543,405
<b>Total Expenditures</b>	<b>\$ 5,745,960</b>	<b>\$ 4,872,298</b>	<b>\$ 5,265,244</b>	<b>\$ 6,647,818</b>
<b>Revenue Below Expenditure</b>	<b>\$(2,198,596)</b>	<b>\$(2,653,872)</b>	<b>\$(1,974,105)</b>	<b>\$(2,473,570)</b>

The table below is a budget summary by auxiliary program that indicates which programs incur operating deficits for FY2023.

**FY2023 Revenue and Expenditure by Auxiliary Program**

<b>Auxiliary Programs</b>	<b>Revenues</b>	<b>Expenditures</b>	<b>Difference</b>
ALLiance	2,093,744	1,880,300	(213,444)
Workforce Development	336,494	210,000	(126,494)
Athletics	960,602		(960,602)
Fitness Center	218,495		(218,495)
Food Service Operations	86,800	24,000	(62,800)
Bookstore	1,424,632	1,354,550	(70,082)
Copy Center	414,756	150,000	(264,756)
Auxiliary Services Administration	319,697		(319,697)
ECE Lab School	534,499	391,500	(142,999)
PAC Operations	99,973	4,236	(95,737)
Other Auxiliary Activities	158,126	159,662	1,536
<b>Grand Total</b>	<b>6,647,818</b>	<b>4,174,248</b>	<b>(2,473,570)</b>

Total budgeted expenditures of \$6.9 million result in a spending gap of \$2.4 million. Since expenditures will exceed revenues by \$2.4 million, a transfer of \$2.4 million is proposed from the Education Fund. 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 \$1.5 million for FY2023. Fund 12 tort and liability expenses are budgeted at \$825,000, an increase of \$12,500, or 1.5%, over FY2022. Due to the continuing high number of vacancies across the College, the budget for employer-matching Medicare/Social Security taxes is projected to decrease from \$895,000 in FY2022 to \$712,500 in FY2023.

## **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 is 0.04 cents per \$100 EAV for the most recent published data, Tax Year 2020. The Audit Fund tax levy is estimated to generate \$100,000 in FY2023, an amount which is anticipated to cover all expenses related to the annual financial audit.

## **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)	FY2022	FY2023
Federal Student Financial Aid	\$7.1	\$7.6
Other Federal: TRIO, NSF	1.5	5.8
ISAC MAP grants	1.1	1.1
ICCB grants - various	1.5	2.1
Financial aid and grants from other governments and private foundations	1.0	1.5
TOTAL	\$12.2	\$18.1

**Federal Student Financial Aid: \$7,500,000**

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 at \$195,000, veterans scholarships are estimated to total \$300,000; and College Work Study will pay \$100,000 for our students for FY2023.

**Other Federal Programs**

This category includes DOE-funded programs like TRIO, and grants from the National Science Foundation, such as the STEM Scholars initiative. Included in the \$5.8 million budgeted for other federal programs in FY2023 is residual COVID-stimulus monies that the College received through the Higher Education Emergency Relief Fund (HEERF). These funds are earmarked toward replacing tuition revenue losses from enrollment declines, information technology infrastructure, as well as additional student financial support.

**State Student Financial Aid: \$1,155,000**

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 \$1.1 million from the Illinois Student Assistance Commission (ISAC) for the MAP grant.

**Local Student Financial Aid: \$1,276,000**

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, part of which funds need-based scholarships which the College matches with \$100,000.

**Other State Grant Revenue**

**State Basic Adult Education and Family Literacy Grant (Estimated \$720,000)**

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 obtain a high school equivalency certificate.

**State Performance Grant (Estimated \$365,000)**

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.

**Perkins Career and Technical Education Grant (Estimated \$225,000)**

Perkins is dedicated to increasing learner access to high-quality CTE programs of study and is critical to ensuring that programs are prepared to meet the ever-changing needs of learners and employers.

**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 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.

The share of Oakton's liability in the CIP was \$41.4 million as of June 30, 2021. Oakton's individual OPEB plan liability was \$1.5 million as of June 30, 2021. The total OPEB liability as of June 30, 2021 was \$42.9 million.

In September 2020, the Board of Trustees approved a resolution to set aside additional funding for the OPEB liability that is the College's responsibility under the CIP. The total amount that has been transferred to the Retiree Health Insurance Fund is \$26.6 million, which includes the \$2.2 million transferred to the Retiree Health Insurance Fund in September 2021.

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

**Notes**

**#OaktonStrong!**

# 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 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 20	FY 2021	FY 22	FY 23
	Actual	Actual	Budget	Budget
<b>Beginning Net Position:</b>	73,076,691	73,222,459	72,049,592	97,725,622
<b>REVENUES</b>				
Local Government	55,585,810	107,038,260	73,990,851	71,779,113
State Government	49,506,840	51,353,218	5,797,709	7,689,192
Federal Government	8,455,081	10,572,515	13,997,510	15,180,000
Student Tuition and Fees <sup>(1)</sup>	24,593,525	22,205,181	21,849,385	20,669,465
Other Sources	6,935,486	3,469,325	5,203,007	5,067,966
<b>TOTALS:</b>	145,076,742	194,638,499	120,838,462	120,385,736
<b>EXPENDITURES: (By Object)</b>				
Salaries	56,938,852	54,760,905	59,391,441	59,624,711
Employee Benefits	52,503,463	53,670,278	13,642,703	11,664,347
Contractual Services	4,363,819	3,540,577	4,659,813	4,976,228
General Materials and Supplies	7,772,490	7,633,351	23,900,754	19,830,894
Conference and Meeting	333,177	143,912	573,447	471,099
Fixed Charges	4,117,605	34,248,024	4,453,232	4,477,354
Utilities	988,791	922,339	1,161,317	1,155,458
Capital Outlay	7,874,462	3,766,046	608,536	421,664
Other	9,998,807	10,398,808	10,024,090	251,985
Contingency	0	0	2,423,129	17,511,996
<b>TOTALS:</b>	144,891,466	169,084,240	120,838,462	120,385,736
Net of Revenues and Expenditures	185,276	25,554,259	0	0
Net Fund Transfers: In (Out)	(8,000,000)	(8,000,000)	0	0
<b>Ending Net Position:</b>	65,261,967	90,776,718	72,049,592	97,725,622

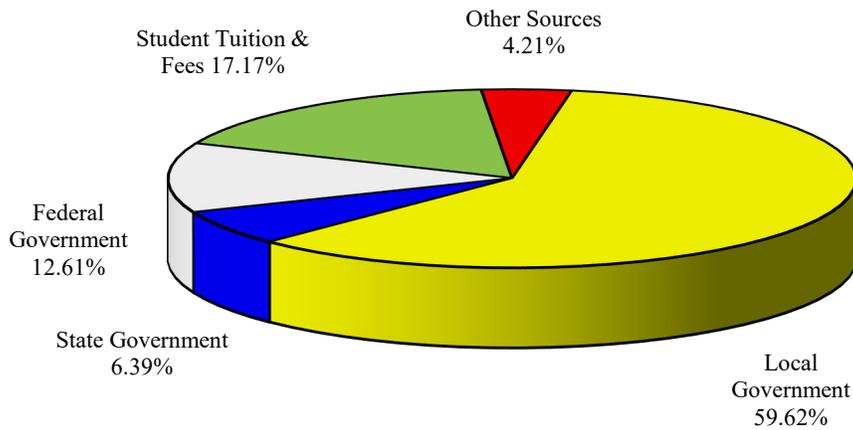
(1) Historically 24-25% of such amounts are paid by scholarship allowances.

# OAKTON COMMUNITY COLLEGE

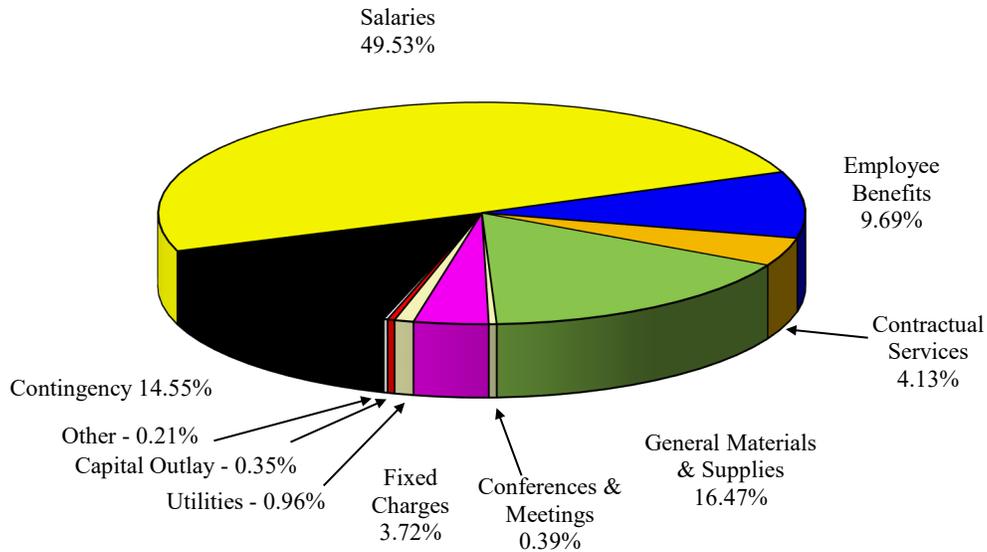
Community College District No. 535

## Comparison of Revenues and Expenditures All Funds

### Fiscal Year 2023 Revenues



### Fiscal Year 2023 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 over time.

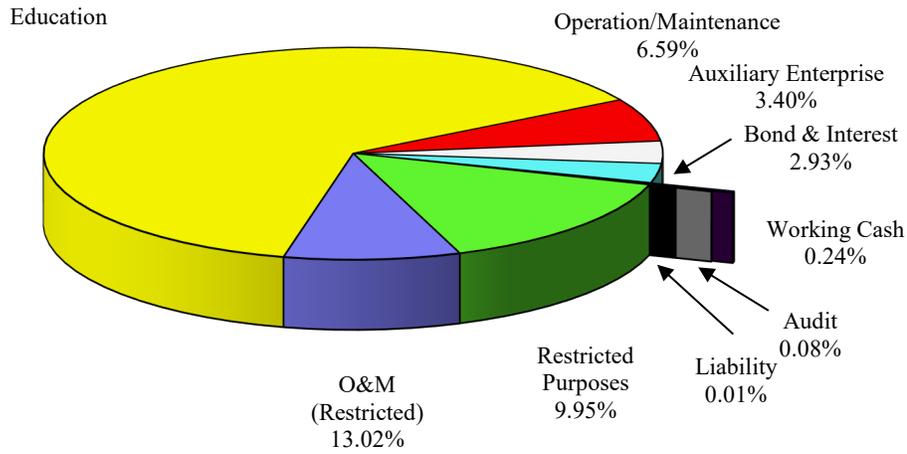
	FY 20	FY 21	FY 22	FY 23	FY 22 to FY 23
	Actuals	Actuals	Budget	Budget	Budget % Change
<b>Current Unrestricted Funds Group</b>					
<b>Education Fund</b>					
Total Revenues	75,085,311	74,134,789	76,455,097	77,351,668	1.17%
Total Expenditures	61,960,575	60,622,051	68,154,820	69,023,030	1.27%
Net Transfer In (Out)	(10,345,620)	(10,884,038)	(8,300,277)	(8,328,638)	0.34%
<b>Operations and Maintenance Fund</b>					
Total Revenues	8,348,333	8,043,973	8,092,518	8,092,518	0.00%
Total Expenditures	7,441,503	7,221,149	8,486,551	8,101,186	-4.54%
Net Transfer In (Out)	(500,000)	(690,532)	394,033	8,668	-97.80%
<b>Auxiliary Enterprises Fund</b>					
Total Revenues	3,547,364	2,218,427	4,183,088	4,174,248	-0.21%
Total Expenditures	5,745,960	4,872,298	6,572,932	6,647,818	1.14%
Net Transfer In (Out)	2,058,990	2,545,969	2,389,844	2,473,570	3.50%
<b>Current Restricted Funds Group</b>					
<b>Liability, Protection, and Settlement Fund</b>					
Total Revenues	10,248	1,011	1,100	1,100	0.00%
Total Expenditures	1,362,810	1,451,610	1,707,500	1,537,500	-9.96%
Net Transfer In (Out)	1,376,630	1,518,601	1,706,400	1,536,400	-9.96%
<b>Audit Fund</b>					
Total Revenues	101,984	100,349	100,300	100,300	0.00%
Total Expenditures	84,250	112,700	100,300	100,300	0.00%
<b>Bond and Interest Fund</b>					
Total Revenues	3,556,637	33,437,437	3,497,350	3,598,825	2.90%
Total Expenditures	3,420,513	33,453,618	3,497,350	3,598,825	2.90%
<b>Working Cash Fund</b>					
Total Revenues	290,000	290,000	290,000	290,000	0.00%
Total Expenditures	0	0	0	0	0.00%
Net Transfer In (Out)	(290,000)	(290,000)	(290,000)	(290,000)	0.00%
<b>Restricted Purposes Fund</b>					
Total Revenues	51,196,933	54,872,629	12,225,000	17,978,000	47.06%
Total Expenditures	51,339,580	54,967,364	12,325,000	18,078,000	46.68%
Net Transfer In (Out)	(1,200,000)	100,000	100,000	100,000	0.00%
<b>Retiree Health Insurance Fund</b>					
Total Revenues	2,328,161	1,184,610	0	0	0.00%
Total Expenditures	4,037,459	2,218,751	4,000,000	2,000,000	-50.00%
Net Transfer In (Out)	8,900,000	4,700,000	4,000,000	2,000,000	-50.00%
<b>Plant Funds Group</b>					
<b>Operation and Maintenance Fund (Restricted)</b>					
Total Revenues	611,771	20,357,298	15,994,009	11,299,077	-29.35%
Total Expenditures	9,498,816	4,164,699	15,994,009	11,299,077	-29.35%
Net Transfer In (Out)	0	3,000,000	0	0	0.00%
<b>Fund Group Summary</b>					
<b>Total Revenues - All Funds</b>	<b>145,076,742</b>	<b>194,640,523</b>	<b>120,838,462</b>	<b>122,885,736</b>	<b>1.69%</b>

# OAKTON COMMUNITY COLLEGE

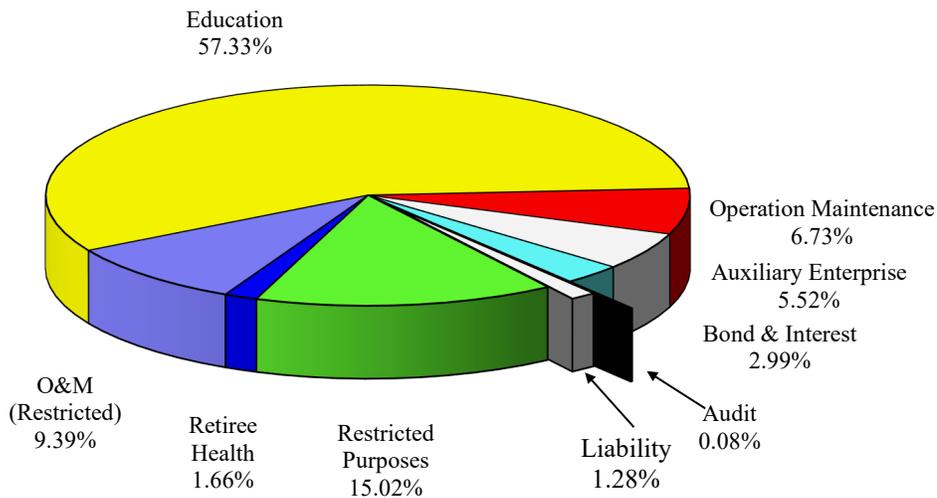
Community College District No. 535

## Comparison of Revenues and Expenditures All Funds by Fund

### Fiscal Year 2023 Revenues



### Fiscal Year 2023 Expenditures



# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Comparison of Revenues and Expenditures Operating 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 20	FY 21	FY 22	FY 23	FY 22 to FY 23 Budget % Change
	Actual	Actual	Budget	Budget	
<b>REVENUES</b>					
Local Government	51,810,932	53,444,171	54,766,792	59,553,511	8.74%
State Government	4,932,923	5,011,305	2,679,035	3,928,192	46.63%
Federal Government	0	1,444,562	5,542,510	1,800,000	-67.52%
Student Tuition and Fees <sup>(1)</sup>	23,639,638	21,539,387	20,385,490	19,152,265	-6.05%
Other Sources	3,050,151	739,337	1,173,788	1,010,218	-13.94%
<b>TOTALS:</b>	<b>83,433,644</b>	<b>82,178,762</b>	<b>84,547,615</b>	<b>85,444,186</b>	<b>1.06%</b>
 <b>EXPENDITURES: (By Object)</b>					
Salaries	52,172,806	49,912,810	54,212,799	54,514,336	0.56%
Employee Benefits	7,527,745	7,900,773	7,706,355	7,833,131	1.65%
Contractual Services	3,132,370	2,653,977	3,658,878	3,838,866	4.92%
General Materials and Supplies	4,909,609	5,725,155	6,227,107	7,049,035	13.20%
Conference and Meeting	247,432	63,691	455,678	356,789	-21.70%
Fixed Charges	253,413	311,074	331,882	287,924	-13.25%
Utilities	988,791	922,339	1,161,317	1,155,458	-0.50%
Capital Outlay	28,354	40,488	397,436	80,996	-79.62%
Other	141,558	312,893	165,790	198,685	19.84%
Contingency	0	0	2,324,129	1,808,996	-22.16%
<b>TOTALS:</b>	<b>69,402,078</b>	<b>67,843,200</b>	<b>76,641,371</b>	<b>77,124,216</b>	<b>0.63%</b>
TRANSFER: In (Out), Net	(10,845,620)	(11,574,570)	(7,906,244)	(8,319,970)	5.23%
Net of Revenues, Expenditures, and Transfers	3,185,946	2,760,992	0	0	

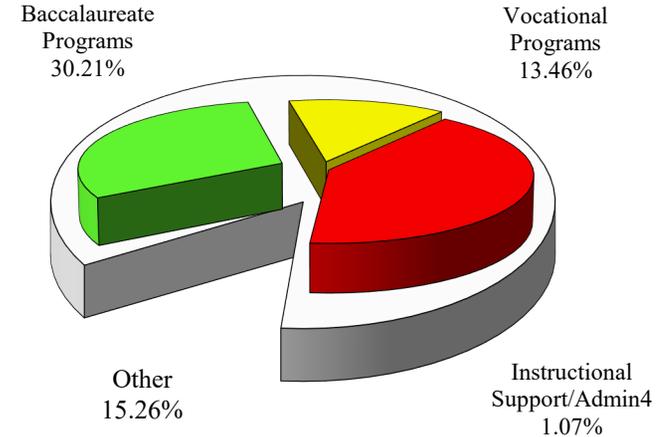
(1) Historically 24-25% of such amounts are paid by scholarship allowances.

# OAKTON COMMUNITY COLLEGE

## Comparison of Revenues and Expenditures Education Fund

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

### SERVICES TO STUDENTS 84.74%



	FY 20 Actual	FY 21 Actual	FY 22 Budget	FY 23 Budget
Local Government	43,761,421	45,447,302	46,766,792	51,553,511
State Government	4,932,923	5,011,305	2,679,035	3,928,192
Federal Government	0	1,444,562	5,542,510	1,800,000
Student Tuition and Fees <sup>(1)</sup>	23,639,638	21,539,387	20,385,490	19,152,265
Other Sources	2,751,329	692,233	1,081,270	917,700
<b>TOTAL REVENUES:</b>	<b>75,085,311</b>	<b>74,134,789</b>	<b>76,455,097</b>	<b>77,351,668</b>

	FY 20 Actual	FY 21 Actual	FY 22 Budget	FY 23 Budget	Program Personnel Costs	% of Total Costs	Other Costs	FY 23 Total Budget
Services to Students								
Baccalaureate/Instruction	21,888,506	20,252,409	21,213,769	20,852,242	20,370,773	97.69%	481,469	20,852,242
Vocational/Instruction	9,001,974	8,395,274	9,381,697	9,293,089	8,395,641	90.34%	897,448	9,293,089
Instructional Support/Admin.	22,165,769	22,294,574	26,688,166	28,347,118	21,973,195	77.51%	6,373,923	28,347,118
Total Services to Students:	53,056,249	50,942,257	57,283,632	58,492,449	50,739,609	86.75%	7,752,840	58,492,449
Public Service	830,565	616,014	781,004	1,046,636	730,421	69.79%	316,215	1,046,636
Other Programs	8,073,761	9,063,780	10,090,184	9,483,945	5,246,162	55.32%	4,237,783	9,483,945
<b>TOTAL EXPENDITURES:</b>	<b>61,960,575</b>	<b>60,622,051</b>	<b>68,154,820</b>	<b>69,023,030</b>	<b>56,716,192</b>	<b>82.17%</b>	<b>12,306,838</b>	<b>69,023,030</b>
Transfers In (Out)	(10,345,620)	(10,884,038)	(8,300,277)	(8,328,638)				

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

# OAKTON COMMUNITY COLLEGE

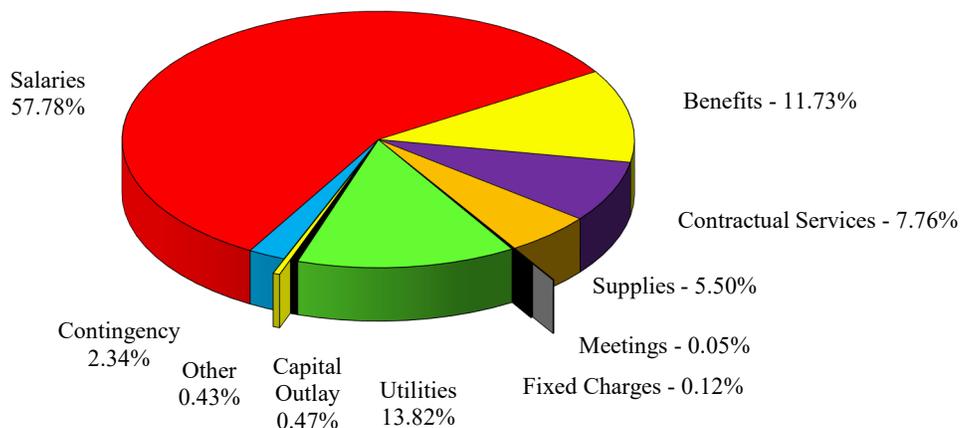
Community College District No. 535

## 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.

	FY 20 Actual	FY 21 Actual	FY 22 Budget	FY 23 Budget	FY 22 to FY 23 Budget % Chg
<b>REVENUES</b>					
Local Government (Property Taxes)	8,049,511	7,996,869	8,000,000	8,000,000	0.00%
State Government	0	0	0	0	0.00%
Other Sources (Investment Income)	298,822	47,104	92,518	92,518	0.00%
<b>TOTALS:</b>	<b>8,348,333</b>	<b>8,043,973</b>	<b>8,092,518</b>	<b>8,092,518</b>	<b>0.00%</b>
<b>EXPENDITURES:</b>					
<b>Operations and Maintenance of Plant</b>					
Salaries	4,492,308	4,291,111	4,836,303	4,681,009	-3.21%
Employee Benefits	1,032,567	1,061,890	1,059,301	950,266	-10.29%
Contractual Services	523,054	498,076	601,091	628,642	4.58%
General Materials and Supplies	444,921	430,711	656,867	445,384	-32.20%
Conference and Meeting Expenses	4,403	1,135	4,511	4,108	-8.93%
Fixed Charges	(8,125)	7,006	6,016	10,282	70.91%
Utilities	952,375	884,215	1,125,097	1,119,250	-0.52%
Capital Outlay	0	12,488	16,969	37,996	123.91%
Other	0	34,517	0	34,518	0.00%
Contingency	0	0	180,396	189,731	5.17%
<b>TOTALS:</b>	<b>7,441,503</b>	<b>7,221,149</b>	<b>8,486,551</b>	<b>8,101,186</b>	<b>-4.54%</b>
NET TRANSFER: In (Out)	500,000	500,000	394,033	8,668	-97.80%

### FY 23 Budgeted Expenditures



# OAKTON COMMUNITY COLLEGE

Community College District No. 535

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

Comparison Between Fiscal Year 2022 Budget and Fiscal Year 2023 Budget

	<b>Receiving &amp; Copy Center</b>		<b>Bookstore</b>		<b>ECE Lab School</b>		<b>Auxiliary Administration</b>	
	<b>FY 22 *Budget</b>	<b>FY 23 Budget</b>	<b>FY 22 Budget</b>	<b>FY 23 Budget</b>	<b>FY 22 Budget</b>	<b>FY 23 Budget</b>	<b>FY 22 Budget</b>	<b>FY 23 Budget</b>
<b>REVENUES</b>								
Local Government	0	0	0	0	0	0	0	0
State Government	0	0	0	0	0	0	0	0
Federal Government	0	0	0	0	0	0	0	0
Student Tuition and Fees	0	0	0	0	5,000	5,000	0	0
Sales Service Fees	143,000	150,000	1,549,114	1,368,500	385,000	386,500	0	0
Facilities Revenue	0	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0	0
Other Sources	0	0	(13,340)	(13,950)	0	0	0	0
<b>TOTALS:</b>	<b>143,000</b>	<b>150,000</b>	<b>1,535,774</b>	<b>1,354,550</b>	<b>390,000</b>	<b>391,500</b>	<b>0</b>	<b>0</b>
<b>EXPENDITURES:</b>								
Salaries	117,697	181,542	278,069	246,243	391,509	415,901	279,776	273,029
Employee Benefits	15,318	34,214	54,364	44,234	70,866	72,462	43,168	42,448
Contractual Services	0	7,700	0	0	32,400	33,420	2,000	2,000
General Materials/Supplie	23,000	31,300	1,251,576	1,119,155	11,297	12,300	1,200	1,900
Conference/Meetings	0	0	0	0	650	416	1,200	320
Fixed Charges	130,000	160,000	0	0	0	0	0	0
Utilities	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Other	0	0	20,000	15,000	0	0	0	0
<b>TOTALS:</b>	<b>286,015</b>	<b>414,756</b>	<b>1,604,009</b>	<b>1,424,632</b>	<b>506,722</b>	<b>534,499</b>	<b>327,344</b>	<b>319,697</b>
Fund Transfers	143,015	264,756	68,235	70,082	116,722	142,999	327,344	319,697
<b>Program Net:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* FY 22 contains data for the Copy Center only

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Comparison of Revenues and Expenditures by Program

Comparison between Fiscal Year 2022 Budget and Fiscal Year 2023 Budget

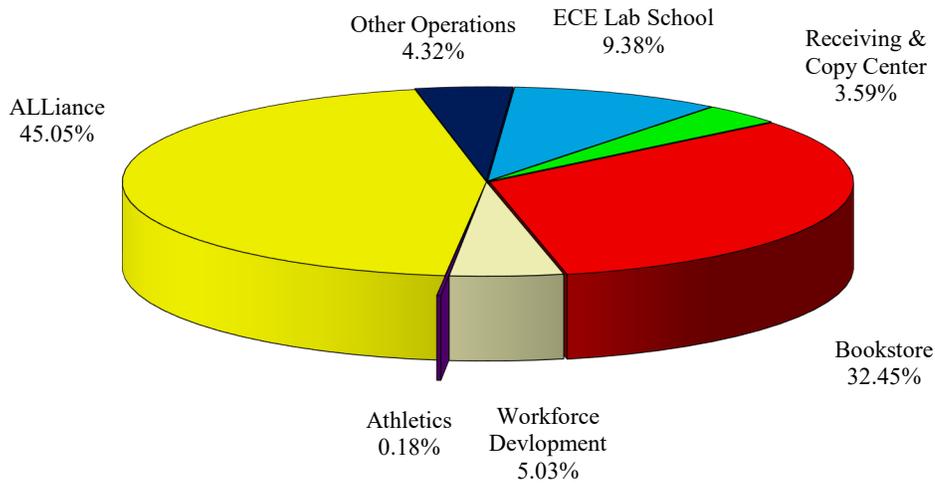
	ALLiance		Athletics		Workforce Development		Other Operations	
	FY 22 Budget	FY 23 Budget	FY 22 Budget	FY 23 Budget	FY 22 Budget	FY 23 Budget	FY 22 Budget	FY 23 Budget
<b>REVENUES</b>								
Local Government	50,000	50,000	0	0	0	0	0	0
State Government	363,674	529,000	0	0	0	0	0	0
Federal Government	0	0	0	0	0	0	0	0
Student Tuition and Fees	1,118,895	1,214,200	0	0	0	0	5,000	3,000
Sales Service Fees	7,500	2,000	0	0	100,000	60,000	71,753	58,000
Facilities Revenue	0	0	3,557	7,500	30,000	150,000	200,000	4,990
Investment Income			0	0	0	0	27,354	40,000
Other Sources	85,000	85,100	0	0	(175)	0	51,756	74,408
<b>TOTALS:</b>	<b>1,625,069</b>	<b>1,880,300</b>	<b>3,557</b>	<b>7,500</b>	<b>129,825</b>	<b>210,000</b>	<b>355,863</b>	<b>180,398</b>
<b>EXPENDITURES:</b>								
Salaries	943,946	945,391	664,849	662,528	464,577	479,585	83,219	(48,844)
Employee Benefits	128,451	121,038	83,314	83,019	88,150	76,484	12,717	12,317
Contractual Services	352,700	476,700	81,700	81,700	11,000	42,200	215,835	188,342
General Materials/Supplie	215,350	236,850	108,798	102,766	11,700	14,000	12,817	32,179
Conference/Meeting	6,050	1,952	70,050	72,784	2,300	4,838	3,519	0
Fixed Charges	31,200	31,200	121,800	130,800	0	0	0	2,605
Utilities	0	0	0	0	0	0	0	0
Capital Outlay	0	0	35,000	53,000	0	0	0	0
Other	0	0	0	0	0	0	99,800	150,800
<b>TOTALS:</b>	<b>1,677,697</b>	<b>1,813,131</b>	<b>1,165,511</b>	<b>1,186,597</b>	<b>577,727</b>	<b>617,107</b>	<b>427,907</b>	<b>337,399</b>
Fund Transfers	52,628	(67,169)	1,161,954	1,179,097	447,902	407,107	72,044	157,001
<b>Program Net:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# OAKTON COMMUNITY COLLEGE

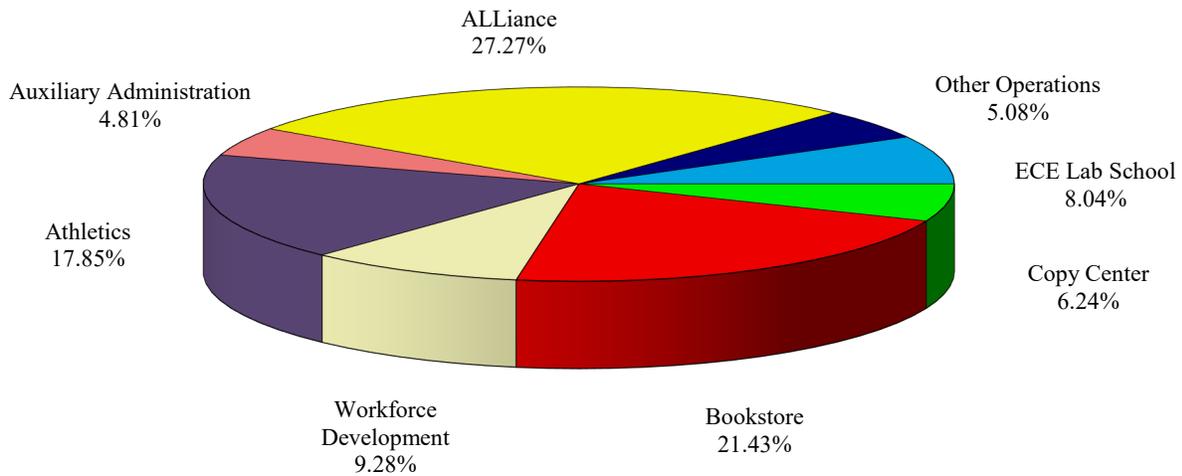
Community College District No. 535

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

### Fiscal Year 2023 Budgeted Revenues



### Fiscal Year 2023 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, food services, and the Alliance for Lifelong Learning.

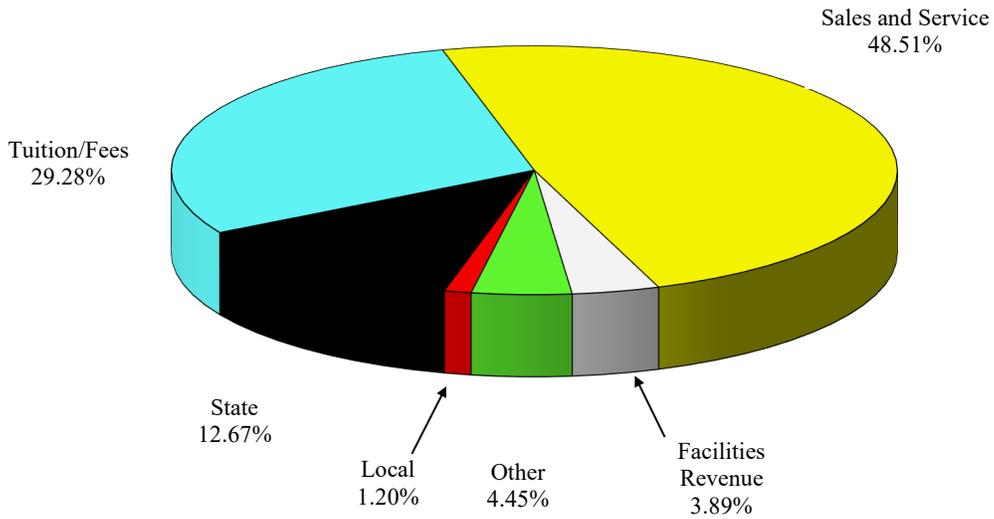
	<b>FY 20</b>	<b>FY 21</b>	<b>FY 22</b>	<b>FY 23</b>	<b>FY 22 to FY 23</b>
	Actual	Actual	Budget	Budget	Budget % Chg
<b>REVENUES</b>					
Local Government	117,942	24,522	50,000	50,000	0.00%
State Government	721,417	691,085	363,674	529,000	45.46%
Student Tuition and Fees	636,073	358,078	1,128,895	1,222,200	8.27%
Sales Service Fees	1,936,512	1,035,739	2,256,367	2,025,000	-10.25%
Facilities Revenue	7,673	14,497	233,557	162,490	-30.43%
Other Sources	127,747	94,506	150,595	185,558	23.22%
<b>TOTALS:</b>	<b>3,547,364</b>	<b>2,218,427</b>	<b>4,183,088</b>	<b>4,174,248</b>	<b>-0.21%</b>
Net Fund Transfers In (Out)	20,258,990	2,454,969	2,389,844	2,473,570	3.50%
<b>GRAND TOTAL</b>	<b>23,806,354</b>	<b>4,673,396</b>	<b>6,572,932</b>	<b>6,647,818</b>	<b>1.14%</b>
<b>EXPENDITURES:</b>					
<b>By Object</b>					
Salaries	2,826,169	2,548,763	3,223,642	3,155,375	-2.12%
Employee Benefits	496,064	534,058	496,348	486,216	-2.04%
Contractual Services	392,623	280,824	695,635	832,062	19.61%
General Materials and Supplies	1,519,590	1,114,760	1,635,738	1,550,450	-5.21%
Conference and Meeting Expenses	51,825	62,597	83,769	80,310	-4.13%
Fixed Charges	280,998	304,976	283,000	324,605	14.70%
Capital Outlay	22,475	5,903	35,000	53,000	51.43%
Other	156,216	20,417	119,800	165,800	38.40%
<b>TOTALS:</b>	<b>5,745,960</b>	<b>4,872,298</b>	<b>6,572,932</b>	<b>6,647,818</b>	<b>1.14%</b>

# OAKTON COMMUNITY COLLEGE

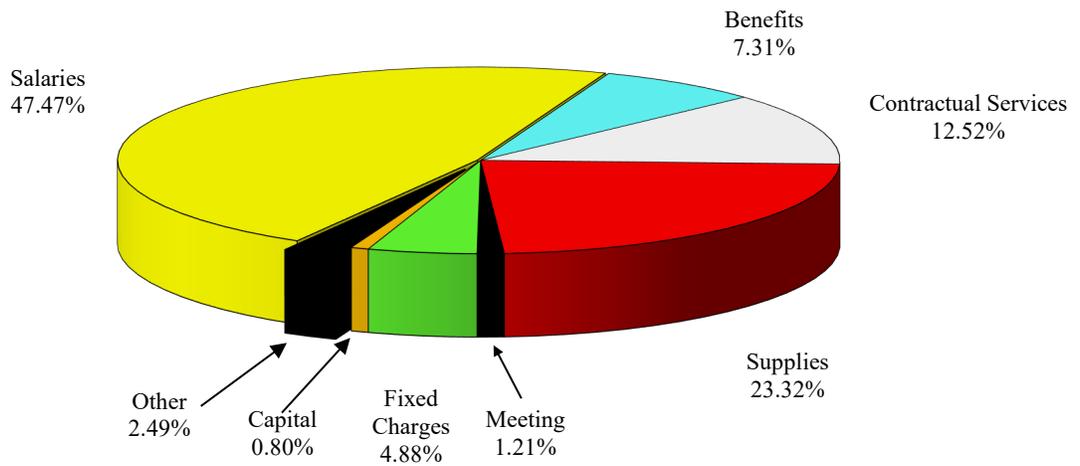
Community College District No. 535

## Comparison of Revenues and Expenditures Auxiliary Enterprise Fund

### Fiscal Year 2023 Budgeted Revenues



### Fiscal Year 2023 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 whose monies may not be used for any other purpose.

	FY 20 Actual	FY 21 Actual	FY 22 Budget	FY 23 Budget	FY 22 to FY 23 Budget % Change
<b>REVENUES</b>					
Local Government	3,556,637	3,614,426	3,497,350	3,598,825	2.90%
Investment Revenue	0	29,823,011	0	0	0.00%
<b>TOTALS:</b>	3,556,637	33,437,437	3,497,350	3,598,825	2.90%
<b>EXPENDITURES: (By Object)</b>					
Bond Principal Retired	2,130,000	2,215,000	2,090,000	2,255,000	7.89%
Interest on Bonds	1,289,013	31,235,168	1,402,350	1,338,825	-4.53%
Debt Issuance Costs	0	0	0	0	0.00%
Other	1,500	3,450	5,000	5,000	0.00%
<b>TOTALS:</b>	3,420,513	33,453,618	3,497,350	3,598,825	2.90%
TRANSFER: In (Out), Net	0	0	0	0	0.00%
Net of Revenues, Expenditures, and Transfers	136,124	(16,181)	0	0	

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## 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.

	FY 20	FY 21	FY 22	FY 23	FY 22 to FY 23 Budget % Chg
	Actual	Actual	Budget	Budget	
<b>REVENUES</b>					
Local Government	100,698	100,157	100,000	100,000	0.00%
Investment Income	1,286	192	300	300	0.00%
<b>TOTALS:</b>	101,984	100,349	100,300	100,300	0.00%
<b>EXPENDITURES</b>					
Salaries	0	0	0	0	
Contractual Services	84,250	112,700	100,300	100,300	0.00%
<b>TOTALS:</b>	84,250	112,700	100,300	100,300	0.00%

## Comparison of Revenues and Expenditures Retiree Health Insurance Fund

<b>REVENUES</b>					
State Government	2,044,522	1,117,234	0	0	0.00%
Investment Income	283,639	67,376	0	0	0.00%
Net Fund Transfers In (Out)	8,900,000	4,700,000	4,000,000	2,000,000	-50.00%
<b>TOTALS:</b>	11,228,161	5,884,610	4,000,000	2,000,000	-50.00%
<b>EXPENDITURES</b>					
Employee Benefits	4,037,459	2,218,751	4,000,000	2,000,000	
<b>TOTALS:</b>	4,037,459	2,218,751	4,000,000	2,000,000	-50.00%

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

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

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, and unemployment insurance. The Social Security and Medicare fund is for tax levy revenues levied for Social Security and Medicare payroll taxes.

	FY 20	FY 21	FY 22	FY 23	FY 22 to FY 23 Budget % Chg
	Actual	Actual	Budget	Budget	
<b>REVENUES</b>					
Local Government	(253)	1,452	(1,900)	(1,900)	0.00%
Investment Income	10,083	(1,497)	2,400	2,400	0.00%
<b>TOTALS:</b>	9,830	(45)	500	500	0.00%
Net Fund Transfers In (Out)	550,000	700,495	812,000	712,000	-12.32%
<b>GRAND TOTAL</b>	559,830	700,450	812,500	712,500	-12.31%
<b>EXPENDITURES</b>					
<b>Insurance Costs</b>					
Salaries	2,400	0	0	25,000	100.00%
Employee Benefits	348,454	443,938	425,000	400,000	-5.88%
Contractual Services	0	0	35,000	35,000	0.00%
Fixed Charges	137,461	160,181	325,000	250,000	-23.08%
All Other Expenditures	100	0	27,500	2,500	-90.91%
<b>TOTALS:</b>	488,415	604,119	812,500	712,500	-12.31%

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

<b>REVENUES</b>					
Local Government	(145)	1,574	(400)	(400)	0.00%
Investment Income	563	(518)	1,000	1,000	0.00%
<b>TOTALS:</b>	418	1,056	600	600	0.00%
Net Fund Transfers In (Out)	795,630	818,106	894,400	824,400	-7.83%
<b>GRAND TOTAL</b>	796,048	819,162	895,000	825,000	-7.82%
<b>EXPENDITURES</b>					
<b>Insurance Costs</b>					
Salaries	0	0	0	0	0.00%
Employee Benefits	874,395	847,491	895,000	825,000	-7.82%
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>	874,395	847,491	895,000	825,000	-7.82%

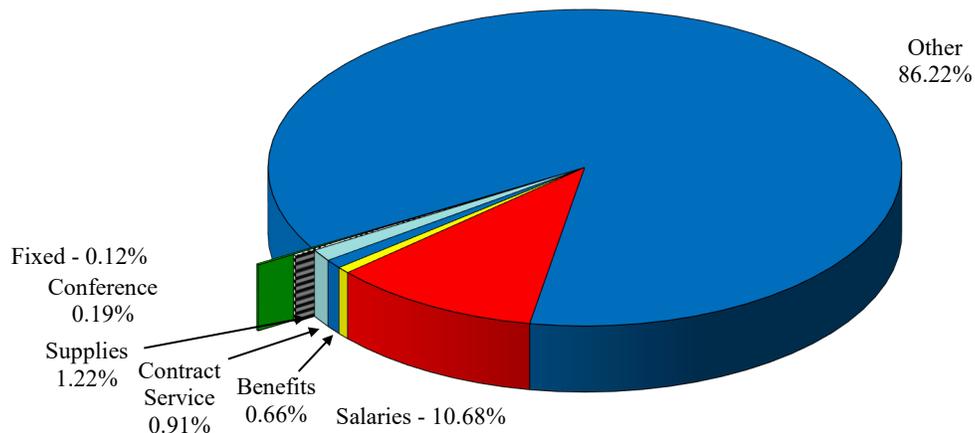
# OAKTON COMMUNITY COLLEGE

## 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 20 Actuals	FY 21 Actuals	FY 22 Budget	FY 23 Budget	FY 22 to FY 23 Budget % Change
<b>REVENUES</b>					
Local Government	0	0	0	0	0.00%
State Government	41,807,979	44,533,594	2,755,000	3,232,000	17.31%
Federal Government	8,455,081	9,127,952	8,455,000	13,380,000	58.25%
Investment Income	0	0	0	0	0.00%
Other Sources	933,873	1,211,083	1,015,000	1,366,000	34.58%
<b>TOTALS:</b>	51,196,933	54,872,629	12,225,000	17,978,000	47.06%
Net Fund Transfers In (Out)	100,000	100,000	100,000	100,000	0.00%
<b>GRAND TOTAL</b>	51,296,933	54,972,629	12,325,000	18,078,000	46.68%
<b>EXPENDITURES: By Object</b>					
Salaries	1,937,478	2,299,331	1,930,000	1,930,000	0.00%
Employee Benefits	39,219,346	41,725,268	120,000	120,000	0.00%
Contractual Services	167,936	241,207	165,000	165,000	0.00%
General Materials and Supplies	220,794	536,867	220,000	220,000	0.00%
Conference and Meeting Expenses	33,919	17,624	34,000	34,000	0.00%
Fixed Charges	26,720	21,626	21,000	21,000	0.00%
Utilities	0	0	0	0	0.00%
Capital Outlay	32,453	59,943	0	0	0.00%
Other (Primarily financial aid)	9,700,934	10,065,498	9,835,000	15,588,000	58.50%
<b>TOTALS:</b>	51,339,580	54,967,364	12,325,000	18,078,000	46.68%



# 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 20</b>	<b>FY 21</b>	<b>FY 22</b>	<b>FY 23</b>	<b>FY 22 to FY 23</b>
	Actual	Actual	Budget	Budget	% Change
<b>REVENUES</b>					
Local Government	0	20,035,000	15,579,009	8,479,077	-45.57%
State Government	0	0	0	0	0.00%
Tuition and Fees	317,813	307,716	335,000	295,000	-11.94%
Investment Income	293,958	14,582	80,000	25,000	-68.75%
Other Sources	0	0	0	0	0.00%
<b>TOTALS:</b>	611,771	20,357,298	15,994,009	8,799,077	-44.99%
<b>Transfer In (Out):</b>	0	0	0	2,500,000	100.00%
<b>NET WITH TRANSFERS:</b>	611,771	20,357,298	15,994,009	11,299,077	-29.35%
<b>EXPENDITURES:</b>					
<b>By Object</b>					
Salaries	0	0	0	0	0.00%
Employee Benefits	0	0	0	0	0.00%
Contractual Services	585,140	248,418	0	0	0.00%
General Materials and Supplies	1,122,496	256,569	15,817,909	11,011,409	-30.39%
Capital Outlay	7,791,180	3,659,712	176,100	287,668	63.35%
Other	0	3,000,000	0	0	0.00%
<b>TOTALS:</b>	9,498,816	7,164,699	15,994,009	11,299,077	-29.35%

# 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 20 Actual	FY 21 Actual	FY 22 Budget	FY 23 Budget	FY 22 to FY 23 Budget % Chg
<b>Education Fund</b>					
Instruction					
Baccalaureate	0	0	0	0	0.00%
Vocational	0	0	50,967	25,000	-50.95%
<b>Total Instruction:</b>	<b>0</b>	<b>0</b>	<b>50,967</b>	<b>25,000</b>	<b>-50.95%</b>
Academic Support:	28,354	28,000	329,500	0	-100.00%
Public Services:	0	0	0	0	0.00%
<b>Total Education Fund:</b>	<b>28,354</b>	<b>28,000</b>	<b>380,467</b>	<b>43,000</b>	<b>-88.70%</b>
<b>Operations and Maintenance Fund</b>					
<b>Total Operations/Maintenance Plant:</b>	<b>0</b>	<b>12,488</b>	<b>16,969</b>	<b>36,396</b>	<b>114.49%</b>
<b>Operations and Maintenance (Restricted) Fund</b>					
State Pass Through	0	0	0	0	0.00%
Funded by Oakton	7,791,180	3,659,712	15,994,009	11,299,077	-29.35%
<b>Total Operations/Maintenance (Restrict</b>	<b>7,791,180</b>	<b>3,659,712</b>	<b>15,994,009</b>	<b>11,299,077</b>	<b>-29.35%</b>

<b>Program</b>	<b>FY 20 Budget</b>	<b>FY 21 Actual</b>	<b>FY 21 Budget</b>	<b>FY 23 Budget</b>	<b>FY 22 to FY 23 Budget % Chg</b>
<b>Auxiliary Enterprises Fund</b>					
Academic Support:**	0	0	0	0	0.00%
Public Services:	0	0	0	0	0.00%
Auxiliary Services:	22,476	0	35,000	53,000	51.43%
Operations/Maintenance Plant:	0	12,488	16,969	36,396	114.49%
General Administration:	0	0	0	0	0.00%
General Institutional	0	0	0	0	0.00%
<b>Total Aux Enterprises Fund:</b>	<b>22,476</b>	<b>12,488</b>	<b>51,969</b>	<b>89,396</b>	<b>72.02%</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>7,842,010</b>	<b>3,700,200</b>	<b>16,426,445</b>	<b>11,431,473</b>	<b>-30.41%</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.

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<b>Revenues:</b>	<b>Actual FY 16</b>	<b>Actual FY 17</b>	<b>Actual FY 18</b>	<b>Actual FY 19</b>	<b>Actual FY 20</b>	<b>Actual FY 21</b>
Property Taxes	45,474,161	46,488,054	47,323,454	48,776,679	50,703,586	52,042,674
Pers Prop Repl Tax	876,094	1,191,793	984,185	1,009,413	1,107,346	1,401,497
State Grants	1,117,934	5,264,287	4,582,357	4,642,633	4,932,923	5,011,305
Federal Grants	0	0	0	0	0	1,444,563
Local Grants/Contract	0	0	0	0	0	0
Chargeback	58,519	67,082	0	0	0	0
Student Tuition/Fees	22,147,909	23,271,635	26,095,533	25,208,767	23,639,638	21,539,387
Sales/Service Revenue	5,331	2,510	533,901	552,940	571,614	584,074
Facilities Revenue	0	0	252,319	158,471	213,315	0
Investment Income	261,979	156,812	1,078,225	2,420,284	2,205,587	99,898
Other Revenue	62,552	93,155	24,362	109,440	59,635	55,364
<b>Total Revenues:</b>	<b>70,004,479</b>	<b>76,535,328</b>	<b>80,874,336</b>	<b>82,878,627</b>	<b>83,433,644</b>	<b>82,178,762</b>
Total Budgeted	73,473,045	74,002,000	77,840,000	78,427,631	82,297,101	80,425,664
Amount Over (Under)	(3,468,566)	2,533,328	3,034,336	4,450,996	1,136,543	1,753,098
% Over (Under)	-4.72%	3.42%	3.90%	5.68%	1.38%	2.18%

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

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

	Actual FY 16	Actual FY 17	Actual FY 18	Actual FY 19	Actual FY 20	Actual FY 21
<b>Expenditures:</b>						
<b>By Function</b>						
Instruction	38,134,810	37,798,136	35,607,998	35,134,117	35,705,170	33,576,139
Academic Support	4,853,113	4,551,292	9,972,030	11,484,671	10,861,693	10,906,659
Student Services	6,718,350	6,724,363	6,169,049	6,404,921	6,489,386	6,459,459
Public Service	641,229	729,899	920,645	971,769	830,565	616,014
Operation/Maint of Plant	8,110,577	7,736,831	7,534,786	7,646,513	7,374,046	7,179,018
General Administration	4,653,406	4,601,528	4,377,904	5,153,943	5,156,361	5,084,487
Institutional Support	1,127,319	86,587	1,212,721	1,678,258	2,984,857	4,021,424
<b>Total Expenditures:</b>	<b>64,238,804</b>	<b>62,228,636</b>	<b>65,795,133</b>	<b>68,474,192</b>	<b>69,402,078</b>	<b>67,843,200</b>
<b>Expenditures:</b>						
<b>By Object</b>						
Salaries	46,357,758	45,933,681	49,059,771	50,494,495	52,172,806	49,912,810
Employee Benefits	6,078,508	5,341,517	7,329,396	7,470,191	7,527,745	7,900,773
Contractual Services	5,462,345	5,552,457	2,608,560	2,477,323	3,132,370	2,653,977
Materials and Supplies	3,825,996	3,301,952	4,823,323	6,153,527	4,909,609	5,725,155
Conferences/Meetings	247,028	258,084	377,732	395,004	247,432	63,691
Fixed Charges	223,275	242,467	227,579	187,829	253,413	311,074
Utilities	1,516,285	1,328,529	1,175,502	1,126,508	988,791	922,339
Capital Outlay	323,132	106,173	99,387	100,977	28,354	40,488
Other	204,477	163,776	93,883	68,338	141,558	312,893
<b>Total Expenditures:</b>	<b>64,238,804</b>	<b>62,228,636</b>	<b>65,795,133</b>	<b>68,474,192</b>	<b>69,402,078</b>	<b>67,843,200</b>
Total Budgeted	70,689,299	70,001,000	73,509,000	74,719,127	74,551,481	74,551,482
Amount Over (Under)	(6,450,495)	(7,772,364)	(7,713,867)	(6,244,935)	(5,149,403)	(6,708,282)
% Over (Under)	-9.13%	-11.10%	-10.49%	-8.36%	-6.91%	-9.00%

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

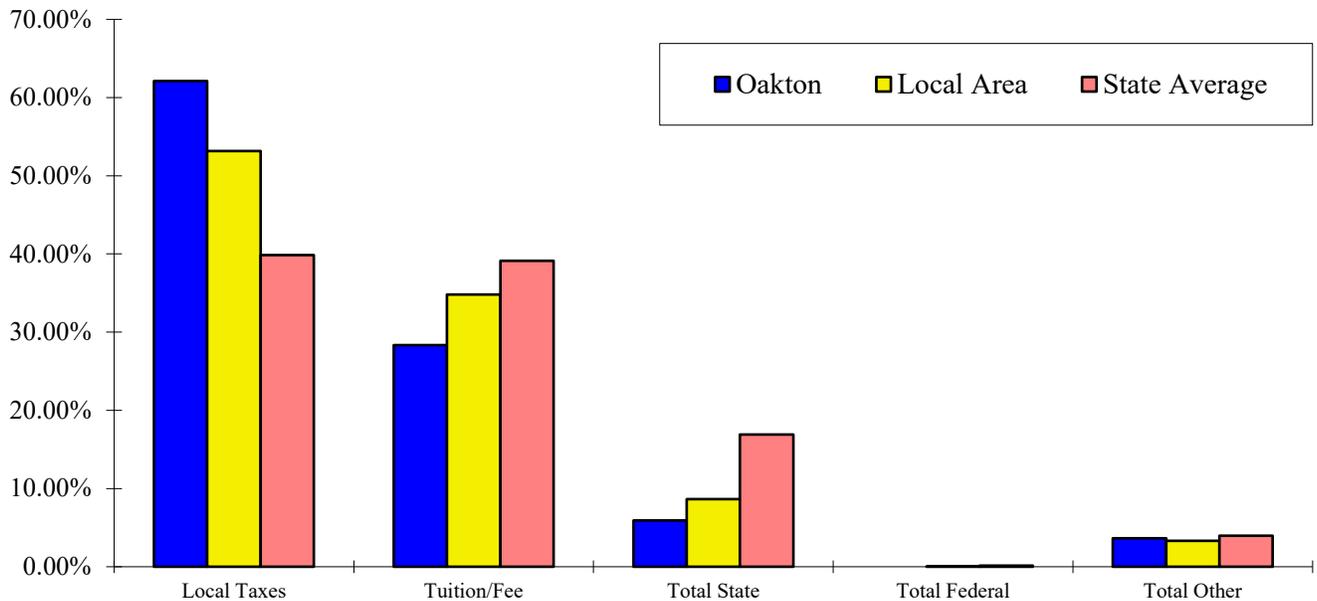
## Comparison of Audited Operating Revenues By Source

(Education and Operating & Maintenance Funds)

Fiscal Year 2020

The table below compares FY2019 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. 20 colleges rely on tuition and fees as the primary revenue source; and 19 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-two colleges, including Oakton, get more than 80 percent of their revenues from combined tax and tuition/fees.

REVENUE CATEGORY	Oakton	Local	State	State	State	Average % Change
		Area Average	Highest	Lowest	Average	
Local Taxes/Chargebacks	62.10%	53.16%	63.86%	15.01%	39.87%	4.84%
Student Tuition	25.53%	31.48%	48.19%	23.60%	33.82%	-4.48%
Student Fees	2.80%	3.34%	11.89%	0.01%	5.30%	0.76%
ICCB Grants	5.91%	8.66%	41.26%	5.91%	16.80%	-7.64%
Other State	0.00%	0.00%	1.13%	0.00%	0.11%	3.00%
Federal	0.00%	0.04%	2.33%	0.00%	0.15%	53.24%
Other	3.66%	3.32%	16.15%	0.87%	3.95%	37.25%
<b>Percent Change Total Revenue</b>	0.67%	2.30%	12.72%	-12.74%	3.03%	3.03%



SOURCE: ICCB Data and Characteristics

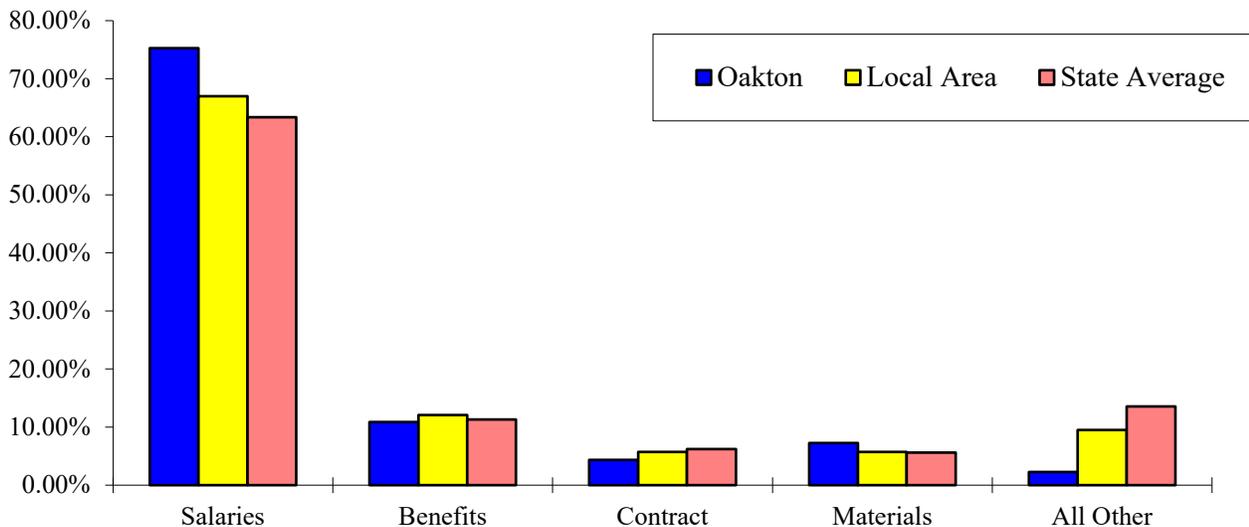
# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Comparison of Audited Operating Expenditures By Object (Education and Operation & Maintenance Funds) Fiscal Year 2020

This table compares audited operating expenditures by object across the state for Fiscal Year 2020, 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	Local Area		State Highest	State Lowest	State Average	State % Change
	Oakton	Average				
Salaries	75.24%	66.99%	77.63%	49.89%	63.35%	2.40%
Benefits	10.86%	12.07%	17.66%	4.73%	11.29%	-4.86%
Contract Services	4.37%	5.73%	12.21%	2.25%	6.23%	-2.55%
General Materials	7.24%	5.71%	11.66%	0.00%	5.59%	-3.66%
Conference and Meeting	0.36%	0.60%	7.55%	0.12%	0.85%	-5.53%
Fixed Charges	0.22%	0.65%	4.17%	0.00%	0.81%	-8.08%
Utilities	1.42%	2.55%	4.80%	1.42%	3.28%	-7.52%
Capital Outlay	0.04%	1.22%	11.45%	-0.14%	2.02%	15.95%
Other	0.24%	4.48%	21.37%	0.24%	6.58%	-4.04%
<b>Percent Increase Total Expenditures</b>	0.15%	1.57%	25.66%	-10.35%	0.29%	0.29%



SOURCE: ICCB Data and Characteristics

# OAKTON COMMUNITY COLLEGE

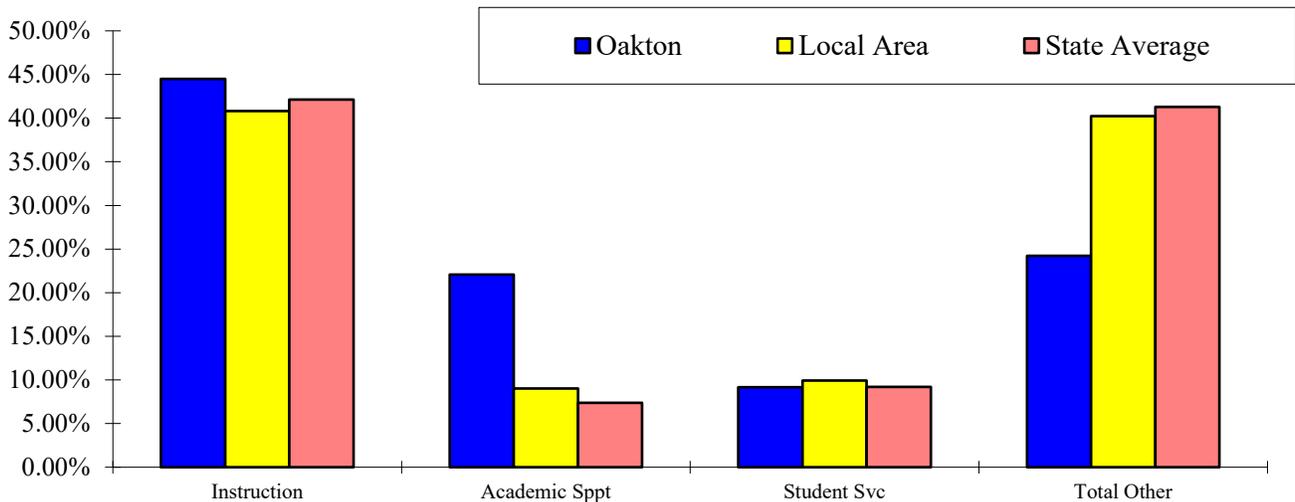
Community College District No. 535

## Comparison of Audited Operating Expenditures By Function Fiscal Year 2020

The table below compares audited operating expenditures by function for Fiscal Year 2018, 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	44.51%	40.80%	52.53%	29.37%	42.12%	0.79%
Academic Support	22.07%	9.03%	22.07%	1.58%	7.40%	2.95%
Student Services	9.18%	9.94%	17.81%	5.24%	9.20%	1.27%
Total Direct Services to Students	75.76%	59.78%	75.76%	42.89%	58.72%	1.14%
Public Service	0.84%	1.13%	5.56%	0.00%	1.34%	-5.19%
Independent Operations	0.00%	0.00%	3.05%	-0.09%	0.14%	0.54%
Operations/Maintenance	10.48%	12.77%	39.36%	7.02%	12.60%	-0.24%
Institutional Support	12.92%	22.49%	37.42%	2.44%	22.63%	-0.92%
Scholarships, Grants, Waivers	0.00%	3.84%	21.03%	0.00%	4.58%	-1.24%
Total Other	24.24%	40.22%	57.11%	24.24%	41.28%	-0.85%
Percent Change Total Expenditures	1.42%	1.69%	20.53%	-10.35%	0.31%	0.31%

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 loads reported during the current year, thereby making the current year's actual assignments the following year's budgeted. Other changes represent adjustments in course assignments and teaching loads.

Discipline	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 20223 Budget
<b>BACCALAUREATE</b>						
Art	5.00	5.00	5.00	4.90	5.00	5.00
Behavioral/Social Studies	13.00	12.40	14.15	12.65	12.30	11.80
Biology	13.60	12.15	12.20	12.30	12.25	11.70
Business	4.10	4.40	3.20	3.40	3.30	4.40
Chemistry	5.00	5.00	5.00	5.00	5.00	5.00
Computer Science	0.85	1.00	1.00	1.00	1.00	1.00
Earth Science		2.00	2.00	2.00	2.00	0.65
Engineering	1.00	1.05	1.00	2.00	1.80	1.90
English	19.65	18.50	18.60	18.55	17.75	18.40
Historical/Policy Studies	4.80	5.20	6.50	6.35	6.40	6.25
Humanities/Philosophy	8.10	9.10	9.00	8.95	9.80	9.10
Human Services		0.90	0.80	0.80	0.85	0.75
Mathematics	14.25	13.25	14.10	13.60	13.45	11.95
Modern Languages	3.40	3.30	3.45	3.35	3.30	3.50
Music	0.80	0.90	0.90	0.80	0.80	0.80
Physical Education	1.00	1.00	1.00	1.00	1.00	1.00
Physics	3.90	2.00	2.00	2.00	2.00	2.00
Speech/Theater	3.80	3.75	3.60	4.25	3.65	3.50
<b>Total Baccalaureate:</b>	102.25	100.90	103.50	102.90	101.65	98.70
Baccalaureate as a % of Total:	65.54%	64.68%	66.35%	65.96%	65.16%	63.27%
<b>VOCATIONAL</b>						
Accounting Technology	3.90	4.00	4.00	4.00	4.00	4.00
Air Cond/Heating/Refrigeration	0.80	0.85	0.85	0.90	0.85	0.90
Automobile Technology	1.00	1.00	1.00	1.00	1.00	1.00
BNAT Nursing	4.00	5.00	5.00	5.00	5.00	5.00
Cannabis Dispensary and Patient Care				0.20	1.00	1.05
Computer Networking Systems	1.30	1.25	1.45	1.75	1.85	1.75
Computer Tech & Info Systems	4.40	3.40	3.25	3.15	2.95	3.05

<b>Discipline</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Budget</b>	<b>FY 20223 Budget</b>
Early Childhood Education	2.00	3.00	3.00	3.00	3.00	2.75
Electronics Technology	0.90	0.80	0.75	1.00	1.00	1.00
Facilities Management/Engineer	0.20	0.15	0.15	0.10	0.15	0.10
Fire Science Technology				1.00	1.00	1.00
Health Information Technology	3.00	4.00	3.00	3.00	2.00	2.00
Horticulture Therapy	0.10	0.10	0.10	0.05		
Law Enforcement	1.00	2.00	2.00	1.00	1.20	2.20
Manufacturing	0.70	1.10	1.10	1.10	1.00	1.10
Mechanical Design	1.30	0.90	0.90	0.90	1.00	1.00
Medical Assistant						0.40
Medical Lab Technology	1.80	2.00	2.00	2.00	2.00	2.00
Paralegal Studies	1.00	0.60	0.80	0.60	0.45	0.40
Pharmacy Technician	0.20					
Physical Therapist Assistant	2.90	2.90	2.90	2.75	3.00	4.00
Registered Nursing	13.85	12.00	12.00	11.95	12.95	12.55
<b>Total Vocational:</b>	44.35	45.05	44.25	44.45	45.40	47.25
Vocational as a % of Total:	28.43%	28.88%	28.37%	28.49%	29.10%	30.29%
<b>OTHER ASSIGNMENTS</b>						
Environmental Studies					0.20	0.20
Faculty Development	0.30	0.20	0.70	0.50	0.50	1.25
Global Studies	0.20	0.20	0.30	0.65	0.50	0.50
Great Books	0.10	0.05	0.05		0.20	0.20
Honors Program	0.80	0.70	1.15	1.00	0.95	1.10
Academic Administration	0.60	1.05	0.55	0.85	0.80	0.30
Jewish Studies				0.15	0.15	0.20
Library	3.25	4.00	4.00	4.00	4.00	4.00
Oakton Academy for Black Men						0.80
OPAL	0.65	1.00	1.05	0.80	1.20	0.90
Peace & Social Justice Studies		0.15	0.30	0.15	0.25	0.45
Persistence Project						0.15
Service Learning						
Student Success - First Yeat Experience			0.15	0.55	0.20	
Student Affairs	3.50	2.70				
<b>Total Other:</b>	9.40	10.05	8.25	8.65	8.95	10.05
Other as a % of Total:	6.03%	6.44%	5.29%	5.54%	5.74%	6.44%
<b>Grand Total:</b>	156.00	156.00	156.00	156.00	156.00	156.00

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Comparison of Instructional Faculty and Administrators Fall Semester 2021 (FY2022)

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 FY2021 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	34	39.8	66	9	30.8
Part-time FTE	0	0.0	2	0	0.1
Total Administrator FTE	34	39.8	68	9	31.0
Total Administrator Headcount	34	39.8	69	9	30.9
Credit Hours per Administrator FTE	4,264	5,005.0	10,663	882	3,228.7
<b>INSTRUCTIONAL FACULTY</b>					
Full Time	151	170.4	256	30	98.1
Part-time FTE	215	218.1	482	5	88.6
Total Instructional FTE	366	388.5	738	35	186.6
Total Instructional Headcount	603	709.3	1,279	59	320.2
Credit Hours per Instructional Faculty FTE	396	512.4	737	344	507.2
Credit Hours per Headcount	240	280.7	571	206	309.5
Ratio Full-time to Part-time FTE	0.70	0.78	5.77	0.53	1.74
Ratio Instructional Faculty FTE to Administrator FTE	10.8	9.8	19.6	2.1	6.3

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

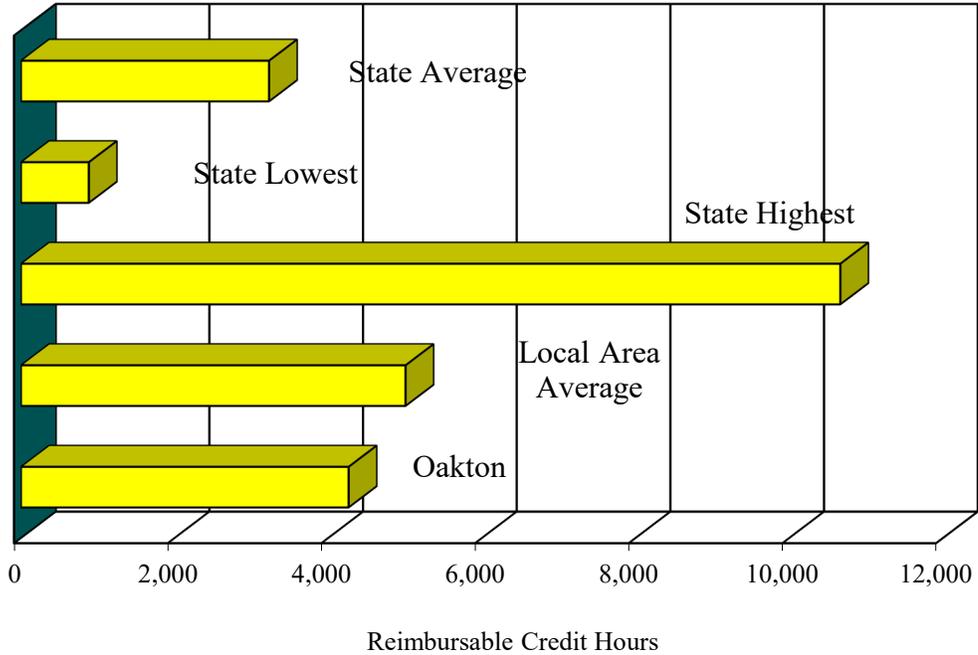
NOTE: Latest available data.

SOURCE: ICCB Data and Characteristics

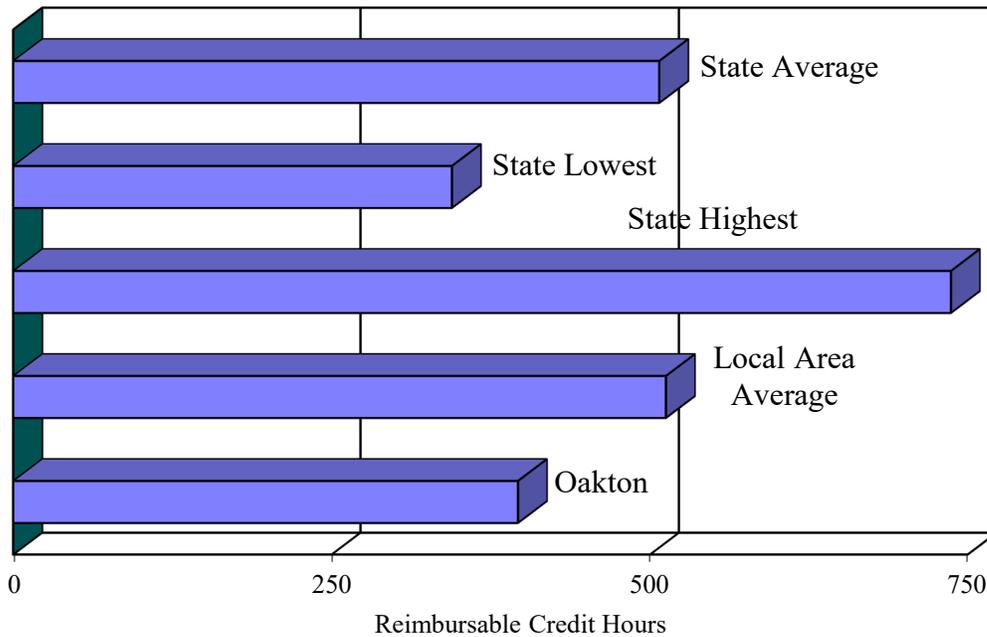
# OAKTON COMMUNITY COLLEGE

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 2020 Budget</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>
<b>Instruction</b>	20.4	20.4	20.5	21.0
<b>Instructional Administration</b>	34.4	35.0	35.6	38.6
<b>Academic Support</b>	31.5	31.5	31.9	31.9
<b>Information Technology</b>	34.8	34.8	32.8	32.3
<b>Student Services</b>	69.0	71.9	74.7	78.7
<b>Public Services</b>	5.7	5.0	5.8	5.8
<b>General Administration</b>	37.5	39.9	43.5	45.6
<b>General Institutional</b>	10.0	10.0	12	9.0
<b>Total Education Fund</b>	243.3	248.5	256.8	262.9
<b>Operations and Maint. of Plant</b>	83.8	82.6	79.1	76.0
<b>ALLiance</b>	15.2	15.0	14.4	12.5
<b>Auxiliary Enterprises</b>				
ECE Lab Schools	5.6	5.8	5.8	5.8
Bookstore	4.9	4.9	4.9	3.9
Institute Bus/Pro Development	2.3	2.3	2.9	2.9
Other	11.2	11.8	12.2	14.2
<b>Total Staff FTE</b>	366.3	370.9	376.1	378.2

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Comparison of Classified Staff - Fall Semester 2020 (FY 2021)

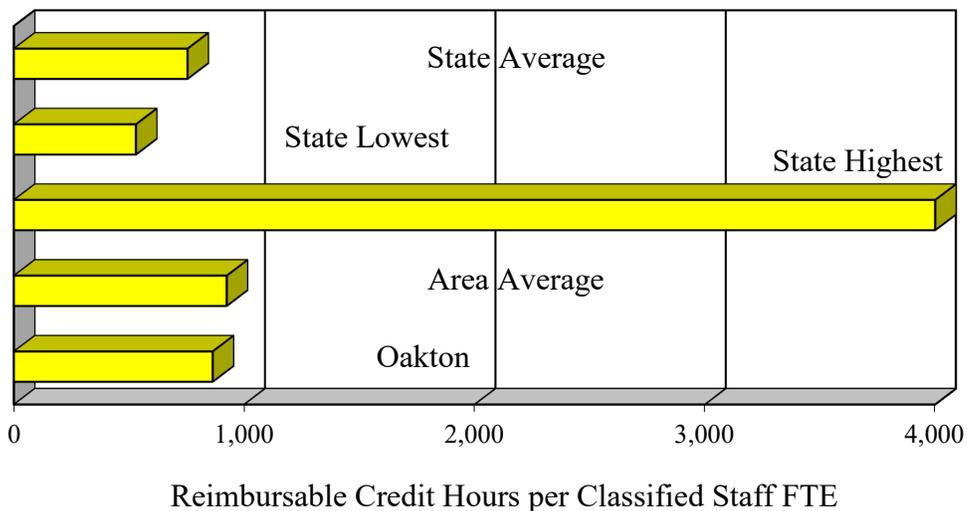
The following tables examine professional staff and classified staff personnel staffing levels compared to faculty and credit hours. Care should be taken in making direct comparisons without additional analysis. For example, some colleges provide their own custodial, cafeteria, and public safety services 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.

	<b>Oakton</b>	<b>Local Area Average</b>	<b>State Highest</b>	<b>State Lowest</b>	<b>State Average</b>
<b>CLASSIFIED STAFF</b>					
Full Time	169	215	397	12	105
Part-time FTE	14	32	75	0	15
Total Classified Staff FTE	183	247	426	14	120
Total Staff Headcount	192	281	458	15	136
Credit Hours per Classified Staff FTE	863	923	5,444	530	753
Faculty FTE per Classified Staff FTE	2.20	1.60	10.19	0.79	6.71
Staff FTE per Admin FTE	5.39	6.15	12.00	0.45	3.86

NOTE: Latest available data

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

SOURCE: ICCB Data and Characteristics



# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## Comparison of Total Reimbursable Credit Hours by Instructional Categories - FY 2020

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 42 percent of the college's total reimbursable credit hours, while the state-wide baccalaureate average for all community colleges is 62 percent.

CATEGORY	Oakton	Local	State	State	State	% Change
		Area	Highest*	Lowest*	Average*	State Total
		Average				Hours
Baccalaureate	101,088	144,469	243,286	16,417	68,763	-2.51%
Business	9,870	13,559	34,069	749	6,589	6.76%
Technical	7,363	21,192	52,330	1,697	12,567	-7.23%
Health	10,942	14,484	25,884	2,466	9,158	-2.03%
Remedial	10,384	13,946	21,706	1,009	6,042	0.43%
ABE/ASE	18,529	15,395	20,562	0	6,106	-12.92%
<b>Total Enrollments:</b>	158,176	223,044	393,556	26,130	109,224	
<b>% Change Prior FY:</b>	-3.49%	-2.02%	-5.21%	-0.85%	-3.02%	-3.23%
<b>% Change 5 Years:</b>	-15.01%	-10.66%	-19.12%	-13.24%	-16.02%	-16.28%
<b>% Change 10 Years:</b>	-28.61%	-25.61%	-21.89%	-32.59%	-34.75%	-32.81%

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

Baccalaureate	63.91%	64.58%	74.78%	42.19%	62.31%
Business	6.24%	5.91%	11.81%	2.27%	5.92%
Technical	4.65%	9.03%	33.29%	4.53%	11.47%
Health	6.92%	6.44%	19.04%	4.25%	10.03%
Remedial	6.56%	6.39%	12.85%	2.17%	5.22%
ABE/ASE	11.71%	7.65%	17.99%	0.00%	5.06%

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

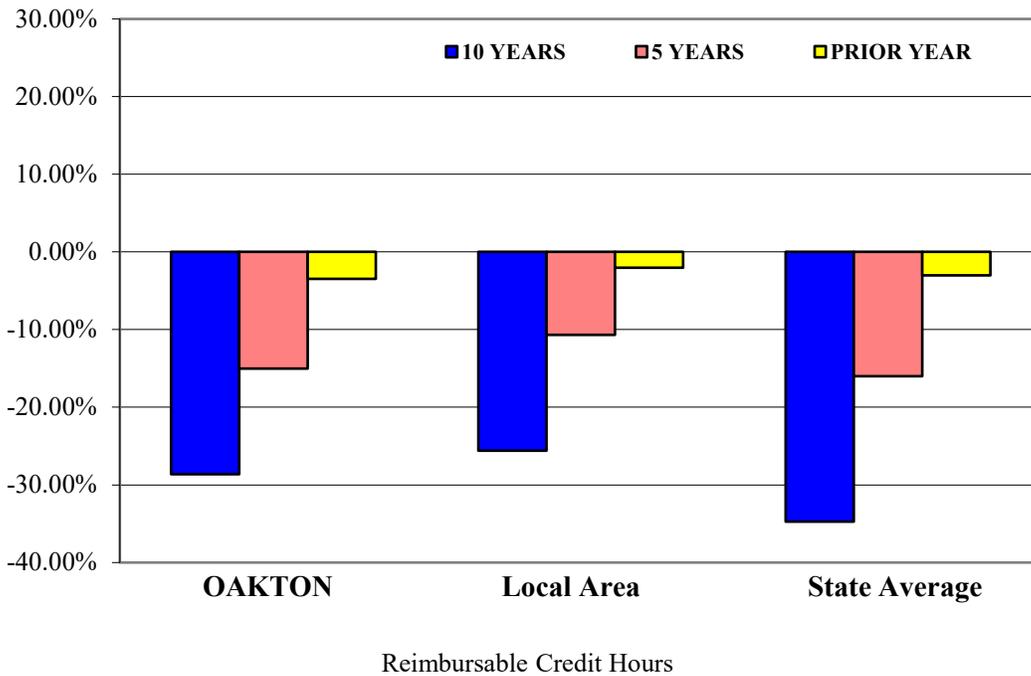
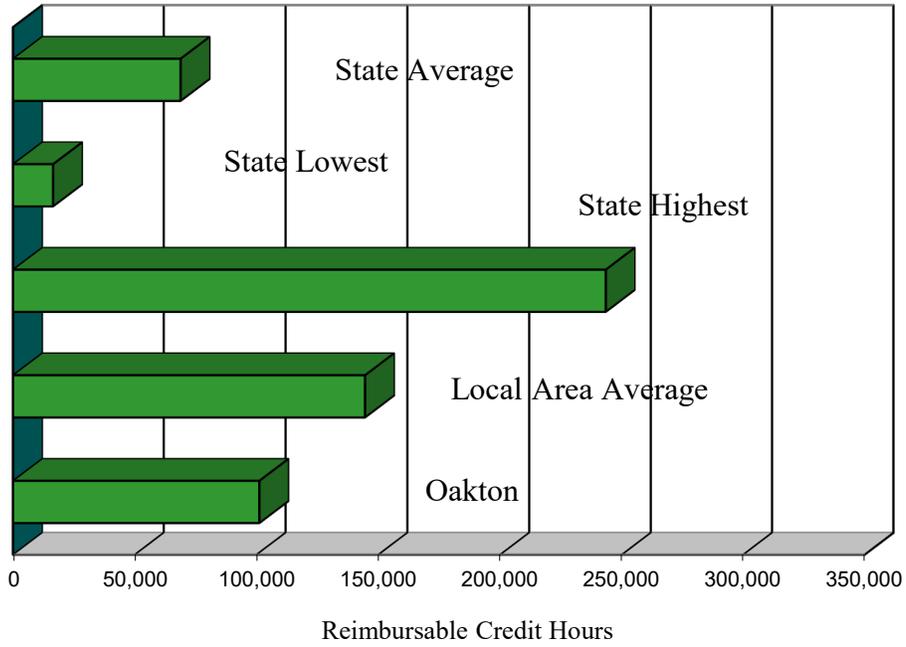
SOURCE: ICCB Data and Characteristics

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 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
<b>Baccalaureate</b>	130,082	128,424	121,650	118,398	113,210	108,411	103,968	103,584	101,094
<b>Business Occupational</b>	16,833	17,367	17,315	16,917	13,459	11,475	9,340	10,273	9,870
<b>Technical Occupational</b>	11,054	10,922	10,555	9,726	9,378	8,563	8,499	8,332	7,357
<b>Health Occupational</b>	15,540	13,844	13,728	13,824	11,845	10,363	11,228	10,724	10,986
<b>Remedial Developmental</b>	18,191	17,273	16,170	15,459	15,381	13,768	13,027	12,387	10,384
<b>Adult Basic/Secondary</b>	25,685	24,953	24,022	22,690	22,840	22,777	22,746	18,594	18,526
<b>Total Reimbursable</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>168,807</b>	<b>163,892</b>	<b>158,217</b>
<b>Non-reimbursable</b>	10,008	10,289	10,004	9,594	9,490	10,196	10,055	13,717	14,505
<b>Total Credit Hours</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>178,861</b>	<b>177,609</b>	<b>172,722</b>
<b>% Change over Prior Year</b>	-2.32%	-1.90%	-4.32%	-3.20%	-5.33%	-5.14%	-3.61%	-0.70%	-2.75%

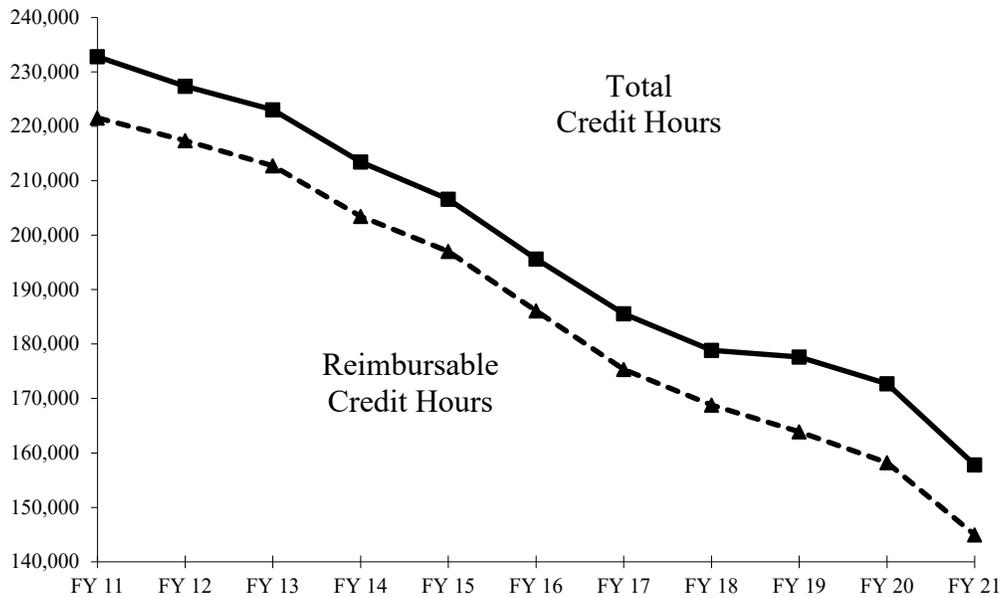
<b>Funding Category</b>	<b>Reimbursable Credit Hours by Term</b>				<b>% Change</b>	<b>% of Total</b>
	<b>Summer 2020</b>	<b>Fall 2020</b>	<b>Spring 2021</b>	<b>FY 2021 Total</b>	<b>for FY 2021</b>	<b>for FY 2021</b>
<b>Baccalaureate</b>	17,238	42,602	38,875	98,715	-12.80%	62.55%
<b>Business Occupational</b>	1,599	4,081	5,086	10,765	-20.01%	6.82%
<b>Technical Occupational</b>	421	1,820	4,930	7,171	-23.54%	4.54%
<b>Health Occupational</b>	739	3,864	4,504	9,106	-23.12%	5.77%
<b>Remedial Developmental</b>	799	3,690	2,741	7,230	-52.99%	4.58%
<b>Adult Basic/Secondary</b>	698	4,244	7,050	11,991	-47.50%	7.60%
<b>Total Reimbursable</b>	<b>21,493</b>	<b>60,300</b>	<b>63,185</b>	<b>144,977</b>	<b>-22.10%</b>	<b>91.86%</b>
<b>Total Non-reimbursable</b>	2,191	4,984	5,668	12,842	35.32%	8.14%
<b>Total Credit Hours</b>	<b>23,684</b>	<b>65,283</b>	<b>68,852</b>	<b>157,819</b>	<b>-19.32%</b>	

# OAKTON COMMUNITY COLLEGE

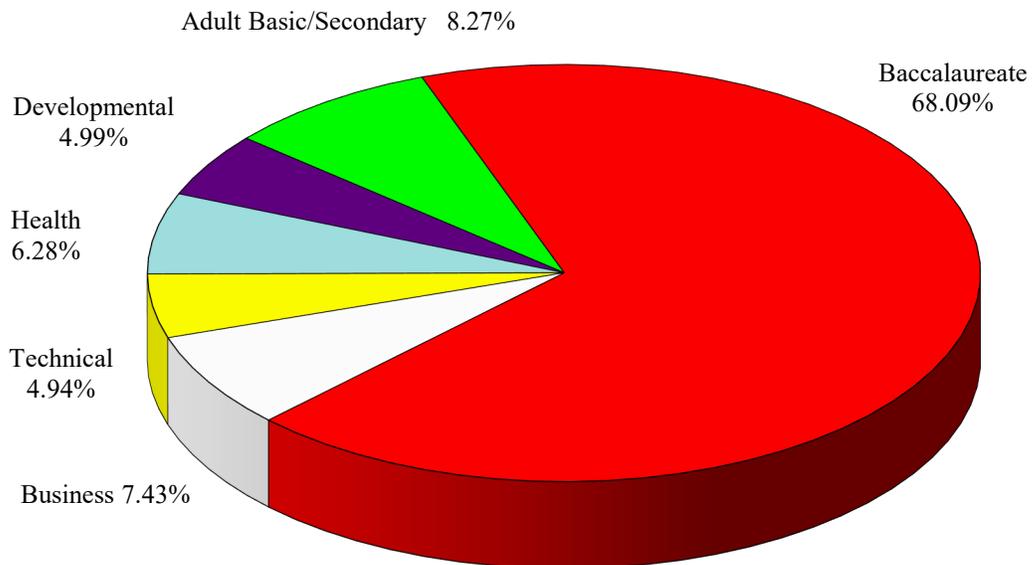
Community College District No. 535

## Comparisons of Credit Hours Information

### History of Reimbursable/Total Credit Hours



### Fiscal Year 2021 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 2020 were reimbursed at the FY 2022 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>
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	13.13	46.98	49.45	101.94	9.51	80.27
2013 (1)	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 (2)	6.27	9.07	9.55	14.91	2.18	16.73
2017	22.93	33.75	35.57	56.20	7.21	64.42
2018	25.01	29.73	29.84	45.41	10.63	32.21
2019	25.54	33.91	35.65	62.17	6.46	62.95
2020	29.84	37.30	37.26	66.56	14.10	53.04
2021	30.46	41.38	40.59	67.40	16.45	63.96
2022	32.09	45.87	40.41	68.64	16.44	66.83

(1) State funding for some programs was reduced in FY2013.

(2) Due to the budget stalemate, State funding was reduced by almost 75.0% in FY2016.

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

**Notes**

**#OaktonStrong!**

# 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 19</b>	<b>FY 20</b>	<b>FY 21</b>
Baccalaureate Programs	4,051	3,892	3,667
Percent Baccalaureate	78.48%	77.29%	77.29%
Vocational Programs	1,111	1,143	1,077
Percent Vocational	21.52%	22.70%	22.71%
<b>Total FTE</b>	<b>5,162</b>	<b>5,035</b>	<b>4,744</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 19</b>	<b>FY 20</b>	<b>FY 21</b>
Adult Education			
ESL	2,562	2,537	1,426
Evening High School	406	521	362
GED	604	577	1,326
Literacy	622	578	305
Workforce Development	289	268	384
Community Education			
Co-Listed Programs	192	158	20
Online Courses	615	618	1,733
General: Continuing Education	1,413	725	21
Youth Programs	441	370	141
HESI Exam	196	265	232
Dual Enrollment Math	-	102	-
Continuing Ed. for Health Professional	3,461	2,976	5,782
Emeritus	2,261	2,148	1,285
<b>Total Enrollments</b>	<b>13,062</b>	<b>11,843</b>	<b>13,017</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 Participatic</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 21</b>
6 Piano Ensemble	570	Cancelled	275
STEM Students Symposium	43	41	41
Emeritus Seminars	887	1,016	1,320
Futures Unlimited	737	811	345
K - 12 STEM programming			
MathCounts	300	300	Cancelled
Science Olympiad	500	700	350
You Be The Chemist	80	80	Cancelled
AMC Math Competitions	119	121	218
AMC Math Prep			24
Math Awards Ceremony	15	Cancelled	Cancelled
Math Competition	40	Cancelled	Cancelled
My Kind of Town Lectures			52
STEAM Youth Camp	417	373	140
Passages Lectures	461	651	283
Passport to the World	881	978	446
STEM Speaker Series	618	395	200
<b>Total Participation</b>	<b>5,668</b>	<b>5,466</b>	<b>3,694</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

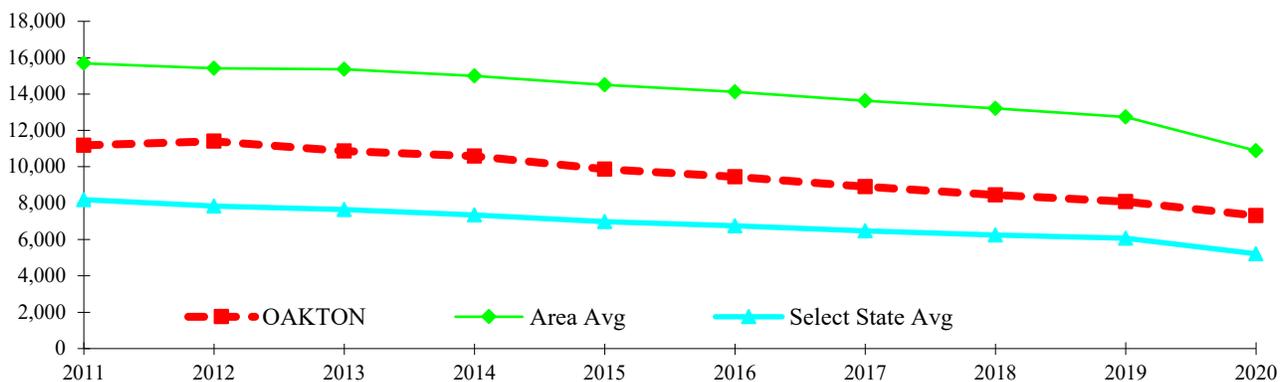
# OAKTON COMMUNITY COLLEGE

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 65 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).

Fall Term	OAKTON	Local Area Average	State** Highest	State** Lowest	Select State** Average	Total State Average	% Increase State Average
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%
2018	8,454	13,204	24,900	1,125	6,249	7,267	-3.41%
2019	8,083	12,747	23,903	1,083	6,074	6,957	-4.26%
2020	7,313	10,882	21,010	1,176	5,214	5,994	-13.84%
Prev Yr	-9.53%	-14.42%	8.59%	-29.33%	-13.91%	-13.87%	
10 Year	-34.56%	-31.53%	9.99%	-63.54%	-38.52%	-38.60%	



\*\* Excludes Chicago City Colleges

NOTE: Latest available data.

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## History of Academic Awards Fiscal Years 1987 - 2021

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>Associate of General Studies</u>	<u>Certificate</u>	<u>TOTAL</u>
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
18 - 19	620	1	36	18	234	4	650	1,563
19 - 20	489	1	39	6	229	7	1149	1,920
20 - 21	504	2	34	19	168	9	1079	1,815
<b>TOTAL</b>	<b>11,792</b>	<b>41</b>	<b>522</b>	<b>132</b>	<b>7,566</b>	<b>20</b>	<b>16,959</b>	<b>37,032</b>

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## History of Tuition and Fee Charges - Fiscal Years 2002 - 2023

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		Per Credit Hour Construction Fee
	In District Tuition	Out of District Tuition	Out of State Tuition							Student Activities Fee	Transcript Fee	
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
20 - 21	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
21 - 22	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
22 - 23	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

^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:

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 2017, 2,988 students received some type of financial assistance compared to 2,464 students in FY 2021. Due to the coronavirus pandemic in FY2021, the College transferred funds from Federal Work Study to the Federal Supplemental Educational Opportunity Grant program to support students.

	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
	Recipients	Dollars								
Federal Pell Grant	2,036	6,055,534	2,041	6,679,166	1,924	6,685,387	1,917	6,445,864	1,627	5,761,537
Federal Supplemental Educational Opportunity Grant	337	163,100	327	171,900	396	210,600	404	207,200	543	281,300
G.I. Bill (Veterans Chapters 30, 33, 1606, 1607)	122	N/A	123	N/A	105	N/A	114	N/A	95	N/A
G.I. Bill (Veterans Chapter 911)	92	218,281	99	238,345	92	218,368	70	186,725	54	112,080
G.I. Bill (Veterans Dependents)	5	N/A	8	N/A	11	N/A	12	N/A	8	N/A
G.I. Bill (Veterans Vocational Rehabilitation)	0	0	2	13,606	4	16,764	0	0	1	1,564
Illinois Veterans Grant	23	35,257	20	32,129	16	21,861	28	53,851	18	28,550
Illinois State Monetary Award	881	763,155	1,017	996,273	1,054	948,795	1,185	1,093,033	1,231	1,173,432
Illinois National Guard Grant	5	9,453	6	11,817	6	13,565	8	31,292	10	18,363
Illinois MIA/POW Scholarship	2	1,986	2	1,741	3	8,796	2	7,154	3	10,676
Federal Stafford Loan	114	331,333	92	292,485	85	301,173	78	274,315	76	271,328
Military Tuition Assistance (Active Duty Personnel)	4	3,645	6	7,581	5	6,591	1	950	3	4,044
OCC Foundation & Institutional Scholarship	436	643,804	456	653,179	476	816,142	404	718,770	457	827,755
Student Government Association Grant	275	244,408	239	226,958	243	265,158	210	239,675	221	231,408
Workforce Investment Act (WIA)	11	11,660	10	12,400	11	17,706	12	16,384	12	15,409
Private/Organizational Scholarships	113	141,702	101	159,031	101	179,909	83	130,610	83	127,049
Federal Work Study Program	27	64,645	27	64,926	31	65,000	30	67,059	12	20,000
<b>TOTAL (Duplicated student count)</b>	<b>4,483</b>	<b>8,687,963</b>	<b>4,576</b>	<b>9,561,537</b>	<b>4,563</b>	<b>9,775,815</b>	<b>4,558</b>	<b>9,472,882</b>	<b>4,454</b>	<b>8,884,495</b>
<b>TOTAL (Unduplicated student count)</b>	<b>2,988</b>		<b>2,971</b>		<b>2,812</b>		<b>2,715</b>		<b>2,464</b>	
Average Federal Pell Grant Award	\$2,974		\$3,272		\$3,475		\$3,362		\$3,541	
Maximum Federal Pell Grant Award	\$5,815		\$5,920		\$6,095		\$6,195		\$6,345	

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

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

	<b>Oakton</b>	<b>Local Area* Average</b>	<b>State Highest</b>	<b>State Lowest</b>	<b>State<sup>o</sup> Average</b>
<b>PROPERTY TAX RATES</b>					
	<b>Tax Levy Year 2020 Collected in FY 2022**</b>				
Education Fund	17.34	24.32	45.96 ^	11.00	22.77
Operation/Maintenance Fund	3.23	6.29	10.00 ^	2.50	6.13
<b>Total Operating Funds:</b>	<b>20.57</b>	<b>30.61</b>	<b>54.96 ^</b>	<b>14.27</b>	<b>28.90</b>
Liability, Protect, Settle Fund	0.00	0.64	22.70 ^	0.00	5.36
Bond and Interest Fund	1.50	1.99	34.12 ^	0.00	5.32
Audit Fund	0.04	0.05	0.50 ^	0.00	0.23
All Other	0.00	0.10	17.98 ^	0.00	4.53
<b>Total All Funds:</b>	<b>22.11</b>	<b>33.39</b>	<b>94.52 ^</b>	<b>14.99</b>	<b>44.33</b>
Percent change for 2020	-9.94%	-6.09%	38.44% #	-78.10%	-12.38%
<b>TUITION AND FEE RATES</b>					
Fiscal Year 2021 Tuition	136.25	125.21	170.00 ^	92.00	129.86
Fiscal Year 2021 Fees***	5.00	17.54	40.00 ^	0.00	17.15
Total Fiscal Year 2021	141.25	142.75	178.00 ^	120.00	147.01
Fiscal Year 2022 Tuition	136.25	127.64	175.00 ^	100.00	133.87
Fiscal Year 2022 Fees***	5.00	17.44	40.00 ^	0.00	17.95
Total Fiscal Year 2022	141.25	145.08	186.00 ^	122.00	151.82
Dollar Increase FY 2022	0.00	2.33	26.00	0.00	4.81
Percent Increase FY 2022	0.00%	1.62%	18.06% #	0.00%	3.36%
5 Year % Increase	30.48%	20.54%	53.85% #	-1.43%	28.48%
10 Year % Increase	59.42%	57.74%	113.89% #	18.97%	72.50%

\*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.

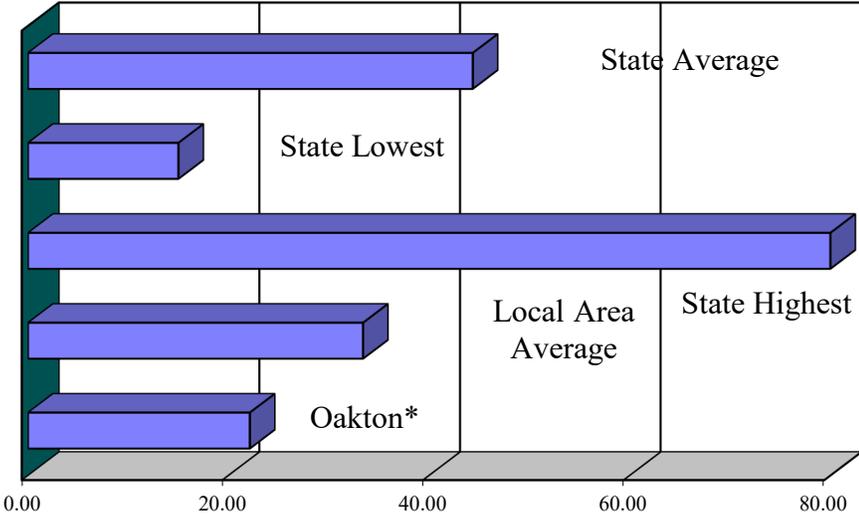
# Data is for individual college totals.

SOURCE: ICCB Data and Characteristics and other ICCB reports

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

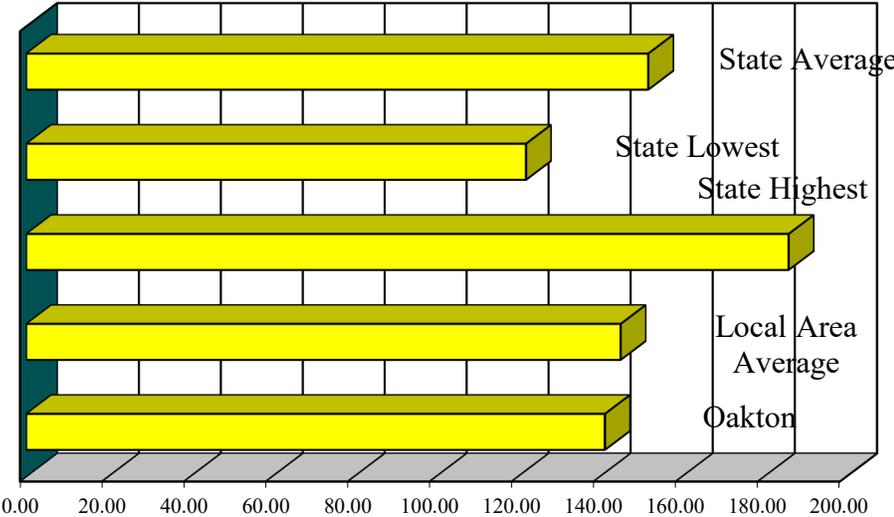
## Property Tax Rates - Tax Levy Year 2020



Tax Rate in Cents per \$100.00 EAV

\* Oakton (at 24.55) is one of the lowest in the state

## Tuition and Fee Rates Fiscal Year 2022



Combined Tuition and Fees per Credit Hour

# 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	
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
2018	.1918	.0369	.0000	.0005	.0163	.0000	.2455
2019	.1734	.0323	.0000	.0004	.0142	.0000	.2203
2020	.1797	.0321	.0000	.0004	.0148	.0000	.2270
<b>% Change</b>	-9.59%	-12.47%	0.00%	-20.00%	-12.88%	0.00%	-10.26%
<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)
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
2018	2.9109	-0.54%	22,305	-2.28%	223	1.00%	26.70%	66,915
2019	3.0861	6.02%	25,523	14.43%	190	0.74%	-14.80%	76,570
2020	3.2234	4.45%	25,662	0.54%	190	0.74%	0.00%	76,987

(1) Reassessment of the total district.

Source: Cook County Clerk's Office and College records

NOTE: Latest available data.

# 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

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Taxing Bodies	Tax Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	%
Cook County (Incl Health)		.461	.461	.530	.560	.568	.552	.533	.496	.489	.454	.453	-0.22%
Cook County Forest Preserve		.051	.057	.063	.069	.069	.069	.063	.620	.060	.059	.058	-1.69%
Metropolitan Water													
Reclamation District		.274	.319	.370	.417	.430	.426	.406	.402	.396	.389	.378	-2.83%
Consolidated Elections		.000	.025	.000	.031	.000	.034	.000	.031	.000	.030	.000	-100.00%
City of Park Ridge (Incl Library)		.870	.985	1.089	1.354	1.638	1.702	1.312	1.166	1.077	.976	.806	-17.42%
Park Ridge Recreation													
and Park District		.307	.344	.391	.554	.559	.900	.495	.493	.512	.440	.449	2.05%
Maine Township		.075	.084	.096	.120	.119	.124	.108	.105	.092	.033	.022	-33.33%
Maine Township General													
Assistance		.018	.020	.023	.029	.029	.031	.027	.021	.000	.000	.000	0.00%
Maine Township Road and Bridge		.038	.043	.048	.061	.062	.065	.056	.057	.060	.053	.054	1.89%
Northwest Mosquito Abatement		.009	.010	.011	.013	.013	.011	.010	.010	.011	.010	.010	0.00%
School District 64		2.951	3.284	3.658	4.572	4.610	4.788	4.040	4.014	4.236	3.720	3.741	0.56%
Maine Township HS Dist 207		1.782	1.995	2.215	2.722	2.739	2.901	2.507	2.529	2.652	2.553	2.639	3.37%
Sub-total Overlapping Rate		6.836	7.627	8.493	10.502	10.836	11.603	9.557	9.944	9.585	8.717	8.610	-1.23%
Oakton Community College		.160	.196	.218	.256	.258	.271	.230	.231	.246	.221	.227	2.71%
<b>Total Rate</b>		6.996	7.823	8.711	10.758	11.094	11.874	9.787	10.175	9.831	8.938	8.837	-1.13%
Oakton Percentage of Total		2.287%	2.500%	2.504%	2.380%	2.326%	2.282%	2.352%	2.270%	2.497%	2.473%	2.569%	3.89%

\* Tax rates are assessed in dollars per hundred at equalized assessed value (EAV).  
Source: Property tax rates reports issued by the Cook County Clerk.

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

**Notes**

**#OaktonStrong!**

# Appendix **Section**



## THREE-YEAR FINANCIAL PLAN

The approval of COVID-19 vaccines midway through fiscal year 2021 hailed a momentous turn in the world's efforts to combat the virus. The rollout of the nationwide vaccination program in the United States starting in January 2021 meant that a return-to-normal at the Oakton Community College campus was a real possibility, beginning in the Fall 2021 semester.

However, the development of highly contagious strains of the virus starting in August 2021 slowed the College's progress toward re-instituting fully on-campus operations. Only 14.0% of all courses were taught face-to-face in the Fall 2021 semester, as compared to 65.0% to Fall 2019. This is one of the factors that explains the continued deterioration in enrollment in FY2022, a trend that had begun several years prior to the pandemic, but which worsened with the advent of COVID-19. Annual enrollment declines at Oakton averaged 5.3% between 2015 and 2019. However, the Fall 2020 enrollment census showed that Oakton's for-credit student enrollment, exclusive of dual credit students, declined 9.5% from Fall 2019. Enrollment decreased an additional 12.9% in Fall 2021.

Aside from not enrolling students who preferred being in-class and on-campus, macroeconomic trends also affected enrollment at Oakton and at community colleges across the country. Three separate federal pieces of legislation injected \$4.4 Trillion in stimulus into the American economy. Fears of a steep decline in economic activity in Spring 2020 gave way to an overheated economy that is currently experiencing the highest inflation in over forty years. Whereas students may have left school two years ago due to economic hardship, potential students are now opting to stay employed in the red hot jobs market.

The strong job market has also translated into a persistently high number of vacancies in critical areas at Oakton, such as enrollment, financial aid, and academic advising. The vacancy rate for all budgeted positions averaged 8.5% in FY2022, almost three-times the rate prior to the pandemic. Oakton is situated in a very competitive market, with many institutions of higher learning competing for the same talent pool. In other areas, like Information Technology, positions remain vacant because potential candidates can often find better pay and career advancement in the private sector. Competition for candidates, plus residual effects of the "Great Resignation," have led to a lower number of applicants for positions at Oakton.

In the face of these headwinds, the College continues to make strides in the areas of equity and student success, despite the challenges in the past two years wrought by the COVID-19 pandemic. For the FY2023 budget, the College has prioritized \$1.0 Million in funding that will support strategies supporting the existing Strategic Matters commitments. At the same time, the budget focuses resources in areas that will be prioritized in Oakton's new strategic plan, which will provide a roadmap for the next five years. The new strategic plan has identified Three Big Ideas: Advance Racial Equity, Enhance Workforce Readiness and Community Engagement, and Strengthen the Oakton Experience.

The financial outlook for FY2023 to FY2025 is being impacted by several factors:

- **Declining enrollment is impacting tuition revenue.** Due to a healthy job market prior to the pandemic, an increasingly competitive higher education market, and unfavorable high school student demographic trends, Oakton’s enrollment has been trending downward since FY2010. Total credit hours, a measure that closely mirrors student headcount, declined 18.4% from FY2017 to FY2021. During FY2022 Oakton’s enrollment fell 12.9% in Fall 2021; the Spring 2022 enrollment decline was 10.0%.

The enrollment prognosis for FY2023 is unclear. The wide-ranging federal stimulus programs have had a positive effect on the overall economy. However, it is difficult to tell how long it will take for enrollment to rebound to pre-pandemic levels. This is the first time in recent history where an economic downturn resulted in an enrollment decline for community colleges. Therefore, we are conservatively estimating a 3.0% enrollment decline for FY2023.

- **Funding from the state of Illinois has stabilized somewhat.** The American Rescue Plan, signed in March 2021, provided billions of dollars in direct federal assistance to state and local governments and expanded aid to colleges and universities. With federal dollars cushioning the negative effects of the pandemic on the state’s operating budget, this allowed us to be a little less conservative when forecasting credit hour grant revenues. The budgeted amount of \$4.0 million for FY2023 is an increase of 46.6% over what was budgeted FY2022. It is a fiscally prudent number, as the State of Illinois still faces huge challenges due to the underfunding of the major pension funds, including the State University Retirement System. FY2024 and FY2025 are held flat with FY2023.
- **Salaries are forecasted to rise at an average annual rate of approximately 2.75% through FY2025.** Though salary inflation has been somewhat mitigated by staff and full-time faculty retirements and the high number of vacancies, future trends – especially with the competitive job market – are hard to gauge, so the salary savings realized in past fiscal years may not continue. We have therefore budgeted salaries for the out years of FY2024 and FY2025 using a 2.5% vacancy rate, or what the College’s vacancy rate was in the years preceding the pandemic.
- **Employee benefit costs will continue to increase.** Oakton had been the beneficiary of moderate health insurance increases in Calendar Years 2019 and 2020. This trend came to an end with an 8.8% rise in premiums in Calendar Year 2021, followed by a 4.0% increase in Calendar Year 2022. For FY2023, we are projecting that health benefits costs will rise still further – by 5.0%. Though this is less than the current rate of inflation, as measured by the Consumer Price Index, the continued increases will place a constraint on spending for new initiatives in FY2024 and FY2025. We have projected a 5.5% increase in health insurance premiums for each of those years.
- **In FY2019, the College adopted a plan to set aside funds that will fully-fund Oakton’s Other Post-Employment Benefits liability.** As a result of GASB-75, the College for the first time in FY2018 reported a \$42.0 million net liability related to the College’s portion of the State of Illinois’ College Insurance Plan. The College has been using surpluses in the Education Fund to set aside funding for its OPEB liability, which by the end of FY2022

will have been entirely funded. The College's policy of addressing this long-term obligation has allowed it to retain its Aaa bond rating.

Despite the residual macro-economic challenges posed by the COVID-19 pandemic, the College's near-term fiscal prospects are quite sound. FY2022 will close out with a projected surplus, and the FY2023 budget was balanced without requiring additional tuition increases. However, based in part, on the trends noted above, and the winding down of Oakton's remaining stimulus funding in FY2023, we are projecting that the College's operating funds will incur cumulative deficits of \$4.0 million in FY2024 and FY2025.

## FISCAL YEAR 2022 YEAR-END PROGNOSIS

A \$4.0 million Operating Budget surplus is being projected for FY2022. Factors that contributed to the surplus include lower salary spending due to the higher number of position vacancies, lower-than-anticipated gas and electric outlays, higher federal revenue stemming from the American Rescue Plan, and increased receipts from Personal Property Revenue Taxes (PPRT). PPRT receipts replace lost revenues resulting from the abolition of corporate personal property taxes in 1976. The Illinois Department of Revenue collects and distributes the revenue to local taxing districts.

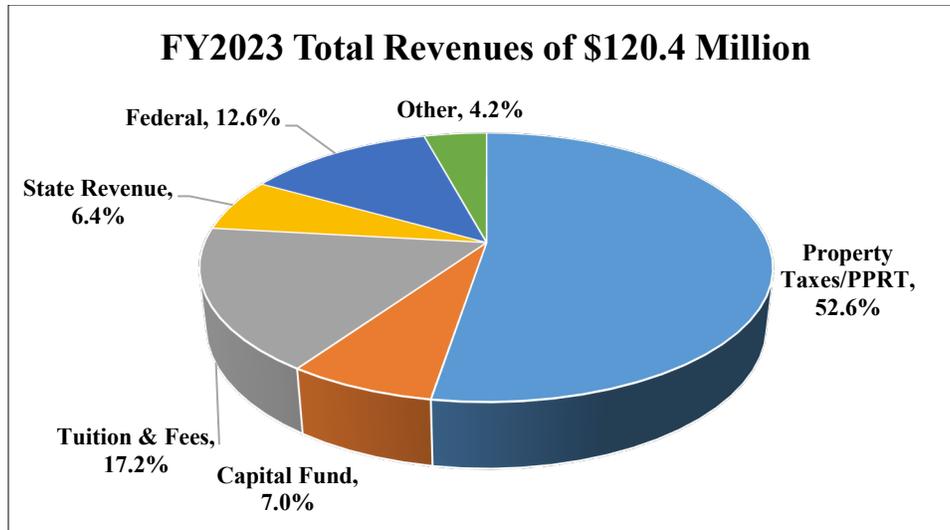
## FISCAL YEAR 2023: A BALANCED OPERATING BUDGET THAT ACHIEVES STRATEGIC OBJECTIVES

### *Revenues*

In FY2023, we are optimistic that the College will be able resume normal operations for the first time in nearly two-and-a-half years. The College continues to make strides in the areas of equity and student success, despite the challenges brought on by the COVID-19 pandemic. The College has prioritized \$1.0 Million in funding that will enable strategies supporting the existing Strategic Matters commitments. At the same time, the budget focuses resources in areas that will be prioritized in Oakton's new strategic plan, which will provide a roadmap for the next five years. The new strategic plan has identified Three Big Ideas: Advance Racial Equity, Enhance Workforce Readiness and Community Engagement, and Strengthen the Oakton Experience.

The College remains on solid financial ground, but the fiscal prognosis in the long-term remains mixed. FY2022 will end on a positive note with a surplus, but enrollment has not recovered, a trend that continues to affect many community colleges across Illinois and the United States. Declining revenues from tuition and student fees will be offset by higher property tax receipts in the short term, resulting from recent changes in Illinois law and the retirement of the Glen Tax Increment Finance District (TIF).

The FY2023 budget is balanced due to a prudent, overall 0.6% increase in operating budget spending. The FY2023 revenues budgeted for all funds total \$120.4 million, a decrease of \$0.5 million from the FY2022 budget of \$120.9 million. Overall revenue, therefore, remains flat.



Property tax increases combined with higher Personal Property Replacement Tax revenues will boost local funding sources 10.2%, or \$4.8 million over the FY2022 budget. Federal aid to states has helped to improve Illinois government’s overall fiscal health, which, in turn, has stabilized state funding for higher education. The budget impasse of 2016 and 2017 that resulted in a dramatic decline in state higher education appropriations meant that the College needed to take a very conservative approach to budgeting for the state credit hour grant for several subsequent years. However, with the State budget having been stabilized, the College has increased the budget for Oakton’s state credit hour grant \$1.3 million over FY2022.

A projected enrollment decline of 3.0% will lower tuition and fee revenue by \$1.2 Million, while federal stimulus revenue will total \$1.8 million, a decrease of \$3.6 million budgeted for FY2022.

Revenues for the Operations & Maintenance Fund will remain flat in FY2023 at \$8.1 million. There will be a transfer of \$8,700 from the Education Fund to the Operations & Maintenance Fund to ensure that this fund is balanced. Resources for the Auxiliary Fund consist of \$4.2 million in revenues and a \$2.5 million transfer from the Education Fund.

The Audit Fund will receive property tax revenues of \$100,000 in FY2023, which will cover the contractual obligation that College has to its outside auditing firm. A transfer of \$1.5 million from the Education Fund supports the Liability and Social Security / Medicare Funds.

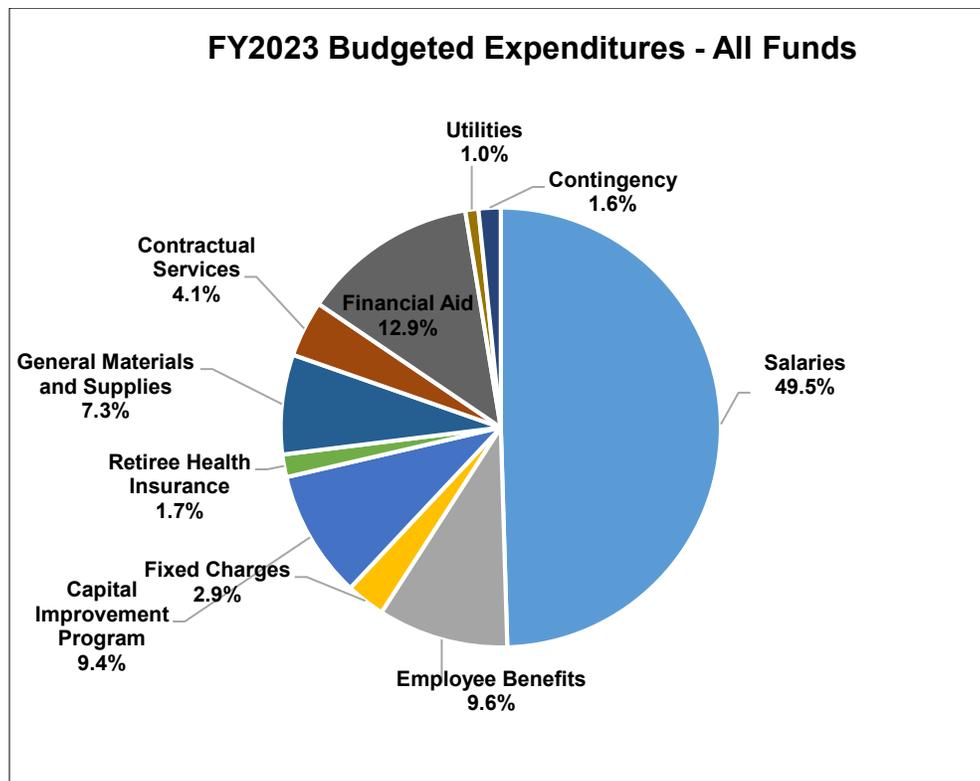
Capital spending will be funded in large part from the fund reserves and a \$2.5 million transfer from the Education Fund. The College plans to undertake deferred maintenance and renovation projects worth \$11.3 million in FY2023 under the new master plan, which was approved by the Oakton Board of Trustees in June. The FY2023 Capital Improvement Plan includes a detailed overview of the many projects that will be undertaken in the next fiscal year.

The Bond & Interest Fund will require total revenues of \$3.6 million, which will be primarily supported by property taxes.

*Expenditures*

Expenditures budgeted for all funds in FY2023 total \$120.4 million, which represents a decrease of \$0.5 million, or 0.4%, from the FY2022 all funds budget. Education Fund expenditures, the largest operating fund, total \$69.0 million, an increase of \$0.8 million or 1.2% above FY2022. Capital spending is proposed to decrease from \$16.0 million in FY2022 to \$11.3 million in FY2023, while grant-supported expenditures will increase \$5.8 million to \$18.1 million in FY2023, reflecting an expansion of the College’s state and federal grant portfolio.

The two largest expenditure categories are salary and benefits, which account for 58.7% of all expenditures for all funds and 80.8% of all expenditures for the operating funds. Other expenditures in these funds include items such as supplies, contractual services, utilities, and capital spending detailed below:



**FY2023 Operating Budget Highlights**

Revenue

*Property Taxes*

- The ending of the Glen Tax Increment Finance (TIF) district in Tax Year 2021 is estimated to yield \$1.2 Million in additional property tax revenue.
- A new Illinois law that makes each taxing district whole for revenue lost as the result of assessment appeal refunds will add \$960K annually.

- Overall, property tax receipts are projected to increase 10.2%.
- Due to a cap imposed on annual property levy increases, the figure would normally have to fall below 5.0%. However, the additional funds stemming from the Glen TIF district retirement and the new Illinois law do not get counted against the property tax cap.
- The Personal Property Replacement Tax is budgeted at \$1.4 Million, reflecting continued robust receipts due to a still high performing and inflationary economy.

#### *State Revenue*

- Unrestricted credit hour grant for FY2023 calculated at 75.0% of FY2022 appropriated amount. This represents an increase of 46.6% over the amount budgeted for the previous fiscal year.

#### *Tuition and Fees*

- Overall revenue projected to decrease \$1.2 Million based on an estimated 3.0% decline in credit hours.
- Current tuition and fees will remain unchanged in FY2023.

#### *Other Revenue*

- Part of the wireless spectrum that was granted to Oakton in the 1970's under what was called an Instructional Television Fixed Service (ITFS) arrangement is leased to Sprint Communications. Revenue increases 3.0% annually and will total \$605.1K in FY2023. These are now known as "Educational Broadband System" agreements.
- Investment income has declined precipitously since the Federal Reserve reduced interest rates to zero in Spring 2020. FY2020 actual investment income totaled \$2.2 Million. That figure declined to \$99.9K in FY2021. With FY2023, we are estimating that interest revenues will rebound somewhat to \$350K, due to interest rate hikes that were instituted by the Federal Reserve that began in Fall 2021 as a way to tame high inflation.

### Expenditures

#### *Salaries*

- Total salaries for the Education and Operations & Maintenance funds are budgeted at \$54.5 million, an increase of \$0.3 million, or 0.6%, over FY2022.
- The overall increase is less than what the average 2.75% salary adjustment is across all of the College's employee groups: full-time faculty, adjunct faculty, classified staff and police. This is due to the recent high number of retirements, with new hires at lower salaries taking the place of employees of longstanding tenure and higher salaries. This is particularly the case with full-time faculty, where salaries for this employee group will actually decline by 0.6% in FY2023.

#### *Employee Benefits*

For FY2023, we have budgeted for a 5.0% overall increase in employee benefits, due primarily to an expected 4.0% increase in health insurance premiums in Calendar Year 2023, plus predicted growth in the number of employees enrolled in the PPO and HMO health plans. The subscribership increase is predicated on the College being able to fill more, long-term position vacancies.

*Non-personnel*

- The operating funds contingency reserve will decrease from the \$2.3 Million budgeted in FY2022 to \$1.8 Million. The contingency reserve represents 2.3% of the overall Operating Budget outlays for FY2023.
- Overall, other operating expenditures will increase by 3.3%. Increases in contractual services and higher technology outlays will be partly offset by a 40.0% reduction in travel budgets for FY2023.
- \$2.5 Million has been budgeted to partially the capital projects that will be undertaken in Year 1 of the College's new Master Plan.

**Fiscal Years 2024 and 2025: Challenges Ahead**

The College projects that the operating funds will incur deficits of \$3.1 million in FY2024 and \$0.9 million in FY2023, based on the following assumptions:

- Local property taxes are projected to increase 2.0% in both FY2024 and FY2025. The increases are based on the average annual increase in property tax receipts from FY2012 to FY 2021.
- The Personal Property Replacement Tax is expected to remain constant in both FY2024 and FY2025. Future revenues from this tax are very difficult to predict, so we are taking a measure approach by keeping this resource at FY2023 levels.
- ICCB Credit Hour Grant funding remains flat with FY2022 budgeted. The reason underlying this conservative approach is that, while the State of Illinois' fiscal situation has recently improved, and in the very near term in FY2023 an increase in higher education appropriations is expected, the State's enormous commitments to its under-funded pension systems means that the State funding picture could change in FY2024.
- Tuition and fees revenue we are projecting to grow by annual rate of 3.0% in both FY2024 and FY2025.
- Salaries includes an average annual increase of 2.75% for all employee groups, except for Adjunct Faculty. Adjunct Faculty salary budgets remain budgeted at FY2023 levels for FY2024 and FY2025.
- Fringe benefits increase 5.5% in both FY2024 and FY2025.
- Non-personnel expenses are forecasted to grow 2.0% in both FY2024 and FY2025.
- Transfers from the Education Fund to support the Operations and Maintenance Fund, the Social Security / Medicare Funds and other funds will remain constant through FY2025.

**Oakton Community College  
3-Year Financial Plan - Operating Funds**

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2024 Projected	FY 2025 Projected
<b>Revenues</b>					
Local Government Services	\$ 54,766,792	\$ 57,399,262	\$ 59,553,511	\$ 60,744,581	\$ 61,959,473
State Government Sources	2,679,035	5,330,166	3,928,192	2,679,035	2,679,035
Federal Government Sources	5,542,510	8,024,137	1,800,000	2,500,000	
Student Tuition and Fees	20,385,490	17,778,987	19,152,265	20,385,490	20,997,055
Interest Revenue	531,314	(725,916)	350,118	531,314	531,314
Other Revenue	642,474	667,865	660,100	673,302	686,768
<b>Total Revenues</b>	<b>84,547,615</b>	<b>88,474,501</b>	<b>85,444,186</b>	<b>87,513,722</b>	<b>86,853,645</b>
<b>Expenditures</b>					
Salaries	\$ 54,212,799	\$ 50,956,048	\$ 54,514,336	\$ 55,616,756	\$ 56,829,897
Employee Benefits	7,706,355	7,310,906	7,833,131	8,263,953	8,718,471
Contractual Services	3,658,878	3,102,916	3,838,866	3,915,643	3,993,956
General Materials and Supplies	6,267,107	6,004,191	7,049,035	7,190,016	7,333,816
Travel Conference Meetings	455,678	206,601	356,789	363,925	371,203
Utilities	1,161,317	1,131,901	1,155,458	1,178,567	1,202,139
Contingency	2,324,129	-	1,808,996	1,000,000	1,000,000
Other Expenditures	895,108	561,151	567,605	578,957	590,536
<b>Total Expenditures</b>	<b>76,681,371</b>	<b>69,273,715</b>	<b>77,124,216</b>	<b>78,107,818</b>	<b>80,040,018</b>
Transfers / OPEB Obligations	7,866,244	13,866,244	8,319,970	6,319,970	5,906,244
<b>Operating (Shortfall)/Suplus</b>	<b>0</b>	<b>5,334,541</b>	<b>0</b>	<b>3,085,935</b>	<b>907,382</b>

## 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, Procurement, Facilities, Public Safety, Information Technology, and Auxiliary Business Services. Budget and Accounting Services handles the preparation of the budget, preparation of the tax levy, development of long-term financial forecasting, budget transfers, 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). Procurement manages the procurement activities of the College, while Auxiliary Business Services includes shipping and receiving, printing services, food service, and the bookstore. Project and equipment bidding activities are managed through the Procurement office. Facilities includes the maintenance, housekeeping, and groundskeeping functions for the College and 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. Information Technology is responsible for the architecture, hardware, software and networking for technology at the College.

### 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) are followed. Under the accrual basis, revenues are recognized when earned, and expenses are recorded when incurred.

To ensure 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 ensure 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 course 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 composes 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 purchases
- 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 FY2021 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 \$733.8 million on an assessed valuation of \$25.5 billion, leaving the College's total current debt at 9.4% 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 has issued five, non-referendum bonds in 2011, 2014, 2018, and 2020. 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; the policy is reviewed every five years. In 2015, the review resulted in no changes to the existing policy. 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. 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.
- C. Certificates of deposit with a FDIC-insured institution that secures in the College's name, collateral, or insurance in excess of coverage provided by the FDIC as shall be established from time to time.
- D. Collateralized repurchase agreements of government securities which conform to the requirements stated in 30ILCS235 2(g) or 2(h).

- E. Public Treasurer’s Investment Pool created under Section 17 of the State Treasurer’s Act.
- F. Illinois Metropolitan Investment Fund.
- G. Money Market Funds provided that their portfolio is limited to obligations described in this section or collateralized at 105% and are rated at AAA by Standards & Poor’s (AAA is the highest rating).

**Concentration Risk:** The current policy sets maximum exposure guidelines to avoid overconcentration in a specific maturity, issuer or class of securities. The guidelines can be found in Policy 3003, “Investment of College Funds,” which went through a comprehensive revision in 2017.

**Interest Rate Risk:** As a means of limiting its exposure to fair value losses arising from raising interest rates, the College will limit its investment portfolio to no more than 50% maturing more than one year from the date of purchase unless approved by the Board through a special resolution.

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 in millions	Accumulated Depreciation in millions	Net in millions
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
June 30, 2019	\$182.4	\$66.0	\$116.4
June 30, 2020	\$190.2	\$74.5	\$115.7
June 30, 2021	\$193.9	\$84.3	\$109.7

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, which was subsequently revised 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 assets may be used to support long term capital improvement plans and/or initiatives in fulfillment of its 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, Sauk Valley and Oakton as of June 2022. 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 \$51.5 million currently.

As of June 2022, 442 employees Oakton employees were covered; \$8.7 million has been budgeted for Oakton’s CCHC-administered health plans in FY2023. 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 ensures 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, 2020.

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 Annual 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 2024. The IEA-NEA also represents the adjunct faculty who teach six credit hours or more with a contract which expires in August 2025. The Illinois Federation of Teachers - American Federation of Teachers (IFT-AFT) represents the classified staff bargaining unit with a contract that expires December 31, 2024. The public safety officers are represented by the Metropolitan Alliance of Police with a contract which expires in June 2025.

### **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 the majority of the Foundation's operating expenses and provides some services and assistance to the Foundation.

# 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

Associate in General Studies

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	English	Philosophy
Art	General Business/Business Administration	Physical Education
Astronomy	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	

### Associate in Applied Science

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

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.

# OAKTON COMMUNITY COLLEGE

Community College District No. 535

## CERTIFICATES

A+ Computer Diagnostic Specialist  
Accounting Associate  
Accounting Technology  
Administrative Assistant  
Advanced CNC  
Advanced Early Childhood Education  
Advanced Family Child Care Provider  
Advanced Infant Toddler  
Advanced Manufacturing  
Advanced Mechatronics  
Advanced Substance Abuse Counseling  
Advanced Web Site Developer  
Animation and Multimedia  
Applied Business  
Automation Programming  
Automation Technician  
Automotive Electrical System  
Automotive Engine  
Automotive Engine Performance  
Automotive Heating and Air Conditioning  
Automotive Technology  
Automotive Technology Powertrain  
Automotive Transmission & Powertrain  
Automotive Under Car  
Basic Early Childhood Education  
Basic Infant Toddler  
Basic Nurse Assistant Training (BNAT)  
Basic Family Child Care Provider  
Basics of Fire Fighting  
CAD Interior Design  
Cancer Registry Management  
Cannabis Cultivation  
Cannabis Dispensary and Patient Care Specialist  
Cannabis Transportation, Logistics & Supply Chain Mgmt  
Cisco Certified Network Associate (CCNA)  
CNC/CAM Programming  
Commercial Buildings Energy Systems  
Computer Numerical Control (CNC)  
Computer-Aided Design  
Computer Programmer  
Computer Technology  
Computer User  
Creative Software Advanced Specialist  
Creative Software Specialist  
Creative Software User  
Customer Service  
Digital Audio Content Creation  
Digital Video Content Creation  
Early Childhood Education Administration  
Electronics Computer Technician  
Electronics Technology  
Emergency Medical Technician-Basic  
Emergency Medical Technician-Paramedic  
Executive Administrative Professional  
General Office  
General Programmer  
Global Business  
Home/Office Technology Integrator  
Human Resource Specialist  
Human Services  
Income Tax Preparation  
Industrial Design Engineering  
Internet and Computer Core (IC3)  
Import/Export Specialist  
Leadership Excellence  
Linux  
Management of Information Systems (MIS)  
Marketing Communications  
Marketing Management  
Mechanical Design/CAD  
Medical Assistant  
Medical Coding and Billing  
Mental Health & Crisis Response for Public Safety  
Microsoft Office Advanced Specialist  
Microsoft Office Specialist  
Microsoft Office User  
Microsoft Project Management Preparation  
Nanotechnology  
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  
Practical Nursing  
Photography  
Preparatory Substance Abuse Counseling  
Presentation Software Specialist  
Private Security  
Production Technician  
Professional Accounting - CPA Preparation  
Public Health Contact Tracer Professional  
Reporting System Software Specialist  
Residential Comfort Control  
Residential Comfort Systems Installer  
Revit – Building Information Modeling (BIM)  
SolidWorks  
Stationary Engineer License Preparation  
Sterile Processing Technician  
Technical Communication  
TMA Advanced Automation  
Web Design  
Web Site Developer

**Adoption of Resolution Setting Forth Tax Levies for 2021**

This Resolution sets forth the levy recommended at the October 19, 2021 Board meeting and represents a 4.6% increase over the extended 2020 tax levy.

**President's Recommendation:**

That the Board adopt the following resolution:

"Be it resolved by the Board of Trustees of Community College District No. 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 2021 (to be collected in 2022) 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 Eight Million Eight Hundred Seventy Thousand Three Hundred and Ninety Dollars (\$48,870,390) 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 2021.

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 16<sup>th</sup> day of November, 2021

AYES:

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NAYS:

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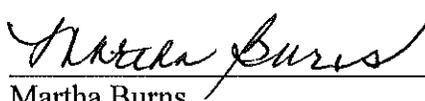
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ABSENT:

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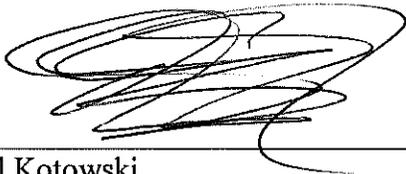
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Martha Burns  
Chair, Board of Trustees  
Community College District No. 535  
County of Cook, State of Illinois

ATTEST:



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Paul Kotowski  
Secretary, Board of Trustees  
Community College District No. 535  
County of Cook, State of Illinois

CERTIFICATE OF TAX LEVY

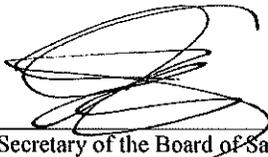
Community College District Number 535, County of Cook and State of Illinois  
Community College District Name: OAKTON COMMUNITY COLLEGE

We hereby certify that we require:

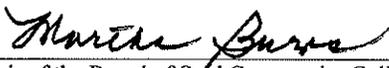
- the sum of \$ 48,870,390.00 to be levied as a tax for educational purposes (110 ILCS 805/3-1), and
- the sum of \$ 8,000,000.00 to be levied as a tax for operations and maintenance purposes (110 ILCS 805/3-1), and
- the sum of \$ 100.00 to be levied as a special tax for purposes of the Local Governmental 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 No. 535 for the year 2021.

Signed this 16<sup>th</sup> day of November 2021.



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: *Five (5)*.

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 2021 was filed in the office of the County Clerk of this county on \_\_\_\_\_, 2021.

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 2021 is \$3,786,104.

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

\_\_\_\_\_  
Date

\_\_\_\_\_  
County

STATE OF ILLINOIS )  
 )SS  
COUNTY OF COOK )

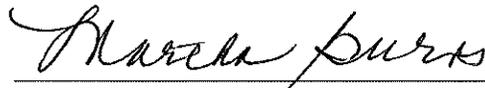
CERTIFICATE OF COMPLIANCE  
WITH THE  
TRUTH IN TAXATION LAW

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 2021" at a regularly convened meeting held on the 19th day of October, 2021, 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 2021, and the aggregate levy of the district for 2021 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 2020, 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 2021 aggregate levy.

DATED this 16<sup>th</sup> day of November, 2021.



Martha Burns  
Chair, Board of Trustees  
Community College District No. 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, 2022 AND ENDING JUNE 30, 2023**

WHEREAS, on May 25, 2022, 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 28, 2022, 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, 2022, and ending June 30, 2023.

ADOPTED this 28th day of June 2022

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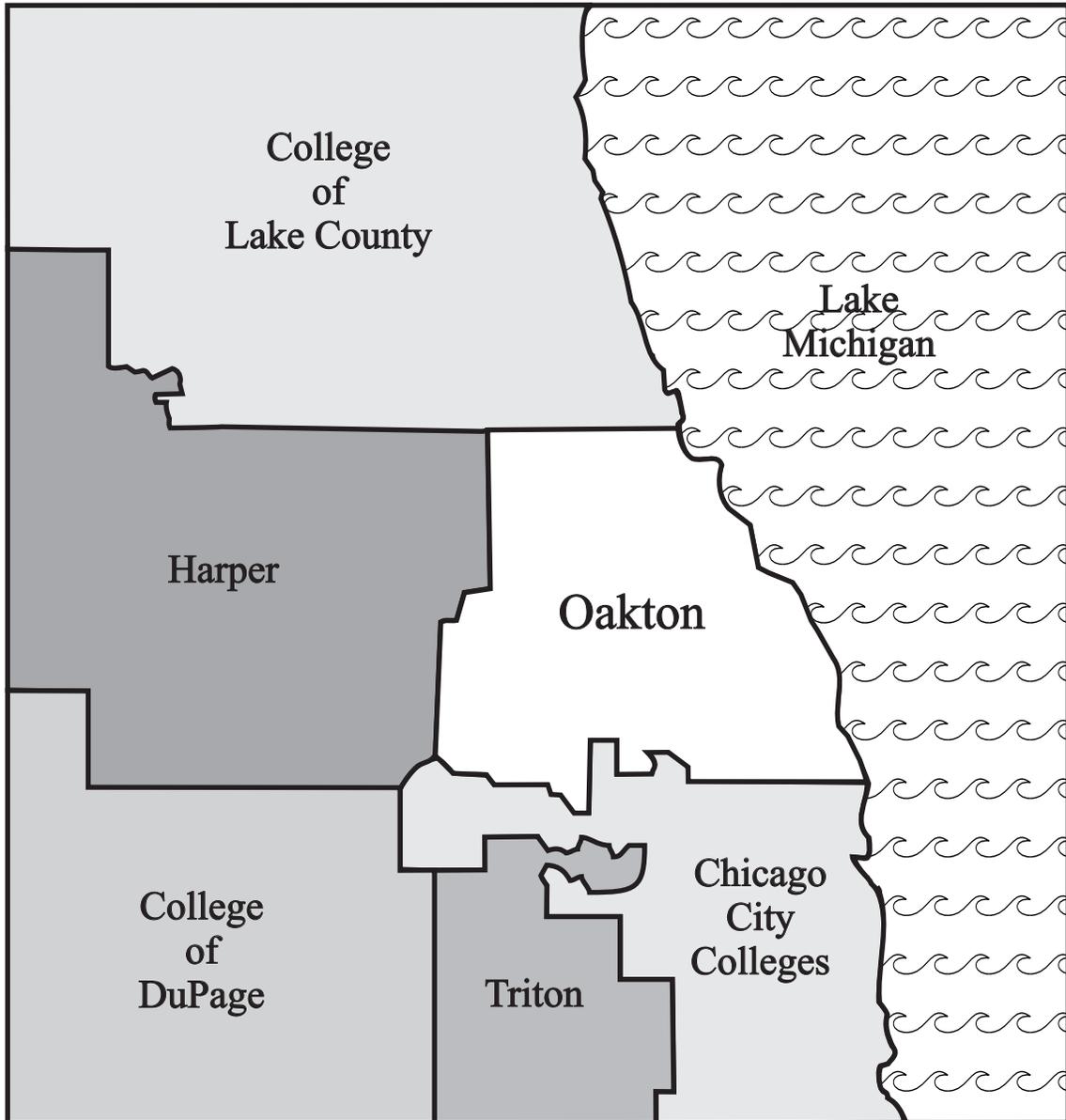
ABSENT \_\_\_\_\_  
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Paul Kotowski, Chair  
Board of Trustees  
Community College District 535

ATTEST:

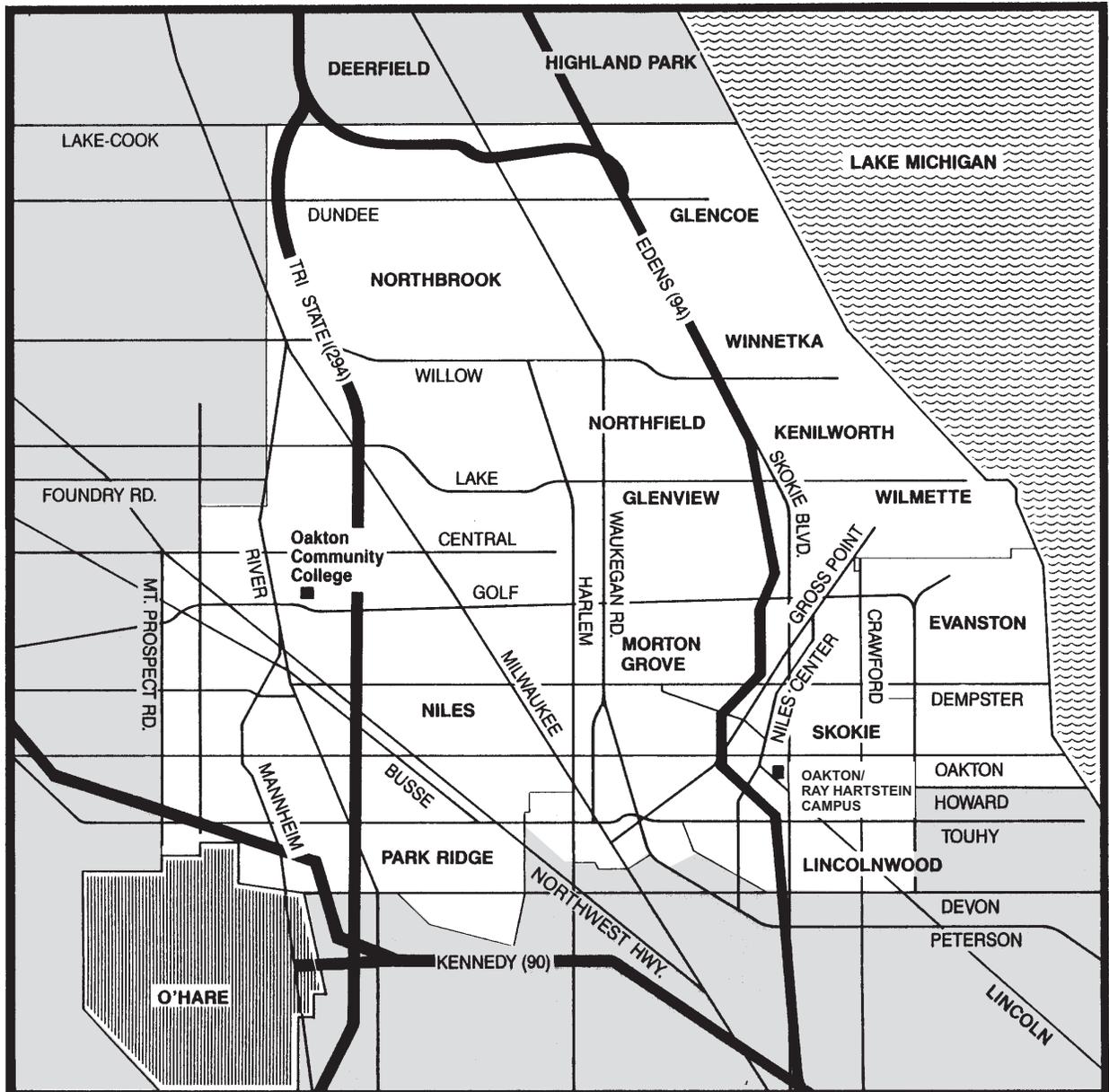
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Gail Bush, Secretary  
Board of Trustees  
Community College District 535





**NEIGHBORING COMMUNITY COLLEGE DISTRICTS**

# District 535 and Surrounding Area



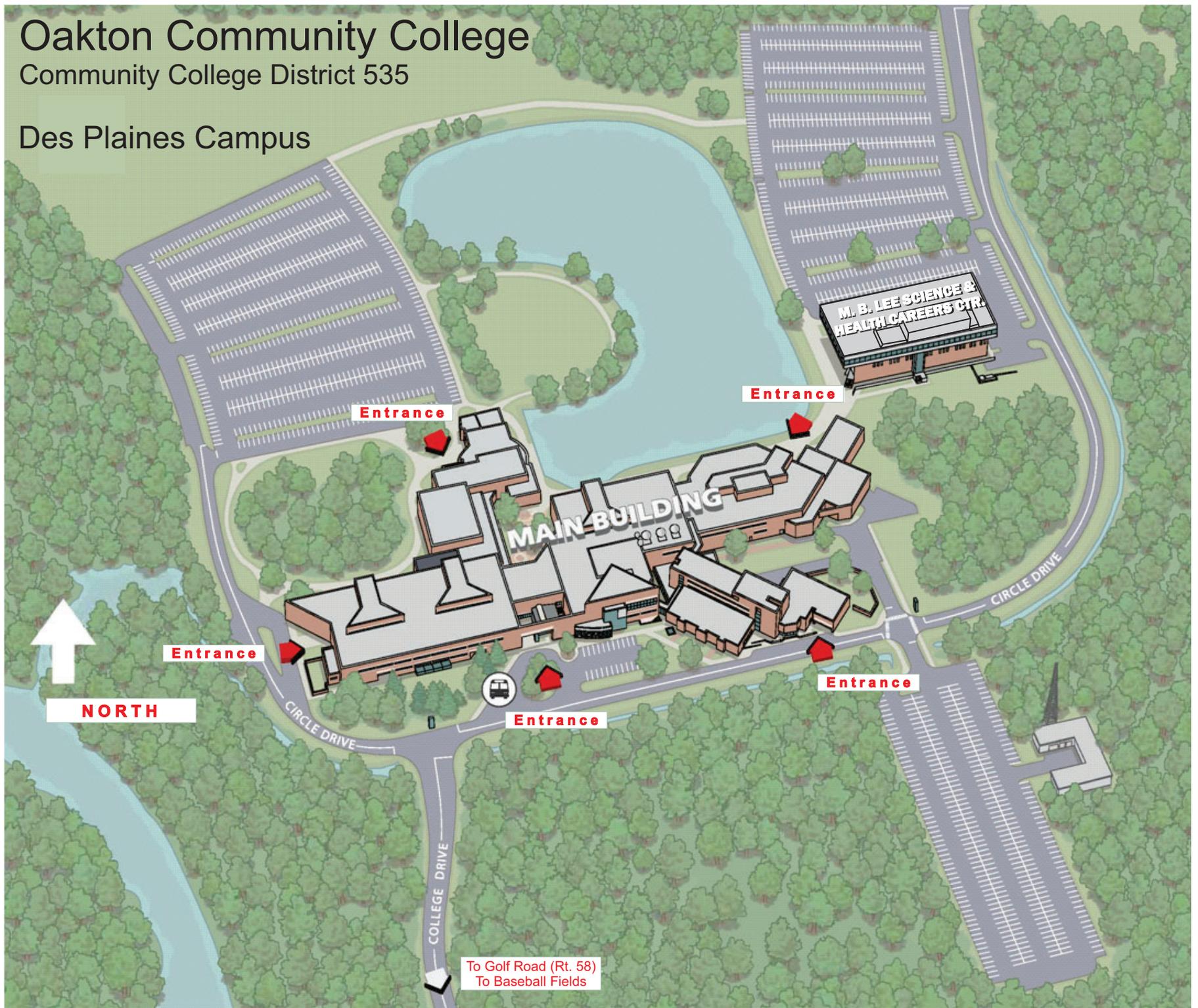
Oakton College District 535 includes all of Evanston, Maine, Niles, Northfield, and New Trier Townships, and a small section of Wheeling, Norwood and Lyden Township.

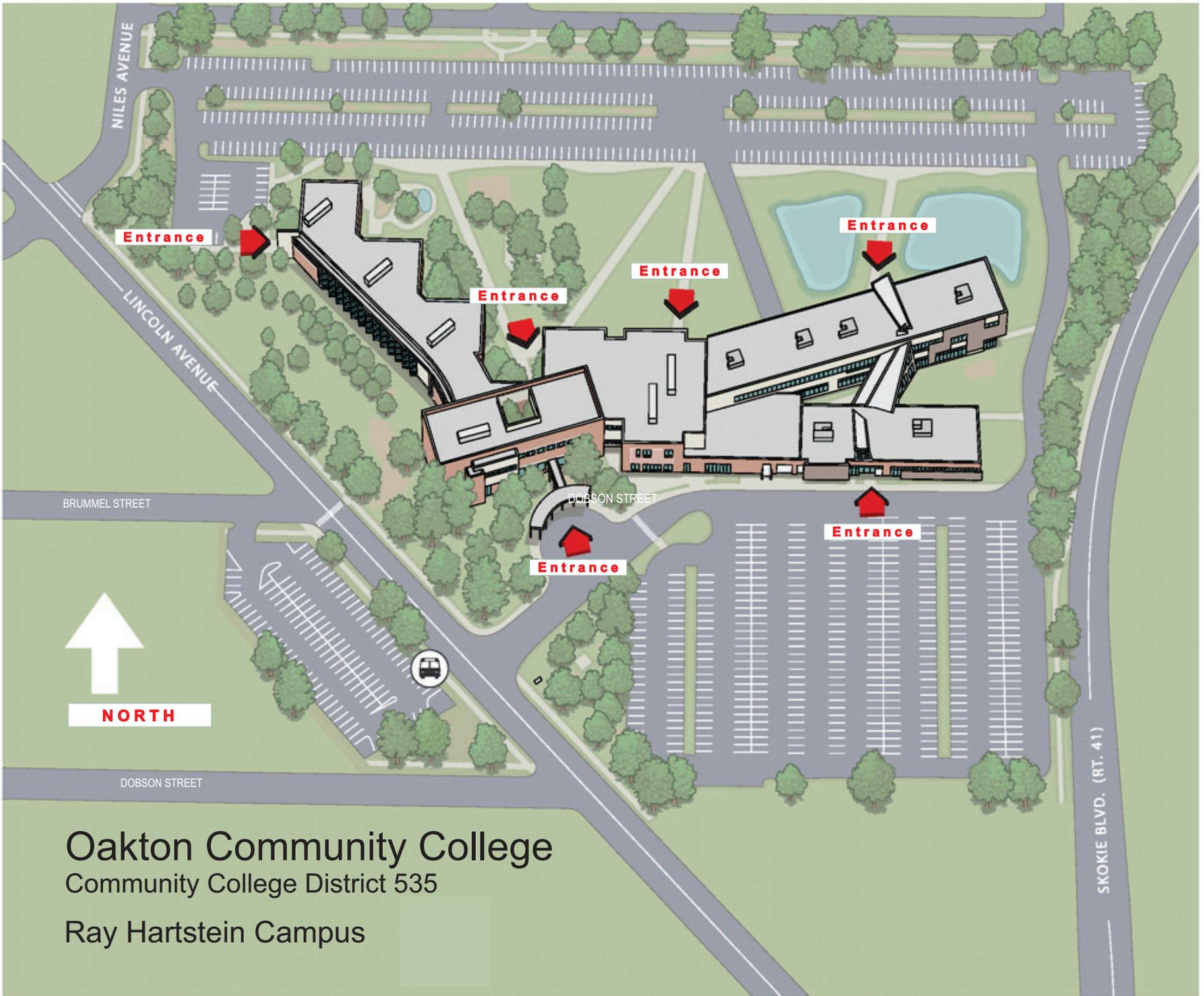
# Oakton Community College

Community College District 535

## Des Plaines Campus

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



## 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

