

# FY2019 ANNUAL BUDGET

For the Fiscal Year July 1, 2018 - June 30, 2019

# WAUBONSEE



**District 516**  
Sugar Grove, Illinois



**WAUBONSEE**  
COMMUNITY COLLEGE



Government Finance Officers Association

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

**Waubonsee Community College**

**Illinois**

For Fiscal Year Beginning  
July 1, 2017

*Christopher P. Morill*

EXECUTIVE DIRECTOR/CEO

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

Budget processes are evaluated based on a number of criteria that focus on alignment of resources towards student achievement focusing on collaboration, communication, and rigorous development, evaluation, and prioritization of strategies to achieve a college's goals and objectives. In addition, the criteria includes recommendations for conveying the results of this budget process through the budget presentation and also utilizing continuous improvement approaches to monitor outcomes.

WAUBONSEE COMMUNITY COLLEGE  
Community College District 516

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Community College District 516

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# **INTRODUCTORY SECTION**

WAUBONSEE COMMUNITY COLLEGE  
Community College District 516

**FINANCIAL OUTLOOK**

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**EXECUTIVE SUMMARY**

Budget forecasting can be very difficult. Revenues and expenditures depend on numerous factors including many external factors that are beyond the control of Waubonsee Community College District 516 (the College). The local, state and federal economies have a direct impact on the financial operations of the College. The College had experienced record enrollments (tuition revenue) in FY2011 with enrollments leveling off or declining to approximately FY2008 levels in FY2018. This is at the same time that the other two key funding sources (property taxes and state funding) continue to be challenged. The following factors were primary considerations in developing the FY2019 budget.

**State Fiscal Crisis and College Funding**

The College continues to face the instability and uncertainty of State funding while the demand for new programs and services continues to increase. The State passed an FY2019 budget in May 2018 but with the State's budget impasse in FY2016 and FY2017 and continued backlog of unpaid bills, unfunded pension liability, and the inability to pass legislation to resolve the fiscal crisis contributed to another downgrading of the State's bond rating in 2017. The FY2019 budget passed by the State included a 2 percent increase in community college funding allocations. The lack of stability at the State level continues to make it difficult for the College to rely on state funding or to know the status of potential changes in state legislation.

Discussions at the State level have included transferring the liability for funding the State Universities Retirement System (SURS) from the State to the community colleges. There is a certain degree of this cost shifting in the State's FY2019 budget recently passed which included a reduction to 3% for the SURS 6% rule. The law essentially charges community college's for the present value of retirement earnings that result from an increase of greater than 3 percent in the last four years of earnings used to calculate a retiree's pension annuity. The SURS pension reform passed with the FY2018 budget created a new level of SURS retirement benefits for new employees that has not been implemented and it appears it will not be implemented by the State. Therefore, the uncertainty of the future of the SURS pension obligations continues to be a concern of the College. The uncertainty also includes the potential for the State to pull out of funding the College Insurance Program (community college retiree's health insurance program or CIP) entirely and pass all costs to the colleges, employees and retirees.

Responsible budget planning for FY2019 (as well as the past several years) made it prudent for the College to budget conservatively and budget for salaries, benefits, supplies and other operating expenses without reliance on State revenues. The College continues to monitor all activity of the SURS pension crisis, CIP funding and the general financial condition of the State and its possible effect on the College.

### **Other Major Factors**

The College's largest source of revenue is property taxes. Significant increases in property tax revenue occurred through 2008 due to the rapid growth in the College's equalized assessed valuation (EAV) and then declined through 2014. The EAV has now reflected a 3.9%, 7.3%, and 5.2% increase in 2015, 2016, and 2017, respectively. The FY2019 budget was prepared with an overall 2.7% increase in property taxes. The growth is conservative and slightly higher than the Consumer Price Index (CPI) and also takes into consideration debt service requirements. Current property tax cap law allows for an increase in property taxes equal to the lesser of the CPI or 5%. The 2016 CPI applied to the 2017 tax levy was 2.1% and the 2017 CPI to be applied to the 2018 tax levy is also 2.1%. A portion of the College's tax levy subject to the property tax cap is also subject to statutory limiting rates which applies to the education, operations and maintenance and audit levies. The College monitors these rates and is currently at 60% of the maximum rate for these levies. Expiring Tax Increment Financing (TIF) districts are treated like new construction and provide additional funds to the College in the year after expiration. Past discussions at the State have included freezing future property tax revenues. Legislation relating to the property tax cap, if passed, would likely have a negative impact on the College's ability to levy taxes in the future.

Tuition and fees revenue is the only primary source of college funding that has reflected positive results for several years due to enrollment and approved tuition and fee rate increases which offset declining enrollments. The FY2019 budget is based on FY2018 enrollment levels and includes a 0.7% increase in tuition and fee revenue over the FY2018 budget. An increase in the tuition rate of \$2 per credit hour was approved by the board of trustees to become effective in FY2019. The new total tuition and mandatory fee rate for FY2019 is \$136 per credit hour.

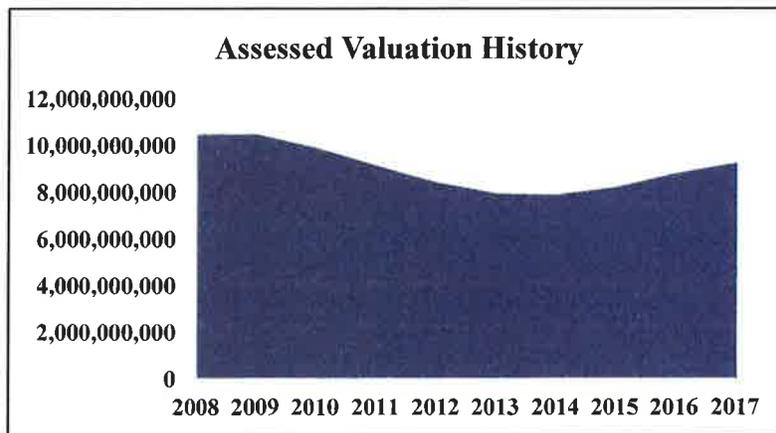
The College expenditure level has experienced growth the last several years as new buildings and campuses have been opened. Additional faculty and staff have been added to teach, provide student services, and operate the facilities. The College has been able to transfer funds to the Operations and Maintenance, Restricted Fund to allow for classroom renovations projects which included the major renovation in 2016 to repurpose the College's Aurora Fox Valley Campus to house programs in the health care fields. A Community Needs Assessment has been performed and will be used to inform a Facilities Renovation and Space Utilization Study currently under way which will identify and prioritize the multiple renovation needs on the Sugar Grove Campus and to address future programmatic needs to meet the District's educational needs at all campuses.

## REVENUE

### Property Taxes

The equation to calculate the property tax extension for each levy year is complex and based upon assumptions. Each fiscal year recognizes 50% of two levy years. For example, FY2019 property tax revenue is comprised of 50% of the 2017 tax levy and 50% of the 2018 tax levy. The 2017 tax levy was filed with the five counties of the College district in December 2017. The final tax extensions were received from the counties by April 2018. The 2018 tax levy will be approved by the board of trustees and presented to the counties in December 2018. The tax extension is calculated based on the EAV of the properties within the College's district multiplied by the extension rate of the College and adjusted for percent of burden in each county. The amount the aggregate tax levy (non-debt levy) request can increase each year is limited to the lesser of the CPI or 5%, unless voters pass a referendum to allow larger increases. The CPI used by the counties for the calculation is the percentage increase in the CPI during the 12-month calendar year preceding the levy year (December's CPI). The extension related to debt service, new property, and expiring TIF districts within the district is excluded from the increase base when determining the limiting rate for that year; therefore, the College's total extension may exceed 105% (or CPI plus 100%) of the prior year extension. As previously noted, the College is also subject to certain statutory limiting rates in certain funds.

At the time the FY2019 budget was prepared the 2017 tax extension was known. However, as noted above, the 2018 tax extension is not known. Several factors affect the district's property tax extension with the CPI as the primary factor. The CPI for the 2017 property tax extension was 2.1% as compared to 0.7% for 2016 and 0.8% for 2015. Property taxes represent 57.6% of the revenue for the Operating Funds and 53.5% of total revenues for the College. Because there is an increased demand for specialized services, increased regulation resulting in needs for staff increases, strong demand for state-of-the-art facilities and equipment and the College is still at higher enrollment levels despite some decline, in December 2017 the College endorsed requesting an increase of 3.5% for the 2017 property tax levy. Taking into consideration that the 2018 CPI is 2.1% and the combination of two tax levy years, the College projected property tax revenues at a 2.7% increase for the FY2018 budget.



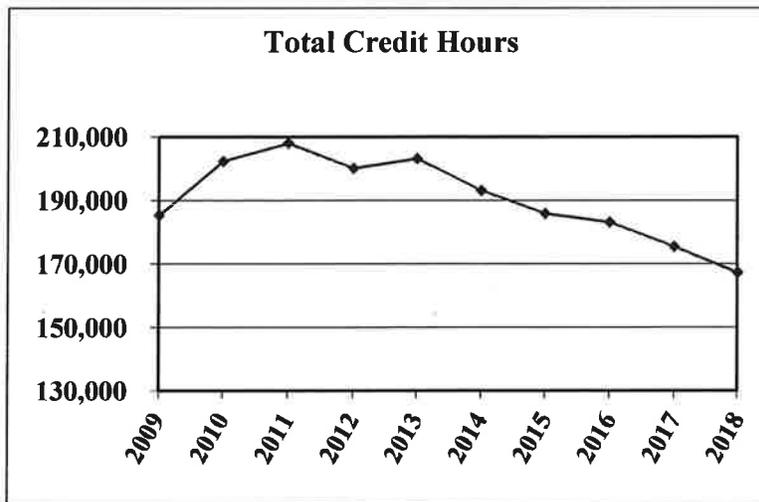
After declines in EAV from 2009 to 2014, the College has experienced slight increases in EAVs. The College estimates a slight increase in EAV for the 2018 levy based on current economic conditions. The new construction being added to EAV is expected to continue to be steady as 2017 reflected new growth of \$81,177,284

or 0.93% which is similar but a slight decline from the 2016 new growth of \$83,445,908 or 1.02%. The chart reflects the change in EAV for the past 10 years. The statistical section of this document includes a historical chart of the College's tax rate. The College continually monitors the College's tax rate as declining EAV's resulted in increasing tax rates from 2010 to 2014. With the increase in EAV's since 2015 the College's tax rate has remained fairly constant in the last three years. A slight increase in the debt service extension in 2012 also impacts the College's overall tax rate; however, the debt service rate has leveled off since then which is a result of the College refinancing all outstanding debt in 2011 and 2012.

**Tuition and Fees**

Tuition rates are recommended to the board of trustees based on preliminary projections prepared by the Finance Department. The projections include the cost of operation of the College at its current capacity while taking into consideration shifting demand for or mandated changes regarding programs, services and facilities as well as new initiatives that may affect funding and staffing needs. The first goal is to ensure funding to maintain appropriate operating levels then adding new items pending available funds. These projections are then presented to the board of trustees to determine if a change in tuition rate is needed. The board of trustees continues to take a conservative approach when looking at the percentage of operations that tuition and fees supports and the affordability of the tuition rates. The board of trustees will then approve the tuition rate for the new fiscal year. For FY2019 the College initiatives include finalizing the redesign of the college's internal intranet (mywcc), completing the Facilities Renovation and Space Utilization Study, strengthening and expanding the technological infrastructure, continuing efforts to maintain smart classrooms throughout the College, reviewing software options to manage non-credit registration and payment, improving the new strategic enrollment management software, and implementing results from an employee engagement survey.

Predicting student enrollment is the challenge to predicting tuition and fees revenue. Student enrollment had climbed to record highs in fiscal years 2008 to 2011 with the college experiencing more stabilized enrollments with slight declines since 2014. Total



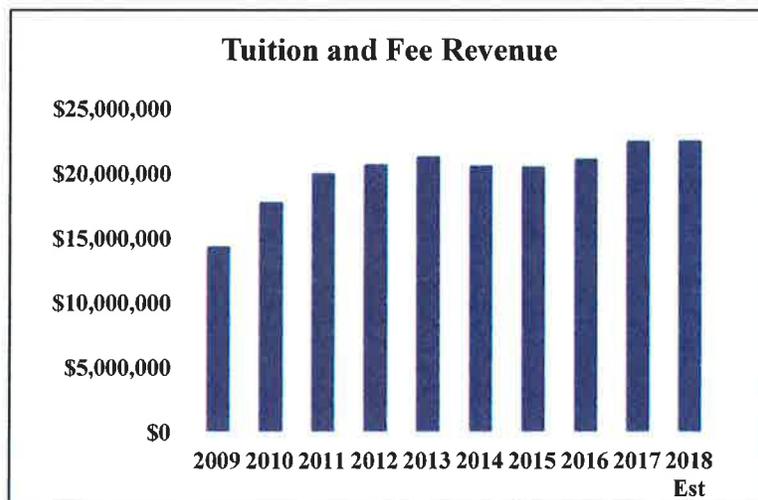
credit hours for the last 10 years are reflected in the adjacent graph. Decreases in total credit hours since 2012 have been attributable to both credit enrollment and a decrease in enrollment in the Adult Education Department which is directly affected by the availability of grant funds and grant guidelines. During FY2018, the College commissioned a Community Needs Assessment study that examined issues of brand

recognition and potential areas for new program growth and development. With the decrease in credit hours realized from FY2015 to FY2018, the College has projected flat enrollments for the FY2019 budget.

Tuition and fee revenue has grown due to enrollment increases in 2008 through 2011, maintaining strong enrollment levels and tuition and fee rate increases. The FY2019 budget includes a slight increase in tuition and fee revenue taking into consideration that FY2018 tuition and fee revenue is projected to be on budget and the board of trustees approved a \$2.00 increase in tuition for FY2019. In January 2018 the board of trustees continued to endorse a tuition pricing philosophy which focuses on competitive rates which provide sufficient funds to meet student expectations for services. Tuition and fee revenue represents 31.0% of the operating budget of the College for FY2019. Total tuition and fee revenue is monitored closely and reviewed with the board of trustees annually to ensure the College responds in a fiscally responsible manner to keep tuition and fees rates affordable for students.

To maximize recovery of delinquent accounts, the College participates in the State of Illinois' Local Debt Recovery program. This program allows the Illinois Comptroller's Office to

assist local governmental entities in collecting certain outstanding debts, including tuition and fees. Since implementation in 2014, the College has collected over \$1 million from the Local Debt Recovery program.



**State Funding**

State payments have become more predictable, however, future State funding continues to be unpredictable. State funding represents only 7.6% of total revenues in the operating budget for the College. State funding related to credit hours (base operating grant) has remained fairly constant as the FY2019 budget included a base operating grant allocation similar to FY2015 levels. The direct link between State funding and credit hours generated continues to be uncertain in recent years. The State has continued to recognize the need to fund higher education with the State's FY2019 budget including a 2% increase in funding for higher education. However, because the State is experiencing financial difficulties, funding remains unpredictable. The State's FY2019 budget included the College allocation of \$5.3 million which is a slight increase in the FY2018 state allocation \$5.1 million. Due to continued uncertainties at the State, the College has not budgeted to rely on this funding to support salaries, benefits and general operations. This budgeting practice was instituted by the College

in 2011 after inconsistent messages from the State regarding its ability to pay resulted in the College implementing FY2010 budget cuts mid-year. State funding is budgeted as revenue, however, an identical amount is budgeted as a transfer to the Operations and Maintenance, Restricted Fund to support future capital and deferred maintenance projects of the College and to the Retiree Medical Insurance and Retirement Account to support any cost shifts related to the SURS and CIP programs. The only exception to this practice was in FY2016, when the College slated the State funding for non-recurring expenditures. Since the FY2017 budget, the College returned to no reliance on State revenues to support salaries, benefits and general operations. While there is a FY2019 State budget, the concerns remain over the State's ability to pay, ongoing State cash flow problems or possible reductions during the year.

The College continues to monitor the State's funding levels and its potential effects on the operations of the College. State statute allows for senior citizens and students eligible for military-related programs to attend college and pay no tuition. The College is responsible for providing the services to seniors and, if the senior meets the State's criteria, the tuition cost is refunded to the senior at the College's cost. Prior to FY2013, funding for military-related programs was budgeted by the State but not funded 100%. In FY2013, funding was eliminated. The State's FY2019 budget included minimal funding for military-related programs. Even with the FY2019 allocations for these programs, the College has estimated write-offs of at least \$200,000 for the programs each year.

## **EXPENDITURES**

### **Salaries and Benefits**

Salaries and benefits represent approximately 60.2% of the operating budget of the College. Salaries for faculty, both full-time and adjunct, are driven by set contractual parameters. Negotiated contracts through FY2019 are in place for salary levels of full-time faculty and for adjunct faculty. FY2017 full-time faculty negotiations included a review of compensation rates effective FY2017 through FY2019. Full-time faculty salaries are budgeted in accordance with the negotiated contract. Credit adjunct faculty wages are budgeted based on anticipated enrollment and taking into consideration negotiated increases per credit hour. Adult Education is a grant-funded program with a specified funding level budgeted from the Operating Funds. Adjustments from contracts, new positions, retirements, reclassifications and reallocations resulted in an overall FY2019 decrease of 0.2% in the salary budget and a 1.7% decrease in salaries and benefits combined. In FY2017 the College implemented an offset to the salary budget for unfilled positions and other salary savings which continues to be incorporated into the FY2019 budget.

The benefits for each employee are budgeted based on the current benefit elections plus any anticipated change in the rates. In January 2018 the College implemented additional options in its medical insurance program. In addition, the College experienced a decline in COBRA rates for 2018. Based on market trends and historical claims and the recent experience of reduced claims, the College estimates a decrease in total employee benefits of 10.5% after employee contributions. Vacant and new positions are

conservatively budgeted at the estimated maximum benefit an employee may choose to ensure proper funding for employee benefits.

Benefits related to three pension and retirement benefit plans were taken into consideration during the budgeting process.

The first relates to the voluntary retirement program the College had in place through June 30, 2000. If specified criteria were met at the retirement date, an employee could have received medical insurance benefits for life for both the employee and their spouse. Currently, there are 64 participants in this program with all receiving medical insurance benefits for life. The College has an actuarial study completed each June 30. The program continues to be fully funded based on the actuarial study completed as of June 30, 2018 which reflected a liability of approximately \$1.5 million.

The second program relates to the State Universities Retirement System (SURS) pension. This program is significantly underfunded by the State. As previously discussed, the State discussions continue to include transferring some of the future annual cost to the local community colleges. The College currently does not pay a direct employer contribution for the SURS pension program. With the passage of the State's FY2019 budget, the State has passed legislation to charge institutions for increases in a retiree's compensation in excess of 3% that impact a retiree's calculated pension benefits. As noted previously, legislation passed with the FY2018 budget appears to be uncertain with no plan for implementation in a new tier for the SURS pension program.

The final program is the CIP which provides health insurance benefits to retirees. The College and employee each currently pay .5% of full-time salaries for the CIP retiree health insurance program. The retirees pay a health insurance premium and the State is to fund the residual of the plan. The CIP plan is significantly underfunded. Discussions at the State level have included increasing the employer contribution. The FY2018 financial statements will reflect a liability in excess of \$19 million which is the College's proportionate share of the CIP unfunded liability. The College continuously monitors State discussions related to the CIP program for any actual obligation to pay this amount an over what period.

Taking into consideration recent pension legislation and continued discussions at the State of additional cost shift, the FY2019 budget was prepared with a transfer of \$1 million to the Retiree Insurance and Retirement fund. It is worth noting that the College has reserved close to \$18.5 million since FY2012 in anticipation of these potential liabilities related to the State retirement programs.

### **Staffing**

As the College continues to add additional programs and initiatives to meet student interests and demand, the staffing needs of the College change. As positions become vacant, the College assesses the job duties and the need for the position before refilling them. In some cases, positions are reallocated in different capacities to meet the changing needs of the College. For FY2019, emphasis for College staffing included positions to support the reinvention of the College and the new counseling and advising model.

Transformational Plan goals, teaching and learning, enrollment growth, and federal and state compliance. The statistics below are as of the fall semester for the fiscal year listed as reported to the Illinois Community College Board. The College continually has vacancies and unfilled positions that are not represented below for actual years, but are included in 2019 projected levels.

<b>Employee Group</b>	<b>2017</b>	<b>2018</b>	<b>Projected 2019</b>
<u>Faculty</u>			
Full-time FTE	111	106	103
Part-time FTE	<u>347</u>	<u>344</u>	<u>356</u>
Total FTE	<u>452</u>	<u>450</u>	<u>459</u>
<u>Administrators</u>			
Full-time FTE	42	42	41
Part-time FTE	-	-	-
Total FTE	<u>42</u>	<u>42</u>	<u>41</u>
<u>Nonteaching Professional Staff</u>			
Full-time FTE	11	9	9
Part-time FTE	<u>106</u>	<u>99</u>	<u>99</u>
Total FTE	<u>117</u>	<u>108</u>	<u>108</u>
<u>Classified Staff</u>			
Full-time FTE	261	276	272
Part-time FTE	<u>81</u>	<u>98</u>	<u>94</u>
Total FTE	<u>342</u>	<u>374</u>	<u>374</u>
<b>Total Employees</b>			
Full-time FTE	425	433	425
Part-time FTE	<u>534</u>	<u>541</u>	<u>549</u>
<b>Total Employees FTE</b>	<b><u>959</u></b>	<b><u>974</u></b>	<b><u>974</u></b>

In April 2018 the board of trustees approved a reinvention which resulted in the elimination of 26 positions and the creation of 15 positions. The reinvention reviewed many areas with a concentration on the college's positioning related to student recruitment and retention, career and technical education program offerings, workforce needs, faculty professional development, and employee development. In addition to the reinvention, the Emergency Management and Safety department was merged with the Campus Operations department which eliminated one administrative position. Additional positions in other areas were created from cost-neutral reallocations as a result of a strategic assessment of staffing needs.

### **Capital Projects**

The primary funding source for capital projects comes from reserves of more than \$50 million in the Operations and Maintenance, Restricted Fund. The primary focus in FY2019 for capital projects is the completion of the Facilities Renovation and Space Utilization Project. There are several goals of this project: first, to ensure existing facilities are inventoried and evaluated against existing and projected future needs; second, to identify optimal renovation and construction priorities to meet future teaching, support and administrative needs. Surveys of faculty and staff have taken place. In addition to the Facilities Renovation and Space Utilization Project a Community Needs Assessment was performed which will be used to inform the project. Until the project is complete, renovations or projects including changes to facilities have been postponed unless deemed critical for learning environments. The following table reflects \$4.95 million of the \$5.7 million in major capital projects included in the FY2019 Operations and Maintenance, Restricted Fund budget.

	<b>Amount</b>
<b>Projects Funded by Operations and Maintenance, Restricted Fund reserves</b>	
● Fox Valley Campus Exterior Improvements	\$ 470,000
● Parking Lot, Roadways and Sidewalk Repairs	400,000
● Sugar Grove Campus Roof Repairs	230,000
● Cellular and Wireless Infrastructure	200,000
● Façade Improvements	150,000
● Facilities Renovation and Space Utilization Projects	3,500,000

The College has undergone major expansion, renovations and capital planning since 2002. In FY2015, the 2020 College Master Plan was completed and over the multi-year project realized occupancy of five new buildings on the Sugar Grove Campus, a major renovation of athletic facilities, the new Plano Campus, and the new Aurora Downtown Campus. The cost of funding the 2020 College Master Plan exceeded the 2002 referendum. The College had accumulated significant funds for the capital needs of the 2020 College Master Plan by transferring approximately \$85 million from the Operating Funds to the Operations and Maintenance, Restricted Fund since 2006.

Successors to the 2020 College Master Plan have included planning which had a broader scope that focused on all facilities/campuses of the college and not just the new facilities. New building finishes (flooring, painting, etc.), roadways, HVAC systems, roofs, building exteriors and sidewalks were completed in 2013. In FY2017, the remodel of the Aurora Fox Valley Campus was completed.

As noted above, the College is currently working on a comprehensive Facilities Renovation and Space Utilization Project. The study focuses on optimizing space

utilization by college staff as well as prioritization of college renovation needs that have been or will be identified. The renovation review will focus on the Sugar Grove Campus while the space optimization will include all campuses. The prioritization of renovation projects identified by the Facilities Renovation and Space Utilization Project will be completed in FY2019.

For several years, State funding for capital projects has been problematic so the College has focused on projects the College can fund with its own resources. The FY2019 State budget included funding for higher education capital projects. Any State funding to be utilized on capital projects is not determined at this time. The funding for the renovation of facilities comes from funds already set aside in the College's Operation and Maintenance, Restricted Fund. The FY2019 budget includes the \$5.3 million transfer of State funding noted above to fund future projects. Projects to be completed during the fiscal year are identified during the budgeting process and budgeted in the Operations and Maintenance, Restricted Fund.

### **Non-Capital Major Projects**

In addition to the capital projects noted above, included in the FY2019 operating budget are several information technology initiatives and investments in instructional program needs. Personnel resources were also reviewed and identified to ensure the capacity to support the various initiatives.

Technology usage within society at large, and more specifically in higher education, has grown faster and in more complex and sophisticated ways than most planning models have predicted in recent years. Major effects of this growth in technology have resulted in a much greater need to enhance or implement technologies at the College. Additionally, technology needs to support the College's Transformational Plan have been reviewed to ensure the College has the infrastructure to implement the various Transformational Plan initiatives.

Below is a list of information technology projects and enhancements included in the FY2019 budget at approximately \$2.7 million.

<b><u>Project</u></b>	<b><u>Initiative</u></b>	<b><u>Amount</u></b>
Computer Replacements	Replace computers and laptops that have reached the end of their life cycle	\$ 1,050,000
College Portal	Implement a new portal solution	470,000
Administrative System Upgrades	Upgrades to Oracle for the Banner administrative software and to the Banner software itself	445,000
Media Ready Rooms	Installation of media equipment in media ready classrooms and the Event Room	430,000
Email and Calendar System Migration	Migration of GroupWise to Office 365	160,000
Advising Software	Implement advising software to better support student success	80,000
Employee Engagement	Contract to administer and analyze employee engagement survey	50,000

**Assumptions in Other Funds**

The parameters for the auxiliary funds are that they remain self-funded or profitable.

The College has looked at every expense and has attempted to include all identified new initiatives within the budget. We have successfully prepared a balanced operating budget that will allow the College to not only continue at its current levels but also expand and improve upon services offered to the students and our community.

**WAUBONSEE COMMUNITY COLLEGE**  
**Community College District 516**

**BUDGET ASSUMPTIONS AND PARAMETERS FOR FISCAL YEAR 2019**

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**Revenue Assumptions**

Tuition increased by \$2 per credit hour to \$128 per credit hour. The mandatory student fee per credit hour is \$8 per credit hour for a total of \$136 per credit hour. With the College experiencing slight declines in FY2018 enrollment, the increase in the tuition rate per credit hour and the FY2018 tuition and fee revenues projected to meet or exceed budget, tuition and fee revenue is budgeted with a 0.6% increase in the FY2019 budget.

The 2017 aggregate property tax extension is the basis for property tax revenues. In accordance with current property tax law which allows for a growth in the property tax levy at the lesser of CPI or 5%, the College has assumed a 2.2% increase in property tax revenue.

State funding is budgeted at its known State appropriation of \$5.6 million which is a 10% increase in budgeted revenues for FY2019. This is due to two main factors, the state has a budget in place and the primary FY2019 allocation to the College is known at this time.

**Expenditure Assumptions**

The budgeted decrease in salary and benefits is approximately 1.7% after estimated salary and benefit increases, reinvention and position changes, retirements and budget savings for anticipated vacancies.

Faculty salaries have been included based on the negotiated contracts with the full-time and adjunct faculty. The college has three bargaining units that represent full-time, credit adjunct and adult education adjunct faculty. Full-time faculty salaries have been budgeted per the FY2017 compensation review and contract negotiations. The credit adjunct faculty are paid \$825 per load hour and the adult education adjunct faculty are paid \$37 per contact hour. The budgeted expenditure for adjunct faculty is a decrease of 5% and is consistent with FY2019 projections and in line with anticipated needs based on credit hours.

Administrative and support staff salaries were budgeted at a decrease of 0.2%.

Employee benefits are budgeted at a decrease of 10.5%.

Equipment purchases valued at \$500 or more are budgeted using a zero-based budgeting approach.

All other expenditures are held constant or budgeted based on specific needs or initiatives.

### **Auxiliary Operating Parameters**

Automotive Technology and Auto Body Repair: Break-even.

Bookstore: Minimal profit while offering books in a variety of methods to provide more affordable options for students.

Health Insurance: Break-even with budgeted expenditures estimated to increase approximately 10.3% as FY2018 came in slightly over budget and FY2019 includes a full year of the self-insured dental program.

Retiree Medical and Retirement: Annual actuarial study to ensure liability is fully funded. Subsidized by Operating Fund, when necessary, to achieve and maintain fully funded status.

Southwest Fox Valley Cable and Telecommunications Consortium: Break-even. The Consortium is funded through a cable television tax.

### **Five-Year Financial Forecast**

To ensure financial sustainability the College prepares a five-year financial forecast for the College's operating funds on an annual basis. This plan includes a review of revenue sources and historical trends and assumptions for future years. Major initiatives affecting the budget, property tax revenue, tuition rates, state revenues, enrollment levels, compensation changes and staffing levels and capital outlay are all reviewed in detail to determine assumptions to be incorporated into the financial forecast. The most recent five-year financial forecast prepared in January 2018 included an assumption that property tax revenue will increase by 2.5% each year, an increase in tuition rates each year, 0% - 1% enrollment increases, no reliance on state funding for operating expenses and increases in compensation and benefits. The basis for the assumptions in the financial forecast were reviewed and incorporated in the FY2019 budget as applicable. A copy of the five-year financial forecast is included in the Statistical Section of this report.

WAUBONSEE COMMUNITY COLLEGE  
Community College District 516

**THE COLLEGE AND ITS COMMUNITY**

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The College is a separate legal entity established under Illinois Compiled Statutes (ILCS) and governed by a locally elected board of trustees. The College is fiscally independent and is considered a primary unit of local government pursuant to Government Accounting Standards Board (GASB) Statement No.14 as amended by GASB Statement No. 61.

**Our Vision**

Waubonsee Community College opens the door of knowledge, sparks imaginations and enlightens lives through learning. We welcome the diverse abilities, goals and experiences of individuals standing on the threshold of discovery. Our success is defined by the dreams we help shape, the opportunities we help design and the futures we help create.

**Our Values**

**Quality:** We constantly redefine what it means to be “the best,” seeking to improve in every area and exceed the expectations of those we serve.

**Value:** We focus every resource directly on the search for learning, creating tangible benefits in everything we do.

**Innovation:** We are actively engaged on the frontiers of education, continuously improving the learning environment for our students and communities.

**Service:** We view the world from the perspective of those we serve, anticipating needs and striving to exceed expectations while demonstrating a caring, knowledgeable, consistent connection with each individual every time they meet us.

**Accessibility:** We remove barriers to learning formed by time, geography, education, culture, experience or beliefs to provide a full range of quality educational opportunities for all who can benefit.

**Our Mission**

Waubonsee Community College is a public, comprehensive community college, which was organized in 1966 as mandated by the Illinois Community College Act to provide education and training services for individuals in portions of Kane, Kendall, DeKalb, LaSalle and Will counties of District 516.

The philosophy of Waubonsee Community College is based on the premise that education is the cornerstone of a literate, democratic society; that learning is a lifelong process; and that the pursuit of knowledge must be supported by institutional policies that demonstrate the values of quality, value, innovation, service and accessibility.

### **Our Commitments**

- Provide quality educational programs and services, which are academically, geographically, financially, technologically and physically accessible to meet the educational and training needs of a diverse, multicultural population and the organizations within our community.
- Maintain institutional policies, programs, practices and efforts that provide an emphasis on a learning-centered college for students and the community.
- Develop the intellectual, physical, social, cultural and career potential of the individual.
- Promote diversity in faculty, staff and student recruitment; staff development; and cultural enrichment activities.
- Contribute to the economic, workforce, social, recreational and cultural quality of life of the community.
- Cooperate with other local, state and national organizations and provide leadership that will enhance educational services and avoid duplication of services.

### **Our Programs and Services**

***Transfer Programs:*** Associate degree education consisting of communications, social and behavioral sciences, physical and life sciences, mathematics, humanities and fine arts, education, engineering and other pre-professional fields designed to prepare students for transfer to baccalaureate degree-granting institutions.

***Occupational Programs:*** Business, health care, technical and professional education consisting of associate degrees, certificates, courses, workshops and seminars designed for career, entry-level employment, transitioning, retraining and/or upgrading of skills to meet current and emerging employment needs and trends.

***Developmental Education:*** Courses, programs and services designed to assist academically underprepared students to be successful in the next level of education, including reading, mathematics, writing, college success, literacy, high school equivalency exam preparation (HSE), Adult Basic Education (ABE) and English as a Second Language (ESL).

***Workforce Development:*** Courses, programs and services designed to meet the workplace training needs of both individuals and organizations with an emphasis on skill building and improved productivity.

***Community Education:*** Courses, trips, tours, special events and experiences designed for the personal enrichment of the lives of learners of all ages and to promote lifelong learning.

***Student Services:*** Services designed to meet the needs of a diverse student population that include counseling, advising, transfer planning, admissions, registration and records, assessment, financial aid, career development, student life programming, intercollegiate athletics and assistance for those students with disabilities.

### **Our Program Support**

***Instructional Support:*** Services designed to facilitate and provide support to the instructional process, including alternative delivery systems such as online courses; the use of computer technology; the libraries, the Center for Teaching, Learning and Technology; and media and learning laboratories.

***Administrative Support:*** Organizational support that provides services for staff selection and development, financial services, facilities, operational management, technology advancements and training, research, planning, marketing and communications.

***Community Support:*** Service to communities, organizations, and businesses may be provided by the College to meet local needs. These combined efforts may include programming in the community, workforce development, and partnership activities that will improve the quality of life.

### **PROFILE OF THE COLLEGE**

Waubonsee Community College draws its students from a vast community of learners that today includes 452,356 residents encompassing a 624-square-mile geographic area. Those residents live in or near 22 municipalities and may attend one of 12 public and eight private school districts that draw the outline of the community college district. Since its founding in 1966, the College has provided programs and services to over 300,000 people.

Waubonsee's network of four campuses offers students everything they need to succeed. At our Sugar Grove Campus, students access classrooms, labs and services via peaceful walkways that wind through a lush canopy of oaks and around beautiful Huntoon Lake. Located in the heart of Illinois' second largest city, our Aurora Downtown Campus offers one-stop student services and signature Associate in Applied Science (AAS) Degree and Certificate Programs. Our Aurora Fox Valley Campus is focused on health care programs, and features state-of-the-art labs with professional medical equipment, giving students hands-on, realistic experience with current equipment and procedures. Located in the southwest portion of Waubonsee's district, our Plano Campus is home to the college's Fire Science program as well as general education and select transfer, career and technical, and developmental education courses.

The College offers associate degrees and certificates in today's most desirable career fields, and a general studies associate degree and certificate designed primarily for students who have chosen to pursue a broad general program. District residents are able to complete their degrees or certificates conveniently with a multitude of flexible learning options. Online courses, blended courses with online and select classroom meetings and accelerated courses are in place and provide flexibility for students. The College offers dual credit programs where enrolled students earn both high school and college credit. In addition, summer school programs for high school students, honors courses and international study opportunities are offered.

The College also offers noncredit programs that provide community education, individual development and learning and workforce training services to local organizations and to individuals. Adult Basic Education and English as a Second Language curriculum opens doors to personal achievement for those who need to strengthen their educational foundation. The College's Adult Education Department served 2,151 individual students during FY2018 and collaborated with numerous agencies, organizations and schools to provide adult education and family literacy services.

Waubonsee also provides career development programs for job seekers and career changers, as well as skill enhancement for employees seeking professional development. Through customized training programs, Waubonsee partners with corporate clients (i.e. businesses, industries and government agencies) to develop and deliver training solutions that improve the skills of the corporation's most important resource, its employees.

Waubonsee Community College continues to build upon new technologies used for distance learning to keep the College on the leading edge of utilizing technology in higher education. In FY2018, 194 different online credit courses were offered.

Today, the College's credit and noncredit enrollment averages 8,900 students in the fall and spring semesters. The average age of students enrolled in credit classes is 24 and the average age of a noncredit student is 43.

The College has been among the fastest-growing community colleges in the state in terms of student enrollment. From FY2007 to FY2018, the number of hours generated by student enrollment increased by approximately 8,900. This past year the College served 18,914 credit and non-credit students (unduplicated).

Student enrollment and headcount of credit students during FY2018 experienced a slight decrease. More than 18,000 students enrolled in almost 167,000 credit hours. The number of full-time students attending the College averages approximately 31% of total enrollment each semester. In 2018, 1,923 degrees and certificates were awarded and the college has conferred more than 23,874 degrees since the first commencement ceremony in 1968.

From 2010 to 2017 the population in the five counties in Waubonsee Community College's district increased by 37,869. Kendall County experienced the highest annual growth rate in the state at 1.15%, and Kane County experienced the 4th highest growth rate at 0.55%. The state of Illinois had an average yearly growth rate of just 0.02% during that same period. Many of the district's communities have major business parks. The district continues to see development in business parks and downtown redevelopment as a result of City of Aurora initiatives. A City of Aurora TIF district expired in 2013 which included the Chicago Premium Outlet Mall, a financially successful outlet mall. In this same year, a new TIF was created by the City of Aurora that includes property adjacent to the outlet mall. The outlet mall also expanded and opened additional stores in 2016.

WAUBONSEE COMMUNITY COLLEGE  
Community College District 516

**PLANNING AND ACCOUNTABILITY**

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**TRANSFORMATIONAL PLAN (FY2017-FY2019)**

The five goals of our Transformational Plan: Prepare Learners, Provide Access, Design Opportunities, Strengthen Connections and Expand Knowledge, speak to our mission, which centers on providing education and training and that education is the cornerstone of a literate, democratic society. As we transform across the college, from our website to our academic programs and services, our primary focus remains on serving our students and our community.

The second year of our Transformational Plan was focused on determining how we could best meet the needs of our community and our students by implementing and evaluating the ten major initiatives that were embedded in the Transformational Plan. Each initiative lead completed a quarterly report outlining their accomplishments for that quarter relative to their success metrics, and their plan of activities for the next quarter. Those plans were collected in a report that was shared with the college's senior leadership team to ensure progress and identify areas of opportunity for collaboration. We are excited about realizing significant progress in the final year of this plan and working with our internal and external stakeholders to identify the next steps in the college's transformation.

**TRANSFORMATIONAL STATEMENT:** *Waubonsee shapes futures through global, amplified learning that creates lifetime connections and knowledge growth.*

**GUIDING PRINCIPLES**

**Personal Touch** - Waubonsee maintains a high-touch learning environment while integrating technology into the human experience.

**Diversity** - Waubonsee develops and values the ability to perceive and appreciate diverse perspectives and provides learning environments aligned with the divergent needs of its global community.

**Sustainability** - Waubonsee is committed to the integration of sustainable practices, methods and materials in the academic, financial and physical operations of the college.

**Community Engagement** - Waubonsee executes its mission with the insight, understanding and sensitivity that come from community engagement.

**Holistic Education** - Waubonsee empowers learners with the broad knowledge and skills essential for making positive contributions in an interconnected world.

The graphic below illustrates Waubonsee's five transformational goals and ten major initiatives.

### Goal 1: Prepare Learners

for success in the 21st century by raising student achievement and completion through technological innovation and academic quality.

- **1.1 Improve digital literacy** with a focus on tailored, curriculum-embedded projects.
- **1.2 Support the execution of a Student Success Framework** with a continued focus on student persistence and completion.

### Goal 2: Provide Access

for all prospective and current students as an interconnector of global cultures and diversity.

- **2.1 Redesign the website** to demonstrate our commitment to access and diversity.
- **2.2 Help students acquire** the competencies necessary to be successful in an ever-changing world.

### Goal 3: Design Opportunities

by anticipating needs and removing barriers to learning with a focus on personalization and experiential learning.

- **3.1 Establish new opportunities** for students which reduce time to completion.
- **3.2 Investigate flexible learning models** to adapt to students' needs.

### Goal 4: Strengthen Connections

through ongoing career development and continuous learning by building an alumni infrastructure to support and maintain engagement.

- **4.1 Develop an alumni strategy** which will be a community resource network.
- **4.2 Design a mentoring program** for successful graduates who can serve as an inspiration to current students and keep them engaged.

### Goal 5: Expand Knowledge

by being responsive and adaptive to the needs of a changing workforce and society.

- **5.1 Refine noncredit programs and related services** to more effectively meet constituents' learning needs.
- **5.2 Invest in becoming a data-informed, research-based culture** to respond more quickly to our environment and surrounding communities.

## FY2018 TRANSFORMATIONAL PLAN ACCOMPLISHMENTS

The table below reflects the FY2018 accomplishments of the transformational goals.

Initiative	FY2018 Accomplishments
Initiative 1.1 - Improve Digital Literacy	<ul style="list-style-type: none"> <li>• The Outcomes Advisory Council (OAC) wrote and adopted an Information Literacy definition that aligns with the Association of College Research Libraries (ACRL) definition.</li> <li>• Faculty use of technology was spotlighted in a series of communications at the college</li> <li>• The OAC selected the Information Literacy VALUE Rubric from the American Association of Colleges &amp; Universities. The rubric was been mapped to assessments in six courses and used during spring 2018 to test its viability.</li> </ul>
Initiative 1.2 - Student Success Framework	<ul style="list-style-type: none"> <li>• A Banner consultant was hired to assist with refining student intake processes.</li> <li>• Student success strategies were identified and graphically represented for presentation at Administrative In-Service.</li> <li>• A Student Success Framework was developed and combined with the college's Educational Affairs Plan.</li> </ul>
Initiative 2.1 – Website Re-design	<ul style="list-style-type: none"> <li>• The college's new website launched on 2/20/18.</li> <li>• The college measured a 5.45% decrease in the bounce rate and a 7.15% increase in the time spent on page for the new website.</li> <li>• The college measured a significant increase in website traffic to critical pages such as <i>Visit Us</i>, <i>Request for Information</i> and <i>Contact Us</i> pages.</li> </ul>
Initiative 2.2 - Global Competencies	<ul style="list-style-type: none"> <li>• The OAC adopted a definition of Global Awareness and identified two distinct competencies to determine student success in this area. New assessment plans are in development.</li> <li>• Updated information on all college learning outcomes is in place in the 2018-2019 catalog.</li> <li>• A new Cambodian study abroad program was approved for spring 2018.</li> <li>• The new Educational Affairs Plan includes a commitment to global awareness training to support the incorporation of the new competencies into both curricular and co-curricular programming.</li> </ul>
Initiative 3.1 - Reduce Time to Completion	<ul style="list-style-type: none"> <li>• The college website has a new page for Prior Learning Assessment (PLA) along with a PLA Accelerator tool for current and potential students.</li> <li>• A flipbook for internal use was developed containing the college's PLA guidelines.</li> </ul>

Initiative	FY2018 Accomplishments
Initiative 3.1 - Reduce Time to Completion (continued)	<ul style="list-style-type: none"> <li>• Several time-to-completion barriers were removed including new integrated reading and writing courses for fall 2018, several new institutional challenge tests created by faculty, and the addition of new industry certifications.</li> <li>• Hosted Adult Student Week events at three campuses in November 2017.</li> <li>• Awarded an exploratory grant from the ICCB focused on competency based learning.</li> </ul>
Initiative 3.2 - Flexible Learning Models	<ul style="list-style-type: none"> <li>• New institutional definitions for online, hybrid and face-to-face (F2F) learning were developed.</li> <li>• Collaborated with Institutional Effectiveness on creating a Flexible Education metric and to identify the following courses (English 101/English 102, Communications 100, and Psychology 100) as high enrollment gateway courses to consider for flexible learning.</li> <li>• Collaborated with Business and Career Technologies to consider stacked courses within the Computer Information System (CIS) program for flexible learning.</li> </ul>
Initiative 4.1 - Alumni Network	<ul style="list-style-type: none"> <li>• The key strategies for alumni engagement were defined: Communications, Personal Engagement Opportunities, Fundraising and Benefits.</li> <li>• Alumni software upgrade (Raiser's Edge) yielded a measurable increase in new alumni records, and new valid mailing addresses.</li> <li>• Distributed a successful alumni survey.</li> <li>• Hosted first alumni event at a Kane County Cougars game.</li> </ul>
Initiative 4.2 – Mentoring Program for Graduates	<ul style="list-style-type: none"> <li>• Launched PeopleGrove mentoring software in February 2018.</li> <li>• New Career Development advisors were hired and onboarded.</li> <li>• 30 faculty and staff created their Waubonsee Connect profiles for the mentor role.</li> </ul>
Initiative 5.1 - Refine Noncredit Programs	<ul style="list-style-type: none"> <li>• Redesigned and piloted a new catalog format.</li> <li>• Developed and deployed a success metrics matrix.</li> </ul>
Initiative 5.2 - Data-informed, Researched-based Culture	<ul style="list-style-type: none"> <li>• Monthly <i>Did You Know</i> data email communications were started to share facts about the college.</li> <li>• A new Data Request form was added to mywcc.</li> <li>• Several new surveys were developed for decision support: faculty orientation, the Educational Affairs Plan, the ALEX decision tool and the New Faculty Learning Academy.</li> <li>• Launched and monitored two internal campaigns in Idea Lab; one on employee engagement and one for the new online Course Rubric and Master Course Shell.</li> </ul>

## **FY2019 ADDITIONAL INSTITUTIONAL PRIORITIES**

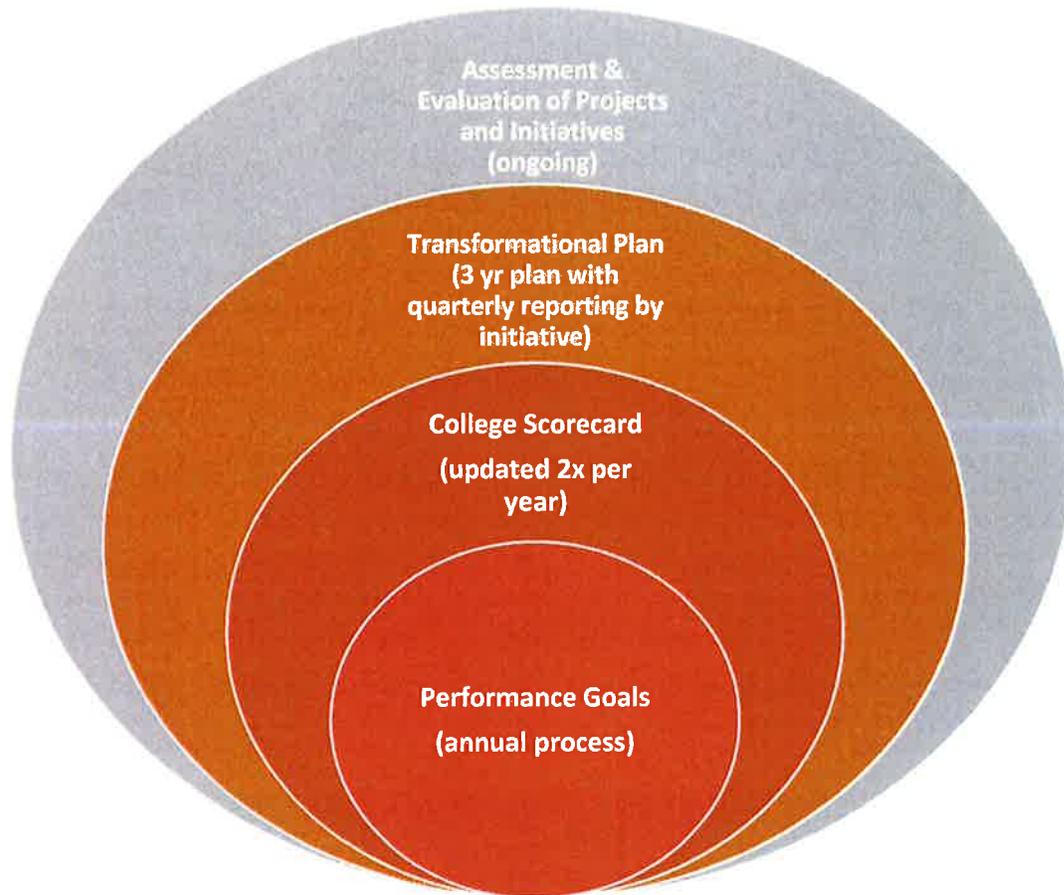
Based on the discussions with the senior leadership team and the prioritization of major projects and budget requests for FY2019, the following additional priorities have been identified for the coming year: 1) reinvention initiatives/design thinking research projects; 2) recruitment and retention strategic direction; 3) facilities renovation and space utilization; 4) employee engagement survey and action items; 5) enterprise system review; and 6) the redesign of our internal portal system, mywcc.

In April 2018, the college embarked on a reinvention to highlight the work we must do in the coming years to develop a new, innovative approach to providing services to our district. Waubonsee's goal is to be the college of first choice for everyone in our district and to do that, we are reinventing – 1) the processes for attracting, recruiting, enrolling and retaining students; 2) the career and technical education area by removing barriers and redundancies that are no longer meeting student needs; 3) our processes for program growth and development; 4) faculty and employee professional development; 5) our relationships with our high school districts; and 6) the way that we gather feedback and information from our internal and external stakeholders.

As WCC works to further align our systems and processes in support of our institutional strategy, we continue to try to decrease the volume of goals and goal reporting that occurs throughout the institution. The visualization below identifies the planning process that was used in FY2019. The central goal for any institution is to maintain its accreditation, which is represented at the top of the institutional planning pyramid. Waubonsee's Transformational Plan guides a three-year process of innovation and change with an eye to where we want to be as a 21<sup>st</sup> century institution. That plan is supported by the Student Success Framework, which guides the work of our Educational Affairs and Student Development units, the two areas most critical to meeting our mission of educating and empowering students. A myriad of Institutional Support Plans address facilities, technology, personnel, data needs and finances which are necessary to support the institution. Each employee has annual performance goals that connect their individual role to either an Institutional Support Plan or the Student Success Framework and those performance goals allow supervisors to identify and plan for professional development for staff and faculty.



As part of our ongoing commitment to quality and continuous improvement, Waubonsee has also identified 15 institutional metrics on our College Scorecard. The College Scorecard allows us to measure ourselves internally, ensuring that we are maximizing our potential and performance, while concurrently benchmarking ourselves against other community colleges with metrics focused on student success, student and employee satisfaction, enrollment, and financial stewardship. Both the Transformational Plan and the associated metrics tracked on the College Scorecard are part of an intentional strategic planning process that includes annual goal setting, bi-annual review and evaluation of the College Scorecard, and quarterly reporting on the ten Transformational Plan initiatives. The entire process will be informed by ongoing assessment and evaluation of the Transformational Goals and Initiatives.



The development of our College Scorecard included research which focused on five community colleges which have similar, public facing documents; Elgin Community College, Jackson College, Parkland College, William Rainey Harper College, and the City Colleges of Chicago system. Fifteen metrics were selected that are directly linked to federal reports and benchmarking to ensure that we could gather external comparison data. Each scorecard metric has a target for FY2019, so that it aligns with the three-year Transformational Plan. Waubonsee's scorecard can be found at on the Institutional Data and Reports webpage (<https://www.waubonsee.edu/about-waubonsee/why-waubonsee/glance/institutional-reports>).

### **ALIGNING BUDGETING AND STRATEGY**

For the FY2019 budget and planning process, Waubonsee's Assistant Vice President of Finance and Dean for Institutional Effectiveness continued the focus on developing intentional connections between budgeting and planning, and ensuring that both processes were aligned with the Transformational Plan. During the budget and planning process, each college department was asked to identify budget requests or proposed projects for FY2019 that were directly linked to the Transformational Plan. In addition, each unit documented their resource needs, which included not only new personnel and financial resources, but also support from institutional support departments – Information Technology, Institutional Effectiveness, and Marketing and Communications.

To further integrate the budgeting and planning processes, for FY2019 each department was asked to align any budget requests with one of the following options:

- 1) ***Additional priorities:*** alignment with one of the additional college priorities for FY2019 (identified on page 27)
- 2) ***Enrollment and/or retention:*** coded as either direct or indirect impact
- 3) ***Personnel resources needed and the impact on the college:*** assessed as low, moderate or high impact depending on how many additional offices/staff were needed to implement a project; if a project request impacted all faculty it was automatically coded as moderate impact.
- 4) ***Requirement/enhancement:*** requirements were things that were required for compliance, legal or technical reasons, or to ensure the quality of a program or service; anything else was coded as an enhancement.

After the initial submissions, the Assistant Vice President of Finance and the Dean for Institutional Effectiveness met to review and cross-reference the budget and planning requests to see if there were any gaps or inconsistencies in the submissions. The senior leadership team received the lists in March 2018 and were asked to review the final prioritizations with their teams. They verified the coding and provided feedback and changes as needed. This discussion and prioritization process resulted in a Major Projects list that guided further budget discussion related to personnel and equipment requests.

To further recognize the synergy between the budgeting and goal-setting processes and the academic side of the college, beginning in fall 2017, Waubonsee adjusted our annual program review process for credit degree and certificate programs to align with the institutional processes. Academic program review reports are now due annually on December 1, so that the academic deans and Vice President of Educational Affairs will be able to better integrate that information into their budget and planning requests moving forward.

## Annual Timeline for Aligning Budget and Planning with Institutional Strategy



## **Planning and Accreditation**

Waubonsee Community College is accredited by The Higher Learning Commission (Commission). The college was accepted into the Commission's Academic Quality Improvement Program (AQIP) in August 2003. AQIP is an alternative process through which an organization can maintain its accredited status with the Commission. In spring 2017, the recommendation from the Commission was that Waubonsee receive full reaffirmation of accreditation.

In 2016, the Commission began an internal review of their own processes, and the college was notified in June 2018 of the decision to sunset the AQIP pathway and move all institutions to either the Open or Standard pathways. Waubonsee will be moving to the Open Pathway during FY2019. The Open Pathway follows a ten-year cycle and remains focused on quality assurance and institutional improvement. The Open Pathway is unique in that its improvement component, the Quality Initiative, affords institutions the opportunity to pursue improvement projects that meet their current needs and aspirations.

**Year 4: Assurance Review** - Institutions complete an Assurance Review to ensure they are continuing to meet the Commission's Criteria for Accreditation. The institution provides documentation demonstrating how it fulfills each Criterion and Core Component. A peer review team evaluates these materials and recommends whether the institution should continue in the cycle or whether additional monitoring is required. The Commission's Institutional Actions Council (IAC) reviews and takes official action on the recommendation.

**Years 5-9: Quality Initiative** - Institutions design and undertake a Quality Initiative project. HLC peer reviewers approve an initial project proposal, as well as a report on the outcomes of the project.

**Year 10: Comprehensive Evaluation** - Institutions undergo a comprehensive evaluation to ensure they are meeting the Criteria for Accreditation, pursuing institutional improvement and complying with certain requirements set by the U.S. Department of Education. This review leads to an action regarding the reaffirmation of the institution's accreditation.

The College will continue to participate in the Assessment Academy, which has continued to provide meaningful structure to the work of the faculty-led Outcomes Advisory Council (OAC). A college team attended the mid-point roundtable in June 2018 and defined five new goals that will be addressed during the final two years of the academy.

A summary of the college's accreditation work can be found on the college's website at <https://www.waubonsee.edu/about-waubonsee/accreditation>.

## ACCOUNTABILITY

### Fiscal Responsibility

As a testament to Waubonsee's diligence and skill in financial stewardship, the GFOA awarded a *Certificate of Achievement for Excellence in Financial Reporting* to Waubonsee Community College District 516 for its comprehensive annual financial report for the fiscal year ended June 30, 2017. This Certificate of Achievement is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government financial reports.

To be awarded a Certificate of Achievement, a government unit must publish an easily readable and efficiently organized comprehensive annual financial report (CAFR), whose contents conform to program standards. Each CAFR must satisfy both generally accepted accounting principles and applicable legal requirements.

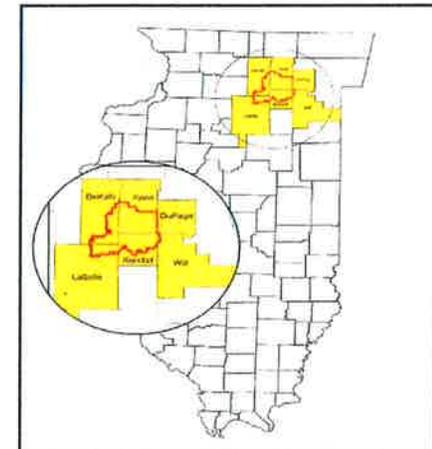
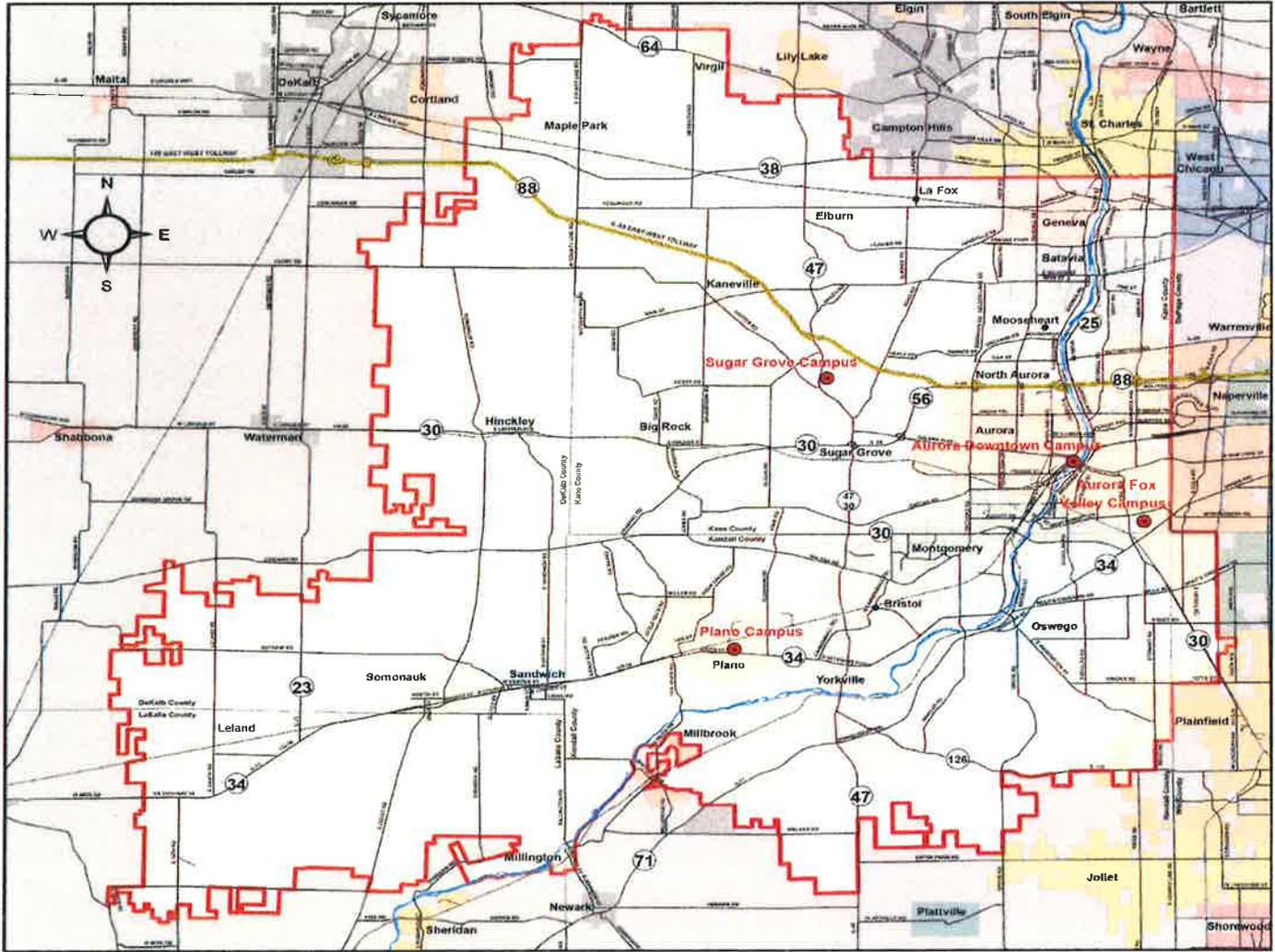
A Certificate of Achievement is valid for a period of one year only. Waubonsee Community College District 516 has received the Certificate of Achievement for 19 consecutive years beginning in 1999.

The College also received the GFOA *Distinguished Budget Presentation Award* for its budget for the fiscal year ending June 30, 2014. The College received the award for a fourth consecutive year for its fiscal year ending June 30, 2017 budget. The College's FY2018 budget is currently under review by the GFOA for this award.

Due to a bond refunding in 2011, Moody's Investor Service, Inc. conducted a financial review of the College which resulted in an upgrade of the College's bond rating from "Aa2" to "Aa1". This rating was reaffirmed in 2016. In 2010, S&P Global Ratings upgraded the College's bond rating from "AA-" to "AA+" and in 2016 reaffirmed the College's bond rating. Ratings by both of these agencies have placed the College just below the top rating of "AAA".

WAUBONSEE COMMUNITY COLLEGE  
Community College District 516

DISTRICT MAP



**ZIP Codes Within/Partially Within District 516**

Town Name	ZIP Codes
Aurora	60502, 60503, 60504, 60505, 60506
Batavia	60510
Big Rock	60511
Bristol	60512
Elburn	60119
Geneva	60134
Hinckley	60520
Kaneville	60144
La Fox	60147
Leland	60531
Maple Park	60151
Millbrook	60536
Millington	60537
Montgomery	60538
Mooseheart	60539
North Aurora	60542
Oswego	60543
Plano	60545
Sandwich	60548
Somonauk	60552
Sugar Grove	60554
Yorkville	60560

**Legend**

- WCC District Boundary
- County Boundary
- Fox River
- Expressway
- Roads
- Railroads

Prepared by the  
Institutional Effectiveness Office

WAUBONSEE COMMUNITY COLLEGE  
Community College District 516

**PRINCIPAL OFFICIALS**

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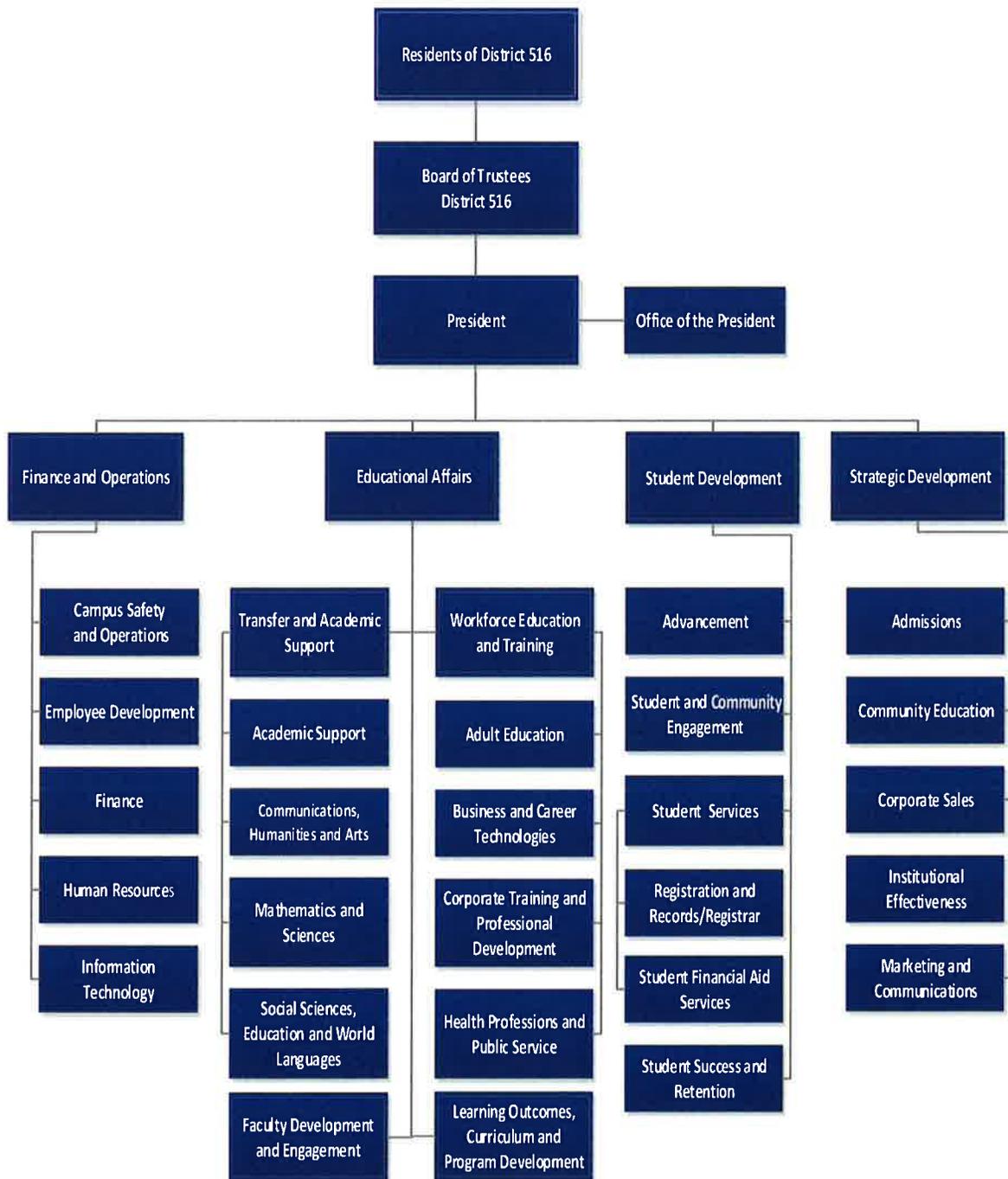
<u>Board Members</u>	<u>Position</u>	<u>Term Expires</u>
Rebecca D. Oliver	Chair	2021
Richard "Shorty" W. Dickson	Vice-Chair	2019
Jimmy Delgado	Secretary	2023
Richard C. Bodie, M.D.	Trustee	2019
Patrick Kelsey	Trustee	2021
James K. Michels, P.E.	Trustee	2023
Greg Thomas	Trustee	2019
Allison Rott	Student Trustee	2019

OFFICERS OF THE COLLEGE

Dr. Christine J. Sobek	President
David B. Quillen	Executive Vice President of Finance and Operations/ Chief Financial Officer
Dr. Diane L. Nyhammer	Vice President of Educational Affairs
Dr. Jamal J. Scott	Vice President of Strategic Development
Dr. Melinda L. Tejada	Vice President of Student Development

WAUBONSEE COMMUNITY COLLEGE  
Community College District 516

**ORGANIZATIONAL CHART**



WAUBONSEE COMMUNITY COLLEGE  
Community College District 516

**ORGANIZATION**

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**THE BOARD OF TRUSTEES**

The board of trustees is comprised of seven members elected at large from District 516 to six-year terms on a rotating basis. An eighth, non-voting, member is a student elected annually by the student body.

Together, the trustees serve as a deliberative, legislative, and planning body, governing the college in accordance with Illinois law and the U.S. Constitution. They determine the policies that guide the college, monitor its fiscal affairs and oversee the administration of the institution by the President. Final resolution of any issue is decided by a vote of the majority.

Officers are elected and serve a two-year term.

**PRESIDENT**

The President is the chief administrator of the college reporting to the board of trustees and is responsible for the overall operation of the college and compliance with district, state, and national laws and guidelines. The President is also the primary representative of the college to both internal and external constituents and for governmental affairs.

In order to attain the college objectives, the President has four broad units reporting to her directly: Educational Affairs; Finance and Operations; Strategic Development; and Student Development. In addition, the Office of the President directly supports presidential initiatives.

**Office of the President**

The Office of the President supports the internal and external activities of the President through managing communications, scheduling, meeting planning and logistics, preparation of presentations and materials, and preparation and distribution of final materials for monthly board meetings and any other activities related to the board of trustees.

**EDUCATIONAL AFFAIRS**

The Educational Affairs Unit consists of four broad areas of educational programs and services: Transfer and Academic Support; Workforce Education and Training; Faculty Development and Engagement; and Learning Outcomes, Curriculum and Program Development.

### **Transfer and Academic Support**

The Office of Transfer and Academic Support is responsible for all facets of the curriculum process for transfer and developmental education, including curriculum/program development, compliance, documentation, and reporting. The office supervises and collaborates with the transfer and developmental education deans in the production, implementation, scheduling and promotion of transfer and developmental education courses and programs throughout the college's network of four campuses and off-campus extension sites, as well as supervision and management of faculty and resolution of student issues such as academic complaints and grade appeals. The office also oversees the Library, Tutoring Center, and High School Partnership Center which offers college-level general education, as well as career and technical education courses to qualified high schools students in the areas of Dual Credit and Dual Enrollment.

#### **Academic Support**

The Academic Support Division encompasses the academic disciplines of Developmental Reading and Writing, Developmental Mathematics, Reading and College Success. The division also provides academic support through its Tutoring Centers which offer face-to-face and online tutoring and test preparation services. Developmental education and college readiness courses and tutoring services are offered throughout the network of four campuses. The division also provides supervision for library services.

#### **Communications, Humanities and Arts**

The Communications, Humanities and Arts Division includes the disciplines of Art, Communications, English, Film Studies, Graphic Design, Humanities, Mass Communication, Music and Theatre. The division also provides support for Independent Study, Interdisciplinary Studies, and Internships.

#### **Mathematics and Sciences**

The Mathematics and Sciences Division includes the disciplines of Astronomy, Biology, Chemistry, Earth Science, Geography, Geology, Mathematics, Physics and Sustainability. The division also provides support for Independent Study, Interdisciplinary Studies, and Internships.

#### **Social Sciences, Education and World Languages**

The Social Sciences, Education and World Languages Division includes the disciplines of Anthropology, Disability Studies, Early Childhood Education, Economics, Education, Health Education, History, Military Science, Philosophy, Kinesiology and Physical Education, Political Science, Psychology, Religious Studies, Social Science, Sociology and World Languages (Chinese, French, German, Japanese and Spanish). The division also provides support for Independent Study, Interdisciplinary Studies, and Internships.

## **Workforce Education and Training**

The Office of Workforce Education and Training is responsible for all facets of the curriculum process for credit and non-credit occupational certificates and degrees, including curriculum/program development, compliance, documentation, and reporting. The office supervises and collaborates with the career education deans in the production, implementation, scheduling and promotion of courses and programs throughout the college's network of four campuses and off-campus extension sites, as well as supervision and management of faculty and resolution of student issues such as academic complaints and grade appeals. This unit is also responsible for the management and implementation of various grants.

### **Adult Education**

The Adult Education Department provides courses and programs that help adults improve basic literacy skills, learn to speak, read and write the English language, prepare for the GED (General Educational Development) exam, or obtain the basic skills needed to obtain employment, retain employment or enter post-secondary education.

### **Business and Career Technologies**

The Business and Career Technologies Division includes the disciplines of Accounting, Auto Body Repair, Automation Technology, Automotive Technology, Business, Computer Aided Design and Drafting, Construction Management, Electronics Technology, Engineering, Heating, Ventilation and Air Conditioning, Industrial Technology, Computer Information Systems, Machine Tool Technology, Real Estate, and Welding. The division also provides support for Independent Study, Interdisciplinary Studies, and Internships.

### **Health Professions and Public Service**

The Health Professions and Public Service Division includes the disciplines of Criminal Justice, Emergency Medical Technician, Fire Science, Health Information Technology, Human Services, Interpreter Training, Legal Interpreting, Medical Assistant, Nurse Assistant, Nursing, Patient Care Technician, Phlebotomy, Sign Language, Surgical Technology and Therapeutic Massage. The division also provides support for Independent Study, Interdisciplinary Studies, and Internships.

### **Professional Development**

Professional development noncredit courses are offered to individuals seeking training for job re-entry and career transition and advancement. Professional development courses and workshops cover a wide variety of topics, start throughout the year, and are designed to develop workplace skills in just a few days or weeks.

### **Corporate Training**

Customized workforce development and training is provided to local organizations that seek to update the skills of current employees. Training is customized to the employers' specific needs and is often delivered on site at the company's location.

### **Small Business Development Center**

Through the Small Business Development Center, prospective and existing small business owners can obtain management, marketing and financial coaching. The Center offers free one-on-one coaching and a wide variety of low-cost events and workshops to help make small businesses succeed.

### **Faculty Development and Engagement**

Faculty Development and Engagement provides leadership for online learning, emerging flexible delivery methods, instructional technologies, as well as comprehensive professional development for full-time and part-time faculty. The charge of the department is to plan, coordinate and deliver activities that support faculty in strengthening teaching and learning practices.

### **Learning Outcomes, Curriculum and Program Development**

Learning Outcomes, Curriculum and Program Development provides leadership for program review, outcomes assessment, program development and supervision for instructional services including curriculum management.

## **FINANCE AND OPERATIONS**

The Finance and Operations Unit is organized into six departments and is responsible for the oversight of Campus Safety and Operations, Employee Development, Finance, Human Resources, and Information Technology. Additionally, the Executive Vice President of Finance and Operations serves as the Treasurer of the board of trustees by appointment. As Treasurer, the Executive Vice President is authorized by the investment policy of the College to manage the investment program and is required to provide a monthly investment report to the board of trustees. The Treasurer provides the board of trustees with financial reports on a monthly basis, which includes the income statement for all budgeted funds.

### **Campus Safety and Operations**

The Campus Safety and Operations Department provides an appropriate cost-effective physical environment in support of the college's mission of a clean and safe environment for the community, students and staff. The department manages four campuses of approximately 1 million square feet and directs facilities planning; architectural/construction management; maintenance, repair and renovation of college facilities; compliance with state and federal safety regulations; utilities management; custodial; landscape; shipping and receiving; fleet administration; and other services to the college.

The department also provides management and coordination of the public safety through Campus Police Officers and Public Safety Cadets; manages the programs and strategies to prevent, mitigate, respond and recover from major emergencies and disasters that impact the college; provides resource coordination represents the College's interests in procuring and maintaining property, liability, workers compensation and other insurance contracts; and assists other operating departments and instruction divisions in developing risk management programs.

### **Employee Development**

The Employee Development Department is responsible for providing education, training, and professional development activities that maintains and enhances employees' job knowledge and skills; provides leadership and direction so that all legally mandated training is provided to all employees and tracked for institutional compliance; and provides for professional development opportunities for supervisors, managers, and others to enhance their skills and abilities.

### **Finance**

The Finance Department is responsible for the oversight of all fiscal operations of the College. Budgeting, investment management, financial reporting, and fiscal compliance requirements with federal, state and regulatory agencies are also the responsibilities of Finance. The department also handles the day-to-day accounting functions of the College including, purchasing, accounts receivable, accounts payable, grants accounting, student accounts and bursar functions.

Auxiliary operations under the Finance Department include the College's two café's and bookstore. The bookstore's mission is to provide books in a variety of avenues to keep them affordable to students while operating at a minimal profit.

### **Human Resources**

The Human Resources Department fosters a safe and positive work environment that promotes community, collaboration and respect and models the college's core values of quality, value, innovation, service and accessibility. The services provided by Human Resources include recruitment, selection and employment of college personnel; legal compliance for all federal, state and local laws related to employment and labor laws; compensation and benefits; employee relations; employment practices and procedures; and employee safety, welfare and wellness.

### **Information Technology**

Information Technology is an institutional resource that provides service to its customers in the areas of enterprise systems, computers, computer labs, telephones, video, media ready classrooms, mobile technology, data security, cloud services, websites, customer support, wireless access, technology procurement, and project management.

## **STUDENT DEVELOPMENT**

The Student Development Unit includes the oversight of the Advancement Office, Student Services, Student and Community Engagement, and Student Success and Retention. The Vice President is also responsible for overseeing the Academic Review Board, representing the unit on major initiatives, and supervising compliance related to Student Development.

### **Advancement Office**

The Advancement Office serves as the college's main development office and provides support for the Waubensee Community College Foundation whose primary objectives are to raise funds for student scholarships and the college. The office manages several scholarship programs for both credit and noncredit students including Foundation and Program Scholarships, the John J. Swalec Jr. President's Achievement Awards, and the Workforce Solutions Scholarships. The office also coordinates fundraising activities and donor stewardship events.

### **Student Services**

This department includes Registration and Records, Student Financial Aid Services, the Access Center for Disability Resources, Athletics, Learning Assessment and Testing Services. Athletics includes oversight and compliance of 13 sports. Learning Assessment and Testing Services includes course placement, proctoring of college and national examinations, Access Center sign language interpreters, and contributing to the College Readiness initiative.

#### **Registration and Records/Registrar**

The Registration and Records Department is responsible for maintaining accurate student academic records and managing the registration processes/services for credit (including dual enrollment and dual credit) and noncredit courses (community education, workforce development, high school summer program and adult education). Administrative oversight includes transcript services, residency determination/verification, enrollment/degree verification, credentials analysis, and federal and state reporting.

#### **Student Financial Aid Services**

The Student Financial Aid Services Department has administrative oversight over federal, state and institutional programs of financial aid and over the certification of veterans' benefits. Administrative oversight includes the determination of eligibility, awarding and disbursement, funds reconciliation by program and compliance with all applicable rules and regulations.

### **Student and Community Engagement**

The Student and Community Engagement Department provides leadership and support for Student Life, TRIO Student Support Services, TRIO Upward Bound, TRIO tutors, TRIO summer bridge instructors, and college-wide external outreach strategies; and in coordination with the President, provides leadership and support for the federal, state and local governmental relations programs; and assists in other special projects.

#### **Student Life**

Student Life is responsible for clubs and organizations at the College that provide diverse, entertaining and educational programs for students, as well as promoting leadership development and civic engagement among students. The staff serve as direct advisors to Student Government, and coordinate with Faculty Advisors to help oversee the more than 30 student clubs, organizational groups and honor societies offered to Waubensee students.

### **Student Success and Retention**

This division includes the Counseling, Advising, and Transfer Center; the Career Development Center (including internships and study abroad.), the administration of the Code of Student Conduct, and the Title V "Connect4Success" student success coaching program also reports to this division in close partnership with the Institutional Effectiveness Division. The Student Success and Retention Dean's administrative oversight includes faculty contract administration (for full-time faculty counselors), graduation, university transfer coordination, veterans advising, the STAR athletic program (counseling/study hall monitoring), International student advising and international student practical training are also coordinated within CCSS, in close partnership with Admissions and Student Development.

### **STRATEGIC DEVELOPMENT**

The Strategic Development Unit provides administrative leadership and college-wide direction for quality improvement; strategic planning and development; admissions, community education, corporate sales, resource and grant development; accreditation; institutional effectiveness and research; and marketing and communications.

#### **Admissions**

The Admissions Department is responsible for the Strategic Enrollment Management plan for the college and oversight of the student recruitment process, admissions, and campus services.

Prospective Waubonsee students are encouraged to contact the Admissions Department with questions or to arrange a campus visit. Admissions is responsible for recruiting new students, first semester advising and prospective/new student events. They also manage International Student Admissions, the Student Ambassador program; and the application/selection/getting started process for the Gustafson Scholarship program.

Campus Services often serves as the first point of contact for students. They staff the College Information Desks at each of Waubonsee's four campuses and manage incoming phone calls to the college's main phone number as well as faculty and student support functions through Building Services Specialists during evening and weekend hours;

#### **Community Education**

Community Education offers noncredit activities that correspond to community needs and provide for individual development and learning. Offerings include personal enrichment courses, special events, trips and tours, summer youth programs, and the Lifelong Learning Institute (55+ learning). Additional services coordinated through Community Education include the campus Fitness Center and Public Access Programming.

The Driver Safety Program offers defensive driving courses as certified by the National Safety Council to area businesses and individuals with the goal of helping participants understand the consequences of the choices they make while driving. This program, in conjunction with the 16<sup>th</sup> and 23<sup>rd</sup> Judicial Circuit Courts, offers courses to individuals seeking court supervision for minor traffic violations.

### **Institutional Effectiveness**

Institutional Effectiveness provides support for data-informed decision making at the college. This includes the coordination and centralization of the definition, collection, analysis and reporting of institutional data in support of college initiatives, compliance requirements and accreditation. Institutional Effectiveness is also responsible for grants development and compliance, and leading the college's \$2.6 million Title V Grant: Improving Student Success, Completion and Time to Degree.

### **Marketing and Communications**

Marketing and Communications provides strategic marketing, internal and external communications, media relations, social media, special events and other related activities that promote the college's programs and services to a variety of target audiences as well as educational and public access television programming. The Marketing and Communications Department has won numerous national awards for several years running.

WAUBONSEE COMMUNITY COLLEGE  
Community College District 516

**FY2019 PLANNING CALENDAR**

The following table reflects the calendar established for the budget and personnel related items to be completed in a cooperative manner allowing all to be incorporated into the establishment of the budget. The Transformational Plan and other major college initiatives were part of the planning process to develop both FY2019 personnel and operational budget priorities.

Date	Budget	Planning	Personnel	Action Item
<b>2017</b>				
December 15	X	X		<b>Administrative In-Service FY2019 Budget and Planning Process and Expectations</b> <i>Responsibility: Finance and Institutional Effectiveness</i>
<b>2018</b>				
January 3 thru February 21	X	X		<b>Budget and Planning Open Labs and Qwestica Software Training</b> <i>Responsibility: Finance and Institutional Effectiveness</i>
January 8		X		<b>Transformational Plan Quarterly Reports Due</b> <i>Responsibility: Transformational Team Leads</i>
January 31	X			<b>Deadline to request assistance with a Qwestica Change Request from support departments</b> <i>Responsibility: Administrators/Managers</i>
February 1		X		<b>Draft of FY2019 Institutional Priorities shared with administrators</b> <i>Responsibility: President/Vice Presidents</i>
February 20		X		<b>Transformational Plan Leadership Team Meeting</b> <i>Responsibility: Transformational Plan Team Leads</i>
February 26	X	X	X	<b>Budget and Planning Entry due in Qwestica</b> <i>Responsibility: Administrators/Managers</i>
	X	X		<b>Grant Projects and Planning entry due in Qwestica</b> <i>Responsibility: Grant Project Managers</i>
			X	<b>Submit completed reclassification requests in Qwestica</b> <i>Responsibility: Administrators</i>
March 1			X	<b>Communication emailed to administrators and support staff regarding deadline for completion of full- and part-time support staff and administrative performance appraisals</b> <i>Responsibility: Human Resources</i>
March 1-9	X	X		<b>Review initial budget and planning submissions and finalize lists for distribution to Vice Presidents</b> <i>Responsibility: Finance/Institutional Effectiveness/Human Resources</i>
March 5-9	X	X		<b>Review FY2019 requests for assistance from support departments</b> <i>Responsibility: Finance/Human Resources/Institutional Effectiveness/Information Technology/Campus Operations/Marketing and Communications</i>
March 12	X	X		<b>FY2019 Budget and Major Projects Distribution to Vice Presidents</b> <i>Responsibility: Finance/Institutional Effectiveness/Human Resources</i>

Date	Budget	Planning	Personnel	Action Item
March 12 Thru April 11	X	X		<b>Review of Budget and Major Projects Materials</b> <i>Responsibility: Vice Presidents</i>
April 6		X		<b>Transformational Plan Quarterly Reports due</b> <i>Responsibility: Transformational Plan Team Leads</i>
April 11-17	X	X	X	<b>Review of FY2019 Budgets and Major Projects Meeting</b> <i>Responsibility: Vice Presidents/Finance/Institutional Effectiveness</i>
April 18			X	<b>Board of Trustees Meeting: Board endorsement of maximum salary increase percentage for all administrators and support staff</b> <i>Responsibility: Human Resources</i>
	X	X		<b>FY2019 recommendations from Vice Presidents to Dr. Sobek</b> <i>Responsibility: Vice Presidents/Finance/Institutional Effectiveness/Human Resources</i>
April 23-24	X	X		<b>FY2019 Final Budget and Major Projects Decision Meetings with Dr. Sobek</b> <i>Responsibility: President/Vice Presidents/Finance/Human Resources/Institutional Effectiveness</i>
May 11	X			<b>Grant budgets due to Finance</b> <i>Responsibility: Administrators</i>
			X	<b>Submit all support staff and administrative performance appraisals to Vice Presidents</b> <i>Responsibility: Administrators/Managers</i>
May 16			X	<b>Board of Trustees Meeting: Board acts on FY2019 position changes</b> <i>Responsibility: Human Resources/Strategic Development</i>
May 24	X			<b>Final FY2019 Budget revisions reflected in Questica</b> <i>Responsibility: Finance</i>
June 11			X	<b>Finalize support staff and administrator salary recommendations</b> <i>Responsibility: President/Finance and Operations/Human Resources</i>
June 14			X	<b>Finalize salary recommendation reports/title change requests for board packets</b> <i>Responsibility: Human Resources</i>
June 15		X		<b>Administrative In-Service: Finalize FY2019 priorities</b> <i>Responsibility: President</i>
June 20			X	<b>Board of Trustees Meeting: Board acts on salary recommendations for FY2019</b> <i>Responsibility: Human Resources</i>
			X	<b>Board of Trustees Meeting: Board acts on reclassifications</b> <i>Responsibility: Human Resources</i>
June 29			X	<b>Salary increase information communicated to support staff and administrative employees</b> <i>Responsibility: Human Resources</i>
July 18	X			<b>Board of Trustees Meeting: Board acts on FY2019 tentative budget for public display</b> <i>Responsibility: Finance</i>
		X		<b>Board of Trustees Meeting: College Scorecard Update</b> <i>Responsibility: Institutional Effectiveness</i>
August 22	X			<b>Board of Trustees Meeting: Public Hearing and Board acts on FY2019 budget approval</b> <i>Responsibility: Finance</i>
		X		<b>Board of Trustees Meeting: Transformational Plan Progress Report (FY2018)</b> <i>Responsibility: Strategic Development</i>

Note: This Annual Planning Calendar identifies key strategic planning activities and is not intended to reflect all planning activities.

WAUBONSEE COMMUNITY COLLEGE  
Community College District 516

**FINANCIAL INFORMATION**

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**BASIS OF ACCOUNTING AND BUDGETING**

The financial statements of Waubonsee Community College District 516 (the College) are prepared in conformity with accounting principles generally accepted in the United States of America, as applied to government units (hereinafter referred to as generally accepted accounting principles (GAAP)). The Governmental Accounting Standards Board (GASB) is the standard-setting body for governmental accounting and financial reporting principles. In addition, the College presents its financial statements in accordance with accounting practices prescribed or permitted by the Illinois Community College Board.

For financial reporting purposes, the College is considered a special-purpose government engaged only in business-type activities. Accordingly, the College's financial statements are prepared using the economic resources measurement focus and the accrual basis of accounting. Under the accrual basis, revenues are recognized when earned, and expenses are recorded when an obligation has been incurred.

The College budgets are prepared on the same basis as its financial reporting with the exception of capital assets. All capital expenditures are budgeted at anticipated costs in the year of purchase instead of allocating the costs over the life of the capital asset through depreciation.

The College budgets and records its transactions in the following funds:

- The Education Fund and the Operations and Maintenance Fund are considered the Operating Funds of the College.
- The Bond and Interest; Audit; and Liability, Protection and Settlement funds are used to account for revenue sources that are restricted for specific purposes through the property tax levy.
- The Operations and Maintenance, Restricted Fund is used to account for funds reserved for capital improvements within the College. Budgeted expenditures in this fund may exceed budgeted revenue since projects may take more than one year to complete and funding may accumulate for several years to reach the cost of a project.

- The Auto Technology, Bookstore, Medical Insurance, Retiree Medical, and Southwest Fox Valley Cable and Telecommunications Consortium funds are the auxiliary funds units within the College. These funds are used to account for college services where a fee is charged and the activity is intended to be self-supporting.
- The Restricted Purposes funds are not included in the College's budget. The revenue sources for these funds are primarily grants which are undeterminable at the time of the budget and vary from year to year. A budget is adopted upon notification from the granting agency for each grant.
- The Trust and Agency Fund is not included in the College's budget as these represent funds for which the College acts as the fiduciary and are not subject to appropriation.

The College maintains budgetary controls to ensure compliance with legal provisions embodied in the annual appropriated budget. The legal level of budgetary control, the level at which expenditures cannot exceed the budget amount, is established at the fund level. Transfers are allowed between various accounts within a fund but may not exceed in aggregate 10% of the total budget for that fund. If a transfer is needed in excess of the 10% aggregate for that fund, the board of trustees is required to amend the original budget. The College has a board guideline to adopt a balanced operating budget. A balanced budget has funding resources exceeding or equivalent to budgeted expenditures and may include the allocation of prior year excess or fund balance to offset current year anticipated expenditures. The College is pleased to present a balanced operating budget for FY2019.

The College maintains an encumbrance accounting system as one technique to accomplish budgetary control. Encumbered amounts lapse at year-end.

## **BUDGET PLANNING**

The budget planning process starts in November for the next fiscal year. The general parameters of the proposed budget are established based on historical trends and the state of the economy. The objective is to continue operations at current operating levels, taking into account any significant changes in operations and implementing new initiatives if resources are still available. Various planning documents for the College are reviewed and any significant affects are considered. As noted previously, during FY2016 the College developed the FY2017 – FY2019 Transformational Plan which guides the institutional operational and budget priorities and assumptions included in a five-year financial plan. Departments were given the parameters to use the Transformational Plan when determining their budget needs for the upcoming fiscal year. Budget requests are to be based on actual needs for the upcoming year and not based solely on maintaining the prior year budget. Additionally, the development of the FY2019 budget encourages a direct link to departmental goals when requesting funding for new personnel, equipment and major projects.

The College also implemented new budgeting software for building the FY2016 budget. The new software enhanced several budgeting processes including allowing departments to enter single line item detail which rolled up to a total for a budget line. This enhancement alone eliminated numerous spreadsheets maintained by individual departments and the Finance Department which supported budget requests. The software also enhanced the process for non-recurring budget requests by providing a request and approval process within the software. Additional enhancements included more refined personnel budgeting, especially related to employee benefits.

In January or February of each year, a five-year financial plan is presented to the board of trustees at a special meeting. This financial plan includes the review of revenue sources, historical trends and assumptions for future years, major initiatives affecting the budget, and a proposed tuition rate and staffing levels for the upcoming fiscal year.

The five-year financial plan also reviews compliance with board of trustees guidelines established for fund balance as a percentage of operating expenditures and the tuition pricing philosophy. The fund balance guideline and tuition pricing philosophy are carefully considered by the board of trustees when endorsing assumptions in the five-year plan to be used in developing the budget.

In March the departments submit their budget requests which include changes in staffing, specific equipment requests greater than \$500, funding for major initiatives and major projects. Once all expenditures requests are submitted, they are compared with the projected revenues to determine if estimated revenues and expenditures are balanced for the budget period. During this time, the College continues to monitor projected state funding, property tax extensions and enrollment trends. If budget requests plus projected staffing changes exceed anticipated revenues at this time, departments are asked to reconsider their budgets and submit reductions.

In April, all personnel and equipment requests are reviewed by the Vice Presidents to ensure requests meet the initiatives of the departments. When the budget is balanced, changes in staffing and proposed wage rate increases that are endorsed by the President and Vice Presidents are then presented to the board of trustees at their May meeting.

Because of the State's distressed financial condition and continued debate on how to fund retiree benefits for pension and medical insurance, potential effects of the new budget year continue to be monitored. For this budget period, the State's funding for military-related programs is minimal, with the major program being the Illinois Veteran's Program (IVG). This represents a potential write-off to the college of approximately \$200,000 which has been budgeted.

The tentative budget is then placed on public display in July for adoption in August. The Illinois Compiled Statutes require that a tentative budget be available for public inspection for at least 30 days prior to final action. The statute also requires that the budget be adopted by September 30 of the budgeted fiscal year. The board has a practice of allowing the College to continue operations in anticipation of an adopted budget.

## **INTERNAL CONTROLS**

Management of the College is responsible for establishing and maintaining internal controls designed to ensure that the assets of the College are protected from loss, theft or misuse, and to ensure that adequate accounting data are compiled to allow for the preparation of financial statements in conformity with accounting principles generally accepted in the United States and those prescribed by the Illinois Community College Board. The internal controls are designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that the cost of a control should not exceed the benefits likely to be derived and the valuation of costs and benefits requires estimates and judgments by management.

## **CASH MANAGEMENT POLICIES AND PRACTICE**

For the purpose of overall investment of excess funds, the College is governed by the Illinois Public Community 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 said investments is entrusted to the board of trustees who has delegated this function to the Treasurer of the College as permitted by the Illinois Community College Act.

It is the policy of the College to invest its funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the College and conforming to all state and local statutes governing the investment of public funds, using the “prudent person” standard for managing the overall portfolio. The primary objective of the policy is safety of principal, liquidity, yields, and maintaining the public trust. Funds on deposit in excess of FDIC limits must be secured in compliance with Illinois Public Funds Investment Act and the College investment policy. In June 2017, the board of trustees endorsed an investment advisor to manage the College’s investments which was implemented in September 2017. The College’s investment policy provides guidance to the investment advisor to ensure compliance with the College’s directive in addition to state laws.

## **CAPITAL ASSETS**

Capital assets include property, plant, equipment, intangibles and infrastructure assets, such as roads and sidewalks. Capital assets are defined by the College as assets with an initial unit cost of \$5,000 or more, except for intangible assets for which the initial unit cost is \$25,000, and buildings and improvements for which the initial unit cost is greater than \$200,000 and an estimated useful life in excess of three years. Such assets are recorded at historical cost or estimated historical if purchased or constructed. Donated capital assets are recorded at estimated fair value at the date of donation. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets’ lives are not capitalized. Major outlays for capital assets and improvements are capitalized as projects are constructed. Capital assets of the College are depreciated using the straight-line method over the following useful lives: equipment over five years, intangible assets over three years, land improvements over 15 years, and building and improvements over 40 years.

Equipment purchases in excess of \$500 are included annually within the operating budget based on revenue projections. Equipment requests for all departments are submitted to their respective Vice President where requests are prioritized and approved for the respective budget. Additionally, all budgeted items related to technology must be identified and approved prior to inclusion in the operating budget. For FY2019, the budget includes approximately \$1.5 million in equipment purchases with approximately \$500,000 representing capital equipment.

As noted previously, the College has established a Comprehensive College Master Plan to manage needed facility improvements throughout the College's four campuses. Improvements planned to be completed in FY2019 have been included in the Operations and Maintenance, Restricted Fund. Additionally, the College has budgeted to complete the development stage of a comprehensive Facilities Renovation and Space Utilization plan and begin planning for renovations.

## **DEBT MANAGEMENT**

State statute allows the College to incur regular debt up to 2.875% of the College district's equalized assessed valuation (EAV). Presently, the College has the capacity to issue debt up to \$206,990,656 million. The College's current debt that is subject to the limit is \$58,005,000 or 28% of the allowable limit.

### **The following is a summary of the long-term debt of the College:**

The College issues general obligation bonds to finance various capital improvements. General obligation bonds are comprised of the following:

General Obligation Refunding Bonds, Series 2011A – original issue of \$26,285,000 and due in annual installments of \$1,445,000 to \$4,280,000 through December, 2020, with interest ranging from 4.00% to 5.00% payable each June 15 and December 15. Principal balance outstanding as of June 30, 2018 is \$12,355,000.

General Obligation Limited Refunding Bonds, Series 2011C – original issue of \$2,510,000 and due in annual installments of \$20,000 to \$405,000 through December 2024, with interest ranging from 3.00% to 4.25% payable each June 15 and December 15. Principal balance outstanding as of June 30, 2018 is \$2,310,000.

General Obligation Refunding Bonds, Series 2012A – original issue of \$44,525,000 and due in annual installments of \$490,000 to \$8,505,000 through December 2025, with interest ranging from 2.00% to 5.00% payable each June 15 and December 15. Principal balance outstanding as of June 30, 2018 is \$42,095,000.

General Obligation Limited Tax Refunding Bonds, Series 2012B – original issue of \$1,880,000 and due in annual installments of \$130,000 to \$330,000 through December 2025, with interest ranging from 2.00% to 3.25% payable each June 15 and December 15. Principal balance outstanding as of June 30, 2018 is \$1,245,000.

Debt Service to maturity on these issues is as follows:

Fiscal Year	General Obligation Bonds		
	Principal	Interest	Total
2019	\$ 5,495,000	\$ 2,600,651	\$ 8,095,651
2020	6,205,000	2,384,775	8,589,775
2021	6,440,000	2,118,025	8,558,025
2022	6,830,000	1,797,100	8,627,100
2023	7,340,000	1,448,743	8,788,743
2024	8,225,000	1,065,231	9,290,231
2025	8,635,000	649,112	9,284,112
2026	8,835,000	217,987	9,052,987
Total	\$ 58,005,000	\$ 12,281,624	\$ 70,286,624

**FUND BALANCE, RETAINED EARNINGS AND OPERATING FUNDS  
GUIDELINE**

Fund balance is defined as the net worth of a governmental fund, measured by total assets minus total liabilities. Retained earnings encompasses the same definition in auxiliary services funds. Certain funds may have additional restrictions but in general, the net worth represents resources that can be used for purposes of the fund they are reported in.

The board of trustees has endorsed a guideline to maintain an Operating Fund fund balance of at least 25% of budgeted Operating Fund expenditures. Projected fund balance for the Operating Fund is approximately 35.9% of FY2019 budgeted expenditures. The College remains conservative and fiscally responsible by the adoption of and adherence to a balanced Operating Fund budget. This approach has allowed the College to achieve and maintain the fund balance guideline which facilitates uninterrupted operations and continued services to the College community.

## **RISK MANAGEMENT**

The College purchases commercial insurance through an independent third party to cover risks related to torts; theft of, damage to and destruction of assets; errors and omissions; injuries to employees; and natural disasters. 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 limits. Additionally, the College bonds personnel with access to material amounts of funds. Over the last five years, the College has increased coverages and property values while also reducing the annual cost.

The College is self-insured for health insurance. The College's third-party administrator (TPA) processes all claims for the College and is reimbursed monthly for the claims paid in the previous month. The College, through the TPA, has specific and aggregate excess insurance to limit its exposure.

## **FINANCIAL REPORTING**

The Illinois statutes require an annual audit of the College's financial statements by independent certified public accountants. The College's board of trustees selected Sikich LLP to perform this function. The auditors' report which contained an unmodified opinion on the College's financial statements for the years ended June 30, 2017 and 2016, is included in the College's Comprehensive Annual Financial Report for the years ended June 30, 2017 and 2016. As noted previously, this Comprehensive Annual Financial Report has received the GFOA's Certification of Achievement for Excellence in Financial Reporting for the 19<sup>th</sup> consecutive year since 1999. The College is subject to the requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance).

Additionally, the College is required by the Illinois Community College Board (ICCB) to publish an annual report in a newspaper of general circulation in the district prior to November 15 of each year. The annual report contains financial information including tax rates and extensions, assessed valuation, bonded debt and financial summaries for property tax supported funds.

The ICCB also requires the submission of financial data annually. This information is in a format that all community colleges are required to use that standardizes the reporting for the Illinois Community College System. The data is used by ICCB for comparison of colleges, financial planning for State funding and responding to legislative requests.

The College also provides instructional cost data to the ICCB. This data is used by the ICCB for program review and for allocating the base operating grant to the various colleges.

# **BUDGET SECTION**

- FY2017 Audited and FY2018 Budget information is reported on an accrual basis.
- Actual information as of April 30, 2018 is reported on a cash basis.

**WAUBONSEE COMMUNITY COLLEGE**  
**Community College District 516**

**SCHEDULE OF BUDGETED OPERATING REVENUES BY SOURCE**

**For the Fiscal Year Ending June 30, 2019**

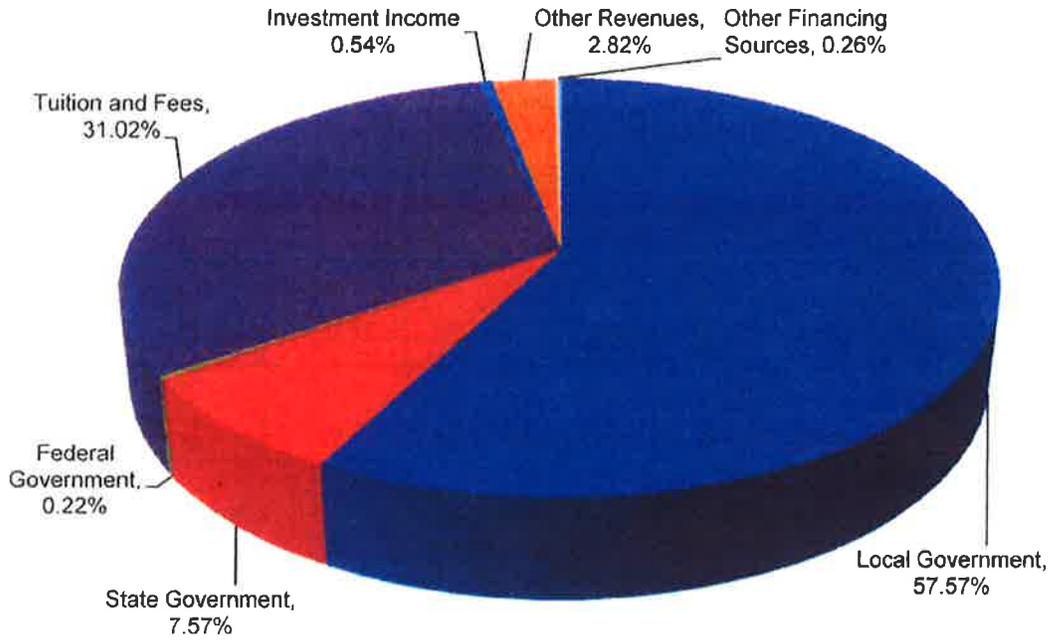
	Education Fund	Operations and Maintenance Fund	Total Operating Funds	Percent of Total
<b>LOCAL GOVERNMENT</b>				
Local Taxes	\$ 35,352,000	\$ 6,603,000	\$ 41,955,000	
Corporate Personal Property Replacement Taxes	800,000	-	800,000	
Chargeback Revenue	-	-	-	
Other Local Sources	-	-	-	
<b>Total Local Government</b>	<b>\$ 36,152,000</b>	<b>\$ 6,603,000</b>	<b>\$ 42,755,000</b>	<b>57.6%</b>
<b>STATE GOVERNMENT</b>				
ICCB Base Operating Grants	\$ 5,272,000	\$ -	\$ 5,272,000	
ICCB Square Footage Grant	-	-	-	
ICCB-Career and Technical Education	350,000	-	350,000	
Other State Sources	-	-	-	
<b>Total State Government</b>	<b>\$ 5,622,000</b>	<b>\$ -</b>	<b>\$ 5,622,000</b>	<b>7.6%</b>
<b>FEDERAL GOVERNMENT</b>				
Other Federal Sources	\$ 160,000	\$ -	\$ 160,000	
<b>Total Federal Government</b>	<b>\$ 160,000</b>	<b>\$ -</b>	<b>\$ 160,000</b>	<b>0.2%</b>
<b>TUITION AND FEES</b>				
Tuition	\$ 20,550,000	\$ -	\$ 20,550,000	
Fees	2,489,000	-	2,489,000	
Other Student Sources	-	-	-	
<b>Total Tuition and Fees</b>	<b>\$ 23,039,000</b>	<b>\$ -</b>	<b>\$ 23,039,000</b>	<b>31.0%</b>
<b>OTHER REVENUES</b>				
Sales and Service Fees	\$ 1,695,000	\$ -	\$ 1,695,000	
Facilities Revenue	200,000	171,000	371,000	
Investment Revenue	310,000	90,500	400,500	
Other Revenue	30,000	-	30,000	
<b>Total Other Revenues</b>	<b>\$ 2,235,000</b>	<b>\$ 261,500</b>	<b>\$ 2,496,500</b>	<b>3.4%</b>
<b>OTHER FINANCING SOURCES (USES)</b>				
Transfers from Other Funds	\$ -	\$ 200,000	\$ 200,000	
<b>Total Other Financing Sources (Uses)</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>0.2%</b>
<b>TOTAL REVENUES AND OTHER FINANCING SOURCES (USES)</b>	<b>\$ 67,208,000</b>	<b>\$ 7,064,500</b>	<b>\$ 74,272,500</b>	<b>100.0%</b>

**WAUBONSEE COMMUNITY COLLEGE  
Community College District 516**

**BUDGETED OPERATING REVENUES BY SOURCE**

**Fiscal Year 2019**

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**WAUBONSEE COMMUNITY COLLEGE**  
**Community College District 516**

**SCHEDULE OF BUDGETED OPERATING EXPENDITURES**

**For the Fiscal Year Ending June 30, 2019**

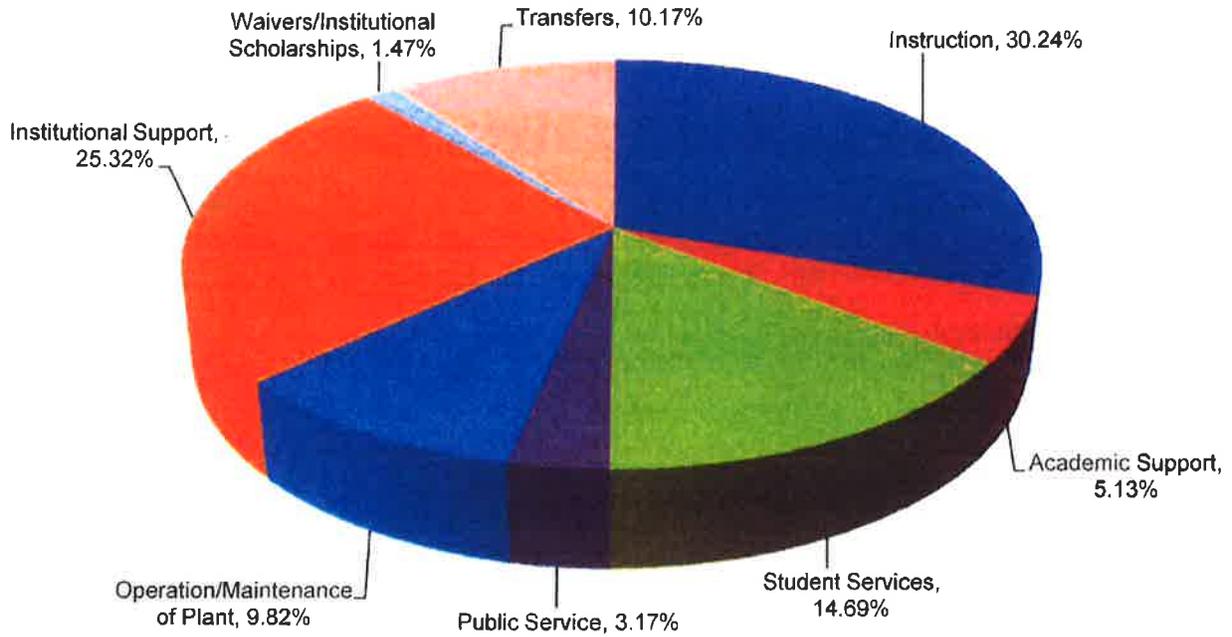
	Education Fund	Operations and Maintenance Fund	Total Operating Funds	Percent of Total
<b>BY FUNCTION</b>				
Instruction	\$ 22,363,795	\$ -	\$ 22,363,795	30.2%
Academic Support	3,794,655	-	3,794,655	5.1%
Student Services	10,861,727	-	10,861,727	14.7%
Public Service	2,341,045	-	2,341,045	3.2%
Operation/Maintenance of Plant	285,385	6,973,582	7,258,967	9.8%
Institutional Support	18,727,035	-	18,727,035	25.3%
Waivers and Institutional Scholarships	1,086,180	-	1,086,180	1.5%
Operating Transfers Out	7,522,000	-	7,522,000	10.2%
<b>TOTAL EXPENDITURES BY FUNCTION</b>	<b>\$ 66,981,822</b>	<b>\$ 6,973,582</b>	<b>\$ 73,955,404</b>	<b>100.0%</b>
<b>BY OBJECT</b>				
Salaries	\$ 35,961,567	\$ 2,321,945	\$ 38,283,512	51.8%
Employee Benefits	5,743,711	464,599	6,208,310	8.4%
Contractual Services	6,066,539	1,456,245	7,522,784	10.2%
General Material and Supplies	7,790,394	760,843	8,551,237	11.6%
Conference and Meeting Expense	1,320,223	39,300	1,359,523	1.8%
Fixed Charges	141,000	100,500	241,500	0.3%
Utilities	493,000	1,674,950	2,167,950	2.9%
Capital Outlay	337,208	155,200	492,408	0.7%
Waivers and Institutional Scholarships	1,086,180	-	1,086,180	1.5%
Other	520,000	-	520,000	0.7%
Operating Transfers Out	7,522,000	-	7,522,000	10.2%
<b>TOTAL EXPENDITURES BY OBJECT</b>	<b>\$ 66,981,822</b>	<b>\$ 6,973,582</b>	<b>\$ 73,955,404</b>	<b>100.0%</b>

**WAUBONSEE COMMUNITY COLLEGE**  
**Community College District 516**

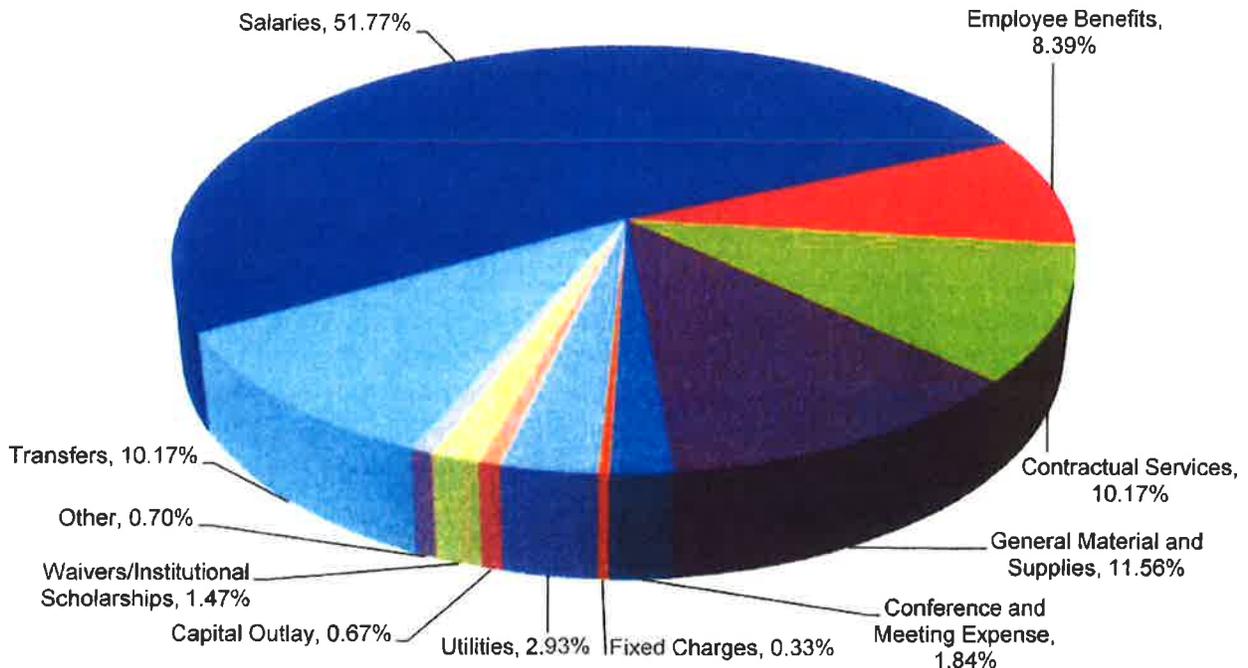
**BUDGETED OPERATING EXPENDITURES**

**Fiscal Year 2019**

**BY FUNCTION**



**BY OBJECT**



**WAUBONSEE COMMUNITY COLLEGE**  
**Community College District 516**

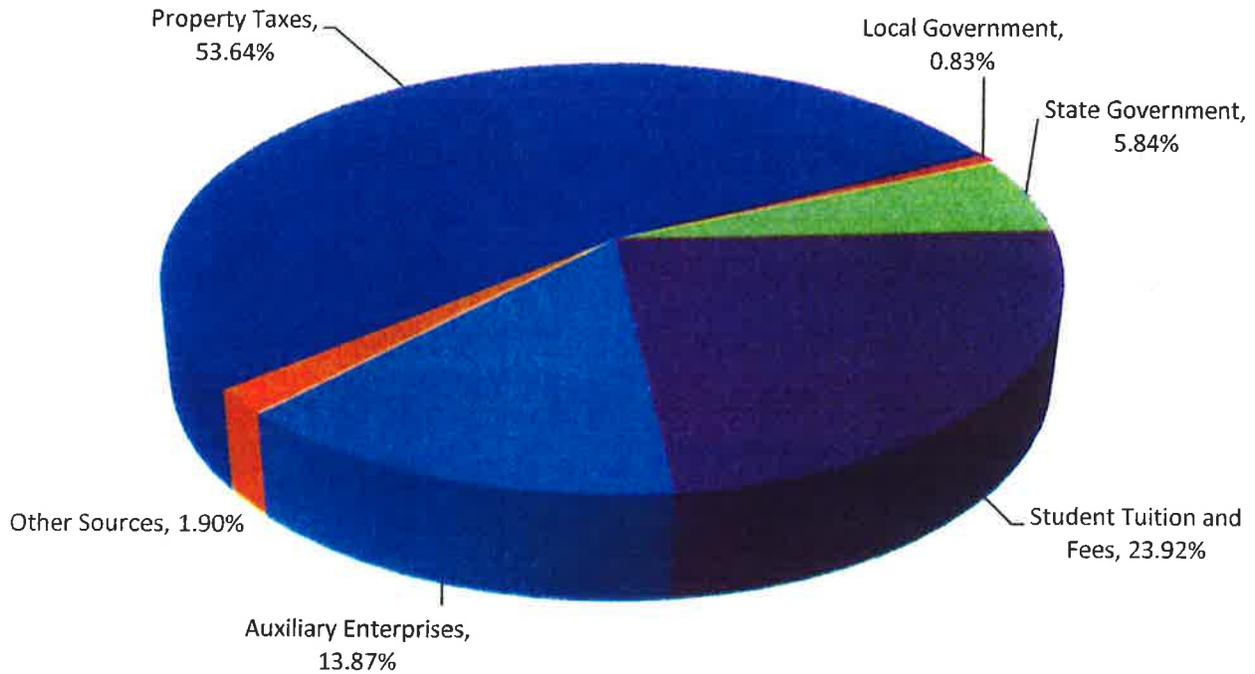
**BUDGETED REVENUES AND EXPENDITURES - ALL FUNDS**

	<u>Adopted Budget FY2017</u>	<u>June 30, 2017 Audited FY2017</u>	<u>Adopted Budget FY2018</u>	<u>April 30, 2018 Actual FY2018</u>	<u>Proposed Budget FY2019</u>
<b>REVENUES</b>					
Property Taxes	\$ 48,321,507	\$ 48,424,979	\$ 50,023,500	\$ 25,052,227	\$ 51,666,400
Corporate Personal Property Replacement Tax	900,000	1,119,936	900,000	660,799	800,000
Chargeback Revenue	500	-	100	-	-
Illinois Community College Board	3,000,000	5,933,795	5,106,000	4,870,251	5,622,000
Other State Government	-	-	-	-	-
Other Local Government	-	-	-	39,781	-
Federal Government	120,000	133,006	100,000	142,981	160,000
Student Tuition	19,500,000	19,965,827	20,400,000	16,225,729	20,550,000
Student Fees	2,695,000	2,520,780	2,499,000	1,972,266	2,489,000
Sales and Service Fees	13,341,000	13,377,789	13,461,000	11,183,184	13,360,500
Facilities Revenue	445,000	368,462	371,000	205,947	371,000
Investment Income	506,500	783,650	578,100	1,030,116	1,250,500
Miscellaneous	146,000	97,498	60,000	65,605	50,000
<b>TOTAL REVENUES</b>	<u>\$ 88,975,507</u>	<u>\$ 92,725,722</u>	<u>\$ 93,498,700</u>	<u>\$ 61,448,886</u>	<u>\$ 96,319,400</u>
<b>EXPENDITURES BY OBJECT</b>					
Salaries	\$ 38,182,301	\$ 37,355,032	\$ 39,939,056	\$ 30,869,249	\$ 39,934,936
Employee Benefits	12,995,106	12,667,612	13,533,671	10,099,788	13,416,739
Contractual Services	7,847,603	4,572,108	7,784,584	3,658,748	8,979,084
General Materials and Supplies	11,866,915	11,275,378	11,678,878	7,552,464	12,326,565
Conference and Meeting Expense	1,542,577	895,027	1,442,380	538,545	1,394,373
Fixed Charges	7,965,071	7,847,843	8,220,309	6,613,408	8,774,371
Utilities	2,295,125	1,878,884	2,357,950	1,511,393	2,220,950
Capital Outlay	5,815,638	2,812,133	5,189,575	523,355	5,160,409
Waivers and Institutional Scholarships	899,760	700,198	939,760	170,335	1,086,180
Other	913,280	458,936	686,827	627,048	601,700
<b>TOTAL EXPENDITURES BY OBJECT</b>	<u>\$ 90,323,376</u>	<u>\$ 80,463,151</u>	<u>\$ 91,772,990</u>	<u>\$ 62,164,333</u>	<u>\$ 93,895,307</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>\$ (1,347,869)</u>	<u>\$ 12,262,571</u>	<u>\$ 1,725,710</u>	<u>\$ (715,447)</u>	<u>\$ 2,424,093</u>
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfers to Non-Budgeted Funds	\$ (900,000)	\$ (39,427)	\$ (800,000)	\$ (30,496)	\$ (200,000)
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<u>\$ (900,000)</u>	<u>\$ (39,427)</u>	<u>\$ (800,000)</u>	<u>\$ (30,496)</u>	<u>\$ (200,000)</u>
Excess (Deficiency) of Revenues Over Expenditures and Other Sources (Uses)	<u>\$ (2,247,869)</u>	<u>\$ 12,223,144</u>	<u>\$ 925,710</u>	<u>\$ (745,943)</u>	<u>\$ 2,224,093</u>
Fund Balances at Beginning of Year	<u>\$ 108,526,688</u>	<u>\$ 108,526,688</u>	<u>\$ 120,767,720</u>	<u>\$ 120,767,720</u>	<u>\$ 120,088,536</u>
Fund Balances	<u>\$ 106,278,819</u>	<u>\$ 120,749,832</u>	<u>\$ 121,693,430</u>	<u>\$ 120,021,777</u>	<u>\$ 122,312,629</u>

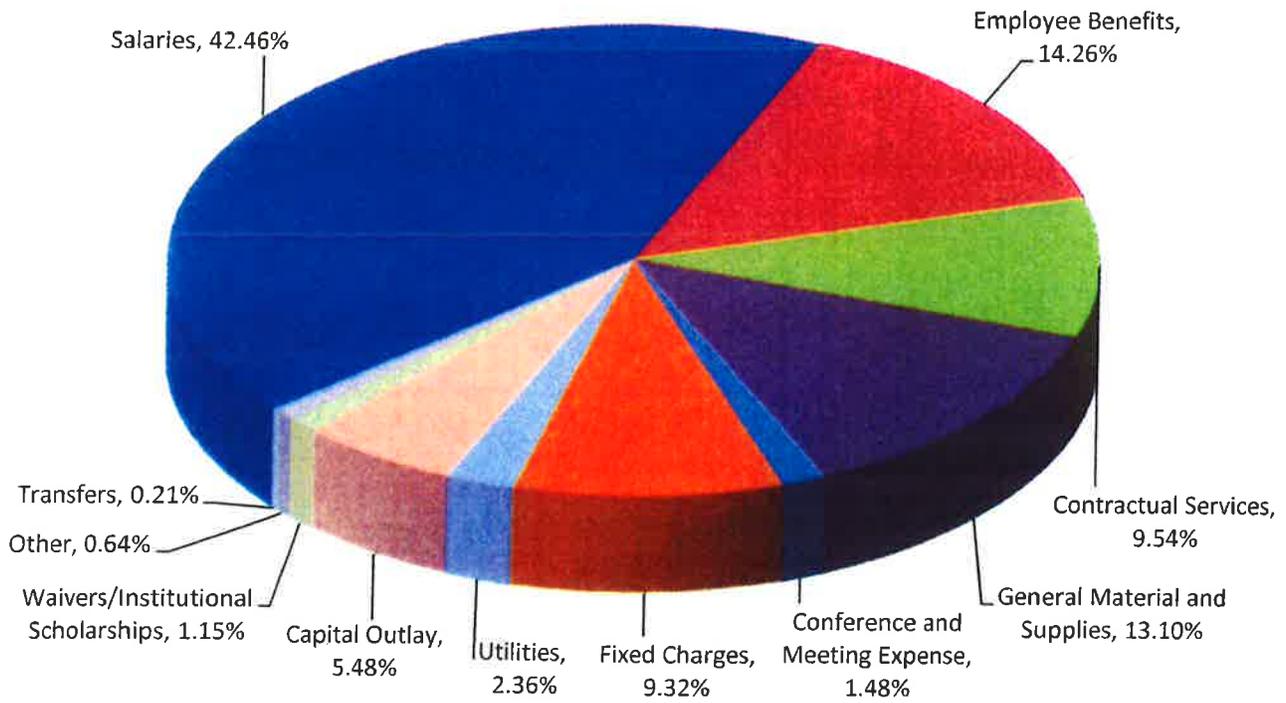
**WAUBONSEE COMMUNITY COLLEGE**  
**Community College District 516**

**BUDGETED REVENUES AND EXPENDITURES**  
**ALL FUNDS**

**FISCAL YEAR 2019 BUDGETED REVENUES**



**FISCAL YEAR 2019 BUDGETED EXPENDITURES**



**WAUBONSEE COMMUNITY COLLEGE**  
**Community College District 516**

**SUMMARY OF REVENUES AND EXPENDITURES - ALL FUND GROUPS**

	Adopted Budget FY2017	June 30, 2017 Audited FY2017	Adopted Budget FY2018	April 30, 2018 Actual FY2018	Proposed Budget FY2019
<b>Education Fund</b>					
Total Revenues	\$ 62,081,500	\$ 65,129,289	\$ 65,786,100	\$ 42,854,901	\$ 67,208,000
Total Expenditures	57,202,325	52,893,586	58,592,266	40,793,474	59,459,822
Net Transfers In (Out)	(4,755,000)	(11,946,539)	(7,056,000)	(3,943,787)	(7,522,000)
<b>Operations and Maintenance Fund</b>					
Total Revenues	6,525,500	6,459,173	6,638,100	3,352,505	6,864,500
Total Expenditures	6,735,525	5,707,400	6,944,240	4,394,690	6,973,582
Net Transfers In (Out)	230,000	(700,000)	350,000	-	200,000
<b>Operations and Maintenance Restricted Fund</b>					
Total Revenues	310,000	334,562	255,000	437,916	505,000
Total Expenditures	6,197,772	2,488,203	5,444,700	883,596	5,745,201
Net Transfers In (Out)	3,000,000	6,000,000	5,106,000	3,913,291	5,272,000
<b>Bond and Interest Fund</b>					
Total Revenues	7,380,287	7,560,619	7,969,200	3,964,670	8,492,600
Total Expenditures	7,299,051	7,298,850	7,599,289	6,247,267	8,097,251
Net Transfers In (Out)	-	-	-	-	-
<b>Auxiliary Services Fund</b>					
Total Revenues	11,476,000	12,030,090	11,616,000	10,164,841	11,965,500
Total Expenditures	11,087,169	10,476,958	11,195,423	8,329,903	11,584,573
Net Transfers In (Out)	-	6,000,000	-	-	1,000,000
<b>Audit Fund</b>					
Total Revenues	79,420	79,120	81,300	40,746	83,900
Total Expenditures	79,420	84,375	80,000	61,440	83,900
Net Transfers In (Out)	-	-	-	-	-
<b>Liability, Protection Settlement Fund</b>					
Total Revenues	1,104,800	1,100,712	1,133,000	591,913	1,149,900
Total Expenditures	1,722,114	1,513,779	1,917,072	1,453,963	1,950,978
Net Transfers In (Out)	625,000	625,000	800,000	-	850,000
<b>Working Cash Fund</b>					
Total Revenues	18,000	32,157	20,000	41,394	50,000
Total Expenditures	-	-	-	-	-
Net Transfers In (Out)	-	-	-	-	-

**WAUBONSEE COMMUNITY COLLEGE**  
**Community College District 516**

**EDUCATION FUND**

	Adopted Budget FY2017	June 30, 2017 Audited FY2017	Adopted Budget FY2018	April 30, 2018 Actual FY2018	Proposed Budget FY2019
<b>REVENUES</b>					
Property Taxes	\$ 33,500,000	\$ 33,444,706	\$ 34,415,000	\$ 17,268,257	\$ 35,352,000
Corporate Personal Property Replacement Tax	900,000	1,119,936	900,000	660,799	800,000
Chargeback Revenue	500	-	100	-	-
Other Local Government	-	-	-	39,781	-
Illinois Community College Board	3,000,000	5,933,795	5,106,000	4,870,251	5,622,000
Other State Government	-	-	-	-	-
Federal Government	120,000	133,006	100,000	142,981	160,000
Student Tuition	19,500,000	19,965,827	20,400,000	16,225,729	20,550,000
Student Fees	2,695,000	2,520,780	2,499,000	1,972,266	2,489,000
Sales and Service Fees	1,965,000	1,520,247	1,975,000	1,239,321	1,695,000
Facilities Revenue	195,000	202,848	196,000	149,199	200,000
Investment Income	95,000	223,573	165,000	251,487	310,000
Miscellaneous	111,000	64,571	30,000	34,830	30,000
<b>TOTAL REVENUES</b>	<b>\$ 62,081,500</b>	<b>\$ 65,129,289</b>	<b>\$ 65,786,100</b>	<b>\$ 42,854,901</b>	<b>\$ 67,208,000</b>
<b>EXPENDITURES BY OBJECT</b>					
Salaries	\$ 34,621,054	\$ 33,676,667	\$ 36,139,755	\$ 27,904,491	\$ 35,961,567
Employee Benefits	6,190,730	6,157,356	6,487,770	4,997,957	5,743,711
Contractual Services	5,448,659	3,344,299	4,861,739	2,294,930	6,066,539
General Materials and Supplies	6,650,440	6,913,323	6,680,944	3,716,340	7,790,394
Conference and Meeting Expense	1,485,877	873,035	1,383,730	505,702	1,320,223
Fixed Charges	120,000	111,435	130,000	46,789	141,000
Utilities	349,525	278,523	491,500	291,711	493,000
Capital Outlay	665,200	447,863	904,491	291,119	337,208
Waivers and Institutional Scholarships	899,760	700,198	939,760	170,335	1,086,180
Other	771,080	390,887	572,577	574,100	520,000
<b>TOTAL EXPENDITURES BY OBJECT</b>	<b>\$ 57,202,325</b>	<b>\$ 52,893,586</b>	<b>\$ 58,592,266</b>	<b>\$ 40,793,474</b>	<b>\$ 59,459,822</b>
<b>EXPENDITURES BY FUNCTION</b>					
Instruction	\$ 21,735,183	\$ 21,733,264	\$ 22,794,644	\$ 16,470,967	\$ 22,363,795
Academic Support	3,774,830	3,834,414	4,215,231	2,732,002	3,794,655
Student Services	9,856,366	8,599,970	10,067,671	6,889,206	10,861,727
Public Services	3,570,830	2,736,355	3,102,160	2,169,644	2,341,045
Operation/Maintenance of Plant	500,991	486,173	442,429	357,595	285,385
Institutional Support	16,864,365	14,803,212	17,030,371	12,003,725	18,727,035
Waivers and Institutional Scholarships	899,760	700,198	939,760	170,335	1,086,180
<b>TOTAL EXPENDITURES BY FUNCTION</b>	<b>\$ 57,202,325</b>	<b>\$ 52,893,586</b>	<b>\$ 58,592,266</b>	<b>\$ 40,793,474</b>	<b>\$ 59,459,822</b>
Excess (Deficiency) of Revenues Over Expenditures	\$ 4,879,175	\$ 12,235,703	\$ 7,193,834	\$ 2,061,427	\$ 7,748,178
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfers from Other Funds	\$ -	\$ 17,888	\$ -	\$ -	\$ -
Transfer to Operation and Maintenance	(230,000)	-	(350,000)	-	(200,000)
Transfer to Operation and Maintenance Restricted	(3,000,000)	(5,933,795)	(5,106,000)	(3,913,291)	(5,272,000)
Transfer to Bond & Interest	-	-	-	-	-
Transfer to Auxiliary	-	(5,366,205)	-	-	(1,000,000)
Transfer to Restricted Purposes	(900,000)	(39,427)	(800,000)	(30,496)	(200,000)
Transfer to Liability, Protection, Settlement	(625,000)	(625,000)	(800,000)	-	(850,000)
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>\$ (4,755,000)</b>	<b>\$ (11,946,539)</b>	<b>\$ (7,056,000)</b>	<b>\$ (3,943,787)</b>	<b>\$ (7,522,000)</b>
Excess (Deficiency) of Revenues Over Expenditures and Other Sources (Uses)	\$ 124,175	\$ 289,164	\$ 137,834	\$ (1,882,360)	\$ 226,178
Fund Balances at Beginning of Year	\$ 20,268,598	\$ 20,268,598	\$ 20,557,762	\$ 20,557,762	\$ 18,675,402
Fund Balances End of Year	<b>\$ 20,392,773</b>	<b>\$ 20,557,762</b>	<b>\$ 20,695,596</b>	<b>\$ 18,675,402</b>	<b>\$ 18,901,580</b>

**WAUBONSEE COMMUNITY COLLEGE**  
**Community College District 516**

**OPERATIONS AND MAINTENANCE FUND**

	Adopted Budget FY2017	June 30, 2017 Audited FY2017	Adopted Budget FY2018	April 30, 2018 Actual FY2018	Proposed Budget FY2019
<b>REVENUES</b>					
Property Taxes	\$ 6,260,000	\$ 6,246,016	\$ 6,428,000	\$ 3,225,912	\$ 6,603,000
Illinois Community College Board	-	-	-	-	-
Other State Government	-	-	-	-	-
Federal Government	-	-	-	-	-
Facilities Revenue	250,000	165,614	175,000	56,748	171,000
Investment Income	15,500	47,543	35,100	69,845	90,500
Miscellaneous	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 6,525,500</b>	<b>\$ 6,459,173</b>	<b>\$ 6,638,100</b>	<b>\$ 3,352,505</b>	<b>\$ 6,864,500</b>
<b>EXPENDITURES BY OBJECT</b>					
Salaries	\$ 2,144,890	\$ 2,222,109	\$ 2,199,604	\$ 1,749,755	\$ 2,321,945
Employee Benefits	389,727	433,587	449,970	347,530	464,599
Contractual Services	1,449,374	794,279	1,559,245	680,487	1,456,245
General Materials and Supplies	670,434	534,701	729,087	364,404	760,843
Conference and Meeting Expense	19,500	7,546	21,500	13,890	39,300
Fixed Charges	100,500	556	100,500	-	100,500
Utilities	1,936,100	1,590,800	1,814,950	1,190,076	1,674,950
Capital Outlay	25,000	123,822	69,384	48,182	155,200
Other	-	-	-	366	-
<b>TOTAL EXPENDITURES BY OBJECT</b>	<b>\$ 6,735,525</b>	<b>\$ 5,707,400</b>	<b>\$ 6,944,240</b>	<b>\$ 4,394,690</b>	<b>\$ 6,973,582</b>
<b>EXPENDITURES BY FUNCTION</b>					
Operation/Maintenance of Plant	\$ 6,735,525	\$ 5,707,400	\$ 6,944,240	\$ 4,394,690	\$ 6,973,582
Institutional Support	-	-	-	-	-
<b>TOTAL EXPENDITURES BY FUNCTION</b>	<b>\$ 6,735,525</b>	<b>\$ 5,707,400</b>	<b>\$ 6,944,240</b>	<b>\$ 4,394,690</b>	<b>\$ 6,973,582</b>
Excess (Deficiency) of Revenues Over Expenditures	<b>\$ (210,025)</b>	<b>\$ 751,773</b>	<b>\$ (306,140)</b>	<b>\$ (1,042,185)</b>	<b>\$ (109,082)</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfers from Other Funds	\$ 230,000	\$ -	\$ 350,000	\$ -	\$ 200,000
Transfer to Education	-	-	-	-	-
Transfer to Operation and Maintenance Restricted	-	-	-	-	-
Transfer to Bond & Interest	-	-	-	-	-
Transfer to Auxiliary	-	(700,000)	-	-	-
Transfer to Restricted Purposes	-	-	-	-	-
Transfer to Liability, Protection, Settlement	-	-	-	-	-
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>\$ 230,000</b>	<b>\$ (700,000)</b>	<b>\$ 350,000</b>	<b>\$ -</b>	<b>\$ 200,000</b>
Excess (Deficiency) of Revenues Over Expenditures and Other Sources (Uses)	<b>\$ 19,975</b>	<b>\$ 51,773</b>	<b>\$ 43,860</b>	<b>\$ (1,042,185)</b>	<b>\$ 90,918</b>
Fund Balances at Beginning of Year	<b>\$ 7,326,790</b>	<b>\$ 7,326,790</b>	<b>\$ 7,378,563</b>	<b>\$ 7,378,563</b>	<b>\$ 6,336,378</b>
Fund Balances End of Year	<b>\$ 7,346,765</b>	<b>\$ 7,378,563</b>	<b>\$ 7,422,423</b>	<b>\$ 6,336,378</b>	<b>\$ 6,427,296</b>

**WAUBONSEE COMMUNITY COLLEGE**  
**Community College District 516**

**OPERATIONS AND MAINTENANCE, RESTRICTED FUND**

	Adopted Budget FY2017	June 30, 2017 Audited FY2017	Adopted Budget FY2018	April 30, 2018 Actual FY2018	Proposed Budget FY2019
<b>REVENUES</b>					
Other State Government	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Government	-	-	-	-	-
Facilities Revenue	-	-	-	-	-
Investment Income	300,000	315,816	250,000	433,437	500,000
Miscellaneous	10,000	18,746	5,000	4,479	5,000
<b>TOTAL REVENUES</b>	<u>\$ 310,000</u>	<u>\$ 334,562</u>	<u>\$ 255,000</u>	<u>\$ 437,916</u>	<u>\$ 505,000</u>
<b>EXPENDITURES BY OBJECT</b>					
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Employee Benefits	-	-	-	-	-
Contractual Services	548,650	213,175	960,000	482,581	1,092,200
General Materials and Supplies	578,459	34,580	284,000	256,912	-
Conference and Meeting Expense	-	-	-	-	-
Fixed Charges	-	-	-	-	-
Utilities	-	-	-	-	-
Capital Outlay	5,070,663	2,240,448	4,200,700	140,998	4,653,001
Other	-	-	-	3,105	-
<b>TOTAL EXPENDITURES BY OBJECT</b>	<u>\$ 6,197,772</u>	<u>\$ 2,488,203</u>	<u>\$ 5,444,700</u>	<u>\$ 883,596</u>	<u>\$ 5,745,201</u>
<b>EXPENDITURES BY FUNCTION</b>					
Operation/Maintenance of Plant	\$ 6,197,772	\$ 2,488,203	\$ 5,444,700	\$ 883,596	\$ 5,745,201
Institutional Support	-	-	-	-	-
<b>TOTAL EXPENDITURES BY FUNCTION</b>	<u>\$ 6,197,772</u>	<u>\$ 2,488,203</u>	<u>\$ 5,444,700</u>	<u>\$ 883,596</u>	<u>\$ 5,745,201</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>\$ (5,887,772)</u>	<u>\$ (2,153,641)</u>	<u>\$ (5,189,700)</u>	<u>\$ (445,680)</u>	<u>\$ (5,240,201)</u>
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfers from Other Funds	\$ 3,000,000	\$ 6,000,000	\$ 5,106,000	\$ 3,913,291	\$ 5,272,000
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<u>\$ 3,000,000</u>	<u>\$ 6,000,000</u>	<u>\$ 5,106,000</u>	<u>\$ 3,913,291</u>	<u>\$ 5,272,000</u>
Excess (Deficiency) of Revenues Over Expenditures and Other Sources (Uses)	<u>\$ (2,887,772)</u>	<u>\$ 3,846,359</u>	<u>\$ (83,700)</u>	<u>\$ 3,467,611</u>	<u>\$ 31,799</u>
Fund Balances at Beginning of Year	<u>\$ 51,482,764</u>	<u>\$ 51,482,764</u>	<u>\$ 55,329,123</u>	<u>\$ 55,329,123</u>	<u>\$ 58,796,734</u>
Fund Balances End of Year	<u>\$ 48,594,992</u>	<u>\$ 55,329,123</u>	<u>\$ 55,245,423</u>	<u>\$ 58,796,734</u>	<u>\$ 58,828,533</u>

**WAUBONSEE COMMUNITY COLLEGE**  
**Community College District 516**

**BOND AND INTEREST FUND**

	Adopted Budget FY2017	June 30, 2017 Audited FY2017	Adopted Budget FY2018	April 30, 2018 Actual FY2018	Proposed Budget FY2019
<b>REVENUES</b>					
Property Taxes	\$ 7,377,287	\$ 7,554,441	\$ 7,966,200	\$ 3,947,554	\$ 8,477,600
Investment Income	3,000	6,178	3,000	17,116	15,000
Miscellaneous	-	-	-	-	-
<b>TOTAL REVENUES</b>	<u>\$ 7,380,287</u>	<u>\$ 7,560,619</u>	<u>\$ 7,969,200</u>	<u>\$ 3,964,670</u>	<u>\$ 8,492,600</u>
<b>EXPENDITURES BY OBJECT</b>					
Fixed Charges	\$ 7,296,851	\$ 7,296,850	\$ 7,597,089	\$ 6,245,267	\$ 8,095,651
Other	2,200	2,000	2,200	2,000	1,600
<b>TOTAL EXPENDITURES BY OBJECT</b>	<u>\$ 7,299,051</u>	<u>\$ 7,298,850</u>	<u>\$ 7,599,289</u>	<u>\$ 6,247,267</u>	<u>\$ 8,097,251</u>
<b>EXPENDITURES BY FUNCTION</b>					
Institutional Support	\$ 7,299,051	\$ 7,298,850	\$ 7,599,289	\$ 6,247,267	\$ 8,097,251
<b>TOTAL EXPENDITURES BY FUNCTION</b>	<u>\$ 7,299,051</u>	<u>\$ 7,298,850</u>	<u>\$ 7,599,289</u>	<u>\$ 6,247,267</u>	<u>\$ 8,097,251</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>\$ 81,236</u>	<u>\$ 261,769</u>	<u>\$ 369,911</u>	<u>\$ (2,282,597)</u>	<u>\$ 395,349</u>
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfers from Other Funds	-	-	-	-	-
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Excess (Deficiency) of Revenues Over Expenditures and Other Sources (Uses)	<u>\$ 81,236</u>	<u>\$ 261,769</u>	<u>\$ 369,911</u>	<u>\$ (2,282,597)</u>	<u>\$ 395,349</u>
Fund Balances at Beginning of Year	<u>\$ 2,196,109</u>	<u>\$ 2,196,109</u>	<u>\$ 2,457,878</u>	<u>\$ 2,457,878</u>	<u>\$ 175,281</u>
Fund Balances End of Year	<u>\$ 2,277,345</u>	<u>\$ 2,457,878</u>	<u>\$ 2,827,789</u>	<u>\$ 175,281</u>	<u>\$ 570,630</u>

**WAUBONSEE COMMUNITY COLLEGE**  
**Community College District 516**

**AUXILIARY SERVICES FUND**  
**BOOKSTORE**

	Adopted Budget FY2017	June 30, 2017 Audited FY2017	Adopted Budget FY2018	April 30, 2018 Actual FY2018	Proposed Budget FY2019
<b>OPERATING REVENUES</b>					
Sales and Service Fees	\$ 5,000,000	\$ 4,812,251	\$ 4,950,000	\$ 3,980,494	\$ 4,750,000
Investment Income	5,000	5,101	5,000	14,563	15,000
Miscellaneous	25,000	14,180	25,000	8,187	15,000
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 5,030,000</b>	<b>\$ 4,831,532</b>	<b>\$ 4,980,000</b>	<b>\$ 4,003,244</b>	<b>\$ 4,780,000</b>
<b>OPERATING EXPENSES</b>					
Salaries	\$ 670,053	\$ 645,641	\$ 696,412	\$ 509,269	\$ 736,314
Employee Benefits	160,568	138,930	161,610	111,805	141,689
Contractual Services	75,500	55,930	78,000	60,447	40,500
General Materials and Supplies	3,797,875	3,672,548	3,792,954	3,095,119	3,602,460
Conference and Meeting Expense	22,000	10,536	20,750	15,675	17,750
Fixed Charges	106,720	106,720	106,720	-	106,720
Depreciation	15,000	4,487	10,000	-	4,500
Capital Outlay	5,775	-	-	-	-
Other	40,000	38,507	50,000	35,369	50,100
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 4,893,491</b>	<b>\$ 4,673,299</b>	<b>\$ 4,916,446</b>	<b>\$ 3,827,684</b>	<b>\$ 4,700,033</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfers from Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Net Income (Loss)	\$ 136,509	\$ 158,233	\$ 63,554	\$ 175,560	\$ 79,967
Retained Earnings at Beginning of Year	\$ 2,720,962	\$ 2,720,962	\$ 2,879,195	\$ 2,879,195	\$ 3,054,755
Retained Earnings End of Year	<b>\$ 2,857,471</b>	<b>\$ 2,879,195</b>	<b>\$ 2,942,749</b>	<b>\$ 3,054,755</b>	<b>\$ 3,134,722</b>

**WAUBONSEE COMMUNITY COLLEGE  
Community College District 516**

**AUXILIARY SERVICES FUND  
AUTOMOTIVE TECHNOLOGY AND AUTO BODY REPAIR**

	Adopted Budget FY2017	June 30, 2017 Audited FY2017	Adopted Budget FY2018	April 30, 2018 Actual FY2018	Proposed Budget FY2019
<b>OPERATING REVENUES</b>					
Sales and Service Fees	\$ 110,000	\$ 83,363	\$ 110,000	\$ 75,258	\$ 110,000
Miscellaneous	-	-	-	-	-
<b>TOTAL OPERATING REVENUES</b>	<u>\$ 110,000</u>	<u>\$ 83,363</u>	<u>\$ 110,000</u>	<u>\$ 75,258</u>	<u>\$ 110,000</u>
<b>OPERATING EXPENSES</b>					
General Materials and Supplies	\$ 103,200	\$ 80,814	\$ 103,200	\$ 64,634	\$ 104,200
Other	-	-	-	-	-
<b>TOTAL OPERATING EXPENSES</b>	<u>\$ 103,200</u>	<u>\$ 80,814</u>	<u>\$ 103,200</u>	<u>\$ 64,634</u>	<u>\$ 104,200</u>
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfers from Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Net Income (Loss)	<u>\$ 6,800</u>	<u>\$ 2,549</u>	<u>\$ 6,800</u>	<u>\$ 10,624</u>	<u>\$ 5,800</u>
Retained Earnings at Beginning of Year	<u>\$ 24,969</u>	<u>\$ 24,969</u>	<u>\$ 27,518</u>	<u>\$ 27,518</u>	<u>\$ 38,142</u>
Retained Earnings	<u>\$ 31,769</u>	<u>\$ 27,518</u>	<u>\$ 34,318</u>	<u>\$ 38,142</u>	<u>\$ 43,942</u>

**WAUBONSEE COMMUNITY COLLEGE**  
**Community College District 516**

**AUXILIARY SERVICES FUND**  
**HEALTH INSURANCE**

	Adopted Budget FY2017	June 30, 2017 Audited FY2017	Adopted Budget FY2018	April 30, 2018 Actual FY2018	Proposed Budget FY2019
<b>OPERATING REVENUES</b>					
Sales and Service Fees	\$ 6,000,000	\$ 6,780,910	\$ 6,200,000	\$ 5,801,868	\$ 6,605,000
Investment Income	20,000	35,012	20,000	47,655	70,000
Miscellaneous	-	-	-	-	-
<b>TOTAL OPERATING REVENUES</b>	<u>\$ 6,020,000</u>	<u>\$ 6,815,922</u>	<u>\$ 6,220,000</u>	<u>\$ 5,849,523</u>	<u>\$ 6,675,000</u>
<b>OPERATING EXPENSES</b>					
Employee Benefits	\$ 5,700,000	\$ 5,726,166	\$ 5,850,000	\$ 4,257,160	\$ 6,450,000
Other	100,000	27,542	50,000	10,825	30,000
<b>TOTAL OPERATING EXPENSES</b>	<u>\$ 5,800,000</u>	<u>\$ 5,753,708</u>	<u>\$ 5,900,000</u>	<u>\$ 4,267,985</u>	<u>\$ 6,480,000</u>
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Net Income (Loss)	<u>\$ 220,000</u>	<u>\$ 1,062,214</u>	<u>\$ 320,000</u>	<u>\$ 1,581,538</u>	<u>\$ 195,000</u>
Retained Earnings at Beginning of Year	<u>\$ 5,734,705</u>	<u>\$ 5,734,705</u>	<u>\$ 6,796,919</u>	<u>\$ 6,796,919</u>	<u>\$ 8,378,457</u>
Retained Earnings End of Year	<u>\$ 5,954,705</u>	<u>\$ 6,796,919</u>	<u>\$ 7,116,919</u>	<u>\$ 8,378,457</u>	<u>\$ 8,573,457</u>

**WAUBONSEE COMMUNITY COLLEGE  
Community College District 516**

**AUXILIARY SERVICES FUND  
RETIREE MEDICAL INSURANCE AND RETIREMENT**

	Adopted Budget FY2017	June 30, 2017 Audited FY2017	Adopted Budget FY2018	April 30, 2018 Actual FY2018	Proposed Budget FY2019
<b>OPERATING REVENUES</b>					
Investment Income	\$ 50,000	\$ 118,255	\$ 80,000	\$ 150,573	\$ 200,000
Miscellaneous	-	-	-	-	-
<b>TOTAL OPERATING REVENUES</b>	<u>\$ 50,000</u>	<u>\$ 118,255</u>	<u>\$ 80,000</u>	<u>\$ 150,573</u>	<u>\$ 200,000</u>
<b>OPERATING EXPENSES</b>					
Employee Benefits	\$ 25,000	\$ (211,881)	\$ 50,000	\$ 19,433	\$ 100,000
Other	-	-	-	1,283	-
<b>TOTAL OPERATING EXPENSES</b>	<u>\$ 25,000</u>	<u>\$ (211,881)</u>	<u>\$ 50,000</u>	<u>\$ 20,716</u>	<u>\$ 100,000</u>
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfers from Other Funds	\$ -	\$ 6,000,000	\$ -	\$ -	\$ 1,000,000
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<u>\$ -</u>	<u>\$ 6,000,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,000,000</u>
Net Income (Loss)	<u>\$ 25,000</u>	<u>\$ 6,330,136</u>	<u>\$ 30,000</u>	<u>\$ 129,857</u>	<u>\$ 1,100,000</u>
Retained Earnings at Beginning of Year	<u>\$ 13,682,315</u>	<u>\$ 13,682,315</u>	<u>\$ 20,012,451</u>	<u>\$ 20,012,451</u>	<u>\$ 20,142,308</u>
Retained Earnings	<u>\$ 13,707,315</u>	<u>\$ 20,012,451</u>	<u>\$ 20,042,451</u>	<u>\$ 20,142,308</u>	<u>\$ 21,242,308</u>

**WAUBONSEE COMMUNITY COLLEGE**  
**Community College District 516**

**AUXILIARY SERVICES FUND**  
**SOUTHWEST FOX VALLEY CABLE AND TELECOMMUNICATIONS CONSORTIUM**

	Adopted Budget FY2017	June 30, 2017 Audited FY2017	Adopted Budget FY2018	April 30, 2018 Actual FY2018	Proposed Budget FY2019
<b>OPERATING REVENUES</b>					
Sales and Service Fees	\$ 266,000	\$ 181,018	\$ 226,000	\$ 86,243	\$ 200,500
Miscellaneous	-	-	-	-	-
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 266,000</b>	<b>\$ 181,018</b>	<b>\$ 226,000</b>	<b>\$ 86,243</b>	<b>\$ 200,500</b>
<b>OPERATING EXPENSES</b>					
Salaries	\$ 119,730	\$ 124,270	\$ 122,795	\$ 103,537	\$ 126,463
Employee Benefits	33,843	33,824	35,258	26,594	31,186
Contractual Services	23,500	4,550	20,000	4,675	13,900
General Materials and Supplies	30,405	5,548	11,674	557	4,791
Conference and Meeting Expense	8,000	1,050	8,000	171	8,000
Fixed Charges	1,000	11,776	1,000	-	1,000
Capital Outlay	49,000	-	15,000	13,350	15,000
Other	-	-	12,050	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 265,478</b>	<b>\$ 181,018</b>	<b>\$ 225,777</b>	<b>\$ 148,884</b>	<b>\$ 200,340</b>
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Net Income (Loss)	\$ 522	\$ -	\$ 223	\$ (62,641)	\$ 160
Retained Earnings at Beginning of Year	\$ -	\$ -	\$ -	\$ -	\$ -
Retained Earnings	\$ 522	\$ -	\$ 223	\$ (62,641)	\$ 160

**WAUBONSEE COMMUNITY COLLEGE**  
**Community College District 516**

**AUDIT FUND**

	<u>Adopted Budget FY2017</u>	<u>June 30, 2017 Audited FY2017</u>	<u>Adopted Budget FY2018</u>	<u>April 30, 2018 Actual FY2018</u>	<u>Proposed Budget FY2019</u>
<b>REVENUES</b>					
Property Taxes	\$ 79,420	\$ 79,119	\$ 81,300	\$ 40,742	\$ 83,900
Interest Revenue	-	1	-	4	-
<b>TOTAL REVENUES</b>	<u>\$ 79,420</u>	<u>\$ 79,120</u>	<u>\$ 81,300</u>	<u>\$ 40,746</u>	<u>\$ 83,900</u>
<b>EXPENDITURES BY OBJECT</b>					
Contractual Services	\$ 79,420	\$ 84,375	\$ 80,000	\$ 61,440	\$ 83,900
Other	-	-	-	-	-
<b>TOTAL EXPENDITURES BY OBJECT</b>	<u>\$ 79,420</u>	<u>\$ 84,375</u>	<u>\$ 80,000</u>	<u>\$ 61,440</u>	<u>\$ 83,900</u>
<b>EXPENDITURES BY FUNCTION</b>					
Institutional Support	\$ 79,420	\$ 84,375	\$ 80,000	\$ 61,440	\$ 83,900
<b>TOTAL EXPENDITURES BY FUNCTION</b>	<u>\$ 79,420</u>	<u>\$ 84,375</u>	<u>\$ 80,000</u>	<u>\$ 61,440</u>	<u>\$ 83,900</u>
Excess (Deficiency) of Revenues Over Expenditures	\$ -	\$ (5,255)	\$ 1,300	\$ (20,694)	\$ -
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfers from Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Excess (Deficiency) of Revenues Over Expenditures and Other Sources (Uses)	\$ -	\$ (5,255)	\$ 1,300	\$ (20,694)	\$ -
Fund Balances at Beginning of Year	\$ 21,831	\$ 21,831	\$ 16,576	\$ 16,576	\$ -
Fund Balances	<u>\$ 21,831</u>	<u>\$ 16,576</u>	<u>\$ 17,876</u>	<u>\$ (4,118)</u>	<u>\$ -</u>

**WAUBONSEE COMMUNITY COLLEGE**  
**Community College District 516**

**LIABILITY, PROTECTION, AND SETTLEMENT FUND**

	Adopted Budget FY2017	June 30, 2017 Audited FY2017	Adopted Budget FY2018	April 30, 2018 Actual FY2018	Proposed Budget FY2019
<b>REVENUES</b>					
Property Taxes	\$ 1,104,800	\$ 1,100,697	\$ 1,133,000	\$ 569,762	\$ 1,149,900
Federal Government	-	-	-	-	-
Investment Revenue	-	15	-	4,046	-
Miscellaneous	-	-	-	18,105	-
<b>TOTAL REVENUES</b>	<u>\$ 1,104,800</u>	<u>\$ 1,100,712</u>	<u>\$ 1,133,000</u>	<u>\$ 591,913</u>	<u>\$ 1,149,900</u>
<b>EXPENDITURES BY OBJECT</b>					
Salaries	\$ 626,574	\$ 686,345	\$ 780,490	\$ 602,197	\$ 788,647
Employee Benefits	495,238	389,630	499,063	339,309	485,554
Contractual Services	222,500	75,500	225,600	74,188	225,800
General Materials and Supplies	36,102	33,864	77,019	54,498	63,877
Conference and Meeting Expense	7,200	2,860	8,400	3,107	9,100
Fixed Charges	325,000	316,019	275,000	321,352	325,000
Utilities	9,500	9,561	51,500	29,606	53,000
Capital Outlay	-	-	-	29,706	-
Other	-	-	-	-	-
<b>TOTAL EXPENDITURES BY OBJECT</b>	<u>\$ 1,722,114</u>	<u>\$ 1,513,779</u>	<u>\$ 1,917,072</u>	<u>\$ 1,453,963</u>	<u>\$ 1,950,978</u>
<b>EXPENDITURES BY FUNCTION</b>					
Campus Safety	\$ 842,114	\$ 879,430	\$ 1,082,072	\$ 802,837	\$ 1,065,978
Institutional Support	880,000	634,349	835,000	651,126	885,000
<b>TOTAL EXPENDITURES BY FUNCTION</b>	<u>\$ 1,722,114</u>	<u>\$ 1,513,779</u>	<u>\$ 1,917,072</u>	<u>\$ 1,453,963</u>	<u>\$ 1,950,978</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>\$ (617,314)</u>	<u>\$ (413,067)</u>	<u>\$ (784,072)</u>	<u>\$ (862,050)</u>	<u>\$ (801,078)</u>
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfers from Other Funds	\$ 625,000	\$ 625,000	\$ 800,000	\$ -	\$ 850,000
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<u>\$ 625,000</u>	<u>\$ 625,000</u>	<u>\$ 800,000</u>	<u>\$ -</u>	<u>\$ 850,000</u>
Excess (Deficiency) of Revenues Over Expenditures and Other Sources (Uses)	<u>\$ 7,686</u>	<u>\$ 211,933</u>	<u>\$ 15,928</u>	<u>\$ (862,050)</u>	<u>\$ 48,922</u>
Fund Balances at Beginning of Year	<u>\$ 972,419</u>	<u>\$ 972,419</u>	<u>\$ 1,184,352</u>	<u>\$ 1,184,352</u>	<u>\$ 322,302</u>
Fund Balances	<u>\$ 980,105</u>	<u>\$ 1,184,352</u>	<u>\$ 1,200,280</u>	<u>\$ 322,302</u>	<u>\$ 371,224</u>

**WAUBONSEE COMMUNITY COLLEGE**  
**Community College District 516**

**WORKING CASH**

	<u>Adopted Budget FY2017</u>	<u>June 30, 2017 Audited FY2017</u>	<u>Adopted Budget FY2018</u>	<u>April 30, 2018 Actual FY2018</u>	<u>Proposed Budget FY2019</u>
<b>REVENUES</b>					
Investment Income	\$ 18,000	\$ 32,157	\$ 20,000	\$ 41,394	\$ 50,000
Miscellaneous	-	-	-	-	-
<b>TOTAL REVENUES</b>	<u>\$ 18,000</u>	<u>\$ 32,157</u>	<u>\$ 20,000</u>	<u>\$ 41,394</u>	<u>\$ 50,000</u>
<b>EXPENDITURES BY OBJECT</b>					
Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES BY OBJECT</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>EXPENDITURES BY FUNCTION</b>					
Institutional Support	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES BY FUNCTION</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>\$ 18,000</u>	<u>\$ 32,157</u>	<u>\$ 20,000</u>	<u>\$ 41,394</u>	<u>\$ 50,000</u>
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Excess (Deficiency) of Revenues Over Expenditures and Other Sources (Uses)	<u>\$ 18,000</u>	<u>\$ 32,157</u>	<u>\$ 20,000</u>	<u>\$ 41,394</u>	<u>\$ 50,000</u>
Fund Balances at Beginning of Year	<u>\$ 4,095,226</u>	<u>\$ 4,095,226</u>	<u>\$ 4,127,383</u>	<u>\$ 4,127,383</u>	<u>\$ 4,168,777</u>
Fund Balances	<u>\$ 4,113,226</u>	<u>\$ 4,127,383</u>	<u>\$ 4,147,383</u>	<u>\$ 4,168,777</u>	<u>\$ 4,218,777</u>

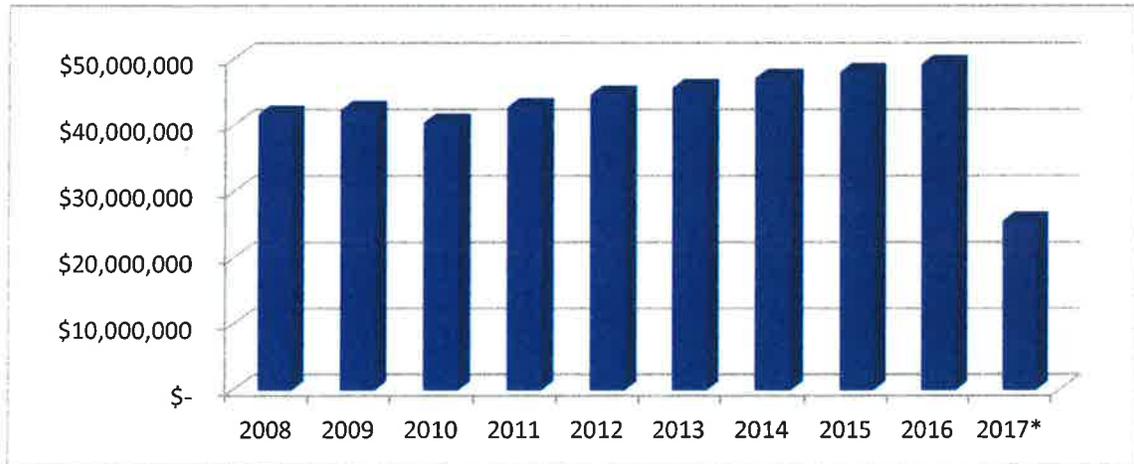
# STATISTICAL SECTION

- FY2017 Audited and FY2018 Budget information is reported on an accrual basis.
- Actual information as of April 30, 2018 is reported on a cash basis.

**WAUBONSEE COMMUNITY COLLEGE  
Community College District 516**

**Property Tax Receipts - All Funds**

<u>Levy Year</u>	<u>Tax Extended</u>	<u>Tax Collected</u>	<u>Percentage of Levy</u>
2008	\$ 41,661,664	\$ 41,468,566	99.54%
2009	42,195,094	42,142,596	99.88%
2010	40,287,362	40,212,126	99.81%
2011	42,684,389	42,565,010	99.72%
2012	44,623,553	44,421,621	99.55%
2013	45,557,395	45,441,126	99.74%
2014	47,192,704	46,949,715	99.49%
2015	48,007,526	47,829,030	99.63%
2016	49,157,648	49,030,202	99.74%
2017*	50,921,506	25,431,638	49.94%

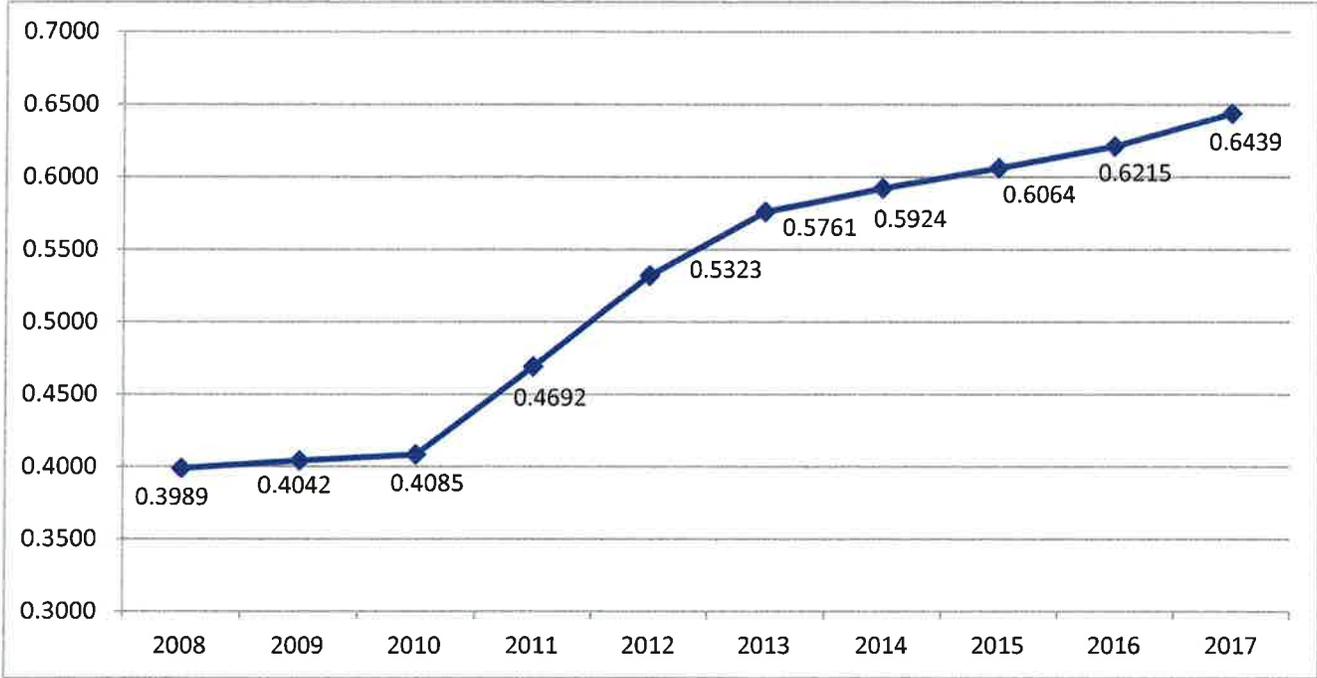


\* - The 2017 property tax extension is collected from May through October 2018

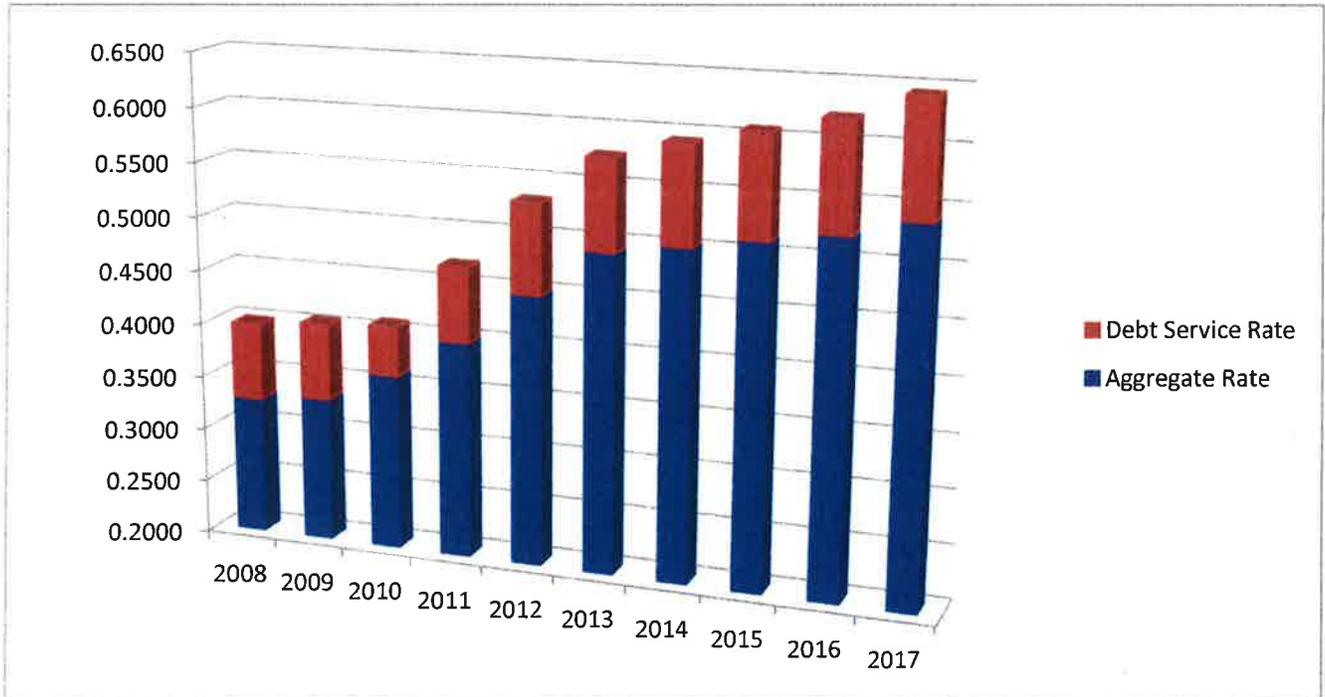
**WAUBONSEE COMMUNITY COLLEGE  
Community College District 516**

**HISTORICAL TAX RATE INFORMATION BY LEVY YEAR**

**TOTAL TAX RATE**



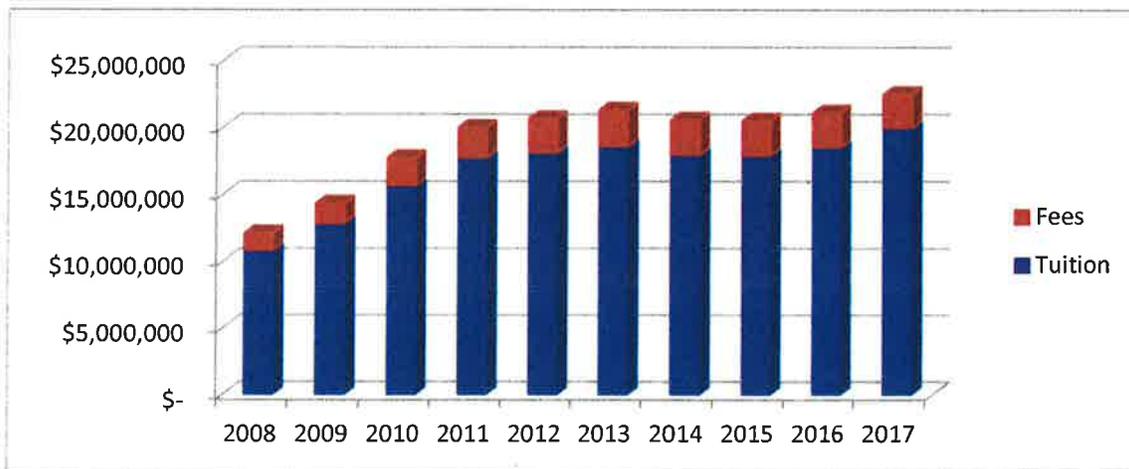
**BREAKDOWN OF TAX RATE**



**WAUBONSEE COMMUNITY COLLEGE  
Community College District 516**

**Tuition and Fees Revenue**

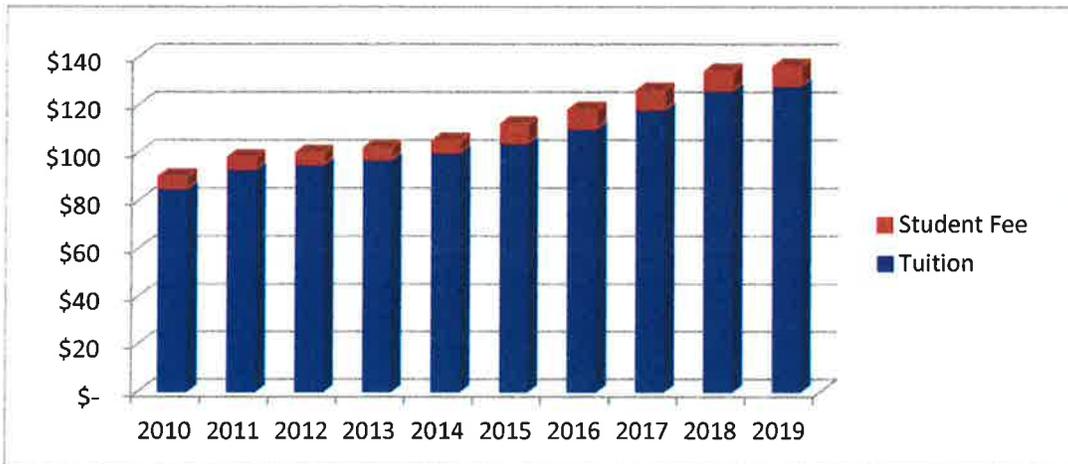
<b>Fiscal Year</b>	<b>Tuition</b>	<b>Fees</b>	<b>Total</b>
2008	\$ 10,813,126	\$ 1,299,188	\$ 12,112,314
2009	12,814,441	1,520,940	14,335,381
2010	15,668,362	2,077,823	17,746,185
2011	17,719,529	2,266,699	19,986,228
2012	18,121,906	2,543,959	20,665,865
2013	18,591,115	2,704,500	21,295,615
2014	17,967,685	2,609,942	20,577,627
2015	17,901,277	2,594,522	20,495,799
2016	18,526,455	2,576,902	21,103,357
2017	19,965,827	2,520,780	22,486,607



**WAUBONSEE COMMUNITY COLLEGE**  
**Community College District 516**

**TUITION AND STUDENT FEE RATE PER CREDIT HOUR**

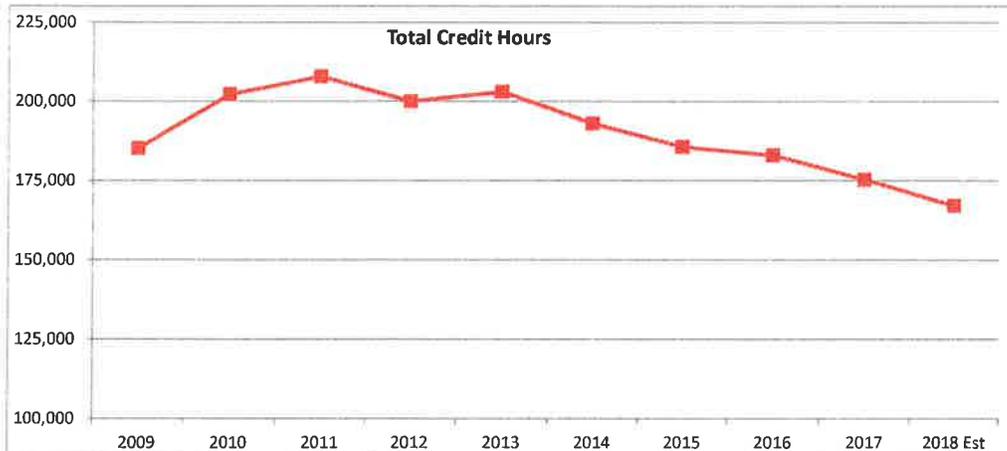
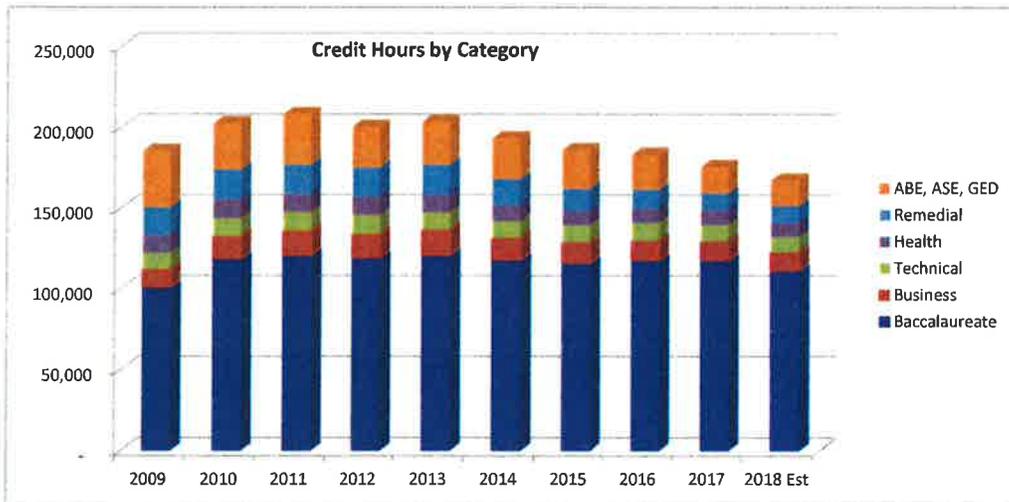
<u>Fiscal Year</u>	<u>Tuition</u>	<u>Student Fee</u>	<u>Total</u>
2010	\$ 85.00	\$ 5.00	\$ 90.00
2011	93.00	5.00	98.00
2012	95.00	5.00	100.00
2013	97.00	5.00	102.00
2014	100.00	5.00	105.00
2015	104.00	8.00	112.00
2016	110.00	8.00	118.00
2017	118.00	8.00	126.00
2018	126.00	8.00	134.00
2019	128.00	8.00	136.00



**WAUBONSEE COMMUNITY COLLEGE**  
**Community College District 516**

**CREDIT HOUR DATA**

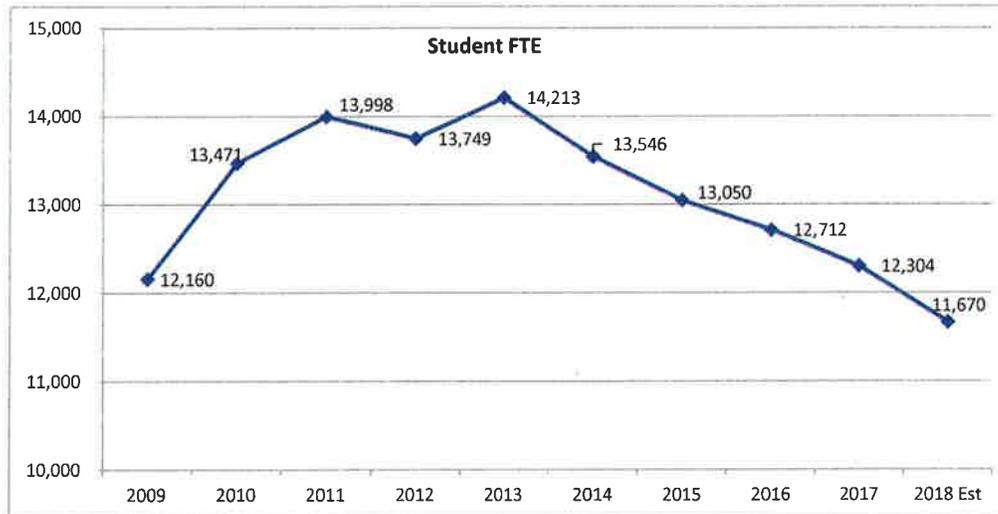
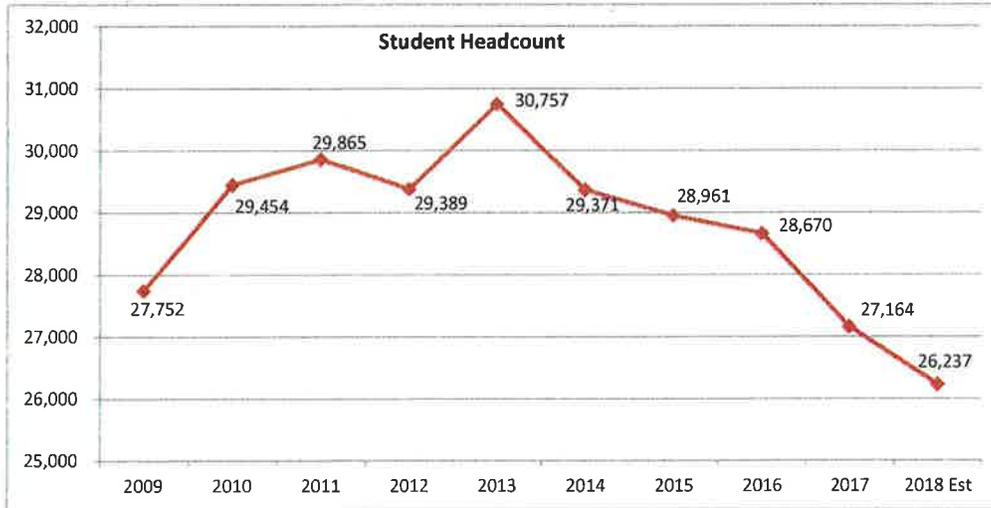
Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018 Est
<b>Credit Hours Generated</b>										
Baccalaureate	100,793	118,513	120,340	118,997	120,415	117,666	115,739	117,477	117,458	111,117
Business	10,927	13,628	15,319	14,478	15,759	13,525	12,698	12,055	11,699	11,269
Technical	10,222	11,160	11,477	11,820	10,770	10,519	10,760	11,150	10,218	9,800
Health	11,285	12,053	11,752	11,826	11,581	10,099	8,952	8,995	9,153	8,736
Remedial	16,932	18,071	17,676	17,662	18,028	15,846	13,504	11,509	10,401	10,327
ABE, ASE, GED	35,142	28,907	31,393	25,351	26,615	25,472	24,161	21,937	16,501	15,934
<b>Total</b>	<b>185,301</b>	<b>202,332</b>	<b>207,957</b>	<b>200,134</b>	<b>203,168</b>	<b>193,127</b>	<b>185,814</b>	<b>183,123</b>	<b>175,430</b>	<b>167,183</b>



**WAUBONSEE COMMUNITY COLLEGE**  
**Community College District 516**

**STUDENT ENROLLMENT DATA - 10TH DAY**

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Student Headcount	27,752	29,454	29,865	29,389	30,757	29,371	28,961	28,670	27,164	26,237
Student FTE	12,160	13,471	13,998	13,749	14,213	13,546	13,050	12,712	12,304	11,670



**WAUBONSEE COMMUNITY COLLEGE**  
**Community College District 516**

**FIVE-YEAR FORECAST**

	FY2019	FY2020	FY2021	FY2022	FY2023
<b>Revenues</b>					
Property Taxes	\$ 41,864,075	\$ 42,910,677	\$ 43,983,443	\$ 45,083,029	\$ 46,210,105
Tuition and Fees	23,425,400	23,746,500	24,067,600	24,603,837	25,148,679
State Base Operating Grant	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Other Revenue	3,156,100	3,159,810	3,178,007	3,196,387	3,229,690
<b>Total Revenues</b>	<b>\$ 73,445,575</b>	<b>\$ 74,816,987</b>	<b>\$ 76,229,050</b>	<b>\$ 77,883,253</b>	<b>\$ 79,588,474</b>
<b>Expenditures</b>					
Salaries	\$ 38,490,799	\$ 39,645,523	\$ 40,834,889	\$ 42,059,936	\$ 43,321,734
Benefits	7,284,627	7,648,858	8,031,301	8,432,866	8,854,509
Contractual Services	6,420,984	6,420,984	6,420,984	6,420,984	6,420,984
Materials and Supplies	7,410,031	7,410,031	7,410,031	7,410,031	7,410,031
Conferences and Meetings	1,405,230	1,405,230	1,405,230	1,405,230	1,405,230
Fixed Charges	232,805	235,133	237,484	239,859	242,258
Utilities	2,375,644	2,446,913	2,520,320	2,595,930	2,673,808
Capital Outlay	1,000,000	700,000	700,000	700,000	700,000
Waivers and Institutional Scholarships	949,158	958,650	968,237	977,919	987,698
Other Expenses	578,303	584,086	589,927	595,826	601,784
<b>Subtotal Expenses</b>	<b>\$ 66,147,581</b>	<b>\$ 67,455,408</b>	<b>\$ 69,118,403</b>	<b>\$ 70,838,581</b>	<b>\$ 72,618,036</b>
<b>Transfers</b>					
Grant Transfers	\$ 350,000	\$ 430,000	\$ 200,000	\$ 200,000	\$ 200,000
Transfer to O&M Restricted	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000
Liability, Protection, Settlement Fund	850,000	900,000	950,000	1,000,000	1,050,000
<b>Subtotal Transfers</b>	<b>\$ 6,700,000</b>	<b>\$ 6,830,000</b>	<b>\$ 6,650,000</b>	<b>\$ 6,700,000</b>	<b>\$ 6,750,000</b>
<b>Total Expenditures</b>	<b>\$ 72,847,581</b>	<b>\$ 74,285,408</b>	<b>\$ 75,768,403</b>	<b>\$ 77,538,581</b>	<b>\$ 79,368,036</b>
<b>Revenues Over (Under) Expenditures</b>	<b>\$ 597,994</b>	<b>\$ 531,579</b>	<b>\$ 460,647</b>	<b>\$ 344,672</b>	<b>\$ 220,438</b>
<b>Beginning Fund Balance</b>	<b>\$ 28,118,019</b>	<b>\$ 28,716,013</b>	<b>\$ 29,247,592</b>	<b>\$ 29,708,239</b>	<b>\$ 30,052,911</b>
<b>Ending Fund Balance</b>	<b>\$ 28,716,013</b>	<b>\$ 29,247,592</b>	<b>\$ 29,708,239</b>	<b>\$ 30,052,911</b>	<b>\$ 30,273,349</b>

## **ADDITIONAL INFORMATION**

- FY2017 Audited and FY2018 Budget information is reported on an accrual basis.
- Actual information as of April 30, 2018 is reported on a cash basis.



**Resolution No. 19-01  
FY2019 Budget**

The Board of Trustees of Waubonsee Community College, District 516, formally adopted the FY2019 budget with the following resolution:

WHEREAS, the Community College Board of Waubonsee Community College District 516, Counties of Kane, Kendall, DeKalb, LaSalle, and Will, State of Illinois, caused to be prepared in tentative form a budget, and the Secretary of this Board has made the same conveniently available to public inspection for at least thirty days prior to final action, thereon; and

WHEREAS, a public hearing was held as to such budget on the 22nd day of August, 2018, notice of said hearing was given at least thirty days prior thereto as required by law, and all other legal requirements have been complied with;

NOW THEREFORE BE IT RESOLVED by the Community College Board of said district as follows:

Section 1: That the fiscal year of the Community College District be and the same hereby fixed and declared to be beginning July 1, 2018 and ending June 30, 2019.

Section 2: That the following budget contains an estimate of revenue, expenditures, and fund balance amounts available in each fund. The same is hereby adopted as the budget of this Community College District for said fiscal year.

A copy of the adopted budget is attached.

ATTEST: *Jimmy Delgado*  
Secretary  
Board of Trustees

*Rebecca D. Olive*  
Chair  
Board of Trustees

Dated: August 22, 2018