

# WAUBONSEE COMMUNITY COLLEGE **Annual Budget**

For the  
Fiscal Year  
July 1, 2019 -  
June 30, 2020



*District 516  
Sugar Grove, Illinois*





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, 2018

*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**

- FY2018 Audited and FY2019 Budget information is reported on an accrual basis.
- Actual information as of April 30, 2019 is reported on a cash basis.

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. Subsequently, enrollments have declined to approximately FY2008 levels in FY2018. FY2019 has reflected another decline as well. The other two key funding sources (property taxes and state funding) continue to reflect limited growth. The following factors were primary considerations in developing the FY2020 budget.

**State Fiscal Situation and College Funding**

The State has passed a FY2020 budget that included many new initiatives to raise revenue. The FY2020 budget passed by the State included a 9% increase in community college funding allocations and capital funding for higher education. If received by the college, this will be a positive step.

With the State's budget impasse in FY2016 and FY2017, the backlog of unpaid bills, and the unfunded pension liability, it continues to be prudent for the College to not rely on state funding to support operating expenses. The College has continued a conservative approach regarding reliance on state funding.

Discussions at the State level have included transferring all or part of the liability for funding the State Universities Retirement System (SURS) from the State to the community colleges. The SURS 6% rule, which essentially charges community colleges for the present value of retirement earnings that result from an increase of greater than 6 % in the last four years of earnings used to calculate a retiree's pension annuity, is back in place effective July 1, 2019. This is after the FY2019 State budget passed in 2018 changed the percent the community college would be liable for from 6% to 3%. 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. At June 30, 2018, the College recorded a \$32 million liability for its proportionate share of the CIP unfunded liability. The College will continue to face a liability of approximately \$3 million each year if the underfunding

for CIP does not change.

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. Responsible budget planning for FY2020 (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 FY2020 budget does include utilizing State funding for approximately \$832,000 in one-time expenditures related to the equipping of the Plano Campus.

### **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). A change in the tax law limits the college's property tax levy growth to the previous years' Consumer Price Index (CPI) growth plus the ability to levy for new construction. The FY2020 budget was prepared with an overall 3.45% increase in property taxes. The growth is conservative and slightly higher than the 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 2017 CPI applied to the 2018 tax levy was 2.1% and the 2018 CPI to be applied to the 2019 tax levy is 1.9%.

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 52% 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 had reflected positive results for several years, however, this was due to enrollment and approved tuition and fee rate increases which offset declining enrollments in recent years. With the FY2019 tuition and fees revenue projected to come in under budget, the FY2020 budget includes tuition and fee revenue at a 6.7% decrease from the FY2019 budget. An increase in the tuition rate of \$2 per credit hour was approved by the board of trustees to become effective in FY2020. The new total tuition and mandatory fee rate for FY2020 is \$138 per credit hour. The FY2020 budget is based on estimated FY2019 enrollment levels and the approved tuition increase.

The College has experienced expenditure growth the last several years as new buildings and campuses have been opened and additional faculty and staff have been added to teach, provide student services, and operate the facilities. The College expenditure level for the FY2020 operations is fairly level with the FY2019 budget. The College has been able to transfer funds to the Operations and Maintenance, Restricted Fund to allow for



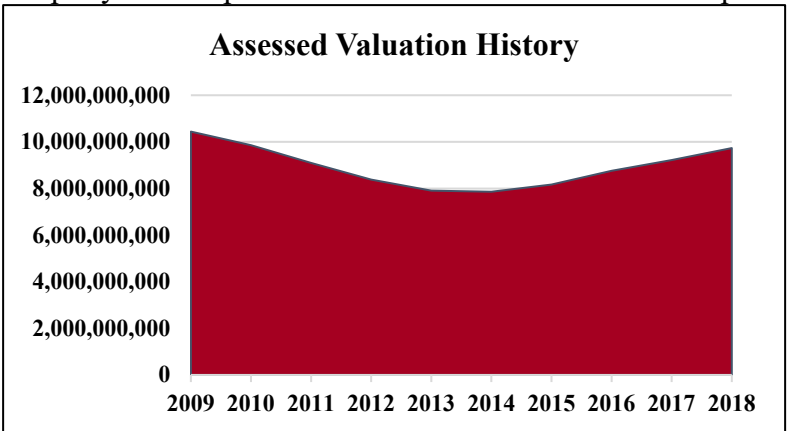
classroom renovations projects which included the major renovation in 2016 to repurpose the College’s Aurora Fox Valley Campus to house programs in the health care fields. A Community Needs Assessment has recently been performed and was used to inform a Facilities Renovation and Space Utilization Study 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 many assumptions. Each fiscal year the college recognizes 50% of two levy years. For example, FY2020 property tax revenue is comprised of 50% of the 2018 tax levy and 50% of the 2019 tax levy. The 2018 tax levy was filed with the five counties of the College district in December 2018. The final tax extensions were received from the counties by April 2019. The 2019 tax levy will be approved by the board of trustees and presented to the counties in December 2019. 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 FY2020 budget was prepared, the 2018 tax extension was known. However, as noted above, the 2019 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 2018 property tax extension was 2.1% as compared to 2.1% for 2017 and 0.7% for 2016. Property taxes represent 59.7% of the revenue for the Operating Funds and 53.5% of total



revenues for the College. Because there is a continued demand for specialized services, increased regulation resulting in needs for staffing, and a strong demand for state-of-the-art facilities and equipment, the board of trustees approved requesting an increase of 3.5% for the



2018 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 3.45% increase for the FY2020 budget.

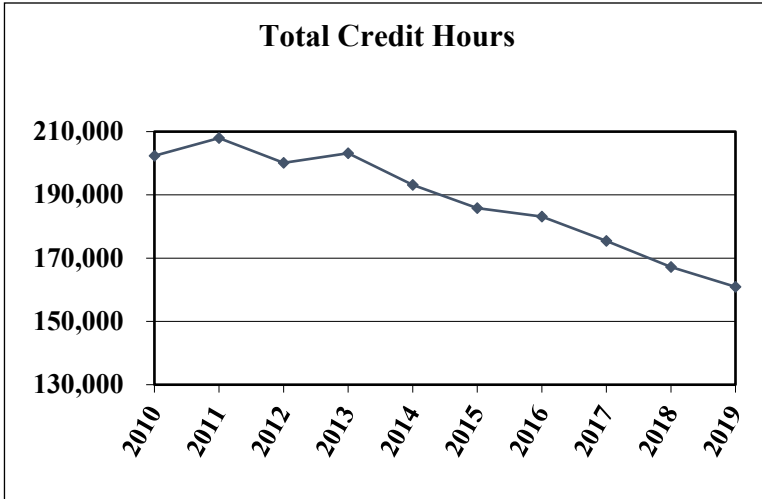
After declines in EAV from 2009 to 2014, the College has experienced slight increases in EAVs. The College estimates a slight increase in EAV for the 2019 levy based on current economic conditions. The new construction being added to EAV is expected to continue to be steady as 2018 reflected new growth of \$97,786,811 or 1.06% which is similar to the 2017 new growth of \$81,177,284 or 0.93%. 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 after discussion at a prior board meeting and included in 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 FY2020 the College initiatives include finalizing the redesign of the college's internal intranet (mywcc), renovating the Plano Campus as part of the Facilities Renovation and Space Utilization Project, strengthening and expanding the technological infrastructure which includes a conversion to Office 365, creating a customer relationship management database, upgrading the learning management system, continued development of new academic degrees and certificates, and continuing to implement initiatives derived through the employee engagement survey.

Predicting student enrollment is the challenge to predicting tuition and fees revenue.



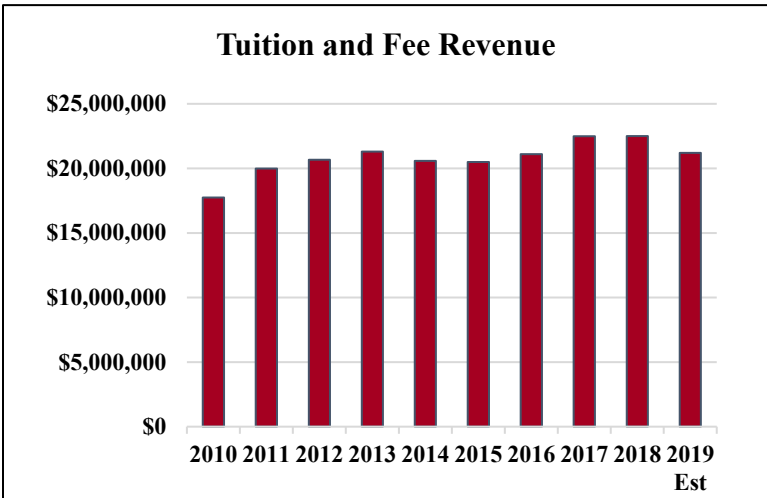
Student enrollment had climbed and hit record highs in fiscal year 2011 with the college experiencing declines in enrollment since 2014. Total credit hours for the last 10 years are reflected in the adjacent graph. Decreases in total credit hours since 2012 have been attributable to both credit enrollment and a decrease in enrollment in the Adult

Education Department which is directly affected by the availability of grant funds and grant guidelines. As noted previously, 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.

There was a decrease in credit hours realized from FY2015 to FY2019. Based on enrollments in spring 2019, the College has projected a 6.7% decline tuition and fee revenue for the FY2020 budget.

Tuition and fees revenue represents 29.0% of the operating budget of the College for FY2020. In January 2019, the board of trustees approved a \$2.00 increase in tuition for FY2020 and continued to endorse a tuition pricing philosophy which focuses on competitive rates which provide sufficient funds to meet student expectations for services. Taking into consideration the tuition increase and that FY2019 tuition and fee revenue is projected to be under budget, the FY2020 budget represents a decrease in total tuition and fee revenue. 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 FY2020 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 FY2020 budget including an overall 9% increase in funding for higher education. However, because the State is experiencing financial difficulties, funding remains unpredictable. 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 exception to this practice is when the College slates the State funding for non-recurring expenditures which was done in FY2016. The FY2017 through FY2019 budgets continued with no reliance on State revenues to support salaries, benefits and general operations. State funding will be utilized for one-time expenditures beginning in FY2020 as the College begins implementation of the Facilities Renovation and Space Utilization study completed in FY2019. While there is a FY2020 State budget, the College remains conservative and 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 waived for the senior at the College's cost. Funding for military-related programs has not been fully funded by the State since FY2013. The State's FY2020 budget included minimal funding for military-related programs and even with the FY2020 allocations for these programs, the College has estimated write-offs of approximately \$300,000 for the programs each year.

## **EXPENDITURES**

### **Salaries and Benefits**

Salaries and benefits represent approximately 61.1% of the operating budget of the College. Salaries for faculty, both full-time and adjunct, are driven by set contractual

parameters. The current collective bargaining with full-time faculty expires on June 30, 2019. The college is currently in negotiations with the full-time faculty for FY2020 and beyond and proposed salary increases for the FY2020 salary reopener for the Credit bargaining unit is in process. The Adult Education faculty bargaining unit salary increase was approved in June 2019. 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, reallocations, and enrollment levels resulted in an overall FY2020 increase of 0.7% in the salary budget and a 1.5% increase in salaries and benefits combined. The College has utilized an offset to the salary budget for unfilled positions and other salary savings since FY2017 which continues to be incorporated into the FY2020 budget. With historical and employment trends, the reserve was increased from 3.0% to 3.5% for FY2020.

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 claims, the College estimates an increase in total employee benefits of 6.4% 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 program 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 57 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 and estimates a \$1.2 million liability as of June 30, 2019.

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 FY2020 budget, the State has passed legislation to continue to charge institutions for increases in a retiree's compensation in excess of 6% that impact a retiree's calculated pension benefits.

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 reflected a liability in excess of \$30 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 FY2020 budget was prepared with a transfer of \$1 million to the Retiree Insurance and Retirement fund. It is worth noting that the College had fully reserved for the full \$30 million as of June 30, 2018 for 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 FY2020, emphasis for College staffing included positions to continue to support the 2018 reinvention of the College and the new counseling and advising model. 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 2020 projected levels.

<b>Employee Classification</b>	<b>2018</b>	<b>2019</b>	<b>Projected 2020</b>
<u>Teaching Faculty</u>			
Full-time	106	102	110
Part-time	368	332	335
<b>Total</b>	<b>474</b>	<b>434</b>	<b>445</b>
<u>Academic Support Staff</u>			
Full-time	10	9	9
Part-time	16	15	16
<b>Total</b>	<b>26</b>	<b>24</b>	<b>25</b>
<u>Administrative Staff</u>			
Full-time	42	38	40
Part-time	-	-	-
<b>Total</b>	<b>42</b>	<b>38</b>	<b>40</b>
<u>Supervisory Staff</u>			
Full-time	51	48	50
Part-time	-	-	-
<b>Total</b>	<b>51</b>	<b>48</b>	<b>50</b>

<b>Employee Classification</b>	<b>2018</b>	<b>2019</b>	<b>Projected 2020</b>
<u>Professional/Technical Staff</u>			
Full-time	115	115	121
Part-time	145	131	149
<b>Total</b>	<b>260</b>	<b>246</b>	<b>270</b>
<u>Clerical Staff</u>			
Full-time	82	77	82
Part-time	101	88	92
<b>Total</b>	<b>183</b>	<b>165</b>	<b>174</b>
<u>Custodial/Maintenance Staff</u>			
Full-time	27	29	30
Part-time	65	55	56
<b>Total</b>	<b>92</b>	<b>84</b>	<b>86</b>
<u>Other Staff</u>			
Full-time	6	6	7
Part-time	10	11	13
<b>Total</b>	<b>16</b>	<b>17</b>	<b>20</b>
<u>Total Employees</u>			
Full-time	439	424	449
Part-time	705	632	661
<b>Total</b>	<b>1144</b>	<b>1056</b>	<b>1110</b>

### **Capital Projects**

The primary funding source for capital projects comes from reserves of more than \$50 million in the Operations and Maintenance, Restricted Fund. As noted above, the FY2020 State budget included capital funding for community colleges. The college is slated to receive \$12.7 for a CTE building and approximately \$340,000 toward the exterior updates for the Aurora Fox Valley Campus listed below. The primary focus in FY2020 for capital projects is planning and implementation of the Facilities Renovation and Space Utilization (FRSU) Project completed in FY2019. There were 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. A Community Needs Assessment was also performed during the FRSU Project which was used to inform the project. The board of trustees endorsed conceptual recommendations of the FRSU at a February 2019 meeting. The recommendations included work at the Aurora Downtown Campus, the Plano Campus, a new Career and Technical Education (CTE) building; and several renovations at the Sugar Grove Campus. The endorsement of the board of trustees allowed for the engagement of architects and the necessary programmatic work to develop cost estimates. Priority projects include the Plano Campus and the feasibility location planning for the new CTE building.

The following table reflects \$7.1 million of the \$8.1 million in major capital projects included in the FY2020 Operations and Maintenance, Restricted Fund budget.

<b>Projects Funded by Operations and Maintenance, Restricted Fund</b>	<b>Amount</b>
● Plano Campus Renovation	\$ 4,000,000
● CTE Building Site Preparation	2,000,000
● Aurora Fox Valley Campus Exterior Updates	450,000
● Facade Repairs at Sugar Grove Campus	250,000
● Field House and Erickson Updates	200,000
● Improvements in Mass Notification Systems	200,000

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. In FY2017, the remodel of the Aurora Fox Valley Campus was completed and became the primary home to the college’s health care programs featuring state-of-the art technology and equipment to provide for hands-on learning.

As noted above, the College recently completed a comprehensive Facilities Renovation and Space Utilization Project. The project focused on optimizing space utilization by college staff and students as well as prioritization of college renovation needs that have been or will be identified. The Community Needs Assessment completed in 2018 led to the Plano Campus being rebranded as the College’s new Innovation and Design Center. The project is currently in the design stage and will house a new Cybersecurity program as well as Automation Technology, Computer-Aided Design and Drafting (CADD), and Welding programs.

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 FY2020 State budget passed included funding for higher education capital projects. The College is slated for approximately \$12.7 million in capital funding for the new CTE building, however, the funding for the renovation of facilities comes from funds already set aside in the College’s Operation and Maintenance, Restricted Fund. The FY2020 budget includes the \$4.4 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 FY2020 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 Strategic Plan to ensure the College has the infrastructure to implement the various Strategic Plan initiatives.

Below is a list of information technology projects and academic enhancements included in the FY2020 budget at approximately \$3.8 million.

<b><u>Project</u></b>	<b><u>Initiative</u></b>	<b><u>Amount</u></b>
Computer Replacements	Replace technology that has reached its end of life cycle	\$ 954,000
Plano Campus Academic Program Expansion and Equipment	Equipment to support the academic programs at the Plano Campus	832,000
Technology Infrastructure Upgrades and Replacements	Upgrades to technology infrastructure and data storage	585,000
College Portal	Continue implementation of the new portal solution (mywcc)	450,000
Customer Relationship Management System	Database to centralize and manage college contacts for enrollment	320,000
Noncredit Registration System	Registration platform to support noncredit programs	270,000
Learning Management System	Review and upgrade or replacement of online learning management system	250,000
Office 365 Migration	Migration of GroupWise to Office 365	170,000

**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 2020**

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**Revenue Assumptions**

Tuition increased by \$2 per credit hour to \$130 per credit hour. The mandatory student fee per credit hour is \$8 per credit hour for a total of \$138 per credit hour. Taking into consideration the increase in the tuition rate per credit hour, the College experiencing declines in FY2019 enrollment, and the FY2019 tuition and fee revenues projected to be under budget, tuition and fee revenue is budgeted with a 6.7% decrease in the FY2020 budget.

The 2018 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 3% increase in property tax revenue.

State funding for FY2020 is budgeted at FY2019 levels. The State passed a FY2020 budget with an overall increase in funding to higher education of approximately 9%, however, the State appropriation by college is not known at this time. Additionally, the State passed a capital funding bill which allocates \$12.7 million to the College for the CTE Center. This funding is not reflected in the FY2020 budget as the timing of the appropriation is not known at this time.

**Expenditure Assumptions**

The budgeted increase in salary and benefits is approximately 1.5% after estimated salary and benefit increases, 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 at an estimated level. Negotiations are not final as of the date of this document. The credit adjunct faculty are paid \$900 per load hour and the adult education adjunct faculty are paid \$47 per clock hour. The budgeted expenditure for adjunct faculty is a decrease of 11.7% and is consistent with FY2020 projections and in line with anticipated needs based on credit hours.

Administrative and support staff salaries were budgeted at an overall increase of 0.7%. Employee benefits are budgeted at an increase of 6.4%.

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 remain fairly flat as FY2019 is expected to come in on budget.

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 February 2019 included an assumption that property tax revenue will increase by 3.0% 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 FY2020 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 arts, education, engineering and other pre-professional fields designed to prepare students for transfer to baccalaureate degree granting institutions.

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

Training includes courses, programs and contract training designed to meet the workplace needs of both individuals and organizations with an emphasis on skill building and improved productivity.

***Pre-College Programs:*** 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), General Education Diploma (GED), Adult Basic Education (ABE) and English Language Acquisition (ELA)/English as a Second Language (ESL).

***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 holistic development of all students including counseling, advising, transfer planning, admissions, registration and records, assessment, financial aid, scholarships, career development, student life programming, intercollegiate athletics and assistance for students with disabilities.

## **Our Program Support**

***Instructional and Academic Support:*** Services designed to facilitate and provide support to the instructional process, including new programs; alternative delivery systems such as online courses; tutoring; the use of instructional technology; the libraries; and learning laboratories.

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

***Community Support:*** Service to communities and organizations may be provided by the college to meet local needs. These combined efforts may include collaborations and partnership activities which 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 452,958 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 310,000 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 was approved for a reinvention in late 2018 as Waubonsee's Innovation and Design Center. This new focus will include the expansion of our Welding program, re-designed space to provide maximum flexibility for additional programming and training in related areas such as Production Technology and Computer Aided Design and Drafting (CADD), as well as the development of a Cybersecurity program set to launch in fall 2020.

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 Language Acquisition curriculum opens doors to personal achievement for those who need to strengthen their educational foundation. The College's Adult Education Department served 1,776 individual students during FY2019 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 FY2019, 211 different online credit courses were offered.

Student enrollment and headcount of credit students during FY2019 experienced a slight decrease with more than 17,500 students enrolled in over 143,000 credit hours. The number of full-time students attending the College averages approximately 31% of total enrollment each semester. The average age of students enrolled in credit classes is 24 and the average age of a noncredit student is 45. In 2019, 1,893 degrees and certificates were awarded and the college has conferred a total of 25,767 degrees since the first commencement ceremony in 1968.

Although there have been small decreases over the past several years, the percentage of minority students enrolled in credit courses is growing overall. In the past 10 years, the minority percentage enrolled at Waubonsee has increased from 32% to 45% - a change reflective of the changing demographics of the college district.

From 2010 to 2018 the population in the five counties in Waubonsee Community College's district increased by 41,206. Since 2010, Kendall County experienced an 11.4% population growth and Kane County experienced a 3.7% increase in population, compared to a 6% estimated growth rate across the U.S. 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)**

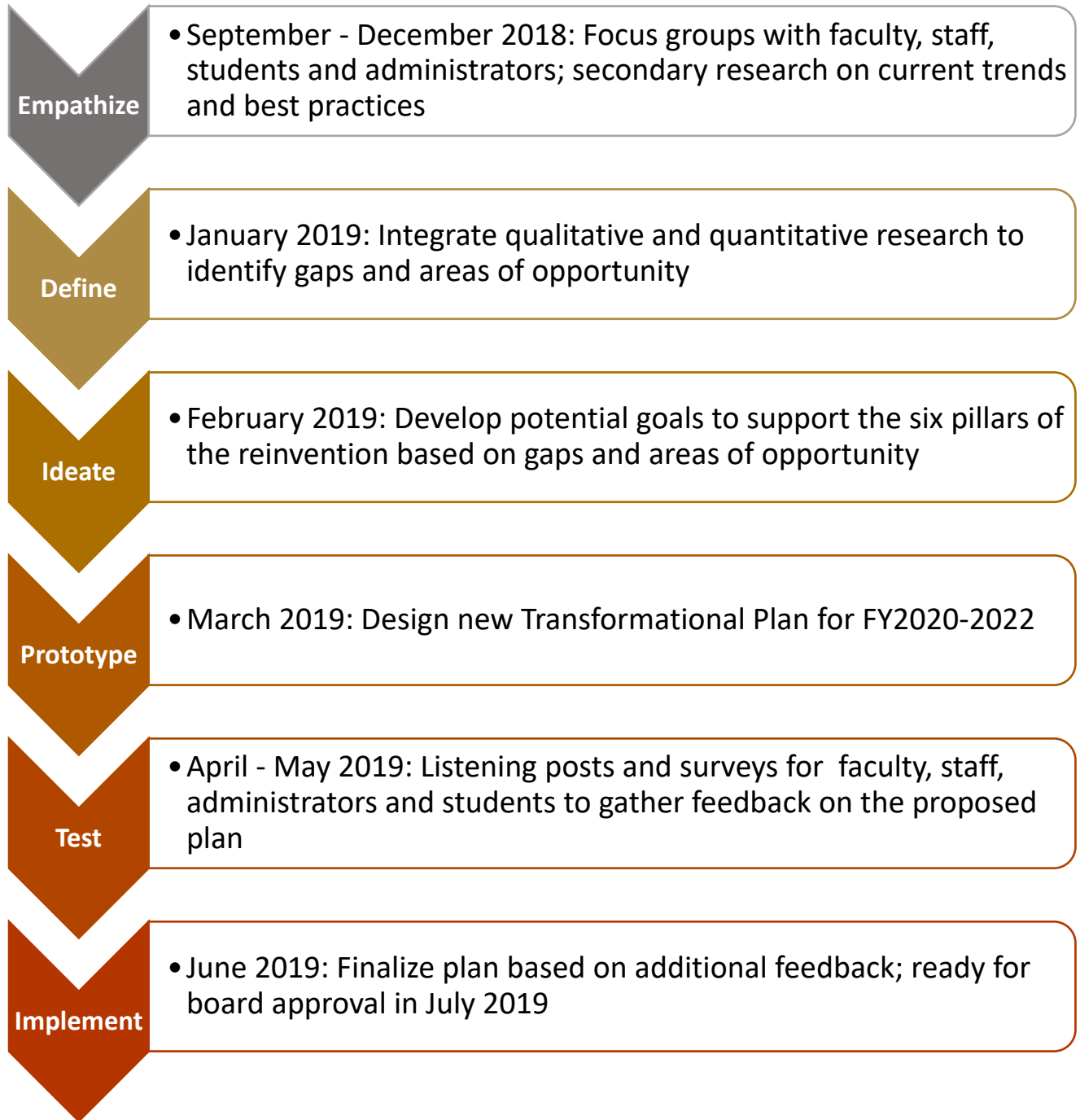
The five goals of our Transformational Plan: Prepare Learners, Provide Access, Design Opportunities, Strengthen Connections and Expand Knowledge, speak to our mission, which centers on providing education and training and that education is the cornerstone of a literate, democratic society. As we transform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

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 top choice for learning in our community 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.

With the reinvention drivers outlined, each Vice President worked with their administrative team to develop a list of institutional priorities that supported that work. Each department used those priority lists to develop their FY2019 goals and associated strategies. We then looked ahead to ensure that the reinvention drivers, and the successes of the Transformational Plan, would be reflected in the next iteration of our strategic plan. We want to continue to meet the needs of our community and our students by institutionalizing the processes and procedures developed during the Transformational Plan, while looking forward and defining a vision for the college over the next three years. The results from the current Transformational Plan provided a starting point for the development of the college's next three-year plan which will guide us from FY2020 through FY2022.

## STRATEGIC PLAN (FY2020 – FY2022)

With the Transformational Plan ending in June 2019, the college convened a Strategic Planning Team to review research and evidence and gather feedback from the college community to support the development of a new three-year strategic plan. The timeline for the development process is outlined in the following graphic:



The new strategic plan for FY2020 – FY2022 highlights Waubonsee’s goal to be the top choice for learning in our community. The plan is focused on three pillars – student equity and success, community connections, and employee and organizational excellence.

## Student Equity and Success

*Waubonsee partners with all students to ensure their success, providing equity for our diverse and historically underserved students, developing broad, integrative, specialized, and applied knowledge and meeting their academic, professional, and personal goals.*

- With student feedback, we will modify our processes while proactively advising students to timely completion of their goals.
- We will promote student equity and provide quality learning experiences and personal growth for all students.
- We will continue developing a community of respect and inclusion, providing a safe, healthy, and adaptive environment for all students to take charge of their futures.

## Community Connections

*Waubonsee partners with our community members and alumni to promote cultural and economic development, civic partnerships, and lifetime educational opportunities.*

- We will create and sustain relationships with employers by being responsive to the skill needs of an ever-changing labor market.
- We will strengthen a college-going culture within our educational partnerships to ensure seamless transitions and personalized options for all learners.
- We will design and deliver community responsive programming to support a lifetime of learning.

## Employee and Organizational Excellence

*Waubonsee values and respects all employees, promoting organizational excellence by upholding the highest standards set by our accrediting bodies, careful stewardship of our resources, and meaningful work defined by the successful fulfillment of our mission.*

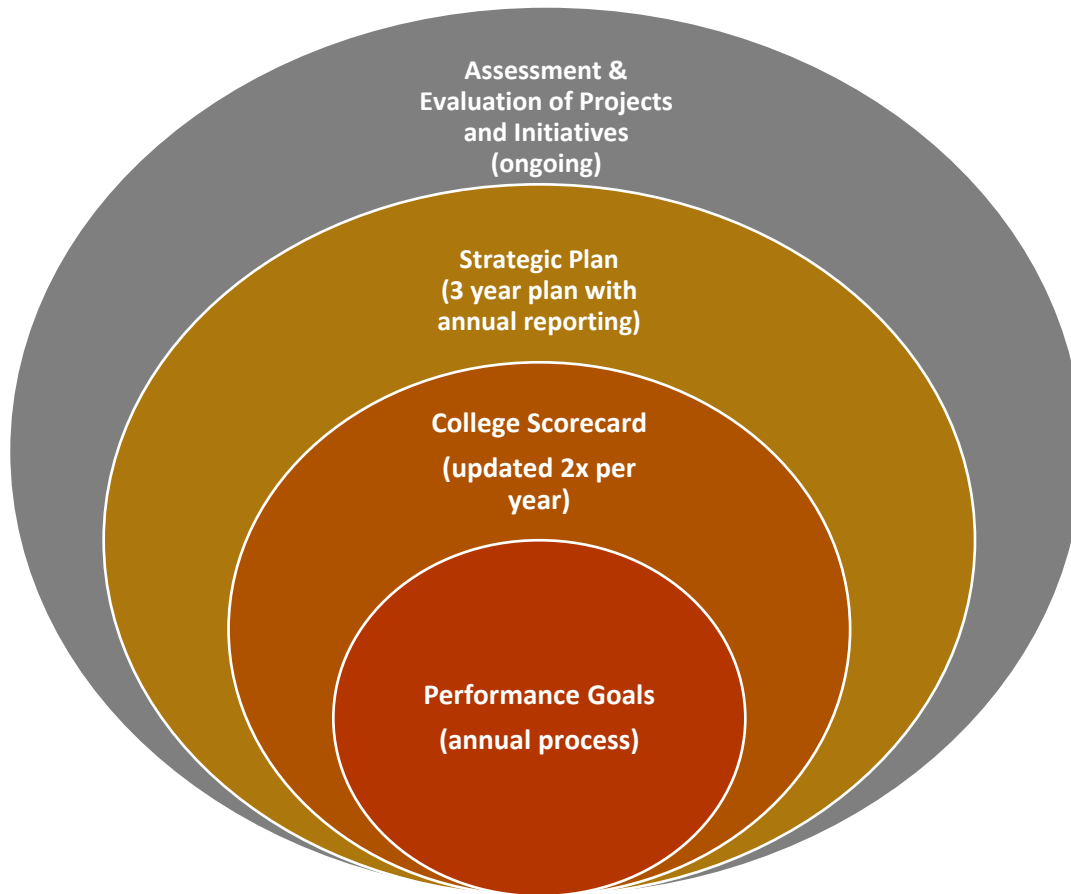
- We will implement a talent management program to recruit, hire, retain and develop highly-qualified and diverse employees and we will continue advancing excellent professional development for all.
- We will practice meaningful communication strategies to promote transparency and effectiveness.
- We will continually assess our processes, improving and innovating, to ensure stewardship of time and resources.

## **FY2020 ADDITIONAL INSTITUTIONAL PRIORITIES**

As Waubonsee 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 FY2020. The central goal for any institution is to maintain its accreditation, which is represented at the top of the institutional planning pyramid. Waubonsee's Strategic 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. Institutional priorities are defined annually which include projects and initiatives necessary to meet the goals of the strategic plan. Employees have annual performance goals that connect their individual goals to the three pillars of the strategic plan. Professional development opportunities help develop skills and competencies for employees to meet the terms of their annual performance plan.



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 Strategic Plan and the associated metrics tracked on the College Scorecard are part of an intentional strategic planning process that includes annual goal setting, and the bi-annual review and evaluation of the College Scorecard.



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. With the development of a new strategic plan, the targets for each metric on the College Scorecard were also updated with new targets for FY2022. Waubonsee’s scorecard can be found at on the Institutional Reports webpage (<https://www.waubonsee.edu/about-waubonsee/why-waubonsee/glance/institutional-reports>).

### **ALIGNING BUDGETING AND STRATEGY**

For the FY2020 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 new strategic plan. During the budget and planning process, each college department was asked to identify budget requests or proposed projects for FY2020 that were aligned with the Transformational Plan, the six drivers of the Reinvention, and institutional priorities identified in fall 2018. In addition, each unit documented their resource needs, which included not only new personnel and financial resources, but also support from institutional support departments – e.g., Information Technology, Institutional Effectiveness, Campus Safety and Operations, and Marketing and Communications.

To further integrate the budgeting and planning processes, for FY2020 each department was asked to align any budget requests with one of the following options:

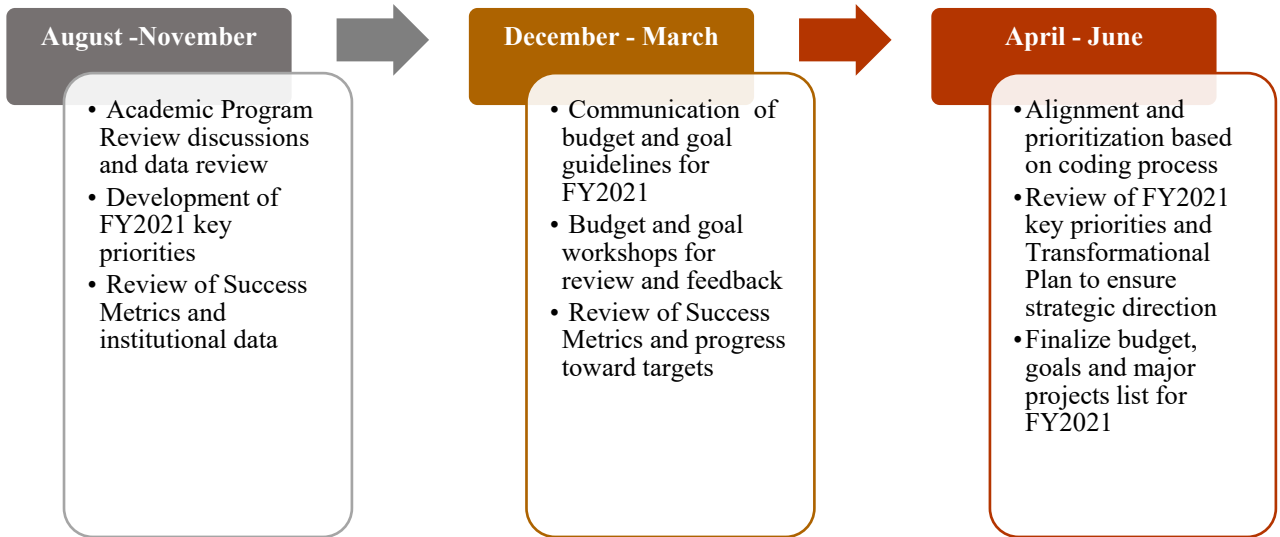
- 1) ***Alignment with Institutional Priorities:*** requests that aligned to an institutional priority which was defined as one of the reinvention drivers OR an ongoing project connected to the institutional priority lists shared by each Vice President.
- 2) ***Required for Accreditation or Compliance***
- 3) ***Requirement/enhancement:*** requests that are required to maintain the current level of service and infrastructure; or to maintain an appropriate level of quality to ensure student success; anything else was coded as an enhancement.
- 4) ***Priority:*** In Progress – research and/or activity is currently taking place on the project/request; Master Plan – request may be dependent on the Facilities Renovation and Space Utilization Project; Personnel – appears there is a related personnel request for the project; Capacity Concerns – concerns with ability to work on the project in FY2020 but no group consensus to recommend that we postpone to FY2021; and Postpone to FY2021 – recommendation is to postpone due to capacity concerns.
- 5) ***Enrollment Impact:*** direct or indirect impact on new student enrollment or retention.
- 6) ***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.

For the development of the FY2020 budget, requests for budget and planning were due in early February (versus late February in prior years) to accommodate more time to investigate and prioritize requests. 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. Then, a larger group of administrators met to review and assess the requests prior to discussion with the Vice Presidents. That group included representation from Finance, Marketing and Communications, Information Technology, Institutional Effectiveness, Campus Safety and Operations, Educational Affairs, Human Resources, and Student Development. The senior leadership team received the lists in March 2019 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

In spring 2017, Waubonsee Community College was recommended for continued accreditation by The Higher Learning Commission (Commission). During FY2019, Waubonsee moved to the Open Pathway which 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. Waubonsee's Assurance Review is scheduled for June 2021.

**Years 5-9: Quality Initiative** - Institutions design and undertake a Quality Initiative project. Commission 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.

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 (CAFR) for the fiscal year ended June 30, 2018. 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, 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

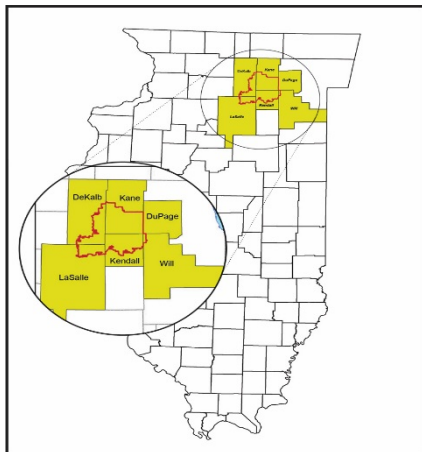
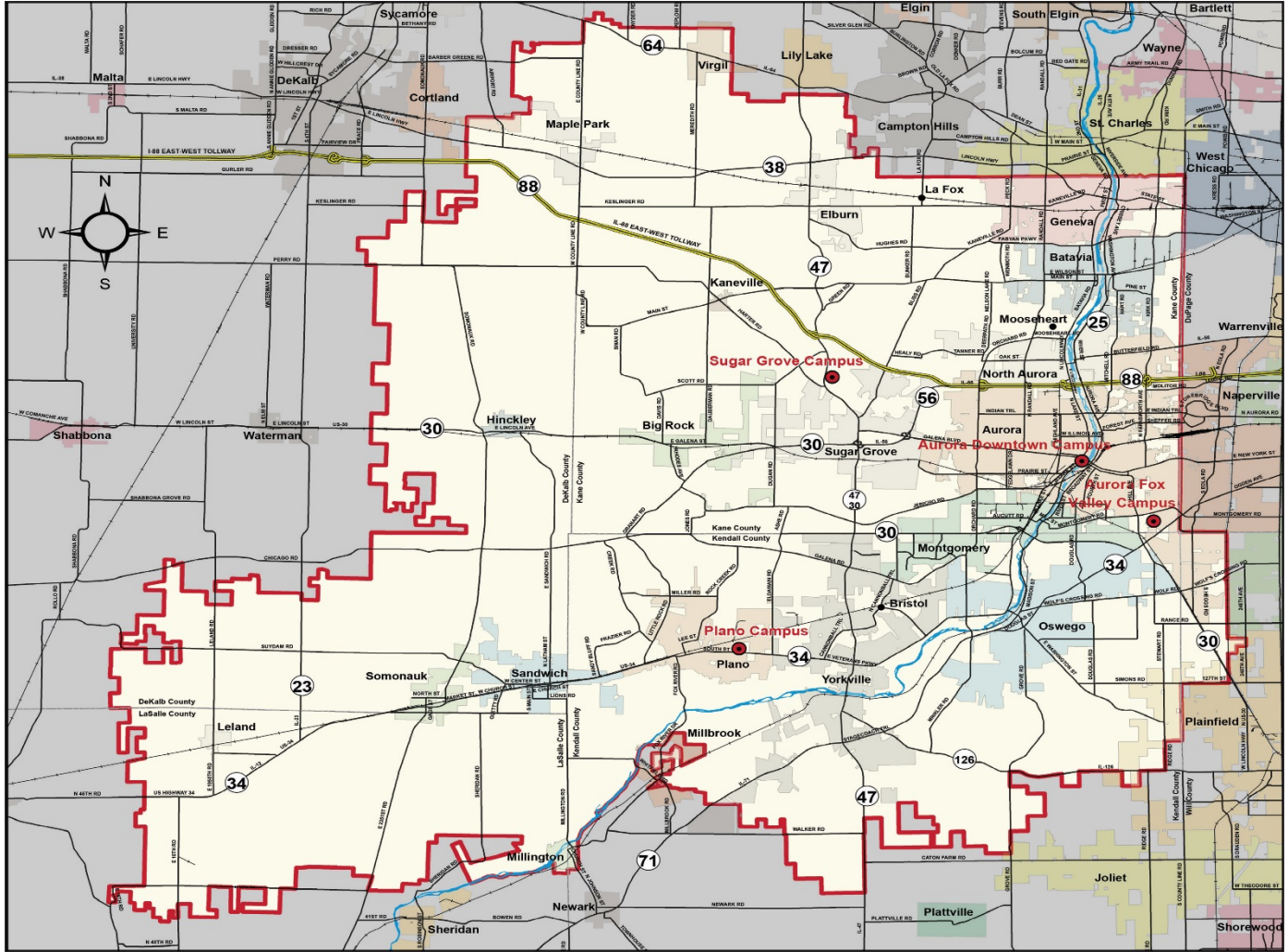
Community College District 516 has received the Certificate of Achievement for 20 consecutive years beginning in 1999.

The College received the GFOA *Award for Best Practice in Community College Budgeting* for fiscal year 2018. This award is presented to community colleges demonstrating a budget process aligned with GFOA's best practice recommendations. The College's FY2019 budget is currently under review by the GFOA for this award. The College previously received the GFOA *Distinguished Budget Presentation Award* for four years for fiscal years 2014 through 2017.

The College's bond rating has remained stable since 2010. 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
- Expressway
- County Boundary
- Roads
- Fox River
- Railroads

Prepared by the  
Institutional Effectiveness Office

WAUBONSEE COMMUNITY COLLEGE  
Community College District 516

**PRINCIPAL OFFICIALS**

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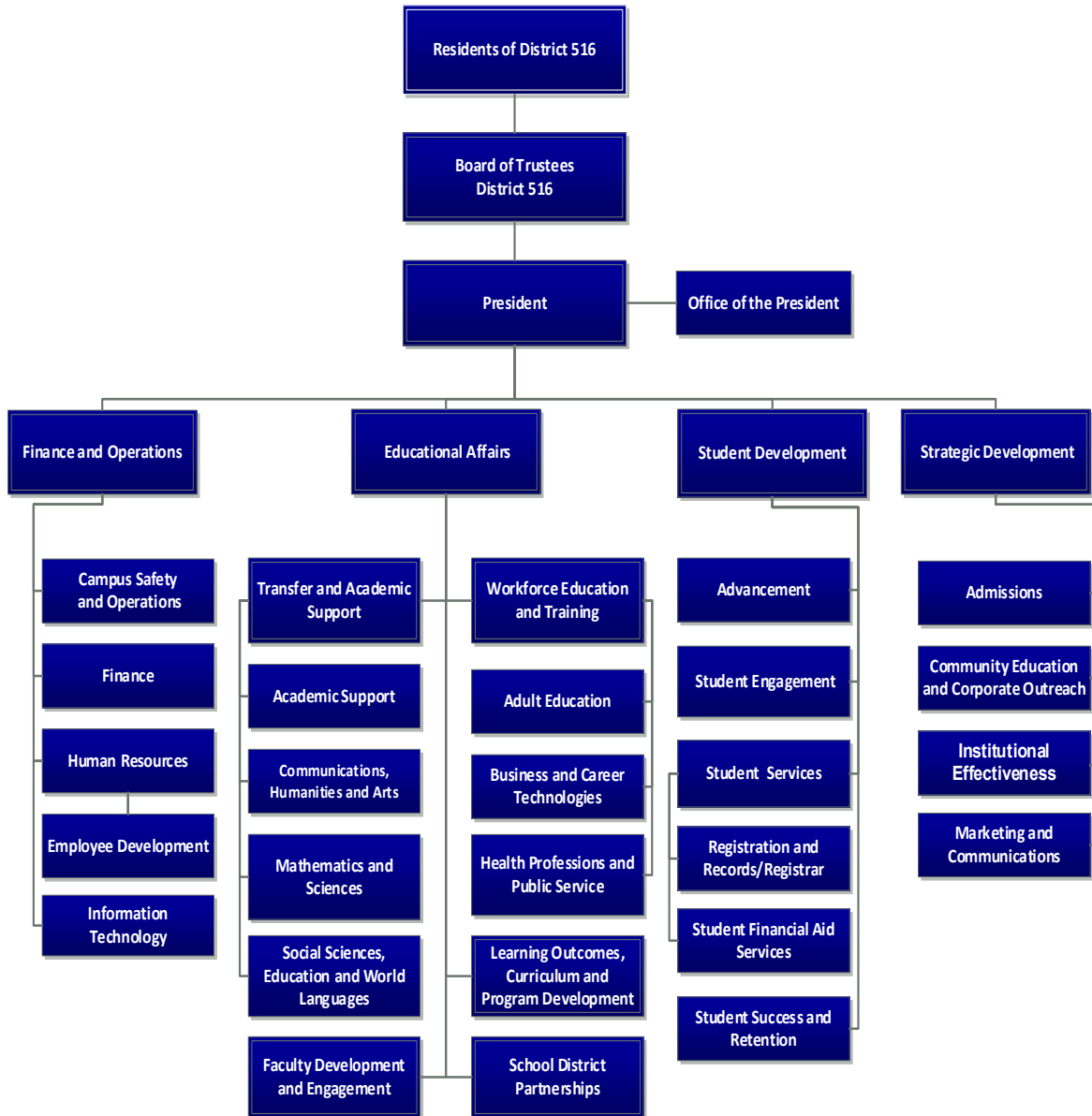
<u>Board Members</u>	<u>Position</u>	<u>Term Expires</u>
Rebecca D. Oliver	Chair	2021
Jimmy Delgado	Vice Chair	2023
Patrick Kelsey	Secretary	2021
Rick Guzman	Trustee	2025
James K. Michels, P.E.	Trustee	2023
Greg Thomas	Trustee	2023
Tina Willson	Trustee	2025
Angela Nwalie	Student Trustee	2020

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 Federal law. 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. The office also monitors legislative matters and provides leadership and support for federal, state and local governmental relations.

## **EDUCATIONAL AFFAIRS**

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

### **Academic Affairs**

#### **Transfer and Academic Support**

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 unit includes the collaboration of 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 management of faculty and resolution of student issues such as academic complaints and grade appeals.

#### **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**

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 unit includes supervision and collaboration 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 provides professional development courses, workshops, and training to local organizations which cover a wide variety of topics, start throughout the year, and are designed to develop workplace skills in just a few days or weeks. This unit is also responsible for the management and implementation of various grants.

### **Adult Education**

The Adult Education Division 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. This division also manages the Small Business Development Center which is a grant funded program where prospective and existing small business owners can obtain management, marketing, financial coaching, free one-on-one coaching, and a wide variety of low-cost events and workshops to help make small businesses succeed.

### **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.

## **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.

### **School District Partnerships**

School District Partnerships is responsible for the development, implementation, and oversight of programs between Waubensee and area schools including dual credit, high school summer school, transitional courses, state and college P-16 initiatives, and other related areas which include college-level general education, as well as career and technical education courses.

## **FINANCE AND OPERATIONS**

The Finance and Operations Unit is organized into four departments and is responsible for the oversight of Campus Safety and Operations, Finance, Human Resources (which includes the Employee Development Department), 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.

### **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 development and training, 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 Engagement**

The Dean for Students Department provides leadership and support for the administration of the Code of Student Conduct, Student Life, TRIO Student Support Services, TRIO Upward Bound, TRIO tutors, TRIO summer bridge instructors, and college-wide external outreach strategies, and assists in other special projects. 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. TRIO programs are grant funded programs that support eligible student populations in educational support programs at both the high school and college levels.

### **Student Success and Retention**

This division includes the Counseling, Advising, and Transfer Center, the Career Development Center (including internships and study abroad.), and the Title V "Connect4Success" student success coaching program which 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 Waubensee 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 Waubensee'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 and Corporate Outreach**

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.

Corporate Outreach works with local organizations to identify professional development courses, workshops, and training needs in the community and coordinates the delivery of training needs by the Workforce Education and Training unit.

### **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.

## FY2020 ANNUAL PLANNING CALENDAR

The following table reflects the calendar established to ensure planning, budget, and personnel related items are completed in a cooperative manner allowing all to be incorporated into the establishment of the budget.

Date	Budget	Planning	Personnel	Action Item
<b>2018</b>				
December 6	X	X		<b>Administrative In-Service FY2020 Budget and Planning Process and Expectations</b> <i>Responsibility: Finance/Institutional Effectiveness</i>
December 10			X	<b>Communication emailed to administrators and all support staff regarding the annual reclassification procedure</b> <i>Responsibility: Human Resources</i>
December 12	X	X		<b>Questica Software Training (Refer to the Employee Development for more details, specific dates and times)</b> <i>Responsibility: Finance</i>
December 18	X	X		<b>FY2020 Budget and Planning Process and Expectations Session</b> <i>Responsibility: Finance/Institutional Effectiveness</i>
<b>2019</b>				
January 3 thru February 8	X	X		<b>Budget and Planning Open Labs and Questica Software Training (Refer to the Employee Development for more details, specific dates and times)</b> <i>Responsibility: Finance/Institutional Effectiveness</i>
January 16			X	<b>Board of Trustees Meeting: College Scorecard Update</b> <i>Responsibility: Institutional Effectiveness</i>
January 28	X			<b>Deadline to request assistance from support departments for a Questica Change Request</b> <i>Responsibility: Administrators/Managers</i>
February 8	X	X	X	<b>Budget and Planning entry due in Questica</b> <i>Responsibility: Administrators/Managers</i>
	X	X		<b>Grant Projects and Planning entry due in Questica</b> <i>Responsibility: Grant Project Managers</i>
			X	<b>Submit completed reclassification requests in Questica</b> <i>Responsibility: Administrators</i>
February 9 – March 1	X	X	X	<b>Review/Obtain additional information/Prepare lists of budget and planning submissions for distribution to Vice Presidents</b> <i>Responsibility: Finance/Human Resources/Institutional Effectiveness</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 4-5	X	X		<b>Review and endorse initial prioritization of FY2020 major projects</b> <i>Responsibility: Vice Presidents</i>
March 6-29	X	X		<b>Review and identify feasibility, costs and other resources required for FY2020 major projects</b> <i>Responsibility: Coordinated by Finance/Institutional Effectiveness</i>
April 1-3	X	X		<b>VP endorsement of final prioritization of FY2020 major projects</b> <i>Responsibility: Vice Presidents</i>
April 5	X	X		<b>FY2020 major projects distribution to President</b> <i>Responsibility: Finance/Institutional Effectiveness</i>

Date	Budget	Planning	Personnel	Action Item
<b>2019</b>				
April - May		X		<b>FY2020-2022 Transformational Plan Listening Posts and Surveys</b> <i>Responsibility: Strategic Development</i>
April 23 – May 22	X	X		<b>Endorsement of final prioritization of FY2020 major projects meetings with Dr. Sobek</b> <i>Responsibility: President/Vice Presidents/Finance/Human Resources/Institutional Effectiveness</i>
May - June	X	X		<b>Finalize FY2020 major projects, budget and planning documents, and Questica to align with new Transformational Plan</b> <i>Responsibility: Finance/Institutional Effectiveness/Strategic Development</i>
May 10			X	<b>Submit all support staff and administrative performance appraisals to Vice Presidents</b> <i>Responsibility: Administrators/Managers</i>
May 15			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>
May 17			X	<b>Submit completed support staff and administrator performance appraisals to Human Resources</b> <i>Responsibility: Vice Presidents</i>
May 20			X	<b>Salary reports distributed to administrators with memo/instructions</b> <i>Responsibility: Human Resources</i>
May 24			X	<b>Submit all support staff salary recommendations to Vice Presidents</b> <i>Responsibility: Administrators/Managers</i>
May 31			X	<b>Finalize salary recommendations</b> <i>Responsibility: Vice Presidents/Human Resources</i>
June 10			X	<b>Finalize support staff and administrator salary recommendations</b> <i>Responsibility: President/Finance and Operations/Human Resources</i>
June 13			X	<b>Finalize salary recommendation reports/title change requests for board packets</b> <i>Responsibility: Human Resources</i>
June 19			X	<b>Board of Trustees Meeting: Board acts on FY2019 position changes;</b> <i>Responsibility: Human Resources</i>
			X	<b>Board of Trustees Meeting: Board acts on salary recommendations for FY2020</b> <i>Responsibility: Human Resources</i>
			X	<b>Board of Trustees Meeting: Board acts on reclassifications</b> <i>Responsibility: Human Resources</i>
June 28			X	<b>Salary increase information communicated to support staff and administrative employees</b> <i>Responsibility: Human Resources</i>
July 17	X			<b>Board of Trustees Meeting: Board acts on FY2020 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>
		X		<b>Board of Trustees Meeting: Introduce FY2020 Transformational Plan</b> <i>Responsibility: Strategic Development</i>
July 18			X	<b>FY2020 Position budgets to administrators</b> <i>Responsibility: Finance</i>
August 21	X			<b>Board of Trustees Meeting: Public Hearing and Board acts on FY2020 budget approval</b> <i>Responsibility: Finance</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 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 FY2020.

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 FY2019 the College developed the FY2020 – FY2022 Strategic Plan which guides the institutional operational and budget priorities and assumptions. Departments used the Transformational Plan and the institutional priorities identified by the Vice Presidents 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 FY2020 budget encourages a direct link to institutional priorities when requesting funding for new personnel, equipment and major projects.

The College utilizes budgeting software that allows departments to enter detailed items which roll up to a total for a budget line. The software also allows for annual budget and planning for projects and non-recurring budget requests by providing a request and approval process within the software. Personnel are budgeted through the software utilizing position budget controls and associated 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 February 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 \$300,000 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 FY2020, the budget includes approximately \$3.4 million in equipment purchases with approximately \$1.5 million representing capital equipment.

As noted previously, the College recently completed a comprehensive Facilities Renovation and Space Utilization Project and began planning for renovations in FY2019. Improvements planned to be completed in FY2020 have been included in the Operations and Maintenance, Restricted Fund.

## **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 \$279,833,367 million. The College's current debt that is subject to the limit is \$52,510,000 or 19% 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, 2019 is \$8,395,000.

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, 2019 is \$2,045,000.

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, 2019 is \$40,955,000.

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, 2019 is \$1,115,000.

Debt Service to maturity on these issues is as follows:

Fiscal Year	General Obligation Bonds		
	Principal	Interest	Total
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	\$ 52,510,000	\$ 9,680,973	\$ 62,190,973

**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 35.8% of FY2020 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, 2018 and 2017, is included in the College's Comprehensive Annual Financial Report for the years ended June 30, 2018 and 2017. 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 with the FY2018 CAFR currently under review. 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**

- FY2018 Audited and FY2019 Budget information is reported on an accrual basis.
- Actual information as of April 30, 2019 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, 2020**

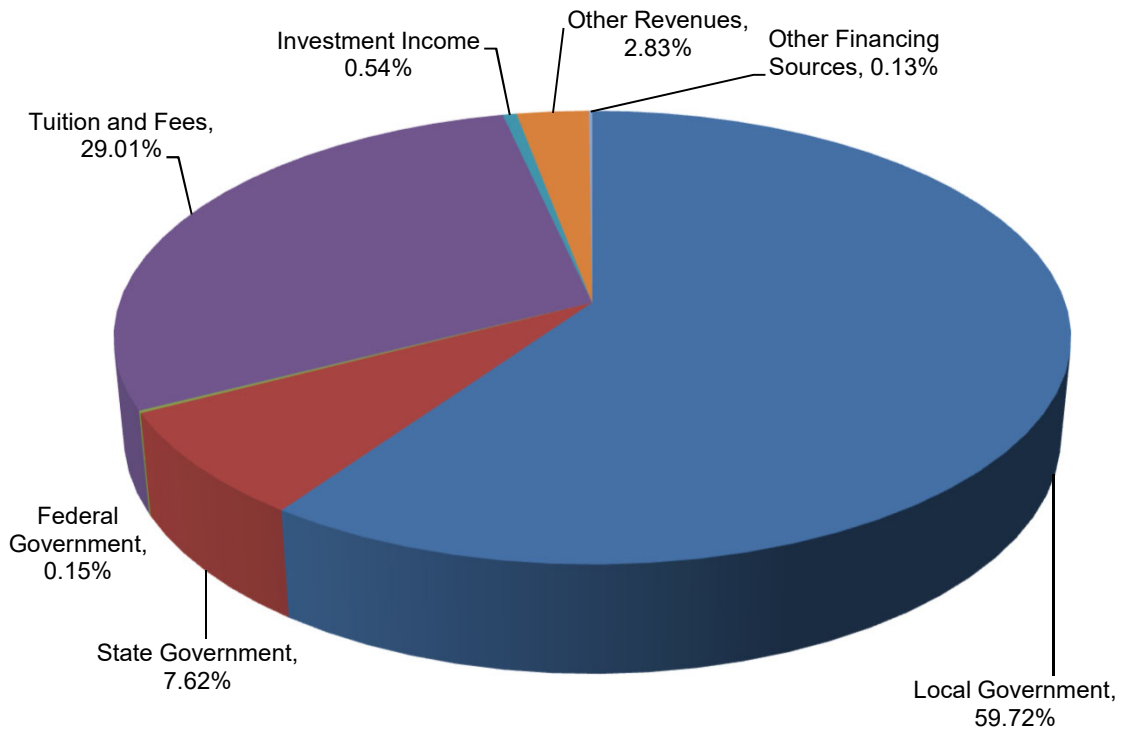
	Education Fund	Operations and Maintenance Fund	Total Operating Funds	Percent of Total
<b>LOCAL GOVERNMENT</b>				
Local Taxes	\$ 36,510,000	\$ 6,820,000	\$ 43,330,000	
Corporate Personal Property Replacement Taxes	900,000	-	900,000	
Chargeback Revenue	-	-	-	
Other Local Sources	-	-	-	
<b>Total Local Government</b>	<b>\$ 37,410,000</b>	<b>\$ 6,820,000</b>	<b>\$ 44,230,000</b>	<b>59.7%</b>
<b>STATE GOVERNMENT</b>				
ICCB Base Operating Grants	\$ 5,292,000	\$ -	\$ 5,292,000	
ICCB Square Footage Grant	-	-	-	
ICCB-Career and Technical Education	350,000	-	350,000	
Other State Sources	-	-	-	
<b>Total State Government</b>	<b>\$ 5,642,000</b>	<b>\$ -</b>	<b>\$ 5,642,000</b>	<b>7.6%</b>
<b>FEDERAL GOVERNMENT</b>				
Other Federal Sources	\$ 110,000	\$ -	\$ 110,000	
<b>Total Federal Government</b>	<b>\$ 110,000</b>	<b>\$ -</b>	<b>\$ 110,000</b>	<b>0.2%</b>
<b>TUITION AND FEES</b>				
Tuition	\$ 19,100,000	\$ -	\$ 19,100,000	
Fees	2,389,000	-	2,389,000	
Other Student Sources	-	-	-	
<b>Total Tuition and Fees</b>	<b>\$ 21,489,000</b>	<b>\$ -</b>	<b>\$ 21,489,000</b>	<b>29.0%</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	\$ 100,000	\$ -	\$ 100,000	
<b>Total Other Financing Sources (Uses)</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>0.0%</b>
<b>TOTAL REVENUES AND OTHER FINANCING SOURCES (USES)</b>	<b>\$ 66,986,000</b>	<b>\$ 7,081,500</b>	<b>\$ 74,067,500</b>	<b>100.0%</b>

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

**BUDGETED OPERATING REVENUES BY SOURCE**

**Fiscal Year 2020**

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

**SCHEDULE OF BUDGETED OPERATING EXPENDITURES**

**For the Fiscal Year Ending June 30, 2020**

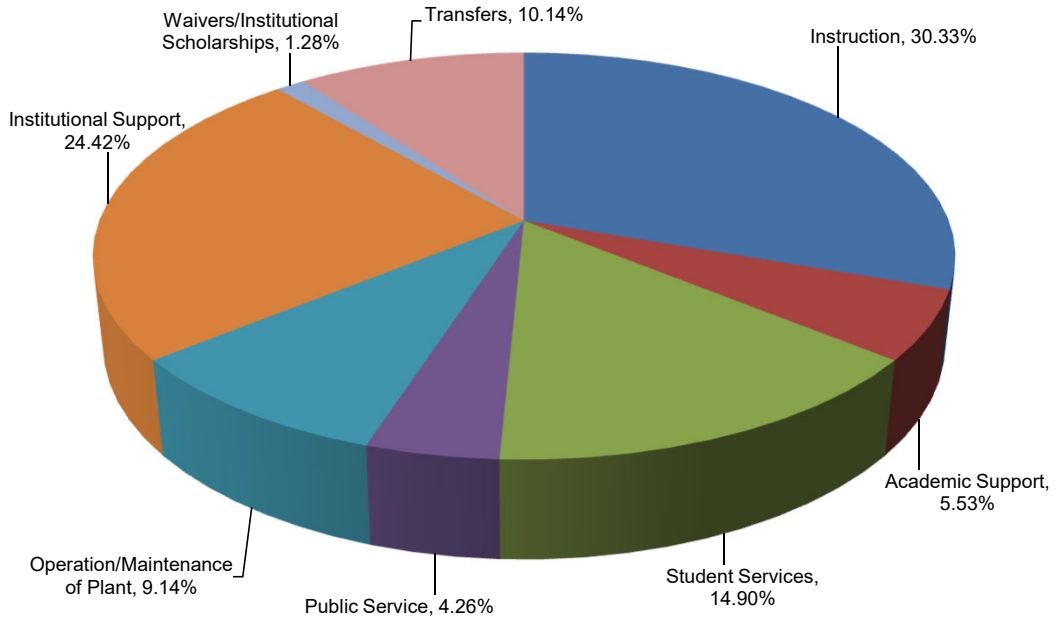
<b>BY FUNCTION</b>	<b>Education Fund</b>	<b>Operations and Maintenance Fund</b>	<b>Total Operating Funds</b>	<b>Percent of Total</b>
Instruction	\$ 22,399,501	\$ -	\$ 22,399,501	30.3%
Academic Support	4,081,565	-	4,081,565	5.5%
Student Services	11,001,890	-	11,001,890	14.9%
Public Service	3,142,965	-	3,142,965	4.3%
Operation/Maintenance of Plant	280,694	6,469,265	6,749,959	9.1%
Institutional Support	18,036,310	-	18,036,310	24.4%
Waivers and Institutional Scholarships	946,000	-	946,000	1.3%
Operating Transfers Out	6,990,000	500,000	7,490,000	10.1%
<b>TOTAL EXPENDITURES BY FUNCTION</b>	<b>\$ 66,878,925</b>	<b>\$ 6,969,265</b>	<b>\$ 73,848,190</b>	<b>100.0%</b>
<b>BY OBJECT</b>				
Salaries	\$ 36,184,653	\$ 2,381,391	\$ 38,566,044	52.2%
Employee Benefits	6,099,136	508,280	6,607,416	8.9%
Contractual Services	5,037,226	1,125,345	6,162,571	8.3%
General Material and Supplies	9,049,904	595,949	9,645,853	13.1%
Conference and Meeting Expense	1,180,534	39,300	1,219,834	1.7%
Fixed Charges	156,500	500	157,000	0.2%
Utilites	5,000	1,720,500	1,725,500	2.3%
Capital Outlay	637,372	98,000	735,372	1.0%
Waivers and Institutional Scholarships	946,000	-	946,000	1.3%
Other	592,600	-	592,600	0.8%
Operating Transfers Out	6,990,000	500,000	7,490,000	10.1%
<b>TOTAL EXPENDITURES BY OBJECT</b>	<b>\$ 66,878,925</b>	<b>\$ 6,969,265</b>	<b>\$ 73,848,190</b>	<b>100.0%</b>

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

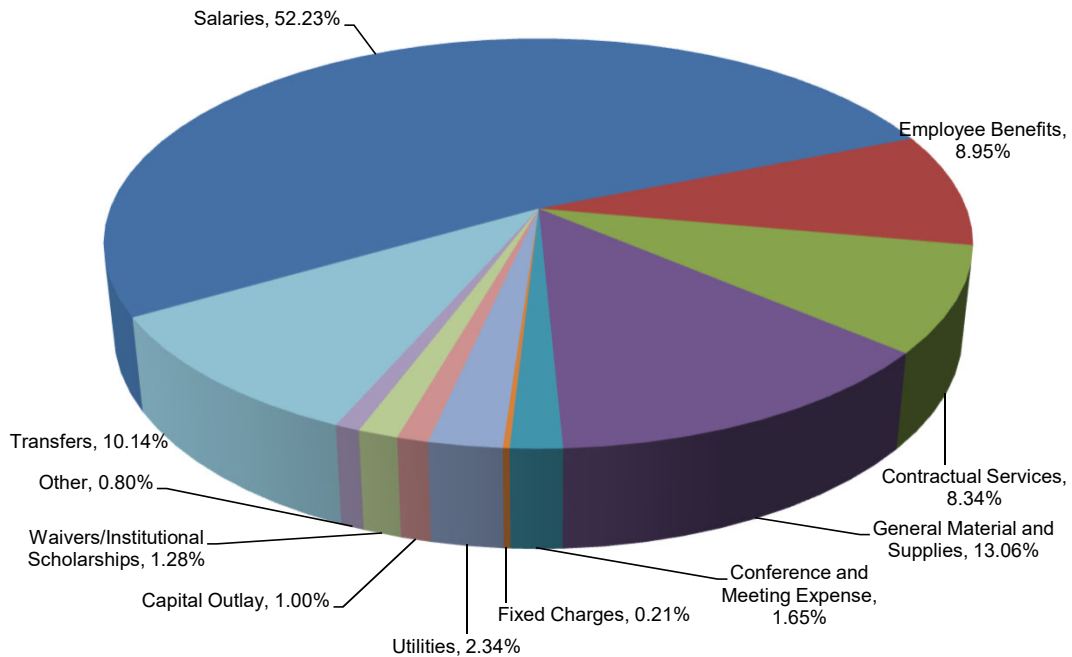
**BUDGETED OPERATING EXPENDITURES**

**Fiscal Year 2020**

**BY FUNCTION**



**BY OBJECT**



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

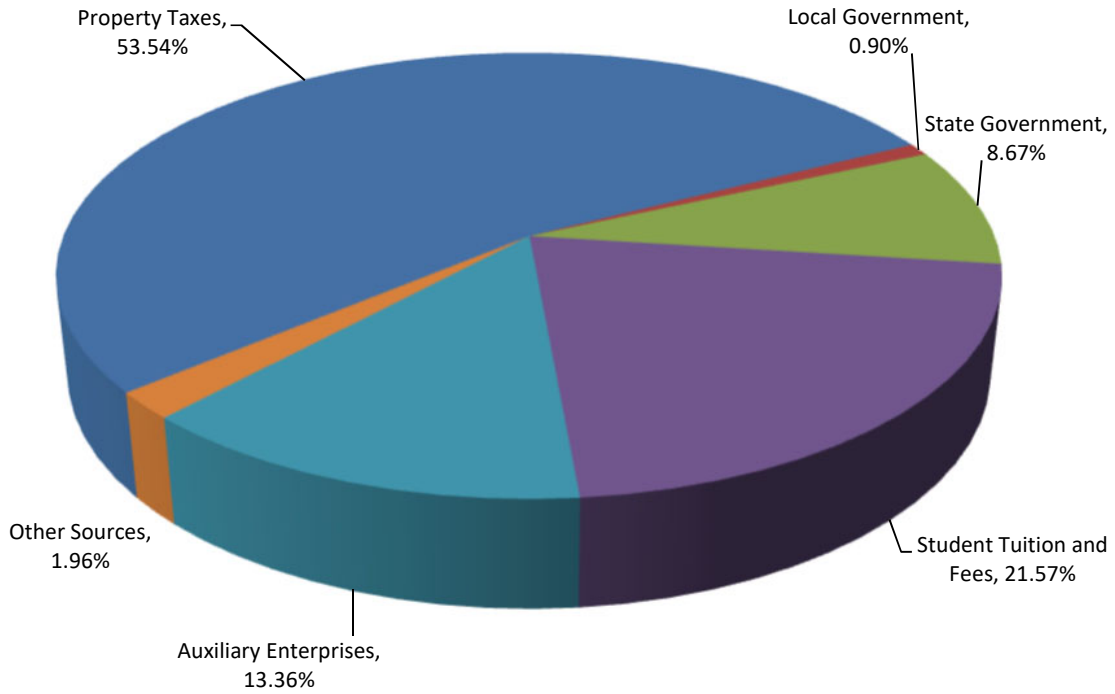
**BUDGETED REVENUES AND EXPENDITURES - ALL FUNDS**

	Adopted Budget FY2018	June 30, 2018 Audited FY2018	Adopted Budget FY2019	April 30, 2019 Actual FY2019	Proposed Budget FY2020
<b>REVENUES</b>					
Property Taxes	\$ 50,023,500	\$ 49,910,982	\$ 51,666,400	\$ 25,407,783	\$ 53,342,400
Corporate Personal Property Replacement Tax	900,000	840,763	800,000	661,475	900,000
Chargeback Revenue	100	-	-	-	-
Illinois Community College Board	5,106,000	5,466,600	5,622,000	5,136,423	5,642,000
Other State Government	-	3,045,454	-	-	3,000,000
Other Local Government	-	-	-	8,352	-
Federal Government	100,000	187,800	160,000	129,814	110,000
Student Tuition	20,400,000	20,126,165	20,550,000	15,396,315	19,100,000
Student Fees	2,499,000	2,484,085	2,489,000	1,814,670	2,389,000
Sales and Service Fees	13,461,000	13,634,824	13,360,500	10,125,936	13,307,000
Facilities Revenue	371,000	378,565	371,000	167,019	371,000
Investment Income	578,100	762,532	1,250,500	3,137,280	1,420,500
Miscellaneous	60,000	153,962	50,000	233,808	50,000
<b>TOTAL REVENUES</b>	<u>\$ 93,498,700</u>	<u>\$ 96,991,732</u>	<u>\$ 96,319,400</u>	<u>\$ 62,218,875</u>	<u>\$ 99,631,900</u>
<b>EXPENDITURES BY OBJECT</b>					
Salaries	\$ 39,939,056	\$ 38,859,540	\$ 39,934,936	\$ 31,084,079	\$ 40,276,587
Employee Benefits	13,533,671	19,920,562	13,416,739	10,093,282	18,786,393
Contractual Services	7,784,584	5,024,063	8,979,084	4,692,055	8,014,971
General Materials and Supplies	11,678,878	10,952,371	12,326,565	7,762,549	13,334,148
Conference and Meeting Expense	1,442,380	802,924	1,394,373	582,251	1,252,659
Fixed Charges	8,220,309	8,143,773	8,774,371	7,324,550	9,215,496
Utilities	2,357,950	1,933,018	2,220,950	1,280,559	1,755,500
Capital Outlay	5,189,575	1,741,900	5,160,409	863,399	7,315,112
Waivers and Institutional Scholarships	939,760	910,577	1,086,180	126,898	946,000
Other	686,827	896,463	601,700	618,893	677,950
<b>TOTAL EXPENDITURES BY OBJECT</b>	<u>\$ 91,772,990</u>	<u>\$ 89,185,191</u>	<u>\$ 93,895,307</u>	<u>\$ 64,428,515</u>	<u>\$ 101,574,816</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>\$ 1,725,710</u>	<u>\$ 7,806,541</u>	<u>\$ 2,424,093</u>	<u>\$ (2,209,640)</u>	<u>\$ (1,942,916)</u>
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfers to Non-Budgeted Funds	\$ (800,000)	\$ (58,834)	\$ (200,000)	\$ (80,103)	\$ (200,000)
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<u>\$ (800,000)</u>	<u>\$ (58,834)</u>	<u>\$ (200,000)</u>	<u>\$ (80,103)</u>	<u>\$ (200,000)</u>
Excess (Deficiency) of Revenues Over Expenditures and Other Sources (Uses)	<u>\$ 925,710</u>	<u>\$ 7,747,707</u>	<u>\$ 2,224,093</u>	<u>\$ (2,289,743)</u>	<u>\$ (2,142,916)</u>
Fund Balances at Beginning of Year	<u>\$ 120,767,720</u>	<u>\$ 120,767,720</u>	<u>\$ 100,308,640</u>	<u>\$ 100,322,741</u>	<u>\$ 98,103,823</u>
Change in Accounting Principle	-	(28,192,686)	-	-	-
Fund Balances	<u>\$ 121,693,430</u>	<u>\$ 100,322,741</u>	<u>\$ 102,532,733</u>	<u>\$ 98,032,998</u>	<u>\$ 95,960,907</u>

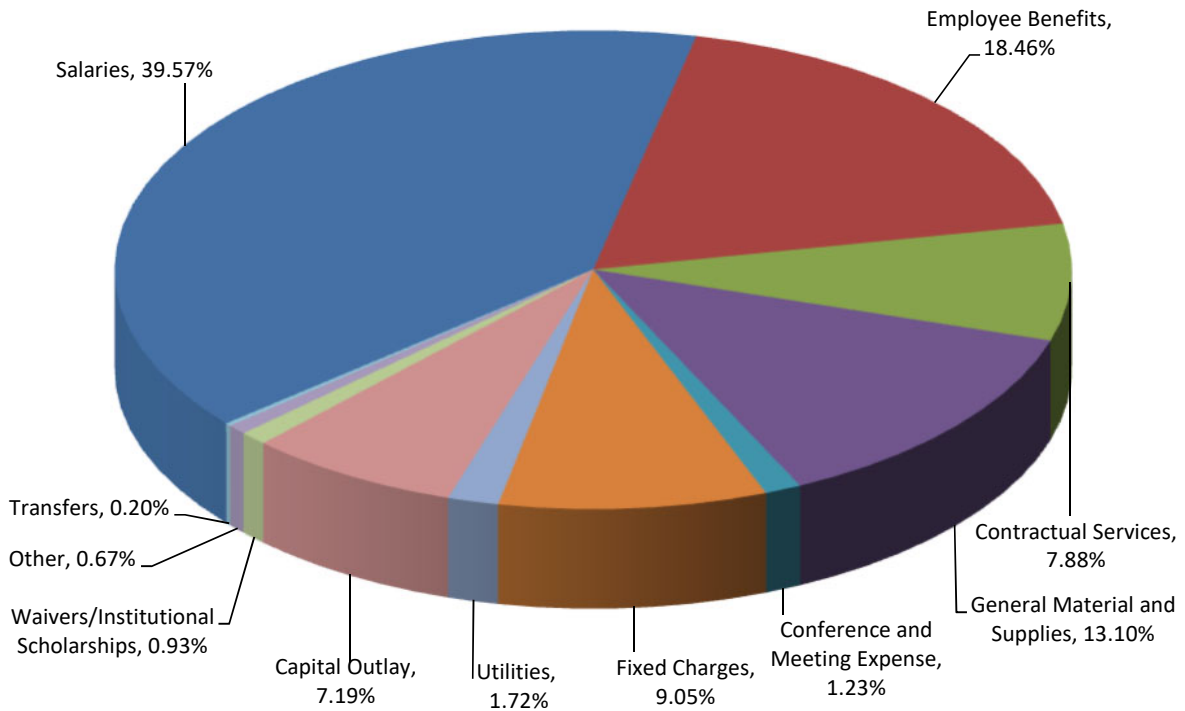
**WAUBONSEE COMMUNITY COLLEGE  
Community College District 516**

**BUDGETED REVENUES AND EXPENDITURES  
ALL FUNDS**

**FISCAL YEAR 2020 BUDGETED REVENUES**



**FISCAL YEAR 2020 BUDGETED EXPENDITURES**



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

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

	<b>Adopted Budget FY2018</b>	<b>June 30, 2018 Audited FY2018</b>	<b>Adopted Budget FY2019</b>	<b>April 30, 2019 Actual FY2019</b>	<b>Proposed Budget FY2020</b>
<b>Education Fund</b>					
Total Revenues	\$ 65,786,100	\$ 65,668,289	\$ 67,208,000	\$ 42,297,139	\$ 66,886,000
Total Expenditures	58,592,266	54,624,589	59,459,822	42,001,441	59,888,925
Net Transfers In (Out)	(7,056,000)	(10,867,364)	(7,522,000)	(3,771,179)	(6,890,000)
<b>Operations and Maintenance Fund</b>					
Total Revenues	6,638,100	6,680,411	6,864,500	3,511,051	7,081,500
Total Expenditures	6,944,240	5,989,242	6,973,582	4,716,198	6,469,265
Net Transfers In (Out)	350,000	(600,000)	200,000	-	(500,000)
<b>Operations and Maintenance Restricted Fund</b>					
Total Revenues	255,000	410,264	505,000	1,499,796	505,000
Total Expenditures	5,444,700	1,538,463	5,745,201	818,852	8,058,500
Net Transfers In (Out)	5,106,000	5,108,530	5,272,000	3,702,553	4,440,000
<b>Bond and Interest Fund</b>					
Total Revenues	7,969,200	8,001,712	8,492,600	4,171,310	8,737,800
Total Expenditures	7,599,289	7,598,704	8,097,251	6,848,038	8,591,376
Net Transfers In (Out)	-	-	-	-	-
<b>Auxiliary Services Fund</b>					
Total Revenues	11,616,000	14,988,898	11,965,500	9,996,315	15,027,000
Total Expenditures	11,195,423	17,636,320	11,584,573	8,355,352	16,462,977
Net Transfers In (Out)	-	5,500,000	1,000,000	-	1,900,000
<b>Audit Fund</b>					
Total Revenues	81,300	80,843	83,900	41,292	87,100
Total Expenditures	80,000	83,318	83,900	61,562	85,000
Net Transfers In (Out)	-	-	-	-	-
<b>Liability, Protection Settlement Fund</b>					
Total Revenues	1,133,000	1,145,649	1,149,900	596,183	1,217,500
Total Expenditures	1,917,072	1,714,555	1,950,978	1,626,630	2,018,773
Net Transfers In (Out)	800,000	800,000	850,000	-	850,000
<b>Working Cash Fund</b>					
Total Revenues	20,000	15,666	50,000	105,789	90,000
Total Expenditures	-	-	-	442	-
Net Transfers In (Out)	-	-	-	-	-

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

**EDUCATION FUND**

	<b>Adopted Budget FY2018</b>	<b>June 30, 2018 Audited FY2018</b>	<b>Adopted Budget FY2019</b>	<b>April 30, 2019 Actual FY2019</b>	<b>Proposed Budget FY2020</b>
<b>REVENUES</b>					
Property Taxes	\$ 34,415,000	\$ 34,311,920	\$ 35,352,000	\$ 17,417,347	\$ 36,510,000
Corporate Personal Property Replacement Tax	900,000	840,763	800,000	661,475	900,000
Chargeback Revenue	100	-	-	-	-
Other Local Government	-	-	-	8,352	-
Illinois Community College Board	5,106,000	5,466,600	5,622,000	5,136,423	5,642,000
Other State Government	-	-	-	-	-
Federal Government	100,000	187,800	160,000	129,017	110,000
Student Tuition	20,400,000	20,126,165	20,550,000	15,396,315	19,100,000
Student Fees	2,499,000	2,484,085	2,489,000	1,814,670	2,389,000
Sales and Service Fees	1,975,000	1,790,679	1,695,000	922,609	1,695,000
Facilities Revenue	196,000	188,683	200,000	119,880	200,000
Investment Income	165,000	213,327	310,000	598,286	310,000
Miscellaneous	30,000	58,267	30,000	92,765	30,000
<b>TOTAL REVENUES</b>	<b>\$ 65,786,100</b>	<b>\$ 65,668,289</b>	<b>\$ 67,208,000</b>	<b>\$ 42,297,139</b>	<b>\$ 66,886,000</b>
<b>EXPENDITURES BY OBJECT</b>					
Salaries	\$ 36,139,755	\$ 35,146,591	\$ 35,961,567	\$ 28,003,516	\$ 36,184,653
Employee Benefits	6,487,770	6,162,542	5,743,711	4,753,976	6,099,136
Contractual Services	4,861,739	3,074,040	6,066,539	3,082,198	5,037,226
General Materials and Supplies	6,680,944	6,521,109	7,790,394	4,288,129	9,049,904
Conference and Meeting Expense	1,383,730	768,198	1,320,223	557,798	1,180,534
Fixed Charges	130,000	102,853	141,000	68,019	156,500
Utilities	491,500	264,321	493,000	185,301	5,000
Capital Outlay	904,491	828,646	337,208	363,357	637,372
Waivers and Institutional Scholarships	939,760	910,577	1,086,180	126,898	946,000
Other	572,577	845,712	520,000	572,249	592,600
<b>TOTAL EXPENDITURES BY OBJECT</b>	<b>\$ 58,592,266</b>	<b>\$ 54,624,589</b>	<b>\$ 59,459,822</b>	<b>\$ 42,001,441</b>	<b>\$ 59,888,925</b>
<b>EXPENDITURES BY FUNCTION</b>					
Instruction	\$ 22,794,644	\$ 21,121,721	\$ 22,363,795	\$ 16,686,973	\$ 22,399,501
Academic Support	4,215,231	3,965,080	3,794,655	2,582,987	4,081,565
Student Services	10,067,671	8,552,237	10,861,727	7,521,474	11,001,890
Public Services	3,102,160	3,095,998	2,341,045	1,510,148	3,142,965
Operation/Maintenance of Plant	442,429	479,932	285,385	196,545	280,694
Institutional Support	17,030,371	16,499,044	18,727,035	13,376,416	18,036,310
Waivers and Institutional Scholarships	939,760	910,577	1,086,180	126,898	946,000
<b>TOTAL EXPENDITURES BY FUNCTION</b>	<b>\$ 58,592,266</b>	<b>\$ 54,624,589</b>	<b>\$ 59,459,822</b>	<b>\$ 42,001,441</b>	<b>\$ 59,888,925</b>
Excess (Deficiency) of Revenues Over Expenditures	\$ 7,193,834	\$ 11,043,700	\$ 7,748,178	\$ 295,698	\$ 6,997,075
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfers from Other Funds	\$ -	\$ 19,500	\$ -	\$ -	\$ 100,000
Transfer to Operation and Maintenance	(350,000)	-	(200,000)	-	-
Transfer to Operation and Maintenance Restricted	(5,106,000)	(5,108,530)	(5,272,000)	(3,691,076)	(4,440,000)
Transfer to Bond & Interest	-	-	-	-	-
Transfer to Auxiliary	-	(4,900,000)	(1,000,000)	-	(1,500,000)
Transfer to Restricted Purposes	(800,000)	(78,334)	(200,000)	(80,103)	(200,000)
Transfer to Liability, Protection, Settlement	(800,000)	(800,000)	(850,000)	-	(850,000)
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>\$ (7,056,000)</b>	<b>\$ (10,867,364)</b>	<b>\$ (7,522,000)</b>	<b>\$ (3,771,179)</b>	<b>\$ (6,890,000)</b>
Excess (Deficiency) of Revenues Over Expenditures and Other Sources (Uses)	\$ 137,834	\$ 176,336	\$ 226,178	\$ (3,475,481)	\$ 107,075
Fund Balances at Beginning of Year	\$ 20,557,762	\$ 20,557,762	\$ 20,734,098	\$ 20,734,098	\$ 17,258,617
Fund Balances End of Year	\$ 20,695,596	\$ 20,734,098	\$ 20,960,276	\$ 17,258,617	\$ 17,365,692



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

**OPERATIONS AND MAINTENANCE FUND**

	<b>Adopted Budget FY2018</b>	<b>June 30, 2018 Audited FY2018</b>	<b>Adopted Budget FY2019</b>	<b>April 30, 2019 Actual FY2019</b>	<b>Proposed Budget FY2020</b>
<b>REVENUES</b>					
Property Taxes	\$ 6,428,000	\$ 6,408,036	\$ 6,603,000	\$ 3,254,356	\$ 6,820,000
Illinois Community College Board	-	-	-	-	-
Other State Government	-	-	-	-	-
Federal Government	-	-	-	-	-
Facilities Revenue	175,000	189,882	171,000	47,139	171,000
Investment Income	35,100	35,494	90,500	203,082	90,500
Miscellaneous	-	46,999	-	6,474	-
<b>TOTAL REVENUES</b>	<b>\$ 6,638,100</b>	<b>\$ 6,680,411</b>	<b>\$ 6,864,500</b>	<b>\$ 3,511,051</b>	<b>\$ 7,081,500</b>
<b>EXPENDITURES BY OBJECT</b>					
Salaries	\$ 2,199,604	\$ 2,165,334	\$ 2,321,945	\$ 1,798,233	\$ 2,381,391
Employee Benefits	449,970	438,710	464,599	357,650	508,280
Contractual Services	1,559,245	1,032,060	1,456,245	924,521	1,125,345
General Materials and Supplies	729,087	579,933	760,843	427,245	595,949
Conference and Meeting Expense	21,500	14,252	39,300	13,189	39,300
Fixed Charges	100,500	621	100,500	-	500
Utilities	1,814,950	1,655,563	1,674,950	1,071,208	1,720,500
Capital Outlay	69,384	102,405	155,200	123,423	98,000
Other	-	364	-	729	-
<b>TOTAL EXPENDITURES BY OBJECT</b>	<b>\$ 6,944,240</b>	<b>\$ 5,989,242</b>	<b>\$ 6,973,582</b>	<b>\$ 4,716,198</b>	<b>\$ 6,469,265</b>
<b>EXPENDITURES BY FUNCTION</b>					
Operation/Maintenance of Plant	\$ 6,944,240	\$ 5,989,242	\$ 6,973,582	\$ 4,716,198	\$ 6,469,265
Institutional Support	-	-	-	-	-
<b>TOTAL EXPENDITURES BY FUNCTION</b>	<b>\$ 6,944,240</b>	<b>\$ 5,989,242</b>	<b>\$ 6,973,582</b>	<b>\$ 4,716,198</b>	<b>\$ 6,469,265</b>
Excess (Deficiency) of Revenues Over Expenditures	\$ (306,140)	\$ 691,169	\$ (109,082)	\$ (1,205,147)	\$ 612,235
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfers from Other Funds	\$ 350,000	\$ -	\$ 200,000	\$ -	\$ -
Transfer to Education	-	-	-	-	-
Transfer to Operation and Maintenance Restricted	-	-	-	-	-
Transfer to Bond & Interest	-	-	-	-	-
Transfer to Auxiliary	-	(600,000)	-	-	(500,000)
Transfer to Restricted Purposes	-	-	-	-	-
Transfer to Liability, Protection, Settlement	-	-	-	-	-
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>\$ 350,000</b>	<b>\$ (600,000)</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ (500,000)</b>
Excess (Deficiency) of Revenues Over Expenditures and Other Sources (Uses)	\$ 43,860	\$ 91,169	\$ 90,918	\$ (1,205,147)	\$ 112,235
Fund Balances at Beginning of Year	\$ 7,378,563	\$ 7,378,563	\$ 7,469,732	\$ 7,469,732	\$ 6,264,585
Fund Balances End of Year	<b>\$ 7,422,423</b>	<b>\$ 7,469,732</b>	<b>\$ 7,560,650</b>	<b>\$ 6,264,585</b>	<b>\$ 6,376,820</b>

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

**OPERATIONS AND MAINTENANCE, RESTRICTED FUND**

	Adopted Budget FY2018	June 30, 2018 Audited FY2018	Adopted Budget FY2019	April 30, 2019 Actual FY2019	Proposed Budget FY2020
<b>REVENUES</b>					
Other State Government	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Government	-	-	-	-	-
Facilities Revenue	-	-	-	-	-
Investment Income	250,000	389,434	500,000	1,370,784	500,000
Miscellaneous	5,000	20,830	5,000	129,012	5,000
<b>TOTAL REVENUES</b>	<u>\$ 255,000</u>	<u>\$ 410,264</u>	<u>\$ 505,000</u>	<u>\$ 1,499,796</u>	<u>\$ 505,000</u>
<b>EXPENDITURES BY OBJECT</b>					
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Employee Benefits	-	-	-	-	-
Contractual Services	960,000	626,082	1,092,200	444,850	1,475,700
General Materials and Supplies	284,000	127,338	-	-	15,000
Conference and Meeting Expense	-	-	-	-	-
Fixed Charges	-	-	-	-	-
Utilities	-	-	-	-	-
Capital Outlay	4,200,700	781,938	4,653,001	367,836	6,567,800
Other	-	3,105	-	6,166	-
<b>TOTAL EXPENDITURES BY OBJECT</b>	<u>\$ 5,444,700</u>	<u>\$ 1,538,463</u>	<u>\$ 5,745,201</u>	<u>\$ 818,852</u>	<u>\$ 8,058,500</u>
<b>EXPENDITURES BY FUNCTION</b>					
Operation/Maintenance of Plant	\$ 5,444,700	\$ 1,538,463	\$ 5,745,201	\$ 818,852	\$ 8,058,500
Institutional Support	-	-	-	-	-
<b>TOTAL EXPENDITURES BY FUNCTION</b>	<u>\$ 5,444,700</u>	<u>\$ 1,538,463</u>	<u>\$ 5,745,201</u>	<u>\$ 818,852</u>	<u>\$ 8,058,500</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>\$ (5,189,700)</u>	<u>\$ (1,128,199)</u>	<u>\$ (5,240,201)</u>	<u>\$ 680,944</u>	<u>\$ (7,553,500)</u>
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfers from Other Funds	\$ 5,106,000	\$ 5,108,530	\$ 5,272,000	\$ 3,702,553	\$ 4,440,000
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<u>\$ 5,106,000</u>	<u>\$ 5,108,530</u>	<u>\$ 5,272,000</u>	<u>\$ 3,702,553</u>	<u>\$ 4,440,000</u>
Excess (Deficiency) of Revenues Over Expenditures and Other Sources (Uses)	<u>\$ (83,700)</u>	<u>\$ 3,980,331</u>	<u>\$ 31,799</u>	<u>\$ 4,383,497</u>	<u>\$ (3,113,500)</u>
Fund Balances at Beginning of Year	<u>\$ 55,329,123</u>	<u>\$ 55,329,123</u>	<u>\$ 59,309,454</u>	<u>\$ 59,309,454</u>	<u>\$ 63,692,951</u>
Fund Balances End of Year	<u><u>\$ 55,245,423</u></u>	<u><u>\$ 59,309,454</u></u>	<u><u>\$ 59,341,253</u></u>	<u><u>\$ 63,692,951</u></u>	<u><u>\$ 60,579,451</u></u>

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

**BOND AND INTEREST FUND**

	<u>Adopted Budget FY2018</u>	<u>June 30, 2018 Audited FY2018</u>	<u>Adopted Budget FY2019</u>	<u>April 30, 2019 Actual FY2019</u>	<u>Proposed Budget FY2020</u>
<b>REVENUES</b>					
Property Taxes	\$ 7,966,200	\$ 7,980,581	\$ 8,477,600	\$ 4,121,284	\$ 8,722,800
Investment Income	3,000	21,131	15,000	50,026	15,000
Miscellaneous	-	-	-	-	-
<b>TOTAL REVENUES</b>	<u>\$ 7,969,200</u>	<u>\$ 8,001,712</u>	<u>\$ 8,492,600</u>	<u>\$ 4,171,310</u>	<u>\$ 8,737,800</u>
<b>EXPENDITURES BY OBJECT</b>					
Fixed Charges	\$ 7,597,089	\$ 7,597,087	\$ 8,095,651	\$ 6,848,038	\$ 8,589,776
Other	2,200	1,617	1,600	-	1,600
<b>TOTAL EXPENDITURES BY OBJECT</b>	<u>\$ 7,599,289</u>	<u>\$ 7,598,704</u>	<u>\$ 8,097,251</u>	<u>\$ 6,848,038</u>	<u>\$ 8,591,376</u>
<b>EXPENDITURES BY FUNCTION</b>					
Institutional Support	\$ 7,599,289	\$ 7,598,704	\$ 8,097,251	\$ 6,848,038	\$ 8,591,376
<b>TOTAL EXPENDITURES BY FUNCTION</b>	<u>\$ 7,599,289</u>	<u>\$ 7,598,704</u>	<u>\$ 8,097,251</u>	<u>\$ 6,848,038</u>	<u>\$ 8,591,376</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>\$ 369,911</u>	<u>\$ 403,008</u>	<u>\$ 395,349</u>	<u>\$ (2,676,728)</u>	<u>\$ 146,424</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>\$ 369,911</u>	<u>\$ 403,008</u>	<u>\$ 395,349</u>	<u>\$ (2,676,728)</u>	<u>\$ 146,424</u>
Fund Balances at Beginning of Year	\$ 2,457,878	\$ 2,457,878	\$ 2,860,886	\$ 2,860,886	\$ 184,158
Fund Balances End of Year	<u>\$ 2,827,789</u>	<u>\$ 2,860,886</u>	<u>\$ 3,256,235</u>	<u>\$ 184,158</u>	<u>\$ 330,582</u>

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

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

	<u>Adopted Budget FY2018</u>	<u>June 30, 2018 Audited FY2018</u>	<u>Adopted Budget FY2019</u>	<u>April 30, 2019 Actual FY2019</u>	<u>Proposed Budget FY2020</u>
<b>OPERATING REVENUES</b>					
Sales and Service Fees	\$ 4,950,000	\$ 4,600,403	\$ 4,750,000	\$ 3,570,084	\$ 4,650,000
Investment Income	5,000	7,160	15,000	37,284	30,000
Miscellaneous	25,000	9,751	15,000	5,449	15,000
<b>TOTAL OPERATING REVENUES</b>	<u>\$ 4,980,000</u>	<u>\$ 4,617,314</u>	<u>\$ 4,780,000</u>	<u>\$ 3,612,817</u>	<u>\$ 4,695,000</u>
<b>OPERATING EXPENSES</b>					
Salaries	\$ 696,412	\$ 655,314	\$ 736,314	\$ 542,530	\$ 731,945
Employee Benefits	161,610	140,155	141,689	104,835	107,865
Contractual Services	78,000	62,579	40,500	47,729	50,500
General Materials and Supplies	3,792,954	3,547,889	3,602,460	2,915,978	3,499,112
Conference and Meeting Expense	20,750	15,203	17,750	6,987	17,750
Fixed Charges	106,720	106,720	106,720	-	106,720
Depreciation	10,000	3,364	4,500	-	4,500
Capital Outlay	-	-	-	-	-
Other	50,000	41,909	50,100	33,728	50,100
<b>TOTAL OPERATING EXPENSES</b>	<u>\$ 4,916,446</u>	<u>\$ 4,573,133</u>	<u>\$ 4,700,033</u>	<u>\$ 3,651,787</u>	<u>\$ 4,568,492</u>
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfers to Education	\$ -	\$ -	\$ -	\$ -	\$ (100,000)
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (100,000)</u>
Net Income (Loss)	<u>\$ 63,554</u>	<u>\$ 44,181</u>	<u>\$ 79,967</u>	<u>\$ (38,970)</u>	<u>\$ 26,508</u>
Retained Earnings at Beginning of Year	<u>\$ 2,879,195</u>	<u>\$ 2,879,195</u>	<u>\$ 2,923,376</u>	<u>\$ 2,923,376</u>	<u>\$ 2,884,406</u>
Retained Earnings End of Year	<u>\$ 2,942,749</u>	<u>\$ 2,923,376</u>	<u>\$ 3,003,343</u>	<u>\$ 2,884,406</u>	<u>\$ 2,910,914</u>

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

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

	<u>Adopted Budget FY2018</u>	<u>June 30, 2018 Audited FY2018</u>	<u>Adopted Budget FY2019</u>	<u>April 30, 2019 Actual FY2019</u>	<u>Proposed Budget FY2020</u>
<b>OPERATING REVENUES</b>					
Sales and Service Fees	\$ 110,000	\$ 93,911	\$ 110,000	\$ 64,424	\$ 110,000
Miscellaneous	-	-	-	-	-
<b>TOTAL OPERATING REVENUES</b>	<u>\$ 110,000</u>	<u>\$ 93,911</u>	<u>\$ 110,000</u>	<u>\$ 64,424</u>	<u>\$ 110,000</u>
<b>OPERATING EXPENSES</b>					
General Materials and Supplies	\$ 103,200	\$ 100,560	\$ 104,200	\$ 57,790	\$ 104,200
Other	-	-	-	-	-
<b>TOTAL OPERATING EXPENSES</b>	<u>\$ 103,200</u>	<u>\$ 100,560</u>	<u>\$ 104,200</u>	<u>\$ 57,790</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>\$ (6,649)</u>	<u>\$ 5,800</u>	<u>\$ 6,634</u>	<u>\$ 5,800</u>
Retained Earnings at Beginning of Year	<u>\$ 27,518</u>	<u>\$ 27,518</u>	<u>\$ 20,869</u>	<u>\$ 20,869</u>	<u>\$ 27,503</u>
Retained Earnings	<u><u>\$ 34,318</u></u>	<u><u>\$ 20,869</u></u>	<u><u>\$ 26,669</u></u>	<u><u>\$ 27,503</u></u>	<u><u>\$ 33,303</u></u>

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

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

	<u>Adopted Budget FY2018</u>	<u>June 30, 2018 Audited FY2018</u>	<u>Adopted Budget FY2019</u>	<u>April 30, 2019 Actual FY2019</u>	<u>Proposed Budget FY2020</u>
<b>OPERATING REVENUES</b>					
Sales and Service Fees	\$ 6,200,000	\$ 6,957,843	\$ 6,605,000	\$ 5,481,656	\$ 6,645,000
Investment Income	20,000	37,701	70,000	50,797	70,000
Miscellaneous	-	-	-	-	-
<b>TOTAL OPERATING REVENUES</b>	<u>\$ 6,220,000</u>	<u>\$ 6,995,544</u>	<u>\$ 6,675,000</u>	<u>\$ 5,532,453</u>	<u>\$ 6,715,000</u>
<b>OPERATING EXPENSES</b>					
Employee Benefits	\$ 5,850,000	\$ 6,494,533	\$ 6,450,000	\$ 4,417,910	\$ 6,450,000
Other	50,000	2,424	30,000	2,616	30,000
<b>TOTAL OPERATING EXPENSES</b>	<u>\$ 5,900,000</u>	<u>\$ 6,496,957</u>	<u>\$ 6,480,000</u>	<u>\$ 4,420,526</u>	<u>\$ 6,480,000</u>
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfers to Auxiliary	\$ -	\$ (6,000,000)	\$ -	\$ -	\$ -
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<u>\$ -</u>	<u>\$ (6,000,000)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Net Income (Loss)	<u>\$ 320,000</u>	<u>\$ (5,501,413)</u>	<u>\$ 195,000</u>	<u>\$ 1,111,927</u>	<u>\$ 235,000</u>
Retained Earnings at Beginning of Year	\$ 6,796,919	\$ 6,796,919	\$ 1,295,506	\$ 1,295,506	\$ 2,407,433
Retained Earnings End of Year	<u>\$ 7,116,919</u>	<u>\$ 1,295,506</u>	<u>\$ 1,490,506</u>	<u>\$ 2,407,433</u>	<u>\$ 2,642,433</u>

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

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

	<u>Adopted Budget FY2018</u>	<u>June 30, 2018 Audited FY2018</u>	<u>Adopted Budget FY2019</u>	<u>April 30, 2019 Actual FY2019</u>	<u>Proposed Budget FY2020</u>
<b>OPERATING REVENUES</b>					
Other State Government	\$ -	\$ 3,045,454	\$ -	\$ -	\$ 3,000,000
Investment Income	80,000	44,687	200,000	699,458	300,000
Miscellaneous	-	-	-	-	-
<b>TOTAL OPERATING REVENUES</b>	<u>\$ 80,000</u>	<u>\$ 3,090,141</u>	<u>\$ 200,000</u>	<u>\$ 699,458</u>	<u>\$ 3,300,000</u>
<b>OPERATING EXPENSES</b>					
Employee Benefits	\$ 50,000	\$ 6,272,398	\$ 100,000	\$ 75,871	\$ 5,100,000
Other	-	1,284	-	2,867	3,500
<b>TOTAL OPERATING EXPENSES</b>	<u>\$ 50,000</u>	<u>\$ 6,273,682</u>	<u>\$ 100,000</u>	<u>\$ 78,738</u>	<u>\$ 5,103,500</u>
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfers from Other Funds	\$ -	\$ 11,500,000	\$ 1,000,000	\$ -	\$ 2,000,000
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<u>\$ -</u>	<u>\$ 11,500,000</u>	<u>\$ 1,000,000</u>	<u>\$ -</u>	<u>\$ 2,000,000</u>
Net Income (Loss)	<u>\$ 30,000</u>	<u>\$ 8,316,459</u>	<u>\$ 1,100,000</u>	<u>\$ 620,720</u>	<u>\$ 196,500</u>
Retained Earnings at Beginning of Year	<u>\$ 20,012,451</u>	<u>\$ 20,012,451</u>	<u>\$ 136,224</u>	<u>\$ 136,224</u>	<u>\$ 756,944</u>
Change in Accounting Principle	-	(28,192,686)	-	-	-
Retained Earnings	<u>\$ 20,042,451</u>	<u>\$ 136,224</u>	<u>\$ 1,236,224</u>	<u>\$ 756,944</u>	<u>\$ 953,444</u>

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

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

	<u>Adopted Budget FY2018</u>	<u>June 30, 2018 Audited FY2018</u>	<u>Adopted Budget FY2019</u>	<u>April 30, 2019 Actual FY2019</u>	<u>Proposed Budget FY2020</u>
<b>OPERATING REVENUES</b>					
Sales and Service Fees	\$ 226,000	\$ 191,988	\$ 200,500	\$ 87,163	\$ 207,000
Miscellaneous	-	-	-	-	-
<b>TOTAL OPERATING REVENUES</b>	<u>\$ 226,000</u>	<u>\$ 191,988</u>	<u>\$ 200,500</u>	<u>\$ 87,163</u>	<u>\$ 207,000</u>
<b>OPERATING EXPENSES</b>					
Salaries	\$ 122,795	\$ 125,739	\$ 126,463	\$ 106,707	\$ 130,417
Employee Benefits	35,258	32,627	31,186	25,808	34,728
Contractual Services	20,000	6,199	13,900	4,603	13,500
General Materials and Supplies	11,674	14,968	4,791	321	4,225
Conference and Meeting Expense	8,000	679	8,000	289	4,475
Fixed Charges	1,000	11,776	1,000	-	7,500
Capital Outlay	15,000	-	15,000	8,783	11,940
Other	12,050	-	-	-	-
<b>TOTAL OPERATING EXPENSES</b>	<u>\$ 225,777</u>	<u>\$ 191,988</u>	<u>\$ 200,340</u>	<u>\$ 146,511</u>	<u>\$ 206,785</u>
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Net Income (Loss)	<u>\$ 223</u>	<u>\$ -</u>	<u>\$ 160</u>	<u>\$ (59,348)</u>	<u>\$ 215</u>
Retained Earnings at Beginning of Year	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Retained Earnings	<u><u>\$ 223</u></u>	<u><u>\$ -</u></u>	<u><u>\$ 160</u></u>	<u><u>\$ (59,348)</u></u>	<u><u>\$ 215</u></u>



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

**AUDIT FUND**

	Adopted Budget FY2018	June 30, 2018 Audited FY2018	Adopted Budget FY2019	April 30, 2019 Actual FY2019	Proposed Budget FY2020
<b>REVENUES</b>					
Property Taxes	\$ 81,300	\$ 80,833	\$ 83,900	\$ 41,184	\$ 87,100
Interest Revenue	-	10	-	108	-
<b>TOTAL REVENUES</b>	<u>\$ 81,300</u>	<u>\$ 80,843</u>	<u>\$ 83,900</u>	<u>\$ 41,292</u>	<u>\$ 87,100</u>
<b>EXPENDITURES BY OBJECT</b>					
Contractual Services	\$ 80,000	\$ 83,318	\$ 83,900	\$ 61,562	\$ 85,000
Other	-	-	-	-	-
<b>TOTAL EXPENDITURES BY OBJECT</b>	<u>\$ 80,000</u>	<u>\$ 83,318</u>	<u>\$ 83,900</u>	<u>\$ 61,562</u>	<u>\$ 85,000</u>
<b>EXPENDITURES BY FUNCTION</b>					
Institutional Support	\$ 80,000	\$ 83,318	\$ 83,900	\$ 61,562	\$ 85,000
<b>TOTAL EXPENDITURES BY FUNCTION</b>	<u>\$ 80,000</u>	<u>\$ 83,318</u>	<u>\$ 83,900</u>	<u>\$ 61,562</u>	<u>\$ 85,000</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>\$ 1,300</u>	<u>\$ (2,475)</u>	<u>\$ -</u>	<u>\$ (20,270)</u>	<u>\$ 2,100</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>\$ 1,300</u>	<u>\$ (2,475)</u>	<u>\$ -</u>	<u>\$ (20,270)</u>	<u>\$ 2,100</u>
Fund Balances at Beginning of Year	\$ 16,576	\$ 16,576	\$ -	\$ 14,101	\$ (6,169)
Fund Balances	<u>\$ 17,876</u>	<u>\$ 14,101</u>	<u>\$ -</u>	<u>\$ (6,169)</u>	<u>\$ (4,069)</u>

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

**LIABILITY, PROTECTION, AND SETTLEMENT FUND**

	Adopted Budget FY2018	June 30, 2018 Audited FY2018	Adopted Budget FY2019	April 30, 2019 Actual FY2019	Proposed Budget FY2020
<b>REVENUES</b>					
Property Taxes	\$ 1,133,000	\$ 1,129,612	\$ 1,149,900	\$ 573,612	\$ 1,202,500
Federal Government	-	-	-	797	-
Investment Revenue	-	(2,068)	-	21,774	15,000
Miscellaneous	-	18,105	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 1,133,000</b>	<b>\$ 1,145,649</b>	<b>\$ 1,149,900</b>	<b>\$ 596,183</b>	<b>\$ 1,217,500</b>
<b>EXPENDITURES BY OBJECT</b>					
Salaries	\$ 780,490	\$ 766,562	\$ 788,647	\$ 633,093	\$ 848,181
Employee Benefits	499,063	379,597	485,554	357,232	486,384
Contractual Services	225,600	139,785	225,800	126,592	227,700
General Materials and Supplies	77,019	60,574	63,877	73,086	65,758
Conference and Meeting Expense	8,400	4,592	9,100	3,988	10,600
Fixed Charges	275,000	321,352	325,000	408,493	350,000
Utilities	51,500	13,134	53,000	24,050	30,000
Capital Outlay	-	28,911	-	-	-
Other	-	48	-	96	150
<b>TOTAL EXPENDITURES BY OBJECT</b>	<b>\$ 1,917,072</b>	<b>\$ 1,714,555</b>	<b>\$ 1,950,978</b>	<b>\$ 1,626,630</b>	<b>\$ 2,018,773</b>
<b>EXPENDITURES BY FUNCTION</b>					
Campus Safety	\$ 1,082,072	\$ 1,016,472	\$ 1,065,978	\$ 843,451	\$ 1,108,623
Institutional Support	835,000	698,083	885,000	783,179	910,150
<b>TOTAL EXPENDITURES BY FUNCTION</b>	<b>\$ 1,917,072</b>	<b>\$ 1,714,555</b>	<b>\$ 1,950,978</b>	<b>\$ 1,626,630</b>	<b>\$ 2,018,773</b>
Excess (Deficiency) of Revenues Over Expenditures	\$ (784,072)	\$ (568,906)	\$ (801,078)	\$ (1,030,447)	\$ (801,273)
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfers from Other Funds	\$ 800,000	\$ 800,000	\$ 850,000	\$ -	\$ 850,000
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>\$ 800,000</b>	<b>\$ 800,000</b>	<b>\$ 850,000</b>	<b>\$ -</b>	<b>\$ 850,000</b>
Excess (Deficiency) of Revenues Over Expenditures and Other Sources (Uses)	\$ 15,928	\$ 231,094	\$ 48,922	\$ (1,030,447)	\$ 48,727
Fund Balances at Beginning of Year	\$ 1,184,352	\$ 1,184,352	\$ 1,415,446	\$ 1,415,446	\$ 384,999
Fund Balances	\$ 1,200,280	\$ 1,415,446	\$ 1,464,368	\$ 384,999	\$ 433,726

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

**WORKING CASH**

	Adopted Budget FY2018	June 30, 2018 Audited FY2018	Adopted Budget FY2019	April 30, 2019 Actual FY2019	Proposed Budget FY2020
<b>REVENUES</b>					
Investment Income	\$ 20,000	\$ 15,666	\$ 50,000	\$ 105,789	\$ 90,000
Miscellaneous	-	-	-	-	-
<b>TOTAL REVENUES</b>	<u>\$ 20,000</u>	<u>\$ 15,666</u>	<u>\$ 50,000</u>	<u>\$ 105,789</u>	<u>\$ 90,000</u>
<b>EXPENDITURES BY OBJECT</b>					
Other	\$ -	\$ -	\$ -	\$ 442	\$ -
<b>TOTAL EXPENDITURES BY OBJECT</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 442</u>	<u>\$ -</u>
<b>EXPENDITURES BY FUNCTION</b>					
Institutional Support	\$ -	\$ -	\$ -	\$ 442	\$ -
<b>TOTAL EXPENDITURES BY FUNCTION</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 442</u>	<u>\$ -</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>\$ 20,000</u>	<u>\$ 15,666</u>	<u>\$ 50,000</u>	<u>\$ 105,347</u>	<u>\$ 90,000</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>\$ 20,000</u>	<u>\$ 15,666</u>	<u>\$ 50,000</u>	<u>\$ 105,347</u>	<u>\$ 90,000</u>
Fund Balances at Beginning of Year	<u>\$ 4,127,383</u>	<u>\$ 4,127,383</u>	<u>\$ 4,143,049</u>	<u>\$ 4,143,049</u>	<u>\$ 4,248,396</u>
Fund Balances	<u><u>\$ 4,147,383</u></u>	<u><u>\$ 4,143,049</u></u>	<u><u>\$ 4,193,049</u></u>	<u><u>\$ 4,248,396</u></u>	<u><u>\$ 4,338,396</u></u>

# STATISTICAL SECTION

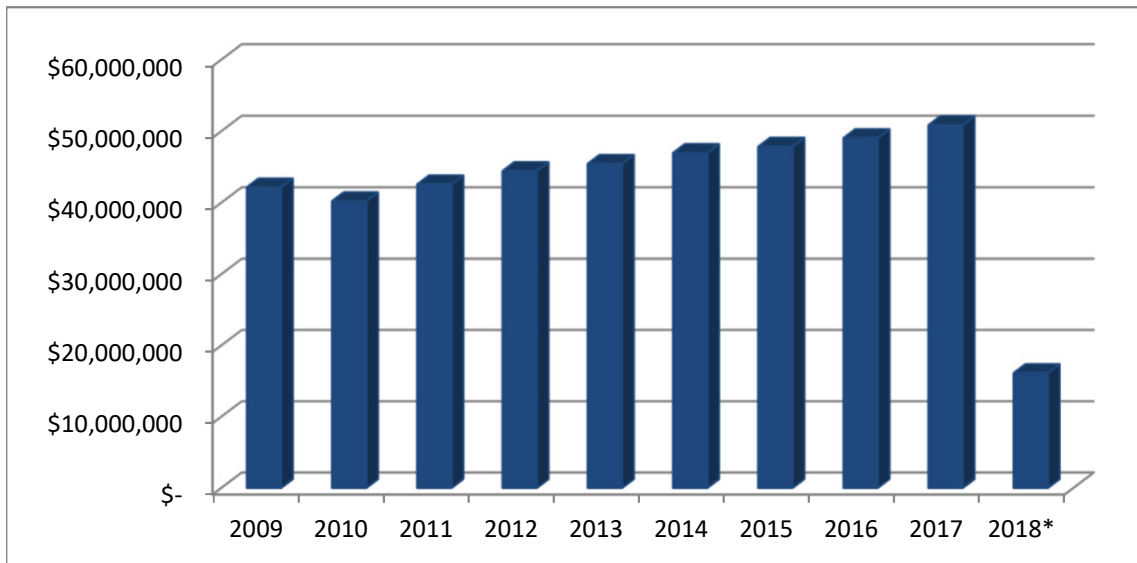
- FY2018 Audited and FY2019 Budget information is reported on an accrual basis.
- Actual information as of April 30, 2019 is reported on a cash basis.

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

**Property Tax Receipts - All Funds**

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<u>Levy Year</u>	<u>Tax Extended</u>	<u>Tax Collected</u>	<u>Percentage of Levy</u>
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	50,849,981	99.86%
2018*	50,921,506	16,120,940	31.66%

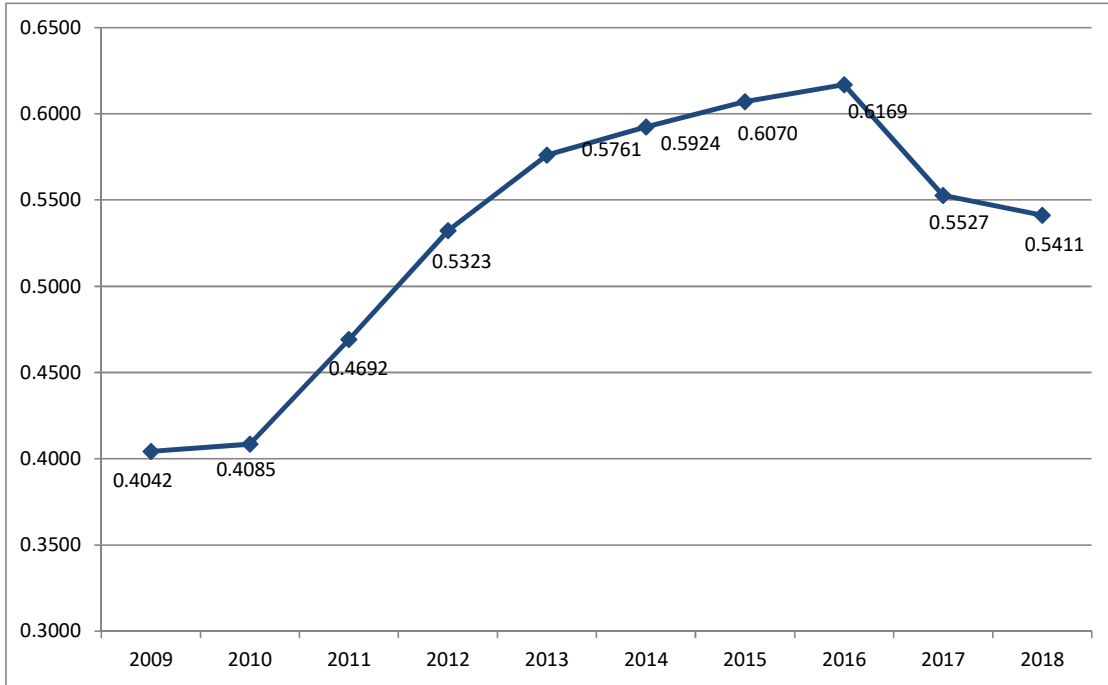


\* - The 2018 property tax extension is collected from May through October 2019

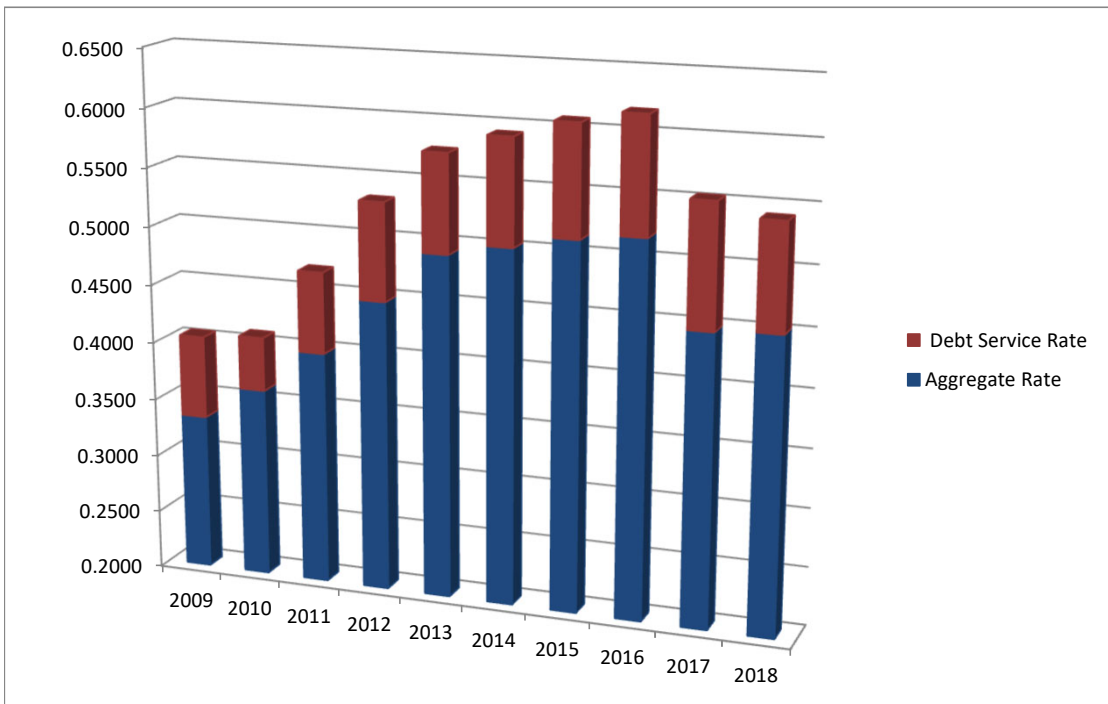
**WAUBONSEE COMMUNITY COLLEGE  
Community College District 516**

**HISTORICAL TAX RATE INFORMATION BY LEVY YEAR**

**TOTAL TAX RATE**



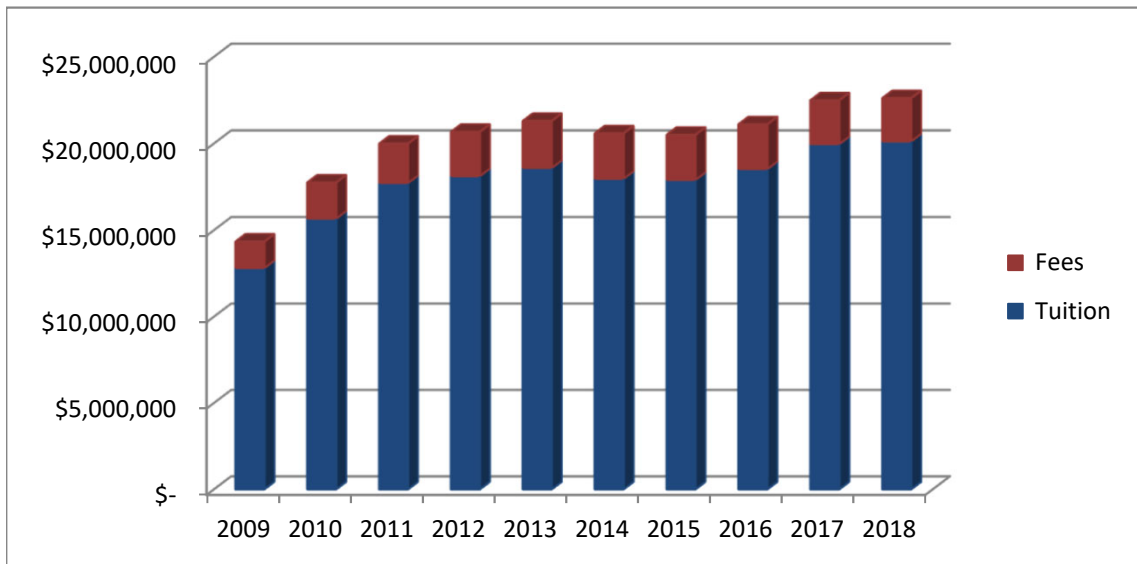
**BREAKDOWN OF TAX RATE**



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

**Tuition and Fees Revenue**

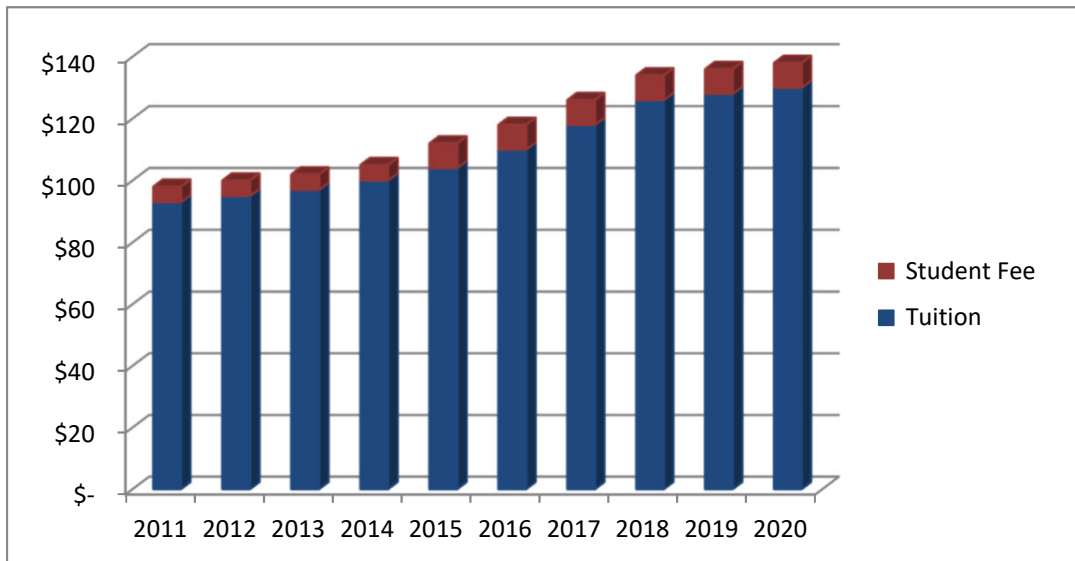
<b>Fiscal Year</b>	<b>Tuition</b>	<b>Fees</b>	<b>Total</b>
2009	\$ 12,814,441	\$ 1,520,940	\$ 14,335,381
2010	15,668,362	2,077,823	17,746,185
2011	17,719,529	2,266,699	19,986,228
2012	18,121,906	2,543,959	20,665,865
2013	18,591,115	2,704,500	21,295,615
2014	17,967,685	2,609,942	20,577,627
2015	17,901,277	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
2018	20,126,165	2,484,085	22,610,250



**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>
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
2020	130.00	8.00	138.00

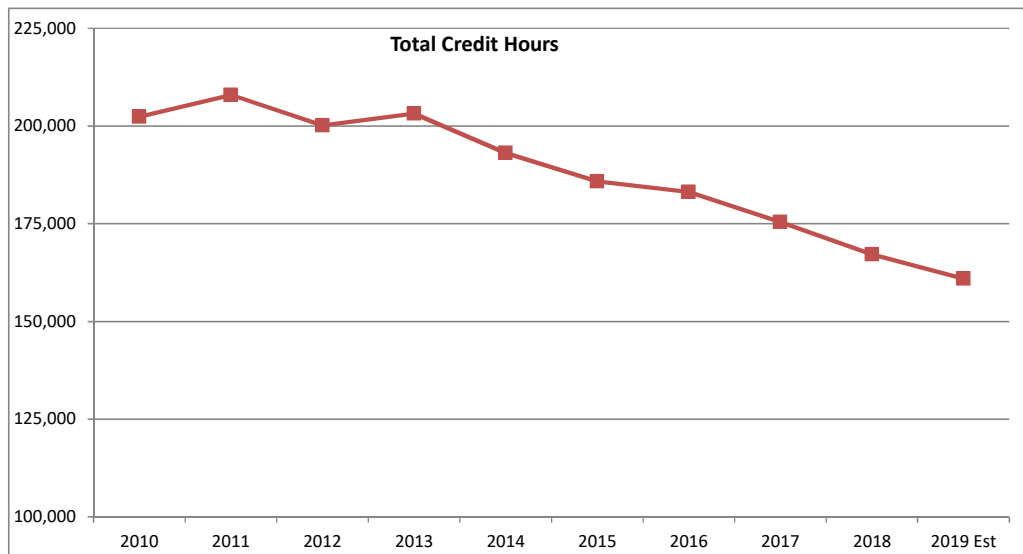
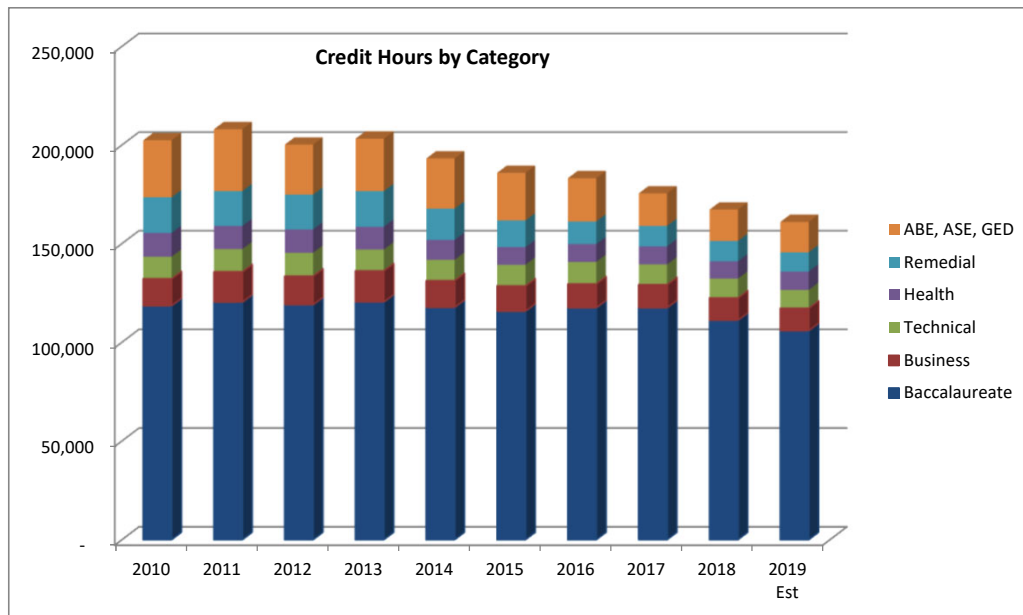




**WAUBONSEE COMMUNITY COLLEGE**  
**Community College District 516**

**CREDIT HOUR DATA**

Fiscal Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019 Est
<b>Credit Hours Generated</b>										
Baccalaureate	118,513	120,340	118,997	120,415	117,666	115,739	117,477	117,458	111,117	105,886
Business	13,628	15,319	14,478	15,759	13,525	12,698	12,055	11,699	11,269	11,320
Technical	11,160	11,477	11,820	10,770	10,519	10,760	11,150	10,218	9,800	9,248
Health	12,053	11,752	11,826	11,581	10,099	8,952	8,995	9,153	8,736	9,320
Remedial	18,071	17,676	17,662	18,028	15,846	13,504	11,509	10,401	10,327	9,785
ABE, ASE, GED	28,907	31,393	25,351	26,615	25,472	24,161	21,937	16,501	15,934	15,383
<b>Total</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>	<b>160,942</b>

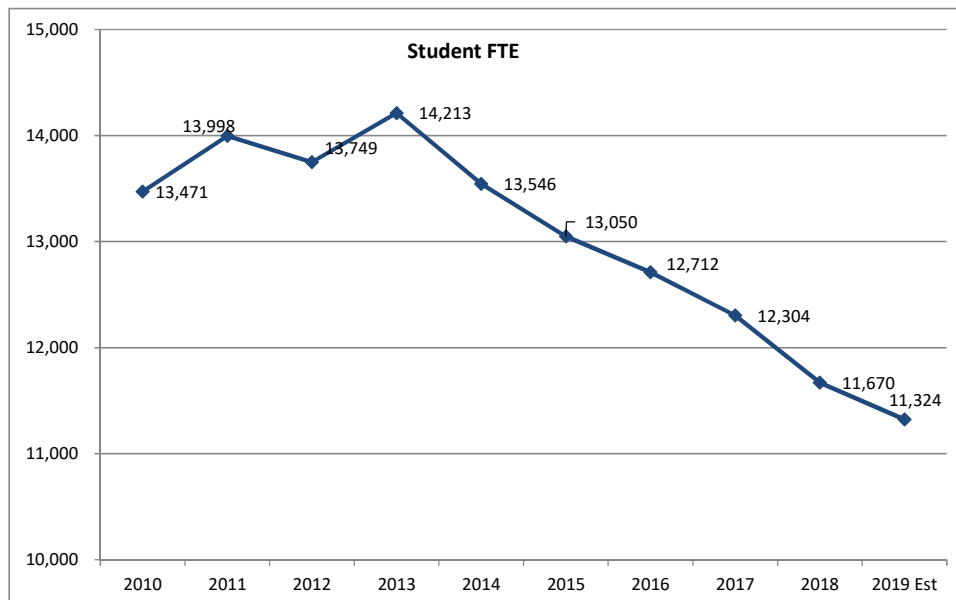
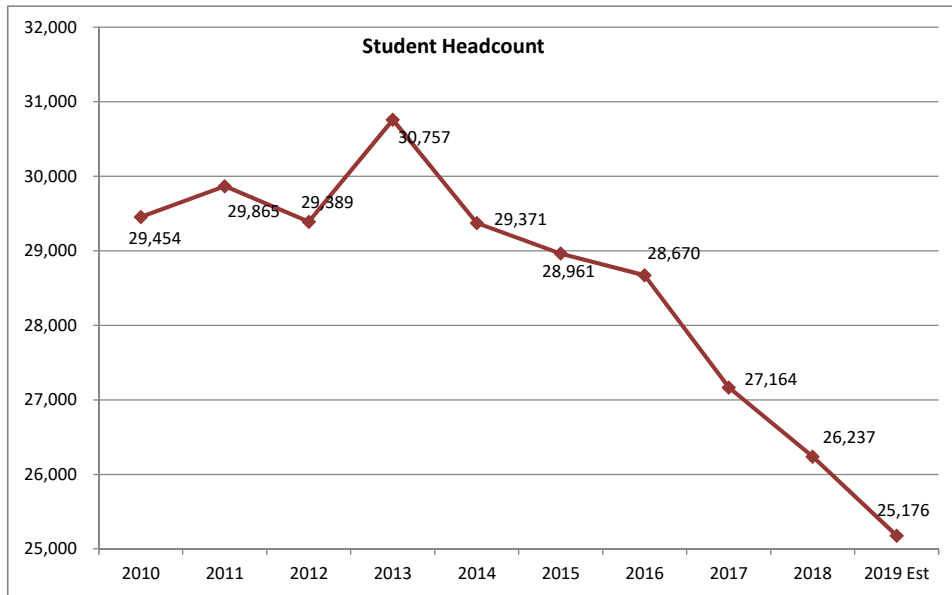


**WAUBONSEE COMMUNITY COLLEGE**  
**Community College District 516**

**STUDENT ENROLLMENT DATA - 10TH DAY**

(includes all credit and noncredit students)

Fiscal Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Student Headcount	29,454	29,865	29,389	30,757	29,371	28,961	28,670	27,164	26,237	25,176
Student FTE	13,471	13,998	13,749	14,213	13,546	13,050	12,712	12,304	11,670	11,324



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

**SCHEDULE OF OPERATING FUNDS - FIVE-YEAR FORECAST**

	FY2020	FY2021	FY2022	FY2023	FY2024
<b>Revenues</b>					
Property Taxes	\$ 43,213,650	\$ 44,510,060	\$ 45,845,362	\$ 47,220,723	\$ 48,637,345
Tuition and Fees	23,500,000	23,820,000	24,354,400	24,897,376	25,449,046
State Base Operating Grant	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000
Other Revenue	3,246,500	3,250,210	3,262,207	3,274,325	3,294,979
<b>Total Revenues</b>	<b>\$ 75,310,150</b>	<b>\$ 76,930,270</b>	<b>\$ 78,811,969</b>	<b>\$ 80,742,424</b>	<b>\$ 82,731,370</b>
<b>Expenditures</b>					
Salaries	\$ 39,623,435	\$ 40,812,138	\$ 42,036,502	\$ 43,297,597	\$ 44,596,525
Benefits	6,518,726	6,844,662	7,186,895	7,546,240	7,923,552
Contractual Services	7,522,784	7,522,784	7,522,784	7,522,784	7,522,784
Materials and Supplies	8,551,237	8,551,237	8,551,237	8,551,237	8,551,237
Conferences and Meetings	1,359,523	1,359,523	1,359,523	1,359,523	1,359,523
Fixed Charges	243,915	246,354	248,818	251,306	253,819
Utilities	2,232,989	2,299,979	2,368,978	2,440,047	2,513,248
Capital Outlay	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Waivers and Institutional Scholarships	1,097,042	1,108,012	1,119,092	1,130,283	1,141,586
Other Expenses	525,200	530,452	535,757	541,115	546,526
<b>Subtotal Expenses</b>	<b>\$ 68,674,851</b>	<b>\$ 70,275,141</b>	<b>\$ 71,929,586</b>	<b>\$ 73,640,132</b>	<b>\$ 75,408,800</b>
<b>Transfers</b>					
Grant Transfers	\$ 350,000	\$ 430,000	\$ 200,000	\$ 200,000	\$ 200,000
O&M Restricted and Retiree Health					
Insurance and Retirement	5,000,000	5,000,000	5,500,000	5,700,000	5,800,000
Liability, Protection, Settlement Fund	900,000	950,000	1,000,000	1,050,000	1,100,000
<b>Subtotal Transfers</b>	<b>\$ 6,250,000</b>	<b>\$ 6,380,000</b>	<b>\$ 6,700,000</b>	<b>\$ 6,950,000</b>	<b>\$ 7,100,000</b>
<b>Total Expenditures</b>	<b>\$ 74,924,851</b>	<b>\$ 76,655,141</b>	<b>\$ 78,629,586</b>	<b>\$ 80,590,132</b>	<b>\$ 82,508,800</b>
<b>Revenues Over (Under) Expenditures</b>	<b>\$ 385,299</b>	<b>\$ 275,129</b>	<b>\$ 182,383</b>	<b>\$ 152,292</b>	<b>\$ 222,570</b>
<b>Beginning Fund Balance</b>	<b>\$ 28,520,926</b>	<b>\$ 28,906,225</b>	<b>\$ 29,181,354</b>	<b>\$ 29,363,737</b>	<b>\$ 29,516,029</b>
<b>Ending Fund Balance</b>	<b>\$ 28,906,225</b>	<b>\$ 29,181,354</b>	<b>\$ 29,363,737</b>	<b>\$ 29,516,029</b>	<b>\$ 29,738,599</b>

# **ADDITIONAL INFORMATION**

- FY2018 Audited and FY2019 Budget information is reported on an accrual basis.
- Actual information as of April 30, 2019 is reported on a cash basis.



**Resolution No. 20-01**  
**FY2020 Budget**

The Community College District No. 516 Board of Trustees formally adopted the FY2020 budget with the following resolution:

WHEREAS, the Board of Trustees of Community College District No. 516, Counties of Kane, Kendall, DeKalb, LaSalle, and Will, and State of Illinois, known as Waubonsee Community College, 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 21st day of August, 2019, 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 Waubonsee Community College Board of Trustees of said district as follows:

Section 1: That the fiscal year of Waubonsee Community College be and the same hereby fixed and declared to be beginning July 1, 2019 and ending June 30, 2020.

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 Waubonsee Community College for said fiscal year.

A copy of the adopted budget is attached.

ATTEST:   
Secretary  
Board of Trustees

  
Chair  
Board of Trustees

Dated: August 21, 2019