

RICHLAND COMMUNITY COLLEGE
DISTRICT #537
Final Budget Proposal for Fiscal Year 2017

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RICHLAND COMMUNITY COLLEGE DISTRICT #537

FY 2017 ANNUAL BUDGET

I. INTRODUCTORY SECTION

EXECUTIVE SUMMARY

Development of the Fiscal Year 2017 budget has caused the serious review of the College's resources. A very rocky FY 2016 was anticipated, however, the stalemate with the State of Illinois Budget exploded into a disastrous fiscal year that will take years to recover. For FY 2016, Richland received only \$569,000 of the anticipated \$2.15 million in State operating grants. Not only was State funding delinquent, enrollment has continued a downward trend beyond the decline projected. Combined with significantly lower State funding and lower enrollments, the College's tax base experienced only a 1/2% growth. The College's three main revenues sources, State grants, tuition, and local taxes are declining and are anticipated to continue that trend.

The perfect storm continues and it doesn't appear the College has reached the eye of this fiscal storm yet. In reaction to the State of Illinois' lack of higher education funding, the Board of Trustees established that the FY 2017 budget will be built without any State grant funding. They have further mandated that any future State funding will be applied to the anticipated \$2.5 million deficit created in 2016. A new strategic goal will be to grow the Operating Funds balance until at least 6 months of expenditures are in the Funds. This is a long-term strategy.

While the majority of the country is experiencing a substantial economic recovery, the local economy is lagging and property taxes generated from the underlying Equalized Assessed Value (EAV) are not growing and in some areas of the College's District are declining. This will be the fourth consecutive year with effectively no growth in the tax base and essentially flat revenues generated from taxes. The College's tax base situation is growing in complexity as the largest tax payer, Exelon Power is seeking special legislative incentives from the State. The Corporation has threatened to close the nuclear power station by June 2017 if the incentives are not granted. Currently the power plant is 9.75% of the College's tax base providing over \$1.1 million in tax revenue annually.

The downward trend in student enrollment is continuing for FY 2017. Community college enrollments are counter-cyclical to the economy. A review of Richland's historic enrollments since 1982 shows that enrollments peak two to three years after an economic recession followed by successive six to seven percent declines. The third year after the peak, the trend flattens or returns to slight enrollment increases. The anomaly that occurred in FY 2015 continued in FY 2016 and is planned to continue through FY 2017. This trend is not following historic trends and seems to be mirrored across the country at community colleges. A 3.25% reduction in credit hours for FY 2017 is incorporated in this budget.

A study by Richland staff supported other findings that historically, tuition increases have very little effect on student enrollment. However, Richland's Board of Trustees is concerned with maintaining tuition affordability in the wake of critical funding challenges. As one effort to address the lack of State funding, the Board of Trustees approved a rare mid-year tuition increase and followed that with an additional increase starting in the summer semester 2016.

In order to maintain the fiscal health of the College, specific and significant cost reduction measures will continue in FY 2017. During FY 2016, no permanent positions were filled unless

determined critical to continued operations. Over 28 open positions remain unfilled heading into FY 2017. Health insurance benefits were substantially modified in 2016, and it is anticipated that additional modifications will be made to the benefit plan in 2017. Other cost cutting measures in the FY 2017 Budget include reductions in items that have less impact on students such as staff travel, meeting expenses, materials and supplies, and contracts.

During a review of the College's strategic plan, it became apparent that the general nature of the section of the plan specific to finances and fiscal strength of the College would not be sufficient to rebuild the College's fiscal health. Three new sub-goals and accompanying strategies are under development that will acutely address near-term actions for building fund balance, reducing costs, supporting revenues, and directing state funding. A longer-term action will initiate steps toward a referendum in 2019. New revenues provided by a successful referendum will replace the State grants, leaving the College more independent from the whims of State politicians.

Furthering the success of the College under these challenging budget conditions will require strict and focused attention to the strategic initiatives designated in the Plan. Annual review and adjustments in priorities will have to be developed and implemented. The Leadership must be held responsible for the constant and detailed attention to the achievement of those goals in order to reverse the decline in enrollment while supporting and increasing student success.

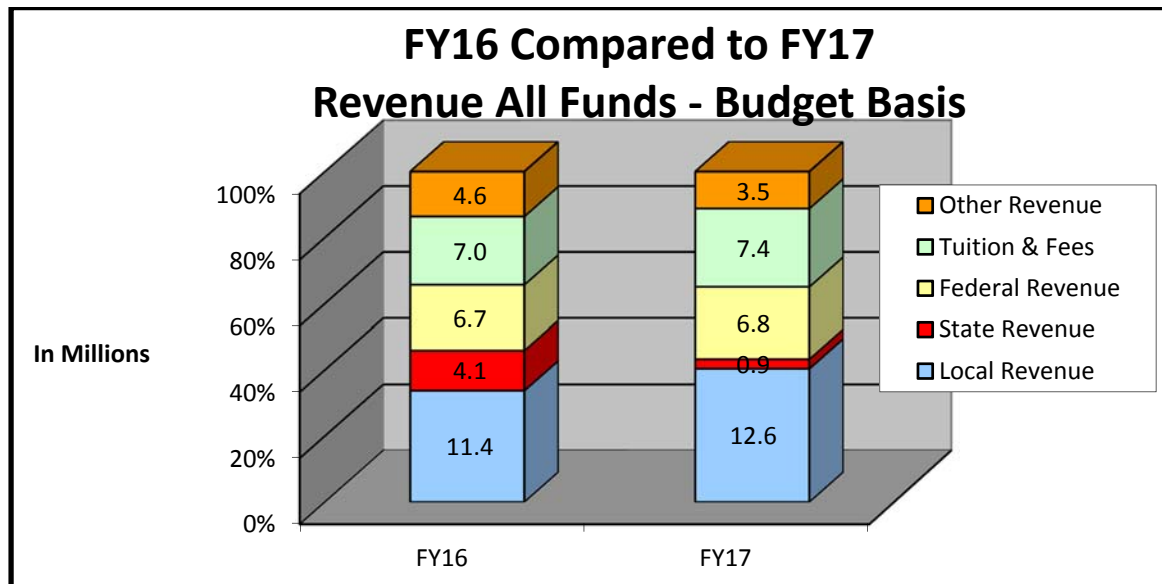
The Richland Community College Foundation continues to be an intricate partner with the College. Included in this budget are increased scholarships, equipment funding, and gifts for College operations. The continuing success of the Foundation's fundraising efforts allows the students to greatly benefit from their efforts.

BUDGET OVERVIEW – ALL FUNDS

All Funds – Sources and Uses – The FY 2017 Budget is a balanced budget including funding sources and uses of over \$31.2 million for all College funds combined. The FY 2017 Budget revenues decreased \$2.6 million over FY 2016. When the Restricted Operations and Maintenance Fund revenue is taken out of the total, revenue is down from FY 2016 by \$2.0 million. The College increased the per credit hour tuition by \$10.00 for FY 2017 and increased course fees minimally, the College is anticipating a 5.6% increase in tuition and fee revenue. Local Government Revenue is expected to increase 10.9% over FY 2016. The College issued \$3.0 million in Working Cash Bonds in FY 2016 and this increases the tax revenue in this fund for the next four years.

In FY 2016 the State of Illinois failed to pass a budget and no FY 2016 budget is anticipated. A 2017 State budget has not been adopted and it appears that the State will not pass a FY 2017 Budget in the near term. The College borrowed from the Working Cash Fund to replace the revenue loss in the General Fund of \$2.2 million for FY 2016. In addition, the College was not reimbursed for programs that we ran through contracts with the State. The FY 2017 Budget does not include any funding from the State for base operating grants, equalization funding or small college grants. Should the State pass a spending plan, any funding received by the College for these items will be used to repay the Working Cash Fund. The lack of a State budget has not only affected the Operating Fund but the Restricted Fund as well. The College has eliminated all funding for the MAP grants for students, the Department of Corrections program, and scaled back the Adult Education Programs to only the federally-funded part. As soon as the State restores funding for the MAP Grants, the College will resume the program.

The College will use fund balance appropriations of approximately \$55,000 in FY 2017. These fund balance appropriations represent revenues generated in previous fiscal years that are intended to be used in the current budget for specific purposes. The fund balance appropriation for FY 2017 will be used to replace the boiler in the Agricultural Maintenance Building. Due to the lack of a State budget for FY 2016 and the subsequent loss of revenue from the State, the Education Fund will begin FY 2017 with a negative fund balance.



Sources – Sources of revenue for the College across all funds are generated from taxes, tuition, and governmental sources. Taxes are generated from a general property tax placed upon all real property within the College’s District. For FY 2017, local tax revenues include taxes levied on property owners for calendar year 2015, payable in June and September of 2016. The taxable value or equalized assessed valuation (EAV) approximates one-third of the market value of the land in the District. The underlying value of this real property has experienced long-term growth of approximately 2% annually. This long-term trend includes the impact of a nuclear power station located in the District that generates over \$1.1 million in tax revenue annually for the College. Exelon Corporation, the owner of the power station is contesting the equalized assessed valuation of the power plant starting in 2010 through 2014. There is a pending lawsuit to decrease the valuation. In addition, stalled negotiations with the State of Illinois in regards to subsidies for the plant caused Exelon to announce in early June of 2016 that they intend to close the facility in May of 2017. This would drastically impact the tax revenue received by the College starting in 2019. Negotiations are ongoing between the State and Exelon in an effort to reach a settlement and avert this closure. Total revenues generated from local property taxes for all funds for the FY 2017 Budget are \$12.1 million, an increase from revenues received in FY 2016. The primary reason for the increase is the issuance of Working Cash Bonds in March of 2016 that increased the rate in the Bond and Interest Fund over the next four years.

Maintaining affordable tuition is a primary focus for Richland Community College. Access to higher education is part of the core mission of the College. Although increased expenses and the loss of State Funding have created the need for a tuition increase for the coming fiscal year, Richland’s tuition is still one of the lowest among community colleges in Illinois. Tuition for FY 2017 has been increased to \$129.00 per credit hour for in-district students, \$163.00 per credit hour for online courses, and \$155.00 per credit hour for variable tuition courses and is estimated

to produce total tuition revenue of approximately \$7.4 million including related course fees. The College increased tuition rates mid-year in FY 2016 as well to help offset the loss of State revenue. Although the College is projecting a 3.25% decline in credit hours generated in FY 2017, the tuition revenue increases will offset this decrease in credit hours. Tuition and Fees revenue for FY 2017 is expected to increase by approximately 5.6%.

Governmental sources of revenue are divided into Federal and State grants and State Personal Property Replacement Taxes. Federal revenues are derived mainly from student financial aid (Pell Grants and Direct Loans) as well as other programmatic grants. In prior years, State revenues included student financial aid, a \$.75 million contract with the Illinois Department of Corrections, and several smaller grants to support operations. However, due to the lack of a State budget in FY 2016 and FY 2017 those revenue sources are not being incorporated into the FY 2017 Budget for the College. Personal Property Replacement Taxes are revenues collected by the State of Illinois and paid to local governments to replace money that was lost by local governments when the State terminated their ability to impose personal property taxes on corporations, partnerships, and other business entities. This tax is determined by the retail sales generated in the College's District. The anticipated revenue in FY 2017 is expected to increase slightly based on receipts from the last half of FY 2016.

The category entitled Other Sources in the FY 2017 Budget includes interest earnings, fund balance appropriations, gifts and donations, scholarships, community training revenues, facilities rental fees, and other miscellaneous items. Total funding in this category has been decreased from \$4.6 million in FY 2016 to \$3.5 million in FY 2017. This reduction is the result of the College budgeting \$1.2 million less in fund balance appropriations in the O & M Restricted Fund for FY 2017.

Uses – Uses or expenditures budgeted for FY 2017 total approximately \$31.2 million for all Funds. Prioritizing limited resources for expenditures is based on Richland's Strategic Plan, the College's Vision and Mission, and diligence toward fiscal responsibility and accountability. The Strategic Plan focuses on the following four main goals: 1) Elevate teaching and learning standards; 2) Foster student success and completion; 3) Create and advance workforce development partnerships; and 4) Ensure a sustainable organization. Strategies within each goal and related budget implications are presented beginning in Section II.

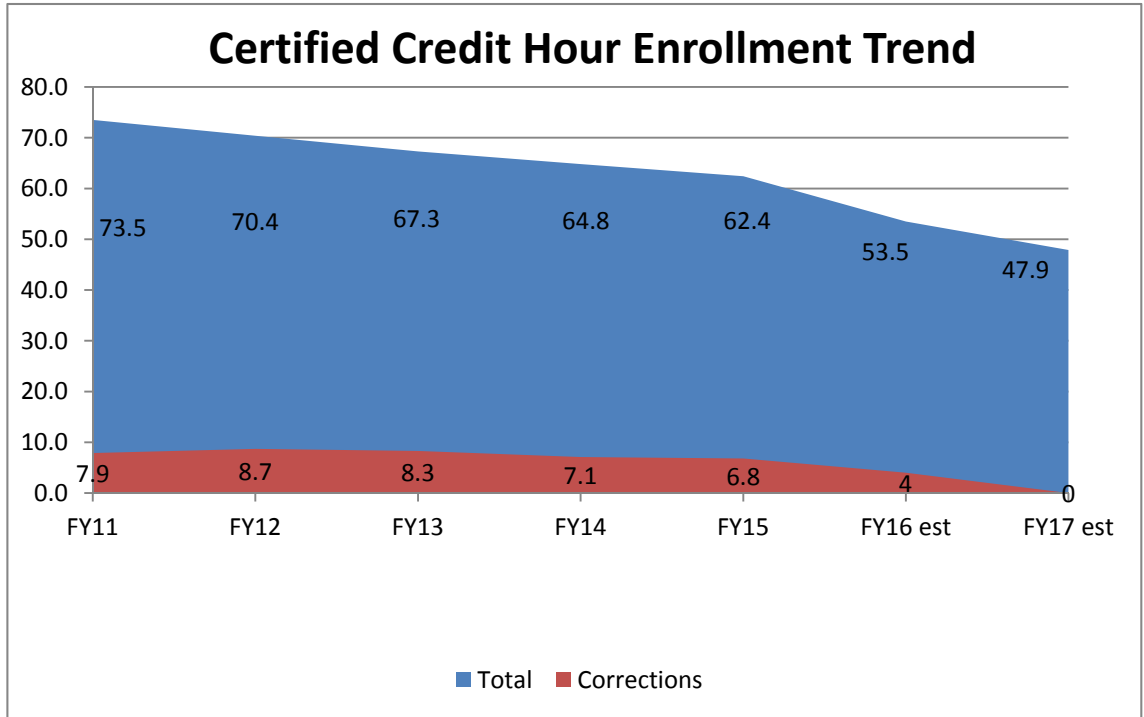
To accomplish the goals of the Strategic Plan, the College has focused on continuous quality improvement initiatives. Richland continues to train employees on the use of quality tools and the study of systems and processes, therefore; the ongoing costs of these initiatives are reflected in this budget. These efforts support the College's accreditation initiative under the Academic Quality Improvement Program (AQIP) by the Higher Learning Commission. During FY 2014, The Higher Learning Commission reaffirmed the accreditation of Richland Community College under the AQIP System through 2023. Additional information and discussion are provided regarding these initiatives in the Organization Section of this document.

Expenditures for the College are driven primarily by salaries and benefits as well as capital projects that are planned for FY 2017. The core of Richland's expenses is personnel costs, representing over 77.9% of General Fund Expenditures and 48.4% of all funds expenses. When the Operations and Maintenance – Restricted Funds are removed from the total, the percentage rises to 49.4%. Total salaries in all funds combined decreased by \$1.4 million from FY 2016 to 2017. The primary cause of this large decrease is from staff attrition, retirements and layoffs that resulted from lack of State funding for grant programs, such as the Department of Corrections. The College implemented a hiring freeze for FY 2016 for all positions vacated unless they are deemed mission critical, or are funded through grants. The budget for FY 2017 includes a pay increase of 3.4% for faculty only. No staff raises were built into the FY 2017 budget. Fringe benefits costs decreased by 7.3% in the FY 2017 Budget. The primary factor

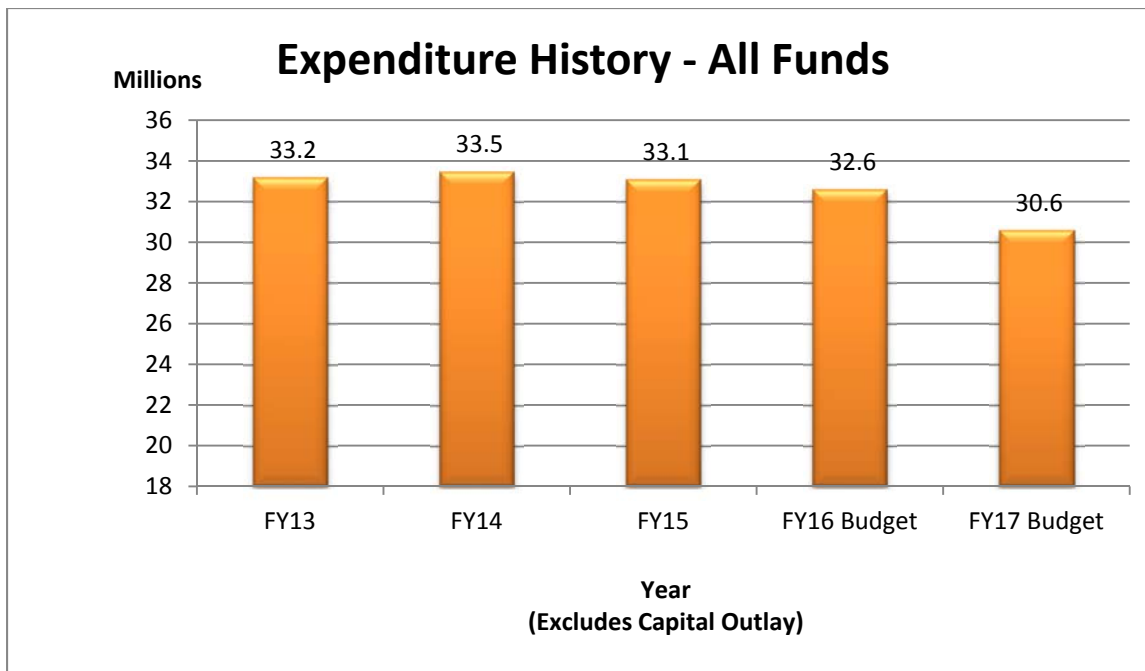
for the lowered cost of benefits is the reduced staffing at the College. Although the College is expecting the premiums for the College's health insurance plan to increase on January 1, 2017 by 8%, there is no increase built into the FY 2017 budget. The College introduced a new high-deductible plan three years ago and the College has seen a steady increase in enrollments in this plan. This plan offers significant savings to the College in premium costs as well as savings in the employee's share of the premium. In addition, a Benefits Committee was established in FY 2016 to revamp the health insurance plan and bring down costs to the College. Those changes took effect in January of 2016. The College anticipates further changes to the health plans in order to continue cost reductions for FY 2017. At the present time the College does not offer benefits to part-time staff that work less than 30 hours per week. Replacing full-time staff with part-time staff when an employee terminates will result in savings when the hours worked per week are less than 30. The overall decrease in salaries and benefits for all Funds is \$1.6 million. The Affordable Care Act will continue to present challenges to the College going forward as the College is federally mandated to offer health care coverage to employees averaging 30 or more hours per week.

Student Credit Enrollments – Student credit enrollments drive two of the College's main revenue sources, Tuition Revenue and State Revenues for Base Operating Grants and Equalization Grants. Changes in enrollments have a significant impact on annual revenues and are monitored closely. While many factors affect student enrollment, significant enrollment shifts result from economic factors, student financial aid factors, population trends in the District, and barriers specific to individual students. A significant decline in the economic environment occurred during and after the recession 8 years ago in the College's local community. However, the situation improved locally with the unemployment rate being slightly over the 9.5% mark in April 2012 which was a decrease from the high of 13.4% in March of 2010. Since that time, the rate has fluctuated due to layoffs at two of the largest employers over the last few years. The rate as of March of 2016 had finally dropped to 7.9%. Historically, as the economy improves and the unemployment rate drops the trends have been for enrollments to decline at the College for two to three years. Thus far, this has not been the case and The College is anticipating a slight decrease in credit hours for FY 2017. The College is also expecting slight decreases in Federal Financial Aid awards.

In FY 2010 the College experienced record enrollments. This followed a historical trend of increasing enrollments during downturns in the economy, correspondingly, enrollments decrease as the economy improves. Historically, this decrease occurs for two or three years and enrollments even out after that. However the College, as have many other community colleges in the State, has seen this pattern of decreasing enrollments continue. In FY 2017 the College is anticipating that this downward trend will continue and enrollments will decrease 3.25%. The College has budgeted 47,882 credit hours in revenue. This number is based on spring 2016 enrollments. There are contingencies in place should the enrollments continue their slide downward in FY 2017. The following graph illustrates this continuing decline in enrollments.



Expenditure History – All Funds – College expenditures remained fairly steady from FY 2013 through 2016. Due to the lack of funding from the State for FY 2017 the College is budgeting for a drop in overall expenses. The College is not filling any open positions that are not mission critical, reducing all travel expenses and has reduced all other line items as appropriate. The College also will not be providing raises to staff for FY 2017 and is working diligently to reduce the cost of benefits while still providing a competitive and fair benefits package to employees. The faculty will receive a 3.4% raise as per the terms of their Collective Bargaining Agreement with the College. The expenditure history detailed in the following graph shows the spending pattern since FY 2013.



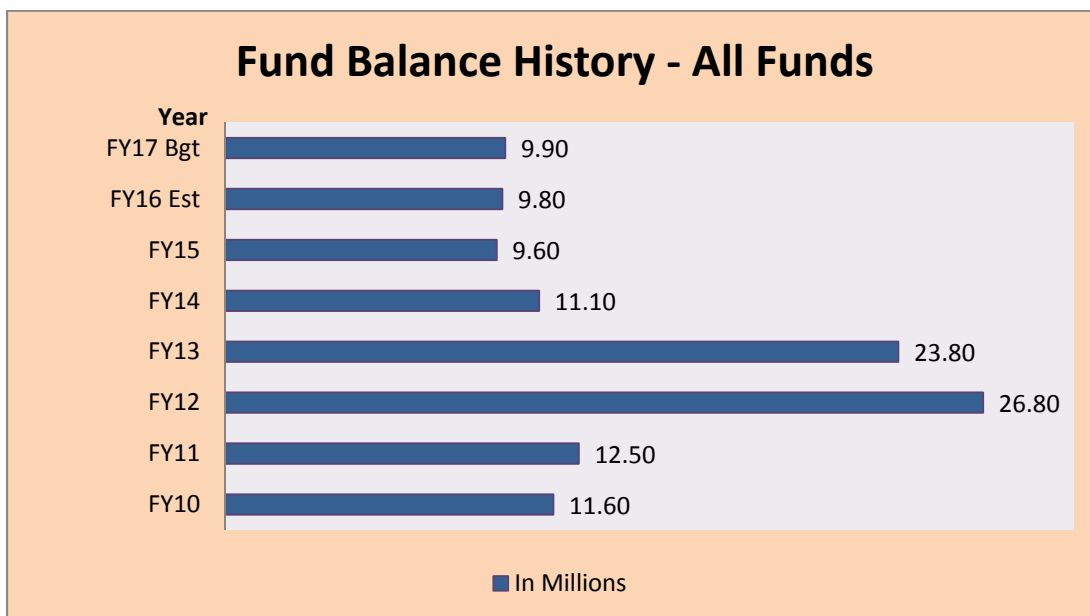
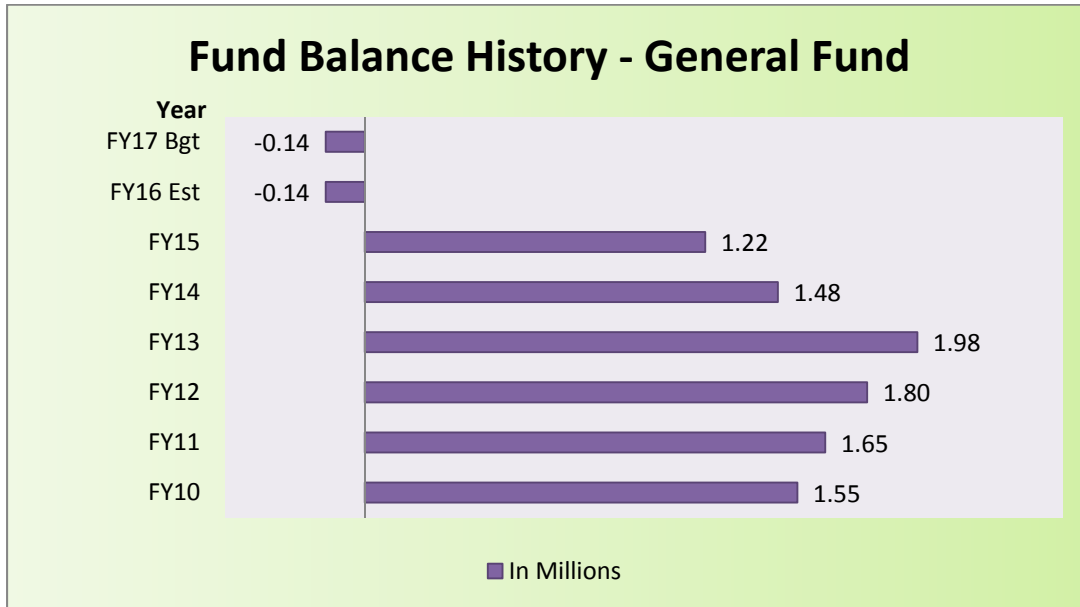
Fund Balance History – All Funds – At year end, unexpended and unencumbered monies held within a particular Fund accumulate from year to year and are designated as Fund Balances. Various reasons can account for the accumulation of Fund Balances. In some instances, conservative spending of budgeted monies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

Fund Balances have been used in recent years to fund one-time planned expenditures for Capital Construction and Equipment Replacement Projects. In recent years some of these projections have included an upgrade to technology campus wide, south wing renovations, upgrades to the parking lot lights, and equipment purchases in the academic divisions to ensure that the students are learning on the latest equipment whenever feasible.

Using fund balances as a measure of the fiscal health of the institution, the College strives to maintain a year-end Fund Balance in each Fund. While available for appropriation, the College has been able to utilize these balances for cash-flow purposes as well as interest generation. The additional interest earned on these funds has been helpful in funding general operational expenses of the College. The Fund Balances overall have remained fairly consistent over the last three years with an increase in FY 2012 for the \$3.0 million increase in the Working Cash Fund and the issuance of bonds to fund the Workforce Development Institute. An additional \$3.0 million was added to the Working Cash Fund in the spring of 2016 via the sale of bonds. This bonding became necessary in order to offset the lack of funding from the State of Illinois for base operating grants, equalization and most state supported grants that the College continued to operate without the funding promised by the State.

The fund balance in the General Fund is expected to drop by almost \$1.4 million by the end of FY 2016. Although the College has undertaken many cost-cutting measures over the past year we were not able to overcome the loss of state revenues. The loss from Base Operating Grants and Small-College Grants was \$1.5 million. The College received approximately 25% of the

amount budgeted for FY 2016. In addition, the College had to cover the cost of continuing operations through the first semester of Department of Correction programs, State-funded Adult Ed programs, and other smaller grants. The College has undertaken additional cost-cutting measures to prevent further deficits in the General Fund Balance. In the event that the State passes a budget for FY 2017, any money received will be used to pay off borrowed Working Cash and then will be retained to increase the General Fund balance. The following graphs show the year end fund balances for the past several years both for the General Fund and then all funds combined.



BUDGET OVERVIEW – OPERATING FUNDS

The Education Fund and the Operations & Maintenance Fund have been combined and are referred to as the General Fund.

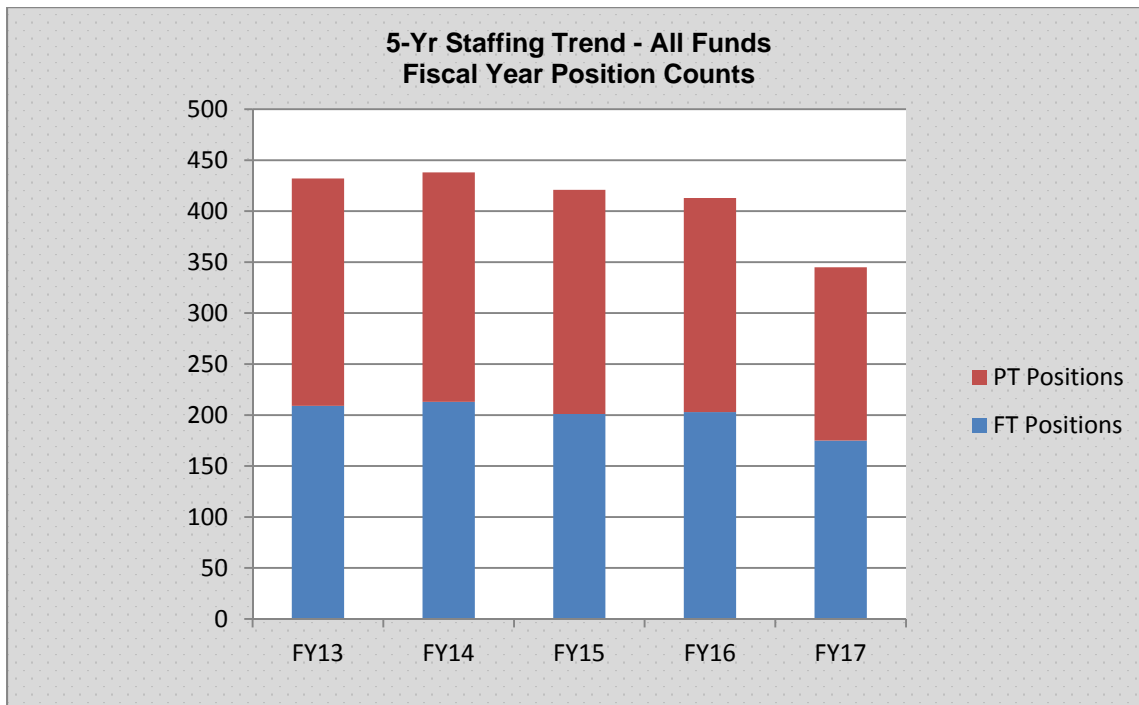
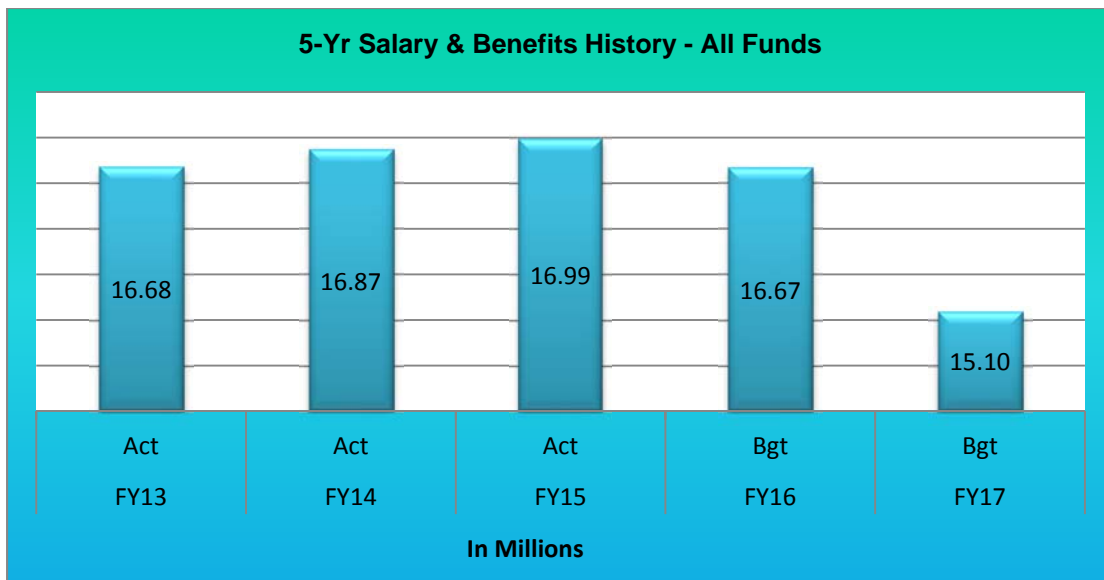
Revenues - Revenues and other sources in the General Fund are expected to decrease approximately 9% from FY 2016 to FY 2017. Local revenue is projected to increase \$153,900. Tuition and fees are expected to increase even though credit hours are budgeted to decrease by 3.25%, due to tuition increases in all categories. The College also increased tuition for the second semester of FY 2016. These increases helped to offset the continued decline in enrollments, resulting in slightly increasing revenue in tuition and fees. The tuition increase was critical in funding continued operations. It also should be noted that this increase still leaves Richland's tuition rate less per credit hour than the State-wide average and many other Central Illinois community colleges. Although Macon County has one of the highest unemployment rates in the State, the College is budgeting for declining enrollments when compared to projected enrollments for FY 2016. Macon County has struggled with a sluggish economy for the past six to seven years. The College continues to work with area civic leaders and businesses to provide the training necessary to residents to prepare them for job openings with local employers. The College has made the decision to not include any funding from the State of Illinois for FY 2017, as the State has still not passed a budget for FY 2016. The State is under considerable financial stress and it is uncertain that even if a budget is passed what the allocation to the College would be.

Expenditures – Expenditures in the General Fund are decreased for FY 2017 by 9%. The budget managers were instructed to submit only essential expenses for inclusion in the FY 2017 budget. The College was able to reduce salaries by not filling vacant positions. In addition, the College will be reviewing the health insurance plans to reduce costs to the College further. Expenses will be closely monitored during FY 2017 due to the loss of State funding and enrollment uncertainties.

Salaries & Benefits History – All Funds - The next two charts show the history of the College's investment in its personnel. Total full-time employment for FY 2017 will include approximately 175 full-time employees and 170 part-time employees.

Salaries budgeted for all funds total over \$12.4 million. The majority of the funding for salaries is in the General Fund with \$10.4 million, followed by the Restricted Purposes Fund with \$.7 million, and the remaining \$1.3 million distributed over three other funds. Total costs have decreased 9.8% overall from FY 2016. The College has left most open positions vacant until the revenue stream improves.

Benefit costs are substantial with approximately \$2.65 million included in this budget for employee benefits. College-provided employee health insurance is the most significant portion of employee benefits costs. Recent trends have forced the College to evaluate the program closely. The College is a member of the Community College Insurance Cooperative (CCIC). An employee benefit committee was established to revamp the health insurance plan, with the goal being to reduce costs. Although the estimated premium increases will be in a range of 6-8%, the College budgeted for no increases in health insurance premiums because of further changes that will be implemented in the plan. The College will continue to closely monitor the health care premiums and make changes as necessary to assure that the plan is affordable for employees and the College.



CAPITAL IMPROVEMENTS

Capital Assets are defined by the College as assets with an initial unit cost of \$5,000 or greater and an estimated useful life in excess of two years. The costs of normal maintenance and repairs that do not extend the life of the asset are not capitalized and are included in the General Fund Budget. The College's investment in Capital Assets and Capital Improvements plays an important role in serving the needs of students and represents approximately 2.0% of the total budget for Fiscal Year 2017. This percentage has decreased from FY 2016 due to the College completing their portion of the new Student Success Center during FY 2016. The College began the construction of the new Student Success Center in FY 2015. This project is

being managed and funded by the Capital Development Board of the State of Illinois. Currently this project is on hold until the State passes a budget and releases the remaining funding for the new addition. The College was required to provide a match of 25% or an estimated \$1.2 million. This money was donated by the Richland Community College Foundation. The only major capital project for FY 2017 is the start of the construction of the Carroll School of Business. This project is being funded from the donations to a capital campaign run by the Richland Community College Foundation.

In March 2013, the Board of Trustees approved a new Facilities Master Plan as a guide for the years 2013 - 2018. This document was a College-wide collaboration assimilating input from many of Richland's constituent groups. The completion of this document provides a dynamic and vibrant college campus utilizing data gathering and foresight, which facilitates the development of a Facilities Master Plan providing a pathway and vision for future campus growth. Accordingly, this comprehensive Richland Community College Facilities Master Plan includes a review of the existing campus facilities while developing a perspective for future capital construction in an organized and logical need based plan that meets Richland's overall strategic goals. The Master Plan includes an assessment of the existing facilities and infrastructure, as well as space needs for academic programming.

The development of the Richland Master Plan was facilitated by the College's architects and included focus group sessions comprised of the Board of Trustees, faculty, staff, students, and community members. Each of the focus groups generated ideas that were captured, analyzed, and synthesized into projects that will enable Richland to build and renovate space to maximize the ability to provide relevant and future educational opportunities for students, businesses, and the community. This plan incorporates significant foresight into academic programs, workforce training, and community needs requiring Richland engagement and leadership.

This Master Plan will serve as a guide for the College's facility decisions for existing and new educational spaces, as well as for posturing the Richland campus as a proactive host for economic development.

The Plan provides a description of projects that can and should be accomplished in the short term of 1 to 3 years, intermediate term of 4 to 8 years, and long term concepts for years 9 through 15. The Plan includes projects for renovation of existing spaces, new facilities, landscaping concepts, and program alignment.

While the Master Plan includes major capital projects, it also incorporates specific repair and renovation projects as well as life safety projects. This comprehensive identification allows the College to plan for capital expenditures and address funding requirements necessary to effectively keep the campus operating efficiently.

Capital projects that are planned during FY 2017 include replacements of selected sidewalks and carpeting, replacing the boiler in the Ag Maintenance Building and continuing with the Carroll School of Business Project. The College will finance these activities through existing College funds, grants and donations and Fund Balance appropriations. The Carroll School of Business is a project being funded and paid for by a gift from the Richland Community College Foundation.

The Chart below is an itemization of the capital building projects for FY 2017:

Richland Community College
Capital Projects Budget
Fiscal Year 2017

<u>Description</u>	<u>Amount</u>	<u>Source</u>
Sidewalk Repairs & Replacement	15,000	Fund Balance
Carpet Replacements	25,000	Fund Balance
Ag Maintenance Boiler Replacement	54,645	PHS
Carroll Center for Business	<u>535,000</u>	Richland Foundation
<u>Total Capital Projects</u>	<u>\$629,816</u>	

Following is a summary of the Capital Projects Expenditures over a five-year period:

Historical Capital Improvement Expenditures

FY 2013	Actual	\$ 2,730,305
FY 2014	Actual	\$12,144,994
FY 2015	Actual	\$ 2,753,924
FY 2016	Preliminary	\$ 758,283
FY 2017	Budget	\$ 629,816

EQUIPMENT

The College increased the Academic/Technology Fee to \$8.00 per credit hour starting with the summer 2016 term. This represented a \$2.00 per credit hour increase. This fee is earmarked specifically for technology upgrades on campus. The first project undertaken was an upgrade to the phone system. The former phone system was outdated and the manufacturer no longer made replacements. The new system was paid for through a lease and the technology fee will be used to repay the lease. The FY 2017 budget includes \$102,000 to repay the first year of the lease. Future plans include upgrades to the WIFI capabilities of the College. As students rely more and more on technology, it is imperative that the College be equipped to meet their expanding data needs. As funding for any additional equipment is uncertain there are no specific equipment purchases planned for FY 2017. In years past, the College has had additional funding available in an Equipment Replacement Fund, however as budgets have been limited the last couple of years this Fund has not been replenished and the College is exploring additional ways to replenish this Fund to ensure that the equipment needs of the College are met.

Funding Challenges of the Future

State Funding – As mentioned above the State of Illinois failed to pass a budget for FY 2016 and adjourned the spring session without passing a budget for FY 2017. This has created many challenges for the College. The College received approximately 25% of the budgeted credit

hour grants for FY 2016 through a special funding bill that was passed by the State. It became necessary to borrow from the Working Cash Fund to cover expenses in the General Fund. There are no indications from the State that the budget situation will be resolved quickly. The revenue received from the State has been declining over the past few years. In FY 2005 the State provided over 30% of the revenue in the General Fund and by FY 2015 that number had dropped to 14%. Going forward the College is expecting that percentage to drop further once the State passes a budget. Any money received from the State during FY 2017 will be used to pay back the Working Cash Fund. Once all Working Cash has been repaid, State funding will go towards building the fund balance in the General Fund.

Providing about 2.8% of the General Fund revenues, the College receives corporate personal property replacement taxes distributed by the State. Based upon corporate profits resulting from an improved economy, the College's portion of these taxes grew from FY 2003 until FY 2009. However, starting in FY 2010 the revenues received from this tax started decreasing due to the continued recession affecting businesses Statewide. FY 2012 finally saw a slight increase in this revenue stream. The FY 2017 budgeted Replacement Tax Revenue is based on increasing revenue in FY 2016.

Local Funding – The Equalized Assessed Valuation of Richland's District is projected with a slight increase for FY 2017. The Districts assessments are nearly complete as of the date of this budget finalization, and the consolidated counties in Richland's taxing districts experienced approximately a .9% increase in its combined Equalized Assessed Valuation (EAV). The District's EAV is the base upon which Richland tax rates are computed to determine its annual property tax revenues. Exelon Corporation announced at the beginning of June 2016 that they were planning on shutting down the nuclear power plant located in Clinton, in DeWitt County. This has the potential to cost the College over \$1.1 million in tax revenue starting in FY 2020. The State is considering legislation that would provide incentives to prevent the closure.

Tuition and Fees – In response to increased costs and a statutory requirement to remain at or above 85% of the State-wide average of all community college tuition rates, the Board approved an \$10.00 per credit hour rate increase at its February 2016 meeting. This increase will begin with the summer 2016 term. The College experienced record enrollments in FY 2011 and is projecting another slight decline in enrollments for FY 2017, following a decline in FY 2016, due to the volatile unemployment rate in the College's District. The College is continuing with several initiatives that began in FY 2013 that are expected to generate additional enrollments in both educational programs and workforce development programs. These initiatives included a Diesel Tech Program, as well as a Collision Repair Program, expanding the Bio-fuels Program, and continuing to expand the College's Online Learning Program. All of these programs and initiatives are being driven by the needs of the College's stakeholders including students and businesses in the District. It is anticipated that these initiatives will help the College become more competitive in the District and will attract students from outside the District as well. In addition, a committee was formed during the spring of 2015 to take a comprehensive look at enrollments and what the College needs to do differently to attract more students. The College is continuing to look at enrollments and implement changes as needed to increase enrollments.

Fees are primarily utilized to provide consumable materials necessary for teaching classes. Annually, fees and the underlying costs are reviewed and submitted to the Board of Trustees for approval. Fees for technology-intensive classes must be monitored closely to ensure that appropriate software and equipment are utilized in order to maintain an effective learning environment. Fees that are collected are used to support the costs of maintaining effective technology and equipment. There have been slight increases in fees for some programs for FY 2017.

Student Financial Aid – To prevent barriers to full access to higher education, the College must seek funding sources that allow all students access to Richland’s programs. This can be achieved through Federal Funding sources such as Pell Grants, Direct Loans or State Monetary Award Program Grants. In recent years, these sources have been reduced. Federal Funding for FY 2017 is decreased slightly to reflect the actual Pell awards, loans, etc. for FY 2016. One large funding source, the State Monetary Awards Program Grants, was available to students for the fall 2015 semester. There were no funds available to students for the spring 2016 semester due to lack of funding from the State. The College covered the cost of the fall 2016 MAP grants until finally receiving funding in April 2016. The College will not advance MAP grants to students for the all 2016 semester until funds are received from the State. The Richland Community College Foundation has received funds and endowments to award higher value scholarships over the last five years. With the growth in funding available to the Foundation for scholarships, the Foundation anticipates awarding over \$575,000 for FY 2017. Increasing endowments will provide additional funding for scholarships at this much needed time.

DEBT MANAGEMENT

The College is subject to a debt limit of 2.875% of the District’s Equalized Assessed Valuation of \$2,226,751,402 or an estimated \$64.1 million. At the current time, the College holds \$20.7 million in general obligation bonds debt, which will be retired over the next 19 years ending December 2031. In January 2008 bonds were issued to finance obligations related to the construction of the Center for Sustainability and Innovation facility that will serve the needs of the College and the University of Illinois Extension. This facility is the College’s first “Green” building and was constructed in accordance with Leadership in Energy and Environmental Design (LEED) specifications. In December 2010, the College received notification that the building was awarded the Platinum LEED certification. These specifications increased the initial construction costs of the building but are expected to provide substantial energy savings over the life of the building.

In April 2010, the College issued \$3.0 million in general obligation bonds debt, which will be retired over an 8-year period ending December 2018. These bonds were issued to increase the Working Cash Fund of the District. The State of Illinois has experienced great financial difficulties over the past fiscal year and the payments from the State have been lagging behind their customary schedule of payments. The College wanted to ensure that there was sufficient cash available to meet its obligations while waiting on the State. At the current level, the College has sufficient reserves to cover expenditures for one year without receiving any State payments.

In November 2010, the College issued \$3.39 million in general obligation bonds debt, which will be retired over an 8-year period ending December 2018. These bonds were issued to finance the improvements identified in the Energy Management System Master Plan. The improvements have been completed and the College is now seeing the results with lower energy costs.

In January 2012, the College issued \$16.1 million in general obligation bonds debt, which will be retired over a 20-year period ending December 2031. These bonds were issued to finance the Workforce Development Institute. This is a new building on campus that will be used to house RCC programs as well as the Heartland Technical Academy programs and occupational programs of the College, as well as a new Fitness Center, Bistro 537, and Child Care Center.

In March 2016, the College issued \$3.0 million in general obligation bonds debt, which will be retired over a 4-year period ending December 2019. These bonds were issued to increase the Working Cash Fund of the District. The State of Illinois has experienced great financial

difficulties over the past fiscal year and did not pass a budget for FY 2016. This left the College with a sudden loss of over \$2 million dollars in the General Fund. The College wanted to ensure that there was sufficient cash available to meet its obligations while waiting on the State.

II. ORGANIZATIONAL SECTION

RICHLAND COMMUNITY COLLEGE DISTRICT # 537

Principal Officials as of July 1, 2016

Board of Trustees

<u>Name</u>	<u>Position</u>	<u>Term Expires</u>
Bruce Campbell	Chairman	2017
Tom Ritter	Vice-Chairman	2021
Dr. David Coopriider	Secretary	2019
Dr. Larry W. Osborne	Trustee	2017
Bishop Wayne Dunning	Trustee	2017
Randy Prince	Trustee	2021
Dale Colee	Trustee	2019
Ashley Ronda	Student Trustee	2017

Executive Staff of the College

Dr. Charles Novak	Interim President
Lisa Gregory	Executive Director of Public Information and Chief of Staff
Greg Florian	Vice President, Finance and Administration
Dr. Douglas Brauer	Vice President, Economic Development and Innovative Workforce Solutions
Marcus Brown	Vice President, Student Success
Dr. Denise Crews	Vice President, Academic Services

OUR VISION, MISSION AND CORE VALUES

VISION

To be the premier source for education, workforce training, partnerships, and economic development. (Reaffirmed March 2015)

MISSION

To provide innovative educational environments, opportunities, and experiences that enable individuals, communities, and the region to grow, thrive, and prosper. (Reaffirmed March 2015)

CORE VALUES

Richland has endeavored to identify its Core Values through a series of reflective activities conducted initially through College-wide evaluations and then through the work of a Continuous Improvement Process Team. In the spring of 2003, the College adopted five core values: **Commitment, Respect, Excellence, Accountability, and Diversity.**

STATEMENT OF PURPOSE

The primary purpose of Richland Community College is to improve the quality of life in Central Illinois by actively serving the educational needs of the people, organizations, and institutions it serves. Richland pledges to provide equal access to education and training for all citizens regardless of race, age, gender, religion, national origin, ethnic background or disability.

Richland achieves its mission and purpose by offering the following programs as outlined in the Public Community College Act:

- The first two years of a baccalaureate, transfer education
- Occupational/Technical courses, certificates, and degrees leading directly to work
- Basic educational courses and programs designed to prepare students to engage in college-level study;
- Continuing and community education courses and programs designed to provide and encourage opportunities for lifelong learning;
- Student development programs and services designed to help students identify educational and career goals, set realistic career paths, and develop skills necessary to achieve intellectual and personal growth;
- Academic programs and services that provide supplemental support to both teaching and learning;
- Community education activities and programs that complement, enhance, and contribute to the growth and enrichment of students and the community, both inside and outside of the classroom; and
- Community service activities and programs that promote linkages with business, industry, and governmental agencies designed to meet the changing needs of the market place and promote economic growth in Central Illinois.

HISTORY, LOCATION AND DEMOGRAPHICS

HISTORY

- 1971** - The Community College of Decatur is established by referendum as a comprehensive two-year institution and is housed in a vacated bank building in downtown Decatur, Illinois. A Board of Trustees is to be the ruling body that governs the College.
- 1975** - The College is re-named Richland Community College to better represent the College's expanded district parameters.
- 1979** - Richland expands and moves to a new location in an industrial park – a temporary site while a permanent facility is planned.
- 1980** - Richland Community College Foundation is established.
- 1984** - Voters approve a bond referendum for the construction of a permanent site.
- 1988** - Richland relocates to a newly constructed campus offering 151,000 square feet on the Northeast corner of Decatur, Illinois. First classes were held in September.
- 1991** - The Weidenbacher Greenhouse is constructed and ready for classes.
- 1992** - The Shilling Community Education Center is built onto the existing permanent structure, adding an additional square footage of 44,600.
- 2001** - Dr. Gayle Saunders becomes first female President of Richland Community College.
- 2002** - Two additional wings are added to the campus. The Schrodt Health Education Center and the Industrial Technology wing add 50,000 square feet to the College.
- 2005** - Richland opens classrooms at the new Hope Academy Center, 1050 E. Sangamon, Decatur IL 62521. The Brush College, LLC, is created and the first Farm Progress Show is held at Progress City USA.
- 2007** - Richland hosts the Farm Progress Show in Progress City, USA. The ground is broken for the Early Childhood Classroom and Fitness Center.
- 2007** - The Agribusiness and Occupational Technology Center is dedicated in November.
- 2008** - In February, The Agribusiness and Occupational Technology Center is renamed the Dwayne O. Andreas Agribusiness Education Center.
- 2008** - The Compease job classification and compensation system is implemented by the College during the summer.
- 2008** - Ground was broken for the Center for Sustainability and Innovation in September.
- 2008** - The Fitness Center opened in its new location in the fall.
- 2009** - In January the Fairview Park Plaza Center opened as a site for credit and non-credit classes.

- 2009** - The Adele P. Glenn Academy of Early Childhood Education was dedicated in April.
- 2009** - The Center for Sustainability and Innovation opened in July.
- 2009** - In August, the wind turbine started operation; it was dedicated in September.
- 2009** - In September, Richland hosted the third Farm Progress Show.
- 2010** - The first graduates of the Culinary Arts Institute participated in Commencement.
- 2010** - The Richland Foundation announced that it had reached its Major Gifts Campaign goal of \$17m.
- 2010** - The Mathematics Enrichment Center was dedicated with funding from the James Millikin Trust.
- 2010** - Richland was notified by the U.S. Green Building Council that the Center for Sustainability and Innovation has received the Leadership in Energy and Environmental Design (LEED) Platinum designation.
- 2011** – Richland was notified by the Association for the Advancement of Sustainability in Higher Education that the College had been awarded a STARS Bronze Institute based on its accomplishments in campus sustainability.
- 2012** – College completed the installation of the New Energy Management System. This involved a total replacement of the College’s heating and cooling systems.
- 2012** – Richland was designated as a “tree campus” by the National Arbor Day Foundation.
- 2012** – A state-of-the-art National Sequestration Education Center was opened.
- 2012** – State of Illinois announced release of funding to build a new Student Success Center.
- 2012** – Richland Transfer Academy opened.
- 2013** – Richland recognized as a finalist for 2013 American Association of Community Colleges Award of Excellence in the Outstanding College/Corporate Partnership category.
- 2013** – Groundbreaking held for the Workforce Development Institute.
- 2014** – Clinton Extension Center opened.
- 2014** – Completion of the Culinary Art Institute restaurant.
- 2014** – Completion of the Workforce Development Institute.
- 2015** – Groundbreaking held for the Student Success Center.
- 2016** - Construction began on Carroll School of Business

LOCATION

Located in Decatur, Illinois, the College serves an eight-county district with a population of approximately 133,000. Three hours from Chicago, Illinois, and two hours from St. Louis, Missouri, the College is centrally located within Illinois. The primary campus encompasses 155 acres. The College also operates an attendance center in Clinton, Illinois, which is roughly 25 miles north of the main campus and an attendance center in the Fairview Park Plaza Center, located on the West side of Decatur.

The District is home to a variety of regional and international companies including Archer Daniels Midland, Caterpillar, Tate & Lyle, Fugao Glass of Illinois, Mueller Company and Ameren IP. Decatur is the North American headquarters for Archer Daniels Midland Company, recognized as a leader in applied agricultural research. While much of the District's focus is on manufacturing, nearly half of all businesses fall within the service sector, including health care. Decatur is also the home of the Farm Progress Show, held biannually at Richland Community College.

The College also is centrally located to a variety of four-year universities and colleges where Richland graduates can further pursue a baccalaureate degree. In addition to Millikin University, a private university located in the city of Decatur, the College also is within a one-hour drive from three public universities – the University of Illinois in Champaign-Urbana, the University of Illinois in Springfield, and Illinois State University in Bloomington-Normal. Private universities in the area include Illinois Wesleyan University, Lincoln College, Lincoln Christian College and Springfield College in Illinois.

DEMOGRAPHICS

Counties: Of the 8 counties touched by Richland's services, Macon County and DeWitt County provide the largest residence base. 96% of Richland's population base resides in Macon County and DeWitt County. The other counties in District #537 include Christian, Piatt, Logan, Sangamon, Moultrie, and Shelby.

Population: In 2012, Richland's District included a population base of 132,770. This is a decrease of about 3.9% from the year 2000; this is somewhat better than the prior ten-year decrease of nearly 8%. Of the eleven K-12 school districts within Richland's population base, the top five account for nearly 83% of Richland's population base. The two largest school districts experienced a decrease in population between 2000 and 2010 of roughly 4,600 residents or approximately 5.1%.

Employment/Unemployment: The three major industries in the area are: 1) educational, health and social services, 2) manufacturing, and 3) retail trade. From 2000 to 2013, Macon County experienced over 8,000 job losses mostly resulting from plant closings within the manufacturing sector. This change has had a direct impact on the population decline within the District. It is estimated that there will be 215 new job openings per year within 24 different occupations through 2022.

Transportation and material moving occupations, such as truck drivers, top the list with 33 projected annual new job openings. The next three occupations are business operation specialists, production occupations and construction occupations with 50+ new openings per year. The combined projected annual openings for healthcare occupations are 35. These projections, taken from the Illinois Department of Employment Security's Economic Information and Analysis Division, are utilized when making decisions about future program offerings at Richland.

From 1980 to 2000, the unemployment rate in the region decreased from approximately 11.1% to 5.2% and it remained fairly constant through midyear 2008. Starting midyear 2008 the unemployment rate steadily increased to a high of 13.4% in March of 2010. By April of 2012 the rate had decreased to 9.5% as the local economy slowly improved. By March of 2014 the rate had slowly increased to 11.1%. This reversal was primarily due to layoffs at two of the areas' largest employers. As of March of this year the rate had dropped to 7.9%. At this time, the rate is still one of the highest in the State of Illinois. The local economy is still struggling to regain the job losses of the 2008 recession.

Historically, high unemployment rates tend to correlate with increasing student enrollments. Typically community colleges experience an increase in student enrollments and when unemployment declines, enrollments decrease, with the enrollments stabilizing as the employment rate remains steady. Unfortunately this has not been the case following the recession of 2008. The College experienced record high enrollments in FY2010 and FY2011 followed by a decline in credit hours starting in FY2012. Historically, this downward trend would be expected to continue for two or three years and then stabilize. This has not been the case as enrollments have continued to drop and the College is anticipating another 3.25% decline for FY2017. This downward trend in enrollments is not unique to Richland, as most other Colleges in the State continue to experience drops in their enrollments.

Education: As reflected in the data from Richland's Environmental Scan for 2014, the percentage of the population in Richland's District with at least a high school diploma has grown from 83.2% in 2000 to 89.5% in 2012. However in Macon County, over 40% of the population ended their educational attainment with a high school diploma or less. This percentage is higher for DeWitt County at over 50%. Overall, both counties are undereducated compared to the State and nation. These figures suggest that Richland has a growing pool of available students. One important aspect to address for the College is reaching those students and providing the educational services needed.

Financial Aid: Financial aid and scholarship awards for FY 2016 totaled \$6.7 million distributed to 1,739 students. In FY 2015 financial aid and scholarship awards totaled \$6.8 million distributed to 2,035 students. An increasing number of the District's students rely on financial aid for higher education. The number of students awarded Pell Grants has remained steady over the last 5 years, while the number of students awarded State MAP Grants has declined mainly due to earlier and earlier deadlines for applying due to funding difficulties with the State of Illinois. Due to the lack of a State budget the College suspended all funding for the MAP Grants starting in January of 2016. This suspension will remain in effect until the State resolves the budget impasse. The College has seen a steady increase in the number of scholarships provided by the Richland Community College Foundation which has helped to bridge the gap between need and available financial aid.

According to national statistics on persons below poverty level, there was a 2.6% increase in the national poverty rate from 13.3% in 2005 to 15.9% in 2012. For Macon County the increase was higher, rising 8.2 percentage points from 15.1% in 2005 to 23.3% in 2012.

Student Body: Richland experienced the highest enrollments in its history in FY 2010 with total certified credit hours reaching 74,970. Since that time enrollments have fallen back to a projected level of 47,882 certified credit hours for FY 2017. The FY 2017 Budget is based on Certified Credit Hours decreasing approximately 2.5% from FY 2016 enrollments.

The Richland District includes 15 public and private high schools. Historically about 24% of all graduates at these high schools subsequently enroll at Richland Community College.

The fall 2014 headcount for credit classes and full-time equivalency were 3,369 and 1,801 respectively, as compared to 3,340 and 1,847 for fall 2013. For 2014, the average age of a Richland student enrolled in day classes was 27 and students enrolled in evening classes average 31. The ratio of part-time to full-time students was 70/30 and female to male students was 61/39. Roughly 71.7% of the student body is Caucasian while 13.9% is African American and the remaining 14.4% is comprised of other ethnic groups. These statistics were from the 2015 Year Book, an annual publication released by Richland Community College.

The majority (73.0%) of Richland’s credit hours are generated during the day, with the remainder generated in the evening or online. The percentage of daytime credit hours has steadily increased over the past 5 years, from 67% in 2009. Evening credit hours have decreased from 22% in 2009 to 14% in 2014.

The College also offers Dual Credit courses which allow high school students to take college-level classes for college and high school credit at the same time. High school students who rank above average in academic achievement may enroll in selected college classes, which must be 100 level or higher.

The College has agreements in place with nine high schools in the District covering dual credit. Students may be enrolled via one of four methods: The Richland Transfer Academy, on their own, at their respective high school or through the Heartland Technical Academy.

Faculty/Staff: In the fall of 2013, Richland had 199 full-time employees and 198 part-time employees. Of this, 210 are full/part-time faculty, 41 administrative, and the remainder is support personnel. The ethnicity of the faculty and staff included 32 African Americans, 2 Native Americans, and 6 Hispanics. 61% of the College’s full-time employees are females compared to 39% males. 167 of the College’s employees possess a Master’s or Doctoral Degree, another 93 possess a Bachelor degree.

Organizational: The Organizational Section includes two Organization Charts. The first chart represents Richland from a student-centered focus with instruction, activities and support functions emanating out from students. The second chart presents the College’s reporting lines.

Physical Facilities Square Footage:

Main Campus – Original	154,466
Shilling Center	49,504
Workforce Development Institute	40,260
Agricultural / Maintenance	12,876
Schrodt Health Education Center	25,570
Industrial Technology Center	23,550
Andreas Agribusiness Ed Center	17,861
National Sequestration & Ed Center	15,531
Center for Sustainability and Innovation	15,256
Macon County Soil & Water	<u>7,815</u>
 TOTAL	 <u>362,689</u>

GOALS, OBJECTIVES & ACCREDITATION

RICHLAND'S VISION – THE STRATEGIC PLAN

In April 2015, The Richland Community College Board of Trustees approved the 2015-2018 Strategic Plan. The development process involves two separate but interconnected phases: an Environmental Scan and the formulation of a Strategic Plan.

Initiated in November 2013 by Dr. Gayle Saunders, President, a series of events led to the development of the 2015-2018 Strategic Plan of Richland Community College. First, the trends, opportunities and challenges section completed by the 2014 Richland Community College Environmental Scanning Team provided the backdrop necessary for the Strategic Planning Team to begin its work (Environmental Scan is located at <http://www.richland.edu/sites/rcc.richland.edu/files/improvement/2014%20Environmental%20Scan.pdf>). Then, the Strategic Planning Team, comprised of representative stakeholders throughout the College, started gathering in March 2014 to understand how the SOAR (Strengths, Opportunities, Aspirations and Results) process would allow them to capture needed information to produce the Strategic Plan. Held between June and October 2014, 14 focus groups sessions with over 210 participants were conducted, and the Strategic Planning Team served as facilitators and scribes. Internal and external stakeholders spoke to Richland's strengths and offered opportunities for improvement. As focus groups were a main source of data collection, the Team also reviewed other data sources that include the AQIP *Systems Portfolio* and *Systems Appraisal*, ICCB Economic Impact Study, and the RCC Institutional Year Books. Throughout this entire process, the Team met to debrief the focus groups, discuss data sources, and advise the progression of the Plan. In addition, retreat topics and regular presentations were planned for the Board of Trustees to allow their input into the process and the Plan.

Intended to provide strategic direction for the College, the four goals in the 2015-2018 Strategic Plan are the following: *Elevate Teaching and Learning Standards, Foster Student Success and Completion, Advance and Create Workforce Development Partnerships, and Ensure a Sustainable Organization*. These goals collectively reflect the mission and vision of the College through emphasis on evidence-based decision-making to support student success, teaching and learning, community relationships and Richland's Principles of Sustainability. As in past practice, the President's Cabinet will identify annual priorities to ensure accountability to the Strategic Plan. The Strategic Planning Team reviewed the mission of Richland Community College as a part of its work. The Team felt that the four goals awaiting adoption will help Richland achieve its current mission. In addition, the Team reviewed the vision approved by the Board of Trustees in 2003. The Team determined that the vision -- *To Be the Premier Source for Education, Workforce Training, Partnerships, and Economic Development* -- still reflects the forward intentions of Richland Community College.

2015-2018 Strategic Plan can be found here:

<http://www.richland.edu/effectiveness/strategicplan>

"This Strategic Plan could not have been completed without the hard work and strategic visioning of those involved in planning and carrying out the process. The members of the Strategic Planning Team as well as the Environmental Scan Team are listed below:"

Strategic Planning Team

Jack Adwell, Dean, Business & Technology
Sally Anselmo, Director, Database Systems

Robin Bollhorst, Director, Budgeting
Darbe Brinkoetter, Dean, Continuing & Professional Education
Ellen Colbeck, Dean, Health Professions
Joe Feinstein, Director, Technical and Facilities Operations
Louise Greene, Director, Library Services
Lisa Gregory, Executive Director, Public Information, Chief of Staff
Rob Kerr, Director, Advising & Registration
Crystal Kitchens, Business & Technology
Dr. Christopher Merli, Professor, Math & Sciences
Carmin Ross, Director, Financial Aid
Teena Zindel-McWilliams, Coordinator, Curriculum & Grants
Gianina Baker (*Facilitator*), Director, Institutional Effectiveness & Planning
Connie Hartman (*Scribe*), Executive Administrative Assistant, VP Academic Services Office

Ex-Officio Members

Dr. Gayle Saunders (*Sponsor*)
Dr. Doug Brauer, Vice President, Economic Development and Innovative Workforce Solutions
Marcus Brown, Vice President, Student Success
Dr. Denise Crews, Vice President, Academic Services
Greg Florian, Vice President, Finance & Administration

Environmental Scanning Team

Sally Anselmo, Director, Database Systems
Gianina Baker, Director, Institutional Effectiveness & Planning
Darbe Brinkoetter, Dean, Continuing and Professional Education Division
Leanne Brooks, Director, Academic Success Center
Louise Greene, Director, Library Services
Richard Gschwend, Director, Human Resources
Brad Hemenway, Associate Professor, Economics
Megan Moore, Director, Accounting
Jessica Pickel, Director, Adult Education
Teena Zindel-McWilliams, Coordinator, Curriculum & Grants



Goal 1	Goal 2	Goal 3	Goal 4
Elevate Teaching and Learning Standards	Foster Student Success and Completion	Create and Advance Workforce Development Partnerships	Ensure a Sustainable Organization
Sustain and improve instruction through the assessment of student learning outcomes.	Sustain an environment that embraces students and advances them toward goal clarity and completion of their identified goal(s).	Enhance and cultivate partnerships in business, education, government, and the community to meet current needs of students and emerging trends of the region.	Prioritize and align Richland’s sustainability principles (people, economics, environment) to support long-term growth and viability.
Key Result	Key Result	Key Result	Key Result
Multiple measures that demonstrate student learning	End of program success	Collective impact on workforce and partnership development	Richland’s Principles of Sustainability are maximized for long-term College viability.
Implementation Strategies	Implementation Strategies	Implementation Strategies	Implementation Strategies
A. Utilize Richland’s Cross Disciplinary Outcomes process to assess student learning.	A. Engage in activities that improve the college and career readiness of Richland students.	A. Discover common workforce needs and opportunities to strengthen community relationships.	A. Align and empower employee strengths that benefit the institution in meeting strategic goals.
B. Demonstrate the assessment of program student learning outcomes.	B. Advance a comprehensive Strategic Enrollment Management process and completion agenda.	B. Identify and implement new career and technical education programs of study and workforce development programs reflecting community economic development initiatives.	B. Optimize human, economic, and environmental expenses with available revenue.
C. Engage faculty and staff in program review using the established process.	C. Engage students in the holistic development of educational pathways.	C. Actively engage in legislative and government relations that serve to further Richland’s mission.	C. Balance the physical environment to connect to the College principles of sustainability.
D. Enhance teaching and learning through faculty development opportunities.	D. Implement student success strategies to address progress expectations and identified momentum points.	D. Proactively secure opportunities for media to highlight the vast portfolio of offerings available to District residents.	D. Identify and secure alternative revenue streams.
E. Deploy innovative instructional delivery and assessment systems.	E. Establish robust student support systems including proactive advising and work-based career-focused experiences.	E. Facilitate workforce and economic development opportunities through business incubator and other entrepreneurial training.	E. Align facility utilization with established program needs.
F. Expand project-based and other career-focused learning experiences for students.		F. Successfully fulfill the design, development and delivery of a new school of business integrated curriculum.	

The Strategic Plan is updated annually and priorities assigned to various areas of the College. The priorities are included in the budget. All new requests for spending are required to be tied to specific strategies within the Plan. This includes all requests for equipment.

Many of the initiatives in the Strategic Plan are intended to increase enrollments, which has a direct impact on the budget. Additionally, the College is reviewing procedures for traveling, purchasing, and cash management as a strategic goal with the end result being more efficient and cost effective processes. Another strategic goal is to develop an activity-based costing model to efficiently direct allocation of resources to meet student and community workforce needs.

ACCREDITATION & IMPROVEMENT INITIATIVES

Accreditation – Richland’s accreditation is based on the Academic Quality Improvement Program (AQIP) model through the Higher Learning Commission. Named for its focus, AQIP allows the College to self-assess and identify opportunities for comprehensive improvement. The College’s initial accreditation using AQIP was obtained for an initial seven years (through 2007). The AQIP reaffirmation of accreditation is based on the institution’s commitment to and success in quality processes, and performance results of those processes as evidenced through AQIP interactions. Once accepted into the AQIP system, a community college must complete a Strategy Forum, a Systems Portfolio, and annual updates. During the initial seven-year period the College was required to undertake and complete several “vital few” action projects that exhibit dynamic opportunities for improvements within the institution and engage its employees.

In April 2008, the Higher Learning Commission reaffirmed the accreditation of Richland Community College through the Academic Quality Improvement Program (AQIP) through 2014. During 2014 a reaccreditation review was conducted by a peer review team that focused on the activities of the College over the past seven years. The review focused on five criteria: Mission and Integrity; Preparing for the Future; Student Learning and Effective Teaching; Acquisition, Discovery and Application of Knowledge; and Engagement and Service. The review team concluded that Richland Community College met the five criteria and no areas were identified for follow-up review. During March of 2015 the College was notified of reaccreditation through 2023 by the Higher Learning Commission. As an AQIP College, continuous improvement will continue over the next eight years always striving to improve upon the solid foundation that exists.

Upon adoption of the AQIP Model, College employees received training in the processes and tools needed to develop successful continuous improvement techniques, teams and projects. New employees continue to receive training in order to qualify for participation on any of the AQIP teams. AQIP teams are formed as needs are identified, and teams are comprised of volunteering employees that work to generate specific solutions or improvements to College processes. When teams conclude their activities, they submit a document detailing their analysis, recommendations and conclusions.

CQIN - Richland Community College was accepted as a member of the Continuous Quality Improvement Network (CQIN) in 2003. CQIN is a group of organizations, institutions and companies committed to enhancing the quality of higher education through the sharing of best practices, training in quality processes, and advocacy of results-oriented educational and management practices.

BUDGET AND FINANCIAL INFORMATION

Basis of Accounting

The College follows generally accepted accounting principles of the United States as set forth in the Governmental Accounting Standards Board (GASB) Codification and as applicable to colleges and universities. As such, the modified accrual basis of accounting is used, whereby revenues are recognized when measurable and available, and expenditures (other than interest on long-term debt) are generally recognized when the liability is incurred.

For budgetary purposes and financial reporting, summer session revenues and expenditures are deferred and reported in the succeeding fiscal year in which the program is predominantly conducted. This is considered an immaterial difference from accrual accounting primarily because it is consistently applied from year to year.

The College operates on a fiscal year ending June 30th. In accordance with the GASB Statement #33, the College's Board of Trustees adopts a property tax levy in December of each year, which explicitly links such property taxes to the fiscal year beginning the following July. On June 30th, the financial statements reflect property taxes receivable and deferred property tax revenues for the prior calendar year.

In FY 2004, the College implemented several new GASB Pronouncements that resulted in the financial statements being presented in a comprehensive single-column format combining all funds of the College. It is intended to facilitate a better understanding of College operations by presenting financial information in a format more typically used by business entities.

Basis of Budgeting

The College follows a cash basis for budgetary purposes, which differs from generally accepted accounting principles (GAAP) as follows: 1) For budgetary purposes, encumbrances are recorded as expenditures but are reflected as reservations of Fund Balance for GAAP purposes. 2) For GAAP purposes, and as stipulated by GASB 24, the College reports retirement contributions made by the State of Illinois on behalf of the College as both a revenue and expenditure; however, such contributions are not reflected within the budget. 3) Though budgeted, capital expenditures will be eliminated from the statement of revenues, expenses and changes in net assets, and depreciation expense will instead be reflected. 4) Internal service and intra-agency (primarily student financial aid used to fund tuition) revenue and expenditures, while budgeted, will be eliminated for financial reporting.

In developing the budget, the College follows a balanced budget approach. For Richland this is defined as a budget for which all expected cash expenditures are covered by anticipated cash receipts. Cash receipts may include current year revenues or other sources of funds such as Fund Balance Appropriations. When Fund Balance Appropriations are used to balance the budget, year-end audited financial statements will reflect a deficit for accounting purposes. This is because Fund Balance Appropriations are not technically considered revenues in accounting terms; rather they are assets arising from excess revenues earned in prior years. However, for budgeting purposes, these funds represent sources which can be used to cover certain activities.

The Fund Balances held by the College are a measure of the fiscal health of those funds and generate interest which can be utilized to support routine operating expenses. In determining whether it is appropriate to use Fund Balances as sources in the budget, management must critically examine the need and the long-term financial impact to the College. Circumstances that would justify utilizing Fund

Balances to balance the budget may include any one of the following: 1) Funds received in one year are restricted for a specific purpose or project for which some of the expenses were carried over into subsequent periods. 2) An emergent need or non-controllable expenditure item is forecast for which no other source of funds is available to cover the expenditure, and the Fund Balance is not restricted from being used for this purposes. 3) The Fund Balance has increased over time and management has made a conscientious decision to use these funds for a specific purpose that is consistent with the long-term Strategic Goals and the financial objectives of the College.

Fund Groups

For budgetary control and to comply with legal regulations, the College's accounts are organized into funds and account groups, each of which is considered a separate accounting entity. Expenditures within each fund are further delineated by function and object to more fully reflect the planned activities of the fund.

The College adopts legal budgets for all Governmental Fund types except the Capital Projects Fund.

<u>Fund Type</u>	<u>Fund</u>	<u>Fund #</u>
<u>Governmental</u>		
General	Education	01
	Operations and Maintenance	02
Special Revenue	Restricted Purpose	06
	Audit	11
	Liability, Protection and Settlement	12
Debt Service Fund	Bond and Interest	04
Capital Projects Fund	Operations and Maintenance (Restricted)	03
<u>Proprietary</u>		
	Auxiliary Enterprise	05
<u>Fiduciary</u>		
	Trust and Agency	10
	Working Cash	07
<u>Account Groups</u>		
	General Fixed Asset	08
	General Long Term Debt	09

Budgeting Process

In developing the annual budget, Richland incorporates a team-based approach that includes all of the individuals who have responsibility for budget control or administration. The budget process follows a general pattern that may vary slightly from one year to the next depending on experiences learned in prior budget years, on the needs and preferences of the participants involved, and on time constraints. For the development of the FY 2017 Budget, the process started in February with the approval of the Budget Calendar, prepared by the Director of Budgeting. This document was distributed to all of the designated Budget Managers and laid out the specific dates for the planning and submission of budget requests.

Revenues were reviewed by the Director of Budgeting and the Vice President of Finance and Administration and updated for the forthcoming year in conjunction with the ongoing five-year planning

projections and preliminary review of current data. As part of the updating process, tuition and fee rates were reviewed, enrollment trends were analyzed, and State budget allocations were monitored for changes. From the projected revenues, the Budget Managers were given general guidelines to use in formulating their requests. For request submissions, Budget Managers were given the option of using standardized electronic forms or using their own format, as long as all relevant data was included.

The budget requests were initially submitted to the Budget Manager's Vice President or the President for review and approval. Meetings were conducted for each Division to review the major components of that Division's overall budget. The meetings were attended by the Dean responsible for the given Division, the Vice President of Student and Academic Services, the Director of Budgeting, and the Vice President of Finance and Administration. Following these meetings, the Director of Budgeting did further analysis of the projected expenditures and worked with the Deans individually making necessary adjustments for errors, inconsistencies, or known resource limitations. When the initial data was compiled, a budget deficit existed, creating the need for further reductions in planned spending. This was accomplished by a thorough analysis of the historical expense pattern in general ledger accounts, and a focused attempt to reduce non-essential discretionary budgets items.

Following this analysis, the data was entered into and compiled by the College's budgeting software. A draft of the Budget was reviewed by the President, Vice Presidents, Director of Budgeting, and Director of Accounting to determine if the Budget was representative of the goals and initiatives of the College. Final adjustments were made to incorporate additional components or initiatives that were identified during the review processes and to reallocate the required resource in order to balance the budget. This was facilitated through discussions with the Budget Managers, Director of Budgeting, Vice Presidents and President until the budget was balanced.

The Vice President of Finance and Administration presented the Tentative Budget to the Board of Trustees at its May Board Meeting as an informational item for discussion. As required by State statute, the Tentative Budget was placed on public display in the Business Services Office for a minimum of 30 days prior to a public hearing and adoption of the Final Budget, which is set to occur at the June 2017, Board of Trustees Meeting.

Expenditure Controls

Overall responsibility for budget management lies with the Vice President of Finance and Administration. Day-to-day oversight is the responsibility of the Director of Budgeting.

Budget Managers – All Funds of the College are divided into Cost or Responsibility Centers. A budget manager is assigned to each Center and has authority for approving expenditures from this Center.

Requisitions – Expenditures are generally processed via a Requisition Form. Once approved by the Budget Manager, the requisition flows to several other individuals for approval. Deans, Vice Presidents, the President and other high-level administrators all sign off on requisitions for their areas of responsibility. Additionally, the Director of Budgeting approves the funding availability and account coding, and the Director of Purchasing approves that bidding requirements and other legal restrictions have been met.

Purchase Orders – Once a requisition contains all necessary approvals, it goes to the Purchasing Office where a Purchase Order is created. All Purchase Orders and their supporting documentation go to the Vice President of Finance and Administration for final approval.

Encumbrances – Once Purchase Orders are approved, they are encumbered against the current year's funds. Encumbrances reduce the balance of budgetary funds available for future expenditures. While salaries cannot currently be encumbered, several other controls exist to prevent over-expenditure in these areas.

Budget Transfers – Because a budget is only a plan, it is usually necessary to allow transfers between line items during the year. This maintains the budget as a viable working plan and also helps to monitor the overall status of budget funds and the extent to which they have been appropriately authorized. Working within the guidelines/regulations noted below, all budget transfers also follow a similar approval process to the Requisition. The primary difference is that the Director of Purchasing does not approve any of these; additionally, the Budget Managers are not permitted to make transfers in salary or benefit line items and the Director of Budgeting approves all transfers.

Management Information Reports - Each month, Budget Managers receive financial reports from the Director of Accounting detailing current and year-to-date expenditures, encumbrances, and original and remainder budget balances for each account in their various centers of responsibility. These reports reflect both function and object perspectives. Budget transfers made during the month are also reflected.

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

The monitoring of revenue is a crucial component of the management of the budget. In the event of an unexpected decline in revenue, certain non-essential expenses would be the first to be identified and frozen to insure a balanced budget at year-end. This requires the cooperation and assistance of all Budget Managers in keeping purchase requisitions limited to only those items which are essential for the provision of services.

Additionally, day-to-day operations require the use of various management information reports by the Director of Budgeting, the Director of Accounting, and Vice President of Finance and Administration. All budget managers have daily access to an on-line database query of the detail of expenditures and budget transactions under their control.

Financial and Budgetary Guidelines

In addition to Richland's (RCC) policies and procedures, major aspects of budgeting and finance are prescribed by the Illinois Public Community College Act, and the Illinois Community College Board (ICCB). Synopses of these guidelines are listed below.

RCC FINANCIAL POLICIES

2.1.1 Budget Adoption, Amendment and Transfer

The Board of Trustees of Richland Community College will adopt an annual budget within the first quarter of each fiscal year. The fiscal year will be from July 1 through June 30 of each year. The annual budget will be adopted in accordance with Illinois Revised Statutes, Chapter 122, Paragraph 103-20.1 and said budget shall contain a statement of cash on hand at the beginning of the fiscal year, an estimate of cash revenues to be received during the fiscal year, and estimate of expenditures contemplated for the fiscal year, and a statement of estimated cash on hand at the end of the fiscal year. The Board may from time to time make transfers between the various items in any fund as long as that transfer does not exceed an aggregate of 10% of the total of said fund as set forth in the budget. If the total should exceed 10%, the Board may proceed to amend said budget with the same procedure used for adoption of the original budget.

In order to carry out the entire educational program of the District, the Board, in accordance with the Illinois Revised Statutes noted above, has established the following policies:

2.2.1 Fiscal Year

The fiscal year for Richland Community College shall begin on the first day of July of each year and end on the following 30th of June.

2.2.2 Financial Reports

It is the function of the Business Office to issue appropriate monthly financial reports.

2.2.3 Annual Budget

An annual budget shall be developed in compliance with all applicable laws. The budget shall be considered as an estimate of revenue to be earned as well as a controlled spending plan for the ensuing year. Staff participation in the budgeting process shall be encouraged at all times.

2.2.4 Accounting System

The modified accrual method shall be used in the accounting system of the College.

2.2.5 Budget Transfers

Each year, the Board of Trustees adopts an annual budget in accordance with the State of Illinois Revised Statutes. The total budget for any fund supported by property taxes cannot be amended by an amount greater than 10% without proceeding through a new adoption procedure. The President is hereby authorized to implement procedures for and approve budget transfers within any given fund. The Board of Trustees shall be informed of all interfund transfers on a monthly basis through the

regular financial reports. An increase to the total amount of an adopted budget shall require the approval of the Board of Trustees.

Additionally, revised statute 103-20.1 provides for transfers between the various items in any fund supported by property taxes to not exceed in the aggregate 10% of the total of such fund as set forth in the budget. Accordingly, Richland classifies budget items as salaries, employee benefits, contractual services, commodities, travel, fixed charges, capital outlay, and other expenses. Thus, the 10% rule would apply to transfers between any of these major categories. Budget transfers within any of these categories are not considered under the 10%. Further, contingency accounts would not be subject to the 10% rule since these are non-allocated funds.

2.2.6 Invoices

The Board of Trustees shall authorize the establishment of revolving funds to be used for the purpose of paying the bills of the College. Such revolving funds shall comply with the Illinois Public Community College Act.

2.2.7 (C.8) Banking and Investments – Management (Partial Only)

The College Treasurer and College Director of Accounting are authorized to purchase and sell investments, authorize wire transfers, authorize the release of pledged collateral, and execute any documents required under this procedure.

2.6.1 Purchase of Supplies, Materials, and Equipment

The College will provide needed supplies, materials, equipment and contracts for work to support the educational programs of the College District through the use of sound, efficient, and effective purchasing procedures that are in compliance with The Public Community College Act and Administrative Rules of the Illinois Community College Board.

All purchases and other procurements of equipment or services shall be processed through the College's central purchasing system. All decisions in awarding contracts or purchases shall be made without prejudice or favoritism. Awards shall be made on the objectively determined merits of each acquisition action such as vendor compliance with specifications, compatibility of the item, price, delivery deadline, service, and other terms and conditions. No employee shall knowingly commit the College to any purchase or agreement that would result in a conflict of interest. Accordingly, no purchase contract or order shall be executed with a person or entity having influence over the purchase or procurement decision.

The Board authorizes the College President or designee to award contracts in accordance with the Illinois Public Community College Act (110 ILCS 805/3-27.1). The Board charges the Administration with the responsibility and delegates the Administration the authority to develop appropriate guidelines, regulations and procedures to implement this policy.

ICCB REGULATIONS

Annual Budget

The budget is a controlled plan to be used in implementing the philosophy and the objectives of the college. Its development should involve maximum participation and, therefore, the aims and objectives of the College should be reflected at each level.

Colleges are encouraged to use either of the following budgetary formats: line-item appropriation or program budgeting in conjunction with program performance budgeting (PPB), or zero-based

budgeting (ZBB). However, a budgetary crosswalk may be necessary to complete the line-item appropriation by function budget required by the ICCB.

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

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

The budget shall contain a statement of the cash on hand at the beginning of the fiscal year, an estimate of the cash expected to be received during such fiscal year from all sources, an estimate of the expenditures contemplated for such fiscal year, and a statement of the estimated cash expected to be on hand at the end of such year. The estimate of taxes to be received may be based upon the amount of actual cash receipts that may reasonably be expected by the district during such fiscal year, estimated from the experience of the district in prior years and with due regard for other circumstances that may substantially affect such receipts. (Section-3-20.1)

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

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

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

Certificate of Tax Levy

The language for the Certificate of Tax Levy suggested by Section 3-20.5 of the *Public Community College Act* is included in this section. This certificate must be filed with each county clerk on or before the last Tuesday in December. A copy of the certificate, along with each county clerk's verification of the levy, should be filed with the ICCB no later than January 31. In addition to the adopted annual budget, each college must file with each county clerk, within 30 days of its adoption, the local board's budget resolution and a certified summary of anticipated revenues for the fiscal year. Failure to file these documents authorizes the county clerk to refuse to extend the district's tax levy. Suggested forms for the budget resolution and the summary of anticipated revenues are included as part of this section.

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

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

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

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

External Audit

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

Annual Financial Report

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

Community College Treasurer's Bond

Each community college treasurer must be bonded. A copy of each bond must be filed with the county clerk(s) and the ICCB.

Requirements for Financial Transactions

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

Payment of Orders and Bills

The local Boards of Trustees of community college districts in cities of less than 500,000 inhabitants must approve payment of all bills showing to whom and for what purpose each payment is to be made and to what budgetary item each payment should be debited. The payment's purpose and budgetary line item can be shown by *Fiscal Management Manual* account codes. College staff should ensure that each item is properly charged to the correct account and

that authority exists for such a transaction. For example, custodial salaries and utilities can be paid from the Operations and Maintenance Fund only upon resolution of the local Board of Trustees.

Bidding Policy

Section 3.27.1 of the *Public Community College Act* requires each district to let all contracts for supplies, materials, or work involving an expenditure in excess of \$25,000 to the lowest responsible bidder after due advertisement, excluding the exceptions which are listed in Section 3-27.1 of the Act. The local board may adopt a more restrictive bidding policy.

THE PUBLIC ACT REGULATIONS

805/3-20.1. Adoption of annual budget--Contents--Fiscal year

Community college boards are required to adopt a budget before or within the first quarter of a new fiscal year. The budget must "...specify the objects and purposes of each item and amount needed for each object or purpose." The budget must contain a statement of cash on hand at the beginning of a fiscal year, an estimate of cash to be received and expended during the year, and an estimate of cash expected on hand at the end of the fiscal year. Nothing in this section is to be interpreted as a requirement for a district to change its basis or system of accounting. The Board is required to establish the fiscal year. The budget "...shall be prepared in tentative form by some person or persons designated by the board, and in such tentative form shall be made conveniently available to inspection for at least 30 days prior to final action thereon. At least one public hearing shall be held as to such budget prior to final action thereon." Districts are required to publish a notice of the availability of the budget for public inspection, and notice of the public hearing. Finally, this section authorizes the board to "...from time to time make transfers between the various items in any fund not exceeding in the aggregate 10% of the total of such fund as set forth in the budget." The Board may amend the budget by following the same procedures for the original adoption outlined in this section.

805/3-20.2. Additional or supplemental budget

If the voters of a community college district approve an increase in the district's tax rate for the Education or Operations & Maintenance Funds after the budget for that period has been adopted, the board may adopt or pass a budget reflecting the supplemental or additional funds to be collected.

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

This section specifies expenditures that must be paid from the amount levied for Operations and Maintenance purposes. Included are "...obligations incurred for the improvement, maintenance, repair or benefit of buildings and property, including the cost of interior decorating and the installation, improvement, repair, replacement, and maintenance of building fixtures, for the rental of buildings and property for community college purposes..." Other expenditures are to be paid from the Educational Fund.

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

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

805/3-20.6. Districts in two or more counties--Determination of amounts--Certificates of tax levy

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

805/3-27. Payment of orders and bills--Revolving funds--Collection of funds

The Board may include in the authorized minutes a list of bills approved for payment, showing to whom and for what purpose the debt was incurred. This does not preclude the board from authorizing a voucher system, or other system in accordance with the State Board. The board may establish revolving funds, providing they are in the custody of a bonded employee and are subject to annual audit by a licensed public accountant.

805/2-27.1. Contracts

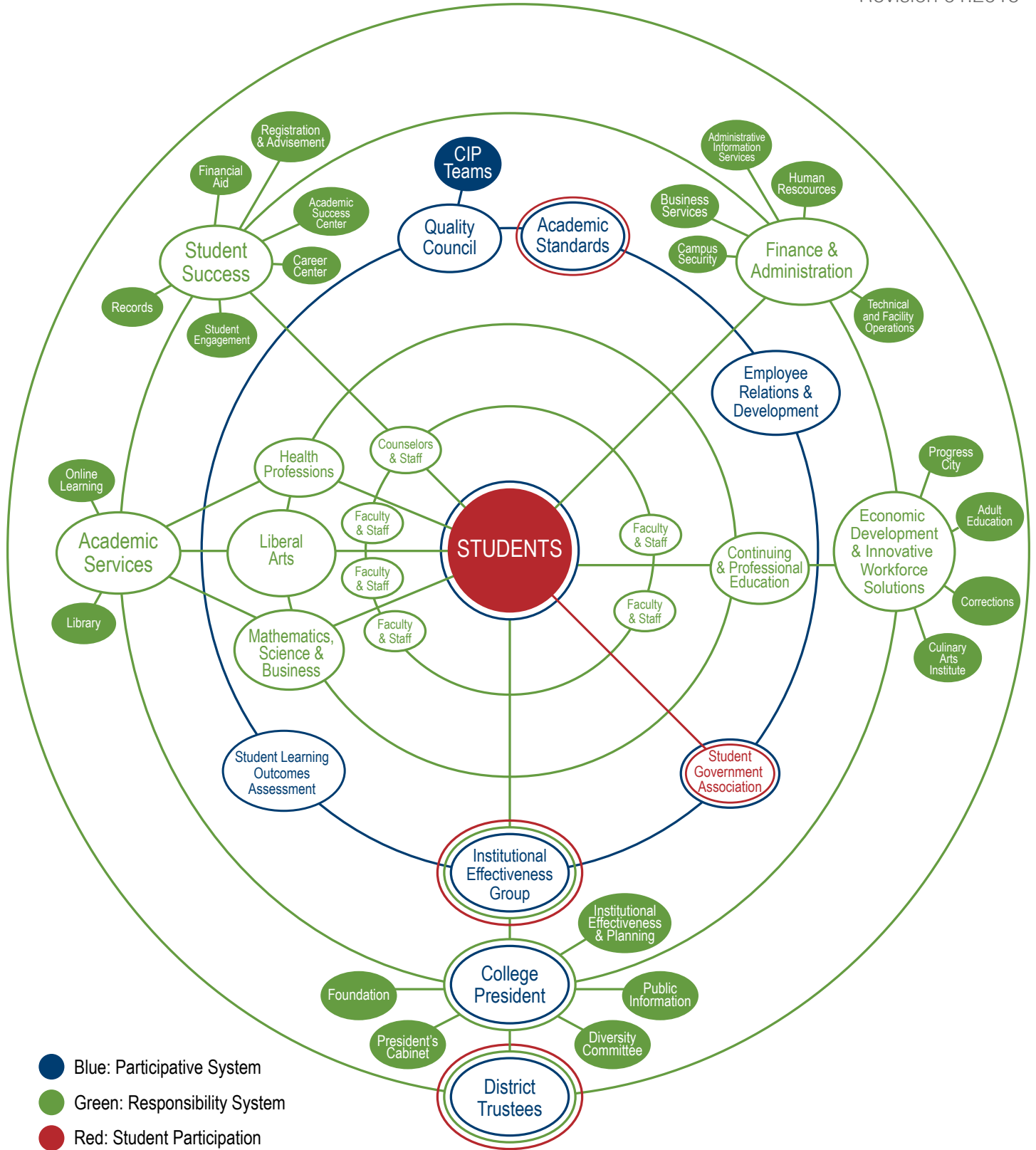
Contracts for the purchase of supplies, materials, or work exceeding \$25,000 are awarded to the lowest responsible bidder considering conformity with specifications, terms of delivery, quality, and serviceability. Several exceptions to this rule are noted in this section, including (1) services of individuals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

805/3-33.5. Working Cash Fund--Monies derived from bonds--State and federal funds

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

805/3-33.6. Working Cash Fund--Transfers of monies--Abolition of fund

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



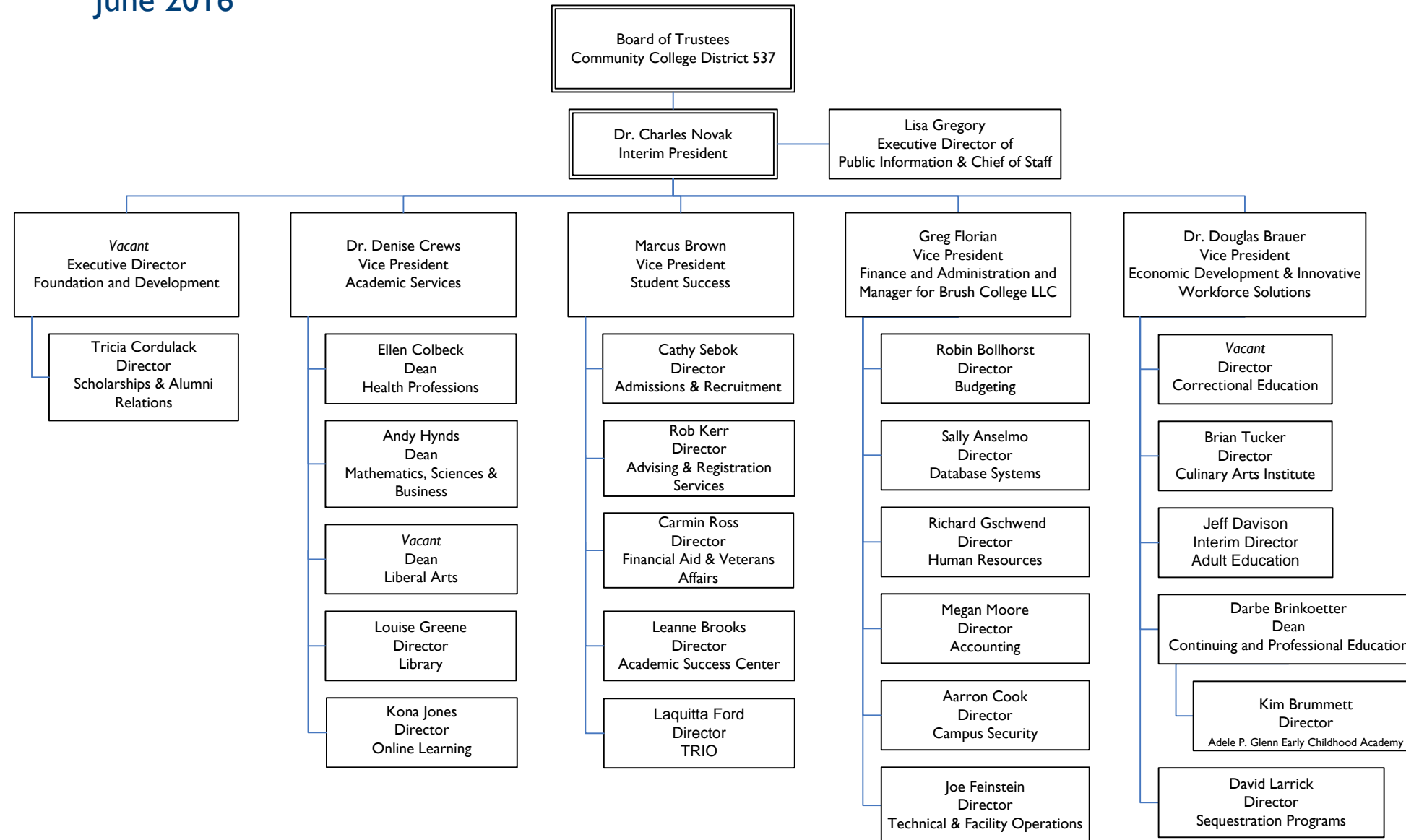
District 537

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Richland Community College

Responsibility Chart by Function
June 2016



III. FINANCIAL SECTION

GENERAL CHANGES BETWEEN FY 2016 AND FY 2017

The following comments address significant changes and differences in the amounts budgeted for FY 2017 as compared to FY 2016. These changes have been incorporated into and are reflected in the financial details, charts, and graphs throughout this document.

Local Government Sources - (Property Taxes and Replacement Taxes)

The College's tax base experienced an overall increase of approximately .9%. This increase in EAV contributed to increased local government revenues for the General Fund of \$153,928 or a 2.0% increase in General Fund Revenue for FY 2017. The total increase in tax revenues for all funds is \$1.2 million. A majority of this increase is due to issuance of an additional \$3.0 million in Working Cash bonds that will be repaid in 4 years, starting in FY 2017. Replacement taxes are also showing a slight increase based on revenue trends from FY 2016.

State Revenue Sources – General Fund State Revenues in prior years was comprised of two main sources: Base Operating Grants which are based on credit hours generated two years ago and Equalization Grants. For FY 2016 the State failed to base a budget and have not passed a spending plan for FY 2017 at this point. Special legislation was passed in the Spring of 2016 to partially fund the 4-year and Community Colleges for FY 2016. This amounted to approximately 25% of the budgeted revenue for Richland Community College. The College has not budgeted for any credit hour grants, equalization funding or small college grants in FY 2017. Should the State pass a budget any revenue received will be used to repay the Working Cash Fund for borrowings during FY 2016 and then be applied to the Fund Balance in the General Fund. In addition, the College had to suspend the Department of Corrections programs in December of 2015 due to non-payment from the State. The FY 2017 budget does not include revenue to restart this program in the Restricted Fund.

Federal Revenue Sources – Income from Federal Pell Grants and Direct Loans is currently unknown but is expected to decrease slightly to correspond with the slight drop in enrollments. Because this revenue is pass-through funding for student financial aid, it is displayed in the budget as revenue and then again as an expenditure for the same amount. Any variance between the budgeted revenue for FY 2017 and the actual amount of funds awarded would not directly impact the ending fund balance. Federal revenues for grants and other sources is estimated as well, as the status of most grants is tentative or unknown, slightly increased funding is expected when comparing FY 2016 to FY 2017, based on current available data.

Tuition and Fees – This budget reflects a 5.6% increase in tuition and fees revenue for FY 2017 based on projected enrollments and the increase in the tuition rate to \$129.00 per credit hour. Headcounts going into FY 2017 indicate enrollments decreasing 3.25% from last fiscal year. Increasing tuition for the FY 2017 Budget on a smaller enrollment base allows the College to have competitive and cost effective tuition rates while capturing the only increasing revenue source available. The Board of Trustees has indicated that the 7.8% increase in tuition per credit hour keeps the College affordable and competitive.

Interest Revenue – This budget reflects flat interest revenue across all funds as a result of market driven interest rate declines. Current investment rates of return are averaging less than 1%, which is down approximately 1½ to 2 percentage points from four or five years ago.

Fund Balance Appropriations – Fund Balance Appropriations are not “revenues” in a true accounting sense. Rather, they represent sources of available funds accumulated from prior years’

surplus revenues. Primarily related to building and equipment projects, the College may receive funding in one year for a project that is not entirely completed in that same year. The remaining funds on hand are budgeted in the following years as a Fund Balance Appropriation in the Revenues Section of the budget. In some limited instances, the College's budget may also include the use of non-restricted fund balances to accomplish other operational goals. It is more common, however, that these funds are used to finance projects from the Restricted Operations & Maintenance Fund for capital projects.

Fund Balance Appropriations from the Restricted Operations and Maintenance Fund for FY 2017 are \$55,000. The project for which these funds will be used is for replacement of the boiler in the Agricultural Maintenance Building.

Capital Project Costs – The only major capital project for FY 2017 is the start of construction on The Carroll School of Business. This project is being funded with a gift from the Richland Community College Foundation. In addition, the College plans to replace the boiler at the Ag Maintenance Building, as well as some other minor additions. The total capital budget for FY 2017 is \$629,816.

Operational Facilities Costs – The College upgraded its energy systems during FY 2012 with the project completed during the summer of 2013. The College has been able to reduce the total utility costs substantially from a high of \$748,000 during FY 2010 to a projected expense of \$454,000 during FY 2017. The College has negotiated energy contracts as well that have contributed to the reduction of overall energy costs.

Personnel Costs – Total salaries are down significantly. The State's ongoing issues with pension funding have resulted in long-term employees opting to retire the last couple of years to avoid possible changes in the pension system. The State passed pension reform during FY 2014 but the changes were rejected by the Illinois Supreme Court as unconstitutional. The positions opening up are not being filled unless deemed mission critical. The current FY 2017 Budget does not include salary increases for any staff or administration with the exception of full-time faculty. The College negotiated a new 4 year contract with the full-time faculty that provides for a 3.4% increase in base pay for FY 2017.

Employee benefits costs are significant at over \$2.66 million in all funds combined. The largest component of the cost is the premiums for medical and dental Insurance. Fringe benefit costs decreased in this budget by approximately 7.3%. Three years ago the College implemented a High-Deductible Health Plan and the College is seeing savings from employees choosing this option. An employee benefit committee was established to revamp the health insurance plan and bring down costs to the College. Savings from the changes made to the plan were realized during FY 2016 and further changes will be necessary to bring the costs down further. For FY 2017 the cost of employee benefits is approximately 21.4% of the cost of related salaries and approximately 8.7% of total budgeted expenses, except for Restricted Capital Outlays. For FY 2016 those percentages were 20.7% and 8.8% respectively.

Definition of Funds

Education Fund – This Fund is used to account for the revenues and expenditures of the academic and service programs of the College. It includes the cost of instructional, administrative and professional salaries/ supplies, contractual services; staff development; library books and materials; maintenance of the instructional and administrative equipment; and other costs pertaining to educational programs of the College.

Operations & Maintenance Fund (O & M) – This Fund is used to account for expenditures for the improvement, maintenance, repair, replacement and maintenance of building fixtures; rental of buildings and property for community college purposes; contractual services for custodial, engineers, and security; all cost of fuel, lights, gas, water, and telephone service.

Operations & Maintenance – Restricted Fund – This fund is used to account for monies restricted for capital construction purposes.

Bond & Interest Fund – This Fund is used to account for the payment of principal, interest, and related charges on any outstanding bonds. Local property taxes support these payments.

Auxiliary Fund – This Fund is used to account for College services where a fee is charged and the accounting for such is similar to that of a business enterprise.

Restricted Purposes Fund – This Fund is used for the purpose of accounting for monies that have external restrictions regarding their use. Restricted Grants, Student Financial Aid, and the Equipment Replacement Fund are included within this Fund.

Working Cash – This Fund is used to account for and maintain the principle of Working Cash bonds. The College maintains a principal balance of \$5,349,893, which is invested with staggered maturities to insure liquidity. As with all College funds, investments are made in accordance with Board of Trustee Policy and as required by State Statute. The Working Cash Fund is to be used with Board authorization to meet ordinary and necessary short-term cash flow needs of the College. Interest earned in this Fund may be transferred only to the General Fund with Board approval.

Audit Fund – This Fund is used to record revenues and expenditures related to the annual audit. The College levies property taxes for this expense. Each year, the college retains the services of an external independent audit firm to perform the audit and compile related reports and statements.

Liability, Protection & Settlement Fund (L, P & S) – This Fund is used to record revenues and expenditures related to protection of the District's assets. The Fund receives property tax revenues for the portion of the annual levy associated with tort liability, worker's compensation insurance, and unemployment insurance.

**Education Fund Revenue
Fiscal Year 2016/2017**

<u>Operating Revenue by Sources</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Actual</u>	<u>FY 2015 Actual</u>	<u>FY 2016 Budget</u>	<u>FY 2017 Budget</u>
Local Government:					
Current Taxes	\$6,142,531	\$6,048,270	\$6,048,995	\$6,086,216	\$6,209,722
Replacement Taxes	\$343,303	\$439,376	\$459,888	\$429,250	\$442,000
Chargeback	\$2,722	\$15,002	\$14,658	\$6,000	\$6,200
Interest on Taxes	<u>\$1,164</u>	<u>\$607</u>	<u>\$769</u>	<u>\$1,000</u>	<u>\$500</u>
Total Local Government	<u>\$6,489,720</u>	<u>\$6,503,255</u>	<u>\$6,524,310</u>	<u>\$6,522,466</u>	<u>\$6,658,422</u>
State Government:					
ICCB Base Operating Grant	\$2,032,058	\$2,045,489	\$1,952,449	\$1,947,282	\$0
ICCB Equalization Grant	<u>\$534,574</u>	<u>\$302,569</u>	<u>\$75,345</u>	<u>\$50,000</u>	<u>\$0</u>
Total State Government	<u>\$2,566,632</u>	<u>\$2,348,058</u>	<u>\$2,027,794</u>	<u>\$1,997,282</u>	<u>\$0</u>
Student Tuition and Fees:					
Tuition	\$5,456,960	\$5,431,451	\$5,274,554	\$5,616,960	\$6,339,572
Fees	<u>\$558,960</u>	<u>\$619,346</u>	<u>\$722,027</u>	<u>\$823,600</u>	<u>\$726,616</u>
Total Tuition and Fees	<u>\$6,015,920</u>	<u>\$6,050,797</u>	<u>\$5,996,581</u>	<u>\$6,440,560</u>	<u>\$7,066,188</u>
Other Sources:					
Interest Income	\$2,707	\$1,739	\$1,583	\$2,000	\$2,000
Revenue - Bookstore	\$118,296	\$98,810	\$97,818	\$95,000	\$95,000
Foundation - Gifts	\$90,000	\$96,677	\$150,000	\$150,000	\$150,000
Revenue - Contractual	\$102,432	\$83,319	\$94,281	\$94,500	\$58,500
Revenue - Other Sources	<u>\$15,789</u>	<u>\$15,881</u>	<u>\$10,467</u>	<u>\$8,962</u>	<u>\$11,100</u>
Total Other Sources	<u>\$329,224</u>	<u>\$296,426</u>	<u>\$354,149</u>	<u>\$350,462</u>	<u>\$316,600</u>
Total Revenue Before Interfunds & Nonoperating Items	<u>\$15,401,496</u>	<u>\$15,198,536</u>	<u>\$14,902,834</u>	<u>\$15,310,770</u>	<u>\$14,041,210</u>
Interfund Transfers	<u>\$5,194</u>	<u>\$3,561</u>	<u>\$10,258</u>	<u>\$3,000</u>	<u>\$0</u>
Subtotal	<u>\$15,406,690</u>	<u>\$15,202,097</u>	<u>\$14,913,092</u>	<u>\$15,313,770</u>	<u>\$14,041,210</u>
Less Nonoperating Items*:					
Tuition Chargeback Revenue	<u>\$2,722</u>	<u>\$15,002</u>	<u>\$14,658</u>	<u>\$6,000</u>	<u>\$6,200</u>
Adjusted Revenue (After above reduction)	<u>\$15,403,968</u>	<u>\$15,187,095</u>	<u>\$14,898,434</u>	<u>\$15,307,770</u>	<u>\$14,035,010</u>

*Interdistrict revenues that do not generate related local district credit hours are subtracted to allow for statewide comparison. On-Behalf revenue is not included above.

**Education Fund Expenditures
Fiscal Year 2016/2017**

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
<u>Instruction</u>					
Salaries	\$6,878,551	\$7,030,688	\$7,085,934	\$7,059,688	\$6,737,730
Employee Benefits	\$1,120,404	\$1,123,239	\$1,140,332	\$1,066,426	\$1,027,915
Contractual Services	\$35,138	\$27,396	\$13,706	\$42,538	\$36,100
General Materials and Supplies	\$213,183	\$215,058	\$199,096	\$257,094	\$175,800
Travel and Conference/Meeting Expense	\$42,160	\$34,099	\$36,175	\$32,553	\$17,400
Capital Outlay	<u>\$5,427</u>	<u>\$3,131</u>	<u>\$3,525</u>	<u>\$0</u>	<u>\$0</u>
Total Instruction	<u>\$8,294,863</u>	<u>\$8,433,611</u>	<u>\$8,478,768</u>	<u>\$8,458,299</u>	<u>\$7,994,945</u>
<u>Academic Support</u>					
Salaries	\$421,772	\$387,971	\$361,992	\$365,411	\$345,109
Employee Benefits	\$104,116	\$80,438	\$90,811	\$84,504	\$84,661
Contractual Services	\$6,388	\$6,356	\$4,479	\$3,610	\$5,300
General Materials and Supplies	\$195,752	\$199,796	\$198,080	\$209,178	\$219,902
Travel and Conference/Meeting Expense	\$8,738	\$7,836	\$3,774	\$3,665	\$900
Utilities	\$11,138	\$11,207	\$11,212	\$9,500	\$13,200
Capital Outlay	<u>\$0</u>	<u>\$3,917</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Academic Support	<u>\$747,904</u>	<u>\$697,521</u>	<u>\$670,348</u>	<u>\$675,868</u>	<u>\$669,072</u>
<u>Student Services</u>					
Salaries	\$1,021,207	\$1,067,280	\$943,398	\$897,070	\$889,888
Employee Benefits	\$235,696	\$211,923	\$200,389	\$184,741	\$186,234
Contractual Services	\$324	\$99	\$175	\$0	\$100
General Materials and Supplies	\$40,093	\$40,972	\$31,304	\$44,910	\$41,700
Travel and Conference/Meeting Expense	\$14,007	\$8,908	\$5,904	\$7,255	\$1,800
Capital Outlay	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Student Services	<u>\$1,311,327</u>	<u>\$1,329,182</u>	<u>\$1,181,170</u>	<u>\$1,133,976</u>	<u>\$1,119,722</u>
<u>Public Service/Continuing Education</u>					
Salaries	\$179,979	\$185,310	\$210,107	\$213,607	\$177,446
Employee Benefits	\$54,309	\$58,429	\$70,827	\$66,940	\$52,472
Contractual Services	\$50	\$340	\$40	\$100	\$750
General Materials and Supplies	\$14,471	\$12,989	\$9,469	\$13,079	\$10,000
Travel and Conference/Meeting Expense	\$2,799	\$2,621	\$3,016	\$3,132	\$900
Utilities	<u>\$600</u>	<u>\$600</u>	<u>\$600</u>	<u>\$600</u>	<u>\$600</u>
Total Public Service/Continuing Education	<u>\$252,208</u>	<u>\$260,289</u>	<u>\$294,059</u>	<u>\$297,458</u>	<u>\$242,168</u>

(Continued on next page)

**Education Fund Expenditures
(Continued)**

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
<u>Institutional Support</u>					
Salaries	\$2,258,506	\$2,369,520	\$2,358,189	\$2,377,853	\$1,951,408
Employee Benefits	\$532,989	\$530,190	\$563,554	\$529,143	\$521,275
Contractual Services	\$319,086	\$255,177	\$243,792	\$266,759	\$265,740
General Materials and Supplies	\$352,777	\$357,325	\$292,196	\$303,122	\$236,780
Travel and Conference/Meeting Expense	\$102,458	\$111,376	\$70,307	\$74,592	\$43,000
Fixed Charges	\$134,120	\$118,880	\$97,711	\$91,200	\$74,000
Utilities	\$1,938	\$1,468	\$1,362	\$1,500	\$600
Capital Outlay	\$0	\$1,769	\$10,885	\$0	\$0
Other Expenditures	<u>\$73,567</u>	<u>\$72,472</u>	<u>\$150,554</u>	<u>\$113,000</u>	<u>\$130,500</u>
Total Institutional Support	<u>\$3,775,441</u>	<u>\$3,818,177</u>	<u>\$3,788,550</u>	<u>\$3,757,169</u>	<u>\$3,223,303</u>
<u>Scholarships and Waivers</u>					
Other Expenditures	<u>\$732,719</u>	<u>\$796,903</u>	<u>\$649,432</u>	<u>\$419,000</u>	<u>\$700,800</u>
Total Scholarships and Waivers	<u>\$732,719</u>	<u>\$796,903</u>	<u>\$649,432</u>	<u>\$419,000</u>	<u>\$700,800</u>
Total Expenditures before Interfunds	<u>\$15,114,462</u>	<u>\$15,335,683</u>	<u>\$15,062,327</u>	<u>\$14,741,770</u>	<u>\$13,950,010</u>
Interfund Transfers	<u>\$238,852</u>	<u>\$385,203</u>	<u>\$280,655</u>	<u>\$566,000</u>	<u>\$85,000</u>
GRAND TOTAL	<u>\$15,353,314</u>	<u>\$15,720,886</u>	<u>\$15,342,982</u>	<u>\$15,307,770</u>	<u>\$14,035,010</u>

**Operations & Maintenance Fund Revenue
Fiscal Year 2016/2017**

<u>Operating Revenue by Source</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Actual</u>	<u>FY 2015 Actual</u>	<u>FY 2016 Budget</u>	<u>FY 2017 Budget</u>
Local Government:					
Current Taxes	\$893,833	\$879,307	\$879,221	\$885,589	\$903,561
Interest on Taxes	<u>\$167</u>	<u>\$86</u>	<u>\$110</u>	<u>\$500</u>	<u>\$500</u>
Total Local Government	<u>\$894,000</u>	<u>\$879,393</u>	<u>\$879,331</u>	<u>\$886,089</u>	<u>\$904,061</u>
State Government:					
ICCB Sq. Footage & Base Operating Grant	<u>\$190,097</u>	<u>\$167,589</u>	<u>\$169,257</u>	<u>\$156,912</u>	<u>\$0</u>
Total State Government	<u>\$190,097</u>	<u>\$167,589</u>	<u>\$169,257</u>	<u>\$156,912</u>	<u>\$0</u>
Student Tuition and Fees:					
Tuition	\$465,042	\$526,219	\$513,504	\$545,364	\$212,566
Fees	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$96,000</u>
Total Tuition and Fees	<u>\$465,042</u>	<u>\$526,219</u>	<u>\$513,504</u>	<u>\$545,364</u>	<u>\$308,566</u>
Other Sources:					
Other Sources	<u>\$288,871</u>	<u>\$269,195</u>	<u>\$371,855</u>	<u>\$367,544</u>	<u>\$586,380</u>
Total Other Sources	<u>\$288,871</u>	<u>\$269,195</u>	<u>\$371,855</u>	<u>\$367,544</u>	<u>\$586,380</u>
GRAND TOTAL	<u>\$1,838,010</u>	<u>\$1,842,396</u>	<u>\$1,933,947</u>	<u>\$1,955,909</u>	<u>\$1,799,007</u>

**Operations & Maintenance Fund Expenditures
Fiscal Year 2016/2017**

	<u>FY 2013 Actual</u>	<u>FY 2014 Actual</u>	<u>FY 2015 Actual</u>	<u>FY 2016 Budget</u>	<u>FY 2017 Budget</u>
<u>Operation and Maintenance of Plant</u>					
Salaries	\$388,183	\$399,378	\$400,799	\$417,227	\$282,708
Employee Benefits	\$91,460	\$97,067	\$115,213	\$102,604	\$84,278
Contractual Services	\$460,130	\$487,431	\$447,244	\$530,220	\$524,304
General Materials and Supplies	\$130,857	\$135,158	\$100,243	\$157,050	\$119,750
Travel and Conference/Meeting Expense	\$1,321	\$1,449	\$680	\$1,100	\$750
Fixed Charges	\$142,132	\$200,753	\$218,819	\$222,819	\$228,685
Utilities	\$471,592	\$462,840	\$469,669	\$489,400	\$454,170
Capital Outlay	<u>\$19,800</u>	<u>\$43,991</u>	<u>\$0</u>	<u>\$35,489</u>	<u>\$104,362</u>
Total Operation & Maintenance	<u>\$1,705,475</u>	<u>\$1,828,067</u>	<u>\$1,752,667</u>	<u>\$1,955,909</u>	<u>\$1,799,007</u>
GRAND TOTAL	<u>\$1,705,475</u>	<u>\$1,828,067</u>	<u>\$1,752,667</u>	<u>\$1,955,909</u>	<u>\$1,799,007</u>

**Operations & Maintenance Fund Revenue
(Restricted)
Fiscal Year 2016/2017**

	FY 2013 <u>Actual</u>	FY 2014 <u>Actual</u>	FY 2015 <u>Actual</u>	FY 2016 <u>Budget</u>	FY 2017 <u>Budget</u>
Local Government:					
Current Taxes	\$0	\$0	\$0	\$0	\$0
Interest on Taxes	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Local Government	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Federal Government:					
Grants Revenue	<u>\$0</u>	<u>\$35,540</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Federal Government	<u>\$0</u>	<u>\$35,540</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Other Sources:					
Bond Proceeds	\$0	\$0	\$0	\$0	\$0
Interest Income	\$30,765	\$18,285	\$1,910	\$1,000	\$600
Gifts/Donations	\$34,494	\$280,864	\$1,492,771	\$0	\$535,000
Other Income	\$0	\$0	\$31,998	\$0	\$39,400
Transfers	\$660,000	\$177,172	\$432,278	\$0	\$0
Fund Balance Appropriations	<u>\$2,684,869</u>	<u>\$11,878,181</u>	<u>\$0</u>	<u>\$1,228,645</u>	<u>\$54,816</u>
Total Other Sources	<u>\$3,410,128</u>	<u>\$12,354,502</u>	<u>\$1,958,957</u>	<u>\$1,229,645</u>	<u>\$629,816</u>
GRAND TOTAL	<u>\$3,410,128</u>	<u>\$12,390,042</u>	<u>\$1,958,957</u>	<u>\$1,229,645</u>	<u>\$629,816</u>

**Operations & Maintenance Fund Expenditures
(Restricted)
Fiscal Year 2016/2017**

	FY 2013 <u>Actual</u>	FY 2014 <u>Actual</u>	FY 2015 <u>Actual</u>	FY 2016 <u>Budget</u>	FY 2017 <u>Budget</u>
<u>Operation and Maintenance of Plant</u>					
Contractual Services	\$11,638	\$0	\$5,011	\$0	\$0
Capital Outlay	<u>\$2,738,490</u>	<u>\$12,155,063</u>	<u>\$2,785,461</u>	<u>\$1,229,645</u>	<u>\$629,816</u>
Total Operation and Maintenance	<u>\$2,750,128</u>	<u>\$12,155,063</u>	<u>\$2,790,472</u>	<u>\$1,229,645</u>	<u>\$629,816</u>
Interfund Transfers	<u>\$660,000</u>	<u>\$234,979</u>	<u>\$467,326</u>	<u>\$0</u>	<u>\$0</u>
GRAND TOTAL	<u>\$3,410,128</u>	<u>\$12,390,042</u>	<u>\$3,257,798</u>	<u>\$1,229,645</u>	<u>\$629,816</u>

**Bond and Interest Fund Revenue
Fiscal Year 2016/2017**

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Local Government:					
Current Taxes	\$2,429,480	\$2,408,481	\$2,435,644	\$2,422,288	\$3,288,656
Total Local Government	<u>\$2,429,480</u>	<u>\$2,408,481</u>	<u>\$2,435,644</u>	<u>\$2,422,288</u>	<u>\$3,288,656</u>
Other Sources:					
Interest Income	\$1,006	\$580	\$451	\$800	\$200
Fund Balance Appropriation	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Other Sources	<u>\$1,006</u>	<u>\$580</u>	<u>\$451</u>	<u>\$800</u>	<u>\$200</u>
GRAND TOTAL	<u>\$2,430,486</u>	<u>\$2,409,061</u>	<u>\$2,436,095</u>	<u>\$2,423,088</u>	<u>\$3,288,856</u>

**Bond and Interest Fund Expenditures
Fiscal Year 2016/2017**

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
<u>Institutional Support</u>					
Contractual Services	\$2,500	\$2,500	\$2,500	\$2,000	\$3,000
Bonds Payable	\$1,175,000	\$1,515,000	\$1,575,000	\$1,635,000	\$2,450,000
Interest on Bond Debt	<u>\$1,266,683</u>	<u>\$921,908</u>	<u>\$976,960</u>	<u>\$786,088</u>	<u>\$835,856</u>
GRAND TOTAL	<u>\$2,444,183</u>	<u>\$2,439,408</u>	<u>\$2,554,460</u>	<u>\$2,423,088</u>	<u>\$3,288,856</u>

**Auxiliary Enterprises Fund Revenue
Fiscal Year 2016/2017**

	FY 2013 <u>Actual</u>	FY 2014 <u>Actual</u>	FY 2015 <u>Actual</u>	FY 2016 <u>Budget</u>	FY 2017 <u>Budget</u>
<u>Operating Revenue by Source</u>					
Training & Community Education Revenues	\$539,742	\$623,679	\$590,315	\$728,405	\$542,900
Shilling Community Center	\$38,632	\$35,928	\$37,326	\$52,815	\$35,000
Miscellaneous Revenue	\$83,063	\$182,765	\$144,573	\$197,050	\$147,376
Sales Revenue	\$96,884	\$109,244	\$144,700	\$142,000	\$144,500
Food Service Vending Revenue	\$15,163	\$12,530	\$12,950	\$14,000	\$14,000
Interest Income	\$90	\$123	\$36	\$0	\$0
Child Care Revenue	\$131,453	\$123,271	\$131,118	\$133,500	\$197,000
Revenue - Copy Center Fees	\$21,728	\$42,322	\$39,934	\$36,000	\$36,000
Revenue Contractural	<u>\$32,611</u>	<u>\$20,945</u>	<u>\$4,172</u>	<u>\$1,500</u>	<u>\$3,500</u>
Total Sources	<u>\$959,366</u>	<u>\$1,150,807</u>	<u>\$1,105,124</u>	<u>\$1,305,270</u>	<u>\$1,120,276</u>
Interfund Transfers	<u>\$48,939</u>	<u>\$95,500</u>	<u>\$140,094</u>	<u>\$150,000</u>	<u>\$75,000</u>
GRAND TOTAL	<u>\$1,008,305</u>	<u>\$1,246,307</u>	<u>\$1,245,218</u>	<u>\$1,455,270</u>	<u>\$1,195,276</u>

**Auxiliary Enterprises Fund Expenditures
Fiscal Year 2016/2017**

	<u>FY 2013</u> <u>Actual</u>	<u>FY 2014</u> <u>Actual</u>	<u>FY 2015</u> <u>Actual</u>	<u>FY 2016</u> <u>Budget</u>	<u>FY 2017</u> <u>Budget</u>
<u>Instruction</u>					
Salaries	\$222,917	\$234,876	\$251,059	\$254,579	\$213,694
Employee Benefits	\$32,157	\$28,310	\$39,279	\$36,942	\$37,309
Contractual Services	\$36,036	\$36,994	\$55,813	\$39,877	\$33,600
General Materials and Supplies	\$93,842	\$103,479	\$64,329	\$56,715	\$48,420
Travel and Conference/Meeting Expense	\$7,867	\$1,969	\$917	\$3,938	\$2,275
Fixed Charges	\$23,633	\$27,119	\$24,226	\$24,000	\$24,000
Capital Outlay	\$900	\$0	\$0	\$0	\$0
Other Expenditures	<u>\$4,050</u>	<u>\$5,876</u>	<u>\$133</u>	<u>\$1,075</u>	<u>\$1,075</u>
Total Instruction	<u>\$421,402</u>	<u>\$438,623</u>	<u>\$435,756</u>	<u>\$417,126</u>	<u>\$360,373</u>
<u>Public Service/Administration</u>					
Salaries	\$352,428	\$341,189	\$380,510	\$396,556	\$322,990
Employee Benefits	\$77,006	\$83,106	\$92,769	\$84,987	\$73,520
Contractual Services	\$45,142	\$65,256	\$35,732	\$80,843	\$22,300
General Materials and Supplies	\$93,973	\$96,781	\$147,771	\$183,348	\$136,887
Travel and Conference/Meeting Expense	\$7,510	\$1,923	\$5,157	\$3,812	\$2,425
Fixed Charges	\$3,524	\$3,624	\$7,907	\$7,140	\$6,600
Capital Outlay	\$0	\$0	\$20,622	\$500	\$0
Other Expenditures	<u>\$0</u>	<u>\$55</u>	<u>\$3,086</u>	<u>\$4,000</u>	<u>\$3,750</u>
Total Public Service/Administration	<u>\$579,583</u>	<u>\$591,934</u>	<u>\$693,554</u>	<u>\$761,186</u>	<u>\$568,472</u>
<u>Child Care</u>					
Salaries	\$183,687	\$152,867	\$132,799	\$133,912	\$133,332
Employee Benefits	\$62,186	\$58,059	\$51,748	\$46,296	\$37,499
Contractual Services	\$15,543	\$19,968	\$20,359	\$21,000	\$21,000
General Materials and Supplies	\$9,975	\$1,503	\$955	\$4,300	\$3,300
Travel and Conference/Meeting Expense	\$131	\$1,939	-\$500	\$450	\$300
Write-offs	<u>\$1,208</u>	<u>-\$2,326</u>	<u>-\$3,034</u>	<u>\$0</u>	<u>\$0</u>
Total Child Care	<u>\$272,730</u>	<u>\$232,010</u>	<u>\$202,327</u>	<u>\$205,958</u>	<u>\$195,431</u>
<u>Early Learning Academy</u>					
Salaries	\$0	\$0	\$0	\$0	\$0
Employee Benefits	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$0	\$0	\$0	\$0	\$0
General Materials and Supplies	\$0	\$0	\$0	\$0	\$0
Travel and Conference/Meeting Expense	\$0	\$0	\$0	\$0	\$0
Write-offs	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Early Learning Academy	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

(Continued on next page)

Auxiliary Enterprises Fund Expenditures
Fiscal Year 2016/2017
(Continued)

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
<u>Institutional Support & College Copy Ctr</u>					
Contractual Services	\$0	\$132	\$0	\$0	\$0
General Materials and Supplies	\$40,217	\$41,322	\$31,066	\$18,000	\$18,000
Fixed Charges	\$5,132	\$1,170	\$2,340	\$0	\$0
Depreciation	\$10,333	\$10,333	\$10,333	\$0	\$0
Interest	\$890	\$3,467	\$1,796	\$0	\$0
Other Expense	\$0	\$0	\$0	\$0	\$0
Installment Payment/Lease	<u>\$41,367</u>	<u>\$41,861</u>	<u>\$42,363</u>	<u>\$53,000</u>	<u>\$53,000</u>
Total Institutional Support	<u>\$97,939</u>	<u>\$98,285</u>	<u>\$87,898</u>	<u>\$71,000</u>	<u>\$71,000</u>
Total Expenditures before Interfunds	<u>\$1,371,654</u>	<u>\$1,360,852</u>	<u>\$1,419,535</u>	<u>\$1,455,270</u>	<u>\$1,195,276</u>
Interfund Transfers	\$0	\$0	\$3,914	\$0	\$0
Grand Total	<u>\$1,371,654</u>	<u>\$1,360,852</u>	<u>\$1,423,449</u>	<u>\$1,455,270</u>	<u>\$1,195,276</u>

**Restricted Purposes Fund Revenue
Fiscal Year 2016/2017**

<u>Operating Revenue by Source</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Actual</u>	<u>FY 2015 Actual</u>	<u>FY 2016 Budget</u>	<u>FY 2017 Budget</u>
State Government Sources:					
MAP Financial Aid	\$363,881	\$420,334	\$436,073	\$400,000	\$280,000
Illinois Veteran's Grant	\$45,900	\$41,666	\$66,500	\$0	\$0
Unfunded Illinois Veteran's Grant	\$105,160	\$112,687	\$33,376	\$120,000	\$100,000
Illinois National Guard Grant	\$1,764	\$0	\$0	\$0	\$0
Unfunded Illinois National Guard Grant	\$33,241	\$26,446	\$27,597	\$27,000	\$20,000
Grants Revenue	\$559,606	\$613,301	\$824,220	\$705,000	\$497,452
Revenue - Contractual	<u>\$817,136</u>	<u>\$776,628</u>	<u>\$794,100</u>	<u>\$750,000</u>	<u>\$0</u>
Total State Government	<u>\$1,926,688</u>	<u>\$1,991,062</u>	<u>\$2,181,866</u>	<u>\$2,002,000</u>	<u>\$897,452</u>
Federal Government Sources:					
PELL Financial Aid Awards	\$4,822,273	\$4,766,753	\$4,576,172	\$4,300,000	\$4,200,000
PELL Admin. Allow. Revenue	\$1,025	\$8,100	\$7,790	\$7,800	\$6,500
Direct Loans	\$2,264,550	\$1,928,966	\$1,452,269	\$1,500,000	\$1,450,000
Federal Work Study	\$63,240	\$57,210	\$84,810	\$48,635	\$59,148
SEOG Financial Awards	\$36,064	\$29,812	\$48,627	\$40,729	\$53,202
SEOG Admin Allow Revenue	\$4,936	\$4,495	\$3,461	\$0	\$2,200
Workforce Investment Grants	\$191,372	\$265,614	\$332,589	\$300,000	\$300,000
Academic Competiveness Grant	\$0	\$0	\$0	\$0	\$0
Trade Recovery Act Aid Revenue	\$1,937	\$0	\$0	\$0	\$5,000
Post 9/11 Aid Revenue	\$83,197	\$104,961	\$112,184	\$110,000	\$120,000
Grants Revenue	<u>\$559,606</u>	<u>\$613,301</u>	<u>\$824,220</u>	<u>\$425,000</u>	<u>\$641,000</u>
Total Federal Government	<u>\$8,028,200</u>	<u>\$7,779,212</u>	<u>\$7,442,122</u>	<u>\$6,732,164</u>	<u>\$6,837,050</u>
Other Sources:					
Interest Income	\$1,812	\$1,213	\$848	\$1,000	\$300
Gifts/Donations	\$245,599	\$62,148	\$63,420	\$55,000	\$60,000
Foundation Scholarship	\$340,515	\$459,046	\$619,999	\$575,000	\$575,000
Transfer In	\$214,094	\$347,875	\$255,606	\$416,000	\$10,000
Revenue - Other Sources	\$67,266	\$55,380	\$73,907	\$35,000	\$33,200
Fund Balance Appropriation	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Other Sources	<u>\$869,286</u>	<u>\$925,662</u>	<u>\$1,013,780</u>	<u>\$1,082,000</u>	<u>\$678,500</u>
GRAND TOTAL	<u>\$10,824,174</u>	<u>\$10,695,935</u>	<u>\$10,637,767</u>	<u>\$9,816,164</u>	<u>\$8,413,002</u>

**Restricted Purposes Fund Expenditures
Fiscal Year 2016/2017**

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
<u>Instruction</u>					
Salaries	\$393,836	\$322,653	\$347,442	\$358,921	\$212,000
Employee Benefits	\$115,114	\$79,560	\$75,376	\$80,143	\$13,500
Contractual Services	\$29,169	\$748	\$65,834	\$65,000	\$17,800
General Materials and Supplies	\$95,703	\$94,805	\$87,351	\$70,000	\$35,000
Travel and Conference/Meeting Expense	\$528	\$2,038	\$761	\$2,500	\$5,000
Capital Outlay	<u>\$41,649</u>	<u>\$271,241</u>	<u>\$409,341</u>	<u>\$150,000</u>	<u>\$95,000</u>
Total Instruction	<u>\$675,999</u>	<u>\$771,045</u>	<u>\$986,105</u>	<u>\$726,564</u>	<u>\$378,300</u>
<u>Academic Support</u>					
Salaries	\$14,762	\$12,367	\$19,279	\$20,000	\$5,000
General Materials and Supplies	\$35,936	\$8,972	\$1,642	\$3,000	\$1,000
Capital Outlay	<u>\$0</u>	<u>\$0</u>	<u>\$17,005</u>	<u>\$10,000</u>	<u>\$2,000</u>
Total Academic Support	<u>\$50,698</u>	<u>\$21,339</u>	<u>\$37,926</u>	<u>\$33,000</u>	<u>\$8,000</u>
<u>Student Services</u>					
Salaries	\$548,214	\$542,344	\$571,572	\$508,227	\$350,000
Employee Benefits	\$160,047	\$162,192	\$184,672	\$153,688	\$118,000
Contractual Services	\$41,506	\$33,227	\$28,700	\$25,000	\$35,000
General Materials and Supplies	\$95,003	\$108,537	\$107,022	\$75,000	\$15,000
Travel and Conference/Meeting Expense	\$45,890	\$36,784	\$35,547	\$35,000	\$18,000
Fixed Charges	\$9,289	\$6,348	\$28,669	\$25,000	\$40,000
Utilities	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$1,279	\$20,116	\$5,782	\$35,000	\$0
Other	<u>\$0</u>	<u>\$0</u>	<u>\$49</u>	<u>\$0</u>	<u>\$0</u>
Total Student Services	<u>\$901,228</u>	<u>\$909,548</u>	<u>\$962,013</u>	<u>\$856,915</u>	<u>\$576,000</u>
<u>Public Service</u>					
Salaries	\$159,936	\$224,284	\$249,068	\$161,717	\$135,000
Employee Benefits	\$43,946	\$52,709	\$52,517	\$34,489	\$48,000
Contractual Services	\$24,384	\$41,429	\$56,808	\$50,000	\$37,000
General Materials and Supplies	\$58,254	\$55,455	\$94,897	\$70,000	\$50,000
Travel and Conference/Meeting Expense	\$56,619	\$48,181	\$27,523	\$34,000	\$22,000
Fixed Charges	\$5,544	\$5,800	\$7,300	\$8,500	\$9,500
Utilities	\$2,548	\$2,700	\$2,782	\$4,500	\$4,000
Capital Outlay	\$25,069	\$1,667	\$6,647	\$11,000	\$0
Other Expenditures	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Public Service	<u>\$376,300</u>	<u>\$432,225</u>	<u>\$497,542</u>	<u>\$374,206</u>	<u>\$305,500</u>

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Restricted Purposes Fund Expenditures
Fiscal Year 2016/2017
(Continued)

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
<u>Operation and Maintenance of Plant</u>					
General Materials and Supplies	\$0	\$4,007	\$31,893	\$0	\$0
Capital Outlay	<u>\$4,400</u>	<u>\$31,421</u>	<u>-\$30</u>	<u>\$111,000</u>	<u>\$0</u>
Total Operation and Maintenance	<u>\$4,400</u>	<u>\$35,428</u>	<u>\$31,863</u>	<u>\$111,000</u>	<u>\$0</u>
<u>Institutional Support</u>					
Salaries	\$270,306	\$238,960	\$258,429	\$220,332	\$20,000
Employee Benefits	\$98,169	\$80,212	\$81,214	\$58,918	\$3,000
Contractual Services	\$9,704	\$6,431	\$5,180	\$12,000	\$2,000
General Materials and Supplies	\$99,085	\$14,617	\$19,147	\$12,000	\$1,000
Travel and Conference/Meeting Expense	\$15,421	\$9,189	\$13,512	\$13,000	\$8,000
Fixed Charges	\$46,538	\$44,597	\$43,716	\$35,000	\$6,000
Capital Outlay	\$184,296	\$94,752	\$10,675	\$40,000	\$2,000
Other	<u>\$292</u>	<u>\$0</u>	<u>\$258</u>	<u>\$500</u>	<u>\$0</u>
Total Institutional Support	<u>\$723,811</u>	<u>\$488,758</u>	<u>\$432,131</u>	<u>\$391,750</u>	<u>\$42,000</u>
<u>Scholarship and Waivers</u>					
Foundation Scholarship	\$344,919	\$459,372	\$624,681	\$575,000	\$575,000
Direct Loans	\$2,264,550	\$1,928,966	\$1,453,220	\$1,500,000	\$1,450,000
PELL Tuition Paid	\$4,822,273	\$4,766,753	\$4,576,172	\$4,300,000	\$4,200,000
Academic Competiveness Grant	\$0	\$0	\$0	\$0	\$0
Trade Recovery Act Tuition	\$1,937	\$7,050	\$0	\$0	\$5,000
Workforce Investment Tuition Paid	\$193,181	\$258,981	\$309,268	\$300,000	\$300,000
Illinois Veterans Grant Tuition Paid	\$151,061	\$154,971	\$99,876	\$120,000	\$100,000
Illinois National Guard Tuition Paid	\$35,006	\$26,446	\$27,597	\$27,000	\$20,000
Post 9/11 Veterans Grant Tuition Paid	\$71,603	\$110,021	\$112,190	\$110,000	\$120,000
SEOG Tuition Paid	\$36,064	\$29,812	\$48,750	\$40,729	\$53,202
MAP Expense	<u>\$364,783</u>	<u>\$420,334</u>	<u>\$436,073</u>	<u>\$350,000</u>	<u>\$280,000</u>
Total Scholarship and Waivers	<u>\$8,285,377</u>	<u>\$8,162,706</u>	<u>\$7,687,827</u>	<u>\$7,322,729</u>	<u>\$7,103,202</u>
Total Expenditures before Interfunds	<u>\$11,017,813</u>	<u>\$10,821,049</u>	<u>\$10,635,407</u>	<u>\$9,816,164</u>	<u>\$8,413,002</u>
Interfund Transfers	<u>\$17,826</u>	<u>\$366</u>	<u>\$9,631</u>	<u>\$0</u>	<u>\$0</u>
GRAND TOTAL	<u>\$11,035,639</u>	<u>\$10,821,415</u>	<u>\$10,645,038</u>	<u>\$9,816,164</u>	<u>\$8,413,002</u>

**Working Cash Fund Revenue
Fiscal Year 2016/2017**

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Other Sources:					
Interest Income	<u>\$5,194</u>	<u>\$3,561</u>	<u>\$2,468</u>	<u>\$3,000</u>	<u>\$5,000</u>
GRAND TOTAL	<u>\$5,194</u>	<u>\$3,561</u>	<u>\$2,468</u>	<u>\$3,000</u>	<u>\$5,000</u>

**Working Cash Fund Expenditures
Fiscal Year 2016/2017**

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Other Uses:					
Transfer Out	<u>\$5,194</u>	<u>\$3,561</u>	<u>\$2,468</u>	<u>\$3,000</u>	<u>\$5,000</u>
GRAND TOTAL	<u>\$5,194</u>	<u>\$3,561</u>	<u>\$2,468</u>	<u>\$3,000</u>	<u>\$5,000</u>

Trust & Agency Fund Revenues
Fiscal Year 2016/2017

	FY 2013 <u>Actual</u>	FY 2014 <u>Actual</u>	FY 2015 <u>Actual</u>	FY 2016 <u>Budget</u>	FY 2017 <u>Budget</u>
Sources:					
Student Club Revenue	\$23,527	\$30,168	\$24,095	\$25,000	\$28,000
Interest Income	\$0	\$56	\$22	\$50	\$100
Contributions	<u>\$59,100</u>	<u>\$58,000</u>	<u>\$55,500</u>	<u>\$50,500</u>	<u>\$48,000</u>
Total Sources	<u>\$82,627</u>	<u>\$88,224</u>	<u>\$79,617</u>	<u>\$75,550</u>	<u>\$76,100</u>
Interfund Transfers	<u>\$1,325</u>	<u>\$7,936</u>	<u>\$1,600</u>	<u>\$0</u>	<u>\$0</u>
GRAND TOTAL	<u>\$83,952</u>	<u>\$96,160</u>	<u>\$81,217</u>	<u>\$75,550</u>	<u>\$76,100</u>

Trust & Agency Fund Expenditures
Fiscal Year 2016/2017

	FY 2013 <u>Actual</u>	FY 2014 <u>Actual</u>	FY 2015 <u>Actual</u>	FY 2016 <u>Budget</u>	FY 2017 <u>Budget</u>
<u>Clubs & Organizations</u>					
Contractual Services	\$48,787	\$51,542	\$42,013	\$49,000	\$30,000
General Materials and Supplies	\$20,405	\$26,568	\$24,245	\$17,550	\$26,000
Travel and Conference/Meeting Expense	\$10,879	\$6,734	\$10,003	\$7,000	\$15,000
Capital Outlay	\$0	\$0	\$0	\$0	\$1,000
Other Expenditures	<u>\$2,556</u>	<u>\$3,324</u>	<u>\$3,816</u>	<u>\$2,000</u>	<u>\$4,100</u>
Total Expenditures Before Interfunds	<u>\$82,627</u>	<u>\$88,168</u>	<u>\$80,077</u>	<u>\$75,550</u>	<u>\$76,100</u>
Interfund Transfers	<u>\$1,325</u>	<u>\$7,936</u>	<u>\$1,600</u>	<u>\$0</u>	<u>\$0</u>
GRAND TOTAL	<u>\$83,952</u>	<u>\$96,104</u>	<u>\$81,677</u>	<u>\$75,550</u>	<u>\$76,100</u>

**Audit Fund Revenue
Fiscal Year 2016/2017**

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Local Governmental Sources:					
Current Taxes	\$59,030	\$60,404	\$68,359	\$71,719	\$87,650
Interest on Taxes	<u>\$11</u>	<u>\$6</u>	<u>\$4</u>	<u>\$15</u>	<u>\$10</u>
Total Local Government	<u>\$59,041</u>	<u>\$60,410</u>	<u>\$68,363</u>	<u>\$71,734</u>	<u>\$87,660</u>
Other Sources:					
Interest Income	\$14	\$14	\$6	\$15	\$45
Revenue - Other Sources	<u>\$0</u>	<u>\$3,550</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Other Sources	<u>\$14</u>	<u>\$3,564</u>	<u>\$6</u>	<u>\$15</u>	<u>\$45</u>
GRAND TOTAL	<u>\$59,055</u>	<u>\$63,974</u>	<u>\$68,369</u>	<u>\$71,749</u>	<u>\$87,705</u>

**Audit Fund Expenditures
Fiscal Year 2016/2017**

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
<u>Institutional Support</u>					
Salaries & Benefits	\$14,420	\$14,968	\$15,525	\$15,378	\$16,033
Contractual Services	\$44,320	\$42,265	\$44,200	\$45,800	\$45,200
Fund Balance Appropriation	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$10,571</u>	<u>\$26,472</u>
GRAND TOTAL	<u>\$58,740</u>	<u>\$57,233</u>	<u>\$59,725</u>	<u>\$71,749</u>	<u>\$87,705</u>

**Liability, Protection & Settlement Fund Revenue
Fiscal Year 2016/2017**

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Local Governmental Sources:					
Current Taxes	\$1,150,873	\$1,221,597	\$1,355,702	\$1,451,137	\$1,655,491
Interest on Taxes	\$214	\$120	\$176	\$200	\$200
Total Local Government	<u>\$1,151,087</u>	<u>\$1,221,717</u>	<u>\$1,355,878</u>	<u>\$1,451,337</u>	<u>\$1,655,691</u>
Other Sources:					
Interest Income	\$1,396	\$381	\$185	\$350	\$850
Student Insurance Fee	\$17,656	\$19,272	\$15,304	\$18,000	\$20,000
Fund Balance Appropriation	\$0	\$0	\$0	\$0	\$0
Total Other Sources	<u>\$19,052</u>	<u>\$19,653</u>	<u>\$15,489</u>	<u>\$18,350</u>	<u>\$20,850</u>
GRAND TOTAL	<u>\$1,170,139</u>	<u>\$1,241,370</u>	<u>\$1,371,367</u>	<u>\$1,469,687</u>	<u>\$1,676,541</u>

**Liability, Protection & Settlement Fund Expenditures
Fiscal Year 2016/2017**

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
<u>Institutional Support</u>					
Salaries	\$379,051	\$416,881	\$357,239	\$406,622	\$650,347
Employee Benefits	\$266,919	\$280,911	\$288,573	\$332,201	\$365,539
Contractual Services	\$257,766	\$263,985	\$286,235	\$305,360	\$296,000
General Materials and Supplies	\$0	\$6,652	\$4,501	\$8,250	\$7,550
Travel and Conference/Meeting Expense	\$0	\$0	\$2,088	\$3,000	\$3,000
Fixed Charges	\$200,709	\$220,181	\$230,512	\$270,000	\$270,000
Capital Outlay	<u>\$28,600</u>	<u>\$399</u>	<u>\$39,897</u>	\$0	\$0
Total Institutional Support	<u>\$1,133,045</u>	<u>\$1,189,009</u>	<u>\$1,209,045</u>	<u>\$1,325,433</u>	<u>\$1,592,436</u>
Fund Balance Appropriation	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$144,254</u>	<u>\$84,105</u>
GRAND TOTAL	<u>\$1,133,045</u>	<u>\$1,189,009</u>	<u>\$1,209,045</u>	<u>\$1,469,687</u>	<u>\$1,676,541</u>

**RICHLAND COMMUNITY COLLEGE
DISTRICT NO. 537
ONE COLLEGE PARK
DECATUR, ILLINOIS 62521**

RESOLUTION NO. 15-1: RESOLUTION FOR FISCAL YEAR TAX LEVY

WHEREAS, the Board of Trustees of Community College District No. 537 (Richland Community College), Counties of Macon, Christian, DeWitt, Logan, Moultrie, Piatt, Sangamon, and Shelby, and State of Illinois, annually adopts a budget and appropriates monies for educational purposes and for operations and maintenance purposes for a fiscal year beginning July 1 and ending June 30, and


WHEREAS, the levy for the year 2015 will be allocated 100% for the fiscal year 2016 beginning July 1, 2015.

NOW, THEREFORE, BE IT RESOLVED that the said Board of Trustees hereby does levy against all taxable property of said Community College District for the year 2015 the sum of \$6,210,806 for educational purposes, the sum of \$903,719 for operations and maintenance purposes, the sum of \$1,515,850 for tort liability purposes, the sum of \$147,960 for Social Security and Medicare insurance purposes, the sum of \$85,980 for financial audit purposes, and the sum of \$0.00 for protection, health and safety purposes, and

BE IT FURTHER RESOLVED that the Chairman and Secretary of said Board of Trustees be and they hereby are authorized to execute and file with the County Clerk of the Counties of Macon, Christian, DeWitt, Logan, Moultrie, Piatt, Sangamon, and Shelby on or before the last Tuesday of December, 2015, a certificate of tax levy showing the aforementioned amounts.

BY 
Bruce Campbell, Chairman

ATTEST:


Dr. David Coopridner, Secretary

DATE: December 15, 2015 (SEAL)



**RICHLAND COMMUNITY COLLEGE
DISTRICT NO. 537
ONE COLLEGE PARK
DECATUR, ILLINOIS 62521**

RESOLUTION NO. 15-11: RESOLUTION ADOPTING FISCAL YEAR 2017 BUDGET

WHEREAS, the Board of Trustees of Community College District No. 537 (Richland Community College), Counties of Macon, Christian, DeWitt, Logan, Moultrie, Piatt, Sangamon, and Shelby, and State of Illinois, caused to be prepared in tentative form a budget, and the Secretary of said Board has made the said budget conveniently available to public inspection for at least 30 days prior to final action thereon, and

WHEREAS, a public hearing was held as to such budget on the 21st day of June, 2016, notice of said hearing having been given at least 30 days prior thereto as required by law and all other legal requirements having been complied with,

NOW, THEREFORE, BE IT RESOLVED THAT

- (1) The fiscal year of said Community College District be and the same hereby is fixed and declared to begin July 1, 2016, and to end June 30, 2017, and
- (2) The budget of estimated sources and uses from each fund separately shall be as noted below and the same adopted as the budget of said Community College District No. 537 for the said fiscal year:

Fund	Sources	Uses
Education Fund	15,307,770	15,307,770
Operations and Maintenance Fund	1,955,909	1,955,909
Operations and Maintenance (Restricted)	1,229,645	1,229,645
Bond and Interest Fund	2,423,088	2,423,088
Auxiliary Enterprise	1,455,270	1,455,270
Restricted Purposes	9,816,164	9,816,164
Working Cash	3,000	3,000
Trust and Agency Fund	75,550	75,550
Audit	71,749	71,749
Liability, Protection and Settlement	1,469,687	1,469,687

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COMMUNITY COLLEGE DISTRICT NO. 537 OF
MACON, CHRISTIAN, DEWITT, LOGAN,
MOULTRIE, PIATT, SANGAMON AND SHELBY
COUNTIES, AND STATE OF ILLINOIS

BY: _____
Bruce Campbell, Chairman

ATTEST:

Dr. David Coopriders, Secretary

DATE: June 21, 2016 (SEAL)

IV. INFORMATIONAL SECTION

GLOSSARY

Academic Support – Academic support includes the operation of the library, educational media services, instructional materials center, and academic computing used in the learning process. It also includes all equipment, material, supplies, and costs that are necessary to support this function.

Accrual Basis – The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

Annual Budget – A budget applicable to a single fiscal year.

Appropriation – A designation for expenditure.

AQIP – Academic Quality Improvement Program. A program for comprehensive College self-improvement.

Assess – To value property officially for the purpose of taxation.

Bond – A written promise to pay a specific sum of money called the face value or principal amount, at a specified date or dates in the future, called maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a period of time and requires greater legal formality.

Budget – A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Document – The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body.

Budgetary Control – The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Capital Outlay – Capital outlay for all funds except proprietary funds should be recorded as an expenditure of the appropriate fund and as an asset of the General Fixed Assets Account Group.

Conference and Meeting Expense – Conference and Meeting expenses associated with College related travel.

Contractual Services – Charges for services rendered by firms or persons not employed by the local Board of Trustees.

Corporate Personal Property Replacement Tax – A tax collected by the Illinois Department of Revenue as replacement personal property tax under Public Act 81-1st-S.S.-1. Section 616 of the State Revenue Sharing Act requires taxing districts to first apply any replacement taxes against the required debt service for any bonds outstanding as of December 31, 1978.

Credit Hour Grant – State support based on student and programmatic enrollments.

Current – A term which, applies to budgeting and accounting, designates the operations of the present fiscal period as opposed to past or future periods. It usually connotes items likely to be used or converted into cash within one year.

Current Funds – Those funds through which most educational functions of the College are financed. The acquisition, use and balances of the College's expendable financial resources and the related liabilities are accounted for through current funds. The measurement focus is upon determination of changes in financial position, rather than upon net income determination.

Debt Limit – The maximum amount of gross or net debt which is legally permitted.

Deferred Revenues – Amounts for which asset recognition criteria have been met, but for which revenue recognition criteria have not been met. Under modified accrual basis of accounting, such amounts are measurable but not available.

Deficit – (1) The excess of the liabilities of a fund over its assets. (2) The excess of expenditures over revenues during an accounting period.

EAV – Equalized Assessed Valuation.

Employee Benefits – The cost of all employee benefits including the portion of insurance paid for by the College (not including the portion withheld from the employee's wages, when both the employee and the College contribute toward the benefit), sabbatical leave salaries, and any pension contributions paid by the community college district.

Encumbrance – A reservation against a current year's expenditure appropriation.

Equalization Grant – Formula driven State support based on property tax base and student enrollment.

Expenditures – Decreases in net financial resources. Expenditures include current operating expenses which require the current or future use of net current assets, debt service, and capital outlays.

Extension – Refers to the amount of taxes a governmental unit is to receive.

Facilities Revenue – Revenue from the use of College facilities.

Federal Governmental Sources – Revenues from all agencies of the Federal Government.

Fixed Assets – Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

Fixed Charges – Charges for rentals, debt principal and interest, and general insurance.

Fund – An independent fiscal and accounting entity with a self-balancing set of accounts which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Type – In College and University Accounting, all funds are classified into two generic fund types: Current and Plant.

GAAP – Generally Accepted Accounting Principles.

GASB – Governmental Accounting Standards Board.

General Materials and Supplies – Costs of all general material and supplies.

GFOA – Government Finance Officers Association

IBHE – Illinois Board of Higher Education

ICCB – Illinois Community College Board. The College's State coordinating agency through which State funding is appropriated.

ISBE – Illinois State Board of Education.

Institutional Support – Institutional support includes expenditures for central executive-level activities and support services that benefit the entire institution. Administrative data processing, insurance costs, legal fees, provision for contingencies, scholarships, non-operating expenses, and tuition chargebacks. Examples include expenses for the President's Office, Business Office, Marketing and Public Information, Personnel Services, Administrative Information Systems, and Board of Trustees.

Instruction – Instruction consists of those activities dealing directly with or aiding in the teaching of students. It includes the activities of the faculty in the baccalaureate-oriented transfer, occupational-technical career, general studies, and remedial and ABE/ASE programs (associate degree credit and certificate credit). It also includes all equipment, materials, supplies, and costs that are necessary to support the instructional program.

Inter-fund Transfers – All inter-fund transactions except loans or advances, quasi-external transactions, and reimbursements are transfers.

Internal Control – A plan of organization under which employees' duties are so arranged and records and procedures so designated as to make it possible to exercise effective accounting control over assets, liabilities, revenues and expenditures. Under such a system, the work of employees is subdivided so that no single employee performs a complete cycle of operations. Moreover, under such a system, the procedures to be followed are clearly established and require proper authorization by designated officials for all actions to be taken.

Investment Revenue – Revenue from investments such as certificates of deposit.

LEED – An acronym for Leadership in Energy and Environmental Design, a certification system through the U.S. Green Building Council.

Levy – (Verb) To impose taxes for the support of College activities. (Noun) The total amount of taxes imposed or requested by a government.

Local Governmental Sources – Revenues from district taxes, from chargebacks, and from all governmental agencies below the State level.

MAP – Monetary Award Program – State provided student tuition awards.

Modified Accrual Basis – Under the accrual basis of accounting, revenues are recognized when they become both "measurable" and "available to finance expenditures of the current period." Expenditures are recognized when the related fund liability is incurred except for: (1) inventories of materials and supplies which may be considered expenditures either when purchased or when used; (2) prepaid insurance and similar items which need not be reported; (3) accumulated unpaid vacation, sick pay, and other employee benefit amounts which need to be recognized in the current period, but for which larger-than-normal accumulations must be disclosed in the notes to the financial statements; (4) interest on special assessment indebtedness which may be recorded when due rather than accrued, if approximately offset by interest earnings on special assessment levies; and (5) principal and interest on long-term debt which are generally recognized when due. All government funds and expendable trust funds are accounted for using the modified accrual basis of accounting.

O & M – Operations and Maintenance.

Object – Expenditure classifications grouped by materials or services purchased; further divided for cost accounting and control purposes.

Operation and Maintenance of Plant – Operation of plant consists of housekeeping activities necessary in order to keep the physical facilities open and ready for use. Maintenance of plant consists of those activities necessary to keep the grounds, buildings, and equipment operating efficiently. This function also provides for campus security and plant utilities, as well as equipment, materials, supplies and costs that are necessary to support this function.

Organized Research – Organized research includes any separately budgeted research projects, other than institutional research projects that are included under institutional support, whether supported by the College or by an outside person or agency. It also includes all equipment, materials, supplies and costs that are necessary to support this function.

Other Expenditures – This object is reserved for all expenditures that cannot be classified in any other object classification.

Other Revenues – Revenues which do not fit into specific revenue source categories.

PELL – Federal student aid awards.

PHS – Protection, Health & Safety

Plant Fund – Operation and Maintenance Fund (Restricted) and Bond and Interest Fund - This fund is used to account for financial resources to be used for building purposes and the acquisition or construction of major capital facilities.

Program – A level in the classification structure hierarchy representing the collection of elements serving a common set of objectives that reflect the major institutional missions and related support activities.

Property Taxes – Compulsory charges levied on real property by the District for the purpose of financing services performed for the common benefit. Revenues equal the District's assessed valuation multiplied by the property tax rates.

Provision for Contingency – Budgetary appropriations that are set aside for unforeseen expenditures. The Board of Trustees must approve a budget adjustment by resolution to transfer from the Provision for Contingency Budget Account to the appropriate budget account in accordance with the Illinois Public Community College Act. This adjustment is usually made at the end of the fiscal year.

Public Service – Public service consists of non-credit classes and other activities of an educational nature, such as workshops, seminars, forums, exhibits, and the provision of College facilities and expertise to the community designed to be of service to the public.

Revenues – (1) Increases in governmental fund type net current assets from other than expenditure refunds and residual equity transfers. Under NCGA Statement 1, general long-term debt proceeds and operating transfers-in are classified as "other financing sources" rather than revenues. (2) Increases in proprietary fund type net total assets from other than expense refunds, capital contributions, and residual equity transfers. Under NCGA Statement 1, operating transfers-in are classified separately from revenues.

SEOG – Supplemental Educational Opportunity Grant.

SOS – Secretary of State.

Salaries – Salaries and wages paid to an employee, before any deductions, for personal services rendered to the community college district.

State Governmental Sources – State revenues from all State governmental agencies.

Student Services – The student services function provides assistance in the areas of financial aid, admissions and records, health, placement, testing, counseling, and student activities. It includes all equipment, materials, supplies, and costs that are necessary to support this function.

Student Tuition and Fees – All tuition and fees, less refunds, remissions, and exemptions, assessed against students for educational and general purposes.

USGBC – United States Green Building Council

Utilities – This account provides for all utility costs necessary to operate the plant and for other on-going services.

WIA – Workforce Investment Act – Provides tuition scholarships.

Descriptions of Major Divisions and Programs

Following is a brief description of the major divisions and programs within the College, taken from the College's Environmental Scan that was completed in March 2014. Some of the content has been updated to reflect changes in the College. A full copy of the Environmental Scan is available for viewing on the Richland Community College Website at <http://www.richland.edu/sites/rcc.richland.edu/files/improvement/2014%20Environmental%20Scan.pdf>-----

Administrative Structure

An eight-member Board of Trustees governs Richland Community College. Seven of the members are elected at large by the citizens of Community College District #537 to six-year terms. The eighth member is a student trustee elected annually by RCC's student body. The Student Trustee may cast an advisory vote to show position and can make and second motions. The Board of Trustees is responsible for hiring the College's President and approving and enforcing College policies.

The Trustees meet the third Tuesday of every month in the main campus Board Room or locations within the Richland District. Special meetings are also called as required. All meetings of the Board and its committees are open to the public except for discussion of certain exempt matters relating to personnel, commercial or financial sensitivity, education, or legal concerns. The general public is invited to attend all Board Meetings, and time is set aside during these meetings for citizens to address the Board and to make their opinions known.

The College is divided into four general areas: Finance and Administration, Economic Development and Innovative Workforce Solutions, Student Success and Academic Services. Each of these areas has its own vice president, who reports directly to the President. In addition, the Executive Director of Public Information and Chief of Staff, the Executive Director of the Richland Foundation and the Director of Institutional Effectiveness and Planning report directly to the President.

The Organizational Chart in Section II outlines the College's reporting structure. These areas work collaboratively to achieve the ultimate purpose of the institution—student success.

The full-time and adjunct faculty are represented by the American and Illinois Federation of Teachers, while all other College employees do not fall under a collective bargaining agreement.

Baccalaureate/Transfer Programs

RCC has a strong reputation of academic excellence as students transfer to four-year colleges and universities throughout the State. Students may elect to complete a degree or transfer credits without the degree. Two-year transfer degrees include the following:

- Associate in Arts (AA) – minimum 60 credit hours.
- Associate in Science (AS) – minimum 60 credit hours
- Associate in Fine Arts (AFA) – minimum 64-66 credit hours
- Associate in Engineering Science (AES) - minimum 68 credit hours
- Associate in Arts in Teaching (AAT) – 64 credit hours

In addition, an Associate in Liberal Studies (ALS) (minimum 60 credit hours) is not designed to transfer. The curriculum is designed for students who desire up to two years of college study for their personal development. It is also designed to provide students an initial opportunity to pursue various areas of interest and subsequently to select a more specific educational objective, such as a particular occupational program or a baccalaureate-oriented associate degree.

Institutions where RCC students generally transfer include University of Illinois at Springfield, Eastern Illinois University, Southern Illinois University at Carbondale, Illinois State University, Millikin University, Southern Illinois University at Edwardsville, University of Illinois at Urbana/Champaign, Northern Illinois University, Western Illinois University, Bradley University, Greenville College, and Franklin University.

Career and Technical Education Programs

Completion of programs designated as career and technical education (CTE) generally results in Associate in Applied Science degrees, basic and advanced certificates. Recent articulation agreements in specific programs have eased transfer to four-year colleges and universities for students who decide to continue their education.

Programs and Courses:

Communications, Education, Humanities and Fine Arts

Occupational programs in this Division include Early Childhood Education and Graphic Arts.

Early Childhood Education - The program uses a career lattice, or vertical approach, designed by a statewide committee, to facilitate a clear pathway for early childhood students to transition from a certificate program into an AAS degree program. The degree programs are aligned with the statewide plan, consistent with Illinois State Board of Education and its common core of courses that suit employability as paraprofessionals into the public schools and are articulated for transfer into a four-year college/university program. Individuals will be able to enter the career lattice at any point in their growth as professionals and exit at the level of education desired. Some certificate programs are designed for educators desiring more specialty training, such as in bilingual education.

Education - Paraprofessional Educator – With the implementation of the No Child Left Behind legislation and mandates for inclusion of students with disabilities in the general education classroom, the need for paraprofessionals in the classroom became more important in assisting classroom teachers through one-on-one tutoring, leading reading groups, and classroom project management. Paraprofessionals are also utilized to assist students with disabilities in the areas of physical needs (i.e., such as feeding, grooming, etc.), personal attention (i.e., working with English as a second language students) and those students in need of remedial education. This program trains students towards a career in education in the specialty areas of: early childhood, elementary, secondary, and special education. The paraprofessional degree is designed to satisfy State requirements in meeting the skills and qualifications set forth in Illinois State Board of Education standards for paraprofessionals working as paraprofessional educators and in Title I programs. In addition, although the Paraprofessional Educator curriculum culminates in Associates in Applied Science degree, its coursework is aligned for easy transfer into the Associate in Arts, Associate in Science or the Associate of Art in Teaching degree programs with a concentration in teacher education.

Graphic Arts – With the proliferation of computer graphics in everyday use, this program trains students towards a graphics designer career in 3 specialties: print, 3-D, and multimedia. Web design is taught throughout the curriculum. The program has been streamlined and has reemphasized the applied focus with a new course in Art Marketing and Entrepreneurship, along with the basic instructions in graphic arts and design. Courses are state of the arts, with classes such as Digital Painting and Introduction to Multi-Media to align with career needs and interests and also to establish traditional art skills. Advisors have noted that many graphic artists can take

designs from elsewhere, but cannot draw an original design, because of the current emphasis on all computer work in graphics curriculum. Thus, Richland AAS Graphic Arts is cross-disciplinary where students gain foundational fine art skills and progress to graphics software aligned with industry standards.

Health Professions Division

Division programs include Associate Degree Nursing (ADN), Emergency Medical Services, Fire Science, Health Information Technology, Healthcare Documentation, Nurse Assistant Training (CNA), Pharmacy Technology, Phlebotomy, Practical Nurse (PN), Radiography, and Surgical Technology. These include single-semester courses, certificates, and associate degree programs that all lead to employment.

Many of the programs are taught in the Schrodt Health Education Center that includes 8 classrooms and 5 labs. Students in all programs utilize equipment and real world experiences to apply knowledge learned in the classroom. Examples include medical equipment used in healthcare settings, patient simulators, virtual lab, fire apparatus, and a burn building. All these increase critical thinking which prepares students for seamless transition to employment.

Due to limited availability of clinical sites and mandated faculty-to-student ratios, enrollment in some health profession programs is limited and those use a selective admission process to rank qualified applicants. Each of those programs publishes its admission criteria and basis of ranking on their webpages within the Richland website.

Mathematics, Sciences and Business Division

The Division has eight occupational programs:

Accounting – Currently, 20 courses lead to an AAS degree in Accounting, along with Certificates and Advanced Certificates in Accounting.

Administrative Assistant – Currently, 21 courses lead to an AAS degree in Administrative Assistant, along with Certificates and Advanced Certificates in Administrative Assistant.

Business – Currently, 20 courses (21 for the Marketing specialty) lead to AAS degrees in Business, with three specialties – Human Resources, Management, and Marketing, along with Certificates and Advanced Certificates in Human Resource Management, Entrepreneur, Management, and Marketing.

Criminal Justice – Currently, 20 courses lead to AAS degrees in Criminal Justice and Corrections, along with Certificates and Advanced Certificates in Correctional Officer, Emergency Telecommunications Specialist, Patrol Officer, and Probation and Parole Officer.

Desktop Support Technician – Currently, 21 courses lead to an AAS degree in Desktop Support Technician, along with Certificates and Advanced Certificates in Desktop Support Specialist, Microsoft Office Specialist Support, and Computer Literacy.

Drafting and Design Engineering – Currently, 20 courses lead to an AAS degree in Drafting and Design Engineering, along with Certificates and Advanced Certificates in Drafting and Design, AutoCAD, and Drafting Fundamentals.

Network Technology – Currently, 20 courses lead to an AAS degree in Network Technology, along with Certificates and Advanced Certificates in Network Specialist, COMPTIA Network+ Preparation, COMPTIA Security+ Preparation, and CCNA Preparation.

Programmer/Analyst – Current, 18 courses lead to an AAS degree in Programmer/Analyst, along with Certificates and Advanced Certificates in Programmer Specialist, Object Oriented Programming, Systems Programming, and Web Programming.

Continuing and Professional Education Division

Programs in Continuing and Professional Education are divided into five areas: Workforce and Occupational Safety Training, Childcare, Commercial Driver's License, Community Education, and Fitness.

Workforce and Occupational Safety Training - The Division offers contract training in a variety of credit and non-credit topics including computer software, occupational safety, engineering technology, welding, blueprint reading, supervisory leadership and soft skills. Richland coordinates with Workforce Investment Solutions to provide workforce preparation programs for their clients in manufacturing, logistics, CDL and other areas. Richland is the only host site in Central Illinois for the National Safety Education Center, an OSHA Training Institute Education Center, offering both general industry and construction industry safety and health courses. A variety of training options are available, from full day classes to short-term workshops. Courses are offered in the evenings, during the day, and on Saturdays. Training may be held on Richland's campus or the employer's worksite. These programs develop an educated, prepared, adaptable, and competitive workforce.

Commercial Driver's License Training (CDL) - The CDL program offers a number of training options for prospective drivers. The options include: the Tractor/Trailer Driver Training, Class "A" and Class "B" license, and tanker vehicle training. A CDL refresher course is also offered for individuals who possess a valid Class "A" license but are not currently employed, individuals who have not driven for a while, or individuals who let their license expire and need to renew it. Tanker Vehicle Training is offered for individuals who hold a valid Class "A" Commercial Driver's License and desire additional training in driving tanker vehicles. The tanker training was recently added to the list of CDL training programs. Richland also works with companies to provide customized training.

Community Education — At Richland Community College this area coordinates all the continuing education classes designed to enrich your personal or professional development. Opportunities include health and fitness, conversational foreign languages, computer training, beginning to advanced dance for kids and adults, culinary, hobby/leisure, arts and crafts, horticulture, environmental workshops as well as programs in biofuels and welding. Job ready training is provided from paralegal to personal trainer, and extends to the Real Estate Broker 90-hour class; on-line courses are also available. Classes for those 55+ are offered through the Center for Creative Learning during fall and spring semesters. During the summer, "Richland Discover" offers youth programs for fun, hands-on learning, as well as review classes in language arts and math.

Fitness — New objectives in this area are being developed to position the Fitness Center at Richland as one that can dispense personalized health information and strategies for achieving a desired state of physical wellbeing. Since RCC is an educational institution, the Fitness Center is developing the capability to provide national certification for personal trainers and instructors, increasing the marketability of trainees in the growing fitness field.

Adele P. Glenn Early Childhood Education Center – Richland is committed to providing children and families with a quality early childhood education program focused on Kindergarten Readiness. This program provides an environment which includes hands-on exploration with many opportunities for

children to be creative through the visual arts, dance and music. The Center is a licensed facility under the Illinois Department of Children and Family Services and this past year was awarded an ExceleRate Illinois “Silver Circle of Quality” rating. Richland students, staff, faculty, and members of the community may register their children to attend the Center.

Technical programs reporting to the Continuing and Professional Education Division as of December 2015 include:

- Automotive Technology – an accredited Master Automobile Service Technician (MAST) program certified by the National Automotive Technicians Education Foundation (NATEF).
- Collision Repair Technology – a program that prepares students for entry-level positions and career advancement in the collision repair industry.
- Diesel Medium/Heavy Truck Technology – a program which prepares students for entry-level positions and career advancement in the diesel truck industry.
- Heating, Ventilation, Air-Conditioning and Refrigeration – an HVAC Excellence accredited program designed to prepare students for a career in the heating, ventilation, air conditioning and refrigeration industry.
- Welding Technology – a program designed with “laddered” certificates to provide students with instruction in various processes of welding including brazing, soldering, arc welding, gas welding, resistance welding, and solid state welding.

Student Success

The Student Success area was formed in July 2013. It merged the Enrollment Services area with a number of areas in Teaching and Learning Support Services. Within each department, each area has the knowledge to understand a specific set of student demographics, needs and focus on completion of stated goals. Both the Enrollment Services Division and the Teaching and Learning Support Services Division were eliminated, with the activities in those areas incorporated into Student Success. The areas of Online Learning and the Learning Resources Center were aligned with Academic Services which was created.

The areas include the Academic Success Center (testing, tutoring, student accommodations, and the Mathematics Enrichment Centers), Admission and Recruitment, Advisement and Registration (student records, academic advising, and registration), Financial Aid and Veterans' Affairs, Student Engagement (Campus Life and College Transitions), Student Development and TRIO/Student Support Services.