PRESENTATION BUDGET
2011-2012

Oakton Community College

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

Annual Budget

for the

Fiscal Year Ended June 30, 2012

Board of Trustees

Community College District No. 535

County of Cook

1600 East Golf Road, Des Plaines, Illinois 60016
www.oakton.edu

Oakton Community College

OAKTON COMMUNITY COLLEGE

DIVERSITY ◆ EXCELLENCE ◆ GROWTH

1969

Oakton Community College

Office of
the President

1600 East Golf Road
Des Plaines, Illinois 60016
847.635.1801
Fax 847.635.1992

To the Board of Trustees:

With great pleasure, I present to you and to the residents of District 535 the Annual Budget for the fiscal year ending June 30, 2012. This document sets forth the College's financial plan for operations during the coming year.

Guided by *Change Matters,* Oakton's strategic plan, we remain focused on improving the quality of life for everyone who comes through our doors. With a focus on Student Success, the College completed a Five-Year Facilities Master Plan that was approved by the Board of Trustees in December 2010. From a broad perspective, this Master Plan allows Oakton to plan for, rather than react to, campus facilities needs, provides a comprehensive plan for anticipated change and/or growth in academic areas, prioritizes projects and budgets based on available funds and creates an overall facilities roadmap for the next five years. More than seventy-five cents of every dollar budgeted for the Master Plan is directed towards Student Success.

In developing the budget for fiscal year 2012, we have carefully considered revenues from the State of Illinois and evaluated our tax rates on district residents and businesses; Oakton did not increase tuition rates for the 2011-2012 academic year. Expenditures have been examined closely and we have prepared this budget mindful of the need to equip, support, and enhance the programs and services that form the core of our mission. This budget contains significant changes from recent fiscal years that are attributable to the College's implementation of the Master Plan. Of note, the 2011-2012 budget contains $9 million of expenditures for the Master Plan and $31 million of proceeds from the issuance of limited bonds.

From its origins 40 years ago, Oakton has been the setting where thousands of students of all ages, from all walks of life, and from diverse nationalities begin or continue their postsecondary education. On our campuses in Des Plaines and Skokie, in neighborhood locations throughout the district we serve, and online, the College offers a wide variety of courses and programs. We are indeed one college with four campuses. Technological advances continue to open up opportunities for teaching and learning that were not even imaginable ten years ago. Our substantial efforts in the area of information technology underscore our commitment to improve the way we deliver services to our students and to our communities.

I am so proud and thankful for all those who work with unflagging dedication to make Oakton a place where, in so many ways, people who come to learn are empowered to start here and go anywhere. I applaud all those individuals at the College who contributed to the long and thoughtful process of determining and assembling this budget.

Margaret B. Lee, Ph.D.
President and Professor of English

Vice President for
Business and Finance

1600 East Golf Road
Des Plaines, Illinois 60016
847.635.1876
Fax 847.635.1764

To:
President Lee, Members of the Board of Trustees, and
Citizens of Oakton Community College, District No. 535:

SUMMARY

Oakton Community College, Community College District 535's Annual Budget for Fiscal Year 2011-2012 was presented to and approved by the Board of Trustees on June 28, 2011. Several significant factors guided the development of this year's budget including ongoing uncertainty about funding to be received from the state of Illinois, anticipated flat student enrollment, external economic impacts, initiatives in the areas of assessment, student success, delivery of developmental math instruction and, finally, the completed five-year Facilities Master Plan study, kickoff of its execution and related financing.

The budget contains a total of $145,945,500 in revenues (increased by 46.55%) and $158,351,400 in expenditures (up by 47.44%, compared with a 3.13% increase last year).

Projected expenditures exceed revenues by $12,405,900, largely attributable to funding of Capital Improvement projects arising from the Facilities Master Plan, funding of Strategic Initiatives and budgeted costs of ALLiance, Athletics and Early Childhood Education Lab School Auxiliary Fund operation costs exceeding anticipated revenues.

As discussed in detail in the Capital Expenditures section, execution of the College's Facilities Master Plan project is underway. Master Plan projects totaling $9 million have been included in the FY2012 budget. While carrying out the Master Plan components, the College has committed to maintaining its physical space and infrastructure. In fiscal year 2012, key capital projects include an upgrade of electrical systems, athletic field improvements, a fire suppression system for the data center and a lavatory remodeling project; the lavatory remodeling is contingent upon assurance of related state funding. As part of its commitment to the 2008 to 2012 Strategic Plan, the College has budgeted nearly $860,000 of expenditures for Strategic Initiatives including various diversity initiatives, programs focusing on orientation/early college student success, ongoing development of a one-stop student Enrollment Center on the Des Plaines campus, ongoing funding for an Enrollment Plan, an employee wellness survey and enhancement of Oakton's website. Lastly expenditures significantly exceed revenues for certain Auxiliary Fund programs contributing to the overall budgeted $12.4 million excess of expenditures over

revenues. Support of athletic programs is a significant commitment on the part of the College. Historical data reports that combined mentoring/athletic programs lead to a greater degree of student success – particularly for economically disadvantaged students. Also within the Auxiliary fund, the Alliance for Lifelong Learning ("ALLiance") provides significant services to the community for a variety of continuing education programs including GED programs and adult courses for Literacy and English as a Second Language. Despite uncertainties about state funding, in FY2012 ALLiance will endeavor to serve an equivalent number of students as prior years.

Budgeted total personnel costs (salaries and benefits) for the institution, which represent 46.85% of budgeted expenditures, increased by 5.28% (compared with a 1.16% decrease budgeted for FY 2011 and 11.35% for FY 2010). Salaries are expected to rise in conjunction with existing contractual obligations, changes in certain instructional programs and the possibility for some significant new instructional-related science/technology and job training grants. These increases are partially mitigated by administrator salary savings, faculty retirements and ongoing efforts to optimize class sizes.

The budget reflects an overall increase in employee benefit costs of 4.46% from the FY2011 budget. This is attributable to anticipated increases in contributions made by the State of Illinois on behalf of Oakton employees. Contributions made by the State of Illinois relating to the State University Retirement Systems ("SURS") and College Insurance Plan ("CIP") on behalf of the College's employees are recognized by the College as revenues and expenses in the Restricted Purposes Fund. In fiscal year 2011, such actual contributions were $9.7 million (as compared to $5.4 million budgeted) and in fiscal year 2010, such contributions were $8.5 million. The State does not provide information to participating organizations about the amount of contributions made on behalf of employees until approximately two months following the end of the applicable fiscal year. Contributions have varied significantly over the last year several years and Oakton has been unable to reasonably estimate such amounts for budgeting purposes due to the lack of available information. For FY2012, Oakton budgeted $7 million – an increase of more than 28%. Based upon information now available, this is likely to be smaller than actual contributions that will be made. It is important to note that such amounts have no cash flow impact to the College.

Budgeted expenditures for both contractual services and general materials and supplies expenses have increased 15.37% and 9.40% respectively. This is attributable to increased service charges to support the IT function, a new Paralegal instructional program, costs associated with updating the College's Strategic Plan, anticipated increases in volume for continuing education programs, potential instructional-related grants and general increases for inflation. In fiscal year 2011, budgeted costs for contractual services decreased 1.81% and for materials and supplies decreased 6.09% from the previous year. Fiscal 2012 expenditures are expected to increase for conferences and meetings (35.47%) after increasing 13.67% for fiscal year 2011; this is due primarily to travel/meetings that would be associated with the instructional science/technology and job training grants if received and increases associated with academic and academic support. Utility charges are budgeted to increase 10.89% (after a budgeted decrease of 7.79% in FY2011) due to increased service charges to support the telecommunications function.

Significantly increased expenditures (increases of more than 100%) have been budgeted in FY2012 for fixed charges and capital outlay. Both of these increases are due to planned expenditures associated with the Facilities Master Plan. As described more fully in the Capital Expenditures portion of this document, the College's Board of Trustees voted to approve a Five Year Facilities Master Plan in December 2010. Partial funding of the Master Plan using General Obligation bonds was approved during the first half of calendar 2011. Debt Certificates, the first step in issuing General Obligation bonds, were issued in June 2011 and the General Obligations bonds (Aaa rated by Moody's) were sold in September 2011. This is the first time that Oakton has issued debt in nearly twenty years. The Debt Certificates will be repaid in September 2011 and the first interest payment on the General Obligation bonds will be made in June 2012.

Capital expenditures associated with the Master Plan began in the last quarter of FY2011 and $9 million of related expenditures have been budgeted in FY2012 – including amounts for the new Science and Health Careers Instructional Building, Classroom Remodeling, the Des Plaines Enrollment Center and several Infrastructure projects. Additionally, capital expenditures of approximately $600,000 (as compared to $900,000 in FY2010) have been budgeted for remodeling and infrastructure projects outside of the Master Plan. Further, if received, one of the budget potential instructional-related grants would require the development of an instructional lab.

Other expense, which is primarily comprised of financial aid, is budgeted to increase 22.67% to $13.8 million. This compares to an 11.75% increase between the budgets for FY2010 and 2011. Changes in the economic climate, 2010 and 2011 increases in Oakton enrollment and changes in Pell grant guidelines have resulted in significantly greater Pell grant volume. These monies are provided by the Federal government and distributed by Oakton; there is no net cash impact to Oakton and students who successfully complete their classes do not need to repay these awards. Oakton anticipates that financial aid activity will continue to increase in FY2012.

Amounts budgeted for contingency in FY2012 have increased by $444,000 an increase of 26.11% as compared to a 28.36% increase between fiscal years 2010 and 2011. The two primary components of the increase for FY2012 relate to potential price fluctuations in equipment and software for Information Technology and the possible requirement for Oakton to fund a portion of the instructional lab development if certain grant funding is received.

The Operating Funds, which are those funds used for the primary instruction and general support functions of the College, show revenues of $67,917,300 and expenditures of $66,165,200 for the fiscal year, plus fund transfers of $132,000 (net) to the Auxiliary Enterprises Fund, $550,000 to the Operations and Maintenance Fund (Restricted), $200,000 to the Bond and Interest Fund, $718,400 to the Liability/Settlement Fund, $100,000 to the Student Government Association in the Trust/Agency Fund and $52,000 from the Working Cash Fund. This leaves a net surplus for the Operating Funds net of $103,700; thus revenues and interfund transfers in less expenditures and interfund transfers out are projected to increase fund balance by approximately $104,000 for this fiscal year, a small increase over the balanced Operating Fund budget for FY 2011. Greater than budgeted collections of property taxes and state credit hour reimbursement funding combined with an increase in expenditures that was less than amounts budgeted contributed to a favorable FY 2011 operating net of $8.7 million. (These amounts exclude depreciation which is not budgeted.

Refer to the "Finance and Accounting" section of this document for additional information.) A repetition of that result is unlikely for FY 2012 given the substantial transfers which have been budgeted and the tighter parameters with which this budget has been prepared. Additionally, enrollment trends for the summer and fall semesters of FY2012 indicate that enrollment assumptions may have been somewhat optimistic.

Transfers from the Operating Funds and their purpose are summarized in the following table. Utilizing a portion (up to $20 million) of the Operating Funds fund balance towards significant capital improvement projects is a commitment of the College over the next five years. This is the fifth and final year of Strategic Initiatives funded for the "Change Matters" Strategic Plan. In FY2012, approximately $865,000 of Strategic Initiatives are budgeted in the Restricted Purposes Fund utilizing monies transferred to that fund from the Operating Funds in preceding years. Determinations about the funding for future Strategic Initiatives will be dependent upon the new Strategic Plan. Additional discussions about Strategic Initiatives and capital improvement projects can be found in the "Goals and Objectives" and the "Capital Expenditures" sections of this document. At the same time, the FY2012 budget includes the transfer of $1 million in royalty proceeds associated with a lease of airwaves owned by the College ("ITFS Lease") into the Operating Funds. These monies are designated to compensate for the potential reduction in funding from the state of Illinois associated with reimbursement for credit hours taught that is discussed below.

Inter Fund Transfers	**FY11 Budget**	**FY11 Actual**	**FY12 Budget**
Auxiliary Enterprises Fund:			
ALLiance for Lifelong Learning	$172,000	172,000	$172,000
Information Technology	921,000	921,000	960,000
Royalties from Airwave Lease	(1,000,000)	(1,000,000)	(1,000,000)
Operations and Maintenance (Restricted) Fund:			
Student Construction Fees	-	-	400,000
Remodeling and Infrastructure Projects	150,000	150,000	150,000
Bond and Interest Fund:			
Debt Service	-	-	200,000
Restricted Purposes Fund:			
Strategic Initiatives	52,000	52,000	-
Liability/Settlement Fund:			
FICA/Medicare-Medicaid	368,450	368,450	718,400
Trust/Agency Fund:			
Student Government Association	100,000	100,000	100,000
Working Cash Fund: Interest Allocation	(72,500)	(72,500)	(52,000)
Net Operating Funds Transfers	$690,950	$690,590	$1,648,400

Annually, the Education Fund contributes $172,000 towards funding the operations of the Alliance for Lifelong Learning. Additional transfers to the Auxiliary Enterprises Fund represent funding for the student and financial information technology systems. The increase

in transfers to the Operations and Maintenance (Restricted) Fund reflects the College's implementation of (student) Construction Fee to partially fund the Master Plan and the ongoing utilization of fund balances for remodeling/infrastructure projects that are outside of the Master Plan. Due to the timing of property tax receipts, monies may be needed to pay interest on debt prior to the receipt of corresponding tax revenues. The amount of $200,000 has been budgeted as a possible transfer to the Bond and Interest fund if needed to fully fund interest payments due. The College is evaluating the method it uses to fund employer payments of FICA and Medicare/Medicaid. Rather than levying taxes specifically for such obligations, the FY2012 cost has been budgeted to be paid from transfers out of the Operating Funds. In fiscal year 2011, Oakton implemented an increase in tuition of $5 per credit hour. In conjunction with this increase, it was agreed that fifty cents of this increase (estimated to total $100,000 for the year) would be given to the Student Government Association (accounted for in the unbudgeted Trust/Agency Fund) to assist students with financial need. This practice continues in FY2012.

The financial plan predicts total Operating Fund revenues will increase by 5.60%, in contrast to a 0.12% decrease in the last budget. Among the Chicago and collar county community colleges, Oakton's combined tuition and credit hour fee rate is the lowest for fiscal year 2012. In fiscal year 2012, tuition rates were not increased and a $2 per credit hour construction fee was added; this fee will provide a portion of the funding for the Five Year Master Plan. In projecting FY2012 student tuition and fee revenues, such amounts were considered and enrollment/credit hours were assumed to remain flat. In fiscal year 2011, the College's tuition increased $5.00 per credit hour and a 5% enrollment/credit hour increase was also assumed.

The projected lack of credit hour growth will be offset by an assumed increase in credit hour funding collected from the state. Due to uncertainties about the receipt of such funding, Oakton has established a reserve for potentially uncollectible state funding approximating 33% of amounts due. In FY2011, Oakton reserved 50% of amounts due, but ultimately collected 100% of the College's credit hour funding grant. Oakton's budgeted credit hour grant funding has been nearly level at $5.5 to $5.7 million the last three years in contrast to rising costs and without recognition of increased credit hours. (Of this total credit hour grant funding, in FY2012, $4.4 million is attributed to the Operating Funds and the remainder to the Auxiliary Enterprises Fund.)

Revenues

The Illinois Community College Board is re-evaluating the method under which credit hour grant allocations are made to individual community colleges and has frozen reimbursement amounts at the FY2011 grant amount for each institution. Thus, fluctuations in credit hours on a college by college basis were not a factor in FY2012 amounts awarded. This was potentially detrimental to Oakton as, under the prior methodology, Oakton would have been granted its FY2012 award based upon FY2010 unrestricted, reimbursable credit hours. FY2010 was a year of significant credit hour growth for the College. Oakton's credit hour grant funding is calculated to total $5.6 million in FY2012. Property taxes are also budgeted to increase slightly from FY2011.

State funding continues to decline as a percentage of operating fund revenues, from 7.1% in 2010, 3.48% in 2011 to 4.67% in fiscal year 2012. The increase from 2010 to 2011 reflects greater confidence about the amount that will be collected rather than an increased in total amounts granted. Local government revenues (property taxes and chargebacks) account for 61% of all Operating Fund revenues in this budget, which is virtually the same as last year. Other sources of revenue, including investment income, are expected to decrease by 5.99% due to interest rates on those invested assets.

Expenditures

Operating Funds budgeted expenditures will increase by 3.99%, as compared to a fiscal year 2011 increase of 2.42% and the 7.83% increase for FY 2010. The majority of the increase is attributable to contractually committed salary increases. Employee benefit costs associated with medical insurance plans and retirement benefits are budgeted to decrease in FY12 based upon changes made to the medical insurance plans and information about historical experience. As should be expected in a service organization, the majority of the expenditures are for salaries (72.83%) and benefits (9.14%). Of the non-personnel categories contractual services (7.40%) and general materials and supplies (5.45%) constitute the other major expenditure areas. These categories are budgeted to increase (17.33% and 6.14%, respectively) in FY12, this follows an increase of only 0.68% for contractual services and a decrease of 13.92% in materials and supplies between the FY2010 and FY2011 budgets. The contractual services change is largely attributable to increased service charges to support the IT function. Expanded academic programs, non capitalized equipment purchases and assessment and strategic planning activities gave rise to increases in both contractual services and materials and supplies. All other expense categories experienced minimal budget increases from FY2011.

The total fund balance for the College is $129.4 million at June 30, 2011 based on preliminary year end data. It is projected to decline $12.4 million or 9.59% by June 30, 2012. Three funds are budgeted to experience a reduction in fund balance of more than 10% during fiscal year 2012. For the Auxiliary and Restricted Purposes Funds, these reductions reflect a conscious intent to utilize a portion of monies that were accumulated during positive economic times to fund operations and initiatives to which the College is committed. In the case of the Operations and Maintenance Fund (Restricted), the College will be utilizing a combination of General Obligation bond funding and fund balance towards Master Plan capital improvement projects. Historical experience indicates a reasonable possibility that cost savings and supplemental revenues may decrease the amount of budgeted fund balance reductions. In either case, these fund balance reductions are not anticipated to alter Oakton's overall strong financial grounding or Aaa general obligation bond rating.

The Auxiliary Enterprises Fund begins the fiscal year with a fund balance of $14.2 million. For fiscal year 2012, a portion of this fund balance (via a budgeted contingency) may be utilized to continue operating Adult Education and Literacy programs of the Alliance for Lifelong Learning in the event that State funding cuts occur. If budgeted expenditures are

fully realized, the fund balance of the Auxiliary Enterprises fund would decline to $12.1 million. Fund balance of the Auxiliary Enterprise Fund will also be reduced by budgeted expenditures in excess of revenues for the ALLiance ($489,000), ECE Lab Schools ($298,000) and Athletics ($1,006,000). In preparing the budget, ALLiance anticipated that some economic recovery and tuition/fee increases will raise projected revenues. However, this is offset by the previously mentioned establishment of a reserve for uncollectible credit hour grant monies due from the State; for ALLiance, this represents $406,000. Additionally, certain fixed costs remain and, facing potential cuts in State funding for Adult Education and Literacy programs, some costs historically paid by grants were budgeted in contingency for the Auxiliary Fund (reported as part of "Other Operations" within this fund) based upon the College's commitment to offer these programs.

As noted above, utilizing Auxiliary Fund monies to support the cost of Athletic programs is a key component of Oakton's commitment to Student Success based upon historical evidence that mentoring/athletic programs lead to a greater degree of student success. The Early Childhood Education Lab Schools on Oakton's Des Plaines and Skokie campuses have historically incurred expenses in excess of revenues however; the programs provide a valuable teaching tool for the Early Childhood Education degree program. Required staff, Oakton student and child classroom ratios are components of the net expense structure.

The Restricted Purposes Fund is used to account for grant and other monies that have restrictions regarding their use. Generally, the Restricted Purposes Fund is budgeted to have a net revenue, expense and interfund transfer result of zero. For many years, the Restricted Purposes Fund has carried a fund balance that appears to have originated primarily from indirect cost allocations associated with certain grants and interest on idle monies. Additionally, unspent monies remain in fund balance related to Strategic Initiatives that cost less than originally anticipated or that continue in process. In fiscal year 2012, Strategic Initiative expenditures are budgeted in the amount of $865,000 from prior year accumulated monies. Thus, at June 30, 2012, the Restricted Purposes Fund is budgeted to have a fund balance of $1,173,000.

For purposes of discussing the budgeted decrease in the fund balance for the Operations and Maintenance (Restricted) Fund, it should be noted that subsequent to the approval of the fiscal year 2012 budget, Oakton and its auditors determined that Debt Certificates issued in June 2011 and repaid in September 2011 are most appropriately reported in the Operations and Maintenance (Restricted) Fund. In preparing the fiscal year 2012 budget, it had been assumed that the proceeds and repayment of the Debt Certificates would be reported in the Bond and Interest Fund. For purposes of this document, Oakton has given effect to that change and illustrated such on the "Comparison of Budgeted Fund Revenue and Expenditure Relationships."

The Bond and Interest Fund had a fund balance of zero at June 30, 2011. It is not anticipated to vary significantly from that amount at June 30, 2012 after the receipt of property tax

revenues and corresponding payment of interest on the General Obligation bonds issued in September 2011. The Operations and Maintenance (Restricted) Fund had a fund balance of $35.4 million at June 30, 2011. This amount includes the proceeds of Debt Certificates that were issued in June 2011 and which will be repaid (in September) with proceeds of the September 2011 General Obligation bond issuance. At June 30, 2012, the fund balance is anticipated to approximate $25.8 million as a result of budgeted Master Plan expenditures totaling $9 million and other capital improvements of $860,000.

As previously noted, utilizing a portion (up to $20 million) of the Operating Funds fund balance towards significant capital improvement projects is a commitment of the College over the next five years.

For fiscal year 2012 the College has added no net new full time positions. Within the Administrator group, the position of Director of Community and Adult Ed was not budgeted and one Academic Support position was eliminated. No new positions were authorized for Administrators, Full-Time Faculty or Staff. Consistent with prior years, part-time faculty counts will vary in accordance with enrollment levels. Salary increases were estimated in accordance with contractual agreements for adjunct faculty.

During FY2010, the College completed negotiations for a new contractual agreement with its part-time faculty; this contract extends through fiscal year 2013 with an average annual salary increase of 4.4%. Contracts with unions representing the Full Time Faculty, Classified Staff and the Public Safety Officers extend through fiscal year 2012 and provide for average annual salary increases of 4.8% plus additional incentives for Full Time Faculty who declared their intent to retire under specified guidelines.

As the College continually examines its future needs through budget staffing requests and ongoing administrative review, a few positions may remain unfilled and there may be shifting of approved positions as the institution continues to refine its structure to meet the needs of the students and other operational necessities.

Total institutional enrollment for Fiscal Year 2011 was 232,788 credit hours. These hours represent a 1.42% increase over the average of the last several years comparing to 241,554, 230,027, and 217,008 in 2010, 2009 and 2008, respectively. In comparing the institutional credit hours for FY2011 and FY2010, it is also important to consider the composition of credit hours between Oakton credit –related hours and ALLiance continuing education hours. Oakton credit-related hours in FY2011 of 199,702 were nearly flat with FY2010 credit-related hours of 199,150. The significant decline in credit hours occurred within ALLiance fluctuating from 42,404 hours in FY2010 to 33,086 credit hours in FY2011. It was assumed that enrollment would

remain generally flat in FY2012; however, trends for the Summer and beginning of the Fall semesters indicate that credit hours may decline for Oakton credit courses. ALLiance anticipates incremental growth in enrollment as the economy changes and in conjunction with various health-care related professional education requirement deadlines occurring in FY2012.

For FY 2012 budgeted revenue purposes, the College estimated that credit hours will be relatively consistent with FY2011. In the last several years, significant credit hour growth has occurred and, consistent with other community colleges, Oakton anticipates that this will level off. For the period 2007 through 2011, the relative relationship between baccalaureate course enrollment (77% of total enrollment) and vocational course enrollment at 23% has also remained steady.

In baccalaureate offerings, mathematics, behavioral/social sciences, historical/policy studies, speech, humanities and modern languages have experienced more than 15% increases in credit hours, in conjunction with Oakton's recent enrollment growth. Beyond general growth trends, physics, biology and chemistry have experienced more than 25% growth between fiscal years 2006 and 2011. Among vocational programs real estate and architecture/construction management programs have decreased significantly and those programs will be dropped once currently enrolled students have the opportunity to complete their credential. While accounting, fire science and allied health programs such as physical therapy assistant, basic nurse assistant, health information technology and pharmacy-related courses have shown a substantial increase.

Preliminary (for credit) early enrollment figures for Oakton for Fiscal Year 2012 show a decrease of 2.4% for the summer semester and 1.8% for the fall after increases of 3.7% and 1.5% in the summer and fall FY2011 semesters, respectively. This leveling off and potential slight decrease in enrollment was anticipated after the significant growth experienced in recent years due to various factors including the general economic climate and Oakton's expanded marketing approaches. Economic factors, such as recent lay-offs by some major companies, should also be considered as the employees upgrade skills and look for training for career changes. It is likely that, for some students, the significant price differential between four-year college tuition and fees and those of the community college are a deciding factor in their college of choice. Oakton continually reviews and refines its educational offerings to more closely meet the needs of the district residents and local businesses and continues its efforts to improve its enrollment posture through recruitment and partnerships. In the current

economic environment, a more consistent level of enrollment is expected. Given the historical and comparative relative economic stability of the district, dramatic enrollment fluctuations are not anticipated.

The College continues to carefully manage resources through financial control, investment in capital projects providing long-term benefit to the College's student population, and reduction of expenditures where possible without affecting the quality and viability of the educational programs. The College's financial goal of maintaining a healthy fiscal position through development of new and additional resources and through the wise allocation and use of available resources in support of the educational goals and mission of the College remains unchanged and was affirmed by the Aaa bond rating received from Moody's in August 2011.

Overall, we believe that Oakton Community College presents an extremely healthy educational and financial picture, in spite of the current state and federal grant funding questions. The College is confident it will be able to wisely manage our available resources and support our mission in the future.

GENERAL COMMENTS

Budgetary Performance

In FY2011 actual expenditures of the Restricted Purposes Fund exceeded amounts budgeted. The over budget item was the allocation from SURS. Contributions made by the State of Illinois to this plan on behalf of the College's employees are recognized by the College as revenues and expenses. The FY2011 Legal budget allocated $5.4 million for this expenditure based on past experience and discussions with various external parties. The final number from the state arrived in late July and was $9.7 million. This represents a 13.5% increase in the expenditure allocation from fiscal year 2011 – which was more than a 59% increase over FY2010. These amounts are not possible to predict and information does not become available from the State of Illinois until after Oakton has begun its new fiscal year. Further, Oakton notes that these SURS contributions represented no net additional cash outlay on the part of Oakton.

When this occurred in FY2010, Oakton amended its budget. However, it was noted that no other Illinois community colleges made such an amendment and it was further noted that there is inconsistency amongst Illinois community college in even budgeting for these SURS amounts. Due to these inconsistencies and because there is no cash impact to the College, for FY2011, Oakton has determined that it will not amend its budget for this Restricted Purposes Fund budget versus actual fluctuation.

The following comments address certain variations between budgeted amounts and preliminary actual amounts for FY 2011. Comparison of these figures is an indication of the assumptions and accuracy with which the budget was prepared and monitored. Amounts presented for the 2011 budget are not adjusted for subsequent budget transfers.

1. Overall revenues were 38% over budget. Revenues from local government exceeded budget largely due to the proceeds from the issuance of Debt Certificates in June of 2011. The Debt Certificates ($30.1 million) were the first step in issuing General Obligation bonds and were not included in the FY2011 budget. Additionally, collections of property taxes and personal property replacement taxes exceeded budgeted amounts. Revenues from state government sources varied positively from budget by nearly 54% attributable to the full collection of credit hour grant monies which, due to uncertainties, Oakton had reserved 50% of the amount awarded. Additionally, monies attributable to vocational education were $300,000 greater than budgeted and revenues reported for SURS contributions made by the State on behalf of Oakton employees were $4.3 million greater than budgeted as noted above. Illinois Monetary Award Program scholarship grants were $318,000 less than budgeted. The overages were also somewhat offset by other state grants budgeted for but not ultimately received. Primarily due to greater Pell grant volume, Federal government revenues were 15.7% (or $1,506,000) greater than budgeted. Two job training grants and GI bill grants also contributed to this fluctuation. Student tuition and fee revenues were $490,000 (or 1.9%) less than budgeted. This variance is primarily attributable to fewer enrollments in continuing education programs; it is believed that this is due to a combination of general economic conditions and changes in advertising strategies that were not successful. The revenue from other sources, primarily interest revenue and unrealized gains/losses on investments, was less than expected by 7.9%. Declining bookstore sales also contributed to this budget variance.

2. For all funds, expenditures were less than revenues by $39,800,900 and under budget by $9.5 million, or 8.9%. The largest components of this variance occurred in Salaries, Employee Benefits, Contractual Services and Capital Outlay. Salary expenditures budgeted of $55,508,900 compared to actual expense of $53,234,500. This fluctuation is attributable to full-time faculty retirements and salaries that were compensated by grants, ongoing efforts to optimize class sizes, staff positions that were unfilled or delayed prior to filling and unspent sign interpreter monies. Employee benefit expenditures were $17,064,300 as compared to budgeted amounts of $14,952,200. As described above, the overage occurred due to significantly greater than anticipated contributions by the State of Illinois to SURS on behalf of Oakton employees. This fluctuation was offset by lower than anticipated costs of health insurance premiums supplemented by reimbursements for excess claims on the College's self-insured plan and the ability to shift greater than budgeted amounts to grants. Contractual services of only $5,505,900 were expended as compared to $7.2 million budgeted. Enrollment in the new Horticulture Therapy and Radiation Therapy (credit) programs and various non-credit ALLiance and Business Institute programs was not as high as anticipated thus requiring the use of fewer contract instructor services. Additionally, the IT group did not require the budgeted level of maintenance and consultant services and planned expenditures for contract instructors for grant funded job- training programs did not occur. Expenditures for Capital Outlay were $774,000 as compared to $4,563,400 budgeted. This fluctuation relates primarily to the timing of projects associated with the Five Year Master Plan.

3. Actual Operating Funds revenues were greater than budgeted by 5.23%. Negative variances in student tuition and fees and other sources (primarily interest income and fair market value adjustments) were offset by greater than budgeted property tax and personal property replacement tax collections. Additionally, all credit hour grant payments were received from the State as compared to the 50% reserve that Oakton had established in its budget for possible non payment. Operating fund expenditures were less than budgeted by

8.35%. The largest savings were in salaries and benefits due to a combination of full time faculty retirements, salaries that were compensated by grants, ongoing efforts to optimize classes, unspent sign interpreter monies and staff positions that were unfilled or delayed prior to filling. Positive experience with medical plan premiums and the College's self insured medical plan resulted in employee benefits costs less than budgeted. Contractual Services ($367,800 or 8.8%) and General Materials and Supply ($352,800 or 10.4%) costs were less than budgeted due to lower than budgeted enrollment in new Horticulture and Radiation Therapy programs, prices of equipment and software purchased and spending levels for printing, postage and advertising being less than anticipated. Contingency monies budgeted were not utilized.

4. Operations and Maintenance Fund (Restricted) expenditures were significantly less ($581,400) than planned ($4,633,300). This fluctuation is primarily attributable to the timing of expenditures related to the Five Year Master Plan. Oakton's Board approved the plan in December 2010 and architecture, construction management and financing professionals were engaged in the first half of calendar year 2011. The precise timing of these steps was not known during the development of the fiscal year 2011 budget and, therefore, sufficient monies were budgeted for capital outlay expenditures to initiate projects if appropriate. A small overage occurred in salaries due to the transition of staff and need for greater than anticipated hours for a part time employee. Timing of Master Plan related activities also impacted the Bond and Interest Fund. Oakton budgeted $1 million for potential repayment of principal and interest associated with bond financing for Master Plan projects. The issuance of General Obligation bonds did not occur until September 2011, therefore, no expenditures occurred in FY2011.

5. Auxiliary Enterprises Fund expenditures were less than planned by 18%, due primarily to significant savings in consulting and software maintenance costs in Information Technology and to savings across contractual services and contract instructors for the Business Institute and various programs of the Alliance for Lifelong Learning due to decreases in enrollment. Expenditures for salaries and benefits were $908,000 less than budgeted due to unfilled/delayed staff positions, less than anticipated costs for ALLliance and Business Institute instructors and positive experiences with medical plan related costs. In the General Materials and Supplies category, expenditures were less than budgeted primarily due to reduced usage of office supplies, postage and printing in the IT and ALLiance areas along with reduced inventory purchases by the Bookstore.

6. Liability, settlement, and protection costs were 11% under budget. This variance is largely attributable to less than anticipated costs for unemployment insurance and the absorption of certain employee benefit costs by grants.

Significant Changes in Budget Levels

These comments address significant changes in the budgeted amounts for Fiscal Year 2012 compared to Fiscal Year 2011. While the comments are directed primarily at the broad summary levels of financial presentation, the budgeted changes referenced will also show up in applicable detail tables and charts as well without further comment.

1. Overall, revenues are budgeted to increase nearly 47%. The budgeted increase of nearly 84% in Local Government revenues primarily reflects the issuance of $31 million of General Obligation bonds (received into the Operations and Maintenance (Restricted) Fund) to finance portions of the Five-Year Facilities Master Plan. The remainder of the increase is largely for increases in the property tax levy. Local government revenues are based mainly on the December 2010 tax levy, collected in calendar year 2011, with an estimate of levy for 2011 collected in 2012 calculated on CPIs of 2.7% and 1.5%, respectively and an anticipation of limited new property and recovery additions. Based on the estimated 2010 levy, the Operations and Maintenance levy remains $7.5 million; the Social Security Medicare levy was decreased by $750,000; and the Audit levy remains $100,000. The levy for Tort also remains at $700,000; the Education Fund, with the balance of the levy amount allowed under the tax cap, increased by $2,548,000. Since the budget is prepared six months in advance of the tax levy and before the county establishes final rates for the current levy year, first installment payments (second half of the budget year) are best estimates.

2. Contributions from the state in the form of credit hour and other grants are predicted to remain consistent in both the Operating and Auxiliary funds. However, uncertainties about the receipt of all grant monies awarded for credit hours have led to the establishment of 33% (in contrast to a 50% rate in the FY2011 budget) reserves for potential uncollectibility. Reserves established in the Education and Auxiliary Funds total $1,855,100. Additionally, amounts budgeted for contributions by the State of Illinois to SURS on behalf of Oakton employees are budgeted to be $7 million, significantly below FY2011 actual contributions of $9.7 million but comparable to FY2011 budgeted contributions of $5.4 million. Additionally, Oakton is actively seeking state grants to support green construction initiatives related to the Facilities Master Plan. Based on these three items, state government revenues are budgeted to increase more than 33% from FY2011.

3. Tuition and fee revenues have been budgeted to remain relatively flat due to anticipated enrollment trends and maintenance of credit hour tuition rates consistent with fiscal year 2011. Oakton did not increase its tuition rate for fiscal year 2012, but did implement a $2 per credit hour construction fee related to the Facilities Master Plan. The construction fee increase was somewhat offset by an increase to budgeted institutional financial aid for Merit Scholarships and the realignment of budgeted tuition, fees and waivers to those actually earned in FY2011.

4. The $8.5 million change in federal revenues anticipates funding at greater levels for (Pell) student scholarships (up to $9 million) and the potential for significant funding from instructional job-training related grants ($5 million). Additionally, Oakton is also seeking federal grants to support aspects of the Master Plan construction that will focus on energy efficiency and environment friendly techniques.

5. Salaries are expected to rise by 5.5% overall, which is slightly greater than percentage increases contained in negotiated contractual obligations for staff, public safety and faculty ranging from 4 to 6%. Increases over and above contractual commitments are attributable to faculty retirement incentives and to significant additional salary dollars that would be incurred for job-training related grants, if awarded. These contractual and other increases are somewhat offset by college community-wide efforts to reduce salary costs through a) the elimination of one administrator position, b) delay in filling another

administrator position for FY2012 and c) instructional costs are impacted by ongoing optimization of class sizes and full-time faculty retirements.

6. The increase in benefit costs of 4.5% primarily results from the expected increase in contributions made to SURS by the state of Illinois on behalf of Oakton employees. When preparing the FY2012 budget such amounts were derived using the best available information at that time. Based upon contributions that were actually made for FY2011, it appears these budgeted amounts may be short. However, it is critical to note that such amounts do not result in any cash flow for the College. Due to Oakton's participation in the new Illinois Community College Health Insurance Consortium, costs associated with health insurance premiums are not expected to increase significantly for FY2012 and long term cost benefits are expected with participation in a much larger employee pool.

7. The overall increase in budgeted contractual services, materials and supplies and meeting expenses totals $2.1 million or 13% over fiscal year 2011. This is primarily attributable to expense that would be incurred (only) if significant new job-training related grants were awarded to the College. Some of these increases are also reflected in the Operating Funds for new instructional programs and FY2012 focuses on assessment and update of Oakton's Strategic Plan.

9. As described in further detail above and in the Capital Expenditures section of this document, the significant budget increases in Fixed Charges and Capital Outlay relate to expenditures for the Five Year Facilities Master Plan. Fixed charges include the repayment of principal and interest on $30,100,000 of Debt Certificates issued in June 2011 as the first step in the issuance of General Obligation bonds. Fixed charges also include FY2012 interest on the General Obligation bonds. Capital Outlay includes $9 million of expenditures under the Master Plan and some additional amounts for other renewal projects outside of the Master Plan.

10. Increases in budgeted Other Expenditures of $2.5 million substantially relate to expected volume increases in Pell grant and other financial aid-related activity.

Other Information

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Oakton Community College, Illinois for the Annual Budget beginning July 1, 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Oakton Community College also received the Certificate of Achievement for Excellence in Financial Reporting and the Award for Outstanding Achievement in Popular Finance Reporting for the fiscal year ended June 30, 2010.

Miscellaneous

Everyone is strongly encouraged to read the **Introduction** section of this budget presentation. It contains additional significant information on the goals, policies and processes which helped to define and shape this year's budget and includes important supplementary information which will be of interest to the reader. Although for the purposes of publication organization it is a separate section, the information that the **Introduction** section contains may be considered an extension of this addendum. We have chosen to place the material in that section in order to be able to develop the information in greater detail and breadth.

Carl F. Costanza
Vice President for Business and Finance

The Government Finance Officers Association
Of the United States and Canada (GFOA)
Presented a

Distinguished Budget Presentation Award

to

Oakton Community College, Illinois

for its Annual Budget
for the fiscal year beginning July 1, 2010

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

The award is valid for a period of one year only.
We believe our current budget
continues to conform to program requirements,
and we are submitting it to GFOA
to determine its eligibility for another award.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Oakton Community College

Illinois

For the Fiscal Year Beginning

July 1, 2010

President

Executive Director

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Annual Budget Fiscal Year 2012
Table of Contents

SECTION	PAGE
Letter from the President	i
Addendum to the President's Letter	iii
Distinguished Budget Award	xviii
Table of Contents	xx

Introduction Section

Chart of Organization - Community College District No. 535	I2
Listing of Principal Officials	I3
Our Vision, Mission and Values	I5
Goals and Objectives	I13
Capital Expenditures	I20
Finance and Accounting	I27
Budget Process	I42
Notes on Preparation and Conventions	I48

Budget Section

Comparison of Budgeted Fund Revenue and Expenditure Relationships	B1
Comparison of Revenues and Expenditures - All Funds	B2
Summary of Revenues and Expenditures - All Fund Groups	B4
Chart of Organization - President	B6
Chart of Organization - Academic Affairs	B7
Chart of Organization - Information Technology	B9
Chart of Organization - Continuing Education, Training, and Workforce Development	B9
Chart of Organization - Student Affairs	B10

Chart of Organization - Business and Finance B11
Comparison of Revenues and Expenditures - Operating Funds B13
Comparison of Revenues and Expenditures - Education Fund B14
Comparison of Revenues and Expenditures
Operations and Maintenance Fund B15
Comparison of Revenues and Expenditures - Auxiliary Enterprise Fund B16
Comparison of Revenues and Expenditures
Auxiliary Enterprise Fund by Program B18
Comparison of Revenues and Expenditures
Bond and Interest Fund B22
Comparison of Revenues and Expenditures
Liability, Protection, and Settlement Fund B23
Comparison of Revenues and Expenditures
Audit Fund B23
Comparison of Revenues and Expenditures - Restricted Purposes Fund B24
Comparison of Revenues and Expenditures
Operations and Maintenance Fund (Restricted) B25
Comparison of Capital Expenditures B26

Statistics Section

History of Actual Revenues and Expenditures - Operating Funds S2
Comparison of Audited Operating Revenues by Source S4
Comparison of Audited Operating Expenditures by Object S5
Comparison of Audited Operating Expenditures by Function S6
Comparison of Net Instructional Costs - Ten Year History S7
Analysis of Unit Cost Information S8
Comparison of Unit Cost Information
Net Instructional Costs by Instructional Category S10
Comparison of Unit Cost Information
Net Instructional Costs by Cost Category S11
Comparison of Full-time Faculty Assignments S12
Comparison of Instructional Faculty and Administrators S14
Comparison of Classified Staff Assignments S16
Comparison of Classified Staff S17
Comparison of Total Reimbursable Credit Hours
by Instructional Categories S18
Total and Reimbursable Credit Hours by Instructional/Funding Category S20
History of ICCB Credit Hour Grant Rates by Instructional Category S22
Analysis of Credit Hours, Rates, and Revenue S23

Enrollment Statistical Data S24

Comparison of Student Enrollment Information
Fall Term Student Headcount S26
History of Academic Awards S27
History of Tuition and Fee Charges S28
History of Financial Aid to Students S29
Comparison of Property Tax Rates and Tuition and Fee Rates S30
Ten Year History of Tax Rates and Assessed Valuations S32
Typical History of Property Tax Rates - Overlapping Governments S33
Comparison of Facilities and Use - Square Footage Data S34
History and Comparison of Utility Costs S36

Appendix Section

Description of Functional Areas and Programs A1
Degrees and Certificates Awarded by the College A22
Agenda Item 12/10-8 consisting of:
Adoption of Resolution Setting Forth Tax Levies for 2010 A24
Certificate of Tax Levy filed with the County Clerk A26
Certificate of Compliance with Truth in Taxatior A27
Agenda Item 6/11 - 8b Resolution to Adopt FY12 Annual Budget A28
(Legal Budget omitted)
Land Use Summary A31
Neighboring Community College Districts Map A32
District 535 and Surrounding Area Map A33
Des Plaines Campus Map A34
Ray Hartstein Campus Map A35
Glossary A36
Acknowledgements A48

INTRODUCTION SECTION

THE PEOPLE OF COMMUNITY COLLEGE DISTRICT 535
BOARD OF TRUSTEES
PRESIDENT
VICE PRESIDENT FOR ACADEMIC AFFAIRS
VICE PRESIDENT FOR CONTINUING EDUCATION, TRAINING & WORKFORCE DEVELOPMENT
VICE PRESIDENT FOR BUSINESS AND FINANCE
VICE PRESIDENT FOR INFORMATION TECHNOLOGY
EXECUTIVE DIRECTOR OF RESEARCH/ ASSISTANT TO THE PRESIDENT
ASSOCIATE VICE PRESIDENT FOR HUMAN RESOURCES
ASST.VICE PRESIDENT FOR STUDENT AFFAIRS/ OFFICE OF ACCESS, EQUITY & DIVERSITY
VICE PRESIDENT FOR STUDENT AFFAIRS
EXECUTIVE DIRECTOR OF COLLEGE ADVANCEMENT

OAKTON COMMUNITY COLLEGE
Community College District No. 535

Listing of Principal Officials

Members of the Board of Trustees

Ms. Ann E. Tennes
Chair, Board of Trustees

Mr. Jody Wadhwa
Vice Chair, Board of Trustees

Dr. Joan W. DiLeonardi
Secretary, Board of Trustees

Dr. George G. Alexopoulos
Member, Board of Trustees

Ms. Patricia N. Harada
Member, Board of Trustees

Mr. William Stafford
Member, Board of Trustees

Mr. Eric Staley
Member, Board of Trustees

Ms. Angie Farugia
Student Member, Board of Trustees

Emeritus Members of the Board of Trustees

Mrs. Joan B. Hall

Mr. Ray Hartstein

OAKTON COMMUNITY COLLEGE
Community College District No. 535

Listing of Principal Officials
(Continued)

Principal Administration Officials

Dr. Margaret B. Lee
President

Dr. Trudy Bers
Executive Director of Research/
Asst. to the President

Mr. Carl Costanza
Vice President for Business and Finance

Dr. Carlee Drummer
Executive Director of College Advancement

Dr. Thomas Hamel
Vice President for Academic Affairs

Dr. Gregory James
Asst. Vice President for Student Affairs/
Office of Access, Equity & Diversity

Dr. Joianne Smith
Vice President for Student Affairs

Ms. Bonnie Lucas
Vice President for Information Technology

Mr. D. Arnie Oudenhoven
Associate Vice President for Human Resources

Ms. Barbara Rizzo
Vice President for Continuing Education,
Training and Workforce Development

OAKTON COMMUNITY COLLEGE
Community College District No. 535

Our Vision, Mission and Values

WE ARE THE COMMUNITY'S COLLEGE

- We are dedicated, first, to excellence in teaching and learning.
- We challenge our students to experience the hard work and satisfaction of learning that leads to intellectual growth and we support them academically, emotionally and socially.
- We encourage them to entertain and question ideas, think critically, solve problems, and engage with other cultures, with one another, and with us.
- We expect our students to assume responsibility for their own learning, to exercise leadership and to apply ethical principles in their academic, work, and personal lives.
- We demand from ourselves and our students tolerance, fairness, responsibility, compassion and integrity.

WE ARE A COMMUNITY OF LEARNERS

- We provide education and training for and throughout a lifetime.
- We seek to improve and expand the services we offer in support of the people in the communities we serve.
- We promote a caring community of staff and faculty members, students, administrators, and trustees who, in keeping with our values, work together to fulfill our mission.

WE ARE A CHANGING COMMUNITY

- We recognize that change is inevitable and that education must be for the future.
- We respond to change informed by our values and our responsibility to our students and our communities.
- We challenge our students to be capable global citizens, guided by knowledge and ethical principles, who will shape the future.

History

Founded in 1969, Oakton Community College opened its doors to 832 students in fall 1970. The "campus" consisted of four factory buildings at the intersection of Nagle Avenue and Oakton Street in Morton Grove. Search for a new site began almost immediately, but four years elapsed before the College purchased 170 acres of land between the Des Plaines River and a county forest preserve on the far western edge of the district. Site development began in 1975, and the first students walked through the doors of the new building for summer school classes in June 1980. Major additions were completed in 1983 and 1995. Also in 1980, the College leased, and subsequently purchased, Niles East High School in Skokie, in the eastern part of the district. The College eventually demolished the high school and opened a brand new facility in 1995. In 2006, the Ray Hartstein Campus in Skokie campus opened the Art, Science, and Technology Pavilion.

Educational Programs and Services

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

- Baccalaureate and general education for students planning to transfer to four-year colleges and/or to earn an associate degree in the liberal arts, science, engineering, or fine arts.

- Occupational education to provide students with career training suitable for obtaining employment or enhancing occupational skills.

- General or developmental studies for students requiring additional preparation before they can begin college-level education.

- Continuing education for residents, employers, and employees of the community desiring classes without having to enroll in formal college-level courses.

- Public service activities to meet specialized needs of the community; such activities may include workshops, seminars, and customized employee training programs offered on or off campus.

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

About Oakton

Geographic Location

Oakton Community College includes Maine, Evanston, New Trier, Niles, and Northfield Townships and serves an estimated population of 465,000 living in the communities of Des Plaines, Evanston, Glencoe, Glenview, Golf, Kenilworth, Lincolnwood, Morton Grove, Niles, Northbrook, Northfield, Park Ridge, Skokie, Wilmette, and Winnetka. The College also serves one square mile of Wheeling township and small portions of Norwood and Leyden townships. With campuses in Des Plaines and Skokie, Oakton also offers continuing education classes at locations throughout the district and distance learning courses via the Internet, video, and interactive television. Both campuses are conveniently located, close to major roadways leading into Chicago as well as to all parts of the Chicago metropolitan area, Wisconsin, and Indiana. Students also have access to public transportation including Metra commuter trains and Pace bus routes. The College's educational neighbors include College of Lake County to the north, William Rainey Harper College to the west, and Triton College and City Colleges of Chicago to the south.

Population

Stable in terms of size, the College's district population is not expected to change significantly. However, the area is becoming increasingly diverse with respect to ethnicity, race, nation of origin, culture, religion, educational background, English language competency, and household composition (for example, single-parent families and multiple generation households).

For the most part, district residents are well-educated and upper middle class. For example, 51 percent of adults age 25 and above have a college degree, compared to 30 percent statewide and 27 percent nationally. The estimated 2008 median household income in Oakton's district was $83,100 compared to $55,900 statewide and $52,175 nationally.

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

Business and Industry

Employers indicate the need for employees who not only have technical skills, but also the ability to communicate, work in teams, think critically, solve problems, and demonstrate responsibility. A new development focused on nanotechnology and

biotechnology recently opened in the Village of Skokie, providing opportunities for partnerships with the College.

The Area

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

Financial Base

The assessed value of taxable property in Oakton's district is more than $25.8 billion. The Property Tax Extension Limitation Law (PTELL) limits the increase in property tax extensions to five percent, or the percent increase in the national Consumer Price Index (CPI) for the prior year, whichever is less. Adjustments are made for annexations, mergers, disconnections, new construction, and increases approved by taxpayer referendum.

Oakton's district houses more than 25,000 businesses of all sizes. The labor market includes substantial numbers of employees in service, financial, health care, and related occupations at all levels. Economic Modeling Specialists, Inc, a national labor market research company, estimates Oakton's district has more than 400,000 full-and part-time jobs. Until the past year, unemployment has been low.

Illinois is experiencing serious financial issues, and support for higher education remains problematic. Oakton's revenue from the state continues to be uncertain. Given its significant deficit, Illinois' financial health undoubtedly will not improve substantially over the next several years. At the same time, state agencies, legislators, accreditation agencies, the federal government, and the public demand more accountability from schools at all levels, including colleges and universities.

Accreditation

Oakton Community College is accredited by The Higher Learning Commission of the North Central Association of Colleges and Schools (30 North LaSalle Street, Suite 2400, Chicago, IL 60602-2504; 312.263.0456; www.ncahlc.org). The College is recognized by the Illinois Community College Board and is a member of the American Association of Community Colleges, as well as numerous professional organizations.

Facilities and Services

One College, Four Campuses
As noted above, Oakton Community College maintains physical campuses in Des Plaines and Skokie. Occupying 193 total acres, the College's properties include 25 acres of lake and drainage, 30 acres of athletic fields, 29 acres of parking lots, and a two-acre prairie restoration area.

Oakton's scenic Des Plaines campus at 1600 East Golf Road is set in woodlands and prairie and includes a 435,840 square foot main building, along with an 8,400 square foot Municipal Education Center and a 7,300 square foot grounds maintenance building. The College houses 61 classrooms, 64 labs, 285 offices[1], and a 9,500 square foot gymnasium. Special facilities include a Performing Arts Center, with a 285-seat theater; the Koehnline Museum of Art; the Business Institute; an Early Childhood Demonstration Center; and a Fitness Center.

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

With rapidly changing technologies putting a new emphasis on alternative course delivery, Oakton offers an "electronic" campus, with distance learning and online education. The College has been at the forefront of this digital revolution, developing a wide variety of quality, innovative, online courses to serve the needs of an increasingly diverse student body. Nearly all general education requirements for the Associate in Arts or Associate in Science degrees can be completed entirely through online courses at Oakton. In the Fall 2011 semester, 8% of students took courses exclusively online and 13% of students took a combination of on-campus and online courses.

The College also provides a "neighborhood" campus represented by the Continuing Education, Training, and Workforce Development programs delivered through the Alliance for Lifelong Learning and the Business Institute. Historically an Illinois leader

[1] The generic term "offices" describes all non-instructional areas of the College and includes administrative and faculty offices, student service and support areas, community service facilities, student lounges, and other areas.

in adult and continuing education, Oakton's noncredit program serves some 43,000 people annually, with 33,000 in noncredit courses and workshops and at least 10,000 more in community service offerings. Through a unique partnership with all but one of the local high school districts and other community groups, the Alliance for Lifelong Learning currently offers courses at more than 200 locations.

Educational Services

Approximately 53,000 students enroll in Oakton's credit and noncredit courses each year, including both courses approved by the Illinois Community College Board (ICCB) and personal interest courses that do not require state approval. Of the enrolled students, more than 15,000 take Oakton credit courses annually, with fall term enrollments of more than 10,000. Many other individuals connect with Oakton by attending an array of special programs, athletic competitions, and cultural events, or by participating in the activities sponsored by outside groups that lease Oakton's facilities. In total, Oakton touches the lives of more than 79,000 people each year.

Students enroll at the College for a variety of reasons. Forty-five percent of Oakton's students register in transfer programs, while 36 percent pursue career and technical education (CTE) programs, and 19 percent remain undecided. However, students are not always clear about the distinction between transfer and CTE programs, particularly in fields such as business. For example, a student who wants to earn a baccalaureate degree in marketing may indicate a marketing major at Oakton, though the College's marketing program falls into the CTE domain, and the A.A.S. does not transfer to baccalaureate colleges of business.

Dedication to quality and innovation characterizes the entire scope of Oakton's credit course offerings and programs. The College's 21 baccalaureate departments offer associate degrees in liberal arts (A.A.), science (A.S.), engineering (A.S.E.), art or music (A.F.A.) and education (A.A.T.). In addition, more than 100 certificates are available through 36 career programs. Oakton participates in the Illinois Articulation Initiative (IAI), an agreement among Illinois public and private colleges and universities to identify freshman and sophomore level courses in a number of majors and honor a general education core curriculum. To facilitate ease of transfer for interested students, Oakton has negotiated articulation, 2+2, and dual admission agreements with more than 20 four-year colleges and universities.

Student Services

The College also provides other services to insure that students enjoy a successful, well-rounded, and supportive college experience. The Learning Center helps students who want to develop, improve, and refine their learning skills. The Center offers tutoring in a multitude of subject areas, as well as workshops focused on grammar, writing mechanics, and research papers. Staff place special emphasis on helping English as a Second Language students through tutoring, conversation groups, and workshops and provide assistance with academic counseling, financial aid, and registration. Students also may take College 101, a success seminar that enhances academic skills, interpersonal

adjustment, cultural understanding, and career awareness. All students must take assessment tests in English, mathematics, and certain other subject areas. The College has seen a greater demand for tutoring and has experienced a significant increase in special needs requests from students. These requests range from sign language interpreters, to more time for test taking, to classroom note taking and other services.

Other services also foster student development, including special programs for adults and older returning students. Career Services provides information about work-study, internships, apprenticeship programs, government jobs, volunteer opportunities, and current employment opportunities within the greater Chicago area. Career Services also manages all student employees. Student Development faculty and Advising offer professionally trained faculty and staff who help students with education and career planning as well as those with issues that might interfere with personal and academic growth.

Also available are a robust range of student activities such as clubs and organizations, intercollegiate and intramural athletics, and student government, which represents student interests to the administration, faculty, and Board of Trustees. An elected student represents the Student Government Association by serving as an advisory-voting member of the Board of Trustees. The Office of Student Life also supports social and entertainment events for the campus and the College community.

Student Demographics

During the past decade, the Oakton student has become part of an increasingly diverse population. In credit programs, younger students (up to age 24) constitute 58 percent of the student body. Fifty-three percent of enrolled students are women. Fifty-two percent are White non-Hispanic, 20 percent are Asian, 9 percent are Hispanic, 6 percent are African American, and the remaining 13 percent have chosen not to identify themselves with any one of the standard ethnic categories. Some 40 percent of students indicate that their native language, or that the language spoken at home, is not English, Spanish, Polish, Korean, Urdu, and Assyrian are languages identified by the largest number of students, although Oakton students speak more than 60 different languages. In spite of the relative affluence of Oakton's district, 25 percent of students receive some type of grant, loan, work, or scholarship assistance. Each year the College offers increased scholarship and grant programs, and students take advantage of these educational opportunities.

Drawing from respondents to the Fall 2010 Current Student Survey, data indicated more than 80 percent of students have at least one parent with some college experience; 13 percent of fathers and 12 percent of mothers have earned advanced degrees. Thirty-four percent of all current students have a bachelor's degree or higher. Nearly half (48

percent) of the students are under age 25, and one-third of students attend full-time (12 or more credits per term). Students carry an average of 8.46 credit hours.

Fifty-six percent of respondents to the Fall 2010 Current Student Survey indicate their main objective at Oakton is to prepare to transfer to a four-year college or university. Backing out the students who already have a bachelor's degree or higher, these data suggest that some 70 percent of Oakton students hope to transfer. Eleven percent, mainly younger students, explore courses to decide on careers; seven percent, mainly older, seek to improve present job skills; and 20 percent (also mainly older), are preparing for new or different careers. Fields of study most often listed as the likely major after transfer are health-related (30 percent), business-related (18 percent), education-related (9 percent), social or behavioral sciences (9 percent), and humanities or fine arts (7 percent). Nearly half (45 percent) of current students have attended another college or university.

Oakton students largely transfer to two-year and four-year colleges or universities in the Chicago area. Respondents to the 2011 Baccalaureate Alumni Survey[2] went to these institutions in the largest numbers: Northeastern Illinois University, the University of Illinois at Chicago, DePaul University, Loyola University, Roosevelt University and the University of Illinois-Urbana.

Twenty percent of Fall 2010 Current Student Respondents reported working full-time outside the home, 50 percent work part-time, and 30 percent reported not working outside the home.

[2] This survey is for students who earned at least 30 credits or an associate degree in a transfer program and have been away from Oakton for one or three years. It is conducted annually. The College strives to obtain 300 responses from each group (away one or three years).

OAKTON COMMUNITY COLLEGE
Community College District No. 535

Goals and Objectives

At the heart of Oakton's strategic plan is the challenge of change – the challenge of a world that changes so fast, so daily, and so profoundly all around us. During the 2006-2007 academic year, the College embarked in a new direction – reflecting, listening, and speaking about what matters most to the life of the College. The result of those discussions is *Change Matters*, a blueprint for Oakton to follow that is brave, courageous, bold, and responsive to the many challenges of change that confront the College as a learning community. Approved by the Board of Trustees in March 2007, the nine overarching goals, with their accompanying objectives, spell out Oakton's priorities through 2012.

Strategic Planning Process

Oakton began strategic planning in fall 2005 and accelerated the process in 2006 when the College decided to integrate its self study for continued accreditation from the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools with the development of a new strategic plan. The College adapted the HLC's Vital Focus model to engage employees, students, and external groups in broad conversations about Oakton.

Vital Focus offers a rich technique to connect all employees and student representatives in structured conversations about what matters most at Oakton, how the institution is performing, and what projects can best advance the College in meeting its goals. The Vital Focus initiative and the development of the 2008-2012 strategic plan evolved from three fundamental principles:

- Collaboration among faculty, staff, administrators, and students to develop the plan itself and determine the process for implementation;
- Widespread and frequent communication as the plan evolved, with feedback from Oakton personnel, students, and community leaders used to revise and shape the final plan;
- A commitment that the plan would include measures to gauge progress in accomplishing the goals and objectives.

Specific activities comprising strategic planning included the following:

Fall 2005

- President Lee called for proposals suggesting new strategic initiatives and directions for the College, and convened town hall meetings to listen to employees' ideas.

Spring 2006

- Oakton committed to the Vital Focus process and began making plans for rolling out the program. Vital Focus included a Constellation Survey (College-wide survey to gather employees' perceptions about Oakton and its future) and Conversation Day (off-campus, daylong workshop for all employees).

Fall 2006

- Employees completed the Constellation Survey.
- The College closed and all employees gathered off campus for Conversation Day.
- The 2012 Team convened to develop the strategic plan.
- The Quick Fix Team responded to Conversation Day ideas that could be implemented swiftly to improve the College.
- All employees received the ideas from Conversation Day and identified those with the highest priority.

Spring 2007

- Oakton scheduled multiple meetings with faculty, staff, administrators, students, and board members to discuss the draft goals and objectives of the strategic plan.
- Advisory Committee members discussed the draft goals and objectives at the Recognition Dinner in January. Advisory Committees, whose members include business, industry, and community leaders, provide guidance to career and technical education and other programs at Oakton.
- Community leaders discussed the draft goals and objectives at a breakfast meeting in February.
- Based on feedback, the 2012 Team revised proposed strategic goals and objectives.
- In March, the Board of Trustees adopted *Change Matters*: *Strategic Plan 2008-2012*.
- The 2012 Team developed implementation tactics for *Change Matters*, incorporating feedback from faculty, staff, students, and administrators.

Fall 2007 – 2012

- Higher Learning Commission visits Oakton in October for continued accreditation.
- Implement *Change Matters* and Campus Master Plan.

Year 2012

- Develop a new strategic plan. Affirm or revise Oakton's vision, mission, and values as appropriate.

****

STRATEGIC GOALS AND OBJECTIVES 2008-2012

Academic Excellence

We will uphold the preeminence of academic excellence as the engine that drives College decision-making.

- Advance the culture of assessment as integral to improving teaching, learning, and student success.
- Increase student engagement and connections with faculty, particularly as measured by the Community College Survey of Student Engagement (CCSSE).
- Improve the success and persistence of all students, especially underprepared students.

Innovative Learning for Local and Global Citizenship

We will evaluate and change our academic programs and learning opportunities to foster local and global citizenship and to meet clearly identified student and community needs.

- Create innovative interdisciplinary concentrations, especially within the baccalaureate areas, and create new career programs through collaborating with outside partners and employers.
- Increase opportunities to earn Oakton credit by invigorating credit for prior learning and service learning opportunities and expanding enrollments by 25 percent in dual credit courses by 2009-2010.
- Reinvent our use of time and space by revamping our class schedules and course offerings to be responsive to student needs and interests, optimize use of community resources, and foster high quality learning.
- Broaden connections with our external constituencies to ensure our programs and services are responsive to community needs.

WISE Student Services

We will involve all employee groups in developing, enhancing, and delivering services that **W**elcome, **I**nform, **S**upport, and **E**ngage our students.

- Plan and construct one-stop student services centers at the Des Plaines and Skokie campuses by fall 2010.
- Implement required orientation for new students, including an online option, by fall 2009.
- Redesign student advising to improve effectiveness and student satisfaction by fall 2009.

Anti-Bias College

We will continue to transform our College's practices, curricula, and ways of engaging with one another in order to overcome racism and other forms of bias.

- Review and revise curricula to address issues of bias and cultural competence.
- Involve at least 80 percent of full- and part-time faculty, staff, administrators, and student leaders in anti-bias training by 2012.
- Expand outreach to underserved populations, and strengthen networking and support systems for Oakton students and employees.

Green College

We will respect, conserve, and improve the environment through our academic offerings, learning opportunities, and ecologically sound practices.

- Develop baccalaureate concentrations, career programs, courses, and community activities related to environmental issues.
- Demonstrate stewardship of the environment by reducing energy consumption, increasing recycling efforts, and adopting environmentally sound practices in infrastructure improvements and purchasing decisions.
- Continue to transform and restore our grounds and natural habitat so they are a model for environmental responsibility and an educational resource for students and the community.

One College: Four Campuses
Des Plaines, Skokie, Electronic, Neighborhood

We will make high quality learning available at multiple locations and via multiple delivery systems.

- Increase course enrollments by 20 percent at the Skokie campus by 2010-2011.
- Update and enhance the plan for distance education and hybrid classes, and ensure student success is comparable to students in classroom-based courses.
- Reassign curricula to best location(s) to optimize use of space, enrollments, and high quality learning opportunities.
- Improve Oakton's Web site and other forms of technology for student, employee, and community use.

Model Work Environment

We will develop a model work environment to attract and retain a diverse work force that is best able to serve students and the community.

- Initiate practices to increase collaborative decision making, improve

communication, better engage part-time faculty, and encourage respect among employees.
- Institute programs to improve employee health and welfare, and facilitate work/life balance.
- Require and support professional development for all employees.

Reinvented Physical Space and Infrastructure

We will reinvent and maintain the College's physical space and infrastructure in ways that build an environment conducive to learning and creating community.

- Reconfigure our classroom environments to better support teaching and learning and to improve comfort.
- Enhance study, meeting and lounge space to foster community and meet the needs of our students.
- Invest in infrastructure maintenance and improvements.

Financial Stewardship

We will use our resources to advance our mission and goals while maintaining adequate reserves for the future.

- Implement innovations, practices and procedures to contain costs of tuition, textbooks, and instructional materials.
- Explore new external funding sources to supplement existing revenue.
- Commit funds each year to support strategic goals and objectives.

IMPLEMENTATION

Making Progress on Goals and Objectives
The 2012 Team identified key leaders and primary committees, departments, task forces, and others to move forward with implementing activities/projects for each goal and objective. Wherever appropriate, existing committees, departments, task forces, and other groups also were identified for this process.

Financial Support
Financial support for implementing *Change Matters* has come from several sources. First, the College's annual operating budget funds many activities. Second, Strategic Initiatives – special projects that advance the attainment of strategic goals and objectives that require funding beyond the College's operating budget – have been reviewed and approved as part of the College's regular budget cycle. Third, the College has sought external grants and Oakton Educational Foundation support as appropriate.

Monitoring and Reporting Progress
Over the course of *Change Matters*, those identified as the leads for each goal and objective have compiled information annually about progress and a briefing has been presented to the College and the Board of Trustees.

CONNECTING WHAT MATTERS – STRATEGIC PLANNING FOR 2012-17

The College launched its next strategic planning process with *Connecting What Matters*, an inclusive, intensive conversation for all college employees and student leaders. Held on September 2, 2011, the three-hour event engaged more than 170 individuals. Subsequently the President appointed a Strategic Planning Committee to develop a draft strategic plan for 2012-17. This draft plan, now being formulated, will be disseminated to college and external constituencies for comments and feedback. It is expected that a new Strategic Plan will be taken to the Board of Trustees for their approval in March, 2012.

STRATEGIC INITIATIVES FUNDING – FY 2012

To support the College's strategic plan, the initiatives listed below were recommended for funding in the Fiscal Year 2012 Budget. FY2012 Strategic Initiative funding of $310,000 represents an increase from FY2011 funding of $52,000 and compares to $1.4 million funded in FY2010.

1. *Wellness Initiative* – Identify health needs of the Oakton community through implementation of a Wellness Inventory and conduct of an Employee Health Risk Assessment. These actions continue toward goals of improved employee health and welfare, reduction of controllable health costs and facilitation of better labor-management communication. ($41,150)
2. *Anti-Racist Institution*: An ongoing element of the anti-racism institutional work is the need to expand the team and the broadening of its work. The anti-racism team will need advanced training to better expand the team and to facilitate the transformation of the College. Includes development of a sustainable campus-wide diversity curriculum. ($40,000)
3. *Assessment Academy*: Support Oakton's involvement in the HLC's Assessment Academy, a four-year commitment to improve Oakton's assessment of student learning. ($36,000)
4. *Orientation and Welcome Week*. Ongoing development and implementation of student orientation programs towards the strategic goal of mandatory orientation for new students. ($35,000)

5. *Creating Cultural Competencies*: Conduct anti-bias training that results in all new hires possessing core competencies for creating an inclusive campus community for students, community members and employees. ($32,600)
6. *Early Start College Success*: Formation of partnerships with four high schools providing services that will better prepare HS students for the demands of and their transition to college. ($29,000)
7. *Welcoming, Diverse, Inclusive Institution*: The Diversity Council will offer Cultural Related programming for the campus community highlighting not only the diverse student body and workforce, but the contributions of the many individuals who make up the fabric of the Oakton community. ($28,450)
8. *Nursing Dedicated Education Units*: Innovative collaboration approach to providing clinical experience by having trained staff nurses work directly with nursing students facilitated by faculty. ($25,000)
9. *Green Initiative Goal*: Joint effort of Facilities, Biology and Earth Sciences towards development of a management plan for the Des Plaines campus grounds that will delineate responsibility for establishing and updating restoration information and opportunities for exploration of the grounds. ($12,000)
10. *SENSE and CCSSE*: Oakton is one of 100 community colleges invited to participate in the Survey of Entering Student engagement. We will also administer CC Survey of Student Engagement. Administering these surveys again will enable Oakton to assess whether perceptions have changed in light of new efforts made to reach to new students and Oakton's focus on Student Success. ($10,000)
11. *Change Matters Internal Grants*. $20,400

FY 2012 Strategic Initiatives Funding Total **$309,600**

Expenditures for these Strategic Initiatives are budgeted in the Restricted Purposes Fund and supported by a transfer of monies from the Operating Funds.

CAPITAL EXPENDITURES

Definition

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

Capital Expenditures are handled as a separate component of the budgeting process and then integrated into the final budget document. In addition to Capital Expenditures related to the Five Year Facilities Master Plan, described more fully below, each administrator is asked to submit requests for special and capital equipment and for remodeling projects. In this context, special and capital equipment is defined loosely as non-recurring items which would not normally be procured through the regular operating supplies and materials budget category. Although the capitalization threshold for the College is $10,000, there is no minimum dollar amount prescribed for these requests (and budgeted amounts are not carried over from year to year); the word "capital" is used in its generic sense here. These items might include computers or printers, replacement classroom sets of equipment for labs, or new College vehicles or tractors.

Requests are submitted electronically to the Budget Office, which compiles a master request list. The President's Council, working with the other administrators, approves final equipment determinations. The Budget Office prepares a final equipment request list which serves as the basis for individual equipment purchases in the new fiscal year and as authority for integrating capital equipment funds into the final budget. The process requires difficult choices because there are simply never enough resources to satisfy every program's needs and desires. Specific remodeling requests are evaluated by the Director of Facilities for costing, feasibility, and overall compatibility with the College's general and continuing maintenance program prior to being integrated into the budget. Capital equipment and remodeling requests apply only to the current budget determinations and revert to zero for the next budget cycle.

Capital Improvement Management Policy

In December 2010, Oakton adopted a formal Capital Improvement Management Policy. Within this policy, capital improvements are defined as physical assets, constructed or purchased, such as buildings, grounds and related infrastructure. General principles the College will employ for the overall management of capital improvements include utilization of capital improvements in the ongoing fulfillment Oakton’s vision, mission and values, maintain and maximize the useful life of capital improvements and update the Comprehensive Facilities Master Plan every five years including an assessment of the College’s infrastructure.

The policy states that sources of funding for capital improvement projects will be evaluated from a variety of alternatives including:

- Current revenues
- Debt financing
- RAMP monies
- Donor financing
- Capital fundraising activities
- Grant funding
- Net assets (fund balance)
- Net surplus (revenues in excess of expenditures and interfund transfers) from an individual fiscal year

Donor-financed capital projects and other capital fund-raising activities will generally follow the priorities determined by the strategic planning process rather than by donors. However, in certain instances, donor-specified projects that are consistent with the College's mission and enhance the academic mission will be undertaken.

Facilities Master Plan

In December 2010, Oakton's Board of Trustees approved a Comprehensive Five-Year Facilities Master Plan. The Five Year Master Plan will guide the College in replacing aging facilities and improving the campuses to reflect trends in higher education. The core focus of the Master Plan is providing a campus environment to offer students opportunities for success and an improved student experience.

Enhanced facilities will provide a state of the art Science and Health Careers instructional building, flexible and spacious classrooms for all instructional disciplines, student gathering spaces for students to use in a variety of ways outside of the classroom and a single, centralized location to go to for enrollment, registration, advising and counseling and other key student services. Underlying these student focused improvements will be an updated, reliable infrastructure aspect of the Master Plan that will be implemented in a manner consistent with Oakton's commitment to sustainability. Following is a brief summary of the key components of the project and timing.

Science and Health Careers Instructional Building - 2011 to 2014

Over the last 30 years, external factors such as changes in pedagogy, changes in the fields of science and increases in enrollment have compromised the effectiveness of science and health careers teaching spaces. The nature of health career programs and job trends indicating continued demand for such programs result in the need to bring current spaces up to contemporary and emerging standards.

A new Science and Health Careers Instructional Building will be constructed to the east of the Des Plaines campus building. It is anticipated the building will approximate 75,000 to 85,000 square feet with three stories and it will be raised above the flood hazard zone. Site work is planned to begin in the fall of 2011 with ground breaking in the spring of 2012 and likely final completion in 2014.

Classrooms - 2011 to 2016

During development of the Master Plan, interviews with Faculty clearly identified improvement opportunities for classrooms on the Des Plaines campus. Ninety-five percent of College credit instruction is offered in traditional face to face classroom settings and the College is committed to providing learning environments that serve the contemporary needs of student and teachers and will adapt for issues of the future. Issues identified through these interviews and Oakton's 2008 Classroom Task Force Report included:

- Appropriate space for number of students
- Limited distance from seating to White Board/Projection Screens
- Outdated/Undersized Furniture
- Lighting
- Technology

Space utilization analysis further confirmed the need for larger and differently configured classrooms. Approximately 50 classrooms at the Des Plaines campus will be remodeled in a phased approach over the five-year period of the Master Plan. Technology innovations will be replicated in classrooms on the Ray Hartstein campus.

Enrollment Center at the Des Plaines Campus - 2011 to 2013

Every student participates in the enrollment process at Oakton. The Enrollment Center is the physical location that provides integrated student services for admission, advising and counseling, financial aid, registration and records functions. The Enrollment Center needs to be a convenient and welcoming environment for prospective students, current students and community members. Providing a welcoming environment is necessary to creating positive first impressions that will enhance a student's early connections to the College.

This project will incorporate all enrollment functions now scattered across the Des Plaines building into a facility that is similar in organization and function to the successful Enrollment Center at the Ray Hartstein campus.

It is anticipated that the Des Plaines Enrollment Center will be located near the busiest entrance to the College and will be a combination of renovation and new construction. This project is currently planned for 2011 to 2013 with likely completion early in 2013.

Student Gathering Center – 2011 to 2014

Research shows that students who are comfortable in their collegiate environment are more successful. Numerous studies have further demonstrated that students engaged in the life of their College persist to graduation at higher rates. Building a sense of connection and community is challenging on a commuter campus such as Oakton where students lives are full of balancing the responsibilities of work, family and learning.

The objective of this project is to remodel existing space, bring student leadership offices and programs together in a common area, provide informal space for student gathering, adapt student space to technology needs and centralize the opportunity for student engagement in the heart of the Des Plaines campus.

The selected area, across Student Street from the current location of the cafeteria, provides significant continuous space related to Student Life. This space will provide the opportunity to centralize student-related activities that currently take place in a variety of locations. Additionally, this space possesses floor to ceiling windows overlooking Oakton's lake – a view that will further enhance students' positive image of the campus. This project is currently planned for 2011 to 2014.

Infrastructure Projects – 2011 to 2016

Infrastructure is a major component of the Master Plan. Projects will occur over the entire Five Year Master Plan time frame and will include site and building envelopes, as well as public and facilities space within the buildings of both the Des Plaines and Ray Hartstein campuses. The project list and individual budgets will be refined as the project scope is developed. Projects are likely to include:

- HVAC Systems
- Roofs
- Telephone System and WiFi/Cell Phone Access
- Washrooms and Gym Locker Room
- Lower Level Remodeling
- Parking Lot and Road Improvements
- Building Envelopes – Masonry and Windows
- Interior Finishes at all corridors
- Remodeling vacated spaces
- Courtyard pavement replacement

A summary of projected investment and funding for the Facilities Master Plan is as follows:

Investment		
Science and Health Careers Instructional Building		$39,174,000
Classrooms/Remodeling		7,000,000
Enrollment Center		3,436,000
Student Gathering Center		1,900,000
Infrastructure		16,990,000
	Total	**68,500,000**
Funding		
General Obligation Limited Bonds		$40,000,000
Net Assets		20,000,000
State and Federal Grants		3,000,000

Foundation/Private Grants		2,500,000
Student Reserves and Construction Fee		3,000,000
	Total	**68,500,000**

Funding and project budgeting support total projected costs of $68.5 million with the majority of the budget (76-6%) allocated to support student success.

Summary of Capital Expenditures Budgeted for Fiscal Year 2012
Following are the capital expenditures budgeted for fiscal year 2012 by fund:

Education Fund	$56,983
Operations and Maintenance Fund	90,800
Operations and Maintenance (Restricted) Fund	9,598,969
Auxiliary Enterprises Fund	519,780
Restricted Purposes Fund	5,725,000
Total	$15,991,532

Supplementary Capital Expenditure Data for Fiscal Year 2012
The following provides additional information about the capital expenditure plans for the fiscal year.

Education Fund
Capital expenditures of the Education Fund comprise equipment for the Health Information and Automobile Technology programs along with a new security system for the library on the Skokie campus. These purchases may result in lower repair/maintenance costs but are not expected to significantly impact operating expenses in the future.

Operations and Maintenance Fund
Capital expenditures of the Operations and Maintenance Fund comprise a fuel shed, pond aerator, lifts for each campus, a ride on floor scrubber, water pumps and a mower. These items are primarily replacing equipment that is now beyond its useful life. The water pump and one lift are new. It is expected that these purchases will result in reductions to rental and repair/maintenance expenses by approximately $3,500 per year.

Operations and Maintenance (Restricted) Fund
Projects comprising capital expenditure from the Operations and Maintenance (Restricted) Fund are listed below for the Des Plaines (DP) or Ray Hartstein (RHC) campuses:

Description	Campus	Amount
Facilities Master Plan Projects:		
Science and Health Careers Instructional Building	DP	$2,747,759

HVAC Upgrade/Infrastructure	DP/RHC	1,500,000
Phone System Upgrade/Infrastructure	DP/RHC	1,300,000
Classroom Remodeling	DP/RHC	1,107,160
Cell Phone/WiFI Upgrades/Infrastructure	DP/RHC	1,000,000
Enrollment Center	DP	553,440
Electrical Delivery System/Infrastructure	DP	250,000
Building Envelope Study/Infrastructure	DP	250,000
Carpet Replacement/Infrastructure	DP	100,000
Green/SEDAC Initiatives/Infrastructure	DP	100,000
Student Gathering Space	DP	43,242
Other Capital Expenditures:		
Lavatory Remodeling	DP	192,368
Athletic Field Improvements	DP	390,000
Upgrade Data Center Fire Suppression System	DP	65,000
Total		**$9,598,969**

Auxiliary Enterprises Fund

The Auxiliary Enterprises Fund capital expenditures are budgeted to include copiers for student use in the library on each campus, continuation of a project to upgrade Video-IP system to include lecture and event capture and distribution via streaming and full video over IP, and a variety of IT and Athletic equipment. Purchase of the copiers will save $16,000 annual in rental expense.

IT equipment replaces 7 year old back up equipment and replaces batteries and expands storage capacity. Athletic equipment includes the addition or replacement of various fencing/nets, a permanent soccer scoreboard and new storage lockers for uniforms. None of these expenditures is expected to impact future ongoing expenditures.

Restricted Purposes Fund

Capital expenditures budgeted in the Restricted Purposes Fund include potential grant expenditures for various projects. None of these monies will be expended unless the potential grants are received by Oakton. Grants which Oakton has applied for or anticipates applying for over the course of FY2012 include Department of Labor and Department of Commerce grants that would involve the construction of nanotechnology and other science/technology instructional laboratories.

Additionally Oakton is seeking funding for various green and/or energy efficient aspects of the Facilities Master Plan including the use of a green roof on the Science and Health Careers Instructional Building, the use of permeable pavers in existing or new parking areas and various energy efficient heating and cooling equipment. No specific monies have been received at this time; however, the College regularly monitors granting agencies and opportunities to participate in such programs. If implemented, Oakton would expect to experience decreased utility-related costs in the future.

Impact of Master Plan on Expenditures on Current and Future Years Operating Budgets and Services Provided

When the Science and Health Careers Building is occupied in Fiscal Year 2014, Oakton estimates the following increases to Operating Expenses:

- No increase in salary or benefit costs; administrators, faculty and staff will be shifted from current locations in order to staff this building
- Increase of $75,000 in supplies to initially stock the instructional laboratories and custodial maintenance supplies. Thereafter, such supplies and contractual services are expected to increase 20% for the expanded facilities or approximately $200,000
- Increase of $160,000 in annual utility costs; this estimate is based upon current costs per square foot less anticipated savings for more eco-friendly and energy-efficient equipment
- Insurance costs are anticipated to increase $2,000 per year attributable to the new building

The remodeled classrooms, Enrollment Center and Student Gathering Space are not expected to result in significant increases to operating expenses as these spaces represent the re-location and expansion of existing facilities.

The current or future year impact on Operating Budgets for potential projects outlined in the Restricted Purposes Fund can not be reasonably estimated until such grants are awarded and more specific information is available. The various infrastructure projects are anticipated to result in decreased operational and repair/maintenance costs. However, until further information is available about the specific equipment to be installed or services to be acquired, such decreases are not quantifiable.

Non Routine Capital Expenditures

Other than the projects described in the Operations and Maintenance (Restricted) Fund and the Restricted Fund sections above, there are no other individually significant non-routine capital expenditures budgeted for fiscal year 2012.

OAKTON COMMUNITY COLLEGE
Community College District No. 535

FINANCE AND ACCOUNTING

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

The Business and Finance area is organized into an Office of the Vice President, Accounting Services, Business Services, Facilities and Public Safety. The Office of the Vice President handles the preparation of the budget, the unit cost report, budget transfers, the Resource Allocation Management Plan (RAMP), and other activities relating to financial analysis and reporting. Accounting Services accounts for the receipt and disbursement of funds, the recording of the financial transactions of the College and publishes the annual financial statement. In addition, this office provides financial guidance to the various elements of the College community and prepares the Comprehensive Annual Financial Report (CAFR). Business Services manages the functional auxiliary and procurement activities of the College. These activities include purchasing, shipping and receiving, printing services, food service, and the bookstore. Project and equipment bidding activities are managed through the Business Services office. Facilities includes the telecommunications, construction, maintenance, housekeeping, and groundskeeping functions for the College. Public Safety is responsible for campus safety, emergency planning, and various state and federal reports relating to campus crime.

BASIS OF BUDGETING AND ACCOUNTING
The accounting policies of the College conform to generally accepted accounting principles as accepted in the United States applicable to colleges and universities as well as those prescribed by the Illinois Community College Board (ICCB).

To insure consistency in financial reporting and economy of effort in financial operations and analysis, the College budgets and accounts for its financial operations on the same basis as the CAFR with a few exceptions. One exception involves budgeting deferred tuition and fee revenue and expenditures incurred prior to the close of the fiscal year and directly related to the summer semester of the next fiscal year (i.e., summer semester

2011 tuition is budgeted in Fiscal Year 2012 even though the term started in June 2011, the preceding fiscal year). The purpose is to keep the term's revenues and expenditures together without regard to the calendar in order to simplify budgeting, financial analysis, and state reporting requirements such as the uniform financial report and the unit cost study.

A second exception is that capital asset purchases are budgeted as expenses and corresponding depreciation is not budgeted. For financial reporting purposes, capital assets are defined by the College as assets with an initial unit cost of $10,000 or more and an estimated useful life in excess of two years. Such amounts are capitalized and depreciated using the straight-line method over the estimated useful life. Depreciation is recorded in the general ledger in the Investment in Plant Fund. A third exception is that internal revenue and expense charges are budgeted, reported in the general ledger, and reported in order to more accurately calculate unit costs. In the CAFR, these revenues and expenses are eliminated in the Statement of Revenues, Expenses and Changes in Net Assets.

As part of its budgetary organization and controls, instituted to insure compliance with legal provisions embodied in the Annual Budget and Comprehensive Annual Financial Report approved by the Board of Trustees, the College has established the following fund groups to facilitate financial planning and reporting.

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

(Fund numbers above 18 are not recognized by the ICCB.)

Agency funds represent courtesy accounting services to other entities and are not assets of the College. All of the remaining funds are budgeted funds except Investment in Plant, Long Term Obligations and Loan; all, however, are audited to insure compliance with budgetary controls and financial accountability. Investment in Plant serves only as a fund to record the value of plant assets and does not have either true revenues or expenditures. Long Term Obligations serves only as a fund to record long term general obligation debt and does not have either true revenues or expenditures. The Loan Fund is a shadow fund and was established to segregate student loan programs from other restricted funds and is reported as a separate entity in the College's CAFR. It is combined with the Restricted Purpose Fund for uniform financial reporting.

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

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

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

PROPERTY TAXES

The County Assessor is responsible for assessment of all taxable real property within Cook County, except for certain railroad property which is assessed directly by the state. Reassessment is conducted on a three year schedule established by the Assessor. The County Clerk computes the annual tax for each parcel of real property and prepares tax books used by the County Collector as the basis for issuing tax bills to all taxpayers in the county.

The County Assessor is responsible for appraising the value of all real property and railroad property not used for transportation purposes. Railroad property used for operations and pollution control equipment are assessed by the Illinois Department of Revenue. In Cook County, property has historically been classified for assessment into six categories with various percentages of fair market value as detailed below. Effective with the 2009 tax year and for taxes payable in 2010 and future years, a new law has gone into effect. While bills for some taxpayers will change, it is not anticipated that aggregate tax collections will be impacted.

Assessment Percentage		
Property Class	**Prior Law**	**New Law**
Commercial	38%	25%
Industrial	36%	25%
Rental-Residential	33%	16%
Miscellaneous	30%	10%
Residential	16%	10%
Unimproved Land	22%	10%

The Assessors' valuations are subject to appeal by the taxpayer and then to equalization by the Illinois Department of Revenue. The purpose of equalization is to develop a common level of assessments among counties to provide a uniform basis for the distribution of state aid to schools and other state grant-in-aid programs. Equalization is accomplished by means of multipliers assigned to each county. A multiplier is applied to all assessments in a county except farm assessments (which are based upon productivity and sales) and state assessed property. The objective of adjusting assessments in this manner is to produce state-wide conformity in property assessments.

Property taxes are collected by the County Collector and are submitted to the County Treasurer, who remits to the governmental units their respective share of the collections. Taxes levied in one year become due and payable in two installments during the following year, generally on March 1st and on/about August 30th (although in recent years, payments have been due as early as August 7th and as late as November 1st). The first installment is an estimated bill and is 55% (recently changed from one-half) of the prior year's tax bill. The second installment is based upon the current levy, assessment, equalization, certificate to limit levy, and other factors. Changes from the prior year will be reflected in the second installment bill. The tax levy submitted to the county must be approved by the Board of Trustees and reported to the County Clerk on or before the last Tuesday in December for the following collection year. The levy becomes a retroactive

enforceable lien against the property as of January 1st of the year in which the levy is passed.

Taxes may be levied for a variety of purposes or funds. The following table lists the tax categories the College has used and the present status of each. Data is from the Tax Year 2010 Agency Tax Rate Report, commonly termed the rate card, issued by the Office of the County Clerk. The 2010 report is the most recently available data; this report is typically received by the College in mid-September after all property valuations have been completed and final rates can be calculated.

Tax Category	**Current Rate**	**Maximum Rate**	**Statutory Maximum**
Education Fund	0.1266	0.1750	0.7500
Operation/Maintenance Fund	0.0298	0.0500	0.1000
Audit Fund	0.0004	.0050	0.0050
Life Safety	0.0000	.0500	0.1000
Liability/Settlement/Protection Fund	0.0028	None	None
Social Security/Medicare	0.0000	None	None
Bond and Interest Fund *	0.0000	*	*
Total	0.1600		

*The rate depends on the value of the bond issue; no maximums are imposed. The College issued General Obligation Limited Tax bonds in September 2011 and which are payable solely from the Debt Service Extension Base ("DSEB") of Oakton's District. The DSEB is an amount equal to that portion of the extension for the District for the 1994 levy year constituting an extension for payment of principal of and interest on bonds issued by the District without referendum increased each year commencing with the 2009 levy year, as described below under Property Tax Limitations. For the 2011 tax year, such amount is $3,077,805.

The Current Rate in the table above is the levy rate from the 2010 tax levy. The Maximum Rate is the highest allowable rate as authorized by referendum within the district. The Statutory Maximum is the highest tax rate permitted by state law. The term "None" means no maximum is imposed. Other applicable tax categories include Building Bonds, Teachers Orders, and Public Building Commission Operation and Maintenance Fund, none of which the College currently uses.

PROPERTY TAX LIMITATIONS

The Property Tax Extension Limitation Law (PTELL) requires that tax levy calculations be based on the prior year's EAV and limits the increase in property tax extensions to the lesser of 5% or the percent increase in the national Consumer Price Index (CPI) for the prior year. For the 2010 levy year, on which the current budget is partly based, the change is measured from December 2008 to December 2009; this change was 2.70%, so the cap for the 2010 levy year is 2.70%. Therefore, for calculating and testing the 2010

aggregate tax levy, which was acted on by the Board of Trustees in December 2010 and which will provide revenues for the second half of Fiscal Year 2011 and the first half of Fiscal Year 2012, it is necessary to use the EAV from 2009 and the CPI from December 2009 to verify compliance with applicable tax laws. The Office of the County Clerk, Cook County, automatically reduces the aggregate levy if it exceeds the PTELL; however, the College can specify how the reduction will be applied to the individual tax levies if other than a proportional basis reduction is appropriate; for example, the College can instruct the County Clerk, by resolution, to apply all of any reduction due to PTELL to a specific levy, say for the education fund, and leave the other levies intact.

The general effect of PTELL is to limit revenue growth from property taxes to the rate of inflation plus an allowance for new property; however, taxpayers are still allowed to grant additional growth to a taxing district through referendum. The cap applies to the total, or aggregate, extension for a taxing district (excluding certain types of bonds, including Oakton's Series 2011 bonds), so an increase in the tax extension for one fund can be offset by a decrease in the extension for another fund because the cap applies to the total extension for the receiving taxing district, not to the individual levies or to the rates. Furthermore, the cap does not prevent or limit increases on individual tax bills, which can increase from other factors, such as new construction or additions to the property, for example. New additions to the tax base are exempted from the cap in the first year and become part of the base the following year. While this discussion provides a reasonable general overview of tax limitation, the law itself is somewhat more complex and should be consulted for a more detailed analysis; such analysis will also specify limitation exceptions and exclusions.

TRUTH IN TAXATION

The Cook County Truth in Taxation Law imposes procedural processes and limitations on the District's real estate taxing powers. The law requires that not less than twenty days prior to the adoption of its aggregate levy, the District shall determine the amounts of money estimated to be necessary to be raised by taxation for that year upon the taxable property in the District. If the estimated aggregate levy exceeds 105% of the prior year's aggregate tax extension (not the prior year's levy, which may be more or less than the tax extension), the District must publish notice and hold a public hearing on its intent to adopt such a levy. The notice, with specified statutory form, is required to be published not less than seven nor more than fourteen days prior to the public hearing date, which is set by statute as the first Friday in December for community colleges (other taxing districts are assigned different first in December days) if there is no regularly scheduled Board of Trustees meeting in December. Truth in taxation is independent of and unaffected by the property tax extension limitation laws.

BOND ISSUE

Working Cash Bonds

By statute the College is allowed to issue working cash bonds for up to 75% of operating funds property tax revenues and 75% of the Commercial Personal Property Replacement Tax allocation. The College's only working cash bond issue was fully paid as of December 1, 1996. The College has no plans in fiscal year 2012 to issue future working cash bonds.

Limited Bonds

On August 24, 2011, the College issued General Obligation Limited Tax Bonds, Series 2011 in the amount of $27,245,000. The principal and interest payments will begin on June 1, 2012 with the final payment due December 1, 2024. The Bonds maturing on or after December 1, 2022 are subject to optional redemption prior to maturity. The principal and interest payments will be made annually and semiannually, respectively. The proceeds will be used to pay the $30.1 million Debt Certificates, Series 2011 originally issued on June 1, 2011. The initial Debt Certificates were issued for the purpose of financing the construction of the Science and Health Careers building pursuant to the College's $68.5 million five-year Facilities Master Plan. Moody's Investors Service, Inc. has assigned a rating of Aaa to the Bonds.

CASH MANAGEMENT

For the purpose of overall investment of excess funds, the College is governed by the Illinois Public College Act (Chapter 110. of Illinois Compiled Statutes Act 805) and the Illinois Public Funds Investment Act (Chapter 30. of Illinois Compiled Statutes Act 235). The fiduciary responsibility for the investments is entrusted to the College Board of Trustees, which has delegated that function to the Treasurer of the College.

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

In FY 2011 the College's investments from current funds generated $1.3 million in investment income. The College's average rate of return before fair value adjustments was 0.83% in fiscal year 2011. The following table summarizes the College's investment position as of June 30, 2011.

Investments

	(000)	**%**
GNMA Bonds	$ 7,897	6%
Illinois Funds Money Market	39,362	30%
Certificates of Deposit	12,816	10%
Citibank ISDLA	512	1%
Treasury Notes	16,150	12%
High Yield Money Market	56,559	41%
Total	$ 133,296	100%

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

INVESTMENT IN PLANT

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

	Cost in millions	Accumulated Depreciation in millions	Net in millions
June 30, 2009	88.4	29.3	59.1
June 30, 2010	83.6	27.2	56.4
June 30, 2011	84.2	30.8	53.4

The College uses the following depreciation schedules:

1. Buildings	50 years
2. Land improvements	8 years
3. Equipment	8 years
4. Computer Technology	4 years

CONTINGENCY FUNDS

Contingency funds are those expenditures budgeted but not assigned to any direct expenditure category to be used for emergencies or unforeseen expense requirements. A typical reason for accessing these monies might be to cover the cost of additional faculty salaries or laboratory supplies for an instructional discipline in which the enrollment has increased dramatically. For the FY2012 budget, uncertainty about Adult Education grant funding coupled with Oakton's commitment to continue offering these programs at some level, was a component of contingency amounts budgeted.

Contingency funds may not be expensed directly; they are used only by budget transfer to other expenditure categories. This insures that all expenditures are recorded directly in the programs to which they belong and avoids the later problem of having to separate salaries from supplies in order to make accurate budget analyses and financial comparisons. Because budget transfers change the original budgeted amount, budget to budget comparisons of contingency funds have no meaning once the budget transfers have been applied. For FY 2012 the College has budgeted $978,000 in contingency for operating funds, $235,000 for the Operations and Maintenance (Restricted) Fund and an additional $855,000 in contingency for the Auxiliary Enterprise Fund.

INTERIM BORROWINGS

No Tax Anticipation Warrants or Notes have ever been issued.

FINANCIAL RESOURCE MANAGEMENT

As indicated by the financial and statistical data, the College continues to meet its responsibilities for sound financial management. The total fund balance of all funds, including the Working Cash Fund, will show an estimated positive net balance of $116.9 million at the end of the fiscal year. Although some individual funds are projected to show a decrease in fund balance, none will show a deficit balance. A more detailed discussion of fund balance reductions is contained in the "Addendum to the President's Letter."

Fund Balances

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

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

Established financial ratios are as follows:

- The Operating Funds will maintain unrestricted net assets in an amount greater than or equal of 50% of annual budgeted Operating Fund expenditures plus anticipated state apportionment funding. Such amount approximates 200 days of working capital and shall take the form of cash and short-term investments
- The College will strive to maintain, restricted and unrestricted net assets in the amount of $35 million for working cash in recognition of the potential for delays and/or non receipt of state funding for recurring programs such as scholarships,

credit hour reimbursement and adult education. This amount would also provide resources in the event of a natural disaster or operating emergency.

The College may use net surpluses as follows:

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

Should unrestricted net assets of the Operating funds fall below these targeted financial ratios, the Vice President of Business and Finance must present to the Board for approval and adoption a plan to restore this balance. The College will periodically assess the allocation of (any) net surplus or revenues over expenditures and interfund transfers between additions to net assets and designation for specified purposes such as capital improvements.

Debt Management

Prior to June, 2011, Oakton had no debt. On June 1, 2011, the College issued Debt Certificates, Series 2011 in the amount of $30,100,000 to finance the construction of the Science and Health Careers building pursuant to the College's five-year Facilities Master Plan. The Certificates bear interest at a variable interest rate per annum. The interest rate for a particular interest period shall be the rate equal to 75% of the sum of (1) the LIBOR Rate for the applicable interest rate period and (b) 1.37% not to exceed the greater of 9% per annum or 125% of the rate for the most recent date shown in the 20 General Obligation Bonds Index of average municipal bond yields as published in the most recent edition of the Bond Buyer. The initial interest period shall be the four-month LIBOR Rate. At the option of the College, the certificates may be redeemed prior to maturity, in whole or in part as determined by the College, on any date. The Certificates can be redeemed at a redemption price of par plus accrued interest. The initial interest rate was 3.69% as of June 30, 2011. If not redeemed earlier by the College, principal is repayable in amounts of $1.6 million annually on June 30 with $15.7 million due on June 30, 2021.

By law the College is permitted to incur regular debt up to 2.875% of the district's assessed valuation; at the present time that limit calculates to $744.3 million on an assessed valuation of $25.888 billion, leaving the College's total current debt at 4.04% of limit.

On August 24, 2011, the College issued General Obligation Limited Tax Bonds, Series 2011 in the amount of $27,245,000. The principal and interest payments will begin on June 1, 2012 with the final payment due on December 1, 2024, as outlined in the table below. The principal and interest payments will be made annually and semiannually, respectively. Bonds maturing on or after December 1, 2022 are subject to optional

redemption prior to maturity. The proceeds will be used to pay the $30.1 million Debt Certificates, Series 2011.

Tax Levy Year	Principal	Interest	Total Debt Service	Debt Service Extension Base	Unused Debt Service Extension Base
2011	$1,705,000	$1,371,866	$3,076,866	$3,077,805	$938
2012	2,030,000	1,046,635	3,076,635	3,077,805	1,170
2013	2,110,000	965,435	3,075,435	3,077,805	2,370
2014	2,195,000	881,035	3,076,035	3,077,805	1,770
2015	2,280,000	793,235	3,073,235	3,077,805	4,570
2016	1,945,000	712,335	2,657,335	3,077,805	420,470
2017	2,020,000	637,035	2,657,035	3,077,805	420,770
2018	2,075,000	583,913	2,658,913	3,077,805	418,892
2019	2,155,000	500,913	2,655,913	3,077,805	421,892
2020	2,265,000	393,163	2,658,163	3,077,805	419,642
2021	2,380,000	279,913	2,659,913	3,077,805	417,892
2022	2,495,000	160,913	2,655,913	3,077,805	421,892
2023	1,590,000	53,663	1,643,663	3,077,805	1,434,142
Total	**$27,245,000**	**$8,380,051**	**$35,625,051**		

The Bonds constitute valid and legally binding general obligations of the District, and all taxable property in the District is subject to the levy of ad valorem taxes to repay the bonds without limitation as to rate. The amount of said taxes that will be extended to pay the Bonds is limited pursuant to the Property Tax Extension Limitation Law, as amended, 35 Illinois Compiled Statutes 200/18-185 et seq. (the "Limitation Law").

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

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

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

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

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

Established financial ratios are as follows:
Debt Burden Indicators -

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

Debt Service Indicators –

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

In evaluating its capacity for external debt, the College will also consider what revenue sources might be available specifically to pay debt service. Property tax levies and student activity, facility and other fees will be considered when planning for capital projects and debt associated with these income streams. In general, the College will

consider the level of self-support and external revenue support associated with capital projects in assessing debt affordability within the College's budget.

Historically, the College's practice has been to incur debt as little as possible. Only twice in its thirty-four year history has the College assumed debt: the working cash bonds and a non-interest bearing installment contract purchase of the Niles East High School, both of which have long since been paid. All of the other financial obligations have been met on a pay-as-you-go basis, and even the installment purchase could have been completed using fund balances for a single payment had there been a compelling financial advantage in doing so. Capital expansion has, to this point, been funded entirely from College reserves and, at times, with the assistance of state support. There is little capital vulnerability to the College's financial health. The College has the ability to issue limited, short-term debt bonds which could be used to finance construction/remodeling activities.

Strategic Plan

In March of 2007 Oakton Community College's Board of Trustees approved a new strategic plan for 2008-2012. The new five year strategic plan called "Change Matters" includes nine overarching goals and twenty-nine objectives which are necessarily broad and comprehensive, but also include a range of measurable outcomes.

The College launched its next strategic planning process with "Connecting What Matters," an inclusive, intensive conversation for all college employees and student leaders. Held on September 2, 2011, the three-hour event engaged more than 170 individuals. Subsequently the President appointed a Strategic Planning Committee to develop a draft strategic plan for 2012-17. This draft plan, now being formulated, will be disseminated to college and external constituencies for comments and feedback. It is expected that a new Strategic Plan will be taken to the Board of Trustees for their approval in March, 2012.

Overall, the College shows a very healthy positive net balance for all funds, in spite of extraordinary expenditures for recent and future new construction, remodeling necessary to meet the educational needs of the district, and a substantial commitment to an enhanced information technology infrastructure.

RISK MANAGEMENT

The College participates in the Illinois Community College Risk Management Consortium (Consortium) which was established in 1981 by several Chicago area community colleges as a means of reducing the cost of general liability insurance. The Consortium is a public entity risk pool currently operating as a common risk management and insurance program for the member colleges. The main purpose of the Consortium is to jointly self-insure certain risks up to an agreed upon retention limit and to obtain excess catastrophic coverage and aggregate stop-loss reinsurance over the selected retention limit. Excess coverage includes $21 million for general liability, student practices liability, auto liability, campus security liability, educators' legal liability,

employee benefits liability, excess workers' compensation and foreign liability; $500,000 for excess workers' compensation; and $100 million for boiler and machinery; $1 million for crime; and $300 million for property. No settlement has exceeded coverage since establishment of the Consortium. In Fiscal Years 2011 and 2010 the College paid $515,000 and $529,000, respectively, to the Consortium for property, liability and worker's compensation protection and received $15,000 and $30,000, respectively, in dividends due to favorable loss experience in prior years. Since the Consortium requests initial payments to cover substantially any losses to be incurred for that policy year, the College anticipates no future liabilities for incurred losses. The College's level of coverages have not changed significantly for the past year.

The College also maintains a comprehensive self-insurance plan through a third party administrator, as an option, for its employees' health coverage. The College maintains specific insurance of $70,000 per individual to limit its liability exposure. The College also maintains adequate reserves to cover potential losses. The reserve currently stands at $900,000.

OTHER FINANCIAL INFORMATION

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

FINANCIAL REPORTING

State statutes require an annual audit of the College's financial operations by independent certified public accountants. The accounting firm of Sikich LLP, Certified Public Accountants, has been selected for this purpose by the College's Board of Trustees. The auditors' report on the most recent financial statements and schedules is unqualified and is included in the financial section of the Comprehensive Annual Financial Report for the year ending June 30, 2011.

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

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

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

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

The ICCB also requires from all colleges electronic submission of financial data at the end of the fall semester, at the first close of the fiscal year data, and when final audited financial data are available. This information, a response to statutory requirement, provides on-line comparative data to the colleges and assists the ICCB in budget development and in responding to legislative inquiries.

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

EMPLOYEE RELATIONS

The District has three union affiliations with four bargaining units. The Illinois Education Association - National Education Association (IEA-NEA) represents the full-time faculty with a four year contract that expires in 2012. The IEA-NEA also represents the adjunct faculty who teach six credit hours or more with a contract which expires in 2013. The Illinois Federation of Teachers - American Federation of Teachers (IFT-AFT) represents the bargaining unit classified staff with a three-year contract which ends in 2012. The public safety officers are represented by the Fraternal Order of Police with a contract which also expires in 2012.

EDUCATIONAL FOUNDATION

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

The Foundation establishes its own budget and expenditure priorities independently of the College. As a courtesy the College does provide some financial support, services and assistance to the Foundation.

OAKTON COMMUNITY COLLEGE
Community College District No. 535

Budget Process

Budget Formulation
The budgeting process is centered in the College's strategic plan. *Change Matters,* Oakton's strategic plan for 2008 – 2012, provides a framework for the Board of Trustees and the President's Council to make recommendations for the future of the College, its goals, and directions. These goals and priorities are set forth in the "Goals and Objectives" section of this Budget document, Program Review reports, the Facilities Master Plan and the Resource Allocation Management Plan (RAMP) the College prepares and sends to the Illinois Community College Board (ICCB) on an annual basis.

Program Review, a process of self-evaluation, critically analyzes all of the programs of the College on a cyclical basis. The Five Year Facilities Master Plan was approved by the Board of Trustees in December 2010 and is discussed in the Capital Expenditures section of this document. RAMP is the basic planning document for capital expansion and is used by the ICCB for developing capital requests as part of the ICCB budget request to the Illinois Board of Higher Education and the state for funding.

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

The task of actually preparing the final budget document falls to the Budget Office, an office of the Vice President for Business and Finance. In addition to preparing financial portions of state-required reports, the unit cost report, tax levy documents and resolutions for Board approval, and other budget-related financial and credit hour grant documents, the Budget Office serves as a focal point for activities related to establishing the new budget for the coming fiscal year. These activities include coordinating controllable expense requests; publishing various budget documents; performing the financial studies necessary to determine appropriate non-controllable expense allocations; and compiling all of the disparate parts into a unified budget document for presentation to the Board of Trustees, the College, and the residents of the District.

The process begins in December with a memo to all administrators documenting the schedule and due dates for budget submissions. The President's Council, in conjunction with the other administrators and at the direction of the Board of Trustees, establishes the general allocations of available resources and the general expenditure determinations necessary to meet the specific educational goals of the College.

The Budget Office coordinates the activities of the schedule and prepares a preliminary budget which the Vice President for Business and Finance presents to the Board for review, comments, and suggestions. Final changes, revisions, and corrections are then made to the budget document. At least 30 days before the final budget is approved by the Board, the Budget Office publishes the legal budget and makes the document available for public inspection, as required by state law.

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

All revenue projections derive from studies conducted by the Budget Office and are based upon enrollment projections, state credit hour grant funding levels, tax levies, anticipated grant awards, and other applicable information. Expenses are finalized in several different ways. Certain expenses are considered "controllable," that is, within limits, each administrator has the ability to control the level of expenditures, such as contractual services, printing costs, and travel. "Non-controllable" expenditures, not generally subject to unilateral change by the administrator, include salaries (which are set contractually), benefits costs, and other charges established on a pro-rata or College-wide basis.

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

Four categories of expenditures are handled separately: personnel, remodeling, special and capital equipment requests, and strategic initiatives. Each of these general areas is budgeted individually and then integrated into the final budget document. The process is best illustrated by examining the procedures used for determining special and capital equipment expenditure levels. Each administrator may submit requests for special and capital equipment, defined loosely as non-recurring items that normally would not be procured through the regular operating supplies and materials budget category. Although the capitalization threshold for the College is $10,000, no minimum dollar amount is prescribed for these requests, and budgeted amounts are not carried over from year to year. (The word "capital" is used in its generic sense here.) These items might include computers or printers, replacement equipment for labs, or new College vehicles or tractors.

Administrators submit their requests electronically to the Budget Office, which compiles a master request list. The President's Council, in collaborating with the other administrators, approves final equipment determinations. The Budget Office prepares a final equipment request list which serves as the basis for individual equipment purchases in the new fiscal year and as authority for integrating capital equipment funds into the final budget. The process requires difficult choices, as resources are limited and cannot satisfy every program's needs and desires.

Staffing and strategic initiative requests follow a similar process. The Director of Facilities evaluates specific remodeling requests for costing, feasibility, and over-all compatibility with the College's general and continuing maintenance program prior to being integrated into the budget. Note that approved staffing requests affect future budgets; equipment and remodeling requests apply only to the current budget determinations and revert to zero for the next budget cycle. Whether a strategic initiative is carried forward to future years or reverts to zero for the next budget cycle depends on the nature and status of each individual initiative.

As a final step in the process, the Budget Office distributes the proposed legal budget throughout the College, to the Board of Trustees, and places the document on public display in the office of the Vice President for Business and Finance. Once approved by the Board, the legal budget appears on the College's Web site. Copies of the legal budget also are sent to the ICCB and the county clerk's office to conform with state law.

Public Participation

As a public entity, substantially financed by funds from taxpayers, the College has a responsibility to communicate with the residents of the District. Consequently, Oakton publishes financial documents such as the *Comprehensive Annual Financial Report* and the *Annual Budget* and announces financial events and pending decisions of public importance in local area newspapers. The College welcomes public participation at meetings of the Board of Trustees.

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

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

Oakton officials are occasionally asked to address various groups and meetings in the District on matters which concern the College's financial plans and the impact of those plans on local residents and businesses. This open communication assures that interested District residents are kept informed about the College's progress in meeting its educational and financial goals and at the same time makes the College aware of the

needs and concerns of District residents. Important financial reports and documents such as the Comprehensive Annual Financial Report, Presentation Budget, President's Report to the Community, etc. are available at any time on our website.

Budget Modification

Rarely is a budget constructed with such intuition and foresight that changes are not needed. All budgets must allow for changes in revenue and expenditure levels or shifts in resource requirements between line items. For example, faculty salaries are budgeted based in large part upon previous teaching loads and upon projected program enrollments. If a program suddenly becomes more popular and enrollment increases substantially, more faculty resources will be necessary to cover the increased loads. Excess funds in one program may be reassigned to cover the shortfall in the other program. As another example, if labor negotiations are not finished and salary issues are uncertain, a prudent financial manager would not assume that there would be no raises simply because the issue is undecided. Careful management dictates that a reserve be set aside to cover possible salary increases, usually budgeted in some type of contingency account. When the actual raises have been determined, the contingency funds can be transferred to the appropriate salary accounts.

Accounting controls depend, in part, upon monitoring spending levels against budget levels. Monies budgeted for one purpose should not be spent for another; that is to say, faculty should not be paid from equipment accounts. Spending in some accounts may stop unnecessarily only because funds are not budgeted sufficiently in those accounts or because extenuating circumstances arise, such as the need to replace a major piece of vital equipment. Auditing the status of the funds is also easier if budget amounts have been amended to reflect appropriate levels of spending authorization.

Procedurally, the budget, once published in the form of the legal budget, may not be changed until acted upon by the Board of Trustees. At the time of initial approval, and at any time thereafter, the Board may make changes to the legal budget by Board resolution within the limits established by law.

Some changes are initiated automatically, such as those which transfer funds between salary line items to account for contract approvals. The Budget Office and the Accounting Office prepare these routine adjustments and write the resolution upon which the Board acts. The non-routine changes must originate from an administrator who sends a budget transfer request to the Budget Office through the area Vice President.

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

State law, as an additional control on financial matters, places restrictions on budget transfers. The law recognizes legal and non-legal types of transfers. (The word "legal" as used here refers to a transfer which would make a change to the legal budget.) Non-legal, or internal, transfers are those made within the same function and within the same

object group. There is no limit on the number or amount of non-legal transfers which may be made, and non-legal transfers may be made without formal Board approval by resolution.

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

	FY 2012 Total Budgeted Expenditures	**Legal Transfer Limit (10%)**
Fund		
Current – Unrestricted		
Education	$58,504,908	$5,850,491
Operations and Maintenance	7,660,315	766,032
Auxiliary Enterprises	16,927,771	1,692,777
Current - Restricted		
Bond and Interest	$31,347,000	$3,134,700
Liability, Settlement, Protection	1,490,400	149,040
Audit	104,953	10,495
Working Cash	0	0
Restricted Purposes	31,910,637	$3,191,064
Plant		
Operations and Maintenance - Restricted	$ 10,405,411	$ 1,040,541

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

Typical General Schedule – Significant Budget Events

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

October	Preliminary estimate of tax levy by Board of Trustees
December	Revision/updating of Budget Request Procedures book
December	Publication of the budget schedule to all administrators Adoption of tax levy by Board of Trustees
January	Distribution of balance of budget data to administrators
February	Submission of capital equipment requests Submission of remodeling requests
March	Submission of requests for additional/revised staffing Submission of Strategic Initiative requests Distribution of preliminary capital equipment request lists
April	Submission of balance of budget worksheets Approval of staffing requests Distribution of preliminary strategic initiative request lists Review of budget draft by President's Council
May	Approval of final capital equipment requests Approval of strategic initiative requests Incorporation of remodeling requests Publication of public notice of meeting to address budget Publication of legal budget for public participation Distribution of tentative legal/line item budget
June	Public hearing on budget Final publication of legal budget prior to Board action Approval of legal budget by Board of Trustees
September	Publication of presentation budget
October	Submission of approved legal budget to ICCB

Use and Tracking

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

Oakton has consistently been awarded the Government Finance Officers Association Distinguished Presentation Award.

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Notes on Preparation and Conventions Used in the Budget

Mathematical Conventions

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

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

Percentages are indicated with the percent sign (%). Percentages are rounded off to two decimal places using standard mathematical rounding techniques. All calculations involving percentages are carried out to sixteen decimal places before rounding. The astute reader may observe that in a few cases the printed percentages will add up to slightly more or less than 100.00% (99.99% or 100.01%, for example). This phenomenon is a quirk of rounding, not of mathematical inaccuracy, and no attempt has been made to adjust rounded percentages because there is no logical method for adjusting for the errant +/- .01%. It will appear most frequently in charts and graphs and may safely be ignored.

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

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

Preparation/Publishing

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

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

1. DuPage
2. Elgin
3. Harper
4. Lake County
5. Moraine Valley
6. Morton
7. Oakton
8. Prairie State
9. South Suburban
10. Triton

Early in the process of preparing this document it was decided that the goal of clear communication and readability was of sufficient importance that a standard page would be an unacceptable limitation. Therefore, instead of forcing data, tables, and charts onto a portrait-oriented page just for the sake of consistency, it was decided to let the page fit the data to be presented in order to produce the clearest and most readable document. Text fits best, is most readable, and is the most familiar format to the reader on a portrait-oriented page, and that format is so used. Many of the tables and charts fit better, are larger, and are easier to read on a landscape-oriented page, and that format is used when appropriate. It is hoped that the reader will not be inconvenienced by this conscious decision to improve the readability of the budget document.

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

The budget was prepared by the Office of the Vice President for Business and Finance, Oakton Community College. The responsible administrator is Mr. Carl F. Costanza, Vice President for Business and Finance with staff members Karen Epps, Manager of Budget and Analysis and Sandy Huffman, Budget Office Assistant. We welcome your ideas on how we may improve our presentation of financial information to the community; please address your comments and suggestions to Mr. Costanza.

Notes

BUDGET SECTION

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Budgeted Fund Revenue and Expenditure Relationships - Fiscal Year 2012

	Current Funds								Plant Funds
	Unrestricted			Restricted					
	Education	Operations Maintenance	Auxiliary Enterprises	Bond/ Interest	Working Cash	Liability/ Settlement	Audit	Restricted Purposes	O & M Restricted
Prelim. Fund Balance - July 1, 2011	47,164,224	13,539,649	14,249,965	0	14,500,000	2,275,963	204,053	2,031,397	35,417,942
REVENUES									
Local Government	33,725,363	7,625,000	132,000	0	0	721,000	103,000	0	31,000,000
State Government	3,142,458	30,000	823,949	0	0	0	0	11,681,804	218,600
Federal Government	0	0	0	0	0	0	0	18,128,000	0
Student Tuition/Fees	22,280,455	0	3,129,177	0	0	0	0	0	0
Other Sources	756,000	358,000	10,565,001	3,700	52,000	25,000	2,500	1,242,500	200,000
TOTALS:	59,904,276	8,013,000	14,650,127	3,700	52,000	746,000	105,500	31,052,304	31,418,600
EXPENDITURES (By Object)									
Salaries	43,959,479	4,228,921	7,192,894	0	0	0	5,000	3,070,605	107,500
Employee Benefits	5,019,807	1,030,851	1,309,277	0	0	1,078,900	0	7,165,100	14,575
Contractual Services	4,518,245	379,027	1,795,035	0	0	53,500	99,953	1,232,142	184,012
General Materials/Supplies	3,116,096	486,873	4,439,450	0	0	2,000	0	816,917	164,545
Conference and Meeting	270,063	5,927	93,850	0	0	0	0	486,853	0
Fixed Charges	9,790	9,590	300,390	31,347,000	0	281,000	0	14,820	100,000
Utilities	388,238	1,279,832	300,668	0	0	0	0	85,000	810
Capital Outlay	56,983	90,800	519,780	0	0	0	0	5,725,000	9,598,969
Other	329,470	6,790	121,717	0	0	0	0	13,314,200	0
Contingency	836,737	141,704	854,710	0	0	75,000	0	0	235,000
TOTALS:	58,504,908	7,660,315	16,927,771	31,347,000	0	1,490,400	104,953	31,910,637	10,405,411
Net Fund Transfers: In (Out)	(1,295,716)	(352,685)	132,000	200,000	(52,000)	718,400	0	0	550,000
Net Change:	103,652	0	(2,145,644)	(31,143,300)	0	(26,000)	547	(858,333)	21,563,189
Reclassification of Debt Proceeds *				31,143,300					(31,143,300)
Estimated Ending Fund Balance - June 30, 2012	47,267,876	13,539,649	12,104,321	0	14,500,000	2,249,963	204,600	1,173,064	25,837,831

* Oakton and its auditors have determined that Debt Certificates issued in June 2011 and repaid in September 2011 are most appropriately reported in the O&M Restricted Fund. This reclassification reflects the impact of that change on the Estimated Ending Fund Balance.

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Revenues and Expenditures
ALL FUNDS

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

	FY 10 Actual	FY 11 Budget	Preliminary FY 11 (1) Actual	FY 12 Budget
Beginning Fund Balance:	82,471,250	89,682,320	89,682,320	129,383,193
REVENUES				
Local Government	40,070,932	39,889,946	71,535,114	73,306,363
State Government	17,048,984	11,951,547	18,357,456	15,896,811
Federal Government	9,040,864	9,614,000	11,119,637	18,128,000
Student Tuition and Fees	23,532,584	25,518,766	25,028,364	25,409,632
Other Sources	12,477,543	12,613,473	11,620,118	13,204,701
TOTALS:	102,170,907	99,587,732	137,660,689	145,945,507
EXPENDITURES: (By Object)				
Salaries	51,685,304	55,508,864	53,234,455	58,564,399
Employee Benefits	15,642,846	14,952,237	17,064,295	15,618,510
Contractual Services	5,707,221	7,161,434	5,505,913	8,261,914
General Materials and Supplies	7,666,131	8,250,210	7,064,840	9,025,881
Conference and Meeting	306,967	632,408	324,609	856,693
Fixed Charges	514,856	1,554,891	408,919	32,062,590
Utilities	1,790,254	1,852,775	1,692,580	2,054,548
Capital Outlay	1,774,858	4,563,368	773,567	15,991,532
Other	9,871,400	11,226,989	11,790,638	13,772,177
Contingency	0	1,699,441	0	2,143,151
TOTALS:	94,959,837	107,402,617	97,859,816	158,351,395
Net of Revenues and Expenditures	7,211,070	(7,814,885)	39,800,873	(12,405,888)
Net Fund Transfers: In (Out)	0	(100,000)	(100,000)	(100,000)
Ending Fund Balance:	89,682,320	81,767,435	129,383,193	116,877,305

(1) Amounts are reported from the preliminary year end close and do not reflect any audit adjustments that may arise.

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Revenues and Expenditures
All Funds

Fiscal Year 2012 Revenues

Fiscal Year 2012 Expenditures

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Summary of Revenues and Expenditures - All Fund Groups

The table below summarizes the revenues and expenditures for all budgeted funds. The table also contains the budgeted and audited amounts from previous years to allow for comparison of revenue and expenditure levels over time. The Bond and Interest Fund was first budgeted in fiscal year 2011. The organization of funds follows the college and university model.

	FY 10 Actuals	FY 11 Budget	Preliminary FY 11 (1) Actuals	FY 12 Budget	FY 11 to FY 12 Budget % Change
Current Unrestricted Funds Group					
Education Fund					
Total Revenues	57,524,519	56,230,000	60,092,493	59,904,276	6.53%
Total Expenditures	50,443,528	56,259,275	51,785,213	58,504,908	3.99%
Net Transfer In (Out)	(1,326,404)	29,275	29,277	(1,295,716)	<-100.00%
Operations and Maintenance Fund					
Total Revenues	8,091,858	8,087,448	7,590,294	8,013,000	-0.92%
Total Expenditures	6,356,170	7,367,223	6,529,848	7,660,315	3.98%
Net Transfer In (Out)	(944,405)	(720,225)	(720,225)	(352,685)	-51.03%
Auxiliary Enterprises Fund					
Total Revenues	13,276,901	14,311,463	14,282,688	14,650,127	2.37%
Total Expenditures	14,353,092	16,009,117	13,090,449	16,927,771	5.74%
Net Transfer In (Out)	999,000	93,000	93,000	132,000	41.94%
Current Restricted Funds Group					
Liability, Protection, and Settlement Fund					
Total Revenues	1,538,031	1,059,184	1,072,654	746,000	-29.57%
Total Expenditures	1,296,037	1,428,034	1,273,727	1,490,400	4.37%
Net Transfer In (Out)	0	368,450	368,448	718,400	94.98%
Audit Fund					
Total Revenues	126,078	38,362	100,356	105,500	175.01%
Total Expenditures	113,507	95,090	93,705	104,953	10.37%
Bond and Interest Fund					
Total Revenues	0	0	0	3,700	100.00%
Total Expenditures	0	1,000,000	0	31,347,000	>100.00%
Net Transfer In (Out)	0	1,277,000	0	200,000	-84.34%
Working Cash Fund					
Total Revenues	72,499	72,500	72,500	52,000	-28.28%
Total Expenditures	0	0	0	0	0.00%
Net Transfer In (Out)	(72,499)	(72,500)	(72,500)	(52,000)	-28.28%
Restricted Purposes Fund					
Total Revenues	21,191,689	19,495,400	24,210,511	31,052,304	59.28%
Total Expenditures	21,438,659	20,610,578	24,505,492	31,910,637	54.83%
Net Transfer In (Out)	1,244,309	(1,225,000)	52,000	0	-100.00%
Plant Funds Group					
Operation and Maintenance Fund (Restricted)					
Total Revenues	349,332	293,375	30,239,193	31,418,600	>100.00%
Total Expenditures	958,844	4,633,300	581,381	10,405,411	124.58%
Net Transfer In (Out)	100,000	150,000	150,000	550,000	>100.00%
Fund Group Summary					
Total Revenues - All Funds	**102,170,907**	**99,587,732**	**137,660,689**	**145,945,507**	**46.55%**
Total Expenditures - All Funds	**94,959,837**	**107,402,617**	**97,859,815**	**158,351,395**	**47.44%**

(1) Amounts are reported from the preliminary year end close and do not reflect any audit adjustments that may arise.

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Revenues and Expenditures
All Funds by Fund

Fiscal Year 2012 Revenues

Fiscal Year 2012 Expenditures

PRESIDENT
MARGARET B. LEE
ASSOCIATE VICE PRESIDENT FOR HUMAN RESOURCES
D.ARNIE OUDENHOVEN
EXECUTIVE DIRECTOR OF COLLEGE ADVANCEMENT
CARLEE DRUMMER
EXECUTIVE DIRECTOR OF RESEARCH, CURRICULUM & PLANNING AND EXECUTIVE ASSISTANT TO THE PRESIDENT
TRUDY BERS
DIRECTOR OF GRANTS AND ALTERNATIVE FUNDING
ROXANN MARSHBURN
VICE PRESIDENT FOR ACADEMIC AFFAIRS
THOMAS HAMEL
VICE PRESIDENT FOR BUSINESS AND FINANCE
CARL COSTANZA
VICE PRESIDENT FOR CONTINUING EDUCATION, TRAINING AND WORKFORCE DEVELOPMENT
BARBARA RIZZO
VICE PRESIDENT FOR INFORMATION TECHNOLOGY
BONNIE LUCAS
VICE PRESIDENT FOR STUDENT AFFAIRS
JOIANNE SMITH

VICE PRESIDENT FOR ACADEMIC AFFAIRS
THOMAS HAMEL
DEAN
SCIENCE AND HEALTH CAREERS
ADAM HAYASHI
ASEPTIC TECHNIQUES
BASIC NURSING
ASSIST. TRAINING
BIOLOGY
CHEMISTRY
EARTH SCIENCE
HEALTH INFO. TECH.
HORTICULTURAL THERAPY
MEDICAL LAB TECH.
NATURAL SCIENCE
NURSING
PHARMACY TECH
PHLEBOTOMY
PHYSICAL EDUCATION
PHYSICAL SCIENCES
PHYSICAL THERAPIST ASSISTANT
PHYSICS
RADIOLOGIC TECHNOLOGY
DEAN
MATHEMATICS AND TECHNOLOGY
BOB SOMPOLSKI
AIR CONDITIONING, HEATING & REFRIGERATION TECH.
ARCHITECTURE
AUTOMOTIVE SERVICE EXELLENCE
AUTOMOTIVE TECH.
BIOMED.
ELECTRONICS
COMPUTER-AIDED DESIGN
COMPUTER APPLICATIONS FOR BUSINESS
COMPUTER INFO. SYST.
COMPUTER NETWORKING & SYSTEMS
COMPUTER SCIENCE
CONSTRUCTION MGT.
ELECTRONICS TECH.
ENGINEERING
FACILITIES MGT. & ENGINEERING
FIRE SCIENCE
MACHINE TECH.
MANUFACTURING TECH.
MATHEMATICS
MECHANICAL DESIGN/CAD
RADIO FREQ.
DEAN
LANGUAGES, HUMANITIES AND THE ARTS
LINDA KORBEL
ART
COMMUNICATIONS
ENGLISH
ENGLISH AS A SECOND LANGUAGE
GRAPHIC DESIGN
HUMANITIES
LIBRARY & INFO. SERVICES
MODERN LANGUAGES
MUSIC
PHILOSOPHY
SPEECH
THEATER
HONORS PROGRAM
GLOBAL STUDIES
GREAT BOOKS
WOMEN'S & GENDER STUDIES
PEACE & SOCIAL JUSTICE STUDIES
PERFORMING ARTS CENTER
DEAN
SOCIAL SCIENCES AND BUSINESS
BRAD WOOTEN
ACCOUNTING
ANTHROPOLOGY
BUSINESS
COLLEGE STUDIES
EARLY CHILDHOOD ED.
ECONOMICS
EDUCATION
GEOGRAPHY
HISTORY
HUMAN SRVS.
GLOBAL BUSINESS
LAW ENFORCEMENT
MGT.& MGT.SUPERVISION
MARKETING MGT.
PARALEGAL STUDIES
POLITICAL SCIENCE
PSYCHOLOGY
REAL ESTATE
SOCIAL SCIENCES
SOCIOLOGY
SUBSTANCE ABUSE
CHILD DEVELOPMENT CENTER
ASSISTANT VICE PRESIDENT FOR ACADEMIC AFFAIRS/ DEAN, SKOKIE
NANCY PRENDERGAST
ASSESSMENT ACADEMY
INTERNSHIP PROGRAM
OPAL
DEAN
LIBRARY/MEDIA SERVICES
GARY NEWHOUSE
LIBRARY
ACADEMIC/INSTRUCTIONAL TECHNOLOGY
ALTERNATIVE EDUC.
MEDIA SERVICES
KOEHNLINE MUSEUM OF ART
DEAN
ACADEMIC SERVICES
DONNA YOUNGER
TESTING CENTER
LEARNING CENTER

VICE PRESIDENT FOR INFORMATION TECHNOLOGY
BONNIE LUCAS
DIRECTOR OF SYSTEMS AND NETWORK SERVICES
JOHN WADE
DIRECTOR OF SOFTWARE AND USER SERVICES
RENEE KOZIMOR

VICE PRESIDENT FOR CONTINUING EDUCATION, TRAINING & WORKFORCE DEVELOPMENT
BARBARA RIZZO
DIRECTOR OF COMMUNITY SERVICES
ROBYN BAILEY
DIRECTOR OF BUSINESS & COMMUNITY DEVELOPMENT
LYNN SEINFELD
ASSISTANT DIRECTOR OF LIFELONG LEARNING PROGRAMS & OPERATIONS
VACANT
DIRECTOR OF COMMUNITY & ADULT EDUCATION
VACANT

VICE PRESIDENT FOR STUDENT AFFAIRS
JOIANNE SMITH
ASSISTANT VP FOR STUDENT AFFAIRS/ OFFICE OF ACCESS, EQUITY & DIVERSITY
GREGORY JAMES
DIVERSITY COUNCIL
STUDENT DEVELOPMENT
HEALTH SERVICES
COUNSELING SERVICES
ASSIST
DIRECTOR OF ENROLLMENT SERVICES
CHERYL WARMANN
ADMISSIONS
FINANCIAL AID
REGISTRATION
DIRECTOR OF STUDENT LIFE
ANN MARIE BARRY
COMMENCEMENT
STUD. ORGANIZATIONS & EVENTS
STUDENT GOVERNMENT
STUDENT NEWSPAPER
DIRECTOR OF ATHLETICS & REGISTRAR SERVICES
BRUCE OATES
INTERCOL. ATHLETICS
INTRAMURALS
FITNESS CENTER
ACADEMIC SCHEDULING
ACADEMIC RECORDS
DIRECTOR OF STUDENT RECRUITMENT & OUTREACH
MICHELE BROWN
RECRUITMENT
COMMUNITY OUTREACH
DIRECTOR OF STUDENT SUCCESS
SEBASTIAN CONTRERAS, Jr.
ACADEMIC ADVISING
CAREER SERVICES
TRIO
ORIENTATION
RETENTION

VICE PRESIDENT FOR BUSINESS AND FINANCE
CARL COSTANZA
ADMINISTRATIVE ASSISTANT
BUDGET OFFICE
PUBLIC SAFETY
DIRECTOR OF ACCOUNTING SERVICES
RAUL GARCIA
DIRECTOR OF FACILITIES
LEAH SWANQUIST
DIRECTOR OF BUSINESS SERVICES
DOREEN SCHWARTZ
ACCTS PAYABLE
ACCTS RECEIVABLE
PAYROLL
FINANCIAL ACCOUNTING AND REPORTING
STUDENT BILLING
FACILITIES
HOUSEKEEPING
BUILDING MAINT.
GROUNDS MAINT.
TELECOMMUNICATIONS
CONSTRUCTION
PURCHASING
COPY CENTER
CENTRAL RECEIVING
BOOKSTORE
FOOD SERVICES

OAKTON COMMUNITY COLLEGE
Community College District No. 535

Notes

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Revenues and Expenditures
Operating Funds
(Education and Operation & Maintenance Funds)

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

	FY 10 Actual	**FY 11** Budget	Preliminary **FY 11** [(1)] Actual	**FY 12** Budget	**FY 11 to FY 12** Budget % Change
REVENUES					
Local Government	38,342,163	38,706,325	40,165,946	41,350,363	6.83%
State Government	4,566,267	2,235,304	4,488,733	3,172,458	41.93%
Federal Government	199,338	0	0	0	0.00%
Student Tuition and Fees	20,652,182	22,190,789	22,055,308	22,280,455	0.40%
Other Sources	1,856,427	1,185,030	972,800	1,114,000	-5.99%
TOTALS:	65,616,377	64,317,448	67,682,787	67,917,276	5.60%
EXPENDITURES: **(By Object)**					
Salaries	42,932,872	45,987,352	44,502,591	48,188,400	4.79%
Employee Benefits	4,814,471	6,896,869	5,109,589	6,050,658	-12.27%
Contractual Services	3,709,090	4,174,064	3,806,228	4,897,272	17.33%
General Materials and Supplies	3,323,925	3,394,590	3,041,862	3,602,969	6.14%
Conference and Meeting	182,395	258,232	162,139	275,990	6.88%
Fixed Charges	(15,976)	19,095	2,186	19,380	1.49%
Utilities	1,512,316	1,566,365	1,446,019	1,668,070	6.49%
Capital Outlay	64,633	43,000	46,768	147,783	>100.00%
Other	275,972	309,490	197,679	336,260	8.65%
Contingency	0	977,441	0	978,441	0.10%
TOTALS:	56,799,698	63,626,498	58,315,061	66,165,223	3.99%
TRANSFER: In (Out), Net	(2,270,810)	(690,950)	(690,948)	(1,648,401)	138.57%
Net of Revenues, Expenditures, and Transfers	6,545,869	0	8,676,778	103,652	

(1) Amounts are reported from the preliminary year end close and do not reflect any audit adjustments that may arise.

OAKTON COMMUNITY COLLEGE

Comparison of Revenues and Expenditures
Education Fund

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

	FY 10 Actual	FY 11 Budget	Preliminary FY 11 (1) Actual	FY 12 Budget
Local Government	30,789,148	30,957,377	32,824,660	33,725,363
State Government	4,506,255	2,205,304	4,429,923	3,142,458
Federal Government	199,337	0	0	0
Student Tuition and Fees	20,652,182	22,190,789	22,056,377	22,280,455
Other Sources	1,377,597	876,530	781,533	756,000
TOTAL REVENUES:	57,524,519	56,230,000	60,092,493	59,904,276

SERVICES TO STUDENTS
86.38%

	FY 10 Actual	FY 11 Budget	FY 11 (1) Actual	FY 12 Budget	Program Personnel Costs	% of Total Costs	Other Costs	FY 12 Total Budget
Services to Students								
Baccalaureate/Instruction	20,199,226	21,691,657	21,317,972	22,854,035	20,714,085	90.64%	2,139,950	22,854,035
Vocational/Instruction	10,258,674	10,699,547	10,133,816	11,232,436	9,735,733	86.68%	1,496,703	11,232,436
Instructional Support/Admin.	14,304,062	15,716,166	13,885,694	16,452,208	13,479,180	81.93%	2,973,028	16,452,208
Total Services to Students:	44,761,962	48,107,370	45,337,482	50,538,679	43,928,998	86.92%	6,609,681	50,538,679
Public Service	878,775	956,379	850,565	913,531	654,171	71.61%	259,360	913,531
Other Programs	4,802,791	7,195,526	5,597,166	7,052,698	4,396,117	62.33%	2,656,581	7,052,698
TOTAL EXPENDITURES:	50,443,528	56,259,275	51,785,213	58,504,908	48,979,286	83.72%	9,525,622	58,504,908
Transfers In (Out)	(1,326,404)	29,275	29,277	(1,295,716)				

(1) Amounts are reported from the preliminary year end close and do not reflect any audit adjustments that may arise.

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Revenues and Expenditures
Operations and Maintenance Fund

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

	FY 10 Actual	FY 11 Budget	Preliminary FY 11 (1) Actual	FY 12 Budget	FY 11 to FY 12 Budget % Chg
REVENUES					
Local Government (Property Taxes)	7,553,015	7,748,948	7,341,287	7,625,000	-1.60%
State Government	60,013	30,000	58,810	30,000	0.00%
Other Sources (Investment Income)	478,830	308,500	190,197	358,000	16.05%
TOTALS:	8,091,858	8,087,448	7,590,294	8,013,000	-0.92%
EXPENDITURES:					
Operations and Maintenance of Plant					
Salaries	3,494,607	4,121,800	3,722,058	4,228,921	2.60%
Employee Benefits	892,800	1,039,000	810,032	1,030,851	-0.78%
Contractual Services	341,011	357,434	373,547	379,027	6.04%
General Materials and Supplies	393,491	386,662	445,382	486,873	25.92%
Conference and Meeting Expenses	3,484	5,898	6,899	5,927	0.49%
Fixed Charges	(22,332)	8,590	(4,343)	9,590	11.64%
Utilities	1,187,216	1,257,345	1,140,678	1,279,832	1.79%
Capital Outlay	64,633	43,000	34,854	90,800	111.16%
Other	1,260	6,790	741	6,790	0.00%
Contingency	0	140,704	0	141,704	0.71%
TOTALS:	6,356,170	7,367,223	6,529,848	7,660,315	3.98%
NET TRANSFER: In (Out)	(944,405)	(720,225)	(720,225)	(352,685)	-51.03%

FY 12 Expenditures

(1) Amounts are reported from the preliminary year end close and do not reflect any audit adjustments that may arise.

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Revenues and Expenditures
Auxiliary Enterprise Fund

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

	FY 10 Actual	**FY 11** Budget	Preliminary **FY 11** [(1)] Actual	**FY 12** Budget	**FY 11 to FY 12** Budget % Chg
REVENUES					
Local Government	132,493	123,000	115,600	132,000	7.32%
State Government	1,373,416	607,643	1,574,738	823,949	35.60%
Student Tuition and Fees	2,881,813	3,327,977	2,968,391	3,129,177	-5.97%
Sales Service Fees	8,293,315	9,481,238	9,196,653	10,041,851	5.91%
Facilities Revenue	54,783	36,200	44,251	36,700	1.38%
Other Sources	541,081	735,405	383,055	486,450	-33.85%
TOTALS:	13,276,901	14,311,463	14,282,688	14,650,127	2.37%
Net Fund Transfers In (Out)	999,000	93,000	93,000	132,000	41.94%
GRAND TOTAL	14,275,901	14,404,463	14,375,688	14,782,127	2.62%
EXPENDITURES:					
By Object					
Salaries	6,762,487	7,076,272	6,492,291	7,192,894	1.65%
Employee Benefits	1,261,920	1,406,580	1,082,674	1,309,277	-6.92%
Contractual Services	1,405,945	1,610,034	1,201,245	1,795,035	11.49%
General Materials and Supplies	3,959,548	4,348,336	3,512,557	4,439,450	2.10%
Conference and Meeting Expenses	81,977	99,472	84,453	93,850	-5.65%
Fixed Charges	311,268	294,546	255,830	300,390	1.98%
Utilities	275,358	286,410	243,982	300,668	4.98%
Capital Outlay	215,088	130,000	181,653	519,780	>100.00%
Other	79,501	120,467	35,764	121,717	1.04%
Contingency	0	637,000	0	854,710	34.18%
TOTALS:	14,353,092	16,009,117	13,090,449	16,927,771	5.74%

(1) Amounts are reported from the preliminary year end close and do not reflect any audit adjustments that may arise.

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Revenues and Expenditures
Auxiliary Enterprise Fund

Fiscal Year 2012 Revenues

Fiscal Year 2012 Expenditures

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Revenues and Expenditures by Program
Auxiliary Enterprise Fund

Comparison Between Fiscal Year 2011 Actuals and Fiscal Year 2012 Budget

	Copy Center		Bookstore		Business Institute	
REVENUES	**Prelim FY 11 (1) Actual**	**FY 12 Budget**	**Prelim FY 11 (1) Actual**	**FY 12 Budget**	**Prelim FY 11 (1) Actual**	**FY 12 Budget**
Local Government	0	0	0	0	0	0
State Government	0	0	0	0	0	0
Federal Government	0	0	0	0	0	0
Student Tuition and Fees	0	0	0	0	211,117	200,000
Sales Service Fees	334,926	290,100	3,586,109	3,652,000	119,677	100,000
Facilities Revenue	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0
Other Sources	0	0	(37,064)	(7,000)	55,898	(600)
TOTALS:	334,926	290,100	3,549,045	3,645,000	386,692	299,400
EXPENDITURES:						
Salaries	142,656	146,300	448,457	461,050	192,713	226,107
Employee Benefits	24,255	29,150	80,405	96,487	26,373	35,966
Contractual Services	11,675	16,227	50,535	65,065	83,785	76,900
General Materials/Supplies	59,684	78,326	2,751,908	2,829,290	26,100	18,500
Conference/Meetings	0	0	67	1,575	2,377	2,900
Fixed Charges	139,802	162,000	0	0	0	0
Utilities	1,800	2,450	77,025	77,722	55,345	58,075
Capital Outlay	0	0	0	0	0	0
Other	0	0	3,743	67,400	0	0
TOTALS:	379,872	434,453	3,412,140	3,598,589	386,693	418,448
Fund Transfers	0	0	0	0	0	0
Program Net:	**(44,946)**	**(144,353)**	**136,905**	**46,411**	**(1)**	**(119,048)**

(1) Amounts are reported from the preliminary year end close and do not reflect any audit adjustments that may arise.

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Revenues and Expenditures by Program
Auxiliary Enterprise Fund - Continued

Comparison between Fiscal Year 2011 Actuals and Fiscal Year 2012 Budget

	Telecommunications		ALLiance		ECE Lab School	
REVENUES	**Prelim FY 11 (1) Actual**	**FY 12 Budget**	**Prelim FY 11 (1) Actual**	**FY 12 Budget**	**Prelim FY 11 (1) Actual**	**FY 12 Budget**
Local Government	0	0	115,600	132,000	0	0
State Government	0	0	1,574,738	823,949	0	0
Federal Government	0	0	0	0	0	0
Student Tuition and Fees	0	0	733,496	858,835	(3,918)	0
Sales Service Fees	447,227	532,534	68,679	67,400	497,608	480,500
Facilities Revenue	0	0	16,916	18,000	0	0
Investment Income	0	0	36,804	17,100	0	0
Other Sources	0	0	78,735	75,100	0	0
TOTALS:	447,227	532,534	2,624,968	1,992,384	493,690	480,500
EXPENDITURES:						
Salaries	150,008	168,050	1,242,896	1,554,640	487,668	544,897
Employee Benefits	31,055	38,150	297,630	358,124	120,106	144,580
Contractual Services	14,005	16,534	193,109	204,000	37,947	52,000
General Materials/Supplies	8,912	10,050	214,360	324,475	22,907	24,946
Conference/Meeting Expenses	212	2,100	11,215	14,100	3,214	3,510
Fixed Charges	0	0	63,562	83,000	0	0
Utilities	43,997	87,274	15,000	15,000	7,175	8,160
Capital Outlay	0	0	0	0	0	0
Other	0	0	539	100,500	0	0
TOTALS:	248,189	322,158	2,038,311	2,653,839	679,017	778,093
Fund Transfers	0	0	172,000	172,000	0	0
Program Net:	**199,038**	**210,376**	**758,657**	**(489,455)**	**(185,327)**	**(297,593)**

(1) Amounts are reported from the preliminary year end close and do not reflect any audit adjustments that may arise.

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Revenues and Expenditures by Program
Auxiliary Enterprise Fund - Continued

Comparison between Fiscal Year 2011 Actuals and Fiscal Year 2012 Budget

	Information Technology		Athletics		ITFS LEASE		Other Operations	
REVENUES	**Prelim FY 11 (1) Actual**	**FY 12 Budget**	**Prelim FY 11 (1) Actual**	**FY 12 Budget**	**Prelim FY 11 (1) Actual**	**FY 12 Budget**	**Prelim FY 11 (1) Actual**	**FY 12 Budget**
Local Government	0	0	0	0	0	0	0	0
State Government	0	0	0	0	0	0	0	0
Federal Government	0	0	0	0	0	0	0	0
Student Tuition and Fees	2,026,937	2,057,342	0	0	0	0	760	13,000
Sales Service Fees	2,736,453	3,399,155	4,550	7,000	1,252,032	1,272,687	149,392	240,475
Facilities Revenue	0	0	22,735	15,000	0	0	4,600	3,700
Investment Income	0	0	0	0	0	0	109,319	82,900
Other Sources	0	0	(15,765)	0	78,228	115,000	76,899	203,950
TOTALS:	4,763,390	5,456,497	11,520	22,000	1,330,260	1,387,687	340,970	544,025
EXPENDITURES:								
Salaries	3,210,500	3,464,162	500,149	526,397	22,153	25,000	95,091	76,291
Employee Benefits	455,071	548,875	47,779	57,945	0	0	0	0
Contractual Services	605,369	960,352	67,554	99,028	15,828	66,000	121,439	238,929
General Materials/Supplies	266,438	974,690	82,316	117,187	41,483	2,000	38,449	59,986
Conference/Meeting Expenses	4,283	11,115	62,010	56,465	0	0	1,076	2,085
Fixed Charges	0	0	36,141	46,690	0	0	16,324	8,700
Utilities	36,390	42,785	4,125	5,498	0	0	3,125	3,704
Capital Outlay	12,430	216,000	61,535	99,000	107,688	165,780	0	39,000
Other	0	0	20,117	20,117	0	13,000	11,365	775,410
TOTALS:	4,590,481	6,217,979	881,726	1,028,327	187,152	271,780	286,869	1,204,105
Fund Transfers	921,000	960,000	0	0	(1,000,000)	(1,000,000)	0	0
Program Net:	**1,093,909**	**198,518**	**(870,206)**	**(1,006,327)**	**143,108**	**115,907**	**54,101**	**(660,080)**

(1) Amounts are reported from the preliminary year end close and do not reflect any audit adjustments that may arise.

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Revenues and Expenditures
Auxiliary Enterprise Fund by Program

Fiscal Year 2012 Revenues

Fiscal Year 2012 Expenditures

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Revenues and Expenditures
Bond and Interest Fund

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

	FY 10 Actual	**FY 11** Budget	Preliminary **FY 11** [(1)] Actual	**FY 12** Budget	**FY 11 to FY 12** Budget % Change
REVENUES					
Investment Revenue	0	0	0	3,700	100.00%
TOTALS:	0	0	0	3,700	100.00%
EXPENDITURES: (By Object)					
Bond Principal Retired	0	453,785	0	30,100,000	>100.00%
Interest on Bonds	0	546,215	0	1,175,000	115.12%
Debt Issuance Costs	0	0	0	72,000	100.00%
TOTALS:	0	1,000,000	0	31,347,000	>100.00%
TRANSFER: In (Out), Net	0	1,277,000	0	200,000	-84.34%
Net of Revenues, Expenditures, and Transfers	0	277,000	0	(31,143,300)	

(1) Amounts are reported from the preliminary year end close and do not reflect any audit adjustments that may arise.

OAKTON COMMUNITY COLLEGE

Community College District No. 535

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

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

	FY 10 Actual	FY 11 Budget	Preliminary FY 11 (1) Actual	FY 12 Budget	FY 11 to FY 12 Budget % Chg
REVENUES					
Local Government	1,473,121	1,020,459	1,047,336	721,000	-29.35%
Investment Income	64,909	38,725	25,318	25,000	-35.44%
TOTALS:	1,538,030	1,059,184	1,072,654	746,000	-29.57%
Net Fund Transfers In (Out)	0	368,450	368,448	718,400	100.00%
GRAND TOTAL	1,538,030	1,427,634	1,441,102	1,464,400	2.58%
EXPENDITURES					
Insurance Costs					
Employee Benefits	1,032,052	1,083,584	1,053,162	1,078,900	-0.43%
Contractual Services	62,358	53,500	41,431	53,500	0.00%
General Supplies/Materials	4,965	3,200	97	2,000	-37.50%
Fixed Charges	194,672	212,750	138,897	281,000	32.08%
All Other Expenditures	1,990	75,000	40,140	75,000	0.00%
TOTALS:	1,296,037	1,428,034	1,273,727	1,490,400	4.37%

Comparison of Revenues and Expenditures
Audit Fund

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

REVENUES					
Local Government	119,465	36,162	98,011	103,000	184.83%
Investment Income	6,613	2,200	2,345	2,500	13.64%
TOTALS:	126,078	38,362	100,356	105,500	175.01%
EXPENDITURES					
Salaries	26,874	0	0	5,000	100.00%
Contractual Services	86,633	95,090	93,705	99,953	5.11%
TOTALS:	113,507	95,090	93,705	104,953	10.37%

(1) Amounts are reported from the preliminary year end close and do not reflect any audit adjustments that may arise.

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Revenues and Expenditures

Restricted Purposes Fund

The Restricted Purposes Fund records the revenues and expenditures for monies which have restrictions regarding their use. Such monies include state and federal government grants and private grants restricted to specific purposes. Additionally, the College accounts for the costs of its Strategic Initiatives in the Restricted Purposes Fund as these monies are designated to this purpose. Examples of such grants include TRIO grants and Perkins grants. All of the various programs use self-balancing accounts within the fund.

	FY 10 Actuals	**FY 11** Budget	Preliminary **FY 11** [(1)] Actuals	**FY 12** Budget	**FY 11 to FY 12** Budget % Change
REVENUES					
Local Government	3,692	0	8,222	0	0.00%
State Government	10,978,431	8,894,000	12,293,985	11,681,804	31.34%
Federal Government	8,841,526	9,614,000	11,119,637	18,128,000	88.56%
Investment Income	78,893	0	5,086	5,000	100.00%
Other Sources	1,289,147	987,400	783,581	1,237,500	25.33%
TOTALS:	21,191,689	19,495,400	24,210,511	31,052,304	59.28%
Net Fund Transfers In (Out)	1,244,309	(1,225,000)	52,000	0	-100.00%
GRAND TOTAL	22,435,998	18,270,400	24,262,511	31,052,304	69.96%
EXPENDITURES: By Object					
Salaries	1,931,202	2,412,740	2,205,475	3,070,605	27.27%
Employee Benefits	8,534,403	5,565,204	9,818,970	7,165,100	28.75%
Contractual Services	405,093	1,087,514	337,036	1,232,142	13.30%
General Materials and Supplies	304,655	469,884	508,927	816,917	73.86%
Conference and Meeting Expenses	42,594	274,704	78,017	486,853	77.23%
Fixed Charges	24,893	28,500	12,006	14,820	-48.00%
Utilities	2,580	0	2,580	85,000	100.00%
Capital Outlay	679,302	50,000	56,232	5,725,000	>100.00%
Other (Primarily financial aid)	9,513,937	10,722,032	11,486,249	13,314,200	24.18%
TOTALS:	21,438,659	20,610,578	24,505,492	31,910,637	54.83%

(1) Amounts are reported from the preliminary year end close and do not reflect any audit adjustments that may arise.

OAKTON COMMUNITY COLLEGE

Community College District No. 535

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

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

	FY 10 Actual	**FY 11** Budget	Preliminary **FY 11** [(1)] Actual	**FY 12** Budget	**FY 11 to FY 12** % Change
REVENUES					
Local Government	0	0	30,100,000	31,000,000	100.00%
State Government	130,869	218,600	0	218,600	0.00%
Investment Income	153,626	74,775	73,654	200,000	167.47%
Other Sources	64,837	0	65,539	0	0.00%
TOTALS:	349,332	293,375	30,239,193	31,418,600	>100.00%
Transfer In (Out):	100,000	150,000	150,000	550,000	266.67%
NET WITH TRANSFERS:	449,332	443,375	30,389,193	31,968,600	>100.00%
EXPENDITURES:					
By Object					
Salaries	31,870	32,500	34,097	107,500	>100.00%
Employee Benefits	0	0	0	14,575	100.00%
Contractual Services	38,100	141,232	26,268	184,012	30.29%
General Materials and Supplies	73,039	34,200	1,397	164,545	>100.00%
Fixed Charges	0	0	0	100,000	100.00%
Utilities	0	0	0	810	100.00%
Capital Outlay	815,835	4,340,368	488,914	9,598,969	121.16%
Other	0	85,000	30,705	235,000	176.47%
TOTALS:	958,844	4,633,300	581,381	10,405,411	124.58%

(1) Amounts are reported from the preliminary year end close and do not reflect any audit adjustments that may arise.

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Capital Expenditures

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

Program	**FY 10** Actual	**FY 11** Budget	**FY 11** [(1)] Actual	**FY 12** Budget	**FY 11 to FY 12** Budget % Chg
Education Fund					
Instruction					
Baccalaureate	0	0	0	0	0.00%
Vocational	0	0	11,914	43,983	0.00%
Total Instruction:	**0**	**0**	**11,914**	**43,983**	**0.00%**
Academic Support:	0	0	0	13,000	0.00%
Public Services:	0	0	0	0	0.00%
Total Education Fund:	**0**	**0**	**11,914**	**56,983**	**0.00%**
Operations and Maintenance Fund					
Total Operations/Maintenance Plant:	**64,633**	**43,000**	**34,854**	**90,800**	**111.16%**
Operations and Maintenance (Restricted) Fund					
State Pass Through	0	192,368	0	192,368	0.00%
Funded by Oakton	815,835	4,148,000	488,914	9,406,601	126.77%
Total Operations/Maintenance (Restricted)	**815,835**	**4,340,368**	**488,914**	**9,598,969**	**121.16%**

Program	FY 10 Actual	FY 11 Budget	FY 11 [1] Actual	FY 12 Budget	FY 11 to FY 12 Budget % Chg
Auxiliary Enterprises Fund					
Academic Support:**	160,676	45,000	12,430	216,000	>100.00%
Public Services:	0	0	0	0	0.00%
Auxiliary Services:	54,412	85,000	169,223	264,780	211.51%
Operations/Maintenance Plant:	0	0	0	0	0.00%
General Administration:	0	0	0	0	0.00%
General Institutional	0	0	0	39,000	0.00%
Total Aux Enterprises Fund:	**215,088**	**130,000**	**181,653**	**519,780**	>100.00%
Restricted Purposes Fund					
Total Restricted Purposes	**679,302**	**50,000**	**56,232**	**5,725,000**	**>100.00%**
Total Capital Expenditures:					
Total:	**1,774,858**	**4,563,368**	**773,567**	**15,991,532**	**250.43%**

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

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

a. Equipment purchased by College clubs.

b. Equipment purchased by the OCC Foundation. Equipment from the Foundation comes in the form of a gift; private donations and grants fund the Foundation, not public or tuition funds. The Foundation has its own accounting procedures totally unconnected with the legal budget of the College.

c. Employee computer equipment plan purchases.

(1) Amounts are reported from the preliminary year end close and do not reflect any audit adjustments that may arise.

OAKTON COMMUNITY COLLEGE
Community College District No. 535

Notes

STATISTICS SECTION

Welcome
to Oakton

OAKTON COMMUNITY COLLEGE

Community College District No. 535

History of Actual Revenues and Expenditures - Operating Funds

(Education and Operation & Maintenance Funds)

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

Revenues:	Actual **FY 06**	Actual **FY 07**	Actual **FY 08**	Actual **FY 09**	Actual **FY 10**	Preliminary Actual **FY 11**
Property Taxes	30,914,494	32,529,160	33,829,099	35,961,020	37,361,126	38,996,718
Pers Prop Repl Tax	1,023,375	1,076,344	1,186,436	865,093	863,610	1,065,352
State Grants	4,848,053	4,463,396	4,561,102	4,482,333	4,566,268	4,488,733
Federal Grants	0	0	0	0	199,338	0
Local Grants/Contract	0	0	0	0	0	0
Chargeback	97,907	58,219	86,171	130,624	117,427	103,876
Student Tuition/Fees	14,003,070	15,732,677	17,565,395	19,584,738	20,650,771	22,055,308
Sales/Service Revenue	30,956	16,460	19,115	18,446	17,676	14,755
Facilities Revenue	0	0	0	0	0	0
Investment Income	1,200,280	3,101,844	2,745,563	1,498,391	1,809,405	942,526
Other Revenue	99,124	29,225	29,175	24,054	30,756	15,519
Total Revenues:	**52,217,259**	**57,007,325**	**60,022,056**	**62,564,699**	**65,616,377**	**67,682,787**
Total Budgeted	52,244,044	54,198,557	56,850,247	59,773,560	64,392,124	64,317,448
Amount Over (Under)	(26,785)	2,808,768	3,171,809	2,791,139	1,224,253	3,365,339
% Over (Under)	-0.05%	5.18%	5.58%	4.67%	1.90%	5.23%

OAKTON COMMUNITY COLLEGE

Community College District No. 535

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

Expenditures:	Actual FY 06	Actual FY 07	Actual FY 08	Actual FY 09	Actual FY 10	Preliminary Actual FY 11
By Function						
Instruction	27,571,129	29,018,993	30,620,188	32,529,042	34,728,630	35,593,938
Academic Support	3,459,754	3,516,865	3,983,622	4,176,573	4,217,223	4,000,872
Student Services	4,830,361	5,115,526	5,632,405	5,784,875	5,816,110	5,742,672
Public Service	764,878	842,714	869,533	863,770	878,775	850,566
Operation/Maint of Plant	4,974,707	5,276,483	6,228,065	6,432,725	6,356,170	6,529,848
General Administration	3,444,946	3,589,297	3,876,014	4,137,452	4,094,600	4,111,075
Institutional Support	3,601,346	2,513,860	744,630	739,932	708,190	1,486,090
Total Expenditures:	**48,647,121**	**49,873,738**	**51,954,457**	**54,664,369**	**56,799,698**	**58,315,061**
Expenditures:						
By Object						
Salaries	34,192,878	36,282,291	38,532,505	40,579,992	42,932,872	44,502,591
Employee Benefits	6,056,620	5,026,965	4,543,353	5,180,762	4,814,471	5,109,589
Contractual Services	3,551,503	3,517,036	3,678,036	3,517,278	3,709,090	3,806,228
Materials and Supplies	3,029,409	3,101,975	3,091,144	3,358,447	3,323,925	3,041,862
Conferences/Meetings	247,640	250,835	251,949	247,149	182,395	162,139
Fixed Charges	(36,322)	(47,956)	(26,590)	(27,677)	(15,976)	2,186
Utilities	1,316,889	1,429,283	1,553,335	1,563,692	1,512,316	1,446,019
Capital Outlay	80,465	111,080	209,367	57,782	64,633	46,768
Other	208,039	202,229	121,358	186,944	275,972	197,679
Total Expenditures:	**48,647,121**	**49,873,738**	**51,954,457**	**54,664,369**	**56,799,698**	**58,315,061**
Total Budgeted	49,852,044	52,525,852	55,328,723	57,611,763	62,121,315	63,626,498
Amount Over (Under)	(1,204,923)	(2,652,114)	(3,374,266)	(2,947,394)	(5,321,617)	(5,311,437)
% Over (Under)	-2.42%	-5.05%	-6.10%	-5.12%	-8.57%	-8.35%

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Audited Operating Revenues By Source

(Education and Operating & Maintenance Funds)

Fiscal Year 2010

The table below compares FY 2010 audited operating revenues by source, the latest available comprehensive data. Operating revenues include the Education Fund revenues and Operations and Maintenance Fund revenues only. Three colleges rely on state funding as the primary revenue source; nineteen colleges rely on tuition and fees as the primary revenue source; and 16 colleges, including Oakton, rely on local taxes as the primary revenue source. Direct federal revenues contribute little to community college operating funding in Illinois but provide for substantial restricted fund grants, as is recorded elsewhere. Twenty colleges (up from thirteen in FY 2009), including Oakton, get more than eighty percent of their revenues from combined tax and tuition/fees.

REVENUE CATEGORY	Oakton	Local Area Average	State Highest	State Lowest	State Average	Average % Change
Local Taxes/Chargebacks	58.36%	47.23%	61.64%	10.40%	36.32%	3.19%
Student Tuition	28.37%	34.55%	49.72%	23.39%	35.40%	9.89%
Student Fees	3.16%	3.86%	11.17%	0.00%	4.23%	20.88%
ICCB Grants	6.97%	12.54%	49.59%	6.05%	20.36%	11.11%
Other State	0.00%	0.04%	11.22%	0.00%	0.35%	13.56%
Federal	0.30%	0.31%	1.63%	0.00%	0.41%	354.66%
Other	2.84%	1.46%	14.50%	0.28%	2.93%	-2.32%
Percent Change Total Revenue	6.38%	12.83%	30.12%	1.54%	7.55%	7.55%

SOURCE: ICCB Data and Characteristics

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Audited Operating Expenditures By Object

(Education and Operation & Maintenance Funds)

Fiscal Year 2010

This table compares audited operating expenditures by object across the state for Fiscal Year 2010, the latest available comprehensive data. While salaries and benefits generally comprise the highest educational costs, contractual services can also be high for those colleges which contract for services such as custodial and maintenance services.

OBJECT CATEGORY	Oakton	Local Area Average	State Highest	State Lowest	State Average	State % Change
Salaries	75.59%	66.27%	75.59%	49.96%	62.76%	4.98%
Benefits	8.48%	11.22%	23.18%	4.39%	10.79%	11.46%
Contract Services	6.53%	6.57%	11.23%	1.91%	5.68%	2.28%
General Materials	5.85%	5.90%	11.16%	3.49%	6.38%	-3.80%
Conference and Meeting	0.32%	0.76%	1.75%	0.32%	0.96%	-10.14%
Fixed Charges	0.28%	0.80%	9.64%	0.00%	1.22%	-24.84%
Utilities	2.66%	3.86%	6.80%	0.70%	4.02%	-4.62%
Capital Outlay	0.11%	1.55%	6.95%	0.00%	1.35%	-35.50%
Other	0.18%	3.07%	27.14%	0.17%	6.84%	11.00%
Percent Increase Total Expenditures	3.91%	2.69%	16.84%	-14.85%	3.30%	3.30%

SOURCE: ICCB Data and Characteristics

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Audited Operating Expenditures By Function
Fiscal Year 2010

The table below compares audited operating expenditures by function for Fiscal Year 2010, the latest available comprehensive data. The College's percentages of expenditure by function compare favorably with both the local area colleges and the state as a whole. The bulk of the expenditures are used for those programs which directly or indirectly deal with students: Instruction, Academic Support, and Student Services. On a percentage basis, Oakton's services to students expenditures are the highest in the state and Institutional Support program costs are the lowest in the state; Operations and Maintenance costs remain in the lower third statewide.

OBJECT CATEGORY	Oakton	Local Area Average	State Highest	State Lowest	State Average	State % Change
Instruction	53.62%	45.10%	53.62%	31.46%	44.59%	5.02%
Academic Support	14.94%	7.62%	14.94%	1.91%	7.08%	1.76%
Student Services	10.12%	9.36%	11.92%	4.65%	8.52%	3.16%
Total Direct Services to Students	78.68%	62.07%	78.68%	45.12%	60.19%	4.35%
Public Service	1.67%	1.84%	8.93%	0.00%	1.89%	1.34%
Independent Operations	0.00%	0.33%	2.74%	0.00%	0.11%	3.34%
Operations/Maintenance	11.19%	13.27%	20.20%	5.34%	12.13%	0.07%
Institutional Support	8.15%	20.30%	44.50%	8.15%	22.25%	2.38%
Scholarships, Grants, Waivers	0.31%	2.18%	23.88%	0.00%	3.43%	6.54%
Total Other	21.32%	37.93%	54.88%	21.32%	39.81%	1.91%
Percent Change Total Expenditures	3.91%	3.11%	16.84%	-14.85%	3.36%	3.36%

SOURCE: ICCB Data and Characteristics

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Net Instructional Costs - Ten Year History

Net instructional unit cost includes direct instructional salary costs, direct departmental costs, direct instructional equipment costs, allocated costs, operation and maintenance costs, and building rental costs. Allocated costs consist of various indirect costs (allocated by ICCB computer programs), including the cost of learning resources, student services, data processing, general administratiou, general institutional services, and academic administration and planning.

Costs for the instruction function include expenditures for all of the cost classifications in all of the instructional categories from baccalaureate/general education through general studies. In comparing the unit cost of an individual community college, one must keep in mind that some types of programs generally cost more than others; therefore, a college with more expensive programs would be expected to have a higher overall unit cost. Environmental characteristics and historical trends vary among public community colleges and must be taken into consideration when comparing unit costs.

NOTE: Latest available data
NOTE: Amounts in dollars.

Fiscal Year	OAKTON	Local Area Average	State Highest	State Lowest	State Average	% Change Prior Year St. Average
2001	187.14	204.73	263.01	120.65	194.25	3.69%
2002	170.57	202.54	272.69	143.85	198.13	2.00%
2003	219.45	204.49	254.89	101.46	182.11	-8.09%
2004	233.22	214.87	234.48	94.33	186.63	2.48%
2005	256.12	223.07	256.12	123.46	198.39	6.30%
2006	261.65	230.29	279.73	120.11	208.43	5.06%
2007	274.46	242.96	303.97	123.59	214.92	3.11%
2008	287.44	248.14	294.04	83.38	217.92	1.40%
2009	281.87	256.69	318.72	85.60	229.00	5.08%
2010	275.18	229.69	293.71	124.39	214.34	-6.40%
% Change Prior Year	-2.37%	-10.52%	-7.85%	45.32%	-6.40%	

Source: ICCB Unit Cost Reports

In 2003, the ICCB modified the computation of unit cost.

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Analysis of Unit Cost Information

The Unit Cost Study is an annual project involving the direct participation of all public community colleges in Illinois. Each college submits basic data on course offerings, enrollments, and costs to the Illinois Community College Board staff, who in turn check the data for consistency with credit hour claims and financial reports and then compile the various reports of the Unit Cost Study.

The Unit Cost Study provides the Illinois Community College Board and the Illinois Board of Higher Education with information needed to perform their planning and coordinating functions. It also provides the individual community colleges with a useful tool in local planning, evaluation, and management. The study provides the basic cost information for determining the credit hour grant rates that are the basis for state financial support to public community colleges. In addition, the Unit Cost Study is an accountability report to the citizens of each public community college district.

Every effort has been made in the design of the Unit Cost Study to ensure comparability among colleges. The effective utilization of the Fiscal Management Manual by the colleges establishes consistency in financial data from college to college. In addition, the ICCB has developed a Unit Cost Study Manual which provides detailed procedures for conducting the Unit Cost Study. Specific descriptions and definitions of the basic functions and cost centers also are contained in this manual. *Nevertheless, caution must be exercised in making direct comparisons among colleges.* Environmental characteristics and historical trends vary among public community colleges and must be taken into consideration when comparing unit costs. Several factors which may contribute to high unit costs are high faculty salaries, a high portion of vocational curricula, and low enrollments. On the other hand, high enrollments and a large proportion of low-cost curricula are among factors which can contribute to lower unit costs.

The Unit Cost Study consists of basic enrollment and cost data. Direct instructional cost data are supplied by each college for each instructional area offered. These data include midterm enrollments in student credit hours; costs for direct instructional salaries; direct departmental costs, such as contractual services, supplies, travel; and direct instructional equipment costs. Indirect costs also are reported by each college in total dollar amounts. The Unit Cost Study computer programs allocate these indirect costs to each function (instruction, organized research, public service) and then to each instructional area on the basis of the proportion of student semester credit hours generated in a given instructional area. ICCB credit hour-based funding is allocated solely upon unrestricted credit hours; that is credit hours that are not majority-funded by other state or federal grant monies.

The unit costs in this report are shown for a student semester credit hour. The unit "student semester credit hour" is an output measure of instruction, defined as one student taking one semester credit of coursework. (Colleges on the quarter system convert quarter hours to semester hours.) One full-time equivalent (FTE) student is defined as 30 student semester credit hours.

The Unit Cost Study includes all expenses from general operating funds of the community colleges that are expended for instruction, organized research, and public service. It includes expenditures from local taxes, student tuition and fees and other local sources. Also included are expenses for equipment and building repairs, renovations, and remodeling that are locally funded and are not reimbursed by the state.

Not included are the full costs for the construction of new facilities, site purchase, site improvement, or interest and principal on any bonded indebtedness. Student aid which is disbursed directly to students, expenditure of funds for student organizations or clubs, and portions of auxiliary enterprise funds are also excluded from the unit cost study. Building depreciation costs are included in the Full Instructional Unit Cost so that capital expenditures for buildings are ultimately reflected in the unit cost study.

As the following tables and graphs show, the College's unit cost record is comparable to that of the other local area community colleges and is appropriate for a college of its size, educational programs, staffing, and physical plant. In Fiscal Year 2010, the latest year for which ICCB-compiled unit cost information is available, the College's overall unit cost average of $275.18 is $60.84 greater than the state average and 19.80% greater than the local area average of $229.69. The College’s relative labor costs largely comprise this difference.

It should be noted that a comparison of the College with the local area average is more reasonable and valid than a comparison with the state average. The local area average includes colleges which are reasonably likely to have similar educational programs, personnel costs, and operating costs. Clearly a college in Belleville or East Peoria would be unlikely to compare to Oakton in these critical evaluative criteria. The Chicago City Colleges system has been intentionally excluded from the local area average calculation because that system cannot compare with the individual college systems in the remainder of the state. The Chicago City Colleges system is actually composed of eight individual colleges bound together by a central administrative structure.

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Unit Cost Information

Net Instructional Costs By Instructional Category - FY 2010

Unrestricted Only

Net instructional unit cost includes direct instructional salary costs, direct departmental costs, direct instructional equipment costs, allocated costs, operation and maintenance costs, and building rental costs. Allocated costs consist of various indirect costs (allocated by ICCB computer programs), including the cost of learning resources, student services, data processing, general administration, general institutional services, and academic administration and planning.

Costs for the instruction function include expenditures for all of the cost classifications in all of the instructional categories from baccalaureate/general education through adult basic/adult secondary education. In comparing the unit cost of an individual community college, one must keep in mind that some types of programs generally cost more than others; therefore, a college with more expensive programs would be expected to have a higher overall unit cost. Environmental characteristics and historical trends vary among public community colleges and must be taken into consideration when comparing unit costs.

NOTE: Cost per credit hour amounts in dollars.
NOTE: Latest available data
SOURCE: ICCB Unit Cost Reports

Instructional Category	OAKTON*	Local Area Average	State Highest	State Lowest	State Average*	% Increase from Prior Year Oakton	% Increase from Prior Year State
Baccalaureate	261.43	217.67	276.87	112.75	206.35	-4.40%	-9.36%
Business	262.75	228.17	301.44	140.36	214.95	-1.50%	-15.64%
Technical	376.62	285.67	376.62	115.64	245.05	-2.79%	0.41%
Health	365.09	347.81	573.33	162.38	291.02	10.18%	-4.95%
Remedial	245.97	215.68	262.39	106.17	201.35	2.06%	-12.64%
ABE/ASE	214.50	375.25	2,259.75	0.00	174.78	-3.61%	5.43%
Net Instructional Cost:							
Average Cost	275.18	229.69	293.71	124.39	214.34	-2.37%	-6.40%
% Total Unit Cost Change from Prior Year	-2.37%	-10.52%	-7.85%	45.32%	-6.40%		

*State-provided weighted average

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Unit Cost Information

Net Instructional Costs By Cost Category - FY 2010

Unrestricted only

Net instructional unit cost includes direct instructional salary costs, direct departmental costs, direct instructional equipment costs, other services, operation and maintenance costs, and building rental costs. Other services consist of various indirect costs (allocated by ICCB computer programs), including the cost of learning resources, student services, data processing, general administration, general institutional services, and academic administration and planning.

In comparing the unit cost of an individual community college, one must keep in mind that some types of programs generally cost more than others; therefore, a college with more expensive programs would be expected to have a higher overall unit cost. Environmental characteristics and historical trends vary among public community colleges and must be taken into consideration when comparing unit costs.

NOTE: All amounts in dollars. Latest available data. SOURCE: ICCB Unit Cost Reports

Cost Category	OAKTON*	Local Area Average	State Highest	State Lowest	State Average*	% Change from Prior FY Oakton	% Change from Prior FY State
Direct Salary	121.00	79.06	121.00	13.57	76.89	3.15%	-8.06%
Direct Dept.	34.62	13.67	41.66	2.71	15.30	0.49%	-7.78%
Equipment	0.00	0.96	3.72	0.00	0.66	-100.00%	-1.49%
Other Services	90.85	102.06	154.49	42.97	91.21	-8.48%	-4.63%
Oper./Maint.	28.70	33.94	50.54	16.34	30.28	-6.94%	-6.74%
Total	275.18	229.69	293.71	124.39	214.34	-2.38%	-6.40%
% Change from Prior FY	-2.38%	-10.52%	-7.85%	45.32%	-6.40%		

*State-provided weighted average; other averages are calculated unweighted from supplied data.

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Full Time Faculty Assignments

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

Discipline	FY 2008 Budget	FY 2009 Budget	FY 2010 Budget	FY 2011 Budget	FY 2012 Budget	% Total Faculty FY 12
BACCALAUREATE						
Art	5.00	5.00	5.00	5.00	5.00	3.25%
Behavioral/Social Studies	13.55	13.30	12.30	13.00	12.50	8.44%
Biology	8.80	9.90	10.90	10.85	10.65	7.05%
Business	3.30	2.90	1.70	3.80	3.20	2.47%
Chemistry	4.00	4.00	4.00	4.00	5.00	2.60%
Computer Science	0.00	0.25	0.80	0.60	0.25	0.39%
Earth Science	3.00	2.00	2.00	2.00	2.00	1.30%
Engineering	0.00	1.20	0.85	0.85	1.05	0.55%
English	19.10	18.20	19.10	18.45	19.30	11.98%
Global Business Studies	0.00	0.00	0.00	0.50	0.50	0.32%
Historical/Policy Studies	5.40	5.30	5.20	4.60	5.00	2.99%
Humanities/Philosophy	5.20	7.90	6.65	6.60	6.25	4.29%
International Trade	0.00	0.10	0.20	0.00	0.00	0.00%
Mathematics	12.10	12.35	10.85	11.30	11.10	7.34%
Modern Languages	3.10	3.30	3.45	3.00	3.20	1.95%
Music	1.90	1.80	1.85	1.80	1.80	1.17%
Physical Education	1.00	1.00	1.00	1.00	1.00	0.65%
Physics	2.00	1.00	2.00	2.00	2.00	1.30%
Speech/Theater	3.90	4.10	3.90	3.90	4.10	2.53%
Total Baccalaureate:	91.35	93.60	91.75	93.25	93.90	
Baccalaureate as a % of Total:	59.32%	60.78%	59.58%	60.55%	60.97%	
VOCATIONAL						
Accounting Technology	3.80	3.00	4.35	3.90	3.90	2.53%
Air Cond/Heating/Refrigeration	0.80	0.80	0.80	0.90	0.90	0.58%
Architecture Technology	1.10	1.00	1.00	1.10	1.00	0.71%
Automobile Technology	1.00	1.00	1.00	1.00	1.00	0.65%
BNAT Nursing	3.00	3.00	4.00	4.00	4.00	2.60%
Computer Networking Systems	0.90	0.95	0.85	0.90	0.80	0.58%
Computer Tech & Info Systems	7.70	6.20	7.75	7.10	6.90	4.61%

Discipline	FY 2008 Budget	FY 2009 Budget	FY 2010 Budget	FY 2011 Budget	FY 2012 Budget	% Total Faculty FY 12
Early Childhood Education	2.00	2.00	2.00	2.00	2.00	1.30%
Electronics Technology	1.65	1.60	1.80	1.45	1.30	0.94%
Facilities Management/Engineer	0.20	0.20	0.20	0.10	0.10	0.06%
Fire Science Technology	0.00	0.00	0.00	0.00	0.05	0.00%
Health Information Technology	3.00	3.50	3.00	3.00	3.00	1.95%
Horticulture Therapy	0.00	0.00	0.00	0.00	0.10	0.00%
Law Enforcement	2.00	2.00	2.00	2.00	2.00	1.30%
Management/Supervision	1.10	0.70	0.65	0.50	0.20	0.32%
Manufacturing	0.10	0.00	0.10	0.05	0.30	0.03%
Marketing	1.80	1.30	2.30	1.20	2.10	0.78%
Mechanical Design	1.40	1.45	1.50	1.40	1.25	0.91%
Medical Lab Technology	1.60	1.85	1.85	1.85	1.80	1.20%
Pharmacy Technician	0.40	0.15	0.15	0.15	0.20	0.10%
Physical Therapist Assistant	3.00	3.00	3.00	3.00	2.90	1.95%
Registered Nursing	13.00	12.00	11.00	13.00	13.00	8.44%
Total Vocational:	49.55	45.70	49.30	48.60	48.80	
Vocational as a % of Total:	32.18%	29.68%	32.01%	31.56%	31.69%	
OTHER ASSIGNMENTS						
Council of Deans	0.00	0.20	0.10	0.10	0.10	0.06%
Cultures Week	0.20	0.10	0.15	0.00	0.00	0.00%
Global Studies	0.20	0.20	0.20	0.20	0.20	0.13%
Great Books	0.00	0.00	0.10	0.10	0.10	0.06%
Honors Program	0.50	0.50	0.70	0.80	0.80	0.52%
Institutional Expense	0.00	1.50	0.00	0.00	0.00	0.00%
Academic Administration	0.90	0.60	0.55	0.75	0.70	0.49%
Library	4.50	5.00	4.00	4.00	4.00	2.60%
Mens Program	0.00	0.00	0.10	0.10	0.20	0.06%
Service Learning	0.30	0.20	0.20	0.20	0.20	0.13%
Student Affairs	5.50	5.40	5.85	5.70	5.00	3.70%
Television Production Services	1.00	1.00	1.00	0.00	0.00	0.00%
Women's and Family Programs	0.00	0.00	0.00	0.20	0.00	0.13%
Total Other:	13.10	14.70	12.95	12.15	11.30	
Other as a % of Total:	8.51%	9.55%	8.41%	7.89%	7.34%	
Grand Total:	154.00	154.00	154.00	154.00	154.00	100.00%

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Instructional Faculty and Administrators
Fall Semester 2010 (FY 2011)

The following tables analyze administrator staffing levels and various combinations of full time and part time faculty by FTE (full time equivalent) and headcount to each other and to reimbursable credit hours. Care should be taken when making direct comparisons. Colleges with large numbers of lab classes compared to lecture classes, for example, may require more faculty for a given number of credit hours. Credit hours are FY 2010 total reimbursable hours.

	Oakton	Local Area Average	State Highest	State Lowest	State Average
ADMINISTRATORS					
Full Time	31	34.1	72	8	32.4
Part-time FTE	0	0.1	5	0	0.3
Total Administrator FTE	31	34.2	75	9	32.7
Total Administrator Headcount	31	34.2	77	10	32.9
Credit Hours per Administrator FTE	7,404	7,291.2	15,058	1,390	5,381.8
INSTRUCTIONAL FACULTY					
Full Time	142	148.1	270	34	108.2
Part-time FTE	203	243.3	793	4	142.3
Total Instructional FTE	345	391.4	1,063	67	250.6
Total Instructional Headcount	683	721.9	1,448	99	442.6
Credit Hours per Instructional Faculty FTE	665	636.2	1,223	317	681.3
Credit Hours per Headcount	336	344.9	545	207	375.1
Ratio Full-time to Part-time FTE	0.70	0.61	20.26	0.25	1.51
Ratio Instructional Faculty FTE to Administrator FTE	11.1	11.5	24.9	1.5	8.3

NOTE: Chicago City Colleges and Metropolitan Community College are excluded from state high, low, and average.
NOTE: Latest available data.
SOURCE: ICCB Data and Characteristics

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Credit Hours per Administrator FTE

Credit Hours per Instructional Faculty FTE

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Classified Staff Assignments

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

	FY 2009 Budget	FY 2010 Budget	FY 2011 Budget	FY 2012 Budget
Instruction	18.3	17.8	18.4	18.7
Instructional Administration	28.2	27.6	27.4	28.6
Academic Support	38.1	38.1	36.8	37.8
Student Services	51.2	52.2	51.7	52
Public Services	6.5	4.5	6	6
General Administration	33.7	33.7	32.7	33.8
General Institutional	7.8	7.8	7.8	7.8
Total Education Fund	183.8	181.7	180.8	184.7
Operations and Maint. of Plant	80.0	80.0	79.7	79.7
Site Expenditures	1.6	1.6	1.6	1.6
ALLiance	26.7	26.4	24	22
Auxiliary Enterprises				
Information Technology	38.6	38.2	37.6	37.6
ECE Lab Schools	12.2	12.2	12.2	12.2
Bookstore	6.6	7	7	7
Institute Bus/Pro Development	6	6.5	6.9	6.7
Other	10.4	10.4	9.4	9.2
Total Staff FTE	365.9	364.0	359.2	360.7

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Classified Staff - Fall Semester 2010 (FY 2011)

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

	Oakton	Local Area Average	State Highest	State Lowest	State Average
CLASSIFIED STAFF					
Full Time	153	155	256	25	94
Part-time FTE	47	57	299	0	41
Total Classified Staff FTE	200	212	414	27	136
Total Staff Headcount	240	272	625	27	171
Credit Hours per Classified Staff FTE	1,151	1,176	2,559	643	957
Faculty FTE per Classified Staff FTE	1.73	1.85	8.07	0.84	7.83
Staff FTE per Admin FTE	6.44	6.20	14.79	0.92	4.15

NOTE: Latest available data

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

SOURCE: ICCB Data and Characteristics

Reimbursable Credit Hours per Classified Staff FTE

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Total Reimbursable Credit Hours by Instructional Categories - FY 2010

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

The percentage table below shows the contribution each instructional category makes to the total reimbursable credit hours for the institutions. For example, there is a community college for which baccalaureate hours represent only 41% of the college's total reimbursable credit hours, while the state-wide baccalaureate average for all community colleges is 57%.

CATEGORY	Oakton	Local Area Average	State Highest*	State Lowest*	State Average*	% Change State Total Hours
Baccalaureate	134,939	147,212	303,824	23,117	92,510	10.70%
Business	15,346	16,339	43,601	1,253	10,957	12.35%
Technical	12,823	19,343	51,692	3,993	17,805	7.82%
Health	18,239	17,178	29,591	3,718	12,870	10.61%
Remedial	17,482	23,265	35,621	1,913	13,923	14.84%
ABE/ASE	30,703	25,657	46,975	739	12,155	3.58%
Total Enrollments:	229,532	248,994	504,469	42,540	160,221	
% Change Prior FY:	5.60%	10.60%	6.70%	1.91%	10.60%	9.92%
% Change 5 Years:	9.93%	14.96%	12.14%	8.69%	14.57%	14.76%
% Change 10 Years:	9.30%	30.69%	17.59%	31.96%	33.59%	25.89%
Percent of each instruction category compared to total reimbursable credit hours						
Baccalaureate	58.79%	58.20%	71.26%	41.62%	56.60%	
Business	6.69%	6.29%	11.21%	2.94%	6.71%	
Technical	5.59%	7.25%	30.89%	3.89%	11.85%	
Health	7.95%	7.20%	17.67%	3.70%	9.06%	
Remedial	7.62%	10.23%	16.88%	3.25%	8.67%	
ABE/ASE	13.38%	10.83%	19.97%	1.37%	7.11%	

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

SOURCE: ICCB Data and Characteristics
NOTE: Latest available data.

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Baccalaureate Credit Hours

Comparison of Percent Changes in Credit Hour Totals

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Total and Reimbursable Credit Hours by Instructional/Funding Category

Funding Category	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Baccalaureate	108,183	106,930	114,412	114,312	114,508	113,407	114,743	122,522	134,939
Business Occupational	12,644	12,482	14,090	14,408	13,930	12,523	12,437	14,287	15,341
Technical Occupational	23,969	17,126	13,691	11,645	10,582	10,468	11,185	11,639	12,824
Health Occupational	16,803	19,063	16,744	18,233	21,785	19,492	19,368	21,718	18,240
Remedial Developmental	18,379	16,869	16,635	16,627	16,598	14,964	16,361	16,592	17,482
Adult Basic/Secondary	42,133	34,402	34,238	31,580	31,394	28,743	29,661	30,611	30,704
Total Reimbursable	222,110	206,872	209,809	206,803	208,797	199,595	203,755	217,369	229,530
Non-reimbursable	7,291	12,251	10,166	12,109	11,690	14,292	13,253	12,658	12,029
Total Credit Hours	**229,401**	**219,123**	**219,975**	**218,912**	**220,486**	**213,887**	**217,008**	**230,027**	**241,559**
% Change over Prior Year	4.42%	-4.48%	0.39%	-0.48%	0.72%	-2.99%	1.46%	6.00%	5.01%

	Reimbursable Credit Hours by Term				% Change	% of Total
Funding Category	Summer 2010	Fall 2010	Spring 2011	FY 2011 Total	for FY 2011	for FY 2011
Baccalaureate	23,744	56,699	55,014	135,457	0.38%	58.19%
Business Occupational	2,003	7,134	6,802	15,938	3.89%	6.85%
Technical Occupational	1,048	4,685	5,818	11,551	-9.93%	4.96%
Health Occupational	3,738	6,350	7,186	17,274	-5.30%	7.42%
Remedial Developmental	1,752	8,509	7,157	17,417	-0.37%	7.48%
Adult Basic/Secondary	1,329	8,329	14,260	23,917	-22.10%	10.27%
Total Reimbursable	**33,613**	**91,706**	**96,235**	**221,553**	-3.48%	95.17%
Total Non-reimbursable	1,513	4,646	5,077	11,236	-6.60%	4.83%
Total Credit Hours	**35,126**	**96,352**	**101,311**	**232,788**	-3.63%	

NOTE: Does not include chargeback credit hours

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparisons of Credit Hours Information

History of Reimbursable/Total Credit Hours

Fiscal Year 2011 Reimbursable Credit Hours by Instructional Category

OAKTON COMMUNITY COLLEGE

Community College District No. 535

History of ICCB Credit Hour Grant Rates
By Instructional Category

Community colleges receive grants (also called apportionment allocations) based upon credit hours generated by students who are residents of the State of Illinois. Credit hour rates for each instructional category are established by General Assembly legislative action based upon recommendations from various agencies beginning with the ICCB and ending with the Governor's office. Rates vary from year to year within each category. Categories are not proportionally linked (so that all rise or fall in unison). Grant rates are applied to credit hours earned by the college two fiscal years previously, (i.e., credit hours earned in Fiscal Year 2009 were reimbursed at the Fiscal Year 2011 credit hour grant rates in each instructional category). The change in allocation methods between FY 2003 and FY 2004 reduces the value of prior year comparisons.

Fiscal Year	Baccalaureate	Business	Technical	Health	Remedial	ABE/ASE
2002	35.91	17.51	41.83	78.75	26.67	9.78
2003	34.45	22.90	40.03	78.81	25.52	13.16
2004 *	31.94	21.02	37.07	72.76	23.54	18.90
Change - old method to new method (FY 2004 comparison)						
2004 **	24.63	28.23	49.93	93.43	18.58	69.99
2005	21.72	27.90	59.26	94.88	18.68	56.87
2006	19.31	27.02	61.05	89.33	13.82	46.37
2007	19.06	23.62	59.36	91.58	15.78	56.23
2008	18.61	22.98	61.65	97.19	16.01	51.42
2009	20.04	23.00	55.31	94.09	16.49	51.97
2010	19.41	29.96	55.39	90.56	14.40	56.45
2011	13.13	46.98	49.45	101.94	9.51	80.27
2012	NA (1)	NA (1)	NA (1)	NA (1)	NA (1)	NA (1)

(1) For FY2012, total reimbursed dollars were frozen at FY2011 levels; thus Oakton's total credit hour grant is $5.6 million, the same amount Oakton was granted in FY2011. A Funding Formula Review Committee comprised of representatives from the Illinois Community College Board and the Illinois Council of Community College Presidents, is studying methods of computing reimbursement rates that would better reflect instructional unit costs and mission priority. No date has been established for implementation of (any) new methdology.

* Preliminary FY 2004 rates calculated on the total credit hour base before funding revision.
** Final FY 2004 rates calculated on the unrestricted credit hour base.
SOURCE: ICCB Reports and College records

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Analysis of Credit Hours, Rates, and Revenue

The chart below shows the historical relationship between the reimbursable credit hours, the state credit hour grant rate, and the amount of money the College receives based on these tw factors. The data is based upon ***baccalaureate*** credit hours and corresponding grant rates. The path connecting each of the three graph lines shows the relationship between the parts: the credit hours are generated in one year; the general assembly establishes th reimbursement grant rate through legislative appropriation during the following year; and th College receives the reimbursement from the state in the second following fiscal year. The chart shows that the rate for FY 2010 decreased by 3.1% from the previous year, reflecting a slight uptick in baccalaureate funding at the state level. This represents a 2.0% decrease in revenues. The rate specified for FY 2011 declined by more than 32.35%. As noted on the previous page, FY 2012 funding levels were frozen at FY 2011 dollar amounts without regard to credit hour volume.

Baccalaureate hours accounted for 67% of all reimbursable credit hours in FY 2011 and so have a very significant impact on total reimbursement revenues. The gaps in the lines in the graph represent the change in the funding allocation method.

Comparison of Baccalaureate Reimbursable Credit Hours, Grant Rates, and Revenues

(relative data for comparison purposes

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Enrollment Statistical Data

The Oakton enrollment by program statistical data is based upon full-time equivalents for all three semesters. Tenth day data has become misleading because of changes in enrollment patterns due to late-starting classes and delayed enrollments and will no longer be used here.

Oakton FTE Enrollment by Program	**FY 09**	**FY 10**	**FY 11**
Baccalaureate Programs	4,744	5,150	5,172
Percent Baccalaureate	77.26%	77.58%	77.69%
Vocational Programs	1,396	1,488	1,485
Percent Vocational	22.74%	22.42%	22.31%
Total FTE	6,140	6,638	6,657

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

ALLiance Enrollment by Program	**FY 09**	**FY 10**	**FY 11**
Continuing Ed. for Health Professionals	22,942	17,823	9,893
ESL	4,750	4,627	3,888
General Programs	3,656	4,713	3,270
Business Institute	595	601	1,121
GED	849	951	915
Evening High School	550	453	392
Co-Listed Programs	480	534	439
Kids' College/Studio 3 Art Exhibition	160	147	250
NIPSTA	2,446	2,024	1,634
Literacy	1,482	1,562	1,306
First Class Adventure	21	11	15
Total Enrollments	37,931	33,446	23,123

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Enrollment Statistical Data

(cont.)

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

Community Service Program Participation	FY 09	FY 10	FY 11
6 Piano Ensemble	570	570	570
Academic Skills	518	757	1,054
All Student Gathering	0	0	220
Arts and Humanities Festival	0	47	47
Bluestem Festival	31	0	0
Chinese events	460	450	450
Chinese School Celebration-New Years	475	450	450
Cultures Week	3,279	0	0
Drafting Competition	113	150	0
Emeritus Seminars	1,291	1,258	1,267
Fall Travel/Tour Lectures	2	0	1
Futures Unlimited	324	319	337
Humanities Treasures Lectures	7,829	3,936	743
iTech	129	0	0
Math Awards Ceremony	0	0	81
Math Competition	0	0	153
OCC Annuitant Association	273	253	250
Passages Lectures	2,040	1,656	479
Passport to the World	6,255	5,664	669
Relationship Day	250	300	0
Shakespeare Festival	87	42	72
Sister Cities	100	20	23
SIT-SIMs	0	51	0
STEM Speaker Series	0	0	189
Susan B. Komen Cancer Walk	2,130	2,030	2,300
Other Community Service Programs*	53,261	54,868	14,709
Total Participation	79,417	72,821	24,064

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

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Student Enrollment Information

Fall Term Student Headcount

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

** Excludes Chicago City Colleges

NOTE: Latest available data.

SOURCE: ICCB Data and Characteristics

Fiscal Fall Term FY	OAKTON	Local Area Average	State** Highest	State** Lowest	Select State** Average	Total State Average	% Increase State Average
2001	10,792	12,137	29,423	1,887	7,181	8,692	-0.32%
2002	11,421	12,802	30,235	2,058	7,552	9,069	4.34%
2003	11,910	13,248	30,378	2,083	7,833	9,359	3.20%
2004	11,212	13,204	29,854	2,077	7,879	9,313	-0.50%
2005	11,040	12,805	27,117	1,975	7,741	9,047	-2.86%
2006	10,597	12,625	26,032	2,032	7,708	8,987	-0.66%
2007	10,805	12,569	25,768	2,049	7,641	8,905	-0.92%
2008	10,747	12,919	25,668	2,124	7,828	9,158	2.84%
2009	12,087	13,658	27,083	2,118	8,389	9,845	7.50%
2010	11,837	13,521	26,722	1,906	8,338	9,737	-1.10%
Prev Yr	-2.07%	-1.19%	9.07%	-19.89%	-1.14%	-1.20%	
10 Year	9.68%	16.07%	82.71%	-24.03%	19.65%	19.02%	

OAKTON COMMUNITY COLLEGE

Community College District No. 535

History of Academic Awards
Fiscal Years 1971 - 2011

This table shows the number of Academic Awards students have earned each fiscal year in the history of the College.

Year	Associate in Arts	Associate in Fine Arts	Associate in Science	Associate in Science Engineering	Associate in Applied Science	Diploma	Certificate	TOTAL
70 - 71	2							2
71 - 72	111				8	3	78	200
72 - 73	190				51	3	84	328
73 - 74	224				82	8	54	368
74 - 75	163				96	6	65	330
75 - 76	173				124	3	72	372
76 - 77	151				137	0	74	362
77 - 78	156		4		144	3	79	386
78 - 79	164		7		165	3	60	399
79 - 80	130		3		150	7	71	361
80 - 81	162		11		121	5	100	399
81 - 82	190		14		141	4	128	477
82 - 83	207		9		174	2	132	524
83 - 84	195		14		278	12	153	652
84 - 85	240		18		259		171	688
85 - 86	245		7		272		136	660
86 - 87	251		11		230		152	644
87 - 88	246		12		199		160	617
88 - 89	321		16		178		126	641
89 - 90	315		17		171		190	693
90 - 91	309		19		175		149	652
91 - 92	293		12		179		193	677
92 - 93	319		8		193		125	645
93 - 94	222		17		183		163	585
94 - 95	240		9		244		218	711
95 - 96	222		14		262		207	705
96 - 97	205		24		211		224	664
97 - 98	220		16		190		169	595
98 - 99	234	1	11		180		212	638
99 - 00	201	2	5		138		252	598
00 - 01	217	0	4		159		242	622
01 - 02	183	1	7		158		246	595
02 - 03	255	2	17		155		429	858
03 - 04	275	2	14		201		535	1,027
04 - 05	258	0	16		214		856	1,344
05 - 06	251	0	10	6	216		205	688
06 - 07	266	2	7	4	249		605	1,133
07 - 08	269	1	8	4	228		507	1,017
08 - 09	267	1	5	4	227		674	1,178
09 - 10	286	0	14	2	220		705	1,227
10 - 11	335	2	5	9	222		741	1,314
TOTAL	**9,163**	**14**	**385**	**29**	**7,184**	**59**	**9,742**	**26,576**

OAKTON COMMUNITY COLLEGE

Community College District No. 535

History of Tuition and Fee Charges - Fiscal Years 1991 - 2012

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

Fiscal Year	Per Credit Hour ** In District Tuition	Per Credit Hour ** Out of District Tuition	Per Credit Hour ** Out of State Tuition	One-time Application Fee	Proof of Residency Submission Late Fee	Per Semester Registration Fee	Late Registration Fee	Class Change/ Reinstatement Fee	Returned Check Fee	Per Credit Hour Student Activities Fee	Transcript Fee	Construction Fee
90 - 91	20.00	85.00	100.00	15.00			25.00	25.00	10.00	1.25	1.00	
91 - 92	20.00	90.00	100.00	15.00		10.00	25.00	25.00	20.00	1.25	3.00	
92 - 93	25.00	100.00	115.00	15.00		10.00	25.00	25.00	20.00	1.25	3.00	
93 - 94	30.00	110.00	125.00	15.00		10.00	25.00	25.00	25.00	1.25	3.00	
94 - 95	32.00	114.00	129.00	15.00		15.00	25.00	25.00	25.00	1.25	3.00	
95 - 96	33.00	118.00	133.00	25.00		15.00	25.00	25.00	25.00	1.25		
96 - 97	35.00	128.00	153.00	25.00		15.00	25.00	25.00	25.00	1.25		
97 - 98	37.00	138.00	173.00	25.00		15.00	25.00	25.00	25.00	1.25		
98 - 99	39.00	148.00	193.00	25.00		15.00	25.00	25.00 - 50.00^	25.00	1.25		
99 - 00	42.00	126.00	168.00	25.00		15.00	25.00	25.00 - 50.00^	25.00	1.25		
00 - 01	45.00	135.00	180.00	25.00		15.00	25.00	25.00 - 50.00^	25.00	1.25		
01 - 02	50.00	150.00	200.00	25.00		15.00	25.00	25.00 - 50.00^	25.00	1.80		
02 - 03	54.00	150.00	200.00	25.00		15.00	25.00	25.00 - 50.00^	25.00	2.60		
03 - 04	58.00	174.00	216.00	25.00		15.00	25.00	25.00 - 50.00^	25.00	2.60		
04 - 05	62.00	183.00	247.00	25.00	27.00 - 52.00	15.00	25.00 - 50.00	25.00 - 50.00^	25.00	2.60		
05 - 06	69.00	204.80	263.50	25.00	27.00 - 52.00	15.00	25.00 - 50.00	25.00 - 50.00^	25.00	2.60		
06 - 07	75.00	225.00	283.30	25.00	27.00 - 52.00	15.00	25.00 - 50.00	25.00 - 50.00^	25.00	2.60		
07 - 08	82.00	233.86	296.59	25.00	27.00 - 52.00	15.00	25.00 - 50.00	25.00 - 50.00^	25.00	2.60	3.00 - 10.00	
08 - 09	84.00	261.46	317.30	25.00	27.00 - 52.00	15.00	25.00 - 50.00	25.00 - 50.00^	25.00	2.60	3.00 - 10.00	
09 - 10	86.00	272.00	329.00	25.00	27.00 - 52.00	15.00	25.00 - 50.00	25.00 - 50.00^	25.00	2.60	3.00 - 10.00	
10 - 11	91.00	287.88	348.16	25.00	27.00 - 52.00	15.00	25.00 - 50.00	25.00 - 50.00^	25.00	2.60	3.00 - 10.00	
11 - 12	91.00	287.88	348.16	25.00	27.00 - 52.00	15.00	25.00 - 50.00	25.00 - 50.00^	25.00	2.60	10.00 - 20.00	2.00

**Open computer lab fees are now included in tuition. FY93 - FY98 a separate $25 fee was required.

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

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

OAKTON COMMUNITY COLLEGE

Community College District No. 535

History of Financial Aid to Students - Fall Semester Comparative Data

The following data is based on an academic year. The data reflects the history of the number of students receiving financial aid awards through the College. The information includes federal grants, loans, state grants, institutional grants, and private scholarships. As the data clearly shows, financial aid is increasingly important in supporting students in their educational objectives. In FY 2007, 1,962 students received some type of financial assistance compared to 3,991 students in FY 2011

	FY 2007		FY 2008		FY 2009		FY 2010		FY 2011 (in progress)	
	Recipients	**Dollars**	**Recipients**	**Dollars**	**Recipients**	**Dollars**	**Recipients**	**Dollars**	**Recipients**	**Dollars**
Federal Pell Grant	1,305	2,564,141	1,428	3,021,444	1,620	3,831,758	2,552	7,543,966	2,860	8,440,945
Federal Supplemental Educational Opportunity Grant	317	139,900	298	120,350	311	143,200	289	143,200	236	119,700
G.I. Bill (Veterans Chapters 30, 33, 1606, 1607)	131	N/A	153	N/A	103	N/A	174	N/A	143	N/A
G.I. Bill (Veterans Chapter 911)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	109	328,987
G.I. Bill (Veterans Dependents)	8	N/A	9	N/A	8	N/A	8	N/A	18	N/A
G.I. Bill (Veterans Vocational Rehabilitation)	3	9,083	5	5,821	4	14,602	5	47,987	5	24,426
Illinois Veterans Grant	125	222,930	108	209,779	90	161,999	100	171,190	68	134,684
Illinois Department of Vocational Rehabilitation	3	1,279	5	5,821	4	14,602	5	47,978	4	23,193
Illinois State Monetary Award	976	917,139	1,095	983,715	1,157	1,111,371	1,344	1,283,262	1,207	1,161,960
Illinois National Guard Grant	7	6,912	6	12,797	4	8,497	9	16,294	7	17,099
Illinois POW/MIA Scholarship	7	7,233	5	6,893	1	2,623	2	4,088	1	2,620
Federal Stafford Loan	85	198,334	118	296,130	213	413,296	466	818,727	484	960,609
Military Tuition Assistance (Active Duty Personnel)	9	4,793	10	9,347	5	2,803	8	7,906	9	12,315
OCC Foundation & Institutional Scholarship	216	216,464	247	263,730	280	337,623	284	343,248	478	479,262
Student Government Association Grant	196	149,748	188	147,903	207	145,968	201	152,172	280	240,180
Workforce Investment Act (WIA)	49	47,310	79	46,783	68	57,960	78	85,190	80	81,321
Private/Organizational Scholarships	48	47,518	60	65,875	49	47,134	100	90,237	112	114,074
Federal Work Study Program	35	50,234	25	54,876	31	57,418	27	61,695	30	61,690
TOTAL (Duplicated student count)	3,520	4,583,018	3,839	5,251,264	4,155	6,350,854	5,652	10,817,140	6,131	12,203,065
TOTAL (Unduplicated student count)	1,962		2,111		2,386		3,477		3,991	
Average Federal Pell Grant Award	$1,964		$2,116		$2,365		$2,956		$2,951	
Maximum Federal Pell Grant Award	$4,050		$4,310		$4,731		$5,350		$5,550	

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Property Tax Rates and Tuition and Fee Rates
Latest Available Data

	Oakton	Local Area* Average	State Highest		State Lowest	State° Average
PROPERTY TAX RATES		**Tax Levy Year 2009 Collected in 2010****				
Education Fund	10.73	16.81	37.29	^	10.40	19.61
Operation/Maintenance Fund	2.75	5.28	10.00	^	2.17	5.60
Total Operating Funds:	**13.48**	**22.09**	**44.79**	^	**13.48**	**25.21**
Liability, Protect, Settle Fund	0.51	0.66	16.65	^	0.00	4.73
Bond and Interest Fund	0.00	2.77	22.62	^	0.00	8.20
Audit Fund	0.01	0.11	0.50	^	0.01	0.24
All Other	0.00	0.95	13.06	^	0.00	3.21
Total All Funds:	**14.00**	**26.58**	**77.03**	^	**14.00**	**41.54**
Percent change for 2009	0.00%	2.12%	14.86%	#	-13.57%	0.85%
TUITION AND FEE RATES						
Fiscal Year 2011 Tuition	91.00	91.77	134.50	^	68.36	88.88
Fiscal Year 2011 Fees***	2.60	11.92	29.85	^	0.00	10.23
Total Fiscal Year 2011	93.60	103.69	134.50	^	75.75	98.33
Fiscal Year 2012 Tuition	91.00	95.67	138.00	^	71.00	94.05
Fiscal Year 2012 Fees***	4.60	13.52	32.85	^	0.00	9.97
Total Fiscal Year 2012	95.60	109.19	138.00	^	83.52	104.01
Dollar Increase FY 2012	2.00	5.50	16.00		0.00	5.69
Percent Increase FY 2012	2.14%	5.39%	16.25%	#	0.00%	5.96%
5 Year % Increase	33.52%	43.16%	107.94%	#	17.62%	50.59%
10 Year % Increase	106.70%	109.81%	154.76%	#	51.85%	110.76%

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

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

^ Data is for individual colleges and is not cumulative.

***Average fee rate per credit hour.

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

Data is for individual college totals.

SOURCE: ICCB Data and Characteristics and other ICCB reports

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Property Tax Rates - Tax Levy Year 2009

* Oakton (at 14.00) is the lowest in the state

Tuition and Fee Rates Fiscal Year 2012

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Ten Year History of Tax Rates and Assessed Valuations

The tables below show the history of the tax rates and assessed valuations for property in the College district. Refer to the PROPERTY TAXES portion of the FINANCE AND ACCOUNTING section for a discussion of taxes and rates. The ceiling rate is calculated using ceilings only for those levy categories actually in use. Oakton's original maximum rates have never been increased. A "*" indicates less than the allowable rate ceiling.

	Tax Levy Category							
Tax Year	Education Fund	Operation/ Maintenance Fund	Liability/ Protection Fund	Audit Fund	Bond & Interest Fund	Total Other Taxes	Total Rate	Rate Ceiling
2000	.1680	.0418	.0000 ^	.0004	.0000 ^	.0025 ^	.213 *	.233
2001	.1430	.0366	.0027 ^	.0005	.0000 ^	.0027 ^	.186 *	.235
2002	.1363	.0364	.0025 ^	.0008	.0000 ^	.0025 ^	.179 *	.235
2003	.1411	.0381	.0025 ^	.0006	.0000 ^	.0031 ^	.185 *	.236
2004	.1211	.0327	.0031 ^	.0006	.0000 ^	.0026 ^	.160 *	.236
2005	.1190	.0317	.0028 ^	.0006	.0000 ^	.0031 ^	.157 *	.236
2006	.1250	.0330	.0034 ^	.0006	.0000 ^	.0031 ^	.165 *	.237
2007	.1068	.0279	.0027 ^	.0004	.0000 ^	.0026 ^	.140 *	.235
2008	.1073	.0275	.0025 ^	.0001	.0000 ^	.0026 ^	.140 *	.235
2009	.1071	.0271	.0025 ^	.0004	.0000 ^	.0027 ^	.140 *	.235
2010	.1266	.0298	.0028 ^	.0004	.0000 ^	.0000 ^	.160 *	.235
% Change	18.21%	9.96%	12.00%	0.00%	(2)	-100.00%	14.16%	0.00%
Current OCC Maximum	.1750	.0500	None	.0050	N/A	None		
2008 State Average	.1961	.0560	.0473	.0024	.0820	.0321	.4154	

(2) Oakton will have a levy for the Bond and Interest Fund in tax year 2011; at this time, the rate is not known

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

Levy Year	Equalizer	% Change	Assessed Valuation (000,000)	% Change	Cap Exempt Property Value (000,000)	% of Total	% Change	Estimated Actual Value (000,000)	Notes
2000	2.2235	-1.20%	12,868	-0.98%	122	0.95%	-21.66%	38,604	
2001	2.3098	3.88%	15,466	20.19%	207	1.34%	70.32%	46,397	(1)
2002	2.4689	6.89%	16,562	7.09%	162	0.98%	-21.85%	49,687	
2003	2.4598	-0.37%	16,730	1.01%	168	1.00%	3.47%	50,190	
2004	2.5757	4.71%	19,683	17.65%	187	0.95%	11.35%	59,049	(1)
2005	2.7320	6.07%	21,252	7.97%	423	1.99%	126.57%	63,757	
2006	2.7076	-0.89%	21,383	0.61%	354	1.66%	-16.38%	64,148	
2007	2.8439	5.03%	26,373	23.34%	405	1.54%	14.46%	79,120	(1)
2008	2.9786	4.74%	28,093	6.52%	290	1.03%	-28.32%	84,279	
2009	3.3700	13.14%	28,516	1.51%	372	1.30%	28.12%	85,549	
2010	3.3000	-2.08%	25,888	-9.22%	182	0.70%	-51.08%	77,665	(1)

(1) Reassessment of the total district.

Source: Cook County Clerk's Office and College records

NOTE: Latest available data.

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Typical History of Property Tax Rates - Overlapping Governments*

Taxes are Actually Collected the Year After

Latest Available Data

Tax Year	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	%
Taxing Bodies											**Incr**
Cook County (Incl Health)	.824	.746	.690	.630	.593	.533	.500	.446	.415	.394	-5.06%
Cook County Forest Preserve	.069	.067	.061	.059	.060	.060	.057	.053	.051	.049	-3.92%
Metropolitan Water Reclamation District	.415	.401	.371	.361	.347	.315	.284	.263	.252	.261	3.57%
Suburban T.B. Sanitarium	.008	.007	.006	.004	.001	.005	.005	.000	.000	.000	
Consolidated Elections	.000	.032	.000	.029	.000	.000	.000	.012	.000	.021	100.00%
City of Park Ridge (Incl Library)	1.161	.987	.941	1.000	.902	.887	.915	.793	.761	.780	2.50%
Park Ridge Recreation and Park District	.423	.350	.365	.338	.299	.331	.337	.286	.278	.279	0.36%
Maine Township	.089	.079	.076	.079	.071	.084	.073	.065	.064	.067	4.69%
Maine Township General Assistance	.016	.015	.015	.016	.015	.015	.016	.015	.015	.016	6.67%
Maine Township Road and Bridge	.044	.039	.038	.040	.036	.036	.038	.034	.033	.034	3.03%
Northwest Mosquito Abatement	.011	.010	.009	.010	.009	.009	.009	.008	.008	.008	0.00%
School District 64	3.326	2.852	2.716	2.829	2.526	2.582	3.016	2.850	2.685	2.686	0.04%
Maine Township HS Dist 207	2.298	2.026	1.936	2.012	1.795	1.757	1.826	1.602	1.577	1.617	2.54%
Sub-total Overlapping Rate	8.684	7.611	7.224	7.407	6.654	6.614	7.076	6.427	6.139	6.212	1.19%
Oakton Community College	.213	.186	.179	.186	.161	.157	.165	.141	.140	.140	0.00%
Total Rate	8.897	7.797	7.403	7.593	6.815	6.771	7.241	6.568	6.279	6.352	1.16%
Oakton Percentage of Total	2.394%	2.386%	2.418%	2.450%	2.360%	2.322%	2.280%	2.147%	2.230%	2.204%	-1.15%

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

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

Source: A local taxpayer's property tax bill.

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Facilities and Use - Fiscal Year 2010 Square Footage Data

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

Use Category	Oakton	Local Area* Average	State** Highest	State** Lowest	State** Average
Educational Uses	206,543	262,678	572,817	53,398	167,041
% Education /(NASF)	48.70%	51.66%	60.24%	38.02%	50.55%
Administration	129,708	127,517	269,393	25,452	82,821
Athletics/Physical Education	17,003	26,786	78,174	0	22,922
Theater/Auditorium	9,908	20,282	47,645	0	9,924
Special Use	5,112	10,930	30,898	0	7,458
Other General	55,802	65,850	303,716	2,253	40,361
Net Assignable Square Feet (NASF)	424,076	514,042	1,285,022	122,660	330,528
% Assignable	69.27%	56.16%	75.64%	12.78%	54.45%
Gross Square Feet (GSF)	612,225	940,702	1,833,799	190,728	639,459
NASF/Credit Hour	1.8	2.0	4.4	0.6	2.3
GSF/Credit Hour	2.7	3.7	7.3	2.5	4.3
NASF/Enrollment^	35.8	37.6	99.7	10.8	46.9
GSF/Enrollment^	51.7	69.1	163.3	43.2	86.2
O & M Costs/NASF	14.99	16.01	53.11	6.22	13.74
Percent O & M Costs Change from Previous FY	-1.02%	-8.58%	63.88%	-40.76%	-1.08%

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

**Excludes Chicago City Colleges

^Fall term headcount enrollment.

SOURCE: ICCB Data and Characteristics

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Comparison of Facilities and Use - Fiscal Year 2010 Square Footage Data

Comparison of Education, Net Assignable, and Gross Square Footage

Comparison of Square Footage Data to Enrollment/Cost Data

OAKTON COMMUNITY COLLEGE

Community College District No. 535

History and Comparison of Utility Costs

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

Fiscal Year	Oakton	Local Area* Average	State Highest	State Lowest	State Average
History of Utility Costs per Gross Square Foot					
FY 2001	1.49	1.76	2.93	0.98	1.69
FY 2002	1.49	1.68	2.14	0.66	1.49
FY 2003	1.59	1.70	2.77	0.60	1.53
FY 2004	1.45	1.66	2.25	0.73	1.55
FY 2005	1.45	1.77	2.53	0.73	1.61
FY 2006	1.75	2.03	2.99	1.22	1.84
FY 2007	1.93	2.09	2.89	1.10	1.86
FY 2008	2.11	2.29	2.98	1.22	2.09
FY 2009	2.14	2.43	3.32	1.24	2.12
FY 2010	2.05	2.22	2.81	0.89	1.94
10 Year Average	**1.75**	**1.96**	**2.42**	**0.99**	**1.77**
Additional Utility Comparisons					
FY 10 Cost/Credit Hour	5.47	7.85	13.33	2.00	7.92
FY 10 Cost/Student Headcount	106.09	144.37	305.29	45.52	156.25

SOURCE: ICCB Data and Characteristics and other ICCB reports

NOTE: Latest available data.

APPENDIX SECTION

OAKTON COMMUNITY COLLEGE
Community College District No. 535

Functional Areas and Programs

Current Unrestricted Funds Group

The College's structural organization reflects that of most community colleges; similar functions and programs are grouped to facilitate coordination and control of activities to further the College's mission. The financial structure generally follows this functional organization concept. For specific information, refer to the various organization charts. The information provided below, with the exception of the Office of the President, generally follows the College's chart of accounts structure used by the budget and the general ledger. Individual instructional programs are not included. *Note: Those interested in descriptions of instructional programs and/or classes should refer to the current College Catalog* at
http://www.oakton.edu/about/instpubs/catalog1112.pdf

Education Fund

Office of the President

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

Instructional Administration

Instructional administration encompasses the functions of establishing, conducting, and evaluating the entire instructional program at the College. Responsibilities include reviewing and expanding curricula; managing the articulation process; coordinating academic strategic planning within the College; assessing, developing, and implementing special instructional services to selected students within the general student population (e.g., the Honors Program, Global Studies, Great Books and Alternative Education).

The Office of the Vice President for Academic Affairs is included in the budget category of instructional administration. This office coordinates and implements the functions of instructional administration.

Included in instructional administration are the offices of the four academic deans, each with responsibility for coordinating the instructional program areas assigned to their respective divisions. Activities include providing administrative support to the faculty and classes;

supervising and evaluating faculty performance, training, and professional development; and coordinating, implementing, and reviewing specific classes and disciplines. The academic divisions include Science and Health Careers; Mathematics and Technologies; Languages, Humanities, and the Arts; and Social Sciences and Business.

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

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

Profile – Assessment Goals and Objectives

The "Change Matters" Strategic Plan contains a Strategic Goal and Objective for Academic Excellence stating, "We will uphold the preeminence of academic excellence as the engine that drives College decision-making." One component of this is "Advance the culture of assessment as integral to improving teaching, learning, and student success."

In FY 2011 Oakton Community College completed year three of a four-year membership in the Academy for the Assessment of Student Learning, sponsored by the Higher Learning Commission, the college's accreditor. In year three faculty and administrators built upon earlier success and initiatives and made substantial progress in "building out" our program of General Education Assessment.

There are three major areas of assessment activity at Oakton:

1) Course Assessments: Faculty now have three full years of submitting course assessments for review behind them, and the Assistant Vice President for Academic Affairs has completed her review of them. She has confirmed that faculty have full understanding of the assessment process and that faculty are making changes in their instruction at the course level, based on the analysis of assessment results.

2) Program Assessments: 100% of our subject areas have submitted their program assessments, i.e., reviews of student learning outcomes for their career and technical curricula. The Assistant Vice President has reviewed these, in conjunction with a faculty committee specifically constituted for this purpose, and they have provided analyses and responses to the faculty. A new emphasis this past year has been to include indirect assessments (e.g., student opinions on the value and applicability of the coursework they have completed).

3) General Education: In FY 11 we moved from simply piloting our Gen Ed outcomes to actually measuring them. We completed our first set of measurements for two outcomes of a total of four outcomes. Here are our data:

- 938 Assessments completed
- 440 Assessments (47%) showed students had met the outcome
- 63% Highest Pass rate (for the Critical Reading outcome)
- 16% Lowest Pass rate (for the Information Resources outcome)

These data reveal that we need to make the most significant improvements college-wide in Information Resource skills, and we have developed the following plan to address this need:

1) In FY 12, we are developing and offering extensive faculty training on how to teach and evaluate Information Literacy
2) In FY 13, we will use the exact same instrument to evaluate student performance in Information Resources, and our goal is to realize radical improvement in student pass rates.

In the meantime, we are also expanding our assessments of the other two Gen Ed outcomes, and will have an entirely new set of expanded data for analysis in Summer, 2012.

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

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

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

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

Profile - Changing the Equation
Redesign of All Developmental (ROAD) Math

Changing the Equation is a major program to engage the nation's community colleges in a successful redesign of their remedial/developmental math sequences. Institutions participating in the program will improve student learning outcomes while reducing costs for both students and institutions using the National Center for Academic Transformation's (NCAT) proven redesign methodology. Collectively, these 38 community college redesigns will impact more than 120,000 students annually across the nation.

Oakton and all other participants in Changing the Equation has redesigned its entire developmental math sequence--all sections of all developmental courses offered--using NCAT's Emporium Model and commercially available instructional software. Each redesign has modularized the curriculum, allowing students to progress through the developmental course sequence at a faster pace if possible, spending the appropriate amount of time needed to master the course content. Institutions piloted their redesign plans in spring 2011 and are fully implementing their plans in fall 2011.

During the Spring 2011 semester, sections of developmental mathematics courses that were taught using the redesigned techniques were given equivalent assessment exams to be compared with sections of developmental mathematics courses that were taught using the traditional techniques. Table 1 shows that in 3 out of the 4 levels, students in the redesigned sections scored higher than those students in the traditionally taught courses.

Table 1. Spring 2011 Assessment Results

Course	Method	Number of students	Average Assessment Score	Notes
Prealgebra	Traditional	47	52.5%	
	Redesign	50	58.7%	11.8% increase
Elementary Algebra	Traditional	56	41.2	
	Redesign	42	34.4	17.1% decrease
Elementary Geometry	Traditional	31	63.3	
	Redesign	30	75.4	19.1% increase
Intermediate Algebra	Traditional	77	18.9	
	Redesign	75	39.0	106.8% increase

Strategic Goals:
Improve the success and persistence of all students, especially underprepared students. Reconfigure our classroom environments to better support teaching and learning and to improve comfort. Implement innovations, practices and procedures to contain costs of tuition, textbooks and instructional materials. Explore new external funding sources to supplement existing revenue.

Academic Support
Academic support functions include activities that directly support instruction, but are not instructional per se (e.g., library services, Learning Center, and instructional media services).

Library services include circulating materials; updating and maintaining the library's collection of books, periodicals, and other materials; and classifying all resident reference materials. Library services also include some electronic reference capabilities such as CD-ROM and on-line database searches.

The Learning Center helps students become successful college students and independent lifelong learners. Services provided include the College Success Seminar Series and support and academic accommodations for non-native students. The Learning Center also operates the Reading and Writing Lab, Testing Center, and Tutoring functions.

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

Library and Media Services Administration is responsible for developing, implementing, and coordinating activities within these two functional areas. Of particular importance is the continuing emphasis on implementing technological enhancements to serve the College.

Student Affairs
Student Affairs supports students outside the classroom and enhances and facilitates their personal development within the College community. Functions include Athletics; Enrollment Services; Registrar Services; Student Life; Student Recruitment and Outreach; ASSIST, Student Success and Access, Equity and Diversity office.

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

Profile: Anti-Bias College and Creating Cultural Competencies Goals and Objectives

The "Change Matters" Strategic Plan contains a Strategic Goal and Objective for an Anti-Bias College stating, "We will continue to transform our College's practices, curricula, and ways of engaging with one another in order to overcome racism and other forms of bias."

Over the past few years, Oakton's faculty, staff, and administrators have engaged in conversations to enhance our understanding and appreciation of diversity and to develop strategies to improve the success of Oakton's diversity and anti-bias goals. To that end, Oakton has established the Office of Access, Equity and Diversity and a college-wide Diversity Council charged with identifying strategies that will be implemented to assist Oakton Community College in reaching its strategic goal to become more inclusive and diverse.

The Diversity Council serves as strategic counsel to support the Office of Access, Equity and Diversity. The Office of Access, Equity and Diversity manages and oversees diversity programs and services at the institution. Responsibilities typically include helping to build diverse student, faculty and staff populations, creating opportunities to engage diverse ideas inside and outside of the classroom and providing programs and services that emphasize the importance of a diverse and inclusive campus environment.

Oakton recognizes that being an anti-bias, inclusive and welcoming college are critical components for student success, Oakton implemented the following programs in 2010-2011:

- **From the Oakton Trenches: Stories of Students, Survival, and Success** – A Theatrical Performance - On a daily basis, students face and overcome challenges related to their race, color, creed, religion, national origin, disability, age, marital status, veteran's status, sex, and sexual orientation. Uses dramatic readings featuring real-life student experiences at Oakton. The life experiences of the College's students and the strategies they use to cope, succeed, and survive are uncovered. "From the Oakton Trenches" was performed two times and attended by more than 75 members of the Oakton community.

- **Creating Inclusive Work Environments** – A seminar teaching participants how to create a work environment where everyone is valued and respected. The seminar was presented by Dr. Kathy Obear, President of Alliance for Change, who has over 25 years of experience creating inclusive work environments. This half day seminar was attended by more than 40 Oakton employees.

- **Anti Racism Workshops**-- The College continues pursuit of its goal to be an anti bias institution through sponsorship of Anti-Racism Workshops. Participants explore a common understanding of racism and its individual, institutional and cultural manifestations, begin to apply the common understanding of racism to specific situations within Oakton Community College and explore opportunities

for further education and organizing to dismantle racism and build anti-racist multicultural diversity within Oakton Community College. These workshops are 2 ½ days in length and are conducted by consultants from Crossroads, an Anti Racism Organizing and Training organization. This workshop is held each semester, has 15-20 participants and is currently in its fifth year. More than 300 employees have participated in this workshop.

These programs are in support of one the objectives under the College's anti bias goal. The objective states the College will involve at least 80 percent of full and part-time faculty, staff, administrators and student leaders in anti-bias training. As of the end of FY 2011, 50% of the College's employees have been involved.

During the 2012 fiscal year we will implement additional programs to meet our goal of recruiting and hiring staff and faculty who demonstrate key multicultural competencies to serve the increasingly diverse student population. One of those key programs involves an assessment and analysis of current Oakton faculty search committee practices. The goal of the analysis is to develop and implement training for members of faculty and professional staff search committees to enable them to better identify cultural competencies within candidates. It will result in the new hires possessing core competencies for creating an inclusive campus community for students, community members, and employees.

Focus groups will be used to gather feedback from recent hires and search committee members about the search process, and their suggestions for improvement. Information from the focus groups will be analyzed and synthesized for use in creating the training for members of the faculty search committees being formed for the 2012 year.

Athletics provides opportunities for students to participate in intercollegiate and intramural sports. The College is a member of the NJCAA and Skyway Community College Athletic Conference. (See Auxiliary Enterprises)

Enrollment Services oversees the operations related to enrollment, including admission, registration, and student financial assistance. Key responsibilities include planning and administering the financial aid program and supervising the Enrollment Centers at the Des Plaines and Skokie campuses. The College offers federal, state and institutional financial aid to students. Participation in these financial aid programs enhances the College's ability to provide students entry into higher education. Financial aid may be in the form of a grant, scholarship, loan, or on-campus employment. According to the federal Department of Education, the past two years have seen the largest increases in the history of the federal student aid programs. Record numbers of students are seeking access to funds in order to boost their chances of enrolling in college. Oakton's financial aid data mirrors the national trend. In 2010-11 approximately one-third of its students received some type of financial assistance. The College is aware of the fiduciary responsibilities associated with managing federal and state funds. Each year the work of the financial aid office is audited as part of the federal A-133 audit process. In the last three years, the College has not had any audit findings that have resulted in the need to return federal or state financial aid funds.

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

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

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

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

Student Success oversees academic advising, career services, TRiO, new student orientation, and retention. Student Success collaborates with the Learning Center to identify strategies that connect students with resources to help them be academically successful.

Profile: Student Success Goals and Objectives

A second component of the "Change Matters" Strategic Goal and Objective for Academic Excellence is "Improve the success and persistence of all students, especially underprepared students."

Oakton continues its commitment to establishing the support services necessary to help our students be successful. The Director of Student Success (an administrative position hired in December 2009) works across the College to establish a college-wide approach to supporting students. Because we recognize that orientation and academic advising are critical components for student success, the Director (with administrative responsibilities for orientation and academic advising) implemented a redesigned orientation for new traditional-age students during summer 2010. A significant aspect of this redesign involved assigning new students to an academic advisor who follows them throughout their Oakton career. In FY11, our goal was to have 40% of new, traditional age students attend a new student orientation. We surpassed that goal by having 64% of new, traditional age students attend a new student orientation in the summer prior to the start of fall semester 2010. Students met their advisor at the new student orientation and received regular communication and follow-up advising from the same advisor. Our goal was to have 75% of new traditional-aged students meet with their advisor prior to the start of the spring semester registration - academic advisors were able to meet with 59% of new, traditional age students. Our goal for FY12 is to meet with 65% of new, traditional age students prior to the start of spring semester.

This summer (2011), Oakton's New Student Orientation Board created the Oakton jOURney program. Whereas before Orientation was conceptualized as a one-day session prior to the start of students' first semester, Oakton now approaches orientation as an ongoing process that lasts throughout students' first year. To help students navigate their first year journey, all new traditional age students who participated in summer orientation were issued an Oakton orientation passport. This passport aims to accomplish the following: to provide a list of campus resources, services, programs, and events to complement classroom instruction; to encourage students to build relationships with all members of the campus community; to help students recognize their contributions to the diversity of the College; and to help students understand their role in their own success. Student success related events from across campus are compiled, marketed via a new student newsletter and Facebook page, and new students are invited to participate in

Oakton orientation events throughout their first year. Our goal for FY12 is to have 68% of new, traditional age students attend a new student orientation (summer and early fall) and 25% of these students attend at least 5 Oakton orientation events throughout the year.

To help focus the direction of student success initiatives, Oakton established a college-wide student success working group composed of faculty, staff, and administrators from both academic affairs and student affairs. During the FY11, this group engaged Oakton's faculty, staff, and administrators in conversations to illuminate our understanding of student success, student success measures, and to develop a systematic approach to improving the success of Oakton students in achieving their academic and personal goals. In the coming FY12, the working group's focus will shift from one of cultivating a shared definition of student success to one of action towards and implementation of student success initiatives. To this end, FY12 started off with a college-wide marketing theme entitled "Commit 2 Success" - launched during faculty orientation week and the College breakfast to invite departments and community members to commit to doing 2 things to help students be successful. By the end of FY12, the working group plans to accomplish the following student success initiatives:

1. Implement an on-line orientation program to ensure that on-line and non-traditional students receive the same information presented at the in person orientation sessions.
2. Purchase of and create a time line for implementing an early alert software system so that faculty and staff have a mechanism for informing the Student Success area when they have concerns about a student. The College believes that with early intervention and support, we can help students get "back on track" academically so that they achieve their academic goals.

The entire College Community remains excited about the new initiatives that we are undertaking to increase engagement, persistence and success of Oakton students. For FY11, our goal was to increase fall to spring persistence rates for new, traditional age students to 80% (76% persistence rates for 2009). We fell just short of that with 79% of new, traditional age students persisting from fall to spring. For FY11, our goal was to increase fall to fall persistence rates for these same students to 60% (58% persistence rate for 2009-2010). At this writing, this data set cannot be determined due to fall semester 2011 census day enrollment information not yet being available. For FY12, our goals will remain the same: 80% of new, traditional age students persisting from fall to spring and 60% of new, traditional age students persisting from fall to fall.

In an attempt to increase student preparedness at the high school level, the College will be investing time, energy, and resources on an Early Start to College Success program. This project is designed to support the process of preparing secondary students for college-level academic work, particularly in reading, math, and English. By conducting pre-assessments, providing preparatory workshops and advising, and sponsoring experiences, high school students can better anticipate the challenges (both academic and personal) in the transition to college. Better preparation for college will result

in higher success rates in gateway courses and will likely result in decreases in developmental placements and the time required to complete developmental courses and progress to college level. The Office of Institutional Research will assist with the design of evaluation tools and processes to measure impact on student success and retention.

Recent studies of efforts directed to high school-to-college transition indicate that continuity of college preparation beginning in high school and extending into the first year leads to increased levels of student success. This project will deliver college preparation services to high school students based on plans developed collaboratively by high school staff and Oakton staff. While specific plans will be determined by the teams at each high school in fall 2011, the following list of services are illustrative of those to be included and delivered beginning spring 2012:

- Pre-assessment of skills in reading, math, and English using the same tools that Oakton uses for placement.
- College preparation workshops, focusing on the structure of higher education and expectations of college-level learning
- Overview of Oakton services and programs to support student success
- Workshops and materials for families of potential students to assist with educational planning and family support of students
- Career exploration workshops and presentations
- Presentations by Oakton student ambassadors, BSA members, and/or other student groups to introduce high school students to the student experience at Oakton.
- Speaker(s) on topic(s) related to transitions

By improving students' preparation for placement testing and College coursework, the following outcomes are expected:

- increased enrollment of graduates from the three identified, district high schools
- increased success rates of these students in gateway courses
- higher student satisfaction in the first year with Oakton services
- strengthened relationships with the district high schools
- better alignment between high school preparation for college and college courses

Public Services

Community Programs sponsors services and events for students and other College constituencies. Activities include the annual performance by the Six Piano Ensemble, exhibition openings in the Koehnline Museum of Art, and special programs for Women's and Gender Studies.

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

Community Services coordinates and develops programs and services that meet the needs of the community such as the Emeritus Program and the Oakton Community College Alumni Association.

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

General Administration

General Administration includes those activities devoted to the general regulation, direction, and daily operation of the College. Although not functionally a part of General Administration as such, the Office of the President is budgeted in this program category.

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

The Office of the Vice President for Business and Finance manages the business, finance, and facility areas of the College. The Vice President also serves as the Treasurer of the Board of Trustees and oversees the Budget Office.

Accounting Services is responsible for receiving and disbursing funds and recording the financial transactions of the College. This office provides financial guidance to the various segments of the College community and prepares the *Comprehensive Annual Financial Report.*

Business Services manages the functional business service activities of the College and includes purchasing, shipping and receiving, printing services, Sodexo food service, and the Bookstore.

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

College Advancement serves a dual function: to inform the community about College programs and services and to raise funds through the Educational Foundation for compelling initiatives not supported by the College budget or other grants. In keeping with the College's mission to support "excellence in teaching and learning," College Advancement develops and implements marketing strategies – advertising, direct mail, print and electronic publications, public and media relations, special events, and Web sites – that seek to inform the community about programs and services and encourage participation in them. The office also produces and distributes a variety of publications and sponsors a number of special and fundraising events each year.

General Institutional

The General Institutional category includes costs and activities not readily assignable to other organizational categories or which apply to the institution as a whole. Included are Board of

Trustees costs, Commencement, search committee and Trustee election expenses, and costs associated with preparing for the North Central Association accreditation visit.

The Board of Trustees, elected by the people of District 535, exercise legal control of the College under the laws of the State of Illinois. Trustees set the policies which govern the College, authorize all significant financial transactions, and approve the financial plan.

Institutional Memberships/Accreditation include memberships in professional and educational associations maintained for recognition and accreditation of the institution as a whole.

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

Other institutional expenses include expenses which are distributed throughout the institution but recorded in a central account for budgetary control. Included are a series of accounts recording some fringe benefit expenses and allocation of those expenses to all areas of the College.

The Commencement program records the costs of the Commencement ceremony in May when graduates receive their diplomas and certificates.

Chargebacks and Contingency include the cost of district students attending other community colleges for programs not offered by Oakton. Contingency funds are set aside for unforeseen expenses occurring during the academic year.

Operations and Maintenance of Plant Fund

The Operations and Maintenance of Plant Fund includes activities that maximize the life of the physical facility in an economical manner and provide the facility planning and maintenance management necessary to meet the institutional educational objectives. Also included are building and grounds maintenance. The fund records receipts of rental property and property insurance costs, along with utilities costs such as gas, water, and electricity. The Transportation program maintains and schedules College vehicles for athletic events, field trips, and other College activities. Operations and Housekeeping maintain the cleanliness and sanitation of the campus buildings, a function that directly affects the morale of users, student achievement, and the ability to market the College to potential students and other campus visitors. The Public Safety function also falls into this fund.

Profile: Facilities Master Plan Goals and Objectives

The "Change Matters" Strategic Plan contains a Strategic Goal and Objective for Reinvented Physical Space and Infrastructure containing three components:

- Reconfigure our classroom environments to better support teaching and learning and to improve comfort
- Enhance study, meeting and lounge space to foster community and meet the needs of our students
- Invest in infrastructure maintenance and improvements

In December 2010, Oakton's Board of Trustees approved a Five Year Master Plan for Facilities that will guide the College in replacing aging facilities and improving the campuses to reflect trends in higher education. The core focus of the Master Plan is providing a campus environment to offer students opportunities for success and an improved student experience.

Enhanced facilities will provide a state of the art Science and Health Careers instructional building, flexible and spacious classrooms for all instructional disciplines, student gathering spaces for students to use in a variety of ways outside of the classroom and a single, centralized location to go to for enrollment, registration, advising and counseling and other key student services. Underlying these student focused improvements will be an updated, reliable infrastructure aspect of the Master Plan that will be implemented in a manner consistent with Oakton's commitment to sustainability.

Funding and project budgeting support total projected costs of $68.5 million with the majority of the budget (76.6%) allocated to support student success.

Oakton Facilities Master Plan - Sources and Uses of Funding

Sources of Funding:	
General Obligation Bonds	$40 million
Reserve/Fund Balance	$20 million
Student Reserves and Fees	$3 million
State Grants	$2 million
Federal Grants	$1 million
Private Grants/Foundation Capital Campaign	$2.5 million
Total Funding Required	**$68.5 million**
Uses/Investment of Funding:	
Science and Health Career Building	$39 million
Classroom Upgrades	$3.5 million
Enrollment Center at the Des Plaines Campus	$3.4 million
Student Center/Gathering Space	$1.9 million
Student Related Remodeling	$3.7 million
Infrastructure	$17 million
Total Investment Required	**$68 5 million**

In Spring 2011, Oakton issued $30.1 million of Debt Certificates as the initial step in issuance General Obligations Bonds. Such Bonds were issued in September 2011 and will be used to substantially fund construction of the Science and Health Careers building and bond proceeds were used to repay the Debt Certificates. A more detailed discussion of the bond and other financing strategies is provided in the Capital Expenditures section of this Presentation Budget. Key investments of the Master Plan are as follows:

Science and Health Careers Instructional Building

Over the last 30 years, external factors such as changes in pedagogy, changes in the fields of science and increases in enrollment have compromised the effectiveness of science and health careers teaching spaces. The nature of health career programs and job trends indicating continued demand for such programs result in the need to bring current spaces up to contemporary and emerging standards.

A new Science and Health Careers Instructional Building will be constructed to the east of the Des Plaines campus building. It is anticipated the building will approximate 75,000 to 85,000 square feet with three stories and it will be raised above the flood hazard zone. Site-related work is beginning in the fall of 2011 with ground breaking planned for the spring of 2012 and likely final completion in 2014.

Classrooms

During development of the Master Plan, interviews with Faculty clearly identified improvement opportunities for classrooms on the Des Plaines campus. Ninety-five percent of College credit instruction is offered in traditional face to face classroom settings and the College is committed to providing learning environments that serve the contemporary needs of student and teachers wan will adapt for issues of the future. Issues identified through theses interviews and Oakton's 2008 Classroom Task Force Report included:

- Appropriate space for number of students
- Limited distance from seating to White Board/Projection Screens
- Outdated/Undersized Furniture
- Lighting
- Technology

Space utilization analysis further confirmed the need for larger and differently configured classrooms. Approximately 50 classrooms at the Des Plaines campus will be remodeled in a phased approach over the five-year period of the Master Plan. Technology innovations will be replicated in classrooms on the Ray Hartstein campus.

Classroom rendering with implemented recommendations from the 2008 Classroom Task Force Report

Enrollment Center at the Des Plaines Campus
Every student participates in the enrollment process at Oakton. The Enrollment Center is the physical location that provides integrated student services for admission, advising and counseling, financial aid, registration and records functions. The Enrollment Center needs to be a convenient and welcoming environment for prospective students, current students and community members. Providing a welcoming environment is necessary to creating positive first impressions that will enhance a student's early connections to the College.

This project will incorporate all enrollment functions now scattered across the Des Plaines building into a facility that is similar in organization and function to the successful Enrollment Center at the Ray Hartstein campus.

It is anticipated that the Des Plaines Enrollment Center will be located near the busiest entrance to the College. The Enrollment Center will be a combination of renovation and new construction. This project is currently planned for 2012 and 2013.

Student Gathering Center
Research shows that students who are comfortable in their collegiate environment are more successful. Numerous studies have further demonstrated that students engaged in the life of their College persist to graduation at higher rates. Building a sense of connection and community is challenging on a commuter campus such as Oakton where students lives are full of balancing the responsibilities of work, family and learning.
The objective of this project is to remodel existing space, bring student leadership offices and programs together in a common area, provide informal space for student gathering, adapt student space to technology needs and centralize the opportunity for student engagement in the heart of the Des Plaines campus.

The selected area, across Student Street from the current location of the cafeteria, provides significant continuous space related to Student Life. This space will provide the opportunity to centralize student-related activities that currently take place in a variety of locations. Additionally, this space possesses floor to ceiling windows overlooking Oakton's lake – a view that will further enhance students' positive image of the campus.

This project is currently planned for 2012 and 2013.

Infrastructure Projects
Infrastructure is a major component of the Master Plan. Projects, will occur over the entire Five Year Master Plan time frame and will include site and building envelopes, as well as public and facilities space within the buildings of both the Des Plaines and Ray Hartstein campuses. The project list and individual budgets will be refined as the project scope is developed. Projects are likely to include:

- HVAC Systems
- Roofs
- Telephone System and WiFi/Cell Phone Access
- Washrooms and Gym Locker Room
- Lower Level Remodeling
- Parking Lot and Road Improvements
- Building Envelopes – Masonry and Windows
- Interior Finishes at all corridors
- Remodeling vacated spaces
- Courtyard pavement replacement

Professional Partners
Oakton has engaged Legat Architects to lead in the implementation of key components of the Master Plan, including the Science and Health Careers Instructional Building, Classroom Remodeling, Enrollment Center at the Des Plaines campus and the Student Gathering Center. Beginning in November 2009 Legat Architects assisted the College in developing the Master Plan, working closely with numerous College stakeholders including Board members, students, faculty, staff, administrators, the Educational Foundation President and the community. Legat Architects successfully completed this project on time and on budget accumulating a great deal of critical institutional knowledge during this process. In designing the Science and Health Careers Instructional Building, Legat Architects will be joined by consulting architects Harley Ellis Deveraux. Recently, Harley Ellis Deveraux has utilized their science lab expertise in projects at San Diego City College, Wayne State University, Baylor University, University of Michigan and University of Cincinnati.

Auxiliary Enterprises Fund

The Auxiliary Enterprises Fund encompasses those programs other than instruction which charge a fee for the use of the services or products or which engage in buying and selling as intrinsic activities. Programs include the Alliance for Lifelong Learning, Bookstore, Business Institute, Copy Center, Early Childhood Education Centers, Information Technology, Intercollegiate Athletics, and Telecommunications.

The Alliance for Lifelong Learning, a joint program, operates under an agreement between Oakton Community College District 535, Evanston Township High School District 202, Maine Township High School District 207, Niles Township High School District 219, and Northfield Township High School District 225. The Alliance serves the community by offering conveniently scheduled non-credit courses, and other educationally and culturally enriching activities such as seminars, symposiums, workshops, concerts, and films. As required by state law, Alliance's revenues and expenditures are both included in Oakton's budget because the College is, by agreement, the Administrative District for Alliance.

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

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

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

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

Information Technology encompasses all aspects of computer support and services throughout the institution. Academic services include developing and implementing the institutional academic computing plan, training faculty in academic computing areas, and assisting in developing technological enhancements for the instructional curricula.

This area also installs, staffs, supervises, and maintains the academic computing network and computer labs. Administrative services support the operation of the College's non-academic functions by providing hardware, software, and technical expertise with both local area network and mainframe services.

Intercollegiate Athletics promotes the total development of the individual by providing the opportunity to participate in a comprehensive athletics program. Student athletes learn to exercise leadership, cooperation, and fair play – all valuable assets in today's global society. The Fitness Center also is a part of this program.

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

Other programs included under Auxiliary Enterprises are the employee computer purchase plan, teleconferencing productions, and miscellaneous small programs. Each has a very specific purpose and narrowly defined program definition.

Notes

OAKTON COMMUNITY COLLEGE

Community College District No. 535

Degrees and Certificates Awarded by the College

ASSOCIATE DEGREES

Associate in Arts
Associate in Science
Associate of Science in Engineering
Associate in Fine Arts - Music
Associate in Fine Arts - Art
Associate of Arts in Teaching - Secondary Mathematics
Associate of Arts in Teaching - Special Education
Associate of Arts in Teaching - Early Childhood Education

While Oakton does not offer specific majors within the associate in arts degree, courses from the following disciplines can be selected to satisfy the elective education requirements according to each student's interest and intended major at the bachelor's degree level.

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

Associate in Applied Science

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

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

CERTIFICATES

A+ Computer Diagnostic Specialist
Accounting Associate
Administrative Assistant
Advanced Early Childhood Education
Advanced Infant Toddler
Advanced Substance Abuse Counseling
Advanced Web Site Development
Animation and Multimedia
Applied Business
Aseptic Pharmaceutical Preparations
Automation and Controls
Automotive Service Excellence
Automotive Technology (Apprenticeship)
Basic Early Childhood Education
Basic Infant Toddler
Basic Nurse Assistant Training (BNAT)
Basics of Fire Fighting
Bookkeeping
Business Marketing
CAD Interior Design
Cisco Certified Network Associate (CCNA)
CNC/CAM Programming
CNC Operations and Programming Preparation
Commercial Buildings Energy Systems
Computer-Aided Design
Computer Programmer
Computer Technology
Computer User
Customer Service
Desktop Publishing Professional
Desktop Publishing Specialist
e-Business
Early Childhood Education Administration
Electronics Computer Technician
Electronics Technology
Emergency Medical Technician-Paramedic
Executive Support Specialist
Facilities Energy Systems Technology
Facilities Management
Financial Services/Investment Analysis
Fire Science Technology
General Design
Global Business
Global Business Technical
Green Marketing Preparation
Home/Office Technology Integrator
Horticultural Therapy
Human Resource Specialist
Human Services
Income Tax Preparation
Industrial/Commercial Electrical Maintenance
Industrial Design Engineering
Internet and Computer Core (IC^3)
Law Enforcement
Leadership Excellence
Management of Information Systems (MIS)
Management and Supervision
Manufacturing Technology
Marketing Communications
Marketing Management
Mechanical Design/CAD
Medical Billing
Medical Coding
Medical Office Management
Microsoft Office Specialist
Microsoft Office Specialist Excel Expert
Microsoft Office Specialist MCAS
Microsoft Office Specialist Word Expert
Microsoft Project Management Preparation
Network Security
Network Security Administrator
Nursing Practice Review
Office Information Processing Specialist
Oracle Database Administrator (DBA)
Paralegal Studies
Paraprofessional Educator
PC Support Specialist
Person-Centered Elder Support
Pharmacy Technician
Phlebotomy
Photography
Preparatory Substance Abuse Counseling
Professional Accounting - CPA Preparation
Professional Selling Skills
Public Relations
Residential Comfort Control
Residential Comfort Systems Installer
Small Business Marketing
Stationary Engineer License Preparation
UNIX
Visual Basic Programmer
Web - Based Course Developer
Web Graphic Page Design
Web Site Developer
Web Site Support and Maintenance
Windows Certified Enterprise Administrator
Windows Desktop Support Technician
Windows Server Administration
Windows Support Technician

Adoption of Resolution Setting Forth Tax Levies for 2010

This Resolution sets forth the levy recommended at the October 26, 2010, Board meeting.

President's Recommendation:

That the Board adopt the following resolution:

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

SECTION 1; That the sum of Thirty-three Million and Five Hundred Seventy-Five Thousand Dollars ($33,575,000) be levied as a tax for Educational purposes; and the sum of Seven Million Five Hundred Thousand Dollars ($7,500,000) be levied as a tax for Operations and Maintenance purposes; and the sum of Seven Hundred Thousand Dollars ($700,000) be levied as a special tax for Local Governmental and Governmental Employees Tort Immunity Act purposes; and the sum of One Hundred Dollars ($100) be levied as a special tax for Social Security and Medicare purposes; and the sum of One Hundred Thousand Dollars ($100,000) be levied as a special tax for Financial Audit purposes on the equalized assessed value of the taxable property of Community College District 535, County of Cook and State of Illinois, for the year 2010 to be collected in the year 2011**.**

SECTION 2: That the Secretary of the Board of Trustees of Community College District 535, County of Cook and State of Illinois, is hereby authorized and directed to file a Certificate of Levy in substantially the form that is attached hereto with the County Clerk of Cook County, Illinois, on or before the last Tuesday of December 2010.

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

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

Adopted this 14th day of December, A.D. 2010

AYES: Dr. George Alexopoulos
Ms. Ann E. Tennes
Mr. Jody Wadhwa
Dr. Joan DiLeonardi
Mr. William R. Jackson, Jr.
Ms. Sharon Rossmark
Mr. William Stafford

NAYS:

ABSENT:

Chairman, Dr. George G. Alexopoulos
Board of Trustees
Community College District 535

ATTEST:

Secretary, Jody Wadhwa
Board of Trustees
Community College District 535

CERTIFICATE OF TAX LEVY

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

We hereby certify that we require:

the sum of *$ 33,575,000.00* to be levied as a tax for educational purposes (110 ILCS 805/3-1), and
the sum of *$ 7,500,000.00* to be levied as a tax for operations and maintenance purposes (110 ILCS 805/3-1), and
the sum of *$ 700,000.00* to be levied as a special tax for purposes of the Local Governmental and Governmental Employees Tort Immunity Act (745 ILCS 10/9-107), and, and
the sum of *$100.00* to be levied as a special tax for Social Security and Medicare insurance purposes (40 ILCS 5/21-110 and 5/21-110.1), and
the sum of *$ 100,000.00* to be levied as a special tax for financial audit purposes (50 ILCS 310/9), on the taxable property of our community college district for the year 2010.

Signed this 14th *day of December 2010.*

Secretary of the Board of Said Community College District

Chair of the Board of Said Community College District

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

Number of bond issues of said community college which have not been paid in full: *none (0).*

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

(DETACH AND RETURN TO COMMUNITY COLLEGE DISTRICT)

This is to certify that the Certificate of Tax Levy for Community College District Number 535, County of Cook and State of Illinois, on the equalized assessed value of all taxable property of said community college district for the year 2010 was filed in the office of the County Clerk of this county on _____, 2010.

In addition to an extension of taxes authorized by levies made by the board of said community college district, an additional extension will be made, as authorized by resolutions on file in this office, to provide funds to retire bonds and pay interest thereon. The total amount, as approved in the original resolution, for said purpose for the year 2010 is $_____.

County Clerk

Date

County

STATE OF ILLINOIS)
)SS
COUNTY OF COOK)

CERTIFICATE OF COMPLIANCE
WITH THE
TRUTH IN TAXATION LAW

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

I do further certify that the Board of Trustees of said district adopted an "Approval of Estimate of Levy for 2010" at a regularly convened meeting held on the 26th day of October, 2010, said date being at least 20 days preceding the adoption of the aggregate tax levy of the district; and

I do further certify that the estimated amount of taxes necessary to be levied for the year 2010, and the aggregate levy of the district for 2010 as adopted, did not exceed 105% of the amount of taxes extended or estimated to be extended, exclusive of election costs and bond and interest costs, and including any amount abated prior to such extension, upon the levy of the district for 2010, such that the provisions of sections 18-65 through 18-85 of the *Truth in Taxation Law* were not applicable to the adoption of said 2010 aggregate levy.

DATED this 14th day of December, 2010.

Chairman, Dr. George G. Alexopoulos
Board of Trustees
Community College District 535
County of Cook and State of Illinois

Subscribed and sworn to before me this fourteenth day of December, 2010.

Notary Public

"OFFICIAL SEAL"
EILEEN CUKIERSKI
Notary Public, State of Illinois
Commission No. 644047
My Commission Expires 03-23-2014

RESOLUTION OF THE BOARD OF TRUSTEES OF
COMMUNITY COLLEGE DISTRICT 535, COUNTY OF COOK
AND STATE OF ILLINOIS, ADOPTING THE BUDGET FOR THE
FISCAL YEAR BEGINNING JULY 1, 2011 AND ENDING JUNE 30, 2012

WHEREAS, on May 26, 2011, the College administration and the Treasurer of the BOARD made such tentative budget as prepared by them conveniently available to the public for inspection for at least thirty days prior to final action thereon; and

WHEREAS, on June 28, 2011, a public hearing was held by the BOARD as to such tentative budget, notice of said hearing having been given at least thirty days prior thereto by publication in a newspaper published in the District, and all other legal requirements having been complied with;

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

That the final budget in the form attached hereto which contains an estimate of the amounts available in each fund, separately, and of expenditures from each, and which the BOARD deems necessary to defray all necessary expenses and liabilities of such District for the fiscal year, be and the same hereby is adopted as the budget of this District for the fiscal year beginning July 1, 2011, and ending June 30, 2012.

ADOPTED this 28th day of June, A.D. 2011

AYES	Dr. DiLeonardi	NAYS	
	Ms. Tennes		
	Mr. Stafford		
	Dr. Alexopoulos		
	Mr. Jackson		
	Ms. Harada		
	Mr. Wadhwa		
	Ms. Farugia - advisory vote		
ABSENT			

Ann E. Tennes, Chairman
Board of Trustees
Community College District 535

ATTEST:

William R. Jackson, Jr. Secretary
Board of Trustees
Community College District 535

STATE OF ILLINOIS)
)SS
COUNTY OF COOK)

CERTIFICATE

I, William R. Jackson, Jr., certify that I am the duly elected, qualified and Secretary of the Board of Trustees of Community College District 535, County of Cook and State of Illinois, and that in such capacity I am the keeper of the records and seal of the said BOARD.

I further certify that attached hereto is a true and complete copy of that resolution entitled:

RESOLUTION OF THE BOARD OF TRUSTEES OF
COMMUNITY COLLEGE DISTRICT 535, COUNTY OF COOK
AND STATE OF ILLINOIS, ADOPTING THE BUDGET FOR THE
FISCAL YEAR BEGINNING JULY 1, 2011, AND ENDING JUNE 30, 2012,

which Resolution was adopted at a duly convened meeting of said BOARD held on June 28, 2011, upon the motion of

Trustee Stafford, which motion was seconded by

Trustee Jackson, and the vote on such motion was as follows:

Ms. Ann E. Tennes, Chairman	Aye
Dr. George G. Alexopoulos	Aye
Dr. Joan W. DiLeonardi	Aye
Ms. Patricia N. Harada	Aye
Mr. William R. Jackson, Jr.	Aye
Mr. William Stafford	Aye
Mr. Jody Wadhwa	Aye
Ms. Angeline Farugia, Student Trustee	Aye

Dated at Des Plaines, Illinois, this 28th day of June, 2011.

"OFFICIAL SEAL"
EILEEN CUKIERSKI
Notary Public, State of Illinois
Commission No. 644047
My Commission Expires 03-23-2014

[SEAL]

Mr. William R. Jackson, Jr., Secretary
Board of Trustees of Community College District 535,
County of Cook and State of Illinois

OAKTON COMMUNITY COLLEGE

Community College District No. 535

LAND USE SUMMARY

The following information details the combined land use for both campus sites of the College. Of special note is the Prairie Project. The Forest Preserve District of Cook County, with the aid of Sierra Club volunteers, College employees, Students and other friends, are working on the restoration of this 100+ year old natural prairie land. Oakton students have the fortunate use of these lands for some of the courses offered at the College.

Educational Areas		Total Campus Acreage
Buildings and Attached Structures		8
Physical Education and Athletic Fields		30
Other Instructional Areas		62
Experimental Plots	(Prairie)	1.7
Sub-Total		**101.7**

Other Areas		
Landscaped Grounds		24.5
Parking Lots		31.8
Total Number of On-Campus Parking Spaces	3,029	
Roadways		7
Retention Pond and Drainage		27
Sub-Total		**90.3**
Total Acres		**192**
Number of Acres Reimbursed or Acquired by the State		147

NEIGHBORING COMMUNITY COLLEGE DISTRICTS

District 535
and
Surrounding Area

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

OAKTON COMMUNITY COLLEGE
Community College District No. 535

OAKTON COMMUNITY COLLEGE
Community College District No. 535

Ray Hartstein Campus

GLOSSARY

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

ACADEMIC PROGRAMS (See PROGRAMS)

ACADEMIC SUPPORT (See PROGRAMS)

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

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

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

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

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

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

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

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

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

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

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

AUDIT FUND (See FUND)

AUXILIARY ENTERPRISES FUND (See FUND)

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

BOND AND INTEREST FUND (See FUND)

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

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

BUILDING BOND PROCEEDS FUND (See FUND)

CASH (See REVENUES)

CAPITAL EQUIPMENT (See OBJECT)

CONFERENCE AND MEETING EXPENSES (See OBJECT)

CONTINGENCY (See OBJECT)

CONTRACTUAL SERVICES (See OBJECT)

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

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

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

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

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

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

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

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

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

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

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

DEFERRED REVENUES Deferred revenues are those monies or entitlements which have been recognized as revenues but have not been received and are therefore not available for use. (See MODIFIED ACCRUAL BASIS ACCOUNTING)

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

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

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

EDUCATION FUND (See FUND)

EMPLOYEE BENEFITS (See OBJECT)

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

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

FACILITIES REVENUE (See REVENUES)

FEDERAL GOVERNMENT SOURCES (See REVENUES)

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

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

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

FIXED CHARGES (See OBJECT)

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

FUND A fund is an accounting entity with a self-balancing set of accounts for recording assets, liabilities, a fund balance, and changes in the fund balance. Separate accounts are maintained for each fund to insure observance of limitations and restrictions placed on the use of resources. For accounting and reporting purposes, funds of similar characteristics may be combined into fund groups. Funds are established and organized for budgeting, accounting, and reporting purposes in accordance with activities and objectives as specified by donors of resources, in accordance with regulations, restrictions, or limitations imposed by sources outside the College, or in accordance with directions issued by the Board of Trustees. The funds are listed by fund number.

EDUCATION FUND **(Fund 01)**
The Education 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 and equipment; library books and materials; maintenance of instructional and administrative equipment; and other costs pertaining to the educational program of the college. The local board of trustees may make a determination within the budget for the distribution of unrestricted revenues other than local property taxes among the operating funds, i.e., the Education Fund and the Operations and Maintenance Fund. Oakton's currently authorized maximum rate is seventeen and one-half cents per $100. Increases in the local maximum rate must be approved by the electorate of the college district.

OPERATIONS AND MAINTENANCE FUND **(Fund 02)**
The Operations and Maintenance Fund is used to account for expenditures 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; rental of buildings and property for community college purposes; salaries of janitors, engineers, or other custodial employees; all costs of fuel, lights, gas, water, telephone service, custodial supplies, and equipment; and professional surveys of the condition of college buildings. The statutory maximum tax rate is set at ten cents per $100 of equalized assessed valuation for community college districts in cities with less than 500,000 inhabitants. Oakton's currently authorized maximum rate is five cents per $100.

OPERATIONS AND MAINTENANCE FUND (Restricted) **(Fund 03)**
The Operations and Maintenance Fund (Restricted) fund is used to account for monies restricted for building purposes and site acquisition. This fund is also referred to as the Site and Construction Fund. Life Safety revenues and expenditures are recorded in this fund.

BOND AND INTEREST FUND **(Fund 04)**
The Bond and Interest Fund is used to account for payment of principal, interest, and related charges on any outstanding bonds. Debt service for each bond issue must be accounted for separately using a group of self-balancing accounts within the fund.

AUXILIARY ENTERPRISES FUND **(Fund 05)**
The Auxiliary Enterprises Fund accounts for college services where a fee is charged to students/staff. Each enterprise/service should be accounted for separately using a group of self-balancing accounts within the fund. Examples of accounts in this fund include food service, bookstore, and intercollegiate athletics. Only monies over which the institution has complete control should be included in this fund.

RESTRICTED PURPOSES FUND **(Fund 06)**
The Restricted Purposes Fund is used for the purpose of accounting for monies that have restrictions regarding their use. Each specific grant or project should be accounted for separately using a complete group of self-balancing accounts within the fund. ICCB grants which should be accounted for in this fund include the Workforce Development Grant.

WORKING CASH FUND **(Fund 07)**
The Working Cash Fund is used to enable the district to have on hand at all times sufficient cash to meet the demands of ordinary and necessary expenditures. This fund is used to account for the proceeds of working cash bonds. By making temporary transfers, the Working Cash Fund is used as a source of working capital by other funds. Such transfers assist operating funds in meeting demands during periods of temporary low cash balances. Payment for the principal or interest of working cash bonds should be made from the Bond and Interest Fund.

GENERAL FIXED ASSETS ACCOUNT GROUP **(Fund 08)**
The General Fixed Assets Account Group is used to record the value of plant assets.

GENERAL LONG-TERM DEBT ACCOUNT GROUP **(Fund 09)**
The General Long-term Debt Account Group is used to record long-term liabilities.

TRUST AND AGENCY FUND **(Fund 10)**
The Trust and Agency Fund is used to receive and hold funds when the college serves as a custodian or fiscal agent for another body. The funds are not subject to College control and the College has no fiscal stake in them other than accounting accuracy.

AUDIT FUND **(Fund 11)**
The Audit Fund is used for recording the payment of auditing expenses. The audit tax levy is recorded in this fund and monies in this fund should be used only for the payment of auditing expenses.

LIABILITY, PROTECTION, AND SETTLEMENT FUND **(Fund 12)**
Tort liability, property insurance, unemployment insurance, and worker's compensation levies should be recorded in this fund. Monies in this fund, including interest earned on the assets of the fund, should be used for payment of tort liability property, unemployment, or worker's compensation insurance or claims.

BUILDING BOND PROCEEDS FUND **(Fund 13)**
Proceeds from construction bonds may be recorded in the Building Bond Proceeds Fund. Expenditures are governed by the districts building bond indenture(s). The College has no building bond debt and therefore does not use this fund.

PUBLIC BUILDING COMMISSION RENTAL FUND **(Fund 14)**
PUBLIC BUILDING COMMISSION OPERATIONS AND MAINTENANCE FUND **(Fund 15)**
The College has no facilities built by the Public Building Commission and therefore does not use either of the Public Building Commission funds.

SOCIAL SECURITY/MEDICARE FUND **(Fund 18)**
This fund was set up to insure discrete accounting in the general ledger for tax levy revenues levied for social security and Medicare purposes and to discriminate more easily associated fund balances associated therewith. For almost all reporting purposes it is combined with Fund 12.

INVESTMENT POOL FUND **(Fund 19)**
This fund accounts for all of the transactions involving the College's investments. At the close of each accounting period accrued interest is allocated to each of the several funds on the basis of its fund balance. This is a shadow fund established to make accounting for the College's investment instruments easier and more flexible. It is not an ICCB reportable fund and is not a budgeted fund.

LOAN FUND **(Fund 20)**
The Loan Fund accounts for all transactions involving student loans. It is a separate reported element in the CAFR and is combined with restricted purpose funds for most other purposes. It is not a budgeted fund and is not separately reported to the ICCB.

FUND EQUITY The fund equity is the balance of a fund after all liabilities have been deducted from the assets of the fund.

GENERAL ADMINISTRATION (See PROGRAM)

GENERAL MATERIALS AND SUPPLIES (See OBJECT)

INDEPENDENT OPERATIONS (See AUXILIARY ENTERPRISES FUND)

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

INSTRUCTIONAL ADMINISTRATION (See PROGRAM)

INSTITUTIONAL SUPPORT (See PROGRAM)

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

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

INTERNAL CONTROL The purpose of internal control is to safeguard the use of public funds and to protect the public trust on behalf of the College. Internal controls are those activities and

organizational preparations designed to insure effective accounting control over assets, liabilities, revenues, expenditures and any other activities associated with the finance and accounting actions of the College. Some of the precautions instituted by internal control are insuring that no single individual can perform a complete cycle of financial operations and that procedures of the finance and accounting system are specific and monitored. Internal control also requires designated levels of authorization for all actions under the system.

INVESTMENT POOL FUND (See FUND)

INVESTMENT REVENUE (See REVENUES)

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

LOAN FUND (See FUND)

LOCAL GOVERNMENT SOURCES (See REVENUES)

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

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

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

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

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

CAPITAL EQUIPMENT Also termed capital outlay, the capital equipment object group includes site acquisition and improvement, office equipment, instructional equipment, and service equipment. Generally expenditures in this category cost more than $10,000 and would not normally be purchased from general materials and supplies. Vehicles, computer servers and related equipment, and laboratory equipment would be typical examples of items included in this category.

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

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

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

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

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

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

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

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

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

ORGANIZED RESEARCH (See PROGRAM)

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

OPERATION AND MAINTENANCE FUND (See FUND)

OPERATION AND MAINTENANCE FUND (Restricted) (See FUND)

OPERATION AND MAINTENANCE OF PLANT (See PROGRAM)

OTHER EXPENDITURES (See OBJECT)

OTHER REVENUES (See REVENUES)

PROGRAM A program is defined as a level in the program classification structure hierarchy representing the collection of program elements serving a common set of objectives that reflect the major institutional missions and related support objectives. The program classification structure,

established by the ICCB, is a means of identifying and organizing the activities of the College in a program-oriented manner. Examples of programs are biology, nursing, and academic support.

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

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

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

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

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

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

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

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

STUDENT SERVICES Student services include those activities which provide direct support services to students other than academic support services. These activities include registration and records, financial aid, counseling, placement testing, career placement assistance, health services, and student activities.

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

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

PUBLIC BUILDING COMMISSION OPERATIONS AND MAINTENANCE FUND (See FUND)

PUBLIC BUILDING COMMISSION RENTAL FUND (See FUND)

PUBLIC SERVICE (See PROGRAM)

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

RETIREES HEALTH INSURANCE GRANT The state retirees health insurance grant is provided to fund part of the health insurance costs for certain qualifying College retirees.

REVENUES

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

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

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

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

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

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

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

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

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

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

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

SALARIES (See OBJECT)

SALES AND SERVICE FEES (See REVENUES)

STATE GOVERNMENT SOURCES (See REVENUES)

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

STUDENT SERVICES (See PROGRAM)

STUDENT TUITION AND FEES (See REVENUES)

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

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

TRUST AND AGENCY FUND (See FUND)

UTILITIES (See OBJECT)

WORKING CASH FUND (See FUND)

ACRONYMS

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

OAKTON COMMUNITY COLLEGE
Community College District No. 535

Acknowledgments

The Budget Office would like to thank the following people without whose assistance, this document would not have been possible:

(in no particular order)

Peg Lee
Amy Zumfelde
Barbara Rizzo
Bea Cornelissen
Bruce Bennett, ICCB
Bruce Oates
Carl Costanza
Cheryl Warmann
Dennis Nolan
Valerie Green
Joan Phillips
Linda Korbel
Lynn Seinfeld
Marie DeMar
Patricia Porter-Coleman
Marilyn Davis
Nancy Sidlin
Nancy Prendergast
Raul Garcia
Susan Kruczinski
Trudy Bers
Carlee Drummer
Vicki Bialek
Thomas Hamel
Gregory James
Joianne Smith
Robyn Bailey
Faina Vilk
Joe Cirone
Aneta Tamraz
Robert Sompolski
D. Arnie Oudenhoven
Sebastian Contreras, Jr.
Jamie Petersen

Karen Epps and Sandy Huffman