



C A R L  
S A N D B U R G  
C O L L E G E

ILLINOIS COMMUNITY COLLEGE DISTRICT 518  
GALESBURG, ILLINOIS  
[www.sandburg.edu](http://www.sandburg.edu)

**JULY 1, 2017 – JUNE 30, 2018**  
**BUDGET**

---

**Educational &  
Financial Plan**

**CARL SANDBURG COLLEGE**  
**Budget for Fiscal Year 2018**  
**Table of Contents**

<b>I. Strategic Forecast</b> .....	1
Executive Summary .....	2
Organizational Summary.....	3
Background.....	3
Strategic Plan 2015-2018 .....	4
Strategic Planning Process .....	4
Mission Statement .....	4
Core Values .....	4
Vision Statement.....	4
Strategic Planning Principles.....	5
Five Strategic Questions to Answer.....	5
Strategic Plan Components.....	5
Ultimate Question.....	5
Process Design ( <i>pyramid graph</i> ) .....	6
Environmental Scan .....	7
The Reality .....	7
What Can We Do?.....	7
Short Term.....	7
Long Term.....	7
Principal Employers ( <i>chart</i> ).....	8
District Population ( <i>graph</i> ).....	9
District Median Age ( <i>graph</i> ) .....	9
Median Household Income ( <i>graph</i> ) .....	10
% of Person 25 years+ with Bachelor’s degree or higher ( <i>graph</i> ) .....	10
SWOT Analysis.....	11
Strengths .....	11
Weaknesses.....	11
Opportunities .....	11
Threats .....	11
Strategic Priorities .....	12
Student Access and Success .....	12
Teaching and Learning .....	12
Community Alliances .....	12
Operational Sustainability and Excellence .....	12
Long Range Financial Forecast.....	13
General Funds Projected Fund Balance.....	13
Fund Balance – General Funds ( <i>graph</i> ) .....	14
General Funds-Projected Changes in Fund Balance ( <i>graph</i> ) .....	14
Projected Fund Balance-General Fund ( <i>graph</i> ).....	15
Budget Development.....	15
Significant Financial and Demographic Changes .....	15
Revenue .....	16
Revenue Sources ( <i>graph</i> ) .....	16
General Funds Revenue by Source ( <i>graph</i> ).....	16
Tax Based Trends.....	17
Property Taxes – EAV ( <i>chart</i> ) .....	17
General Funds Revenue – Local ( <i>graph</i> ) .....	17
State Revenue.....	18
General Funds Revenue – State ( <i>graph</i> ).....	18
Tuition and Fee Revenues .....	19
General Funds Revenue – Tuition & Fees ( <i>graph</i> ) .....	19
Surrounding Community College Tuition Rates ( <i>graph</i> ).....	19
Expenditures.....	20
Total General Funds Expenditures ( <i>graph</i> ).....	20

General Funds Expenditures Cost per Credit Hour <i>(chart)</i> .....	20
Projected General Funds Expenditures.....	21
General Funds Expenditures - Instruction <i>(graph)</i> .....	21
General Funds Expenditures - Academic Support <i>(graph)</i> .....	21
General Funds Expenditures - Student Services <i>(graph)</i> .....	22
General Funds Expenditures - Public Services <i>(graph)</i> .....	22
General Funds Expenditures - Operations and Maintenance of Plant <i>(graph)</i> .....	22
General Funds Expenditures - Institutional Support <i>(graph)</i> .....	23
Student Enrollment Trends.....	23
Enrollment Data.....	24
Certified Credit Hour Enrollment Trend <i>(graph)</i> .....	24
Performance Rates FY 2014-2016 <i>(graph)</i> .....	24
FTFTDS Persistence Rate <i>(graphs)</i> .....	25
FTFTDS Retention Rate <i>(graphs)</i> .....	26
Personnel Resource Allocations.....	27
Personnel FY 2018 <i>(graph)</i> .....	27
Personnel Resource Allocations Four Year Comparison <i>(chart)</i> .....	28
Employee Headcount <i>(graph)</i> .....	29
Personnel Resources.....	29
Acknowledgements.....	30
<b>II. Resource Allocation</b> .....	<b>31</b>
Budget Development.....	32
Major Programs.....	32
Instruction.....	32
Academic Support.....	32
Student Services.....	32
Public Service/Continuing Education.....	32
Auxiliary.....	32
Operation and Maintenance of Plant.....	32
Institutional Support.....	32
Use of Funds.....	33
Challenges.....	35
Strategic Priorities.....	36
Student Access and Success.....	36
Teaching and Learning.....	36
Community Alliances.....	36
Operational Sustainability and Excellence.....	36
Institutional Key Performance Indicators.....	37
Student Access and Success.....	37
Teaching and Learning.....	37
Community Alliances.....	37
Operational Sustainability and Excellence.....	37
Student Access and Success.....	38
Dual Credit Experiment.....	38
Teaching and Learning.....	39
Pod classroom <i>(picture)</i> .....	39
Operational Sustainability and Excellence.....	39
Telepresence Robot <i>(picture)</i> .....	40
One Button Studio <i>(picture)</i> .....	40
Summary of All Funds FY 2015-2021 <i>(chart)</i> .....	41
Summary of Fiscal Year 2018 Final Budget by Fund Type <i>(chart)</i> .....	42
Financial Section.....	43
Overall Budget Summary.....	43
General Funds.....	44
General Funds Revenue Budget.....	44
Education Fund.....	44
Operations and Maintenance Fund.....	44
General Funds-Projected Changes in Fund Balance <i>(chart)</i> .....	44

General Funds-Projected Changes in Fund Balance (graph).....	45
General Funds Revenue Seven Year Comparison.....	45
General Funds Revenue FY 2015-2021(graph).....	45
General Funds Expenditures FY 2015-2021 (graph).....	46
General Funds Revenue-Local Government (graph).....	46
General Funds Revenue-State Government (graph).....	47
General Funds Revenue-Tuition and Fees (graph).....	47
General Funds Revenues-Other Sources (graph).....	47
General Funds Expenditures-Instruction (graph).....	48
General Funds Expenditures-Academic Support (graph).....	48
General Funds Expenditures-Student Services (graph).....	48
General Funds Expenditures-Public Services (graph).....	49
General Funds Expenditures-O/M of Plant (graph).....	49
General Funds Expenditures-Institutional Support (graph).....	49
FY 2018 % of Total General Fund Revenue by Source (pie chart).....	50
FY 2018 % of Total General Fund Expenditures by Program (pie chart).....	50
FY 2018 % of Total General Fund Expenditures by Object (pie chart).....	51
General Funds Revenue Fiscal Year 2015-2021 (chart).....	52
General Funds Expenditures Fiscal Year 2015-2021 (chart).....	53
Education Fund-Projected Fund Balance (chart).....	54
Projected Fund Balance-Education Fund (graph).....	54
Education Fund Revenue and Expenditures Seven Year Comparison.....	55
Education Fund Revenues FY 2015-2021 (graph).....	55
Education Fund Expenditures FY 2015-2021 (graph).....	55
Education Fund Revenue Fiscal Year 2015-2021 (chart).....	56
Education Fund Expenditures Fiscal Year 2015-2021 (chart).....	57
Operations and Maintenance Fund-Projected Fund Balance (chart).....	58
Projected Fund Balance-O&M Fund (graph).....	58
Operations and Maintenance Fund Revenue and Expenditures Seven Year Comparison.....	59
Operations and Maintenance Fund Revenue FY 2015-2021 (graph).....	59
Operations and Maintenance Fund Expenditures FY 2015-2021 (graph).....	59
Operations and Maintenance Fund Revenue Fiscal Year 2015-2021 (chart).....	60
Operations and Maintenance Fund Expenditures Fiscal Year 2015-2021 (chart).....	61
Special Revenue Funds.....	62
Special Revenue Funds Revenue.....	62
Audit Fund.....	62
Liability, Protection, and Settlement Fund.....	62
Quasi-Endowment “SILO” Fund.....	62
Special Revenue Funds-Projected Changes in Fund Balance (chart).....	63
Projected Fund Balance-Special Revenue Funds (graph).....	63
Special Revenue Funds Revenue and Expenditures Seven Year Comparison.....	64
Special Revenue Funds Revenues FY 2015-2021 (graph).....	64
Special Revenue Funds Expenditures FY 2015-2021 (graph).....	64
FY 2018 % of Total Special Revenue Fund Revenue by Source (graph).....	65
FY 2018 % of Total Special Revenue Fund Expenditures by Program (graph).....	65
FY 2018 % of Total Special Revenue Fund Expenditures by Object (graph).....	65
Special Revenue Funds Revenue Fiscal Year 2015-2021 (chart).....	66
Special Revenue Funds Expenditures Fiscal Year 2015-2021 (chart).....	67
Audit Fund-Projected Fund Balance (chart).....	68
Projected Fund Balance-Audit Fund (graph).....	68
Audit Fund Revenue and Expenditures Seven Year Comparison.....	69
Audit Fund Revenues and Expenditures FY 2015-2021 (graph).....	69
Audit Fund Revenues and Expenditures Fiscal Year 2015-2021 (chart).....	69
LP&S Fund-Projected Fund Balance (chart).....	70
Projected Fund Balance-LP&S Fund (graph).....	70
Liability, Protection, and Settlement Fund Seven Year Comparison.....	71
LP&S Fund Revenues and Expenditures FY 2015-2021 (graph).....	71
LP&S Fund Revenues and Expenditures Fiscal Year 2015-2021 (chart).....	71
Quasi-Endowment “SILO” Fund-Projected Fund Balance (chart).....	72
Projected Fund Balance-Quasi-Endowment “SILO” Fund (graph).....	72

Quasi-Endowment “SILO” Fund Seven Year Comparison.....	73
Quasi-Endowment “SILO” Fund Revenues and Expenditures FY 2015-2021 ( <i>graph</i> ) .....	73
Quasi-Endowment “SILO” Fund Revenues and Expenditures Fiscal Year 2015-2021 ( <i>chart</i> ).....	73
Debt Service Fund.....	74
Debt Service Fund Narrative .....	74
Debt Administration .....	74
Debt Amortization ( <i>chart</i> ).....	75
Debt Retirement ( <i>graph</i> ).....	75
Applicable Outstanding Debt vs Debt Limit ( <i>graph</i> ) .....	75
Debt Service Fund-Projected Fund Balance ( <i>chart</i> ) .....	76
Projected Fund Balance-Debt Service Fund ( <i>graph</i> ).....	76
Bond and Interest Fund Revenue & Expenditures Seven Year Comparison.....	77
Bond and Interest Fund Revenue and Expenditures FY 2015-2021 ( <i>graph</i> ).....	77
Bond and Interest Fund-Local Government Revenue ( <i>graph</i> ) .....	77
Bond and Interest Fund-Other Revenue Sources ( <i>graph</i> ).....	78
Bond and Interest Fund-Institutional Support Expenditures ( <i>graph</i> ) .....	78
Bond and Interest Fund Revenue and Expenditures Fiscal Year 2015-2021 ( <i>chart</i> ) .....	79
Capital Projects Fund.....	80
Capital Improvements.....	80
Capital Projects Budget FY 2018 ( <i>chart</i> ).....	80
Capital Projects Fund-Projected Fund Balance ( <i>chart</i> ).....	81
Projected Fund Balance-Capital Projects Fund ( <i>graph</i> ).....	81
Projected Capital Projects Fund Revenue and Expenditures Seven Year Comparison .....	82
Projected Capital Projects Fund Revenues FY 2015-2021 ( <i>graph</i> ).....	82
Projected Capital Projects Fund Expenditures FY 2015-2021 ( <i>graph</i> ) .....	82
Projected Capital Projects Fund-Local Government ( <i>graph</i> ) .....	83
Projected Capital Projects Fund-Other Sources ( <i>graph</i> ) .....	83
Projected Capital Projects Fund Expenditures-O/M of Plant ( <i>graph</i> ) .....	83
Projected Capital Projects Fund Expenditures-Institutional Support ( <i>graph</i> ) .....	84
FY 2018 % of Total Capital Project Fund Revenue by Source ( <i>pie chart</i> ) .....	84
Projected Capital Projects Fund Revenues Fiscal Year 2015-2021 ( <i>chart</i> ) .....	85
Projected Capital Projects Fund Expenditures Fiscal Year 2015-2021 ( <i>chart</i> ).....	86
O&M Fund (Restricted)-Projected Fund Balance ( <i>chart</i> ).....	87
Projected Fund Balance-O&M Fund (Restricted) ( <i>graph</i> ).....	87
Operations and Maintenance Fund (Restricted) Rev and Exp Seven Year Comparison.....	88
O&M Fund (Restricted) Revenue FY 2015-2021 ( <i>graph</i> ) .....	88
O&M Fund (Restricted) Expenditures FY 2015-2021 ( <i>graph</i> ) .....	88
Operations and Maintenance Fund (Restricted) Revenue Fiscal Year 2015-2021 ( <i>chart</i> ).....	89
Operations and Maintenance Fund (Restricted) Expenditures Fiscal Year 2015-2021 ( <i>chart</i> ).....	90
Quasi-Endowment (STEF) Fund-Projected Fund Balance ( <i>chart</i> ) .....	91
Projected Fund Balance-Quasi-Endowment (STEF) Fund ( <i>graph</i> ) .....	91
Quasi-Endowment (STEF) Fund Revenue and Expenditures Seven Year Comparison.....	92
Quasi-Endowment (STEF) Fund Revenue and Expenditures FY 2015-2021 ( <i>graph</i> ) .....	92
Quasi-Endowment (STEF) Fund Revenue and Expenditures Fiscal Year 2015-2021 ( <i>chart</i> ).....	92
Capital Equipment Budget FY 2018 ( <i>chart</i> ) .....	93
Proprietary Fund .....	95
Auxiliary Enterprise Fund .....	95
Auxiliary Fund-Projected Fund Balance ( <i>chart</i> ) .....	95
Projected Fund Balance-Auxiliary Fund ( <i>graph</i> ) .....	96
Auxiliary Fund Revenue and Expenditures Seven Year Comparison .....	96
Auxiliary Fund Revenue and Expenditures FY 2015-2021 ( <i>graph</i> ) .....	96
Auxiliary Fund Revenue and Expenditures Fiscal Year 2015-2021 ( <i>chart</i> ) .....	97
Nonexpendable Trust Fund.....	98
Working Cash Fund.....	98
Working Cash Fund-Projected Fund Balance ( <i>chart</i> ) .....	98
Projected Fund Balance-Working Cash Fund ( <i>graph</i> ) .....	99
Working Cash Fund Revenue and Expenditures Seven Year Comparison .....	99
Working Cash Fund Revenue and Expenditures FY 2015-2021 ( <i>graph</i> ).....	99
Working Cash Fund Revenue and Expenditures Fiscal Year 2015-2021 ( <i>chart</i> ) .....	100

<b>III. Performance</b> .....	101
Check Performance .....	102
General Funds Expenditures FY 2015-2021 ( <i>graph</i> ) .....	102
Student Access and Success .....	103
Student Success Academic Support ( <i>graph</i> ) .....	103
Student Success Advising and Counseling ( <i>graph/pie chart</i> ) .....	104
Student Success TRIO-SSS ( <i>graph</i> ) .....	105
Teaching and Learning .....	107
Math and Natural Science ( <i>graph</i> ) .....	107
CTHE ( <i>graph</i> ).....	108
Operational Sustainability and Excellence .....	108
Technology Services ( <i>graph</i> ) .....	108
Department Costs for CTHE, Nursing, and Transfer 2014-2016 ( <i>graphs</i> ) .....	110
Budget and Financial Summaries for 2015-2017 .....	111
Budget-All Funds ( <i>graph</i> ) .....	111
Actual-All Funds ( <i>graph</i> ) .....	111
Revenue-All Funds Budget to Actual ( <i>graph</i> ).....	112
Expenditures-All Funds Budget to Actual ( <i>graph</i> ) .....	112
Budget-General Funds ( <i>graph</i> ).....	113
Actual-General Funds ( <i>graph</i> ) .....	113
Revenue-General Funds Budget to Actual ( <i>graph</i> ) .....	114
Expenditures-General Funds Budget to Actual ( <i>graph</i> ).....	114



# I. Strategic Forecast



---

---

# CARL SANDBURG COLLEGE

---

---

## EXECUTIVE SUMMARY

**TO:** Board of Trustees, Carl Sandburg College  
Community College District #518

**FROM:** Lori L. Sundberg, President

**SUBJECT:** Budget for Fiscal Year 2018

Transmitted herewith is the budget for Carl Sandburg College District #518 for fiscal year 2018 (beginning July 1, 2017, and ending June 30, 2018).

The College rolled out a new strategic plan for 2016-2018. Many components of the plan remain constant such as the vision statement, core values and priorities. New KPI targets have been adopted and the College dashboards reflect a more cohesive effort to draw all components of the strategic plan into one location.

This budget was developed in light of the overall strategic plan and its priorities but most importantly, in light of the Illinois budget crisis. Given that higher education has received no funding except a small amount of stopgap funding, the administration wanted to develop a budget that required little to no State money.

Enrollment continues to be a top priority as it is one way to stabilize the institution. However, population declines are continuing in the district and the average age of those remaining is increasing. Our Recruitment team has been challenged with considering ways to increase enrollment in the coming years. In addition, student success and completion is at the forefront of everything we do at the College. Increasing persistence and retention will continue to help stabilize the College's financial situation as well.

The FY-2018 budget is developed on credit hour projections developed in conjunction with the Instructional Team. Given that two (2) of our three (3) major funding sources are directly affected by the number of credit hours produced in each program, the College's Administration placed a high priority on this aspect of our planning process.

**The FY-2018 budget incorporates and reflects recognition of several significant factors:**

1. We still face one of the most financially challenging landscapes ever faced by the State of Illinois and the Country as a whole.
2. Despite uncertainty over the local and state economy, the College budget will be adopted in accordance with the timeline approved by the Board of Trustees in January 2017.
3. Consistent with our assessment process, there is a commitment to look inward on the quality and efficiencies of current programs/activities to determine ways to provide better academic programming and services.
4. Our labor agreement successfully extended through June 30, 2019, as a result of our Interest Based Bargaining (IBB) process with the Sandburg Education Association (SEA).

While the College continues to face the most challenging financial times it has faced in its history, we remain committed internally and externally to achieving excellence in all that we do. Above all else, we remain committed to the students we serve.



May 02, 2017

To the Carl Sandburg College Board of Trustees:

Presented in this document is the Budget for Carl Sandburg College for the fiscal year ending June 30, 2018. The Annual Budget serves as the financial plan for all funds of the College. It has been developed utilizing a comprehensive, quality-enhancing approach designed to make the budget easily understood. We believe the following budget information presents the College's future plans and financial impact and includes information that has been suggested by the Board of Trustees, community members, and staff. All interested parties are encouraged to interact with College administration. Interaction among interested groups consistently leads to operational and educational improvements.

## **Organizational Summary**

### **Background**

Carl Sandburg College was established, by authority of the Illinois Community College Act of 1965, and was approved by voters in a September 1966 referendum. In 2010, The Higher Learning Commission North Central Association of College and Schools continued accreditation for ten years and indicated that fiscal management was a strong asset of the College.

The budget involves evaluating historical information and planning to meet future needs of our district as per our strategic plan. Budget managers have the ability to review all budgets and external audit reports as well as all financial transactions related to their responsibilities in a budget to actual format. With this information and their commitment to teaching and learning, they are able to contribute meaningful information for the budget.

The goal of any strategic planning process is simply to identify current needs and trends of an organization as well as to anticipate future necessities and opportunities. This reflective and proactive approach thereby allows an institution to develop a framework for considering both the current and future opportunities it has. Additionally, it provides a guiding light for everyone in the organization to see and understand where the organization is headed and why. The planning process also allows for formal action plans with measurable objectives to be developed so the organization can determine how best to allocate its scarce resources and also to have a mechanism in place to determine if it has met its goals.

The strategic planning process for Carl Sandburg College has these same goals. Carl Sandburg College has a rich and varied history; however, it has, over time, consistently maintained a strong commitment to its students and to all of the communities it serves. Additionally, it has come to be known as the Sandburg family to its employees. It is with this strong commitment to students, outreach and to each other, this strategic plan was formulated.

# Carl Sandburg College Strategic Plan 2015-2018

## Strategic Planning Process

The Strategic Planning process for Carl Sandburg College includes an environmental scan, SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis with the entire College community, a review of the mission statement, current focal points and goals, and a determination of core values. In addition to the planning process shared by the greater college community, the Board of Trustees participated in a planning process at their winter retreat.

Based upon feedback from the process, the following **Mission Statement** was crafted:

**The mission of Carl Sandburg College is to provide all students with opportunities for success.**

The following four **Core Values** have been affirmed:

**Excellence, Collaboration, Integrity and Respect**

Based upon feedback from the previous strategic planning process, the following **Vision Statement** was crafted:

**Where dreams come to life, and lives come to change.**

# Carl Sandburg College Strategic Plan 2015-2018

## Strategic Planning Principles

### Five Strategic Questions to Answer:

1. Are there resources to support our mission and vision?
2. Are the sources and use of funds matched appropriately?
3. Is the organization sustainable? (Can it survive?)
4. Is the organization practicing sustainable decision-making? (Are we making decisions for today AND five years from now?)
5. Is effectiveness (the right thing to do) and efficiency (doing it right) considered?

### Strategic Plan Components: Awareness of current state

- Benchmark competitors and guidelines from accrediting bodies
- SMART goals: specific, measurable, attainable, relevant and timely
- Action steps
- Assignments
- Assess progress formally--Key Performance Indicators (KPIs) for every goal
- Annual assessment
- Assess, analyze and act on needed changes

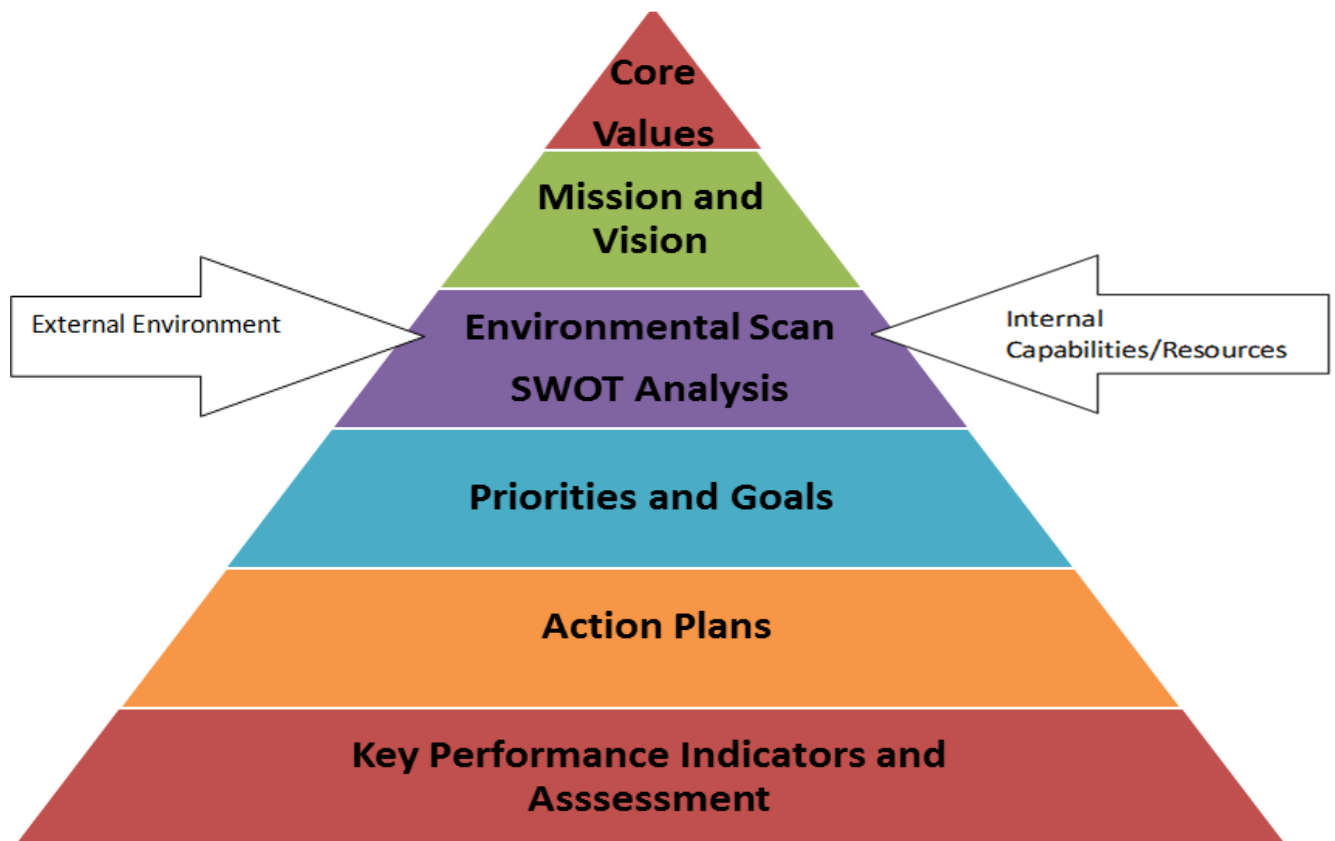
As an institution, we need to think in terms of Return on Investment (ROI). What is our return on investment for various strategies or what can we expect for the money we are spending. ROI needs to be considered in the greater context of academics and learning and in our overall mission. In other words, we cannot make decisions solely on ROI, but ultimately, we have to be able to keep the College afloat.

**Ultimate Question:** What, if anything, are we going to do differently based on our mission and the data?

***“In the absence of a strategic plan the budget becomes the strategic plan.”***

# Carl Sandburg College Strategic Plan 2015-2018

## Process Design



# Carl Sandburg College

## Strategic Plan 2015-2018

### Environmental Scan

#### The Reality

1. Enrollment is down (1995 levels)
  2. Population is down
  3. Market penetration is down
  4. State funding is down
  5. Mandates continue to increase
- 

#### What Can We Do?

1. Increase market penetration
2. Increase retention
3. Increase graduation rates
4. Reallocate space to accommodate growth where possible
5. Increase efforts by Foundation/Advancement to provide additional funding for students without financial aid
6. Downsize operations\*

**Short Term:** Enrollment Management Plan (1, 2, 3)

**Long Term:** Increasing efforts of the Foundation/Advancement (5)

\*Downsize if above efforts do not produce additional enrollment (6)

The college has seen declining credit hour production over the last several years. We generate approximately 25% of our fiscal year credit hours in the occupational area, offering various career, technical and health education options as listed previously. The ability to earn an associate in applied science degree is an option to students in addition to the various certificates that may be achieved. The college continues to generate over 50% in the baccalaureate area, offering associate degrees for students who may wish to continue their education with a four-year university.

The enrollment of Carl Sandburg College has declined due to: declining district population, increasing age of district population and to completion of retraining offered to laid off workers from plant closures.

Briggs Manufacturing (Abingdon) closed in 2000, 300 jobs lost

Maytag Refrigeration Products (Knox County's largest employer) downsized 300 workers in July 2002, followed by October 2002 announcement of closing, additional loss of 2,400 jobs

Methode Electronics (Carthage) announced restructuring, January 2008, estimated 550 jobs lost.

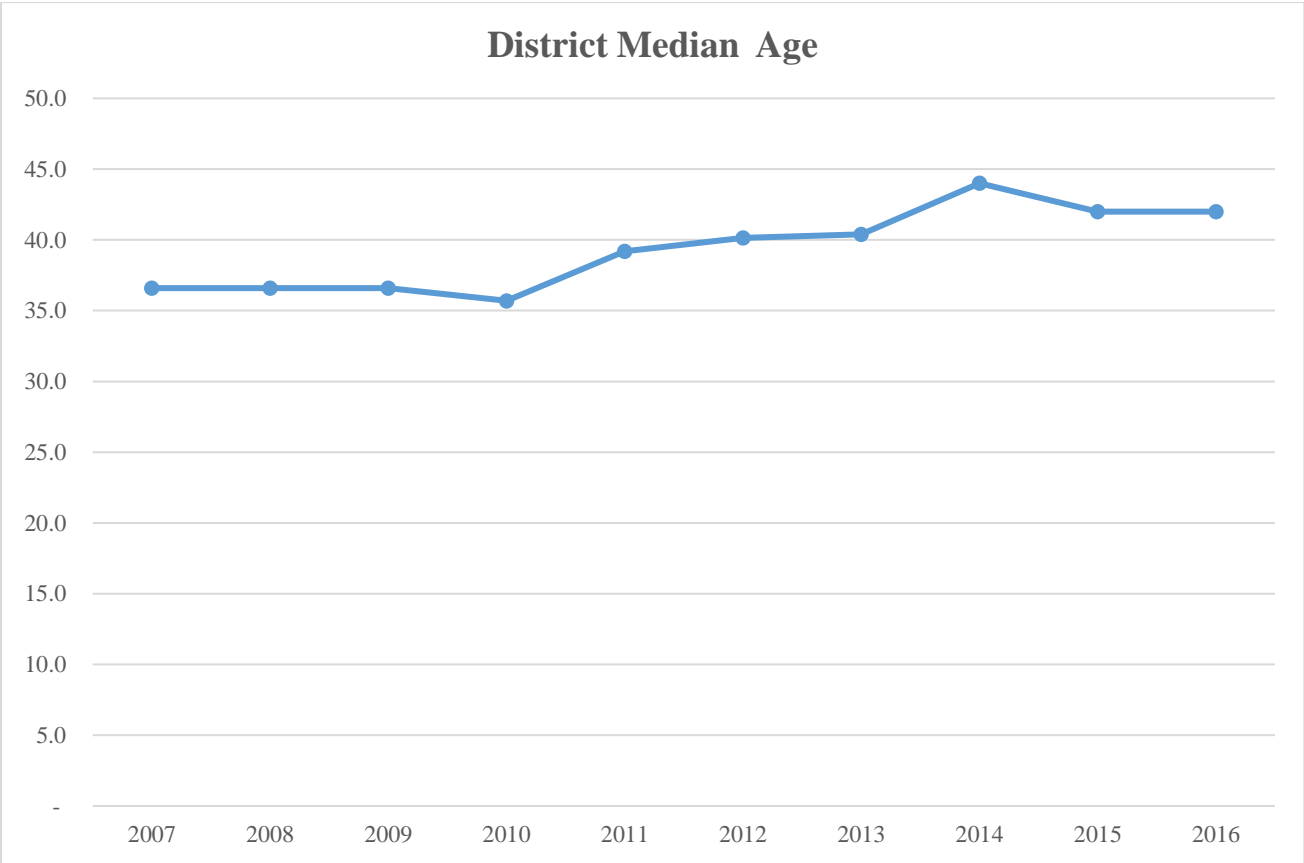
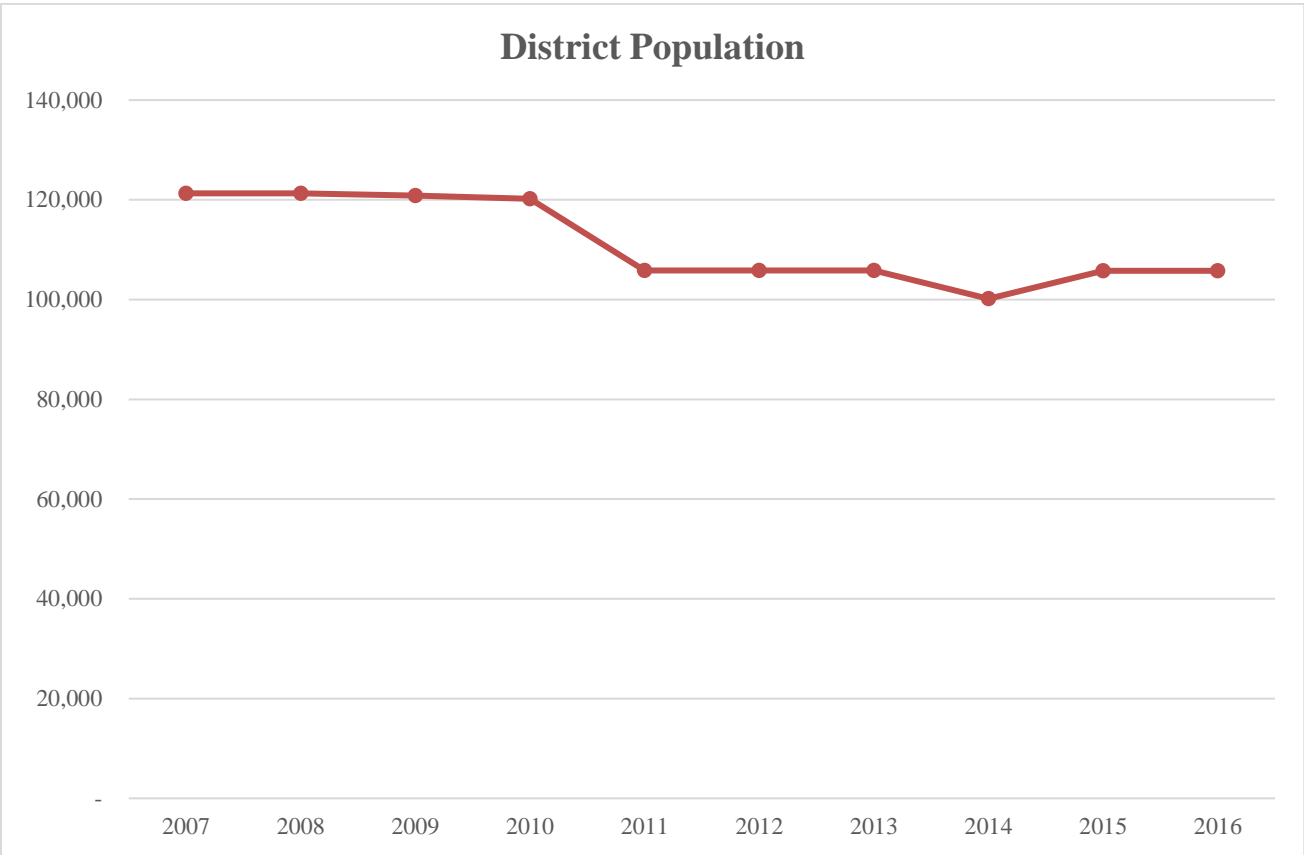
## PRINCIPAL EMPLOYERS

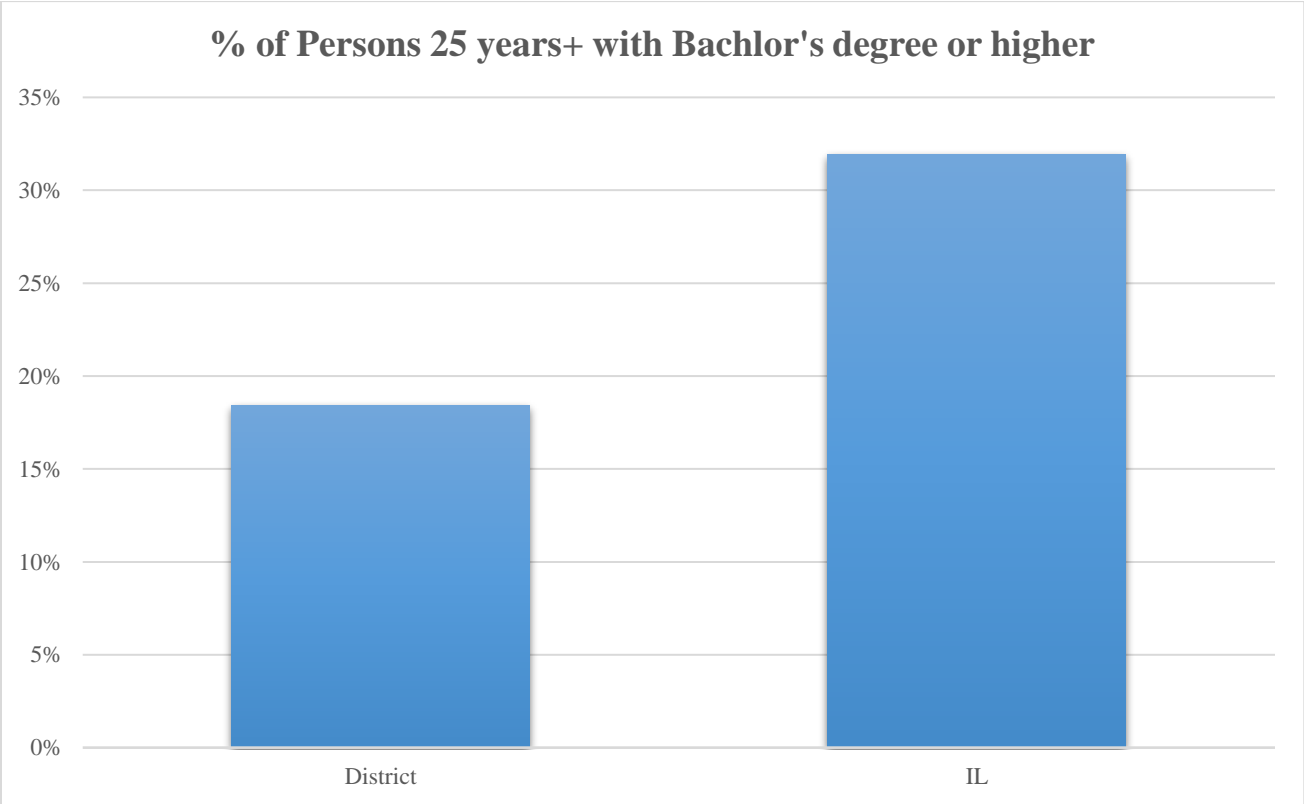
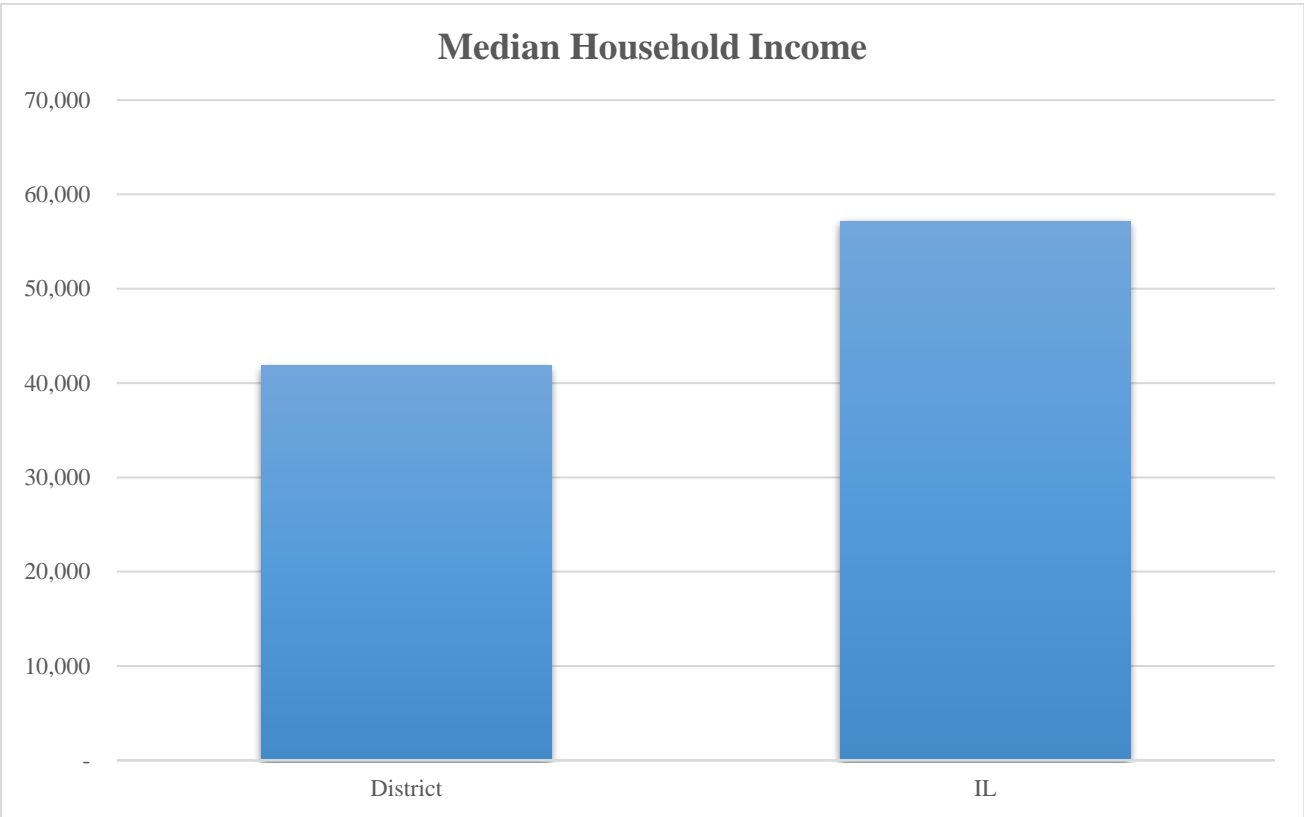
Employer	2016			2007		
	Employees	Rank	Percentage of Total District Employment	Employees	Rank	Percentage of Total District Employment
Smithfield Foods (Farmland)	1,600	1	1.91%	1,275	1	2.12%
Burlington Northern Santa Fe Railroad	1,100	2	1.31%	850	2	1.41%
OSF (Galesburg, Monmouth)	856	3	1.02%	525	4	0.87%
Community School District #205	594	4	0.71%	800	3	1.33%
Hy-Vee Food Stores	574	5	0.68%	450	6	0.75%
Dick Blick Art Materials	530	6	0.63%	300	10	0.50%
Galesburg Cottage Hospital	500	7	0.60%	500	5	0.83%
Bridgeway/Bridgeway Training	450	8	0.54%			
Knox County	420	9	0.50%	447	7	0.74%
Carl Sandburg College	332	10	0.40%			
Knox College				347	8	0.58%
H.C. Hill Correctional Center				316	9	0.53%
<b>Total</b>	<b>6,956</b>		<b>8.30%</b>	<b>5,810</b>		<b>9.66%</b>

While these are not unique occurrences across the American landscape, when they happen in a sparsely populated, 3,000 square mile community college district, their impact is greatly amplified when:

1. Half of our district households earn less than \$25,000 a year.
2. Nearly (1/3) of families are eligible for free/reduced lunches.
3. 40% of single parent families live in poverty.
4. Only 18% of area residents hold bachelor's degrees (31% statewide).
5. Nearly 1/5 of adults lack a high school diploma.
6. 93% of students are "underprepared" based on ACT, SAT, ASSET, or COMPASS Scores (41% nationally).







# Carl Sandburg College Strategic Plan 2015-2018

## SWOT Analysis

The SWOT analysis revealed the following Strengths, Weaknesses, Opportunities and Threats. Keeping in mind that strengths and weaknesses are internal to the College and opportunities and threats are external.

- Strengths:**
- caring faculty and staff
  - small class sizes
  - affordable
  - beautiful campuses and facilities
  - technology
  - customer services (student services)
  - student success efforts
  - mindset to collaborate with business and community partners
- Weaknesses:**
- lack of cohesive and well-planned online education communication
  - aging facilities
  - lack of a college-wide culture of assessment
- Opportunities:**
- student housing
  - international recruitment
  - recruitment of minority populations
  - expanded partnerships with other academic institutions (four-year colleges/universities and K-12 schools) and business partners
- Threats:**
- a stagnant economy
  - declining population and enrollment
  - shrinking state funding
  - lack of growth in assessed valuations
  - loss of jobs in the region
  - increased federal and state regulations
  - increased unfunded mandates
  - academically underprepared students with additional financial and personal challenges
  - increased consumerism expectations on the part of students and parents

# Strategic Priorities

## Carl Sandburg College Strategic Plan 2015-2018

**Priorities:** Areas of focus taking precedence in an environment of limited resources

### **A. Student Access and Success**

1. Create, market, and implement educational programs to meet the needs of our district.
2. Create opportunities for students to have access to higher education.
3. Prepare students for their educational goals (i.e. adult and developmental education, financial aid, counseling, employability skills).
4. Provide student support services to ensure student success.
5. Create opportunities for lifelong learning.

### **B. Teaching and Learning**

1. Ensure student learning and outcomes are achieved at all program levels (i.e. class, course, and program levels including general education outcomes).
2. Ensure and increase student retention and success.
3. Re-affirm a commitment, which recognizes the need for diversity.
4. Create opportunities for all within the College community to interact with understanding, appreciation and respect for others.
5. Ensure quality of educational programs, learning environments and support services through continuous improvement.

### **C. Community Alliances**

1. Expand partnerships with four-year colleges and universities.
2. Work collaboratively with K-12 school districts.
3. Develop programs in cooperation with neighboring institutions.
4. Work with local industry and workforce partners to build relationships to strengthen the workforce.

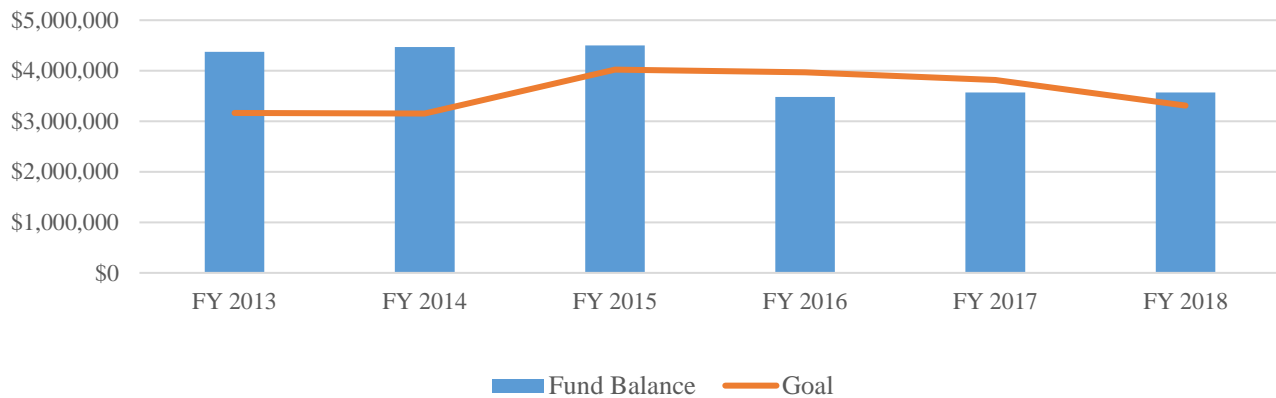
### **D. Operational Sustainability and Excellence**

1. Embed the use of data into the culture for decision-making.
2. Develop and utilize an enrollment management plan to stabilize and guide the institution's enrollment.
3. Establish and maintain effective technology in academic programs and support functions.
4. Ensure professional development opportunities are available to all employees.
5. Ensure the financial stability of the College.
6. Maintain a competitive compensation program to enable the College to attract and retain a quality workforce.
7. Commit to diversity in hiring.
8. Maintain and refresh all College facilities.
9. Commit to all feasible sustainability efforts.
10. Insure compliance with accrediting bodies and governmental agencies.

## Long Range Financial Forecast

The College strategic plan adopted a financial goal of maintaining an operating fund balance equal to 25% of the previous year's adopted operating budget. The College had increased the average operating fund balance over the last several years. This allowed the College to be more adaptable in periods of economic downturn. With the lack of a state budget and higher education appropriation, FY 2016 fund balance dropped. There is a slight chance of receiving state funds; but, the budget reflects a more conservative approach with no state funding shown for FY 2018.

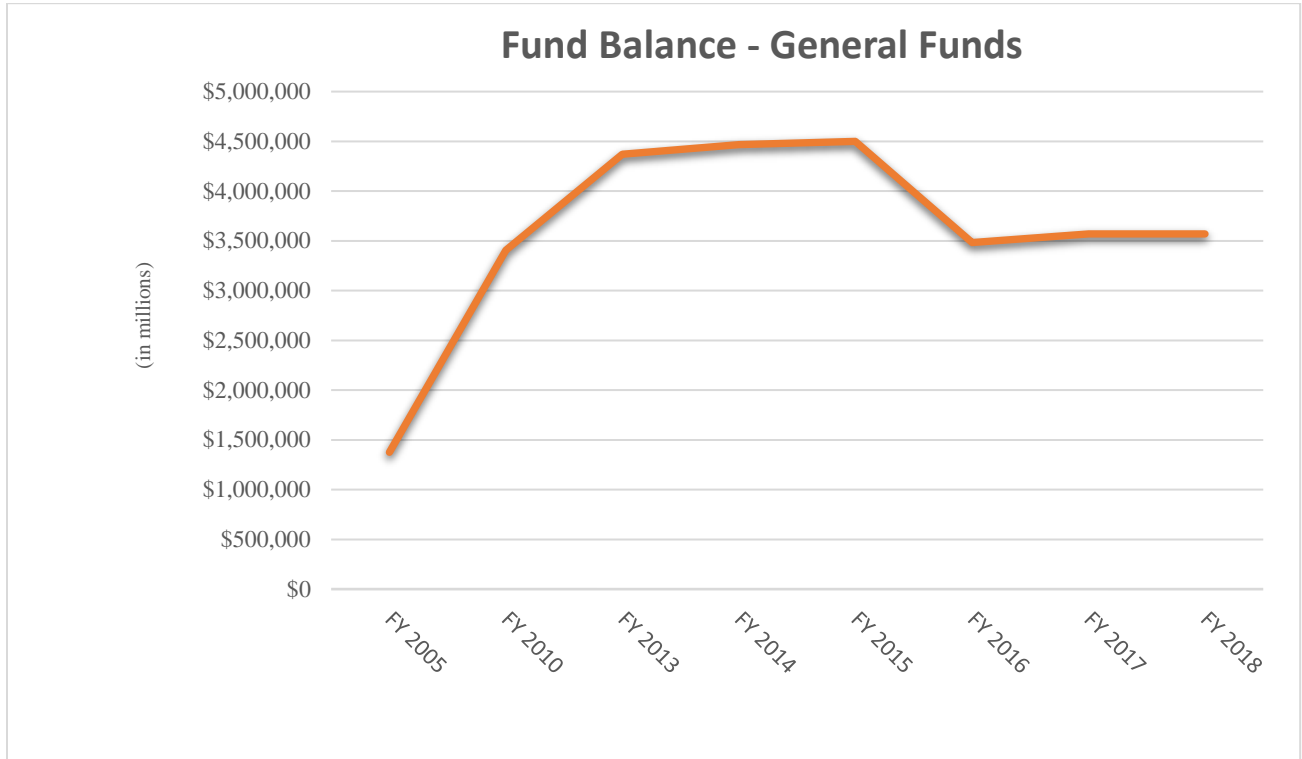
**Operating Fund Balance v. Goal - 25% of Prior Year Adopted Operating Budget**



## General Funds Projected Fund Balance

The college has constructed the FY 2018 operating budget as conservatively as possible, especially with the continued uncertainty with state funding. Still, the college will use fund balance appropriations of approximately \$469,000 in FY 2018 to upgrade technology and extend student services through tutoring efforts.

At year end, unexpended and unencumbered monies held within a particular fund accumulate from year to year and are designated as fund balances. Various reasons can account for the accumulation of fund balances. In some instances, conservative spending of budgeted monies creates a surplus at year end. In other instances, monies are received in one fiscal year with the intent to be expended in a subsequent year for a particular purpose. This would be typical for a capital construction project that takes potentially longer to complete. Accumulated fund balances are available for appropriation in subsequent years. The graph below reflects the use of general fund balance in FY 2016, due to lack of state funding.



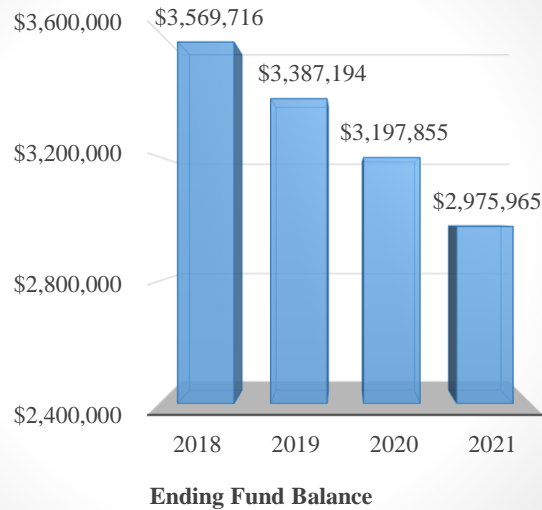
### Carl Sandburg College General Funds-Projected Changes in Fund Balance

	2018	2019	2020	2021
Beginning Balance	\$ 3,569,117	\$ 3,569,716	\$ 3,387,194	\$ 3,197,855
Revenues	\$ 12,339,644	\$ 12,316,651	\$ 12,492,515	\$ 12,671,192
Expenditures	12,670,045	12,822,086	13,001,595	13,209,620
Revenues Over (Under) Expenditures	\$ (330,401)	\$ (505,434)	\$ (509,080)	\$ (538,428)
Transfers	331,000	322,912	319,741	316,539
Ending Fund Balance	<u>\$ 3,569,716</u>	<u>\$ 3,387,194</u>	<u>\$ 3,197,855</u>	<u>\$ 2,975,965</u>

Transfers in for capital expenditures funded from STEF and Working Cash.  
Transfers out for student activities.



## Projected Fund Balance - General Funds



### Budget Development

Planning is a continuous process, which takes place at various management levels of the College and involves students, administrators, faculty, staff and stakeholders in a coordinated effort to constantly improve the College's ability to best serve the residents of the District. Energies focus on stakeholder concerns, community condition, capital asset assessment, debt levels, performance measures and safety.

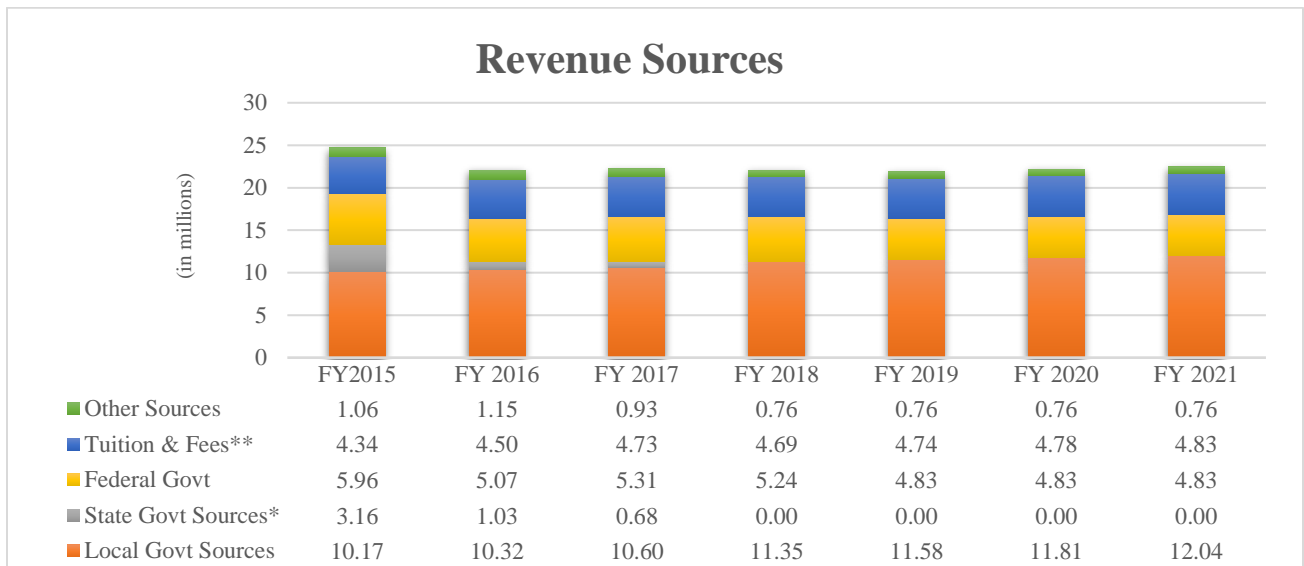
It is the philosophy of the College, that a balanced budget is a fundamental element of financial accountability. Expenditures for a given year should be no greater than projected resources available. Thus, the first step in the budgeting process is development of a comprehensive revenue estimate. This estimate is extracted from the most recent known data and projections from the five-year forecasting model of assumptions used by the budget committee. Revenue projections are refined as the College progresses through the budget process.

### Significant Financial and Demographic Changes

The most critical issues facing the College in the near future are enrollment, property tax base changes or state mandated property tax freeze and lack of state budget or cuts. Many factors affect student enrollment including economic factors, financial aid factors, population trends and barriers specific to individual students. The college continues to work diligently to assure that all students apply to receive all financial aid they are qualified to receive. This can include federal funding sources such as Pell Grants, Direct Loans, and/or state monetary award grants, if funded by the State of Illinois. In recent years, these sources have been reduced. The Department of Education rules now state that loans are to be disbursed by the college financial aid department. The college has seen an 8% increase in the average amount of aid our students receive. Population for the district and the K-12 schools within our district has declined and unemployment rates remain above the state average.

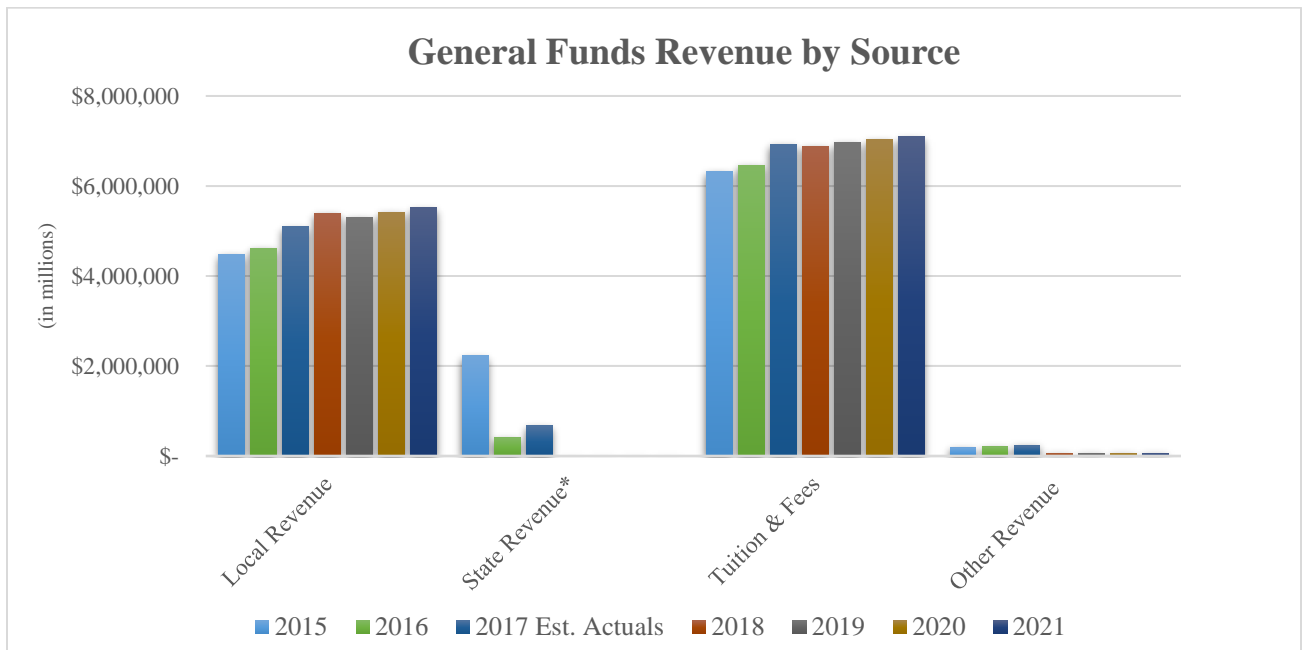
## Revenue

Revenue within each fund is classified according to source: Local Sources, State Sources, Federal Sources, Tuition and Fees, and Other Sources (not including Transfers In). The chart below illustrates revenue sources for the FY 2018 Budget thru the projected FY 2021 budget. In the past, the College has relied on three major sources of revenue for operating – Local Government Sources (property taxes), State Government Sources (ICCB grants), and Tuition and fees. Federal Sources reflect grants received and restricted to expenditures for specific purposes. Fund balance appropriations are not included. The FY 2018 budget reflects a more conservative approach to state funds. State government sources have been eliminated.



\*Excluding SURS on behalf

\*\*Net of Scholarship Allowances



\*Excluding SURS on behalf

## Tax Base Trends

Taxes are generated from a general property tax placed upon all real property within the College district. For fiscal year 2018, local tax revenues include taxes levied on property owners for calendar year 2016, payable in June and September of 2017. The taxable value or equalized assessed valuation (EAV) approximates one-third of the market value of the land in the district. The underlying value of this real property has experienced long-term growth of approximately 2% annually.

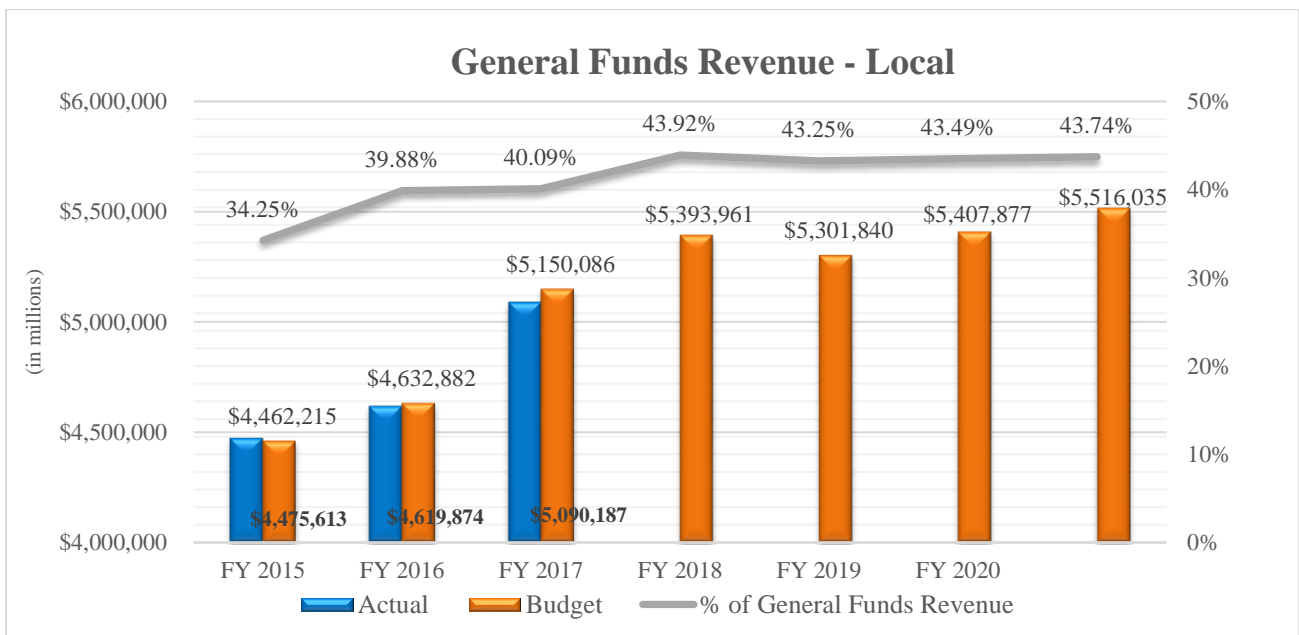
Economic conditions in the communities served by Carl Sandburg College District 518 are such that many industries have moved from the area. We are also faced with 40% of our district being comprised of farmland. The loss of industry has affected our tax base; however, future possibilities for the community look promising and we anticipate level to small increases in FY 2018-2021.

## Property Taxes

The following table illustrates the College’s property tax levy rates and EAV over the last fiscal years.

EAV supporting our fiscal year:

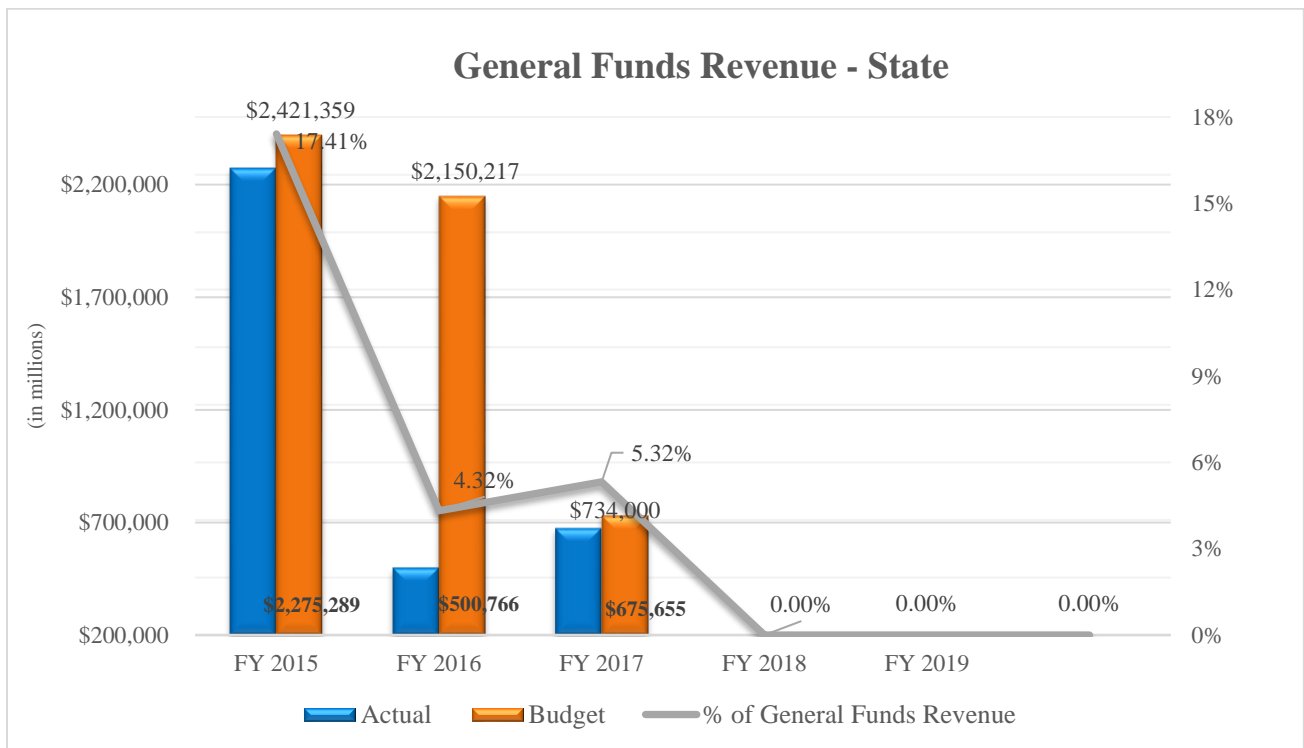
FY	2015	2016	2017	2018	2019	2020	2021
<b>Assessed Valuation</b>	\$ 1,567,752,501	\$ 1,621,847,863	\$ 1,666,378,733	\$ 1,716,370,095	\$ 1,755,846,607	\$ 1,790,963,539	\$ 1,826,782,810
% increase/(decrease)	2.4%	3.5%	2.7%	3.0%	2.3%	2.0%	2.0%
<b>Levy Rate</b> (per \$100 of assessed valuation per levy year)	\$ 0.6252	\$ 0.6192	0.6317	0.6468	0.6449	0.645	0.645
% increase/(decrease)	0.4%	-1.0%	2.0%	2.4%	-0.3%	0.0%	0.0%
Change in tax extension	\$ 261,706	\$ 241,520	\$ 484,032	\$ 574,967	\$ 221,973	\$ 228,260	\$ 231,034
% increase/(decrease)	2.74%	2.46%	4.82%	5.46%	2.00%	2.02%	2.00%



## State Revenue

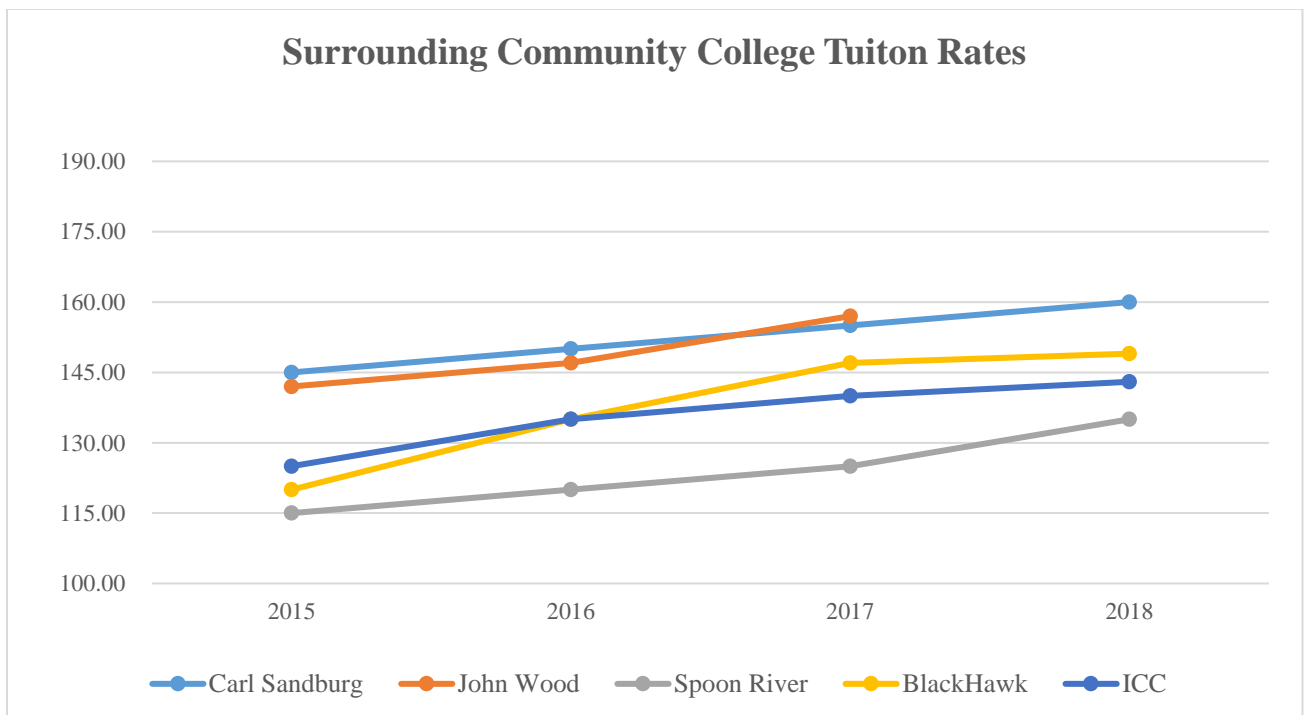
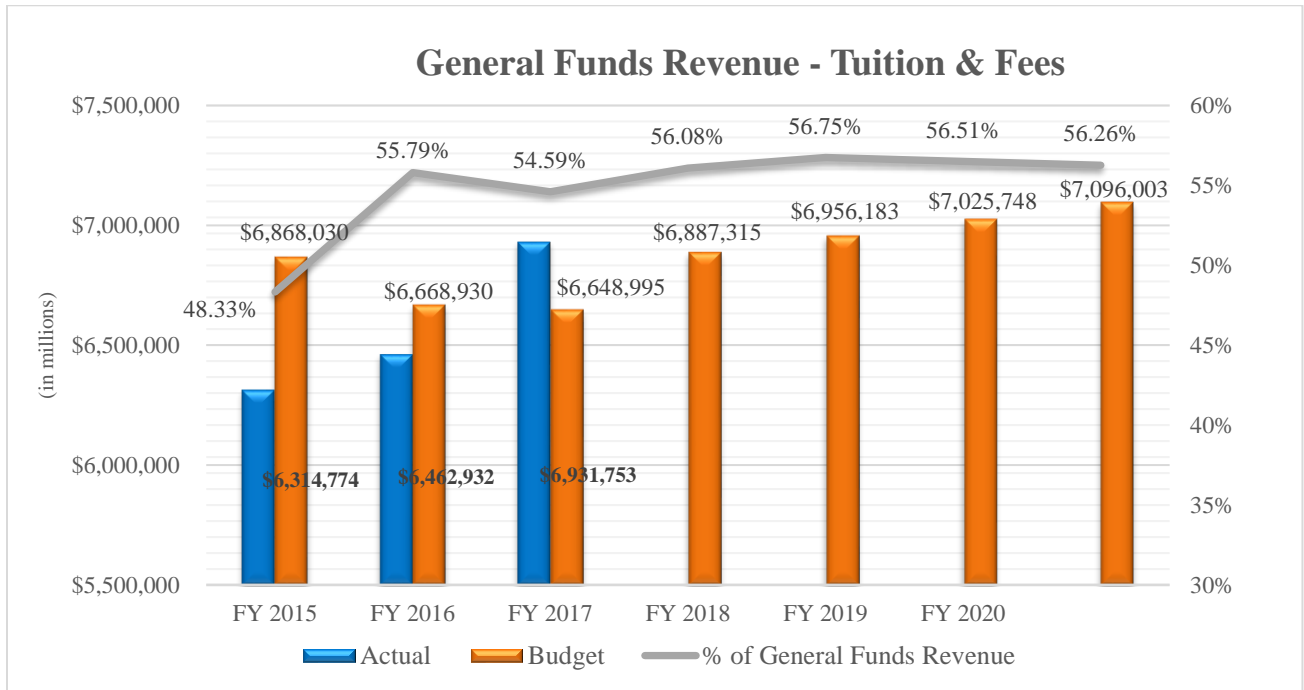
FY 2018 State of Illinois appropriations remain unknown due to the financial difficulties the state faces. With no specific state budget for FY 2016 or FY 2017 and no information available, the College has budgeted no state funding for FY 2018. With continuing shortfalls in state funding, the college is prepared to utilize our Working Cash fund to ensure that payments of all obligations are met in a timely fashion.

Substantially all employer contributions to the State University Retirement System have been recorded by the State of Illinois on behalf of the individual employers at an actuarially determined rate. These contributions have not been fully funded. The College recognizes the proportionate share of collective pension expense as both revenue and matching expenditure in the financial statements. These amounts are not being shown in the budget.



## Tuition and Fee Revenues

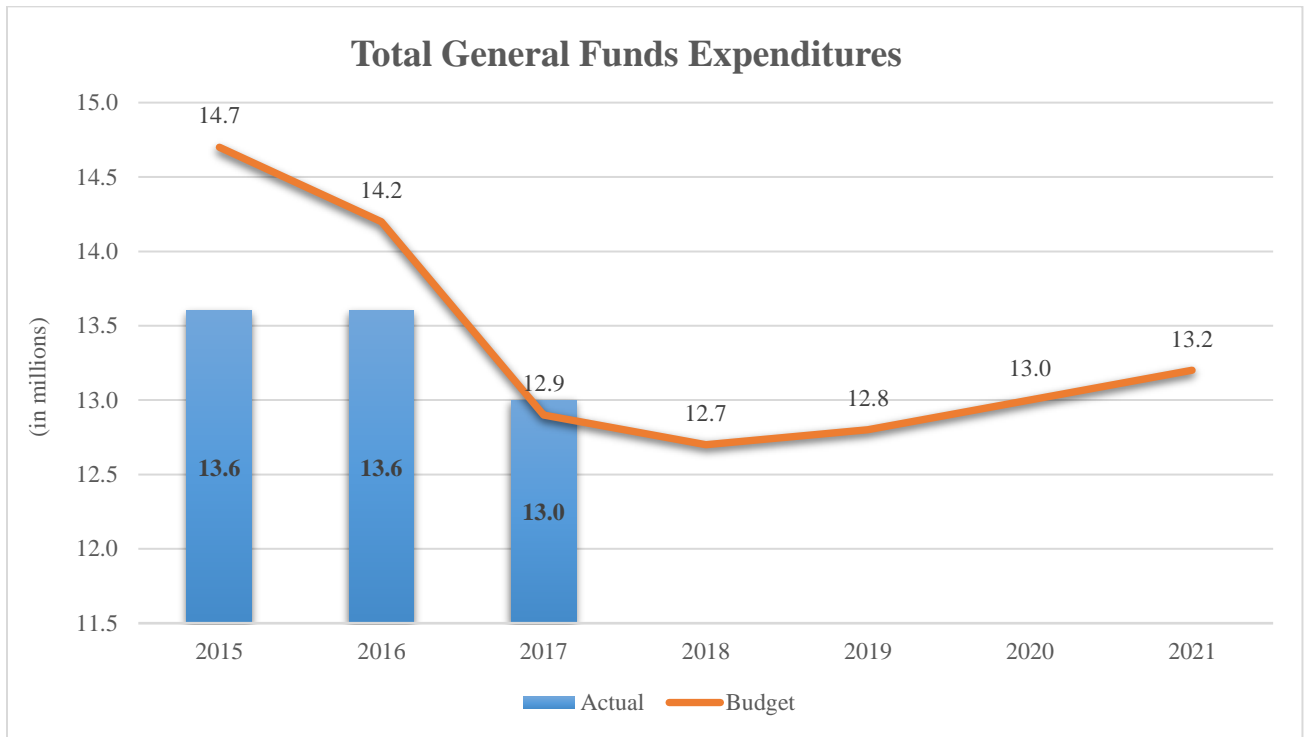
- Tuition rates per credit hour will be between 80 and 100% of the College's most recently audited per capita cost (excluding bond and interest payments) per board resolution in January 2008. Tuition is expected to increase an average of 2% annually over the next four years. With a small increase in the per credit hour tuition rate and fairly flat credit hours projected, there will be small increases in tuition and fee revenue.



\*(John Wood has not figured their 2018 tuition rates – as of 04/13/17)

## Expenditures

The rolling salary agreement in effect through Fiscal Year 2019 allows the College to project known salary increases. Fiscal Year 2018 includes a 3.0% increase in salaries. As medical costs continue to soar, the administration, in an effort to operate knowing maximum costs, changed the employee health insurance to a wholly funded plan, which began January 1, 2006. This enabled us to budget with known costs for the balance of calendar year 2017 of \$8,374 per full-time employee. College scholarships for students have been budgeted based on prior actual figures as tuition revenue and student service other expense at \$625,000.



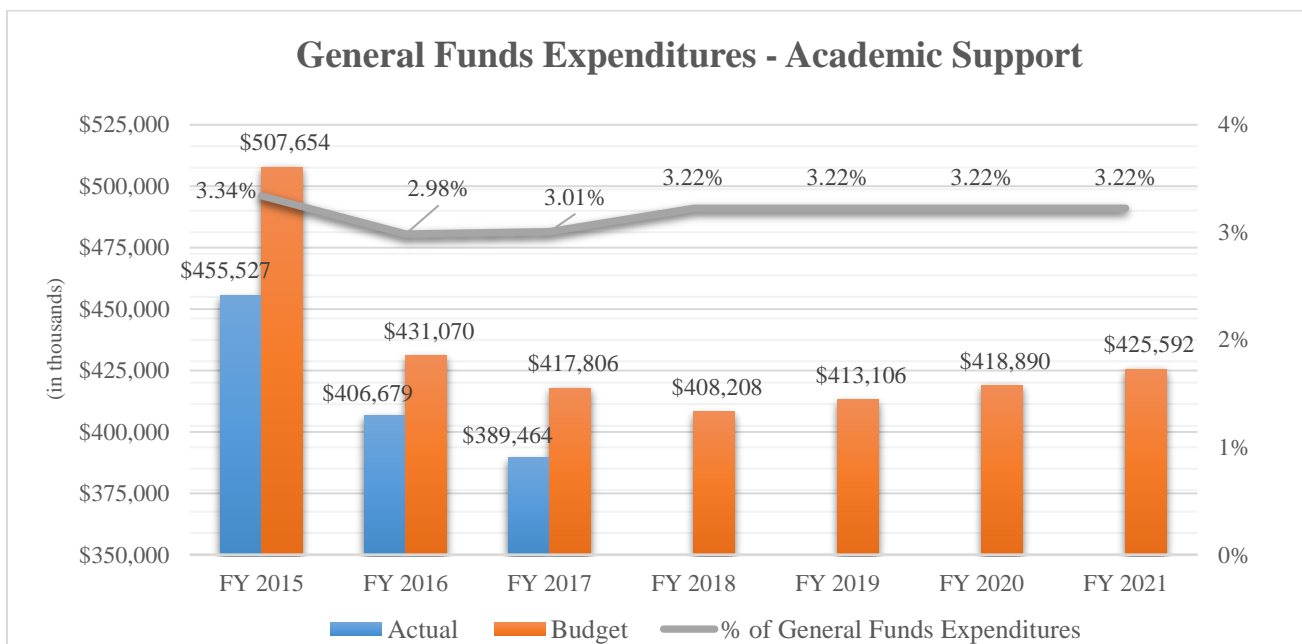
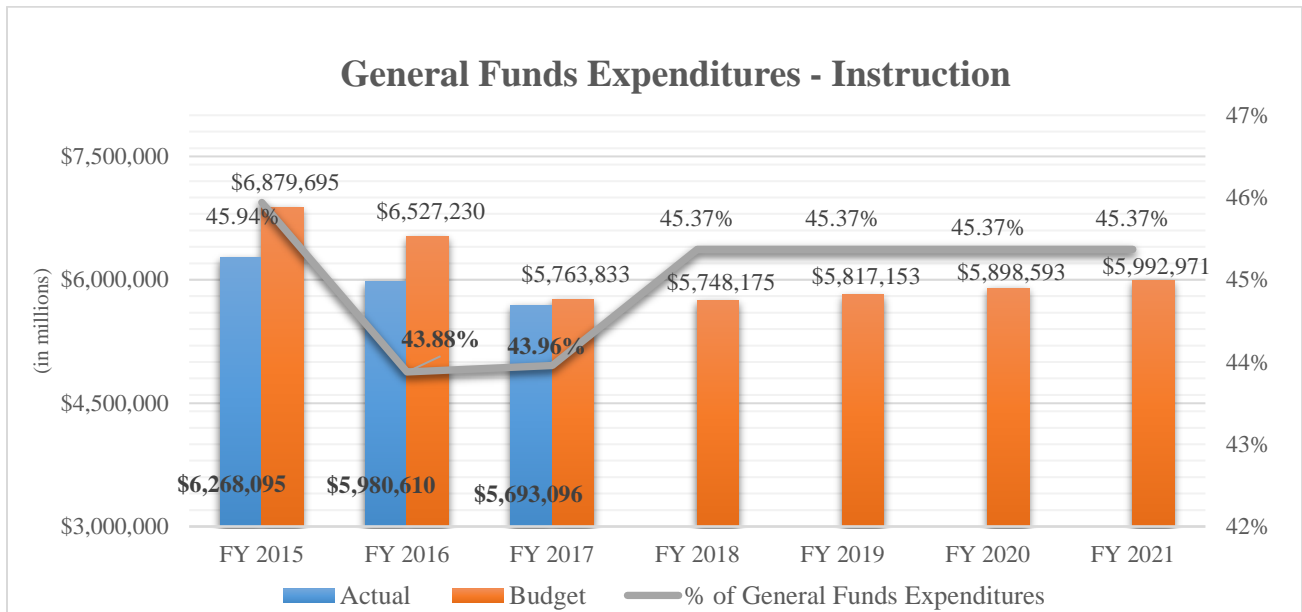
## General Funds Expenditures cost per credit hour

	<u>Certified credit hours</u>	<u>Ed/O&amp;M Operating Expenses</u>	<u>Cost per credit hour</u>
<b>2016</b>	37,747.8	\$ 13,578,896	\$ 359.73
<b>2015</b>	40,171.5	\$ 13,585,934	\$ 338.20
<b>2014</b>	43,525.3	\$ 13,552,996	\$ 311.38

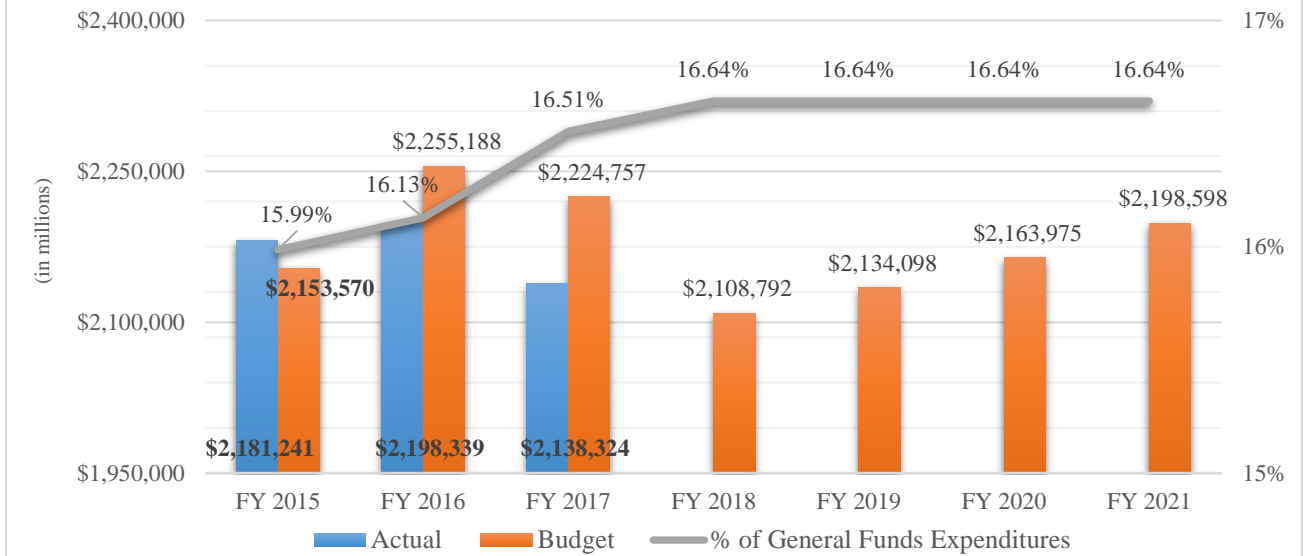


## Projected General Funds Expenditures

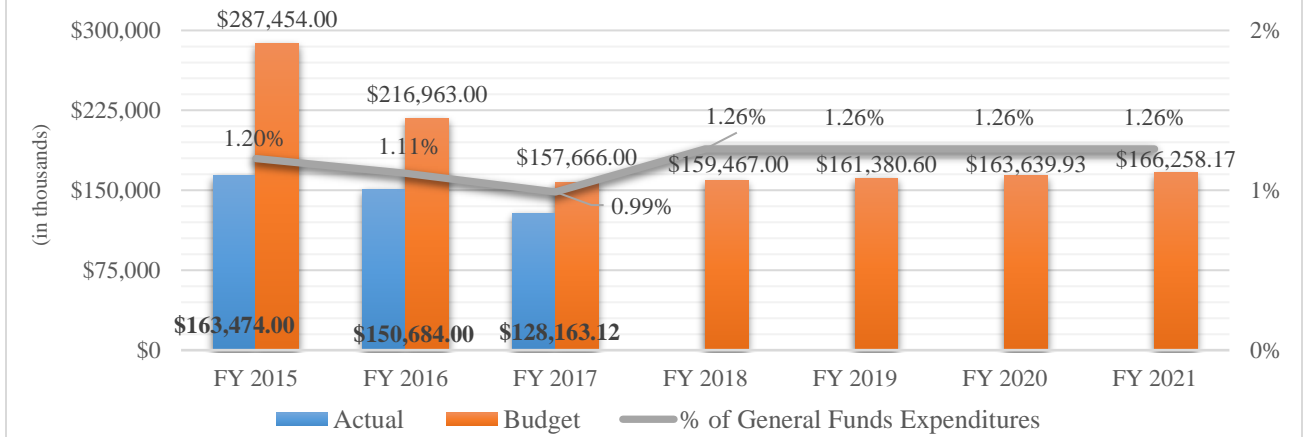
- Projected expenditures reflect the known 3% negotiated increase in salary in FY 2018. FY 2019 is shown with a negotiated rate of 3.25%. Small projected retirements/layoff are also shown.
- Benefits reflect a 5% increase annually to cover potential health insurance increases, possible contributions to SURS and a potential decrease in full-time employees.
- Contractual services and general materials and supplies are adjusted by 1.5% annually for a cost of living adjustment.
- Utilities assume a 3% increase in 2018-2019. The College has locked in electric rates by extending our contract thru November 2018. We have also negotiated a natural gas contract thru June 2018.
- All other expenses are assumed to remain flat.
- State on behalf payments to SURS are not shown in the budget.



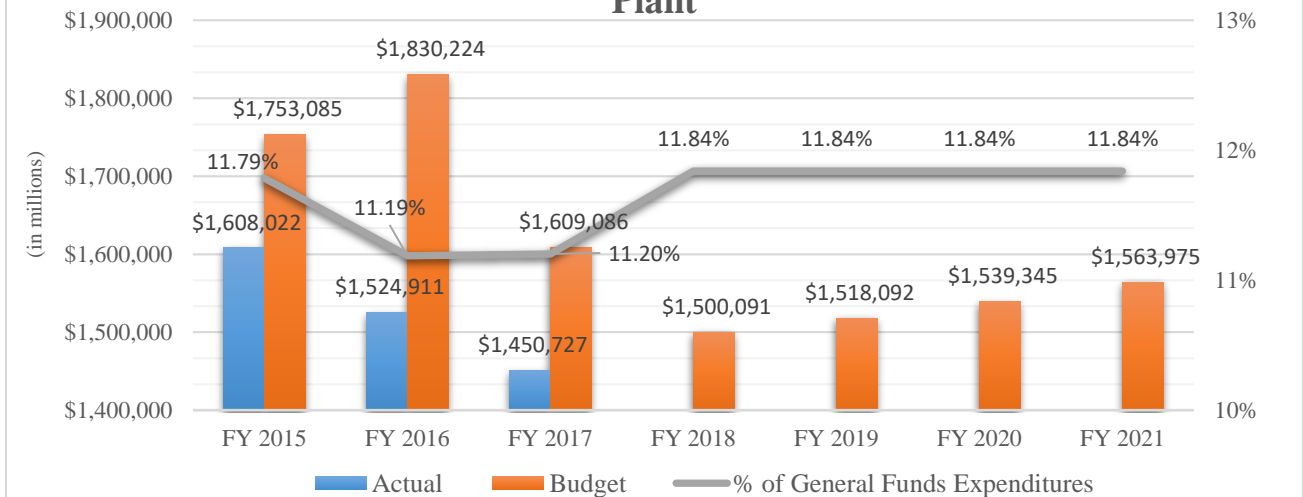
### General Funds Expenditures - Student Services

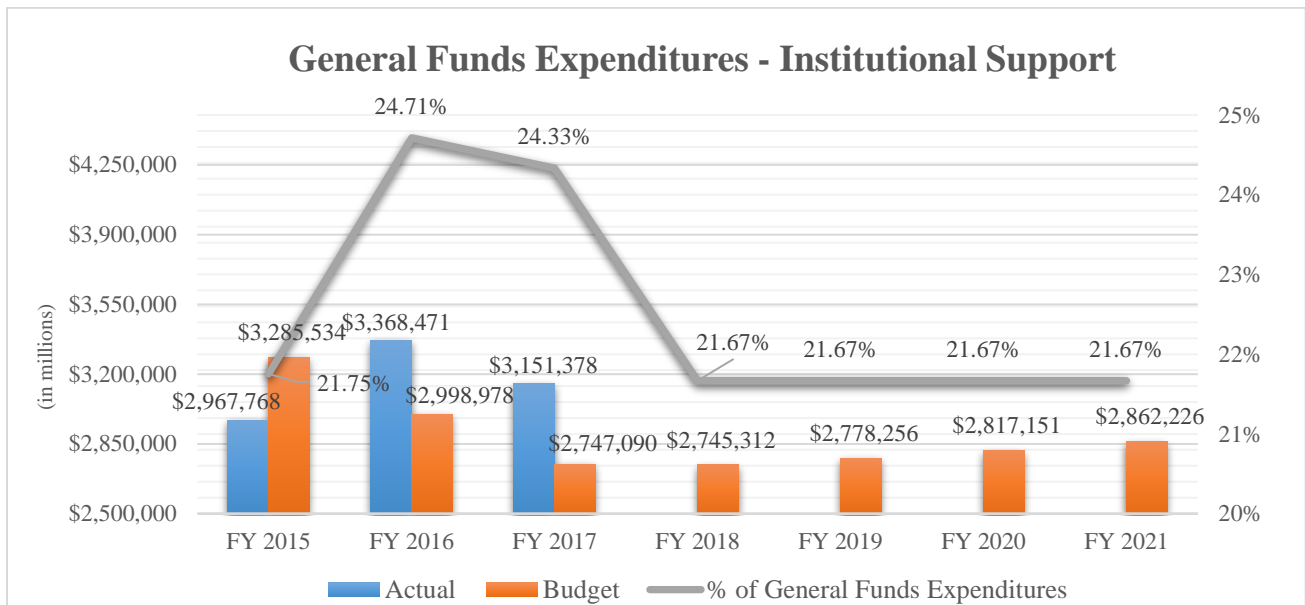


### General Funds Expenditures - Public Services



### General Funds Expenditures - Operations and Maintenance of Plant





### Student Enrollment Trends

We serve a diverse group of students. In the fall of 2016, the College enrolled 1,927 students, with an average age of 24 years. Women represented 61 percent of the student body and 55 percent of the student body were part-time students. Many students balance the demands of College with work and family responsibilities.

The following table illustrates enrollments and total credit hours for FY 2015-2017, and projected information for FY 2018, 2019, 2020, and 2021.

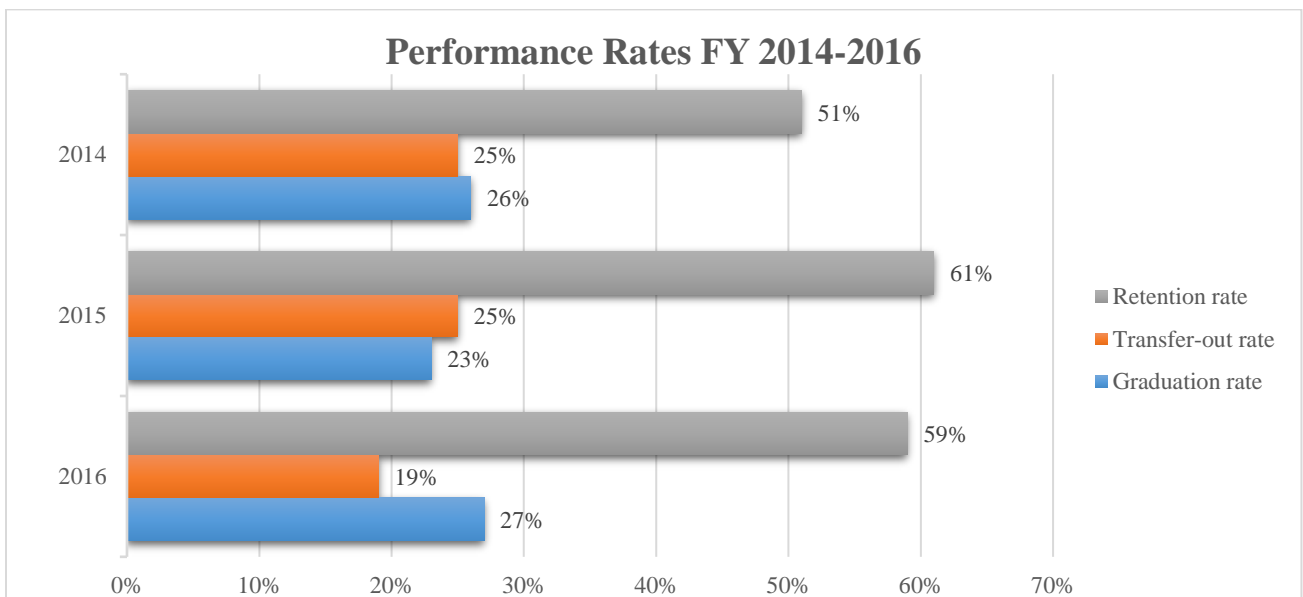
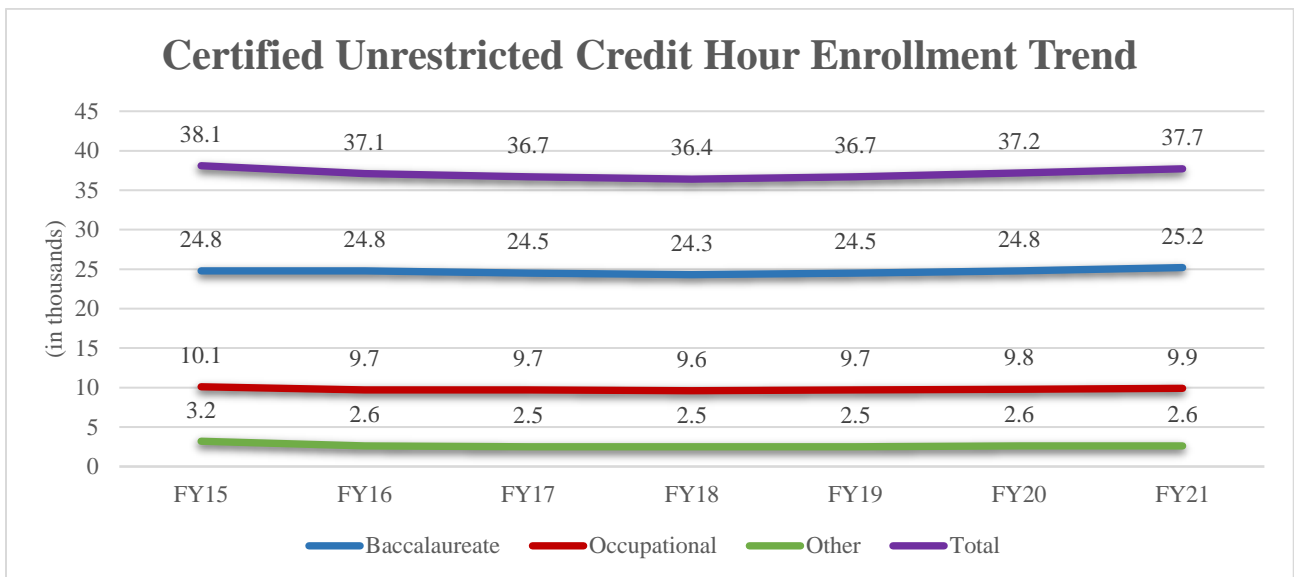
Fiscal Year	2015	2016	Estimated 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021
Fall College Enrollment	2,200	2,082	1,927	1,888	1,888	1,917	1,955
Annual Full-time equivalent students	1,339	1,258	1,237	1,212	1,212	1,230	1,255
Continuing Education CH	696	517	649	649	652	659	665
Total Annual CH	40,172	37,748	37,098	36,356	36,356	36,901	37,639

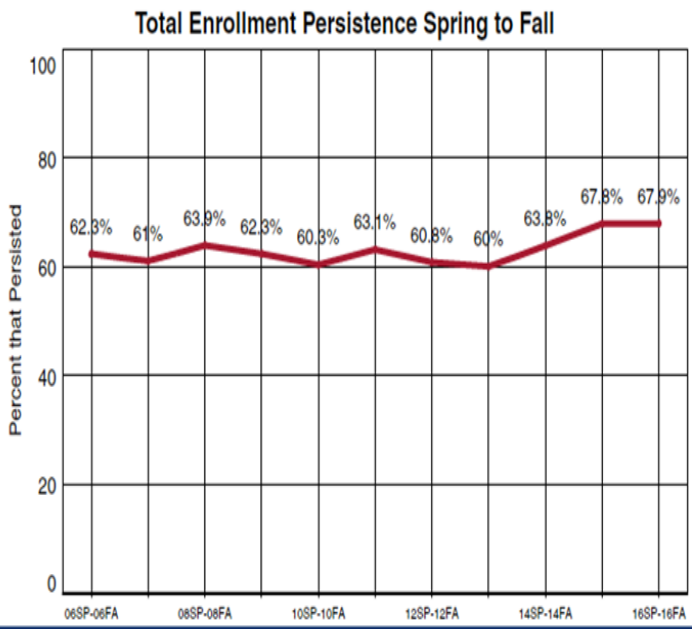
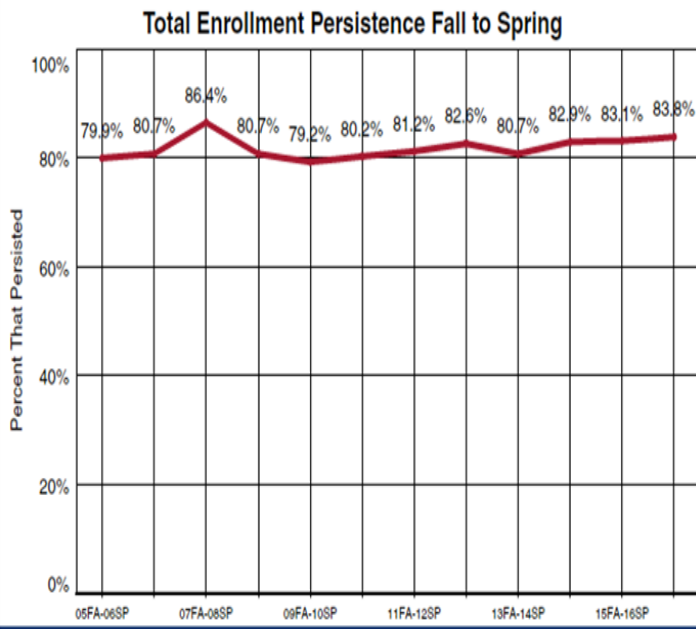
The College has the resources required to serve student enrollment. We have demonstrated our ability to serve increasing enrollments due to dislocated workers but also acknowledge those students have completed their education and reentered the workforce. We are now faced with the continued unemployment rate rising and retraining needed due to the economic condition of the area.

## Enrollment Data

Historically, most employment in the Carl Sandburg College district had been in manufacturing and farming. However, our district has experienced continued economic stress with the loss of several manufacturing plants over the last several years.

- New programs are being designed to meet potential employment opportunities within our district.
- The administration estimates that currently 20% of our full-time students are participating in our athletic programs. The College has recently added Men’s and Women’s Golf, Cross Country, and Soccer to meet our students’ interests.
- Baccalaureate/Transfer enrollment will continue to be steady to small growth. There can be significant savings in completing general education requirements through the community college and then transferring to complete your degree. Projections show a 1% - 2% increase per year.
- The Enrollment Management commission has also been established to develop a comprehensive enrollment management program. Implementation will increase recruitment and retention. Initial calculations show FTE students increasing an average of 6% annually over the next four years. For budget purposes, a more conservative 0 - 2% increase is shown

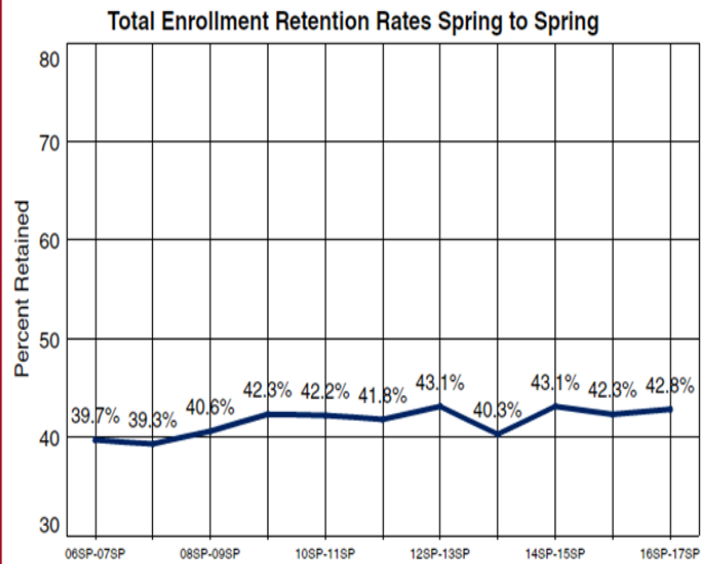
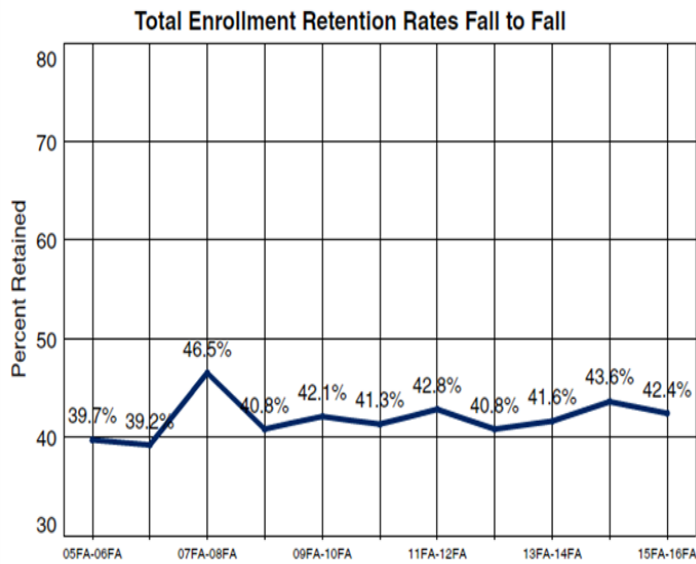




Aggregated Data Not reported to IPEDS

#### Notes

- Registered Anyone within the specified term who was ever registered in an undergraduate level (UG) class with a credit hour value greater than zero.
- 1st Day Anyone from the Registered group who is actively registered in at least one of their classes on the first day of that class.
- 10th Day Anyone from the 1st Day group who is actively registered in at least one of their classes on the 10th day of that class.
- Mid-Term Anyone from the 10th Day group who is actively registered in at least one of their classes on the midterm date of that class.
- Final Anyone from the Mid-Term group who is actively registered in at least one of their classes on the final day of that class regardless of final grade.
- Retained Anyone from the Final group who is actively registered in at least one of their classes on the 10th day of the same term in the next year.



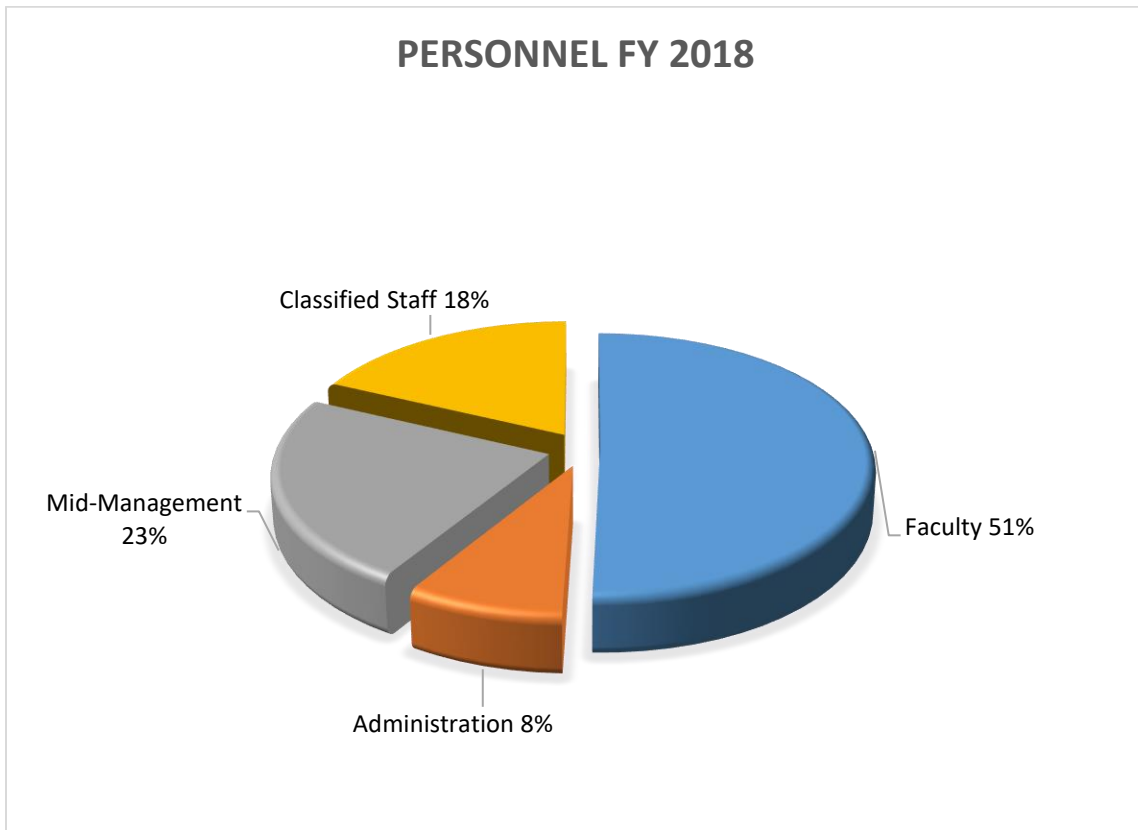
Aggregated Data Not reported to IPEDS

#### Notes

Registered	Anyone within the specified term who was ever registered in an undergraduate level (UG) class with a credit hour value greater than zero.
1st Day	Anyone from the Registered group who is actively registered in at least one of their classes on the first day of that class.
10th Day	Anyone from the 1st Day group who is actively registered in at least one of their classes on the 10th day of that class.
Mid-Term	Anyone from the 10th Day group who is actively registered in at least one of their classes on the midterm date of that class.
Final	Anyone from the Mid-Term group who is actively registered in at least one of their classes on the final day of that class regardless of final grade.
Retained	Anyone from the Final group who is actively registered in at least one of their classes on the 10th day of the same term in the next year.

## Personnel Resource Allocations

The College continues to evaluate positions and responsibilities in order to maintain an effective and efficient learning process. Faculty represents the number of employees in instruction for the College. This is currently projected to be 51% of the College workforce. Administration includes primary officers of the College including the President, Vice Presidents, Deans of the instructional divisions of the College, and Directors of non-academic divisions or major departments of the College. Mid-Management personnel have consistent exercise of discretion and judgment in performing support activities. This category also includes technical staff. Classified staff includes clerical and physical plant employees.



**Carl Sandburg College  
 Personnel Resource Allocation  
 Employee Headcount 2015 - 2018**

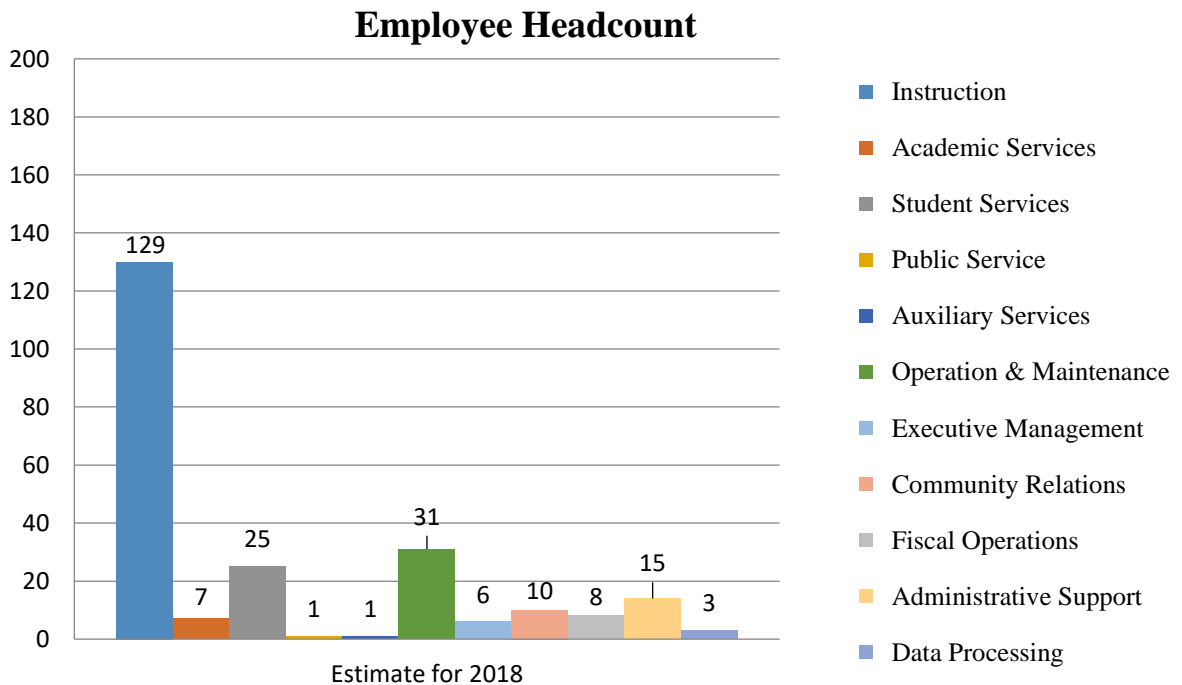
---

Fiscal Year	2015	2016	2017	Projected 2018
<b>Faculty</b>				
Full-Time	51	50	47	46
Part-Time	111	99	73	72
Subtotal	162	149	120	118
 <b>Administration</b>				
Full-Time	23	21	19	19
Part-Time	0	0	1	1
Subtotal	23	21	20	20
 <b>Mid-Management</b>				
Full-Time	56	53	51	52
Part-Time	3	3	3	3
Subtotal	59	56	54	55
 <b>Classified Staff</b>				
Full-Time	47	43	40	40
Part-Time	7	4	3	3
Subtotal	54	47	43	43
<b>GRAND TOTAL</b>	298	273	237	236

- In the past five years, faculty have been able to serve the fluctuation of the number of students by adjusting the number of part-time instructors and class sizes. The College demonstrated the ability to serve the increasing enrollments due to dislocated workers.
- The President’s Cabinet now monitors all non-instructional hiring in an effort to use College resources in the most conservative way and to ensure that requests for replacements are essential to College operations.



- FY 2015 began with restructuring faculty from the prior fiscal year due to retirements. Classified and mid-management staff are reduced with the recent closure of the Children’s School as well as retirements in those classifications too. One administrator moves from part-time to full-time with additional duties in the new Institutional Effectiveness program.
- FY 2016 includes many restructured programs and employee re-classifications with the on-going absence of state funding. This includes the suspension of the Adult Education site in Galesburg, as well as the programs available at that location. We made the transition away from maintaining a brick-and-mortar facility in Bushnell and are providing more access to online education. By making these changes, administration was reduced by two positions and staff by three. Full-time faculty was reduced by one and the average employment of adjunct faculty reduced from 111 in 2015 to 99 in 2016. These changes allow us to budget personnel in a more effective manner to better serve our district.



## Personnel Resources

Carl Sandburg College is committed to its employees. Our faculty and staff are paramount to our mission to provide all students with opportunities for success. The College dedicates approximately 73% of the operating budget to salaries and benefits. Total general fund salaries include 56% for direct instruction and 16% for student services salaries. This critical investment in people equates to a total of 47 full-time and 73 part-time faculty in FY 2017 and projected 46 full-time and 72 part-time faculty in FY 2018.

The workforce is determined by projected student enrollment and curriculum requirements. With the concentration on meeting the changing needs in our community to provide quality education, the College continues to search for professional, skilled employees.

**Acknowledgments:**

We would like to express our appreciation to the Board of Trustees for their continued interest in planning and conducting the fiscal operations of the College in a responsible and accountable manner.

Respectfully submitted,

By: s/s Julie Gibb

---

Julie Gibb  
Vice President of Academic Services

By: s/s Lisa Blake

---

Lisa Blake  
Chief Financial Officer

## II. Resource Allocation



## Budget Development

Planning is a continuous process, which takes place at various management levels of the College and involves students, administrators, faculty, staff and stakeholders in a coordinated effort to constantly improve the College's ability to best serve the residents of the District. Energies focus on stakeholder concerns, community condition, capital asset assessment, debt levels, performance measures and safety.

### Major programs are:

- **Instruction** consists of those activities dealing directly with the teaching of students. It includes the activities of faculty in the baccalaureate-oriented/transfer, occupational-technical career, general studies, and remedial and ABE/ASE programs (associate degree credit and certificate credit). It includes expenditures for department chairpersons, administrators, and support staff for whom instruction is an important role. It also includes all equipment, materials, supplies, and costs that are necessary to support the instructional program.
- **Academic Support** includes the operation of the library, educational media services, instructional materials center, and academic computing used in the learning process. Some other activities include tutoring, leaning skills centers, and reading and writing centers.
- **Student Services** function provides assistance in the areas of financial aid, admissions and records, placement, testing, counseling, and student activities.
- **Public Service/Continuing Education** consists of noncredit classes and other activities of an educational nature, such as workshops, seminars, forums, exhibits, and the provision of college facilities and expertise to the community designed to be of service to the public.
- **Auxiliary Services** provides for the operation of the cafeteria, bookstore, student organizations, athletics, and other related activities. Activities included in Auxiliary Services should be self-supporting.
- **Operation and Maintenance of Plant** consists of housekeeping activities necessary in order to keep the physical facilities open and ready for use. Maintenance of plant consists of those activities necessary to keep the grounds, buildings, and equipment operating efficiently. This function also provides for plant utilities as well as equipment, materials, supplies, fire protection, property insurance, and other costs that are necessary to support this function.
- **Institutional Support** includes expenditures for central executive-level activities and support services that benefit the entire institution. Examples include expenses for the governing board, administrative data processing, fiscal operations, legal services, public relations, etc.

## Use of Funds

	Student Access & Success	Teaching & Learning	Community Alliances	Operational Sustainability & Excellence
<b>Instruction Activities</b> Activities dealing directly with the teaching of students.	X	X	X	
VP of Academic Services				
Deans & Associate Deans				
Director of Corporate & Leisure Colleges				
<b>Academic Support</b> Activities designed to provide support services for instruction and research, including the library, educational media services and academic computing used in the learning process.	X	X		X
VP of Academic Services				
VP of Student Services				
Dean of Institutional Effectiveness & Human Resources				
Associate Director of Technology Services				
<b>Student Services</b> Provides assistance in the areas of financial aid, admissions and records, placement, testing, counseling and student activities.	X	X	X	X
VP of Student Services				
Dean of Student Success				
Director of Admissions & Records				
Athletic Director				
Director of Financial Aid				
Director of Recruiting				
Director of TRIO Student Support Services				
Director of TRIO Upward Bound				
<b>Public Service/Continuing Education</b> Non-credit classes and other activities of an educational nature, such as workshops and seminars.	X	X	X	
VP of Academic Services				
Dean of Career and Corporate Development				
Director of Corporate & Leisure Colleges				
<b>Institutional Support</b> Central executive-level activities and support services that benefit the entire institution.	X	X	X	X
President				
Chief Financial Officer				
Dean of Extension Services				
Dean of Institutional Effectiveness & Human Resources				
Director of Human Resources				
Director of Institutional Effectiveness				
Director of Marketing & Public Relations				
Associate Director of Technology Services				
<b>Operations &amp; Maintenance</b> Housekeeping activities necessary in order to keep the physical facilities open and ready for use, security and plant utilities.	X	X		X
VP of Student Services				
Chief Financial Officer				
Director of Public Safety				

	General Fund	Special Revenue	Bond & Interest	Capital Projects	Auxiliary Fund	Working Cash Fund
<b>Instruction</b>	X	X				
<b>Academic Instruction</b>	X	X				
<b>Academic Support</b>	X					
<b>Library</b>	X					
<b>Student Services</b>	X	X			X	
<b>Admissions/Records</b>	X					
<b>Enrollment Services</b>	X	X				
<b>Financial Aid</b>	X	X				
<b>Recruitment</b>	X				X	
<b>Athletic Director</b>					X	
<b>Public Services</b>	X					
<b>Community Service</b>	X					
<b>Continuing Education</b>	X					
<b>O&amp;M Physical Plant</b>	X					
<b>Building Maintenance</b>	X					
<b>Custodial Services</b>	X					
<b>Utilities</b>	X					
<b>Auxiliary Fund</b>					X	
<b>Bookstore</b>					X	
<b>Student Activities</b>					X	
<b>Institutional Support</b>	X	X	X	X		X
<b>Audit</b>		X				
<b>Bond &amp; Interest Payments</b>			X			
<b>Cash Transfers</b>	X	X		X		X
<b>Communications</b>	X					
<b>Human Resources</b>	X					
<b>Marketing &amp; Public Relations</b>	X					
<b>PHS</b>				X		
<b>Security/Risk Management</b>		X				

## Challenges

- a stagnant economy
- declining population and enrollment
- shrinking state funding
- lack of growth in assessed valuations
- loss of jobs in the region
- increased federal and state regulations
- increased unfunded mandates
- academically underprepared students with additional financial and personal challenges
- increased consumerism expectations on the part of students and parents

The most critical issues facing the College in the near future are enrollment, property tax base changes or state mandated property tax freeze and lack of state budget or cuts. Many factors affect student enrollment including economic factors, financial aid factors, population trends and barriers specific to individual students. The college continues to work diligently to assure that all students apply to receive all financial aid they are qualified to receive. This can include federal funding sources such as Pell Grants, Direct Loans, and/or state monetary award grants, if funded by the State of Illinois. In recent years, these sources have been reduced. The Department of Education rules now state that loans are to be disbursed by the college financial aid department. The college has seen an 8% increase in the average amount of aid our students receive. Population for the district and the K-12 schools within our district has declined and unemployment rates remain above the state average.

Economic conditions in the communities served by Carl Sandburg College District 518 are such that many industries have moved from the area. We are also faced with 40% of our district being comprised of farmland. The loss of industry has affected our tax base; however future possibilities for the community look promising and we anticipate level to small increases in FY 2017-2019.

# Strategic Priorities

## Carl Sandburg College Strategic Plan 2015-2018

**Priorities:** Areas of focus taking precedence in an environment of limited resources

### A. Student Access and Success

1. Create, market and implement educational programs to meet the needs of our district.
2. Create opportunities for students to have access to higher education.
3. Prepare students for their educational goals (i.e. adult and developmental education, financial aid, counseling, employability skills).
4. Provide student support services to ensure student success (instruction, student services, cohorts, TRIO and 24/7 tutor).
5. Create opportunities for lifelong learning.

### B. Teaching and Learning

1. Ensure student learning and outcomes are achieved at all program levels (i.e. class, course, and program levels including general education outcomes).
2. Ensure and increase student retention and success.
3. Re-affirm a commitment which recognizes the need for diversity.
4. Create opportunities for all within the College community to interact with understanding, appreciation and respect for others.
5. Ensure quality of educational programs (increase pass rates, CARS, PARS), learning environments (revenue/cost) and support services (advisory committees) through continuous improvement.

### C. Community Alliances

1. Expand partnerships with four-year colleges and universities.
2. Work collaboratively with K-12 school districts.
3. Develop programs in cooperation with neighboring institutions.
4. Work with local industry and workforce partners to build relationships to strengthen the workforce.

### D. Operational Sustainability and Excellence

1. Embed the use of data into the culture for decision-making.
2. Develop and utilize an enrollment management plan to stabilize and guide the institution's enrollment.
3. Establish and maintain effective technology in academic programs and support functions (STEF).
4. Ensure professional development opportunities are available to all employees.
5. Ensure the financial stability of the College.
6. Maintain a competitive compensation program to enable the College to attract and retain a quality workforce.
7. Commit to diversity in hiring.
8. Maintain and refresh all College facilities.
9. Commit to all feasible sustainability efforts.
10. Insure compliance with accrediting bodies and governmental agencies.



**Carl Sandburg College**  
**Strategic Plan 2015-2018**

## **Institutional Key Performance Indicators**

### **A. Student Access and Success**

1. Increase persistence of all students to 85% by the end of FY 18.
2. Retain 65% of all students by the end of FY 18.
3. Increase the completion rate, using FY 15 data as a baseline, by 3% by the end of FY 16, 4% by the end of FY 17, and 5% by the end of FY 18.
4. Increase Graduation/Transfer Rate (IPEDS) to a total of 55% by the end of FY 18.
5. Score in the top 15% of the cohort/comparison group institutions in all benchmark areas of the CCSSE by the end FY 18.

### **B. Teaching and Learning**

1. 100% of faculty will annually assess, analyze and implement an action as documented on the Classroom Assessment Reports (CAR) by the end of FY 16.
2. 100% of all disciplines and programs are annually assessed, analyzed and acted upon with actions documented on the Program Assessment Reports (PAR) by the end of FY 17.
3. 100% of transfer faculty will assess, analyze and act on at least one General Education Outcome (Communication, Critical Thinking, Cultural Diversity, Information Technology and Quantitative Skills) annually through FY 18.

### **C. Community Alliances (These KPIs will be on ongoing through the end of FY 18.)**

1. Determine community workforce needs (through Advisory Committees, DOL statistics, business partner feedback, Work Force Investment Board feedback, Graduate follow-up study, etc.).
2. Expand awareness and opportunities for 2 + 2 college/university partnerships while maintaining established partnerships.
3. Sustain and expand efforts with K-12 and business partners.

### **D. Operational Sustainability and Excellence**

1. Increase enrollment by 10% by the end of FY 18.
2. Maintain an annual operating balance of 25% of previous year's budget annually through FY 18.
3. Maintain a cash balance of 60 operating days annually through FY 18.
4. 100% compliance with all accrediting bodies and governmental agencies annually through FY 18.
5. 100% of all programs will be positive on the revenue/cost report annually through FY 18.
6. Create and maintain alignment of goals and priorities between the Carl Sandburg College Foundation and the College to expand the Foundation's support of the College annually through FY 18.
7. Decrease salary support by 25% to the Carl Sandburg College Foundation by the end of FY 18.

## Student Access and Success

- Dual Enrollment Pell Grant Experiment
  - Carl Sandburg College was selected as one of only 44 postsecondary institutions in the country to take part in an experimental program from the US Department of Education that allows dual enrollment students to access Federal Pell Grants during their high school careers. Pell grants are awarded to low-income students and do not have to be repaid. During the 2015-2016 academic year, 438 students from 12 high schools in Sandburg's district were enrolled in dual credit courses. According to [www.illinoisreportcard.com](http://www.illinoisreportcard.com), 12 of the 14 high school districts within Sandburg's district have more than 40 percent of their students classified as low-income.
  - The College's objectives as part of the plan are to:
    - Expend access to dual enrollment courses for low-income, first generation students
    - Increase postsecondary education enrollment for students who participate in the dual enrollment program
    - Increase persistence rates for students in the program
    - Increase collaboration with high school district partners
  - Research shows that participation in dual enrollment courses can lead to better grades in high school, higher rates of persistence in college, greater credit accumulation and increased rates of credential attainment.
- The College has also embedded an Associate in Arts degree in a local high school with interest in expanding to additional district high schools.
- The Carl Sandburg College Tutoring Program is a fantastic, free resource for all Carl Sandburg College students. Through tutoring, our goal is to provide friendly, accessible academic assistance in all subject areas. Tutoring is available primarily on a walk-in basis, though students can call ahead to schedule an appointment.
  - Students have access to tutoring any day, any time with Brainfuse. If you have internet access and a Carl Sandburg College student email account, you can take advantage of this resource.
  - Online tutoring is free, one-on-one, real-time tutoring via your computer, tablet, or smart phone. Brainfuse records your documents and tutoring sessions, so they are easily accessible as study notes later, or sent to your instructor. Best of all, it is a tutoring service that conforms to *your* schedule—even if that means you are getting tutored at 3 AM! Brainfuse also offers skill building exercises, video tutorials, practice tests, and much more.
  - In addition to Brainfuse online tutoring, Skype sessions with tutors at the Galesburg campus's Tutoring Center are available by arrangement.

## Teaching and Learning

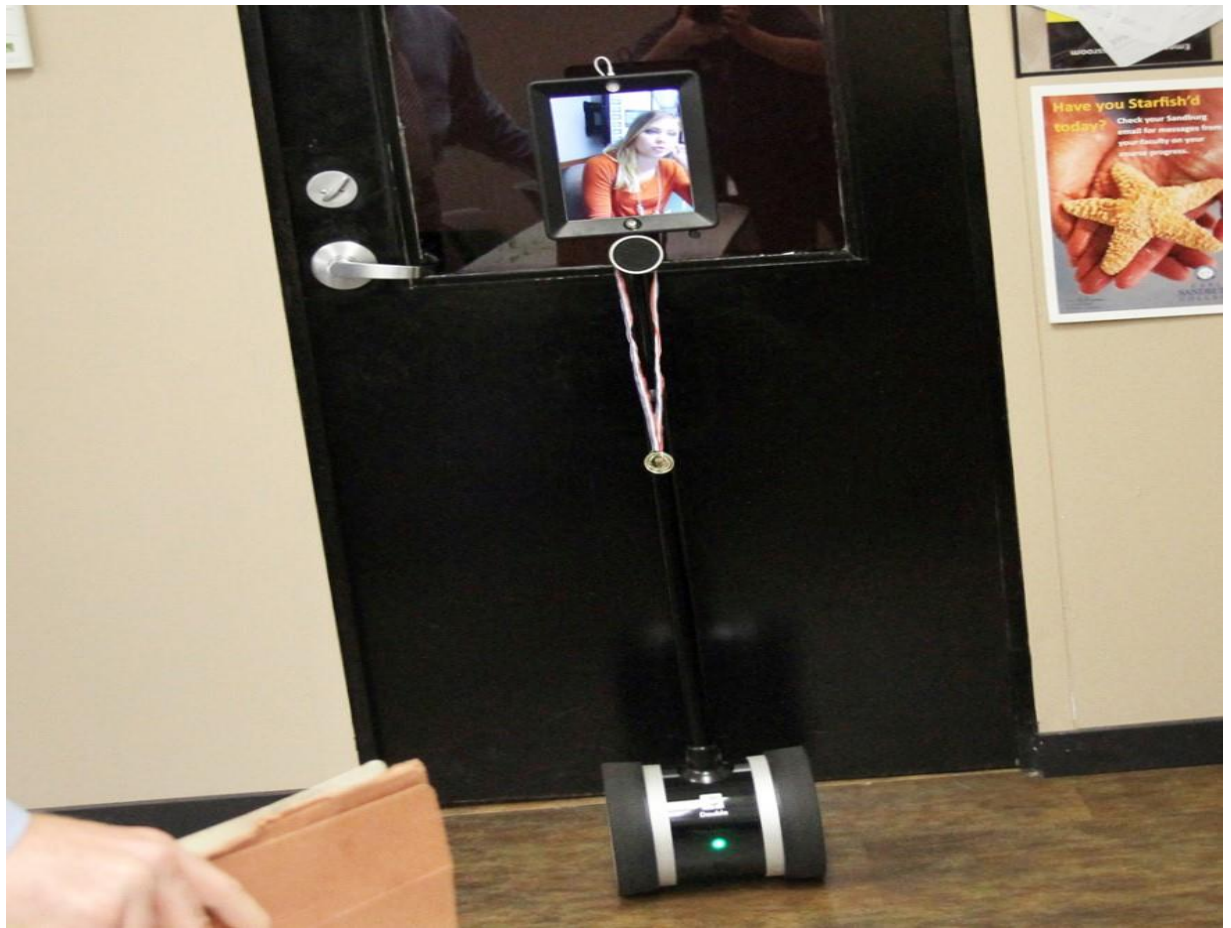
- Changing the traditional classroom structure has allowed team-based learning environments. Rather than a traditional desk and chair setup, the classroom has students arranged in “pods” with comfortable, living room style chairs. Students like the relaxed setting and the discussion aspects. Students are engaged.



- Some classes are not utilizing a textbook. The College Open Education Resource Course Initiative (OERCI) is looking to save the student money and still provide quality education.

## Operational Sustainability and Excellence

- Technology in academic programs continues to expand. The biology lab is using a MiPlatform, a device that mounts smartphones to microscopes. The instrument allows students to see the same image on a larger screen at the same time rather than taking turns on the same microscope or using several microscopes for the entire class.
- Telepresence robots, which look like iPads mounted on small Segway self-balancing, battery powered machines, are making distance learning easier, clearer and more realistic for online students. The remote student simply connects to the robot via a smartphone, desktop computer or tablet using a Chrome browser. This allows the remote students to roam across a classroom, listen in to conversations, “sit” at a table and participate in group projects. The learner’s image and voice are broadcast from a screen on the robot.



- The One Button Studio allows students and staff an area to easily record video and audio. The content is stored on a flash drive in an mp4 and mp3 format. One Button Studio provides high quality video and audio at the push of a button.





## Carl Sandburg College Summary of All Funds FY 2015-2021

### Summary of Revenue by Fund

	<b>FY 2015 Budget</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Est Actuals</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>
<b>General Funds</b>										
Education Fund	\$ 11,959,479	\$ 11,626,356	\$ 11,780,900	\$ 10,105,132	\$ 11,029,022	\$ 11,228,263	\$ 10,740,954	\$ 10,692,182	\$ 10,841,811	\$ 10,993,791
Operations & Maintenance Fund	\$ 1,834,909	\$ 1,744,309	\$ 1,703,489	\$ 1,837,819	\$ 1,561,359	\$ 1,702,628	\$ 1,598,690	\$ 1,624,470	\$ 1,650,704	\$ 1,677,401
<b>Special Revenue Funds</b>										
Restricted Purpose Fund	\$ 7,979,377	\$ 6,968,882	\$ 7,259,684	\$ 5,725,339	\$ 5,786,399	\$ 5,309,281	\$ 5,241,813	\$ 4,832,800	\$ 4,832,800	\$ 4,832,800
Audit Fund	\$ 80,491	\$ 79,207	\$ 82,425	\$ 81,384	\$ 82,863	\$ 82,631	\$ 85,989	\$ 87,708	\$ 89,461	\$ 91,250
Liability Protection Settlement Fund	\$ 2,155,696	\$ 2,124,755	\$ 2,197,935	\$ 2,192,543	\$ 2,177,550	\$ 2,141,273	\$ 2,183,046	\$ 2,226,289	\$ 2,270,390	\$ 2,315,367
SILO Fund	\$ 5,500	\$ 6,000	\$ 5,500	\$ 6,050	\$ 5,500	\$ 6,119	\$ 5,500	\$ 5,583	\$ 5,666	\$ 5,751
Debt Service Fund	\$ 3,430,330	\$ 13,340,482	\$ 3,398,463	\$ 7,492,935	\$ 2,572,210	\$ 2,547,373	\$ 2,916,144	\$ 3,136,359	\$ 2,624,514	\$ 4,035,870
<b>Capital Projects Funds</b>										
Operations & Maintenance Restricted Fund	\$ 90,525	\$ 91,427	\$ 94,145	\$ 122,373	\$ 820,880	\$ 807,387	\$ 859,030	\$ 876,206	\$ 893,726	\$ 911,596
Strategic Technology Endowment Fund	\$ 232,500	\$ 269,955	\$ 232,500	\$ 257,190	\$ 200,000	\$ 224,775	\$ 240,625	\$ 244,234	\$ 247,898	\$ 251,616
Auxiliary Fund	\$ 664,426	\$ 682,382	\$ 586,569	\$ 578,598	\$ 332,023	\$ 325,065	\$ 303,875	\$ 273,488	\$ 259,813	\$ 252,019
Working Cash Fund	\$ 79,625	\$ 50,535	\$ 79,625	\$ 112,331	\$ 63,000	\$ 71,945	\$ 67,575	\$ 68,589	\$ 69,617	\$ 70,662
<b>Total Revenues</b>	<b>\$28,512,858</b>	<b>\$36,984,290</b>	<b>\$27,421,235</b>	<b>\$28,511,694</b>	<b>\$24,630,806</b>	<b>\$24,446,741</b>	<b>\$24,243,241</b>	<b>\$24,067,906</b>	<b>\$23,786,402</b>	<b>\$25,438,123</b>
Interfund Transfers	1,826,300	1,301,918	938,755	714,715	1,010,170	675,358	999,800	1,007,088	1,010,259	1,013,462
Funds Used/(Carried Forward)	\$ 1,517,823	\$ 946,875	\$ 435,584	\$ 1,192,706	\$ 258,695	\$ (460,056)	\$ 468,981	\$ 545,646	\$ 543,526	\$ 576,042

### Summary of Expenditures by Fund

	<b>FY 2015 Budget</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Est Actuals</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>
<b>General Funds</b>										
Education Fund	\$ 12,990,197	\$ 11,938,478	\$ 12,422,429	\$ 11,775,396	\$ 11,619,022	\$ 11,598,659	\$ 11,335,954	\$ 11,476,365	\$ 11,635,766	\$ 11,820,017
Operations & Maintenance Fund	\$ 1,876,795	\$ 1,705,649	\$ 1,837,224	\$ 1,854,298	\$ 1,615,586	\$ 1,620,051	\$ 1,643,091	\$ 1,662,808	\$ 1,686,087	\$ 1,713,065
<b>Special Revenue Funds</b>										
Restricted Purpose Fund	\$ 7,979,377	\$ 6,926,555	\$ 7,259,684	\$ 5,741,813	\$ 5,786,399	\$ 5,309,281	\$ 5,241,813	\$ 4,832,800	\$ 4,832,800	\$ 4,832,800
Audit Fund	\$ 77,973	\$ 71,389	\$ 69,798	\$ 66,298	\$ 70,058	\$ 57,746	\$ 70,326	\$ 71,170	\$ 72,166	\$ 73,321
Liability Protection Settlement Fund	\$ 2,021,939	\$ 2,000,589	\$ 1,981,854	\$ 1,883,718	\$ 2,037,917	\$ 1,977,735	\$ 2,295,326	\$ 2,322,870	\$ 2,355,390	\$ 2,393,076
SILO Fund	\$ 340,000	\$ -	\$ 100,000	\$ 39,720	\$ 48,500	\$ 48,500	\$ 58,500	\$ 13,000	\$ 5,600	\$ 5,700
Debt Service Fund	\$ 3,436,327	\$ 13,385,912	\$ 3,401,891	\$ 7,404,031	\$ 2,576,801	\$ 2,542,487	\$ 2,913,494	\$ 3,133,669	\$ 2,621,784	\$ 4,033,099
<b>Capital Projects Funds</b>										
Operations & Maintenance Restricted Fund	\$ 975,422	\$ 1,203,059	\$ 209,000	\$ 343,538	\$ 835,000	\$ 556,696	\$ 873,185	\$ 883,663	\$ 896,035	\$ 910,371
Strategic Technology Endowment Fund	\$ 1,407,920	\$ 1,232,193	\$ 760,380	\$ 596,171	\$ 628,250	\$ 339,000	\$ 505,250	\$ 501,250	\$ 501,250	\$ 501,250
Auxiliary Fund	\$ 671,401	\$ 697,876	\$ 673,689	\$ 633,657	\$ 661,838	\$ 590,964	\$ 646,783	\$ 654,544	\$ 663,708	\$ 674,327
Working Cash Fund	\$ 79,630	\$ 71,383	\$ 79,625	\$ 80,475	\$ 20,300	\$ 20,925	\$ 128,300	\$ 68,500	\$ 69,600	\$ 70,600
<b>Total Expenditures</b>	<b>\$31,856,981</b>	<b>\$39,233,083</b>	<b>\$28,795,574</b>	<b>\$30,419,115</b>	<b>\$25,899,671</b>	<b>\$24,662,043</b>	<b>\$25,712,022</b>	<b>\$25,620,640</b>	<b>\$25,340,187</b>	<b>\$27,027,626</b>

**CARL SANDBURG COLLEGE**  
**SUMMARY OF FISCAL YEAR 2018 FINAL BUDGET BY FUND TYPE**

	General Funds	Special Revenue Funds	Debt Service Fund	Capital Projects Funds	Total Governmental Funds
Beginning Fund Balance*	\$ 3,569,117	\$ 4,547,581	\$ 327,444	\$ 7,443,482	\$ 15,887,624
Budgeted Revenues	12,339,644	7,516,348	2,916,144	1,099,655	23,871,791
Local	5,393,961	2,185,255	2,913,494	858,185	11,350,895
State	-	-			-
Federal grants	-	5,182,950			5,182,950
Tuition & Fees	6,887,315	-			6,887,315
Other	58,368	148,143	2,650	241,470	450,631
Budgeted Transfers from Other Funds	640,000	-		15,000	655,000
Budgeted Expenditures	(12,670,045)	(7,607,465)	(2,913,494)	(874,435)	(24,065,439)
Instruction	5,748,175	411,525			6,159,700
Academic Support	408,208				408,208
Student Services	2,108,792	526,447			2,635,239
Public Services	159,467	31,663			191,130
Institutional Support	2,745,312	6,637,830	2,913,494	874,435	13,171,071
Operations & Maintenance	1,500,091				1,500,091
Budgeted Transfers to Other Funds	(309,000)	(58,500)		(504,000)	(871,500)
Ending Fund Balance	<u>\$ 3,569,716</u>	<u>\$ 4,397,964</u>	<u>\$ 330,094</u>	<u>\$ 7,179,702</u>	<u>\$ 15,477,476</u>

	Proprietary Fund	Total Proprietary Fund
Beginning Fund Balance*	\$ 138,940	\$ 138,940
Budgeted Revenues	303,875	303,875
Budgeted Transfers from Other Funds	344,800	344,800
Budgeted Expenditures	(646,783)	(646,783)
Budgeted Transfers to Other Funds	-	-
Ending Fund Balance	<u>\$ 140,832</u>	<u>\$ 140,832</u>

	Fiduciary Fund	Total Fiduciary Fund
Beginning Fund Balance*	8,245,764	\$ 8,245,764
Budgeted Revenues	67,575	67,575
Budgeted Transfers from Other Funds	-	-
Budgeted Expenditures	-	-
Budgeted Transfers to Other Funds	(128,300)	(128,300)
Ending Fund Balance	<u>\$ 8,185,039</u>	<u>\$ 8,185,039</u>

\*These represent the actual Fund Balances for Fiscal Year 2016 adjusted for expected operating results for Fiscal Year 2017.

# Financial Section

## Overall Budget Summary

The College budget is primarily a communications document, presenting the College's financial plans to the residents of the District in a reasonably compact but informative format. The budget represents our efforts to control expenditures while still maintaining the quality of education, technological foresight, and responsiveness to community educational needs. Shown below is the projected consolidated financial overview of the College for Fiscal Year 2018. The budgeted decrease in net assets is due primarily to the use of Strategic Technology Endowment Funds and quasi endowment funds in the SILO Fund. Additional technology enhancements are funded with accumulated interest earned on investments.

### CARL SANDBURG COLLEGE SUMMARY OF FISCAL YEAR 2018 FINAL BUDGET

Budgeted Operating Revenues	\$ 6,887,315
Budgeted Operating Expenditures	<u>(25,209,279)</u>
Budgeted Operating Loss	<u>\$ (18,321,964)</u>
Budgeted Nonoperating Revenues	\$ 18,355,726
Budgeted Nonoperating Expenditures	<u>(502,743)</u>
Budgeted Net Nonoperating Expenditures	<u>\$ 17,852,983</u>
Budgeted Decrease in Net Assets	<u><u>\$ (468,981)</u></u>

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

## General Funds

### General Funds Revenue Budget

The General Funds consists of two individual “sub-funds” – the Education Fund and the Operations & Maintenance Fund. These funds are used to account for all revenues and expenditures related to the educational functions of the College. Revenue for the General Funds is derived from the following sources: Local Government, State Government, Tuition and Fees, and Other Sources of Revenue.

### Education Fund

One “sub-fund” of the General Funds is the Education Fund. 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 movable equipment, library books and materials, maintenance of instructional and administrative equipment and other costs pertaining to the educational programs of the College.

### Operations and Maintenance Fund

The Operations and Maintenance Fund (O&M) is also a general funds type. The O&M 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 maintenance and custodial employees; all costs of fuel, lights, gas, water, telephone service and custodial supplies and equipment.

### Carl Sandburg College General Funds-Projected Changes in Fund Balance

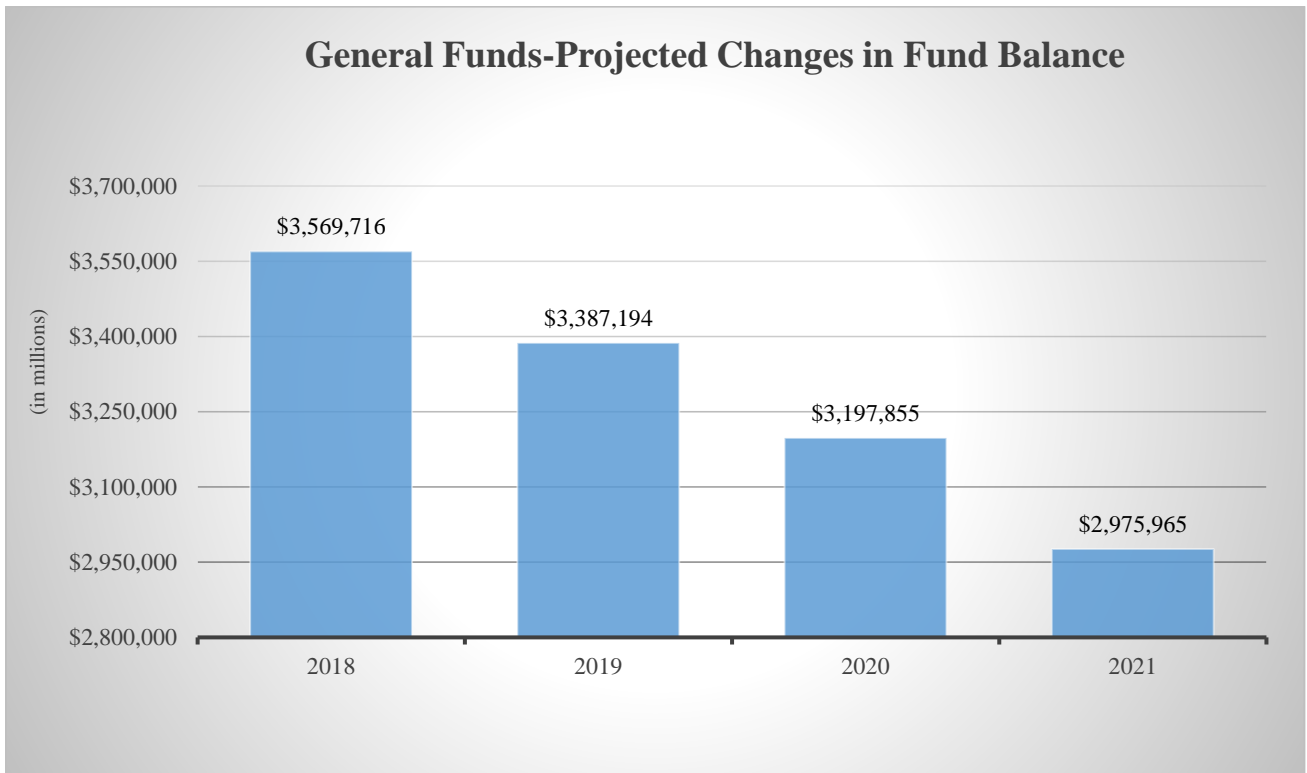
	2018	2019	2020	2021
Beginning Balance	\$ 3,569,117	\$ 3,569,716	\$ 3,387,194	\$ 3,197,855
Revenues	\$ 12,339,644	\$ 12,316,651	\$ 12,492,515	\$ 12,671,192
Expenditures	12,670,045	\$ 12,822,086	\$ 13,001,595	\$ 13,209,620
Revenues Over (Under) Expenditures	\$ (330,401)	\$ (505,434)	\$ (509,080)	\$ (538,428)
Transfers	331,000	322,912	319,741	316,539
Ending Fund Balance	<u>\$ 3,569,716</u>	<u>\$ 3,387,194</u>	<u>\$ 3,197,855</u>	<u>\$ 2,975,965</u>

Transfers in for capital expenditures funded from STEF and Working Cash.

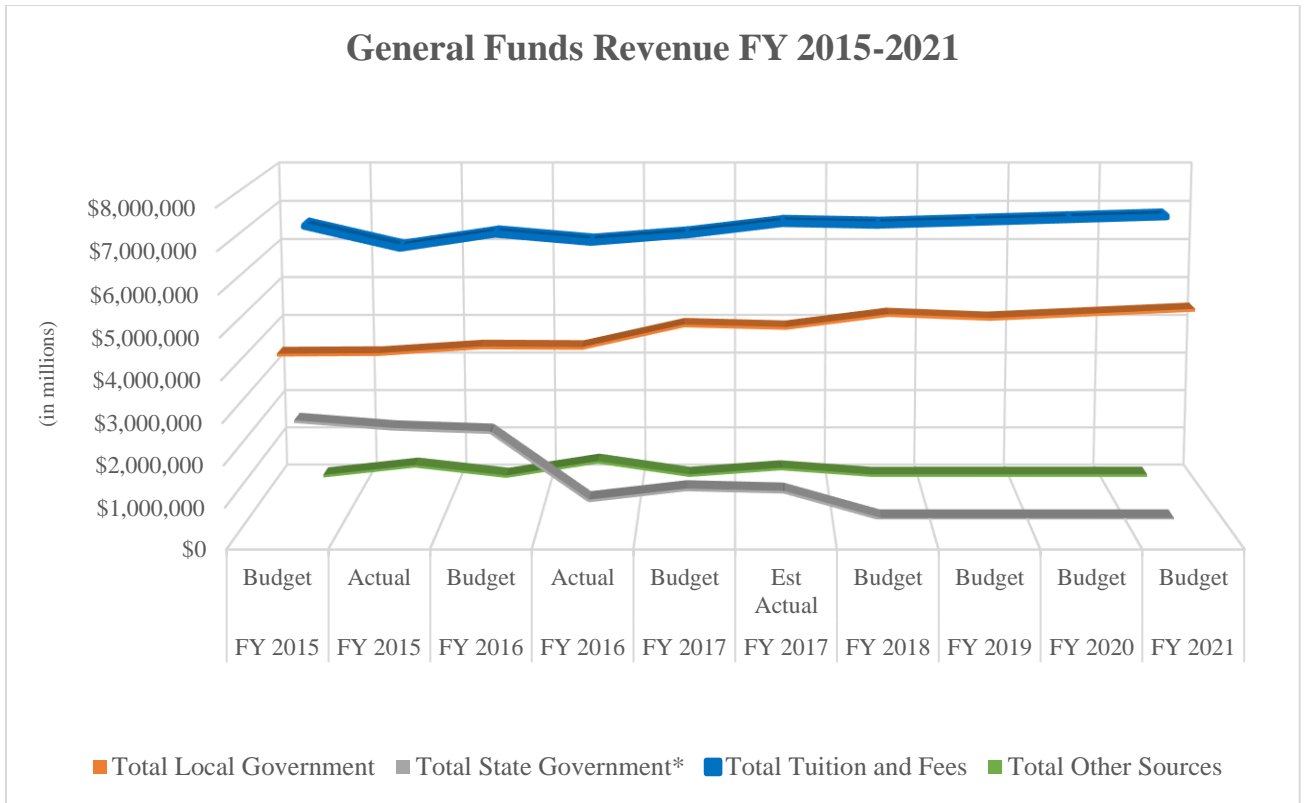
Transfers out for student activities.



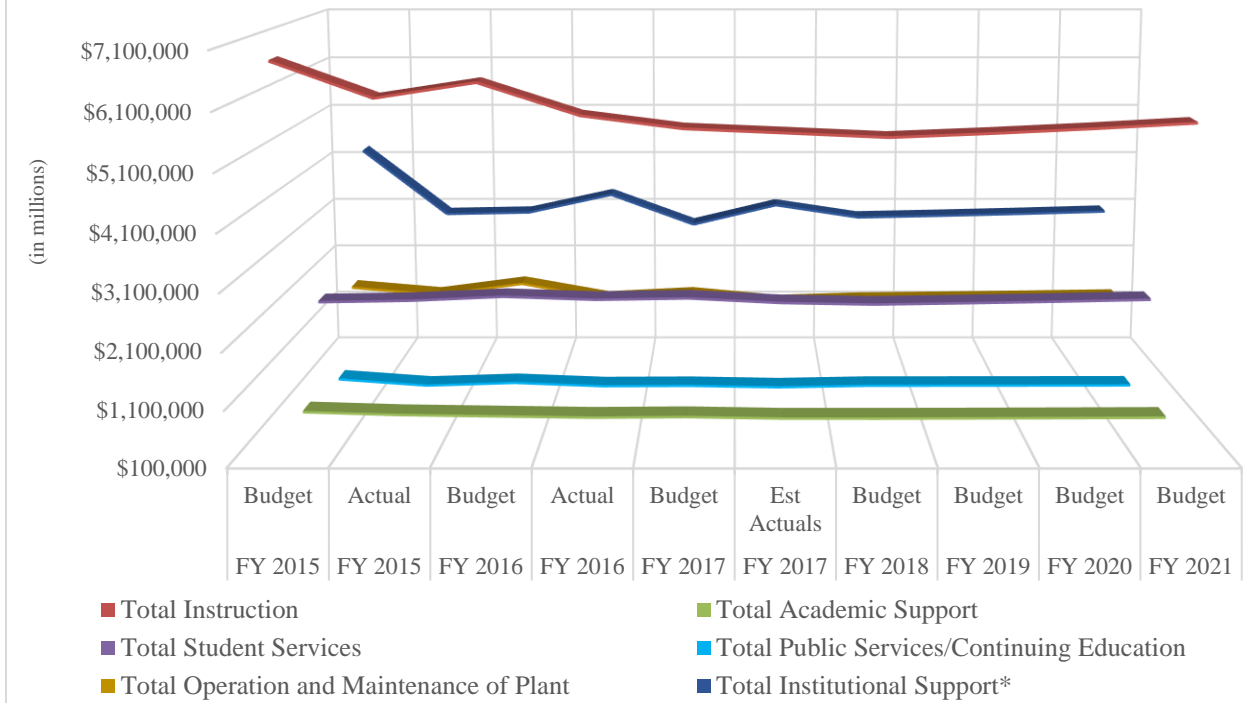
### General Funds-Projected Changes in Fund Balance



### General Funds Revenue and Expenditures Seven Year Comparison

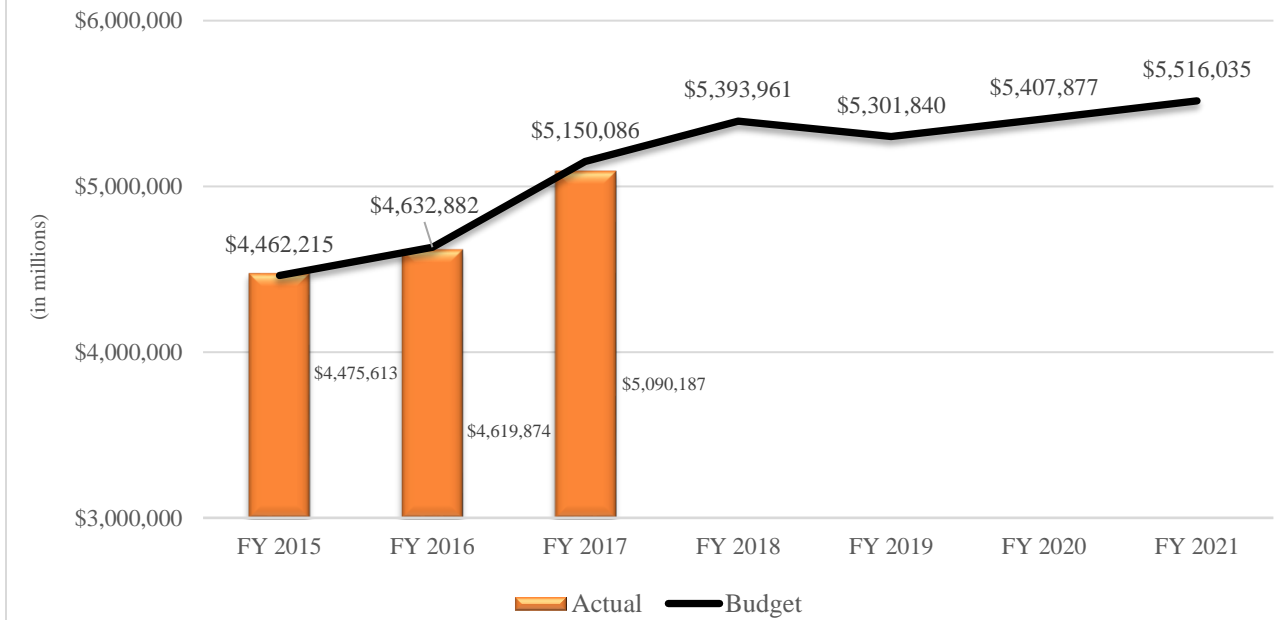


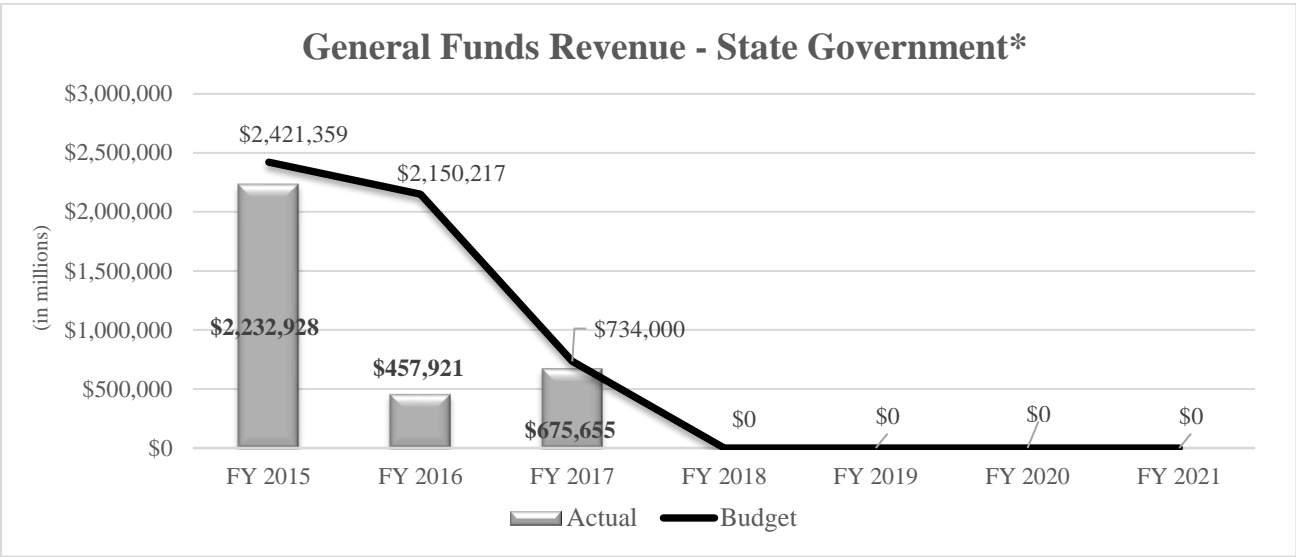
## General Funds Expenditures FY 2015-2021



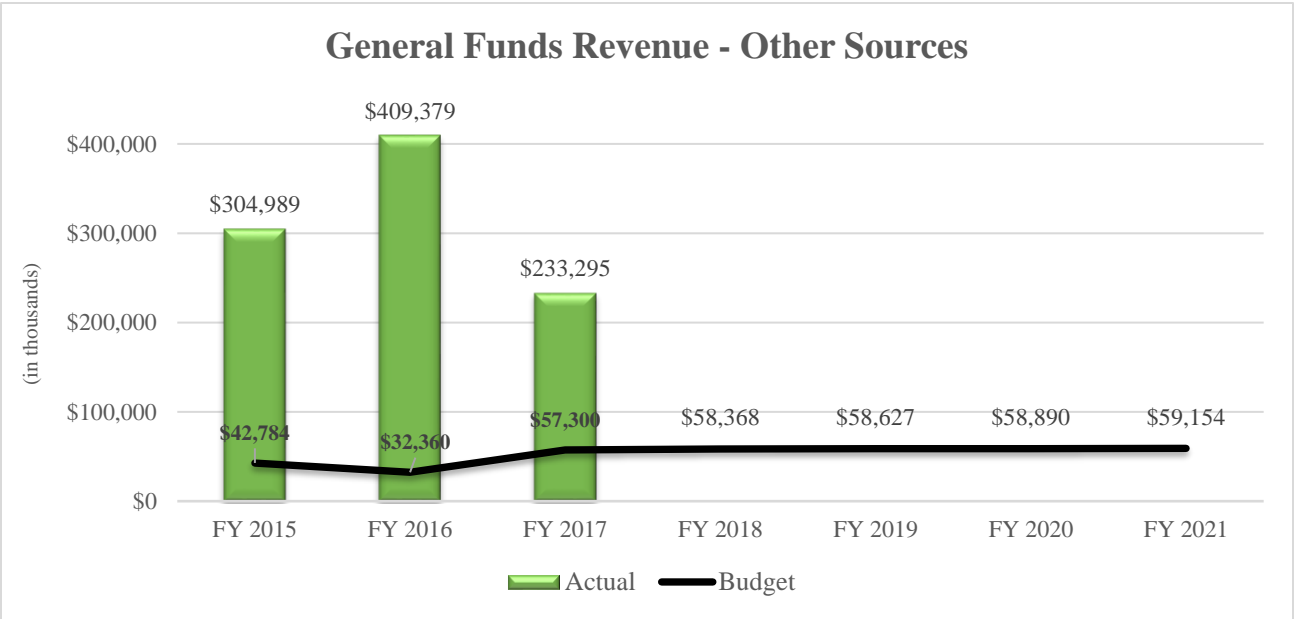
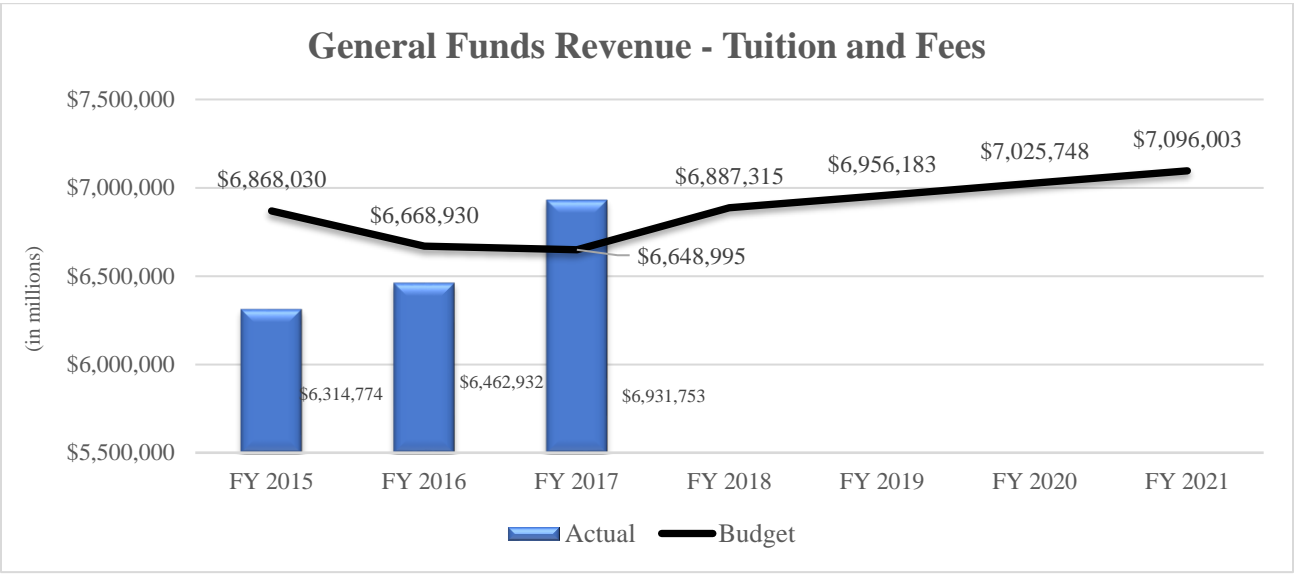
\*Excludes State of Illinois SURS on-behalf payments

## General Funds Revenue - Local Government

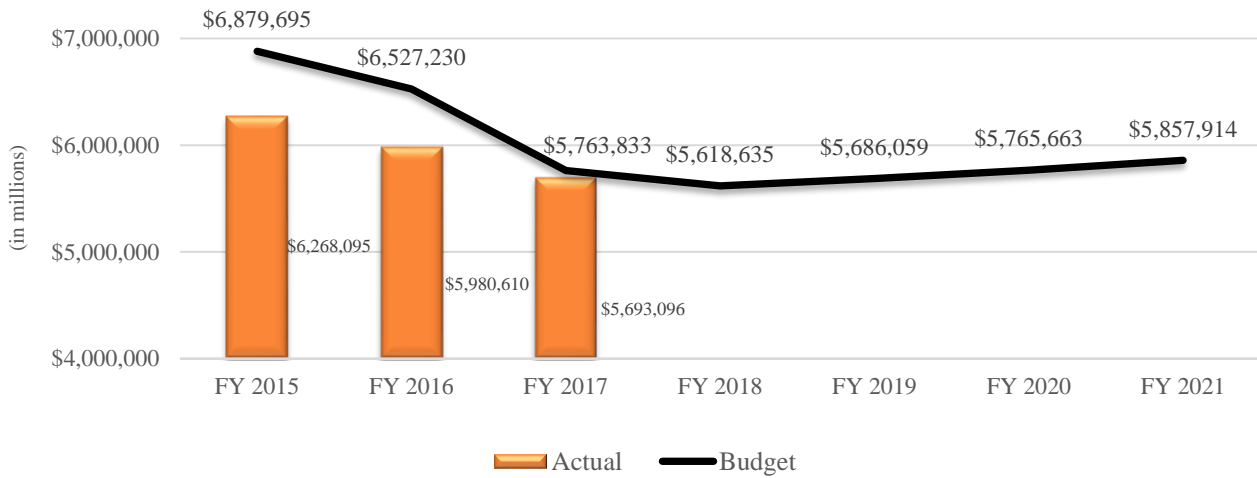




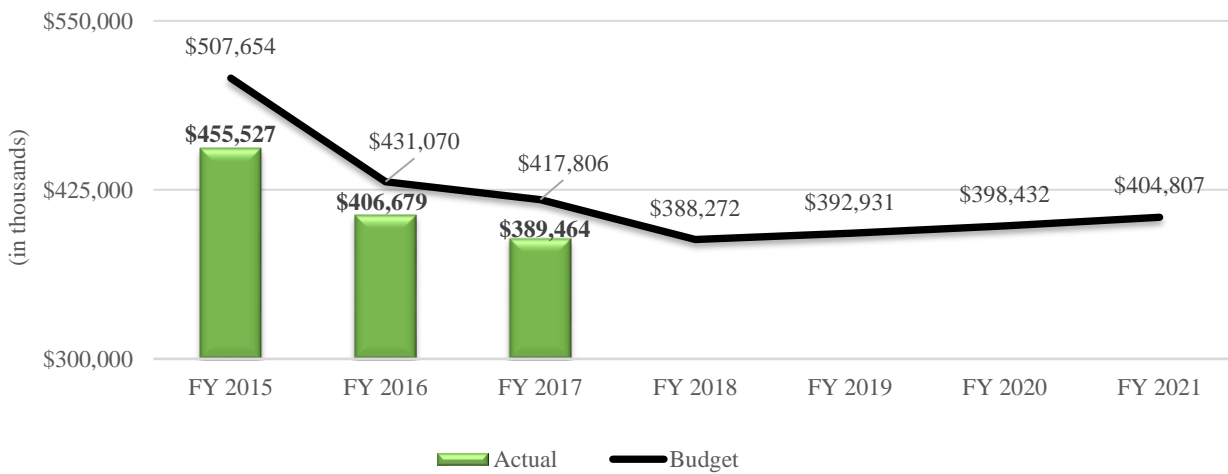
\*Excludes State of Illinois SURS on-behalf payments



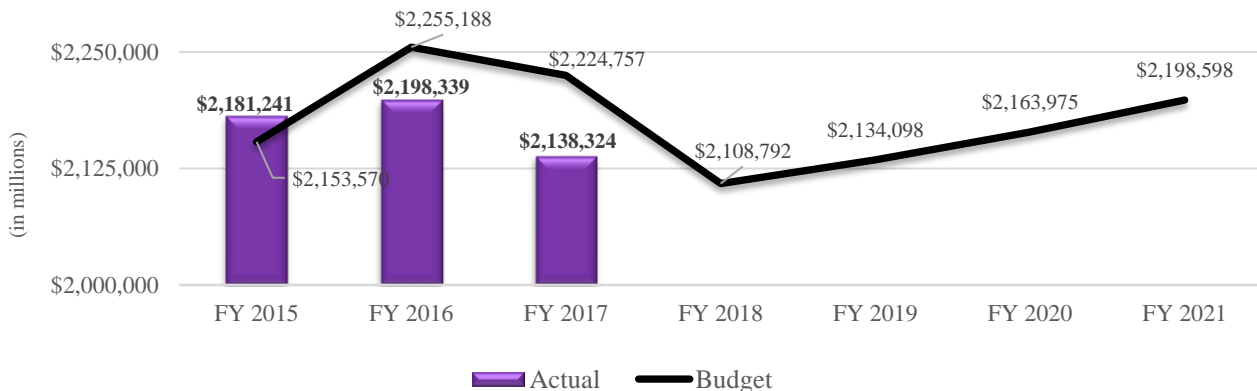
### General Funds Expenditures - Instruction

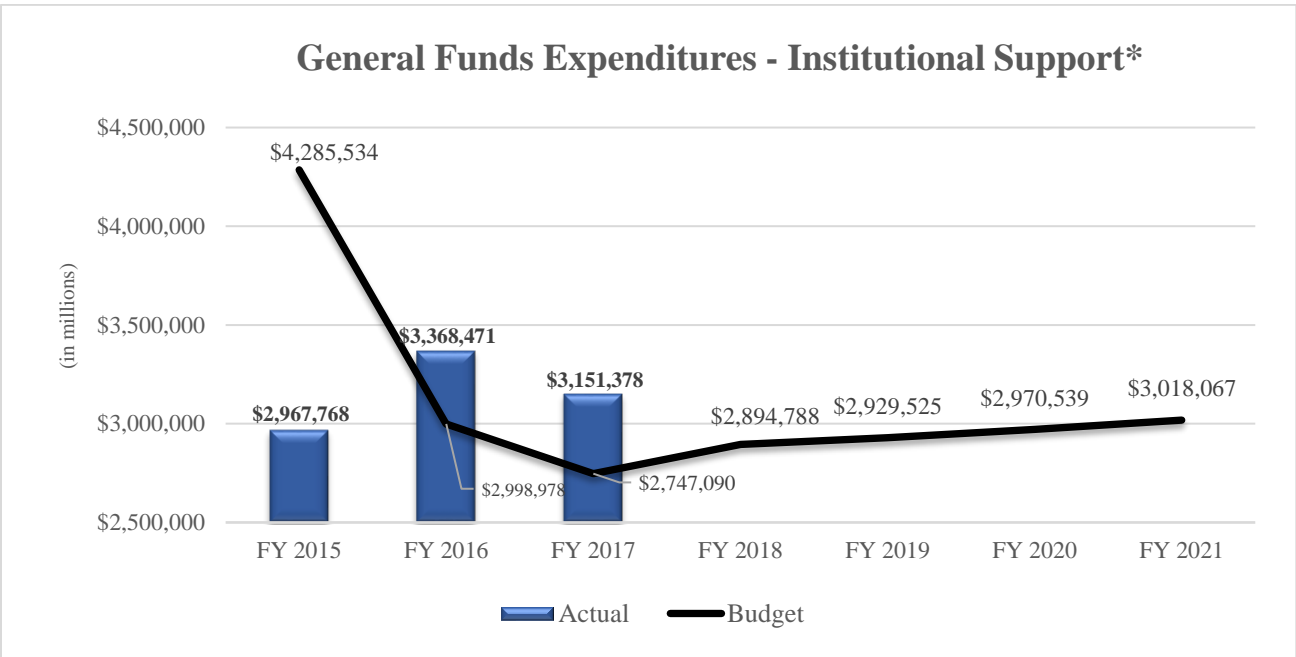
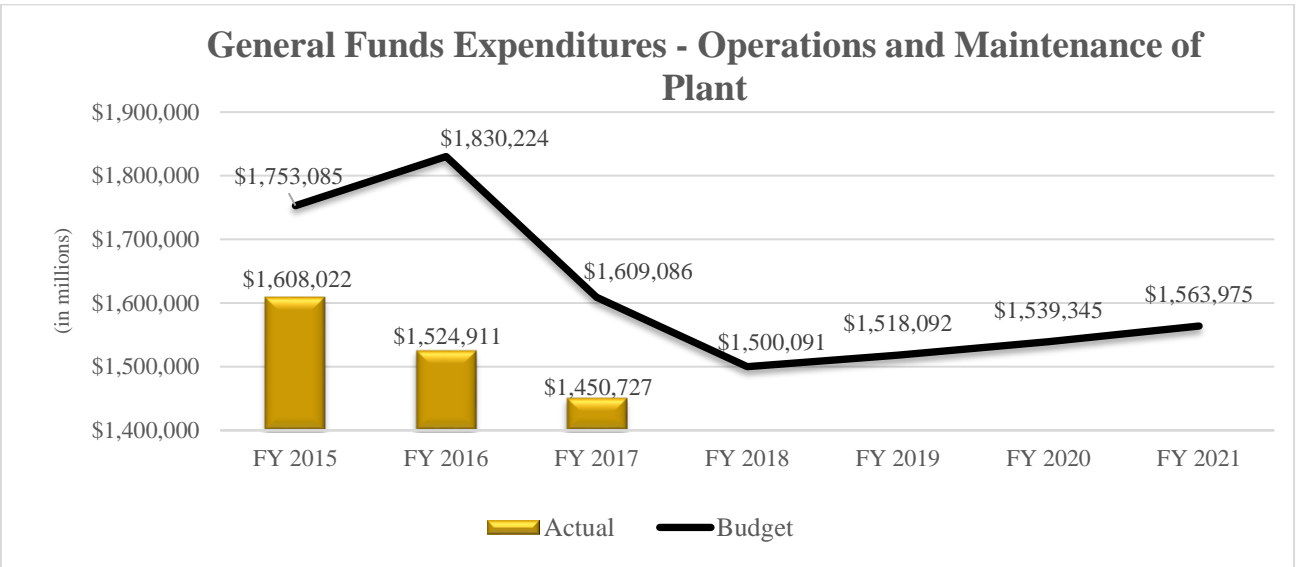
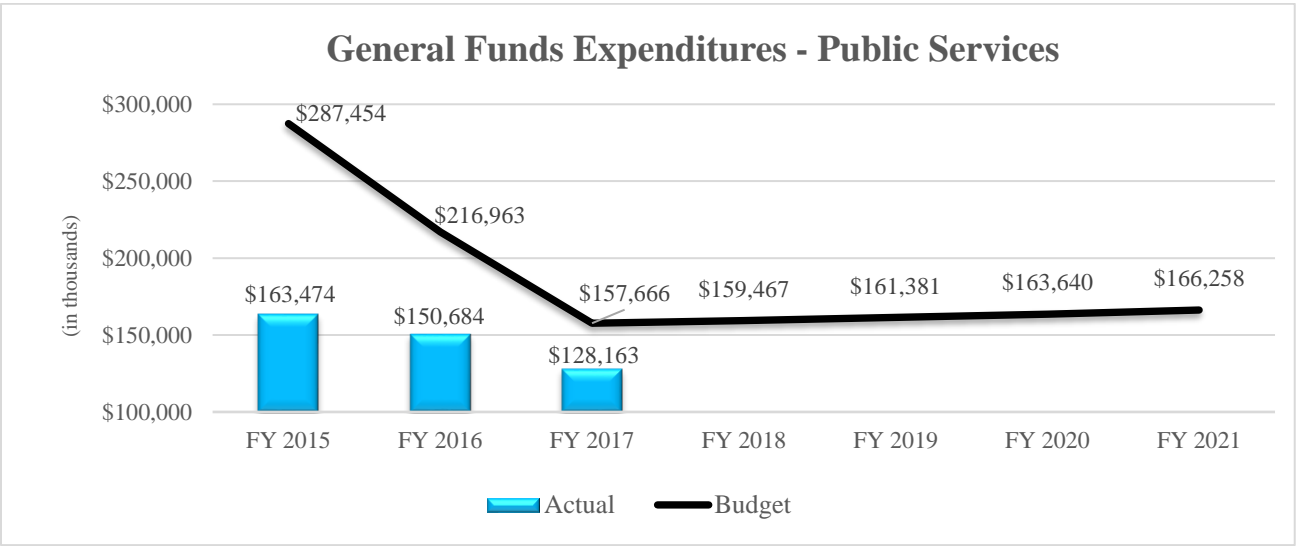


### General Funds Expenditures - Academic Support



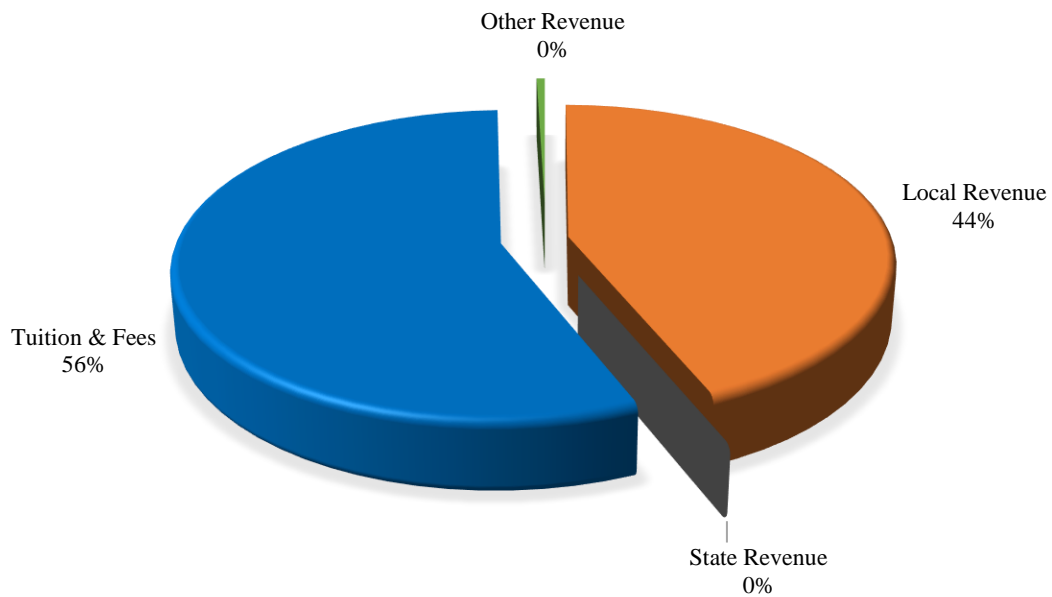
### General Funds Expenditures - Student Services



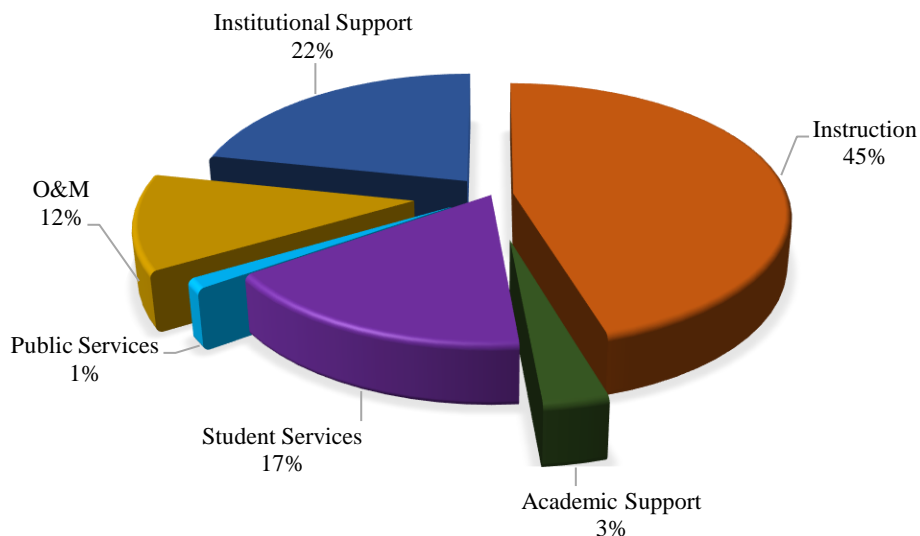


\*Excludes State of Illinois SURS on-behalf payments

## FY 2018 % OF TOTAL GENERAL FUNDS REVENUE BY SOURCE

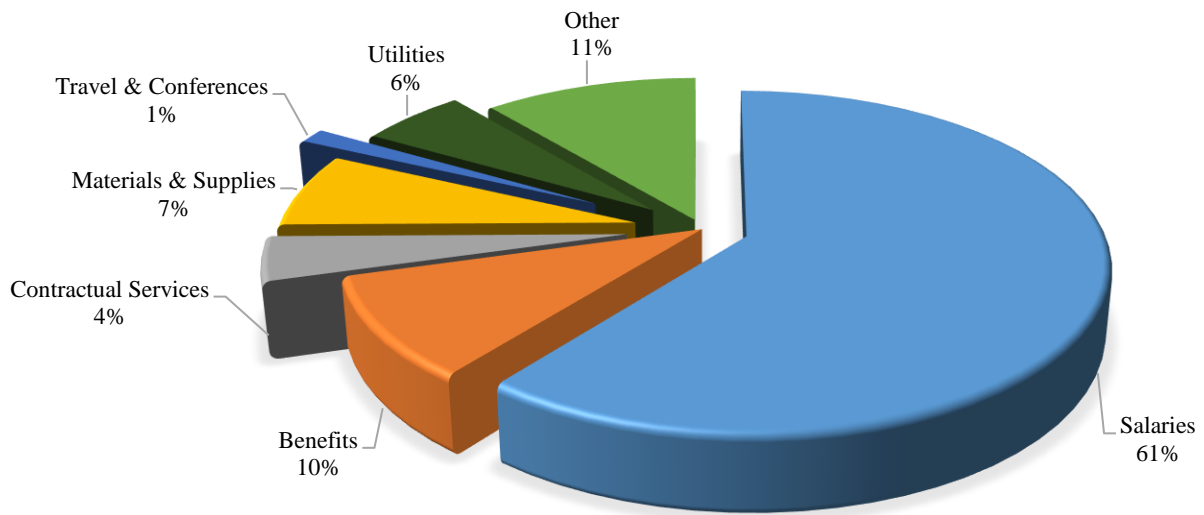


## FY 2018 % OF TOTAL GENERAL FUNDS EXPENDITURES BY PROGRAM



Instruction represents 45% of the General Funds budget. This proportion is comparable to the state average of 42%. The second largest category, Institutional Support, represents 22% of the budget compared to 22% for the statewide average. (Source: ICCB FY 2015 Audited Operating Expenditures by Function Table in the Data & Characteristics Report).

### FY 2018 % OF TOTAL GENERAL FUNDS EXPENDITURES BY OBJECT



Salaries and benefits represent 71% of the General Funds budget, compared with a statewide average of 76% (Source: FY 2015 ICCB Audited Operating Expenditures by Object Table in the Data & Characteristics Report).

## General Funds Revenue Fiscal Year 2015-2021

Operating Revenue by Sources	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Est Actual	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
<b>Local Government:</b>										
Current Taxes	\$ 4,250,215	\$ 4,180,600	\$ 4,412,882	\$ 4,353,674	\$ 4,900,086					
Replacement Taxes	212,000	290,774	220,000	266,200	250,000					
Other	-	-	-	-	-					
Chargeback	-	4,239	-	-	-					
<b>Total Local Government</b>	<b>\$ 4,462,215</b>	<b>\$ 4,475,613</b>	<b>\$ 4,632,882</b>	<b>\$ 4,619,874</b>	<b>\$ 5,150,086</b>	<b>\$ 5,090,187</b>	<b>\$ 5,393,961</b>	<b>\$ 5,301,840</b>	<b>\$ 5,407,877</b>	<b>\$ 5,516,035</b>
<b>State Government:</b>										
ICCB Credit Hour Grant	\$ 1,584,505	\$ 1,551,323	\$ 1,457,655	\$ 357,921	\$ 684,000					
ICCB Equalization Grant	726,854	547,979	532,562	50,000	-					
ICCB Small College Grant	-	-	50,000	50,000	50,000					
ISBE Vocational Ed/ICCB CTE Grant	110,000	133,626	110,000	-	-					
Other State sources	-	-	-	-	-					
State University Retirement	-	42,361	-	42,845	-					
<b>Total State Government</b>	<b>\$ 2,421,359</b>	<b>\$ 2,275,289</b>	<b>\$ 2,150,217</b>	<b>\$ 500,766</b>	<b>\$ 734,000</b>	<b>\$ 675,655</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Student Tuition and Fees:</b>										
Tuition	\$ 6,551,330	\$ 5,925,765	\$ 6,203,480	\$ 6,462,932	\$ 6,275,530					
Fees	316,700	389,009	465,450	-	373,465					
<b>Total Tuition and Fees</b>	<b>\$ 6,868,030</b>	<b>\$ 6,314,774</b>	<b>\$ 6,668,930</b>	<b>\$ 6,462,932</b>	<b>\$ 6,648,995</b>	<b>\$ 6,931,753</b>	<b>\$ 6,887,315</b>	<b>\$ 6,956,183</b>	<b>\$ 7,025,748</b>	<b>\$ 7,096,003</b>
<b>Other Sources:</b>										
Interest Income	\$ 13,084	\$ 19,882	\$ 12,960	\$ 17,000	\$ 16,200	\$ 21,472	\$ 17,268	\$ 17,527	\$ 17,790	\$ 18,054
Federal Government	-	-	-	-	-	-	-	-	-	-
Other Income	29,700	285,107	19,400	392,379	41,100	211,823	41,100	41,100	41,100	41,100
<b>Total Other Sources</b>	<b>\$ 42,784</b>	<b>\$ 304,989</b>	<b>\$ 32,360</b>	<b>\$ 409,379</b>	<b>\$ 57,300</b>	<b>\$ 233,295</b>	<b>\$ 58,368</b>	<b>\$ 58,627</b>	<b>\$ 58,890</b>	<b>\$ 59,154</b>
<b>Total Revenue before Interfunds &amp; Nonoperating Items</b>	<b>\$13,794,388</b>	<b>\$13,370,665</b>	<b>\$13,484,389</b>	<b>\$11,992,951</b>	<b>\$12,590,381</b>	<b>\$12,930,891</b>	<b>\$12,339,644</b>	<b>\$12,316,651</b>	<b>\$12,492,515</b>	<b>\$12,671,192</b>
<b>Interfund Transfers</b>	<b>895,500</b>	<b>423,247</b>	<b>777,955</b>	<b>668,915</b>	<b>635,000</b>	<b>375,000</b>	<b>640,000</b>	<b>640,000</b>	<b>640,000</b>	<b>640,000</b>
<b>Subtotal</b>	<b>\$14,689,888</b>	<b>\$13,793,912</b>	<b>\$14,262,344</b>	<b>\$12,661,866</b>	<b>\$13,225,381</b>	<b>\$13,305,891</b>	<b>\$12,979,644</b>	<b>\$12,956,651</b>	<b>\$13,132,515</b>	<b>\$13,311,192</b>
<b>Less Operating Items*:</b>										
Tuition Chargeback Revenue	-	4,239	-	-	-	-	-	-	-	-
<b>Adjusted Revenue- (After above reduction)</b>	<b>\$14,689,888</b>	<b>\$13,789,673</b>	<b>\$14,262,344</b>	<b>\$12,661,866</b>	<b>\$13,225,381</b>	<b>\$13,305,891</b>	<b>\$12,979,644</b>	<b>\$12,956,651</b>	<b>\$13,132,515</b>	<b>\$13,311,192</b>

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



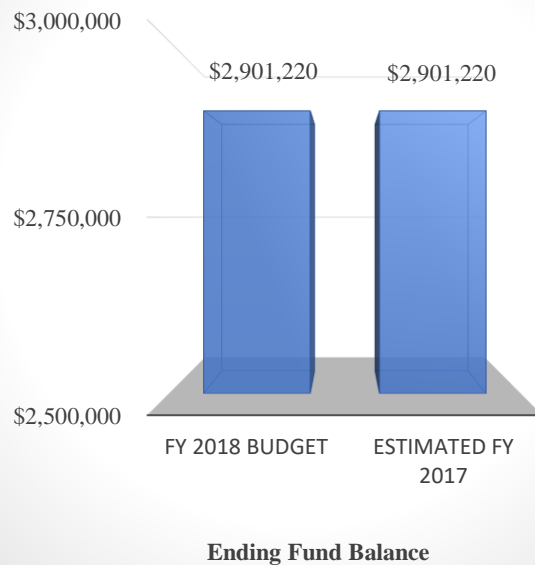
## General Funds Expenditures Fiscal Year 2015-2021

	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Est Actuals	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
<b>Instruction</b>										
Salaries	\$ 5,334,873	\$ 4,864,717	\$ 5,119,974	\$ 4,847,712	\$ 4,529,931					
Employee Benefits	582,000	536,910	670,000	512,665	600,000					
Contractual Services	169,234	177,635	176,538	170,310	175,509					
General Maintenance and Supplies	288,788	232,866	239,812	201,632	222,706					
Travel and Conference/Meeting Expense	99,220	99,548	95,026	98,725	81,547					
Capital Outlay	103,400	147,312	97,700	118,448	79,590					
Other Expenditures	302,180	209,107	128,180	31,118	74,550					
<b>Total Instruction</b>	<b>\$ 6,879,695</b>	<b>\$ 6,268,095</b>	<b>\$ 6,527,230</b>	<b>\$ 5,980,610</b>	<b>\$ 5,763,833</b>	<b>\$ 5,693,096</b>	<b>\$ 5,748,175</b>	<b>\$ 5,817,153</b>	<b>\$ 5,898,593</b>	<b>\$ 5,992,971</b>
<b>Academic Support</b>										
Salaries	\$ 301,515	\$ 268,626	\$ 253,431	\$ 241,566	\$ 240,751					
Employee Benefits	39,000	31,314	39,000	31,350	35,000					
Contractual Services	72,454	61,995	59,954	80,403	83,050					
General Maintenance and Supplies	90,026	91,236	75,526	51,227	57,101					
Travel and Conference/Meeting Expense	4,659	2,356	3,159	2,133	1,904					
<b>Total Academic Support</b>	<b>\$ 507,654</b>	<b>\$ 455,527</b>	<b>\$ 431,070</b>	<b>\$ 406,679</b>	<b>\$ 417,806</b>	<b>\$ 389,464</b>	<b>\$ 408,208</b>	<b>\$ 413,106</b>	<b>\$ 418,890</b>	<b>\$ 425,592</b>
<b>Student Services</b>										
Salaries	\$ 1,199,940	\$ 1,171,500	\$ 1,245,450	\$ 1,222,189	\$ 1,246,719					
Employee Benefits	171,000	187,915	232,300	188,098	207,000					
Contractual Services	23,570	22,130	19,000	28,667	19,000					
General Maintenance and Supplies	37,854	38,573	33,597	25,087	32,285					
Travel and Conference/Meeting Expense	30,951	31,513	39,861	28,379	35,511					
Other	690,255	729,610	684,980	705,919	684,242					
<b>Total Student Services</b>	<b>\$ 2,153,570</b>	<b>\$ 2,181,241</b>	<b>\$ 2,255,188</b>	<b>\$ 2,198,339</b>	<b>\$ 2,224,757</b>	<b>\$ 2,138,324</b>	<b>\$ 2,108,792</b>	<b>\$ 2,134,098</b>	<b>\$ 2,163,975</b>	<b>\$ 2,198,598</b>
<b>Public Services/Continuing Education</b>										
Salaries	\$ 147,504	\$ 94,358	\$ 133,633	\$ 102,673	\$ 105,431					
Employee Benefits	15,000	15,657	22,600	23,512	20,000					
Contractual Services	56,450	24,847	28,400	10,114	16,100					
General Maintenance and Supplies	48,900	22,896	27,270	9,276	11,985					
Travel and Conference/Meeting Expense	16,800	3,649	3,110	1,275	1,800					
Fixed Charges	100	1,050	1,250	1,000	1,200					
Other	2,700	1,017	700	2,834	1,150					
<b>Total Public Services/Continuing Education</b>	<b>\$ 287,454</b>	<b>\$ 163,474</b>	<b>\$ 216,963</b>	<b>\$ 150,684</b>	<b>\$ 157,666</b>	<b>\$ 128,163</b>	<b>\$ 159,467</b>	<b>\$ 161,381</b>	<b>\$ 163,640</b>	<b>\$ 166,258</b>
<b>Operation &amp; Maintenance of Plant</b>										
Salaries	\$ 623,406	\$ 590,088	\$ 610,824	\$ 542,439	\$ 565,066					
Employee benefits	160,000	156,568	180,000	141,073	174,000					
Contractual Services	97,079	147,868	133,360	183,496	132,700					
General Maintenance and Supplies	100,025	100,209	94,915	72,259	85,750					
Travel & Conference/Meeting Expense	2,500	4,750	2,250	2,406	2,250					
Fixed Charges	25,491	22,757	24,750	18,194	1,500					
Utilities	573,084	434,808	626,025	448,239	489,320					
Capital Outlay	14,500	24,924	10,000	6,077	6,000					
Other Expenditures	157,000	126,050	148,100	110,728	152,500					
<b>Total Operation and Maintenance of Plant</b>	<b>\$ 1,753,085</b>	<b>\$ 1,608,022</b>	<b>\$ 1,830,224</b>	<b>\$ 1,524,911</b>	<b>\$ 1,609,086</b>	<b>\$ 1,450,727</b>	<b>\$ 1,500,091</b>	<b>\$ 1,518,092</b>	<b>\$ 1,539,345</b>	<b>\$ 1,563,975</b>
<b>Institutional Support</b>										
Salaries	\$ 1,374,778	\$ 1,327,932	\$ 1,444,696	\$ 1,300,723	\$ 1,340,074					
Employee Benefits	709,400	424,715	477,400	481,933	394,125					
Contractual Services	147,273	83,622	127,980	99,085	188,530					
General Maintenance and Supplies	585,809	669,280	623,449	601,756	523,103					
Travel and Conference/Meeting Expense	63,905	71,996	66,538	57,272	59,713					
Fixed Charges	248,566	200,756	131,820	115,890	125,795					
Utilities					310,929					
Other Expenditures	155,803	189,467	127,095	400,883	115,750					
<b>Total Institutional Support</b>	<b>\$ 3,285,534</b>	<b>\$ 2,967,768</b>	<b>\$ 2,998,978</b>	<b>\$ 3,368,471</b>	<b>\$ 2,747,090</b>	<b>\$ 3,151,378</b>	<b>\$ 2,745,312</b>	<b>\$ 2,778,256</b>	<b>\$ 2,817,151</b>	<b>\$ 2,862,226</b>
<b>Total before transfers</b>	<b>\$ 14,866,992</b>	<b>\$ 13,644,127</b>	<b>\$ 14,259,653</b>	<b>\$ 13,629,694</b>	<b>\$ 12,920,238</b>	<b>\$ 12,951,152</b>	<b>\$ 12,670,045</b>	<b>\$ 12,822,086</b>	<b>\$ 13,001,595</b>	<b>\$ 13,209,620</b>
<b>Proceeds from capital lease Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>314,370</b>	<b>267,558</b>	<b>309,000</b>	<b>317,088</b>	<b>320,259</b>	<b>323,462</b>
<b>GRAND TOTAL</b>	<b>\$ 14,866,992</b>	<b>\$ 13,644,127</b>	<b>\$ 14,259,653</b>	<b>\$ 13,629,694</b>	<b>\$ 13,234,608</b>	<b>\$ 13,218,710</b>	<b>\$ 12,979,045</b>	<b>\$ 13,139,174</b>	<b>\$ 13,321,854</b>	<b>\$ 13,533,082</b>

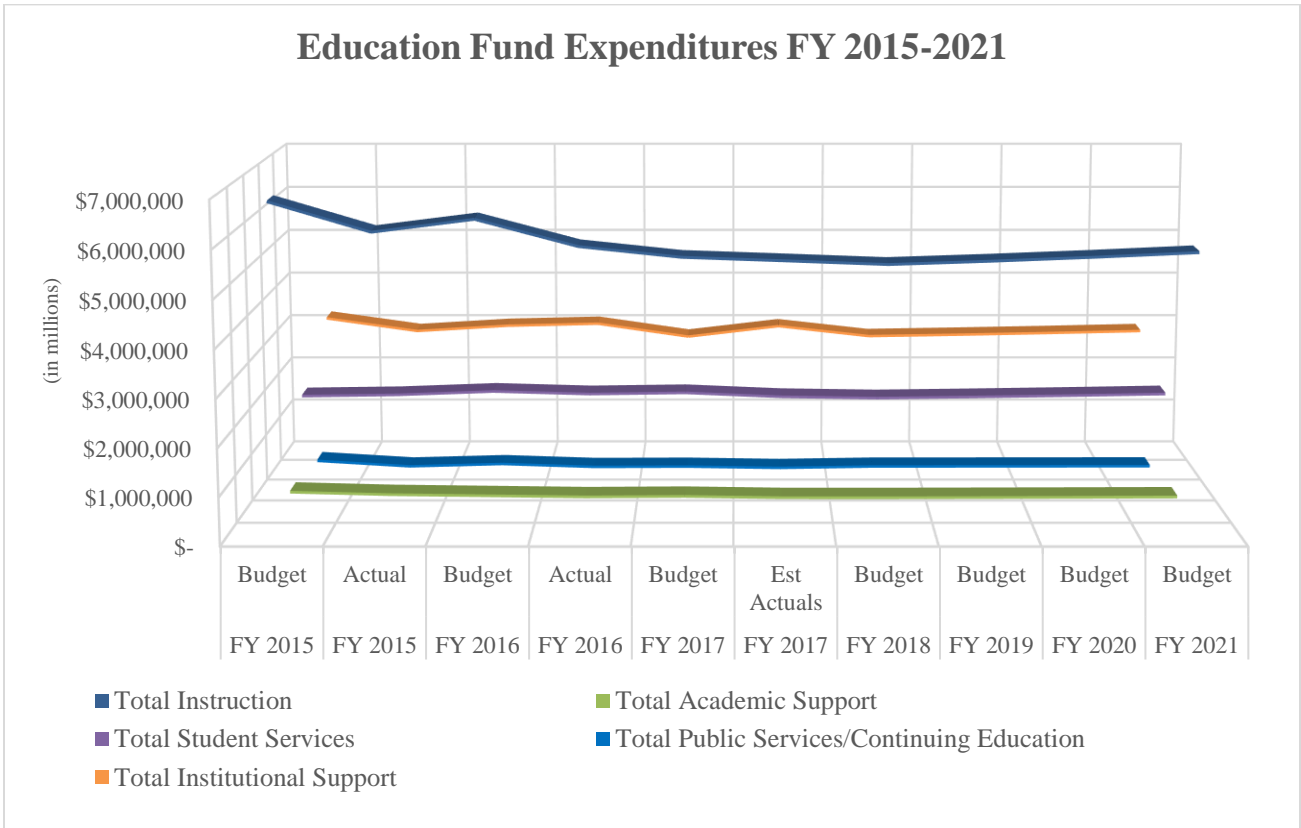
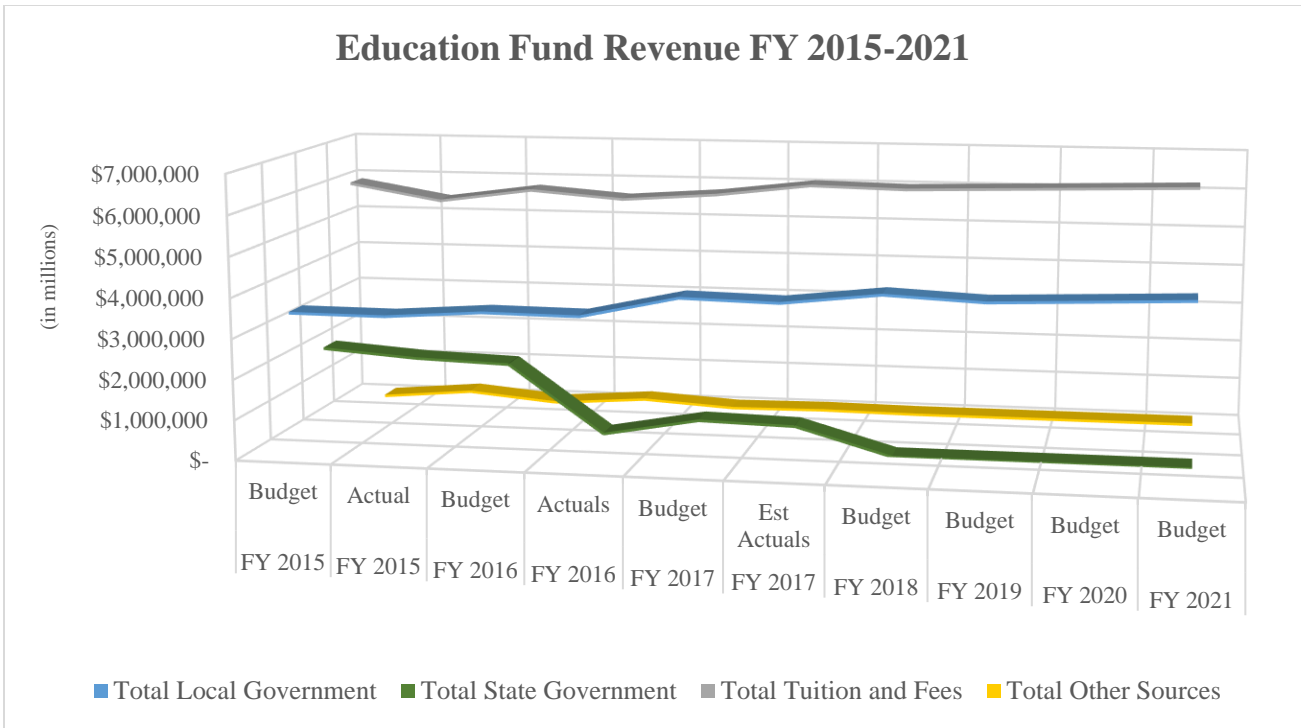
**Carl Sandburg College  
Education Fund-Projected Fund Balance**

	<b>FY 2018 Budget</b>	<b>Estimated FY 2017</b>	<b>Change</b>	<b>%</b>
Revenues	\$ 10,740,954	\$ 11,228,263	\$ (487,309)	-4.34%
Expenditures	11,026,954	11,331,101	(304,147)	-2.68%
Revenues Over (Under) Expenditures	\$ (286,000)	\$ (102,838)	\$ (183,162)	178.11%
Transfers	286,000	107,442	178,558	166.19%
Change in fund balance	\$ -	\$ 4,604	\$ (4,604)	-100.00%
Fund equity (deficit) beginning of year	2,901,220	2,896,616	4,604	0.16%
Fund equity (deficit) end of year	<u>\$ 2,901,220</u>	<u>\$ 2,901,220</u>	<u>\$ -</u>	<u>0.00%</u>

**Projected Fund Balance - Education Fund**



**Education Fund Revenue and Expenditures Seven Year Comparison**



## Education Fund Revenue Fiscal Year 2015-2021

Operating Revenue by Sources	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2016 Actuals	FY 2017 Budget	FY 2017 Est Actuals	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
<b>Local Government:</b>										
Current Taxes	\$ 3,446,164	\$ 3,389,718	\$ 3,589,890	\$ 3,541,724	\$ 4,073,207					
Replacement Taxes	106,000	145,387	116,600	\$ 141,086	125,000					
Other	-	-	-	-	-					
Chargeback	-	4,239	-	-	-					
<b>Total Local Government</b>	<b>\$ 3,552,164</b>	<b>\$ 3,539,344</b>	<b>\$ 3,706,490</b>	<b>\$ 3,682,810</b>	<b>\$ 4,198,207</b>	<b>\$ 4,145,708</b>	<b>\$ 4,410,776</b>	<b>\$ 4,298,992</b>	<b>\$ 4,384,971</b>	<b>\$ 4,472,671</b>
<b>State Government:</b>										
ICCB Credit Hour Grant	\$ 1,457,745	\$ 1,427,129	\$ 1,337,043	\$ 264,857	\$ 684,000					
ICCB Equalization Grant	668,706	504,141	489,957	37,000	-					
ICCB Small College Grant	-	-	50,000	-	50,000					
ISBE Vocational Ed/ICCB CTE Grant	110,000	133,626	110,000	-	-					
Other State sources	-	-	-	-	-					
State University Retirement	-	42,361	-	42,845	-					
<b>Total State Government</b>	<b>\$ 2,236,451</b>	<b>\$ 2,107,257</b>	<b>\$ 1,987,000</b>	<b>\$ 344,702</b>	<b>\$ 734,000</b>	<b>\$ 675,655</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Student Tuition and Fees:</b>										
Tuition	\$ 5,817,110	\$ 5,467,117	\$ 5,720,360	\$ 5,880,566	\$ 5,788,250					
Fees	316,700	272,044	340,450	-	258,465					
<b>Total Tuition and Fees</b>	<b>\$ 6,133,810</b>	<b>\$ 5,739,161</b>	<b>\$ 6,060,810</b>	<b>\$ 5,880,566</b>	<b>\$ 6,046,715</b>	<b>\$ 6,328,756</b>	<b>\$ 6,278,975</b>	<b>\$ 6,341,760</b>	<b>\$ 6,405,180</b>	<b>\$ 6,469,230</b>
<b>Other Sources:</b>										
Interest Income	\$ 11,454	\$ 17,414	\$ 11,200	\$ 14,487	\$ 14,000	\$ 18,511	\$ 15,103	\$ 15,330	\$ 15,560	\$ 15,790
Federal Government	-	-	-	-	-					
Other Income	25,600	223,180	15,400	182,567	36,100	59,633	36,100	36,100	36,100	36,100
<b>Total Other Sources</b>	<b>\$ 37,054</b>	<b>\$ 240,594</b>	<b>\$ 26,600</b>	<b>\$ 197,054</b>	<b>\$ 50,100</b>	<b>\$ 78,144</b>	<b>\$ 51,203</b>	<b>\$ 51,430</b>	<b>\$ 51,660</b>	<b>\$ 51,890</b>
<b>Total Revenue before Interfunds &amp; Nonoperating Items</b>	<b>\$ 11,959,479</b>	<b>\$ 11,626,356</b>	<b>\$ 11,780,900</b>	<b>\$ 10,105,132</b>	<b>\$ 11,029,022</b>	<b>\$ 11,228,263</b>	<b>\$ 10,740,954</b>	<b>\$ 10,692,182</b>	<b>\$ 10,841,811</b>	<b>\$ 10,993,791</b>
<b>Interfund Transfers</b>	<b>850,500</b>	<b>423,247</b>	<b>642,825</b>	<b>582,545</b>	<b>590,000</b>	<b>375,000</b>	<b>595,000</b>	<b>595,000</b>	<b>595,000</b>	<b>595,000</b>
<b>Subtotal</b>	<b>\$ 12,809,979</b>	<b>\$ 12,049,603</b>	<b>\$ 12,423,725</b>	<b>\$ 10,687,677</b>	<b>\$ 11,619,022</b>	<b>\$ 11,603,263</b>	<b>\$ 11,335,954</b>	<b>\$ 11,287,182</b>	<b>\$ 11,436,811</b>	<b>\$ 11,588,791</b>
<b>Less Operating Items*:</b>										
Tuition Chargeback Revenue	-	4,239	-	-	-	-	-	-	-	-
<b>Adjusted Revenue- (After above reduction)</b>	<b>\$ 12,809,979</b>	<b>\$ 12,045,364</b>	<b>\$ 12,423,725</b>	<b>\$ 10,687,677</b>	<b>\$ 11,619,022</b>	<b>\$ 11,603,263</b>	<b>\$ 11,335,954</b>	<b>\$ 11,287,182</b>	<b>\$ 11,436,811</b>	<b>\$ 11,588,791</b>

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

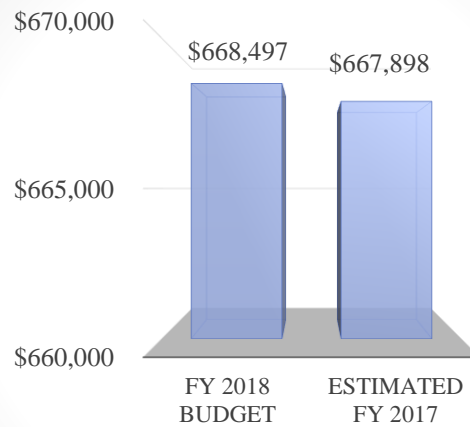
## Education Fund Expenditures Fiscal Year 2015-2021

	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Est Actuals	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
<b>Instruction</b>										
Salaries	\$ 5,334,873	\$ 4,864,717	\$ 5,119,974	\$ 4,847,712	\$ 4,529,931					
Employee Benefits	582,000	536,910	670,000	512,665	600,000					
Contractual Services	169,234	177,635	176,538	170,310	175,509					
General Maintenance and Supplies	288,788	232,866	239,812	201,632	222,706					
Travel and Conference/Meeting Expense	99,220	99,548	95,026	98,725	81,547					
Capital Outlay	103,400	147,312	97,700	118,448	79,590					
Other Expenditures	302,180	209,107	128,180	31,118	74,550					
<b>Total Instruction</b>	<b>\$ 6,879,695</b>	<b>\$ 6,268,095</b>	<b>\$ 6,527,230</b>	<b>\$ 5,980,610</b>	<b>\$ 5,763,833</b>	<b>\$ 5,693,096</b>	<b>\$ 5,748,175</b>	<b>\$ 5,817,153</b>	<b>\$ 5,898,593</b>	<b>\$ 5,992,971</b>
<b>Academic Support</b>										
Salaries	\$ 301,515	\$ 268,626	\$ 253,431	\$ 241,566	\$ 240,751					
Employee Benefits	39,000	31,314	39,000	\$ 31,350	35,000					
Contractual Services	72,454	61,995	59,954	80,403	83,050					
General Maintenance and Supplies	90,026	91,236	75,526	51,227	57,101					
Travel and Conference/Meeting Expense	4,659	2,356	3,159	2,133	1,904					
<b>Total Academic Support</b>	<b>\$ 507,654</b>	<b>\$ 455,527</b>	<b>\$ 431,070</b>	<b>\$ 406,679</b>	<b>\$ 417,806</b>	<b>\$ 389,464</b>	<b>\$ 408,208</b>	<b>\$ 413,106</b>	<b>\$ 418,890</b>	<b>\$ 425,592</b>
<b>Student Services</b>										
Salaries	\$ 1,199,940	\$ 1,171,500	\$ 1,245,450	\$ 1,222,189	\$ 1,246,719					
Employee Benefits	171,000	187,915	232,300	188,098	207,000					
Contractual Services	23,570	22,130	19,000	28,667	19,000					
General Maintenance and Supplies	37,854	38,573	33,597	25,087	32,285					
Travel and Conference/Meeting Expense	30,951	31,513	39,861	28,379	35,511					
Other	690,255	729,610	684,980	705,919	684,242					
<b>Total Student Services</b>	<b>\$ 2,153,570</b>	<b>\$ 2,181,241</b>	<b>\$ 2,255,188</b>	<b>\$ 2,198,339</b>	<b>\$ 2,224,757</b>	<b>\$ 2,138,324</b>	<b>\$ 2,108,792</b>	<b>\$ 2,134,098</b>	<b>\$ 2,163,975</b>	<b>\$ 2,198,598</b>
<b>Public Services/Continuing Education</b>										
Salaries	\$ 147,504	\$ 94,358	\$ 133,633	\$ 102,673	\$ 105,431					
Employee Benefits	15,000	15,657	22,600	\$ 23,512	20,000					
Contractual Services	56,450	24,847	28,400	10,114	16,100					
General Maintenance and Supplies	48,900	22,896	27,270	9,276	11,985					
Travel and Conference/Meeting Expense	16,800	3,649	3,110	1,275	1,800					
Fixed Charges	100	1,050	1,250	1,000	1,200					
Other	2,700	1,017	700	2,834	1,150					
<b>Total Public Services/Continuing Education</b>	<b>\$ 287,454</b>	<b>\$ 163,474</b>	<b>\$ 216,963</b>	<b>\$ 150,684</b>	<b>\$ 157,666</b>	<b>\$ 128,163</b>	<b>\$ 159,467</b>	<b>\$ 161,381</b>	<b>\$ 163,640</b>	<b>\$ 166,258</b>
<b>Institutional Support</b>										
Salaries	\$ 1,374,778	\$ 1,327,932	\$ 1,444,696	\$ 1,300,723	\$ 1,340,074					
Employee Benefits	709,400	424,715	477,400	481,933	394,125					
Contractual Services	138,273	80,262	120,980	92,486	182,030					
General Maintenance and Supplies	585,809	669,280	623,449	601,756	523,103					
Travel and Conference/Meeting Expense	63,905	71,996	66,538	57,272	59,713					
Fixed Charges	133,856	106,489	131,820	115,890	125,795					
Other Expenditures	155,803	189,467	127,095	389,024	115,750					
<b>Total Institutional Support</b>	<b>\$ 3,161,824</b>	<b>\$ 2,870,141</b>	<b>\$ 2,991,978</b>	<b>\$ 3,039,084</b>	<b>\$ 2,740,590</b>	<b>\$ 2,982,054</b>	<b>\$ 2,602,312</b>	<b>\$ 2,633,540</b>	<b>\$ 2,670,409</b>	<b>\$ 2,713,136</b>
<b>Total before transfers</b>	<b>\$ 12,990,197</b>	<b>\$ 11,938,478</b>	<b>\$ 12,422,429</b>	<b>\$ 11,775,396</b>	<b>\$ 11,304,652</b>	<b>\$ 11,331,101</b>	<b>\$ 11,026,954</b>	<b>\$ 11,159,277</b>	<b>\$ 11,315,507</b>	<b>\$ 11,496,555</b>
<b>Transfers</b>	-	-	-	-	314,370	267,558	309,000.00	317,088	320,259	323,462
<b>GRAND TOTAL</b>	<b>\$ 12,990,197</b>	<b>\$ 11,938,478</b>	<b>\$ 12,422,429</b>	<b>\$ 11,775,396</b>	<b>\$ 11,619,022</b>	<b>\$ 11,598,659</b>	<b>\$ 11,335,954</b>	<b>\$ 11,476,365</b>	<b>\$ 11,635,766</b>	<b>\$ 11,820,017</b>

**Carl Sandburg College**  
**Operations and Maintenance Fund-Projected Fund Balance**

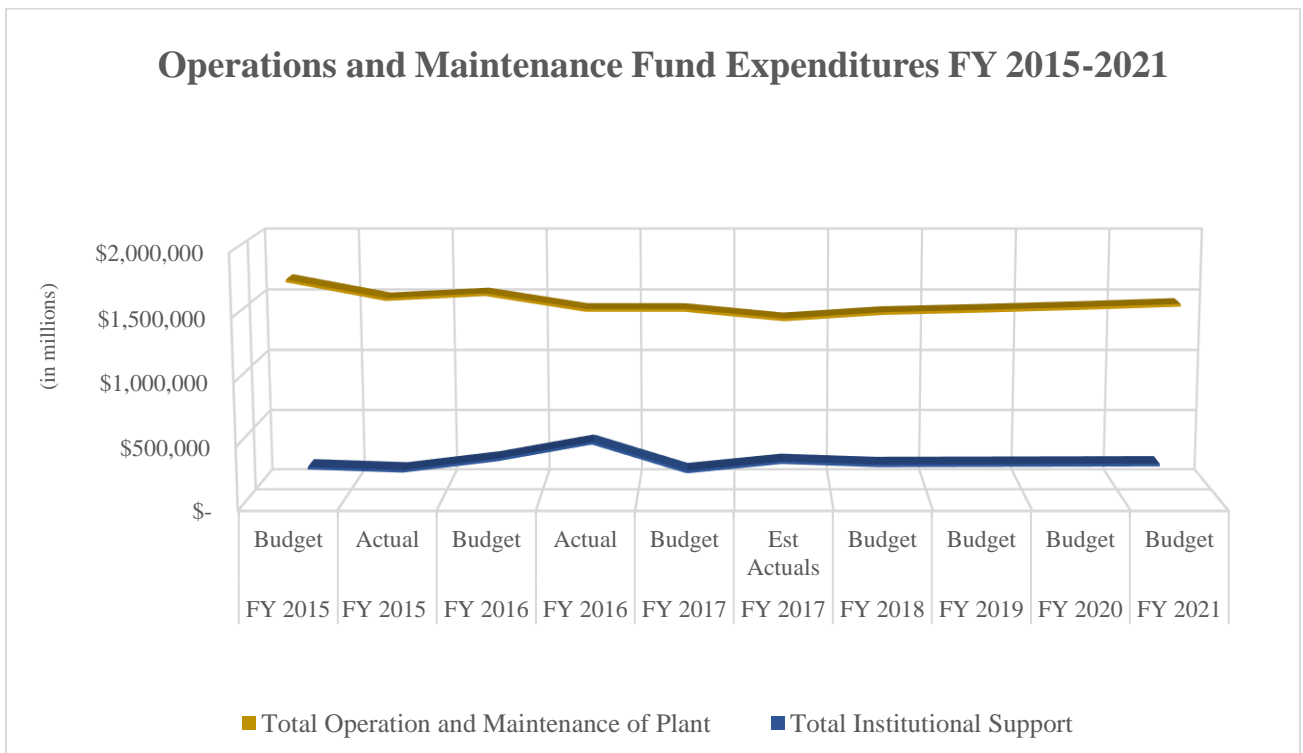
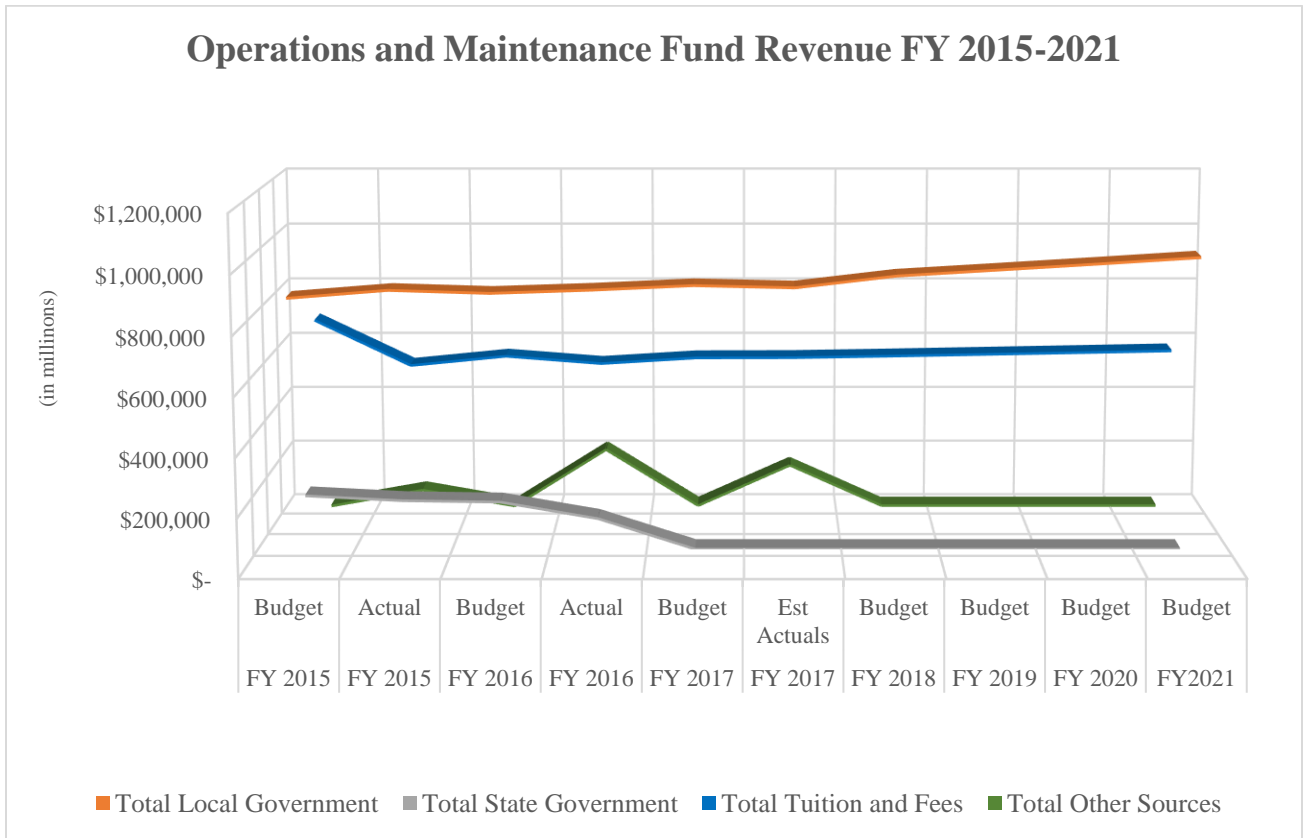
	<b>FY 2018 Budget</b>	<b>Estimated FY 2017</b>	<b>Change</b>	<b>%</b>
Revenues	\$ 1,598,690	\$ 1,702,628	\$ (103,938)	-6.10%
Expenditures	1,643,091	1,620,051	23,040	1.42%
Revenues Over (Under) Expenditure	\$ (44,401)	\$ 82,577	\$ (126,978)	-153.77%
Transfers	45,000	-	45,000	0.00%
Change in fund balance	\$ 599	\$ 82,577	\$ (81,978)	-99.27%
Fund equity (deficit) beginning of yea	667,898	585,321	82,577	14.11%
Fund equity (deficit) end of year	<u>\$ 668,497</u>	<u>\$ 667,898</u>	<u>\$ 599</u>	<u>0.09%</u>

**Projected Fund Balance - O&M Fund**



**Ending Fund Balance**

## Operations and Maintenance Fund Revenue and Expenditures Seven Year Comparison



## Operations and Maintenance Fund Revenue Fiscal Year 2015-2021

Operating Revenue by Sources	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Est Actuals	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY2021 Budget
<b>Local Government:</b>										
Current Taxes	\$ 804,051	\$ 790,882	\$ 822,992	\$ 811,950	\$ 826,879					
Replacement Taxes	106,000	145,387	103,400	125,114	125,000					
<b>Total Local Government</b>	<b>\$ 910,051</b>	<b>\$ 936,269</b>	<b>\$ 926,392</b>	<b>\$ 937,064</b>	<b>\$ 951,879</b>	<b>\$ 944,479</b>	<b>\$ 983,185</b>	<b>\$ 1,002,849</b>	<b>\$ 1,022,906</b>	<b>\$ 1,043,364</b>
<b>State Government:</b>										
ICCB Credit Hour Grant	\$ 126,760	\$ 124,194	\$ 120,612	\$ 93,064	\$ -					
ICCB Equalization Grant	58,148	43,838	42,605	13,000	-					
<b>Total State Government</b>	<b>\$ 184,908</b>	<b>\$ 168,032</b>	<b>\$ 163,217</b>	<b>\$ 106,064</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Student Tuition and Fees:</b>										
Tuition	\$ 734,220	\$ 458,648	\$ 483,120	\$ 582,366	\$ 487,280					
Fees		116,965	125,000		115,000					
<b>Total Tuition and Fees</b>	<b>\$ 734,220</b>	<b>\$ 575,613</b>	<b>\$ 608,120</b>	<b>\$ 582,366</b>	<b>\$ 602,280</b>	<b>\$ 602,997</b>	<b>\$ 608,340</b>	<b>\$ 614,423</b>	<b>\$ 620,568</b>	<b>\$ 626,773</b>
<b>Other Sources:</b>										
Interest Income	\$ 1,630	\$ 2,468	\$ 1,760	\$ 2,513	\$ 2,200	\$ 2,962	\$ 2,165	\$ 2,197	\$ 2,230	\$ 2,264
Federal Government	-	-	-	-	-					
Building Rentals	4,000	9,594	4,000	8,580	5,000	5,466	5,000	5,000	5,000	5,000
Other Income	100	52,333	-	201,232	-	146,724	-	-	-	-
<b>Total Other Sources</b>	<b>\$ 5,730</b>	<b>\$ 64,395</b>	<b>\$ 5,760</b>	<b>\$ 212,325</b>	<b>\$ 7,200</b>	<b>\$ 155,152</b>	<b>\$ 7,165</b>	<b>\$ 7,197</b>	<b>\$ 7,230</b>	<b>\$ 7,264</b>
<b>Total Revenue before Interfunds &amp; Nonoperating Items</b>	<b>\$ 1,834,909</b>	<b>\$ 1,744,309</b>	<b>\$ 1,703,489</b>	<b>\$ 1,837,819</b>	<b>\$ 1,561,359</b>	<b>\$ 1,702,628</b>	<b>\$ 1,598,690</b>	<b>\$ 1,624,470</b>	<b>\$ 1,650,704</b>	<b>\$ 1,677,401</b>
<b>Interfund Transfers</b>	<b>45,000</b>	<b>-</b>	<b>135,130</b>	<b>86,370</b>	<b>45,000</b>	<b>-</b>	<b>45,000</b>	<b>45,000</b>	<b>45,000</b>	<b>45,000</b>
<b>Grand Total</b>	<b>\$ 1,879,909</b>	<b>\$ 1,744,309</b>	<b>\$ 1,838,619</b>	<b>\$ 1,924,189</b>	<b>\$ 1,606,359</b>	<b>\$ 1,702,628</b>	<b>\$ 1,643,690</b>	<b>\$ 1,669,470</b>	<b>\$ 1,695,704</b>	<b>\$ 1,722,401</b>



**Operations and Maintenance Fund Expenditures  
Fiscal Year 2015-2021**

	<b>FY 2015 Budget</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Est Actuals</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>
<b>Operation &amp; Maintenance of Plant</b>										
Salaries	\$ 597,011	\$ 590,088	\$ 610,824	\$ 542,439	\$ 565,066					
Employee benefits	160,000	156,568	180,000	141,073	174,000					
Contractual Services	132,714	147,868	133,360	183,496	132,700					
General Maintenance and Supplies	102,630	100,209	94,915	72,259	85,750					
Travel & Conference/Meeting Expens	3,810	4,750	2,250	2,406	2,250					
Fixed Charges	25,286	22,757	24,750	18,194	1,500					
Utilities	573,084	434,808	441,995	448,239	404,320					
Capital Outlay	13,500	24,924	10,000	6,077	6,000					
Other Expenditures	145,050	126,050	148,100	110,728	152,500					
<b>Total Operation and Maintenance of Plant</b>	<b>\$ 1,753,085</b>	<b>\$ 1,608,022</b>	<b>\$ 1,646,194</b>	<b>\$ 1,524,911</b>	<b>\$ 1,524,086</b>	<b>\$ 1,450,727</b>	<b>\$ 1,500,091</b>	<b>\$ 1,518,092</b>	<b>\$ 1,539,345</b>	<b>\$ 1,563,975</b>
<b>Institutional Support</b>										
Contractual Services	\$ 9,000	\$ 3,360	\$ 7,000	\$ 6,599	\$ 6,500					
Principal retirement	-	-	-	8,505	-					
Interest	-	-	-	3,354	-					
Utilities	114,710	94,267	184,030	310,929	85,000					
<b>Total Institutional Support</b>	<b>\$ 123,710</b>	<b>\$ 97,627</b>	<b>\$ 191,030</b>	<b>\$ 329,387</b>	<b>\$ 91,500</b>	<b>\$ 169,324</b>	<b>\$ 143,000</b>	<b>\$ 144,716</b>	<b>\$ 146,742</b>	<b>\$ 149,090</b>
<b>Total before Interund Transfers</b>	<b>\$ 1,876,795</b>	<b>\$ 1,705,649</b>	<b>\$ 1,837,224</b>	<b>\$ 1,854,298</b>	<b>\$ 1,615,586</b>	<b>\$ 1,620,051</b>	<b>\$ 1,643,091</b>	<b>\$ 1,662,808</b>	<b>\$ 1,686,087</b>	<b>\$ 1,713,065</b>
<b>Proceeds from capital leases Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>					
<b>GRAND TOTAL</b>	<b>\$ 1,876,795</b>	<b>\$ 1,705,649</b>	<b>\$ 1,837,224</b>	<b>\$ 1,854,298</b>	<b>\$ 1,615,586</b>	<b>\$ 1,620,051</b>	<b>\$ 1,643,091</b>	<b>\$ 1,662,808</b>	<b>\$ 1,686,087</b>	<b>\$ 1,713,065</b>

## **Special Revenue Funds**

### Special Revenue Funds Revenue

The special revenue funds consists of four individual “sub-funds” - the Restricted Purpose Fund, the Audit Fund, the Liability, Protection & Settlement Fund and the Quasi-Endowment “SILO” Fund. The Restricted Purpose Fund is not reflected in detail in this budget since all revenues are received thru grants and legally restricted to expenditures for specific purposes. Revenue for the Special Revenue Fund is derived from the following sources: Local Government, State Government, Federal Government and Other Sources of Revenue.

### Audit Fund

The Audit Fund is used to record revenues and expenditures related to the annual audit. The College levies property taxes for this expense. Each year, the College retains the services of an external independent audit firm to perform the audit and compile related reports and statements. In the winter of 2014, an RFP for audit services was conducted. After reviewing experience, timeliness and cost, our current partner for audit services was renewed. Revenue is derived mainly from property taxes budgeted at \$82,688 for FY 2017.

### Liability, Protection, and Settlement Fund

The Liability, Protection & Settlement Fund (LP&S) is used to record revenues and expenditures related to protection of the District’s assets. The fund receives property tax revenue for the portion of the annual levy associated with tort liability and insurance. The fund also earns interest on its investments.

### Quasi-Endowment “SILO” Fund

The Quasi-Endowment “SILO Fund” is used to generate interest income to be placed under the tutelage of the Vice President of Academic Services, who will in turn work with the College’s Instructional Team to prioritize the use of these funds to launch new “SILOS of Opportunity”.

The establishment of the “SILO” Fund was accomplished by transferring existing fund balance from the Education and O&M Funds and accumulated interest from the Working Cash fund.

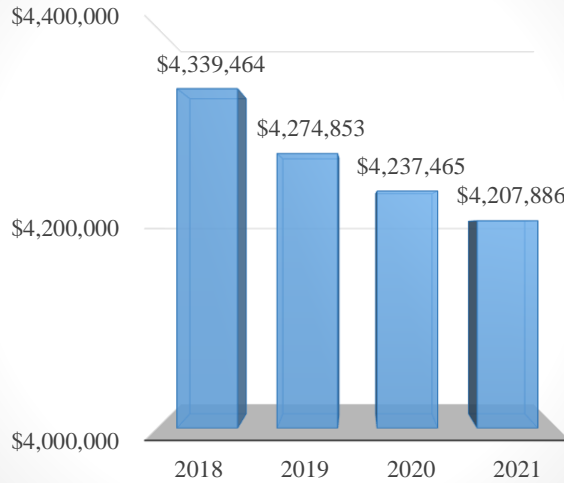
- Education fund balance transfer in FY 2008, \$400,000.
- O&M fund balance transfer in FY 2008, \$100,000.
- Transfer of accumulated interest from the Working Cash fund in the amount of \$100,000.
- Education fund balance transfer in FY 2009, \$400,000.

**Carl Sandburg College**  
**Special Revenue Funds-Projected Changes in Fund Balance**

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Beginning Balance	\$ 4,547,581	\$ 4,339,464	\$ 4,274,853	\$ 4,237,465
Revenues	\$ 7,516,348	\$ 7,152,379	\$ 7,198,318	\$ 7,245,168
Expenditures	7,665,965	\$ 7,203,990	\$ 7,230,106	\$ 7,269,047
Revenues Over (Under) Expenditures	\$ (149,617)	\$ (51,611)	\$ (31,788)	\$ (23,879)
Transfers	(58,500)	(13,000)	(5,600)	(5,700)
Ending Fund Balance	<u>\$ 4,339,464</u>	<u>\$ 4,274,853</u>	<u>\$ 4,237,465</u>	<u>\$ 4,207,886</u>

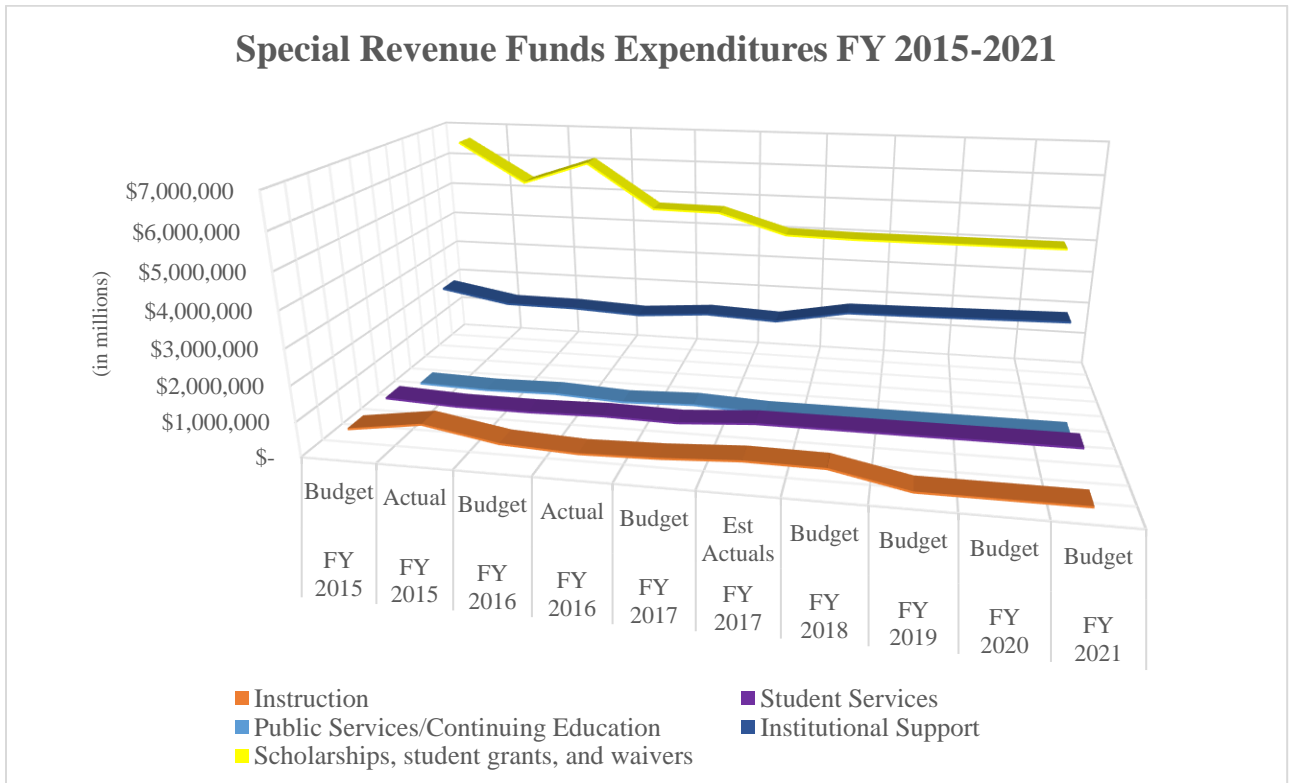
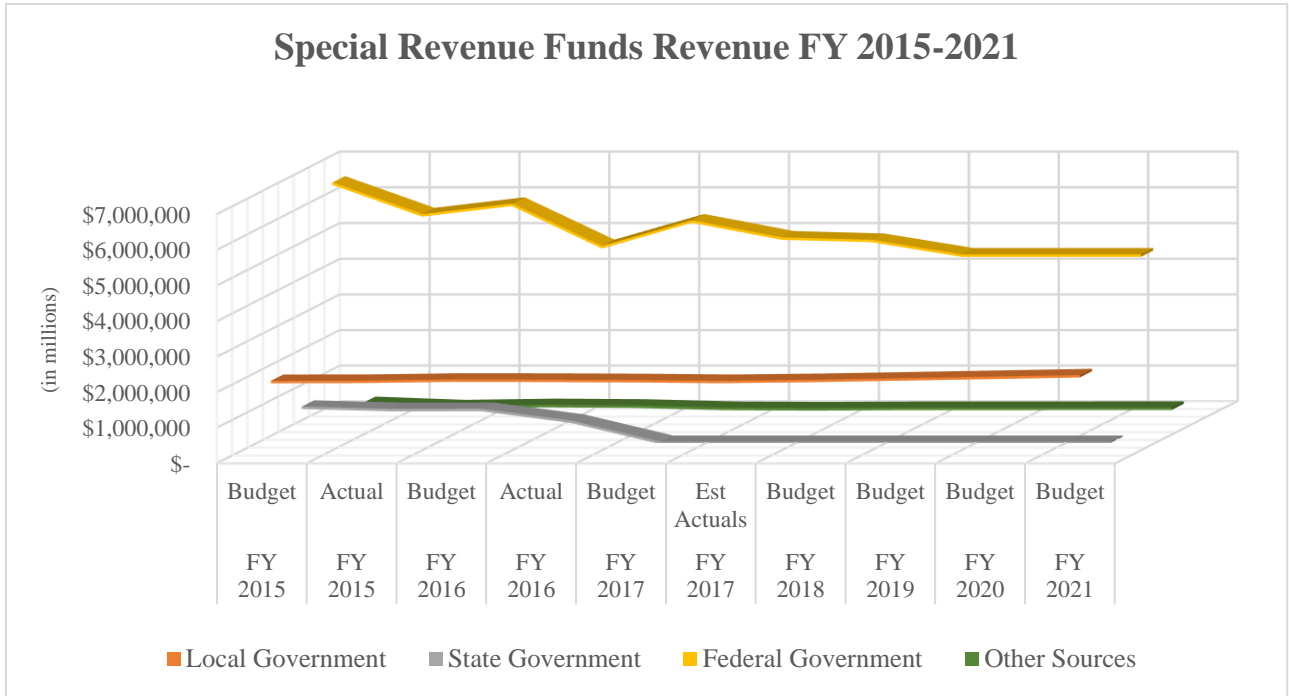
(Transfers out for instructional opportunities)

**Projected Fund Balance - Special Revenue Funds**

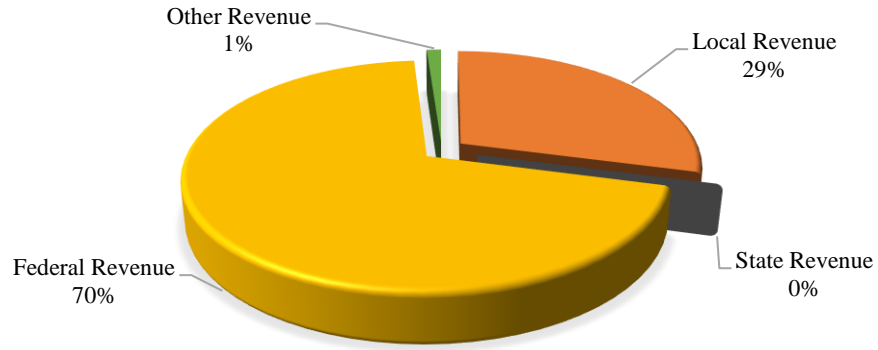


**Ending Fund Balance**

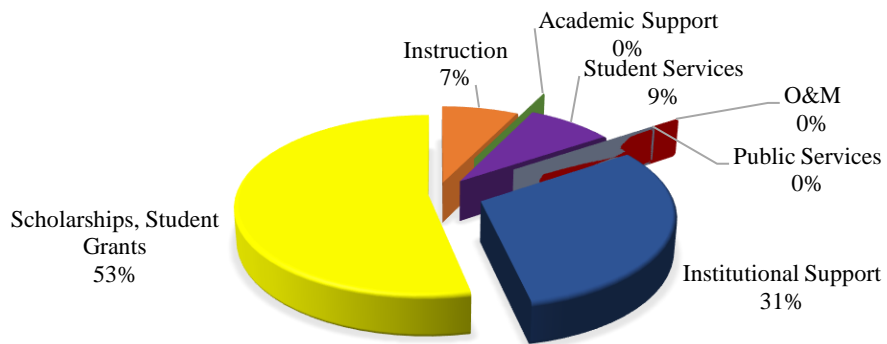
**Special Revenue Funds Revenue and Expenditures Seven Year Comparison**



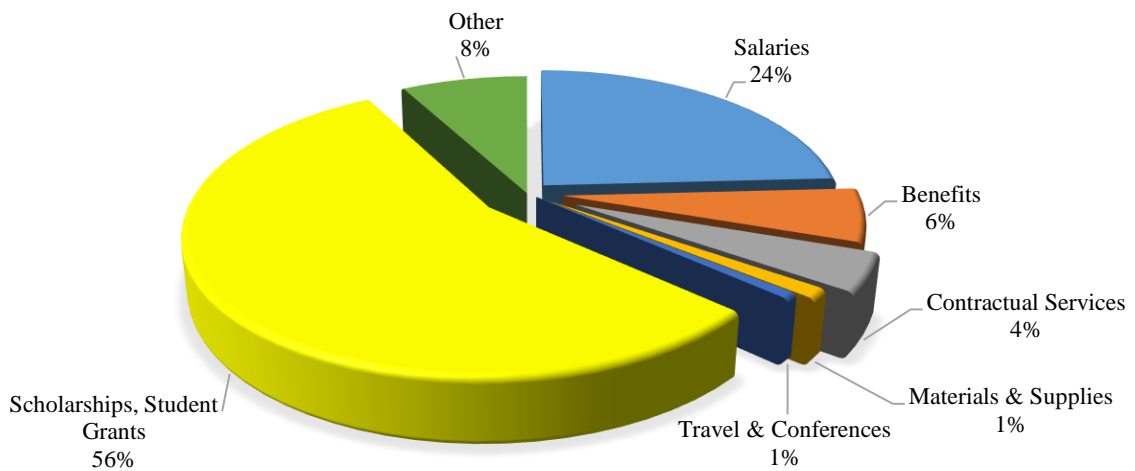
### FY 2018 % OF TOTAL SPECIAL REVENUE FUNDS REVENUE BY SOURCE



### FY 2018 % OF TOTAL SPECIAL REVENUE FUNDS EXPENDITURES BY PROGRAM



### FY 2018 % OF TOTAL SPECIAL REVENUE FUNDS EXPENDITURES BY OBJECT



## Special Revenue Funds Revenue Fiscal Year 2015-2021

Operating Revenue by Sources	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Est Actuals	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
<b>Local Government:</b>										
Current Taxes	\$ 2,135,192	\$ 2,153,254	\$ 2,178,294	\$ 2,190,965	\$ 2,180,138					
Local Government Grants	21,658	8,183	16,630	-	-					
Other	-	-	-	-	-					
<b>Total Local Government</b>	<b>\$ 2,156,850</b>	<b>\$ 2,161,437</b>	<b>\$ 2,194,924</b>	<b>\$ 2,190,965</b>	<b>\$ 2,180,138</b>	<b>\$ 2,158,083</b>	<b>\$ 2,185,255</b>	<b>\$ 2,228,960</b>	<b>\$ 2,273,539</b>	<b>\$ 2,319,010</b>
<b>State Government:</b>										
ICCB Grants	\$ 142,992	\$ 156,803	\$ 134,114		\$ -					
Other State Grants	95,718	62,847	89,775		-					
Illinois Map Grant	753,784	709,060	706,985	599,319	-					
Other State sources		-	-		-					
<b>Total State Government</b>	<b>\$ 992,494</b>	<b>\$ 928,710</b>	<b>\$ 930,874</b>	<b>\$ 599,319</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Federal Government:</b>										
Department of Education	\$ 6,321,712	\$ 5,443,761	\$ 6,077,480	4,883,780	\$ 5,373,478					
Department of Labor	527,968	515,487	177,968	183,383	412,921					
	\$ 6,849,680	\$ 5,959,248	\$ 6,255,448	\$ 5,067,163	\$ 5,786,399	\$ 5,309,281	\$ 5,241,813	\$ 4,832,800	\$ 4,832,800	\$ 4,832,800
<b>Student Tuition and Fees:</b>										
Tuition										
Fees										
<b>Total Tuition and Fees</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other Sources:</b>										
Interest Income	\$ 89,869	\$ 55,482	\$ 90,940	\$ 56,336	\$ 68,775					
Other Non-Government Gifts, Grants	25,683	-	16,626	7,403	17,000					
Other Income	106,488	73,968	56,732	84,130	-					
<b>Total Other Sources</b>	<b>\$ 222,040</b>	<b>\$ 129,450</b>	<b>\$ 164,298</b>	<b>\$ 147,869</b>	<b>\$ 85,775</b>	<b>\$ 71,940</b>	<b>\$ 89,280</b>	<b>\$ 90,619</b>	<b>\$ 91,978</b>	<b>\$ 93,358</b>
<b>Total Revenue before Interfunds &amp; Nonoperating Items</b>	<b>\$ 10,221,064</b>	<b>\$ 9,178,845</b>	<b>\$ 9,545,544</b>	<b>\$ 8,005,316</b>	<b>\$ 8,052,312</b>	<b>\$ 7,539,304</b>	<b>\$ 7,516,348</b>	<b>\$ 7,152,379</b>	<b>\$ 7,198,318</b>	<b>\$ 7,245,168</b>
<b>Interfund Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Subtotal</b>	<b>\$ 10,221,064</b>	<b>\$ 9,178,845</b>	<b>\$ 9,545,544</b>	<b>\$ 8,005,316</b>	<b>\$ 8,052,312</b>	<b>\$ 7,539,304</b>	<b>\$ 7,516,348</b>	<b>\$ 7,152,379</b>	<b>\$ 7,198,318</b>	<b>\$ 7,245,168</b>
<b>Less Operating Items*:</b>										
Tuition Chargeback Revenue	-	-	-	-	-	-	-	-	-	-
<b>Adjusted Revenue- (After above reduction)</b>	<b>\$ 10,221,064</b>	<b>\$ 9,178,845</b>	<b>\$ 9,545,544</b>	<b>\$ 8,005,316</b>	<b>\$ 8,052,312</b>	<b>\$ 7,539,304</b>	<b>\$ 7,516,348</b>	<b>\$ 7,152,379</b>	<b>\$ 7,198,318</b>	<b>\$ 7,245,168</b>

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

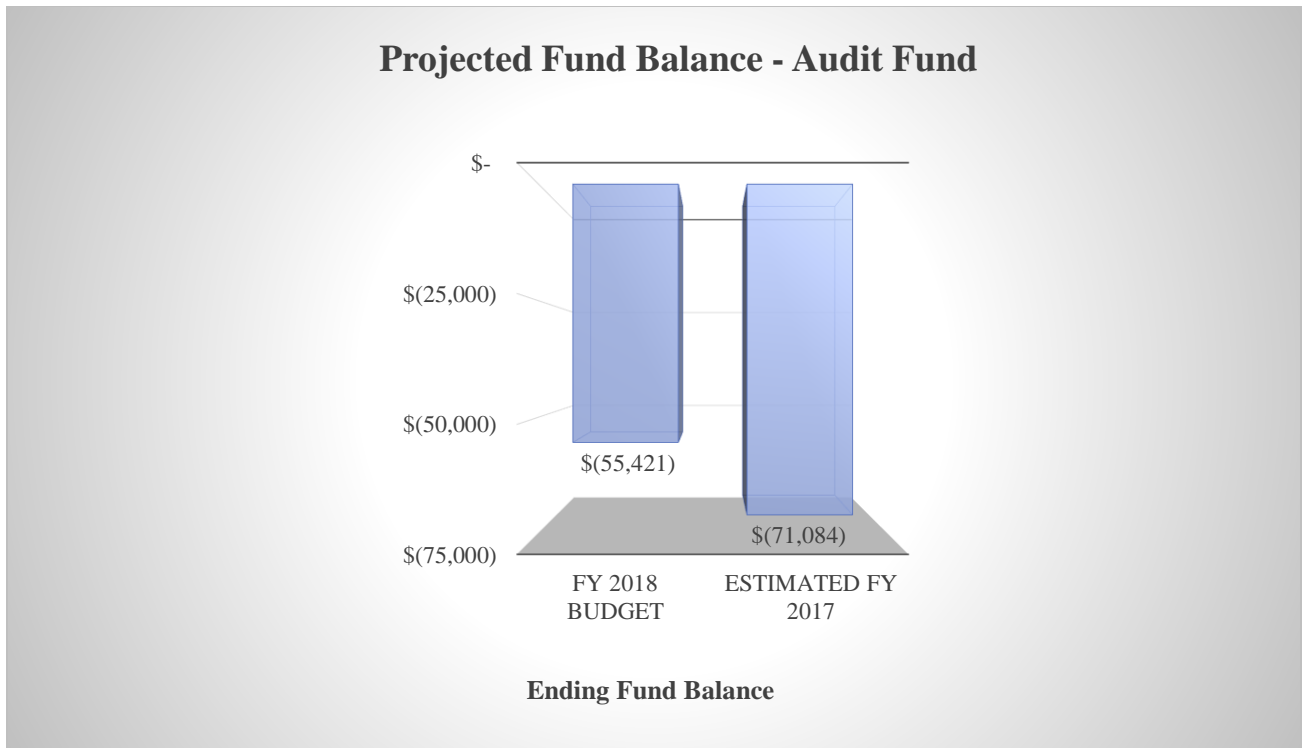
## Special Revenue Funds Expenditures Fiscal Year 2015-2021

	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Est Actuals	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
<b>Instruction</b>										
<b>Total Instruction</b>	\$ 594,023	\$ 894,266	\$ 516,169	\$ 411,525	\$ 463,170	\$ 577,819	\$ 554,863	\$ 110,000	\$ 110,000	\$ 110,000
<b>Academic Support</b>										
<b>Total Academic Support</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Student Services</b>										
<b>Total Student Services</b>	\$ 578,971	\$ 486,604	\$ 479,831	\$ 526,447	\$ 486,604	\$ 632,412	\$ 632,412	\$ 632,412	\$ 632,412	\$ 632,412
<b>Public Services/Continuing Education</b>										
<b>Total Public Services/Continuing Education</b>	\$ 161,564	\$ 103,006	\$ 139,033	\$ 31,663	\$ 103,006	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operation &amp; Maintenance of Plant</b>										
<b>Total Operation and Maintenance of Plant</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Institutional Support</b>										
<b>Total Institutional Support</b>	\$ 2,466,479	\$ 2,094,149	\$ 2,076,806	\$ 1,977,573	\$ 2,130,146	\$ 2,035,481	\$ 2,365,652	\$ 2,394,040	\$ 2,427,556	\$ 2,466,397
<b>Scholarships, student grants, and waivers</b>	\$ 6,618,252	\$ 5,420,508	\$ 6,099,497	\$ 4,744,621	\$ 4,711,448	\$ 4,099,050	\$ 4,054,538	\$ 4,054,538	\$ 4,054,538	\$ 4,054,538
<b>Total before transfers</b>	\$ 10,419,289	\$ 8,998,533	\$ 9,311,336	\$ 7,691,829	\$ 7,894,374	\$ 7,344,762	\$ 7,607,465	\$ 7,190,990	\$ 7,224,506	\$ 7,263,347
<b>Transfers</b>	-	-	100,000	39,720	48,500	48,500	58,500	13,000	5,600	5,700
<b>GRAND TOTAL</b>	\$ 10,419,289	\$ 8,998,533	\$ 9,411,336	\$ 7,731,549	\$ 7,942,874	\$ 7,393,262	\$ 7,665,965	\$ 7,203,990	\$ 7,230,106	\$ 7,269,047

**Carl Sandburg College**  
**Audit Fund-Projected Fund Balance**

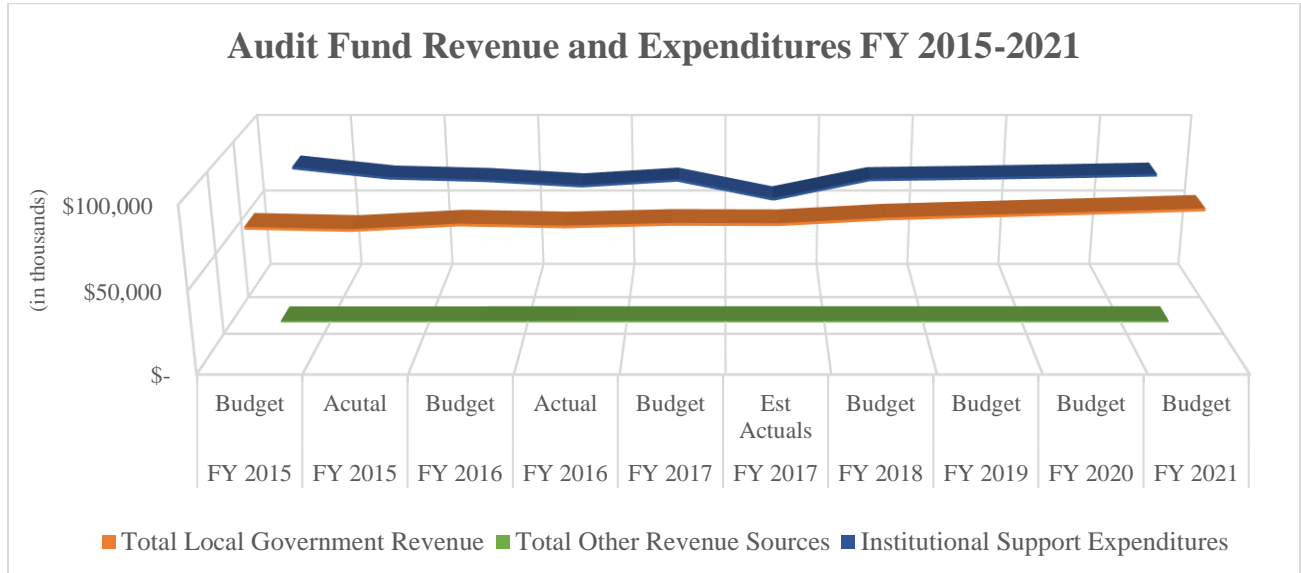
	<b>FY 2018 Budget</b>	<b>Estimated FY 2017</b>	<b>Change</b>	<b>%</b>
Revenues	\$ 85,989	\$ 82,631	\$ 3,358	4.06%
Expenditures	70,326	57,746	12,580	21.78%
Revenues Over (Under) Expenditures	\$ 15,663	\$ 24,885	\$ (9,222)	-37.06%
Transfers	-	-	-	0.00%
Change in fund balance	\$ 15,663	\$ 24,885	\$ (9,222)	-37.06%
Fund equity (deficit) beginning of year	(71,084)	(95,969)	24,885	-25.93%
Fund equity (deficit) end of year	<u>\$ (55,421)</u>	<u>\$ (71,084)</u>	<u>\$ 15,663</u>	<u>-22.03%</u>

Management has realigned the expenditures in this fund to stop the additional losses. Continued monitoring of expenditures and levied revenue will help eliminate this negative position.





## Audit Fund Revenue and Expenditures Seven Year Comparison



### Audit Fund Revenue and Expenditures Fiscal Year 2015-2021

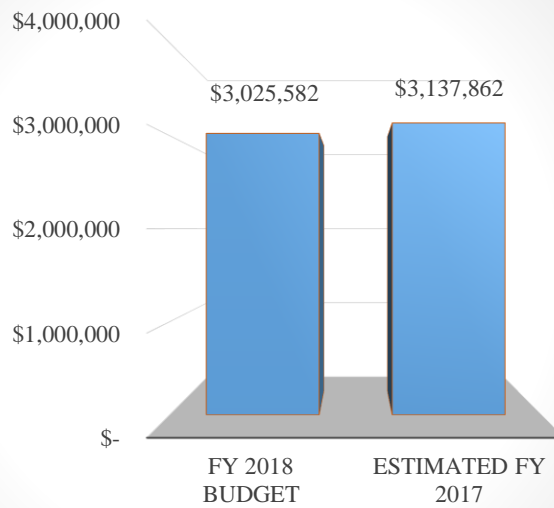
	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Est Actuals	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
<b>Local Governmental Sources:</b>										
Current Taxes	\$ 80,405	\$ 79,088	\$ 82,299	\$ 81,195	\$ 82,688					
<b>Total Local Government</b>	\$ 80,405	\$ 79,088	\$ 82,299	\$ 81,195	\$ 82,688	\$ 82,483	\$ 85,819	\$ 87,535	\$ 89,286	\$ 91,072
<b>Other Sources:</b>										
Interest Income	\$ 86	\$ 119	\$ 126	\$ 189	\$ 175					
<b>Total Other Sources</b>	\$ 86	\$ 119	\$ 126	\$ 189	\$ 175	\$ 148	\$ 170	\$ 173	\$ 175	\$ 178
<b>Total Revenue before Interfunds &amp; Nonoperating It</b>	\$ 80,491	\$ 79,207	\$ 82,425	\$ 81,384	\$ 82,863	\$ 82,631	\$ 85,989	\$ 87,708	\$ 89,461	\$ 91,250
<b>Interfund Transfers</b>	-	-	-	-	-	-	-	-	-	-
<b>GRAND TOTAL</b>	\$ 80,491	\$ 79,207	\$ 82,425	\$ 81,384	\$ 82,863	\$ 82,631	\$ 85,989	\$ 87,708	\$ 89,461	\$ 91,250

	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Est Actuals	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
<b>Institutional Support</b>										
Salaries	\$ 8,323	\$ 8,323	\$ 8,648	\$ 8,648	\$ 8,908					
Contractual Services	65,000	62,985	56,500	57,650	56,500					
General Material & Supplies	650	81	650	-	650					
Travel/Meeting	4,000	-	4,000	-	4,000					
Capital Outlay	-	-	-	-	-					
<b>GRAND TOTAL</b>	\$ 77,973	\$ 71,389	\$ 69,798	\$ 66,298	\$ 70,058	\$ 57,746	\$ 70,326	\$ 71,170	\$ 72,166	\$ 73,321

**Carl Sandburg College  
LP&S Fund-Projected Fund Balance**

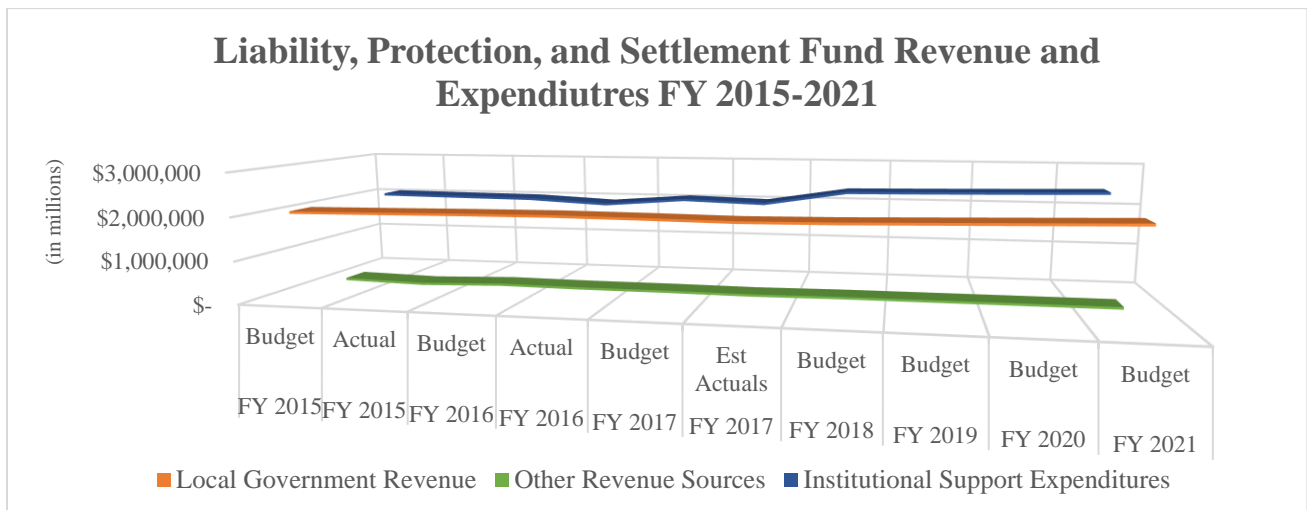
	<b>FY 2018 Budget</b>	<b>Estimated FY 2017</b>	<b>Change</b>	<b>%</b>
Revenues	\$ 2,183,046	\$ 2,141,273	\$ 41,773	1.95%
Expenditures	2,295,326	1,977,735	317,591	16.06%
Revenues Over (Under) Expenditures	\$ (112,280)	\$ 163,538	\$ (275,818)	-168.66%
Transfers	-	-	-	0.00%
Change in fund balance	\$ (112,280)	\$ 163,538	\$ (275,818)	-168.66%
Fund equity (deficit) beginning of year	3,137,862	2,974,324	163,538	5.50%
Fund equity (deficit) end of year	<u>\$ 3,025,582</u>	<u>\$ 3,137,862</u>	<u>\$ (112,280)</u>	<u>-3.58%</u>

**Projected Fund Balance - LP&S Fund**



**Ending Fund Balance**

## Liability, Protection, and Settlement Fund Seven Year Comparison



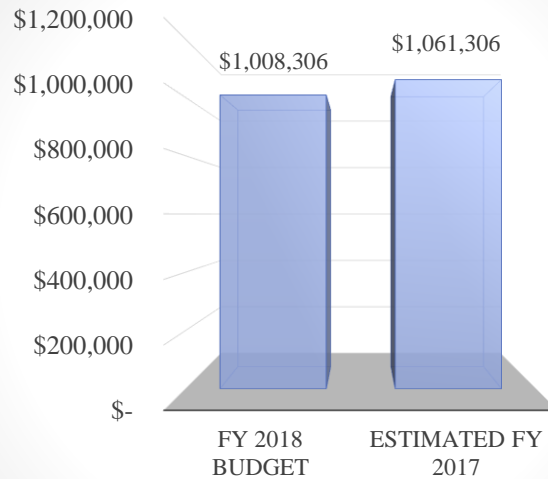
### Liability, Protection, and Settlement Fund Revenues and Expenditures Fiscal Year 2015-2021

	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Est Actuals	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
<b>Local Governmental Sources:</b>										
Current Taxes	\$ 2,054,787	\$ 2,074,166	\$ 2,095,995	\$ 2,109,770	\$ 2,097,450					
<b>Total Local Government</b>	\$ 2,054,787	\$ 2,074,166	\$ 2,095,995	\$ 2,109,770	\$ 2,097,450	\$ 2,075,600	\$ 2,099,436	\$ 2,141,425	\$ 2,184,253	\$ 2,227,938
<b>Other Sources:</b>										
Other Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -					
Other Non-Government Gifts, Grants	16,626	-	16,626	-	17,000					
Interest Income	84,283	49,363	85,314	81,948	63,100					
Other Income	-	1,226	-	825	-					
<b>Total Other Sources</b>	\$ 100,909	\$ 50,589	\$ 101,940	\$ 82,773	\$ 80,100	\$ 65,673	\$ 83,610	\$ 84,864	\$ 86,137	\$ 87,429
<b>Total Revenue before Interfunds</b>	\$ 2,155,696	\$ 2,124,755	\$ 2,197,935	\$ 2,192,543	\$ 2,177,550	\$ 2,141,273	\$ 2,183,046	\$ 2,226,289	\$ 2,270,390	\$ 2,315,367
<b>Interfunds</b>										
<b>GRAND TOTAL</b>	\$ 2,155,696	\$ 2,124,755	\$ 2,197,935	\$ 2,192,543	\$ 2,177,550	\$ 2,141,273	\$ 2,183,046	\$ 2,226,289	\$ 2,270,390	\$ 2,315,367
	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Est Actuals	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
<b>Institutional Support</b>										
Salaries	\$ 1,108,436	\$ 1,065,715	\$ 1,099,451	\$ 1,102,469	\$ 1,152,111					
Employee Benefits	354,771	286,552	322,971	233,831	327,971					
Contractual Services	261,018	295,574	261,018	272,431	261,018					
General Material & Supplies	23,386	21,083	24,086	22,235	24,086					
Travel/Meeting	4,747	1,530	4,747	1,581	4,000					
Fixed Charges	265,850	255,049	265,850	243,133	265,000					
Capital Equipment	-	61,710	-	-	-					
Other Expenditures	3,731	13,376	3,731	8,038	3,731					
<b>Total Expenditures before Interfunds</b>	\$ 2,021,939	\$ 2,000,589	\$ 1,981,854	\$ 1,883,718	\$ 2,037,917	\$ 1,977,735	\$ 2,295,326	\$ 2,322,870	\$ 2,355,390	\$ 2,393,076
<b>Transfers</b>										
<b>GRAND TOTAL</b>	\$ 2,021,939	\$ 2,000,589	\$ 1,981,854	\$ 1,883,718	\$ 2,037,917	\$ 1,977,735	\$ 2,295,326	\$ 2,322,870	\$ 2,355,390	\$ 2,393,076

**Carl Sandburg College  
"SILO" Fund-Projected Fund Balance**

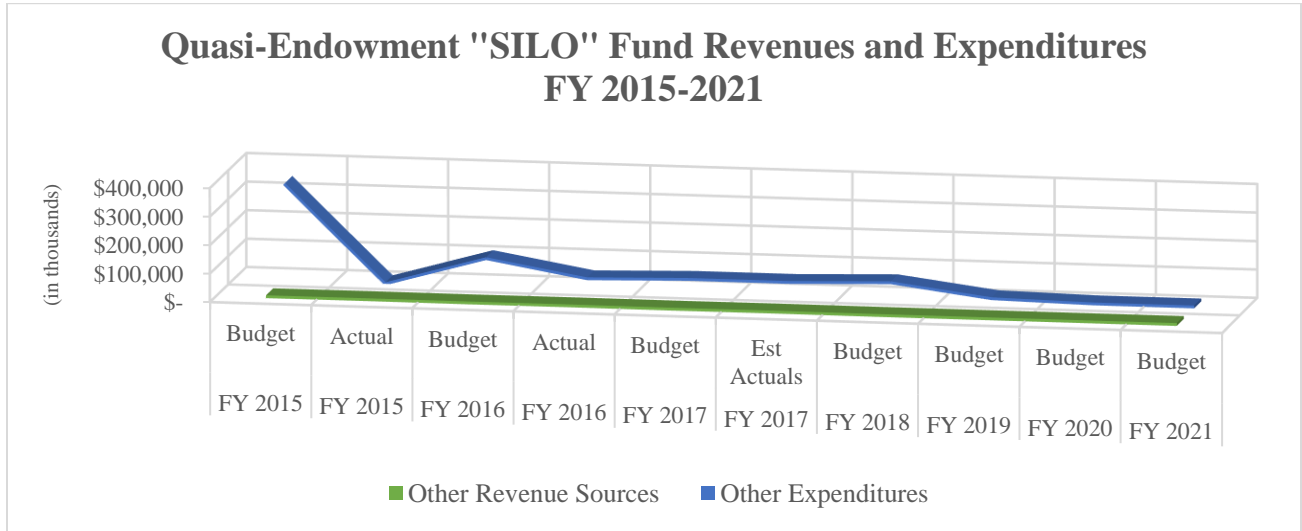
	<b>FY 2018 Budget</b>	<b>Estimated FY 2017</b>	<b>Change</b>	<b>%</b>
Revenues	\$ 5,500	\$ 6,119	\$ (619)	-10.11%
Expenditures	-	-	-	0.00%
Revenues Over (Under) Expenditures	\$ 5,500	\$ 6,119	\$ (619)	-10.11%
Transfers	(58,500)	(48,500)	(10,000)	20.62%
Change in fund balance	\$ (53,000)	\$ (42,381)	\$ (10,619)	25.06%
Fund equity (deficit) beginning of year	1,061,306	1,103,687	(42,381)	-3.84%
Fund equity (deficit) end of year	<u>\$ 1,008,306</u>	<u>\$ 1,061,306</u>	<u>\$ (53,000)</u>	<u>-4.99%</u>

**Projected Fund Balance - Quasi-Endowment "SILO" Fund**



**Ending Fund Balance**

**Quasi-Endowment “SILO” Fund Seven Year Comparison**



**Quasi-Endowment “SILO” Fund Revenues and Expenditures Fiscal Year 2015-2021**

	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Est Actuals	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
<b>Other Sources:</b>										
Interest Income	\$ 5,500	\$ 6,000	\$ 5,500	\$ 6,050	\$ 5,500					
Net increase (decrease) in fair value of investments		-	-	-	-					
<b>Total before Nonoperating</b>	\$ 5,500	\$ 6,000	\$ 5,500	\$ 6,050	\$ 5,500	\$ 6,119	\$ 5,500	\$ 5,583	\$ 5,666	\$ 5,751
Transfers	-	-	-	-	-					
<b>GRAND TOTAL</b>	\$ 5,500	\$ 6,000	\$ 5,500	\$ 6,050	\$ 5,500	\$ 6,119	\$ 5,500	\$ 5,583	\$ 5,666	\$ 5,751

	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Est Actuals	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
<b>Other Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total before transfers</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Transfers</b>	340,000	-	100,000	39,720	48,500	48,500	58,500	13,000	5,600	5,700
<b>GRAND TOTAL</b>	\$ 340,000	\$ -	\$ 100,000	\$ 39,720	\$ 48,500	\$ 48,500	\$ 58,500	\$ 13,000	\$ 5,600	\$ 5,700

## **Debt Service Fund**

### Debt Service Fund Narrative

The debt service fund consists of the Bond and Interest Fund. It accounts for the accumulation of resources for and the payment of debt principal, interest, and related costs. The College has used the issuance of general obligation bonds to finance capital projects, energy savings, and to establish a Working Cash fund. Refunding bonds have also been used to take advantage of lower interest rates.

FY 2010 saw the College issued \$2,000,000 of General Obligation Bonds to increase the Working Cash Fund. With State payments delinquent by in excess of 180 days, and little prospects of improvement in the new term, the College determined to issue Working Cash Bonds to provide additional cushion in its reserves, and retain the ability to internally cash flow the operations without interruption.

FY 2010 also allowed the College to issue \$5,895,000 of General Obligation Refunding Bonds during a highly favorable interest rate environment. The College was able to issue these bonds and deliver to residents a net neutral tax result.

Again in December 2010, the College issued \$2,500,000 of Taxable General Obligation Bonds to increase the Working Cash Fund to the legal limit.

In addition, \$1,610,000 General Obligation Refunding Bonds were issued to refund the District's outstanding General Obligation Bonds, Series 2001A.

FY 2013 included issuing General Obligation Bonds, Series 2012A in the amount of \$5,100,000. Funding will be for the HVAC and water heater replacements and refunding a portion of the Series 2004B bonds. This refunding will help maximize the net debt service savings and manage the College's total tax rate.

With refunding of existing debt obligations in FY 2015 and FY 2016, the college was able to generate debt service savings of approximately \$1,000,000.

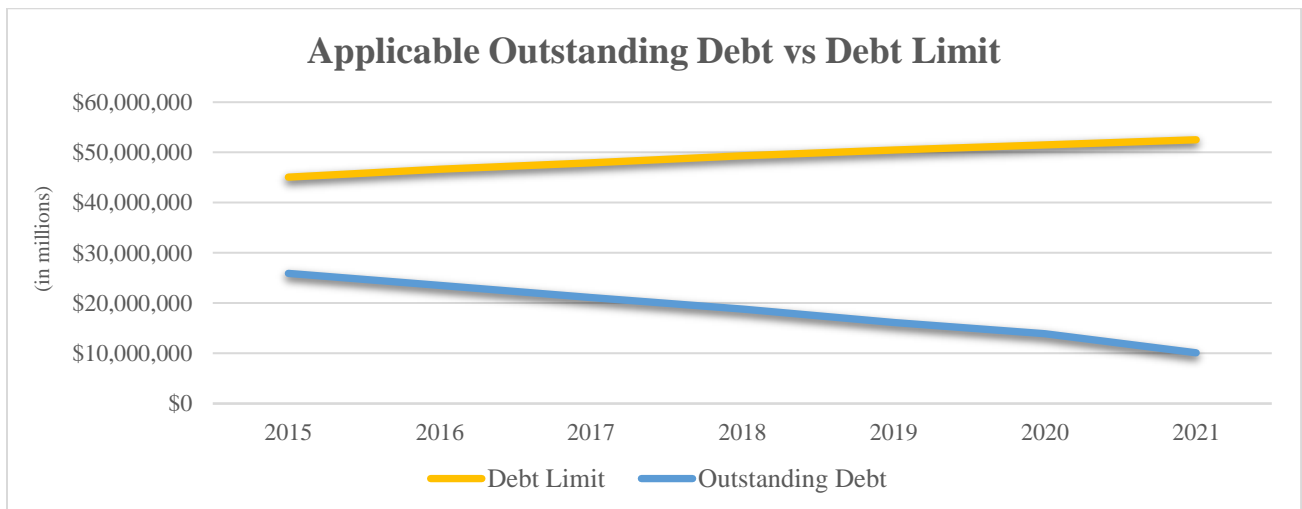
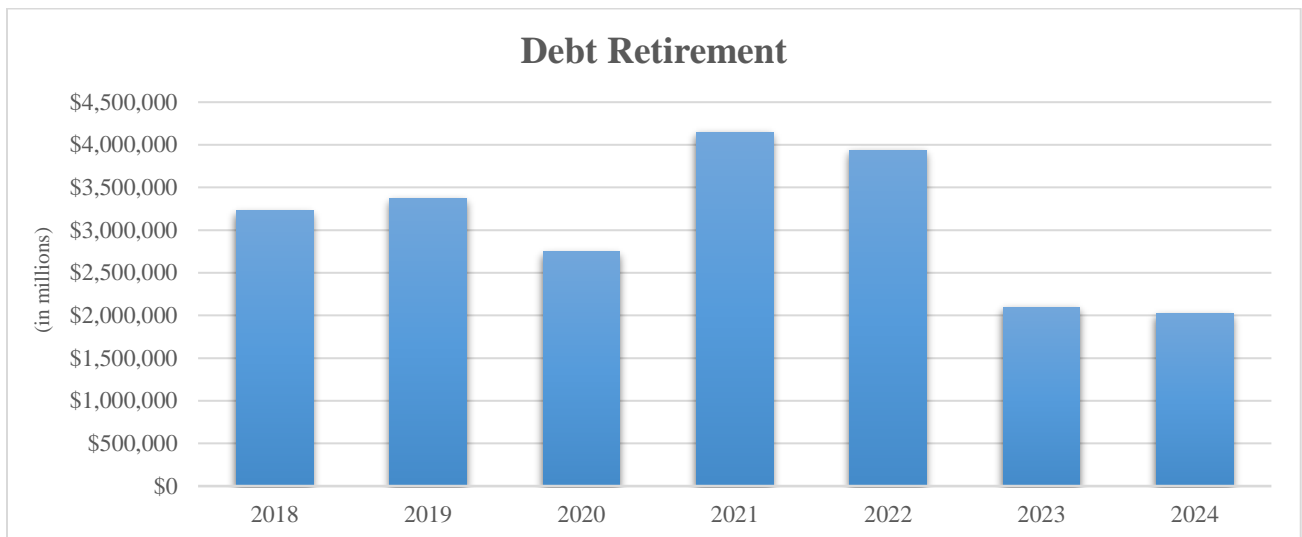
Legally, the College is not allowed to have debt in excess of 2.875% of the District's EAV, or an estimated \$47,908,389. The current general obligation debt of the College is \$21,126,630. Therefore, the amount of debt available to be issued is the difference between these two numbers or the legal debt margin of \$26,781,759. Debt limitations will factor into future possibilities, although the College goal is to aggressively pay down its debt with the total debt service being retired in the coming ten year period.

## **Debt Administration**

Debt of the College is comprised of General Obligation Bonds and Capital Leases. The bond payments will be funded through the tax levy. The FY 2018 budget anticipates no new debt issued, to reflect an 11% decrease in outstanding principal.

## Debt Amortization

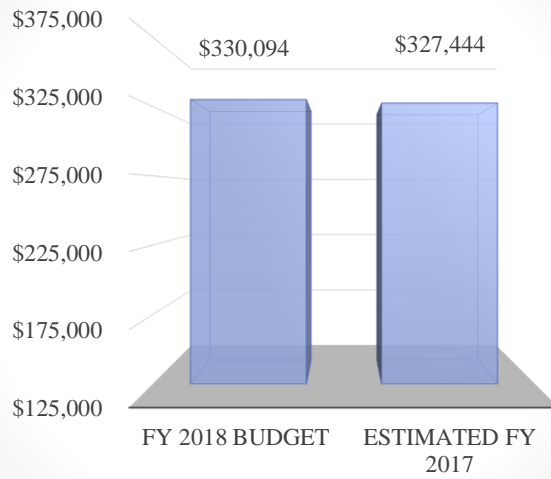
Year Ending June 30,	General Obligation Bonds	Capital Lease Obligations	Compensated Absences	Bond premiums (discounts)	Total Principal	Interest	Total Principal & Interest
2018	2,290,000	37,979	231,496	79,074	2,638,549	586,677	3,225,226
2019	2,620,000	40,635	115,748	79,074	2,855,457	513,669	3,369,126
2020	2,210,000	43,478		79,074	2,332,552	411,784	2,744,336
2021	3,745,000	34,574		79,758	3,859,332	288,099	4,147,431
2022	3,720,000			65,790	3,785,790	152,992	3,938,782
2023	1,955,000			51,138	2,006,138	91,071	2,097,209
2024	1,950,000			26,487	1,976,487	41,775	2,018,262
<b>Total</b>	<b>\$18,490,000</b>	<b>\$156,666</b>	<b>\$347,244</b>	<b>\$460,394</b>	<b>\$19,454,304</b>	<b>\$2,086,067</b>	<b>\$21,540,371</b>



**Carl Sandburg College  
Debt Service Fund-Projected Fund Balance**

	<b>FY 2018 Budget</b>	<b>Estimated FY 2017</b>	<b>Change</b>	<b>%</b>
Revenues	\$ 2,916,144	\$ 2,547,373	\$ 368,771	14.48%
Expenditures	2,913,494	2,542,487	371,007	14.59%
Revenues Over (Under) Expenditures	\$ 2,650	\$ 4,887	\$ (2,237)	-45.77%
Transfers	-	-	-	0.00%
Change in fund balance	\$ 2,650	\$ 4,887	\$ (2,237)	-45.77%
Fund equity (deficit) beginning of year	327,444	322,557	4,887	1.52%
Fund equity (deficit) end of year	<u>\$ 330,094</u>	<u>\$ 327,444</u>	<u>\$ 2,650</u>	<u>0.81%</u>

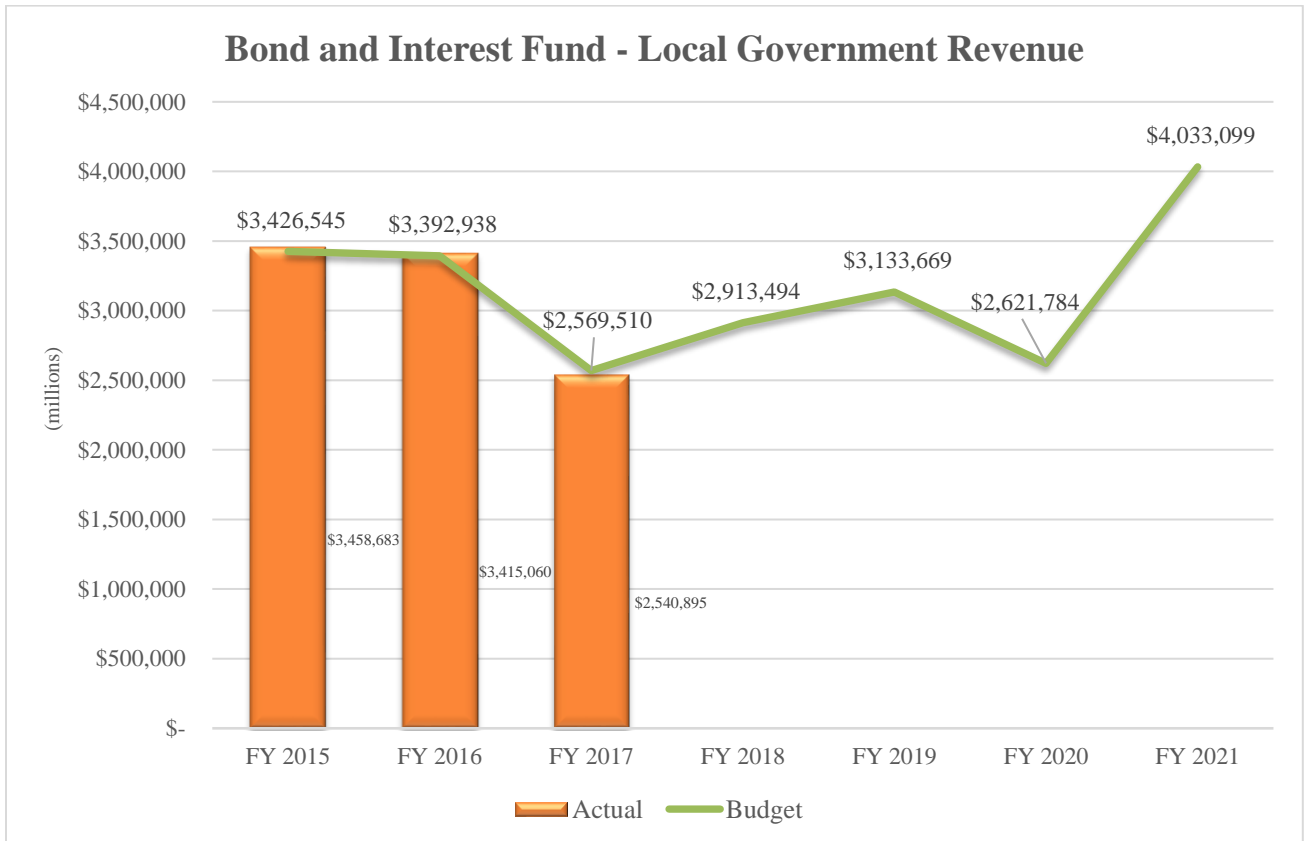
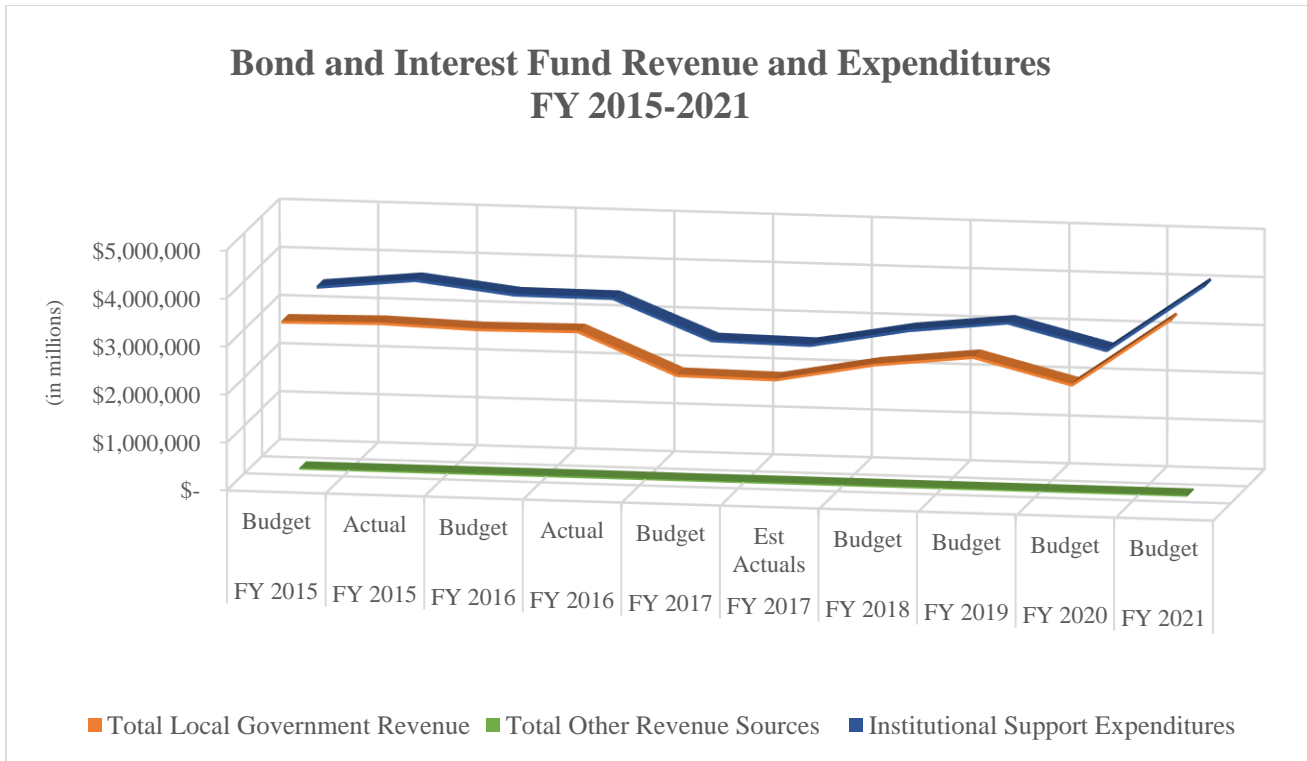
**Projected Fund Balance - Debt Service Fund**



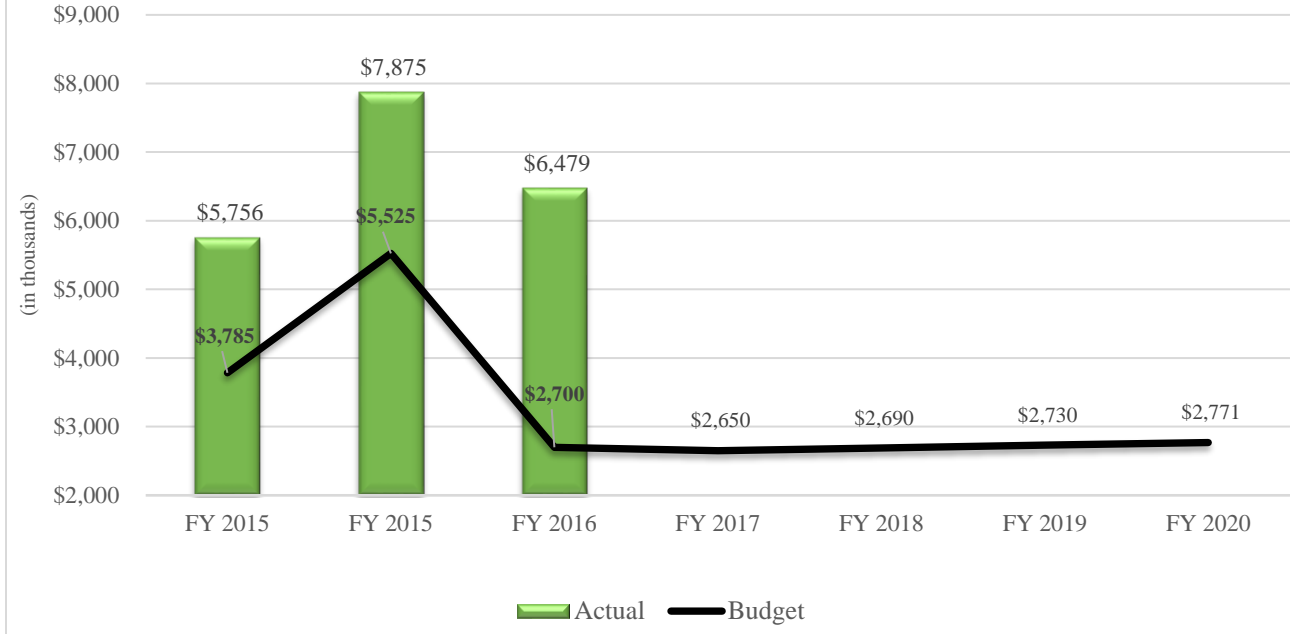
**Ending Fund Balance**



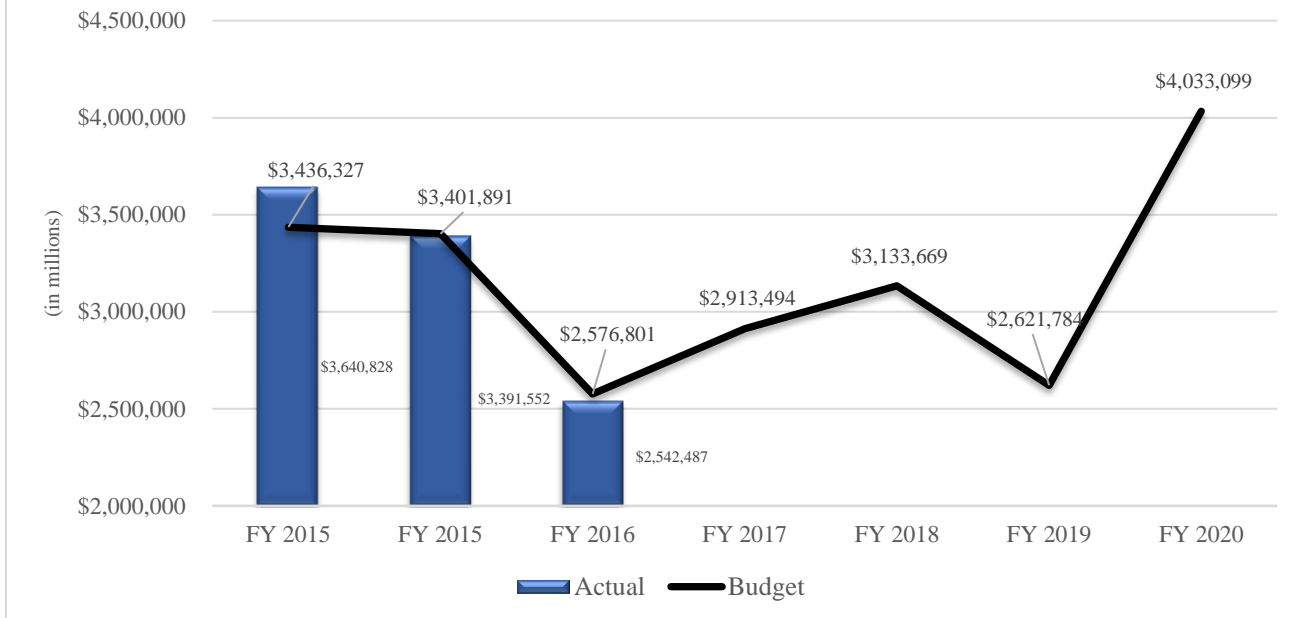
## Bond and Interest Fund Revenue & Expenditures Seven Year Comparison



### Bond and Interest Fund - Other Revenue Sources



### Bond and Interest Fund - Institutional Support Expenditures



## Bond and Interest Fund Revenue and Expenditures Fiscal Year 2015-2021

Operating Revenue by Sources	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Est Actuals	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
<b>Local Government:</b>										
Current Taxes	\$ 3,426,545	\$ 3,458,683	\$ 3,392,938	\$ 3,415,060	\$ 2,569,510					
<b>Total Local Government</b>	\$ 3,426,545	\$ 3,458,683	\$ 3,392,938	\$ 3,415,060	\$ 2,569,510	\$ 2,540,895	\$ 2,913,494	\$ 3,133,669	\$ 2,621,784	\$ 4,033,099
<b>Other Sources:</b>										
Interest Income	\$ 3,785	\$ 5,756	\$ 5,525	\$ 7,875	\$ 2,700					
<b>Total Other Sources</b>	\$ 3,785	\$ 5,756	\$ 5,525	\$ 7,875	\$ 2,700	\$ 6,479	\$ 2,650	\$ 2,690	\$ 2,730	\$ 2,771
<b>Total Revenue before Interfunds &amp; Nonoperating Items</b>	\$ 3,430,330	\$ 3,464,439	\$ 3,398,463	\$ 3,422,935	\$ 2,572,210	\$ 2,547,373	\$ 2,916,144	\$ 3,136,359	\$ 2,624,514	\$ 4,035,870
<b>Interfund Transfers</b>	-	-	-	-	-					
<b>Debt Proceeds</b>	-	9,876,043	-	4,070,000	-					
<b>Grand Total</b>	\$ 3,430,330	\$ 13,340,482	\$ 3,398,463	\$ 7,492,935	\$ 2,572,210	\$ 2,547,373	\$ 2,916,144	\$ 3,136,359	\$ 2,624,514	\$ 4,035,870
	<b>FY 2015 Budget</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Est Actuals</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>
<b>Institutional Support</b>										
Fixed Charges	\$ 3,429,977	\$ 3,636,578	\$ 3,395,441	\$ 3,386,283	\$ 2,569,511					
Capital Outlay	-	-	-	-	-					
Other Expenditures	6,350	4,250	6,450	5,269	7,290					
<b>Total Expenditures before Interfunds</b>	\$ 3,436,327	\$ 3,640,828	\$ 3,401,891	\$ 3,391,552	\$ 2,576,801	\$ 2,542,487	\$ 2,913,494	\$ 3,133,669	\$ 2,621,784	\$ 4,033,099
<b>Interfund Transfers</b>	\$ -	\$ -	\$ -	\$ -	\$ -					
<b>Discount on bond issuance</b>	-	-	-	-	-					
<b>Payment to refunding bond escrow agent</b>	-	9,745,084	-	4,012,479	-					
<b>GRAND TOTAL</b>	\$ 3,436,327	\$ 13,385,912	\$ 3,401,891	\$ 7,404,031	\$ 2,576,801	\$ 2,542,487	\$ 2,913,494	\$ 3,133,669	\$ 2,621,784	\$ 4,033,099

## Capital Projects Fund

The Operations and Maintenance Fund (Restricted) and The Capital Endowment Fund make up the Capital Projects Fund. These funds account for financial resources to be used for the acquisition or construction of major capital facilities and technology enhancements. Capital assets include property, equipment, and infrastructure assets, such as roads and sidewalks. Capital assets are defined by the College as assets with an initial unit cost of \$5,000 or more and an estimated useful life in excess of two years. Such assets are recorded at historical cost. Donated capital assets are recorded at estimated fair value at the date of donation. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets' lives are not capitalized. Major outlays for capital assets and improvements are capitalized as projects are constructed. Revenue for the Capital Projects Funds is derived from Local Government and Other Sources of Revenue. These two sources are independent of our operating budget. With the establishment of the STEF fund, we have been able to enhance technology thru the use of accumulated interest income. The original STEF principle remains intact as of the end of FY 2016.

## Capital Improvements

As the future of the college continues to change, a new facilities master plan was approved for adoption in January 2012. The campus master planning process began with consideration of the goals set forth in the Strategic Plan 2011-2014. With the understanding of the intended future of the college and under the guidance of college leadership, master planning was executed by means of four steps:

1. Assess gaps between existing capacity and design of campus buildings, grounds, and infrastructure and those required to fulfill the College's vision.
2. Create development concepts that meet college goals and future capacity needs through improvement of campus land use, open space and circulation.
3. Synthesize initial concepts into a cohesive campus-wide master plan.
4. Implement campus master plan through identification of general phasing and campus improvements.

Recommendation include strategies to improve overall building space utilization, improve quality of interior circulation between buildings, location of a future auditorium site, invite access by creating additional "community" entries to campus, preserving and enhancing historic views to the lake, and improving ease of access by creating key gateways from the road to main building entries. The master plan presents a comprehensive, feasible, and flexible development plant to guide the college in creating a physical environment that supports a vibrant learning community of students.

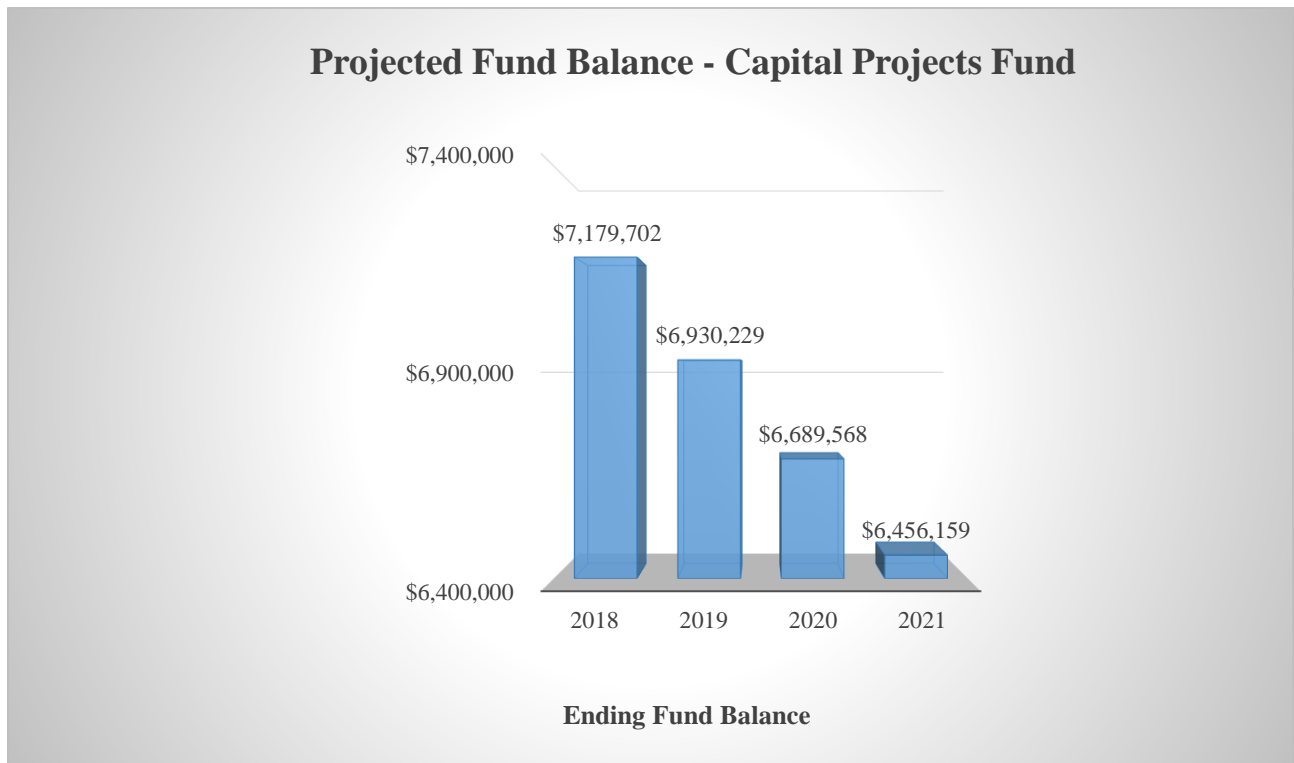
Capital projects that are planned during FY 2018 include:

<b>Capital Projects Budget</b>		
<b>FY 2018</b>		
		<u>Funding Source</u>
Campus Improvement Plan	\$ 15,000	accumulated interest earnings
AA Building - Air Handling Unit Replacement	\$ 108,000	Protection, Health, Safety Levy
Main Campus Fire Alarm Upgrades	\$ 766,000	Protection, Health, Safety Levy
	<u>\$ 889,000</u>	

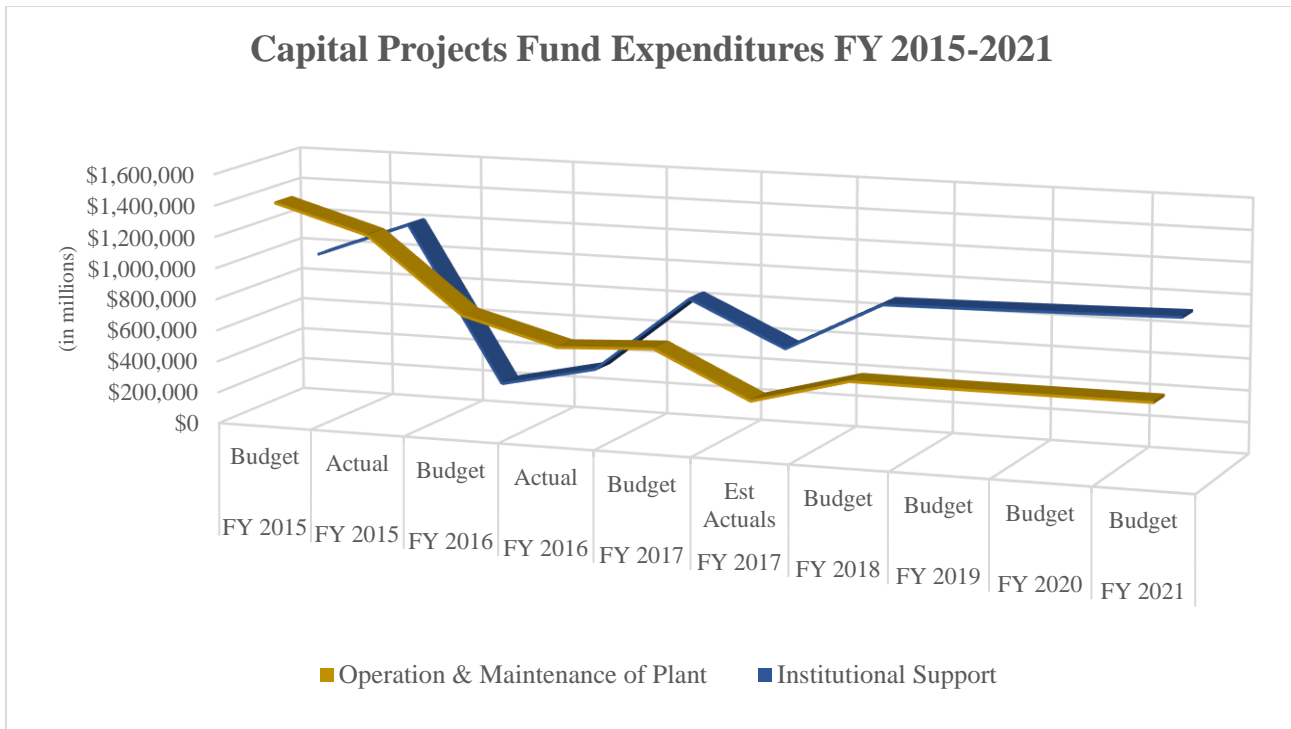
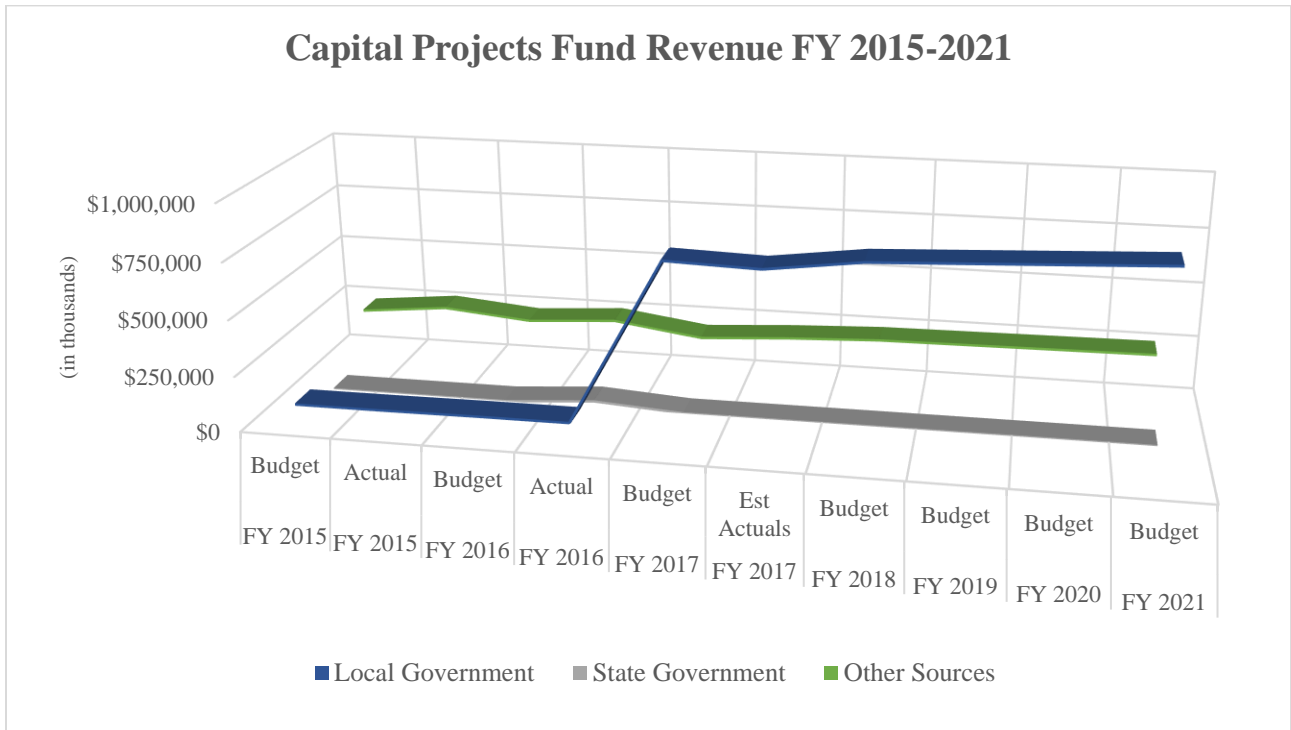
**Carl Sandburg College  
Capital Projects Fund-Projected Fund Balance**

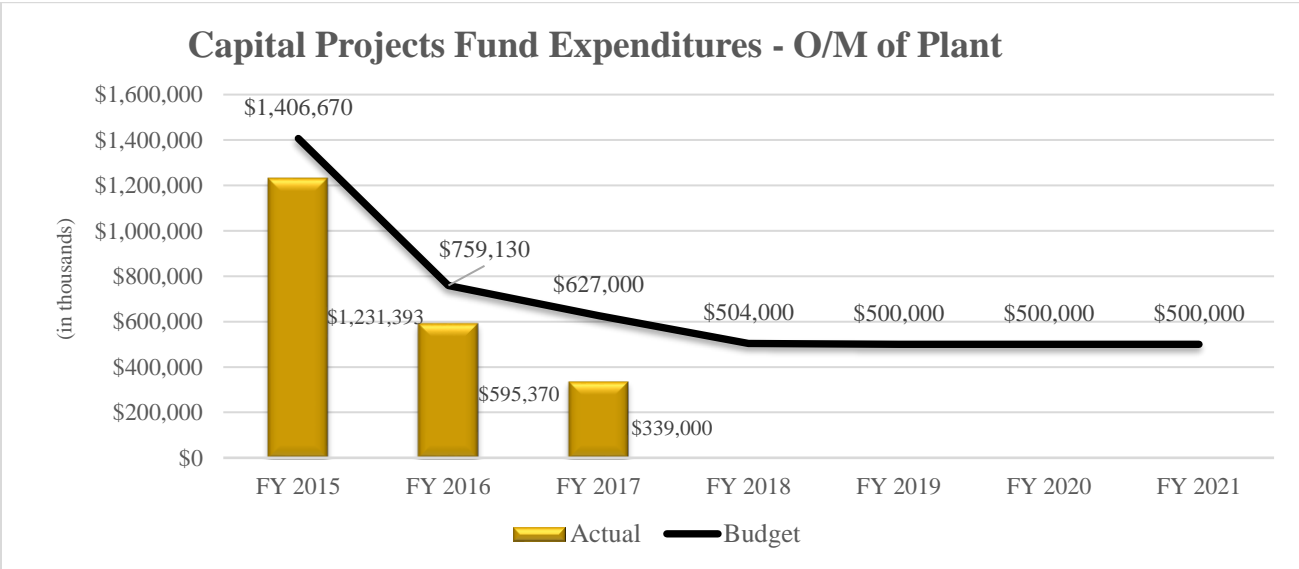
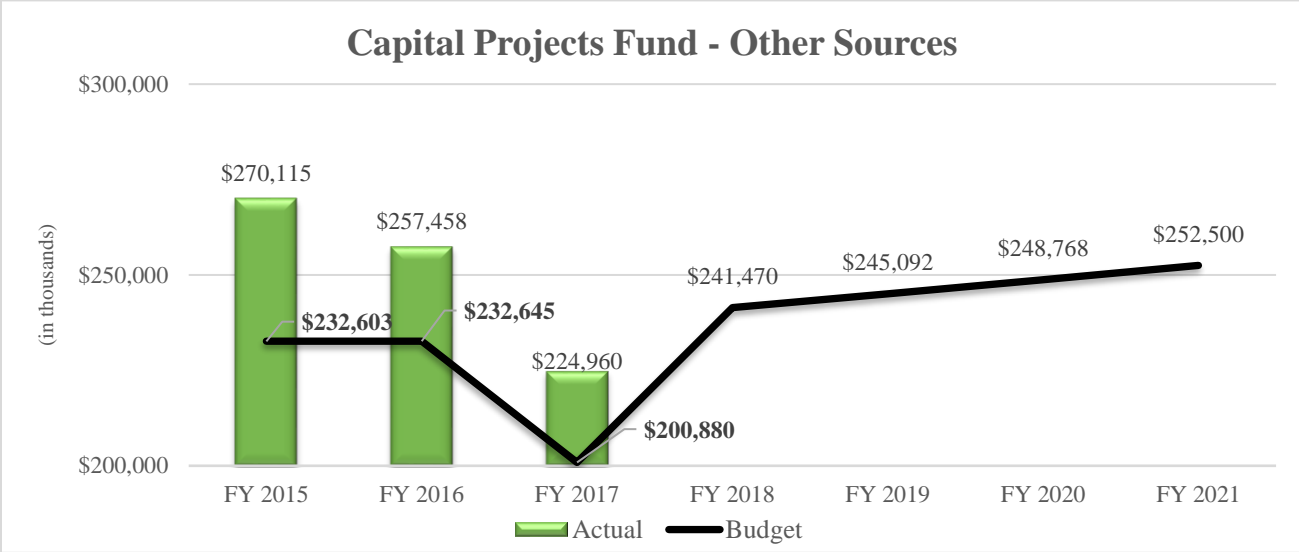
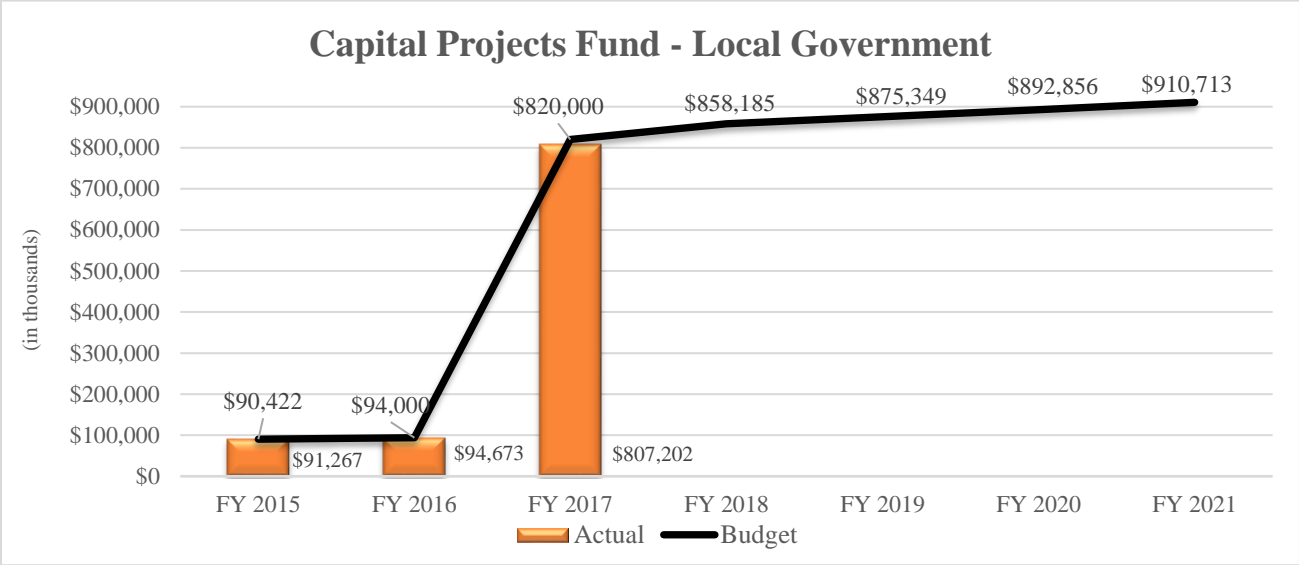
	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Beginning Balance	\$ 7,443,482	\$ 7,179,702	\$ 6,930,229	\$ 6,689,568
Revenues	\$ 1,099,655	\$ 1,120,440	\$ 1,141,624	\$ 1,163,212
Expenditures	874,435	\$ 884,913	\$ 897,285	\$ 911,621
Revenues Over (Under) Expenditures	\$ 225,220	\$ 235,527	\$ 244,339	\$ 251,591
Transfers	(489,000)	(485,000)	(485,000)	(485,000)
Ending Fund Balance	<u>\$ 7,179,702</u>	<u>\$ 6,930,229</u>	<u>\$ 6,689,568</u>	<u>\$ 6,456,159</u>

Transfers in for capital expenditures funded from STEF and Working Cash.  
Transfers out for technology.

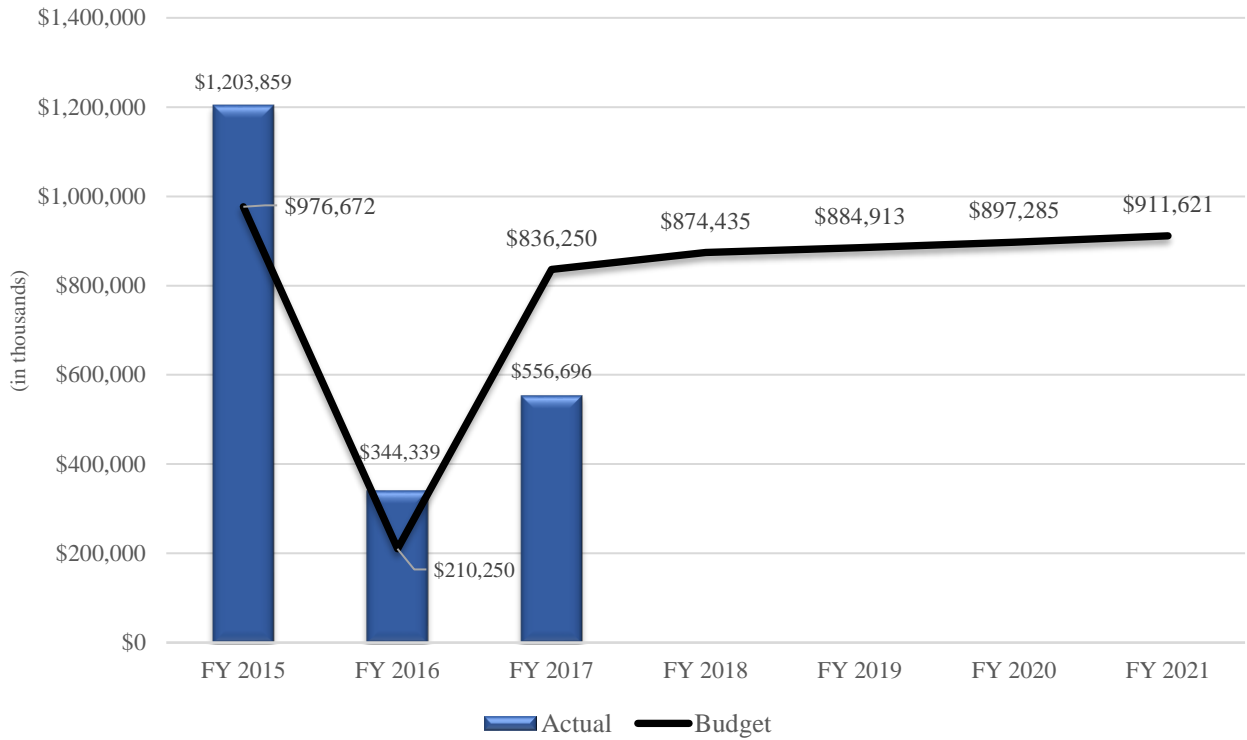


# Capital Projects Fund Revenue and Expenditures Seven Year Comparison

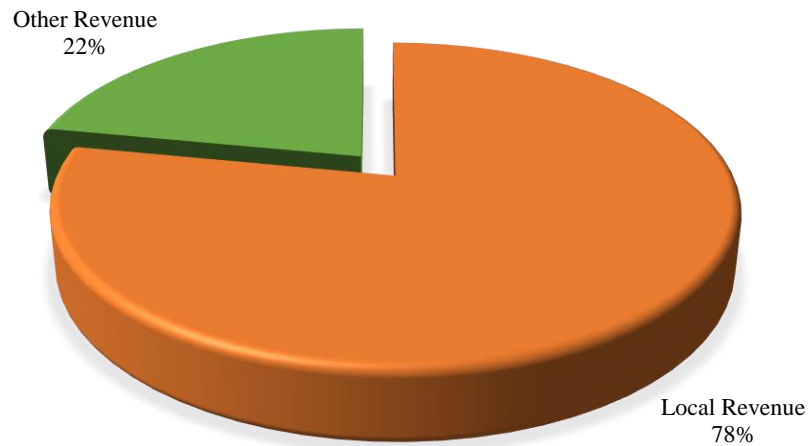




### Capital Projects Fund Expenditures - Institutional Support



### FY 2018 % OF TOTAL CAPITAL PROJECTS FUND REVENUE BY SOURCE





## Capital Projects Fund Revenue Fiscal Year 2015-2021

Operating Revenue by Sources	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Est Actuals	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
<b>Local Government:</b>										
Current Taxes	\$ 90,422	\$ 91,267	\$ 94,000	\$ 94,673	\$ 820,000					
Other	-	-	-	-	-					
<b>Total Local Government</b>	\$ 90,422	\$ 91,267	\$ 94,000	\$ 94,673	\$ 820,000	\$ 807,202	\$ 858,185	\$ 875,349	\$ 892,856	\$ 910,713
<b>State Government:</b>										
ICCB Grants	\$ -	\$ -	\$ -	\$ -	\$ -					
Other State sources				27,432						
<b>Total State Government</b>	\$ -	\$ -	\$ -	\$ 27,432	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Federal Government:</b>										
Department of Education	\$ -	\$ -	\$ -	\$ -	\$ -					
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Student Tuition and Fees:</b>										
Tuition										
Fees										
<b>Total Tuition and Fees</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Other Sources:</b>										
Interest Income	\$ 232,603	\$ 188,428	\$ 232,645	\$ 180,593	\$ 200,880					
Other Non-Government Gifts, Grants	-	-	-	-	-					
Other Income	-	81,687	-	76,865	-					
<b>Total Other Sources</b>	\$ 232,603	\$ 270,115	\$ 232,645	\$ 257,458	\$ 200,880	\$ 224,960	\$ 241,470	\$ 245,092	\$ 248,768	\$ 252,500
<b>Total Revenue before Interfunds &amp; Nonoperating Items</b>	\$ 323,025	\$ 361,382	\$ 326,645	\$ 379,563	\$ 1,020,880	\$ 1,032,162	\$ 1,099,655	\$ 1,120,441	\$ 1,141,624	\$ 1,163,213
<b>Interfund Transfers</b>	885,000	832,871	115,000	-	15,000	15,000	15,000	15,000	15,000	15,000
<b>Subtotal</b>	\$ 1,208,025	\$ 1,194,253	\$ 441,645	\$ 379,563	\$ 1,035,880	\$ 1,047,162	\$ 1,114,655	\$ 1,135,441	\$ 1,156,624	\$ 1,178,213
<b>Less Operating Items*:</b>										
Tuition Chargeback Revenue	-	-	-	-	-	-	-	-	-	-
<b>Adjusted Revenue- (After above reduction)</b>	\$ 1,208,025	\$ 1,194,253	\$ 441,645	\$ 379,563	\$ 1,035,880	\$ 1,047,162	\$ 1,114,655	\$ 1,135,441	\$ 1,156,624	\$ 1,178,213

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

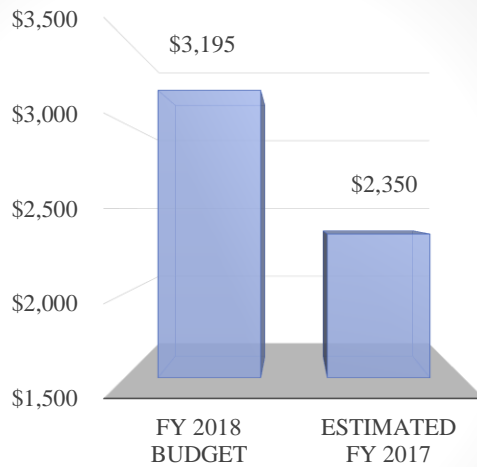
**Capital Projects Fund Expenditures  
Fiscal Year 2015-2021**

	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Est Actuals	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
<b>Operation &amp; Maintenance of Plant</b>										
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	-				
Contractual Services	-	-	-	-	-	-				
<b>Total Operation &amp; Maintenance of Plant</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Institutional Support</b>										
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	-				
Contractual Services	-	17,705	-	259,903	820,000					
General Maintenance and Supplies	559,000	592,722	100,000	2,260	-					
Capital Outlay	416,422	592,632	109,000	81,375	15,000					
Other Expenditures	1,250	800	1,250	801	1,250					
<b>Total Institutional Support</b>	<b>\$ 976,672</b>	<b>\$ 1,203,859</b>	<b>\$ 210,250</b>	<b>\$ 344,339</b>	<b>\$ 836,250</b>	<b>\$ 556,696</b>	<b>\$ 874,435</b>	<b>\$ 884,913</b>	<b>\$ 897,285</b>	<b>\$ 911,621</b>
<b>Total Expenditures before Interfunds</b>	<b>\$ 976,672</b>	<b>\$ 1,203,859</b>	<b>\$ 210,250</b>	<b>\$ 344,339</b>	<b>\$ 836,250</b>	<b>\$ 556,696</b>	<b>\$ 874,435</b>	<b>\$ 884,913</b>	<b>\$ 897,285</b>	<b>\$ 911,621</b>
<b>Interfund Transfers</b>	<b>1,406,670</b>	<b>1,231,393</b>	<b>759,130</b>	<b>595,370</b>	<b>627,000</b>	<b>339,000</b>	<b>504,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>
<b>GRAND TOTAL</b>	<b>\$2,383,342</b>	<b>\$2,435,252</b>	<b>\$ 969,380</b>	<b>\$ 939,709</b>	<b>\$1,463,250</b>	<b>\$ 895,696</b>	<b>\$1,378,435</b>	<b>\$1,384,913</b>	<b>\$1,397,285</b>	<b>\$1,411,621</b>

**Carl Sandburg College  
O&M Fund (Restricted) - Projected Fund Balance**

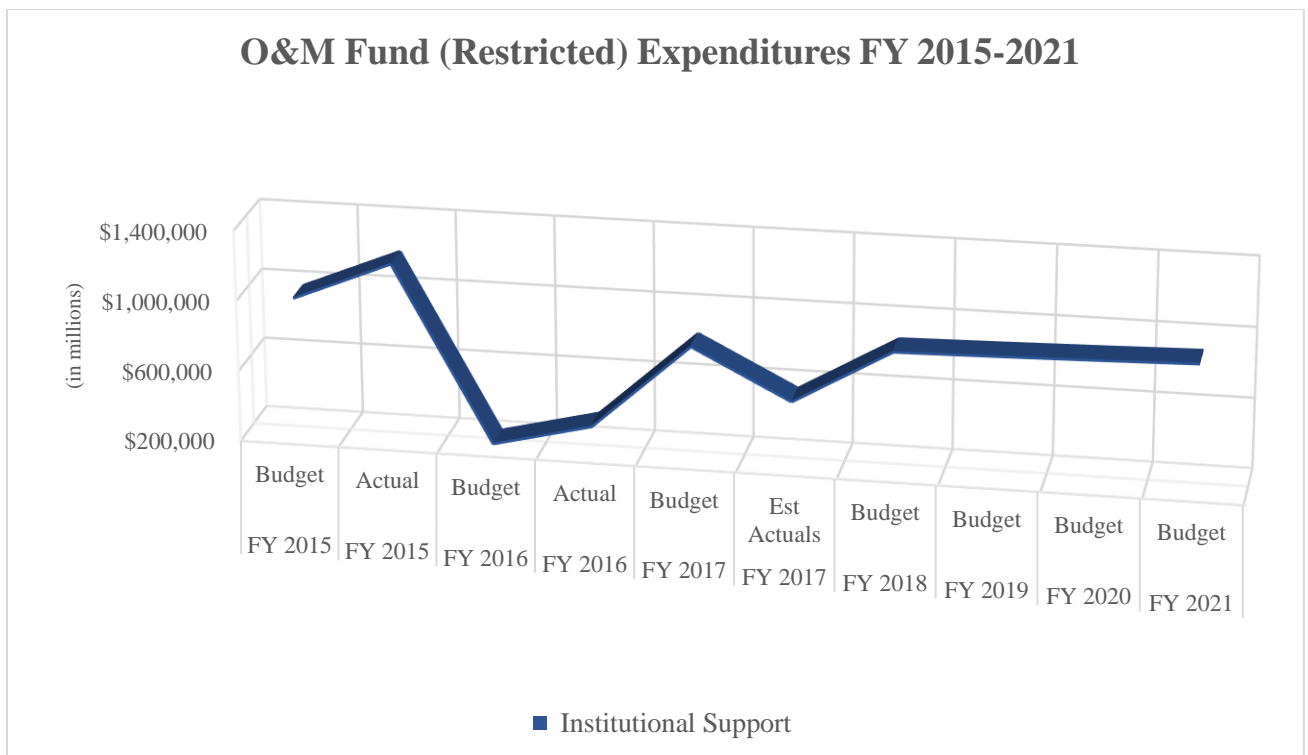
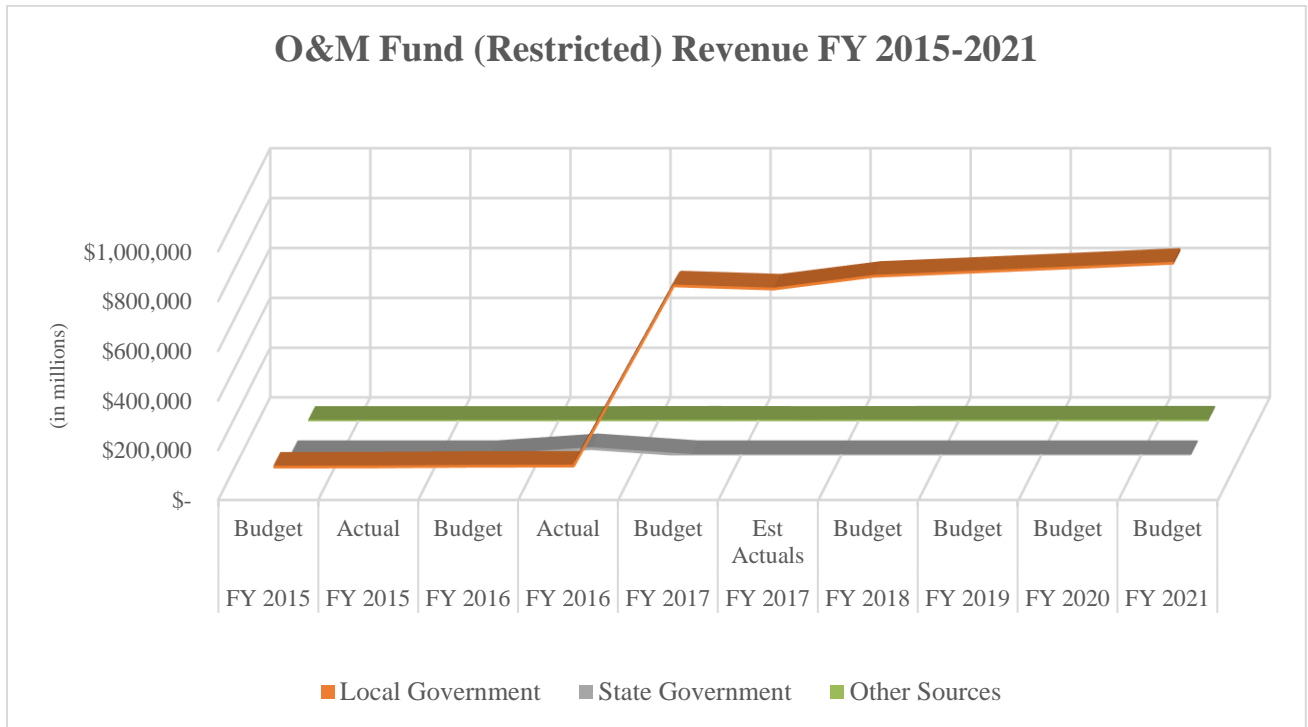
	<b>FY 2018 Budget</b>	<b>Estimated FY 2017</b>	<b>Change</b>	<b>%</b>
Revenues	\$ 859,030	\$ 807,387	\$ 51,643	6.40%
Expenditures	873,185	556,696	316,489	56.85%
Revenues Over (Under) Expenditures	\$ (14,155)	\$ 250,692	\$ (264,847)	-105.65%
Transfers	15,000	15,000	-	0.00%
Change in fund balance	\$ 845	\$ 265,692	\$ (264,847)	-99.68%
Fund equity (deficit) beginning of year	2,350	(263,342)	265,692	-100.89%
Fund equity (deficit) end of year	\$ 3,195	\$ 2,350	\$ 845	35.96%

**Projected Fund Balance - O&M Fund (Restricted)**



**Ending Fund Balance**

## Operations and Maintenance Fund (Restricted) Revenue and Expenditures Seven Year Comparison



**Operations and Maintenance Fund (Restricted) Revenue  
Fiscal Year 2015-2021**

<b>Operating Revenue by Sources</b>	<b>FY 2015 Budget</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Est Actuals</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>
<b>Local Government:</b>										
Current Taxes	\$ 90,422	\$ 91,267	\$ 94,000	\$ 94,673	\$ 820,000					
<b>Total Local Government</b>	<b>\$ 90,422</b>	<b>\$ 91,267</b>	<b>\$ 94,000</b>	<b>\$ 94,673</b>	<b>\$ 820,000</b>	<b>\$ 807,202</b>	<b>\$ 858,185</b>	<b>\$ 875,349</b>	<b>\$ 892,856</b>	<b>\$ 910,713</b>
<b>State Government:</b>										
Other State Revenues	\$ -	\$ -	\$ -	\$ 27,432	\$ -					
ICCB Deferred Maintenance Grant	-	-	-	-	-					
<b>Total State Government</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 27,432</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Federal Government</b>										
Other Federal Revenues	\$ -	\$ -	\$ -	\$ -	\$ -					
<b>Total Federal Government</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other Sources:</b>										
Sales and Service Fees	\$ -	\$ -	\$ -	\$ -	\$ -					
Interest Income	103	160	145	268	880					
Other Income	-	-	-	-	-					
<b>Total Other Sources</b>	<b>\$ 103</b>	<b>\$ 160</b>	<b>\$ 145</b>	<b>\$ 268</b>	<b>\$ 880</b>	<b>\$ 185</b>	<b>\$ 845</b>	<b>\$ 858</b>	<b>\$ 871</b>	<b>\$ 884</b>
<b>Total Revenue before Interfunds &amp; Nonoperating Items</b>	<b>\$ 90,525</b>	<b>\$ 91,427</b>	<b>\$ 94,145</b>	<b>\$ 122,373</b>	<b>\$ 820,880</b>	<b>\$ 807,387</b>	<b>\$ 859,030</b>	<b>\$ 876,206</b>	<b>\$ 893,726</b>	<b>\$ 911,596</b>
<b>Interfund Transfers</b>	<b>885,000</b>	<b>832,871</b>	<b>115,000</b>	<b>-</b>	<b>15,000</b>	<b>15,000.00</b>	<b>15,000.00</b>	<b>15,000.00</b>	<b>15,000.00</b>	<b>15,000.00</b>
<b>Bond &amp; Lease Certificate Proceeds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>	<b>\$ 975,525</b>	<b>\$ 924,298</b>	<b>\$ 209,145</b>	<b>\$ 122,373</b>	<b>\$ 835,880</b>	<b>\$ 822,387</b>	<b>\$ 874,030</b>	<b>\$ 891,206</b>	<b>\$ 908,726</b>	<b>\$ 926,596</b>

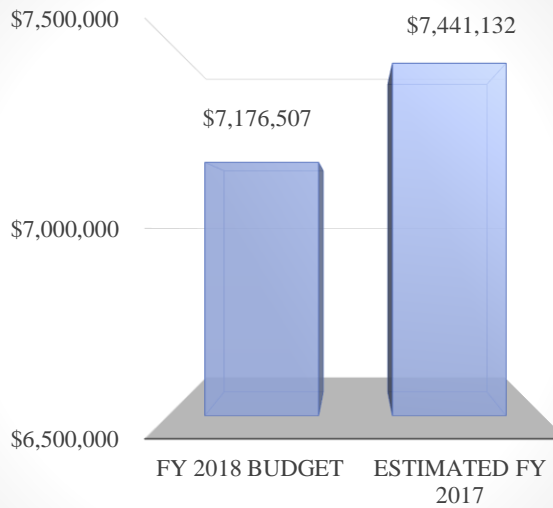
**Operations and Maintenance Fund (Restricted) Expenditures  
Fiscal Year 2015-2021**

	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Est Actuals	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
<b>Operation &amp; Maintenance of Plant</b>										
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Contractual Services	-	-	-	-	-	-				
<b>Total Operation &amp; Maintenance of Plant</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Institutional Support</b>										
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Contractual Services	-	17,705	-	259,903	820,000					
General Maintenance and Supplies	559,000	592,722	100,000	2,260	-					
Capital Outlay	416,422	592,632	109,000	81,375	15,000					
Other Expenditures		-	-	-	-					
<b>Total Institutional Support</b>	\$ 975,422	\$ 1,203,059	\$ 209,000	\$ 343,538	\$ 835,000	\$ 556,696	\$ 873,185	\$ 883,663	\$ 896,035	\$ 910,371
<b>Total Expenditures before Interfunds</b>	\$ 975,422	\$ 1,203,059	\$ 209,000	\$ 343,538	\$ 835,000	\$ 556,696	\$ 873,185	\$ 883,663	\$ 896,035	\$ 910,371
<b>Interfund Transfers</b>	-	-	-	-	-	-				
<b>GRAND TOTAL</b>	\$ 975,422	\$ 1,203,059	\$ 209,000	\$ 343,538	\$ 835,000	\$ 556,696	\$ 873,185	\$ 883,663	\$ 896,035	\$ 910,371

**Carl Sandburg College**  
**Quasi-Endowment (STEF) Fund-Projected Fund Balance**

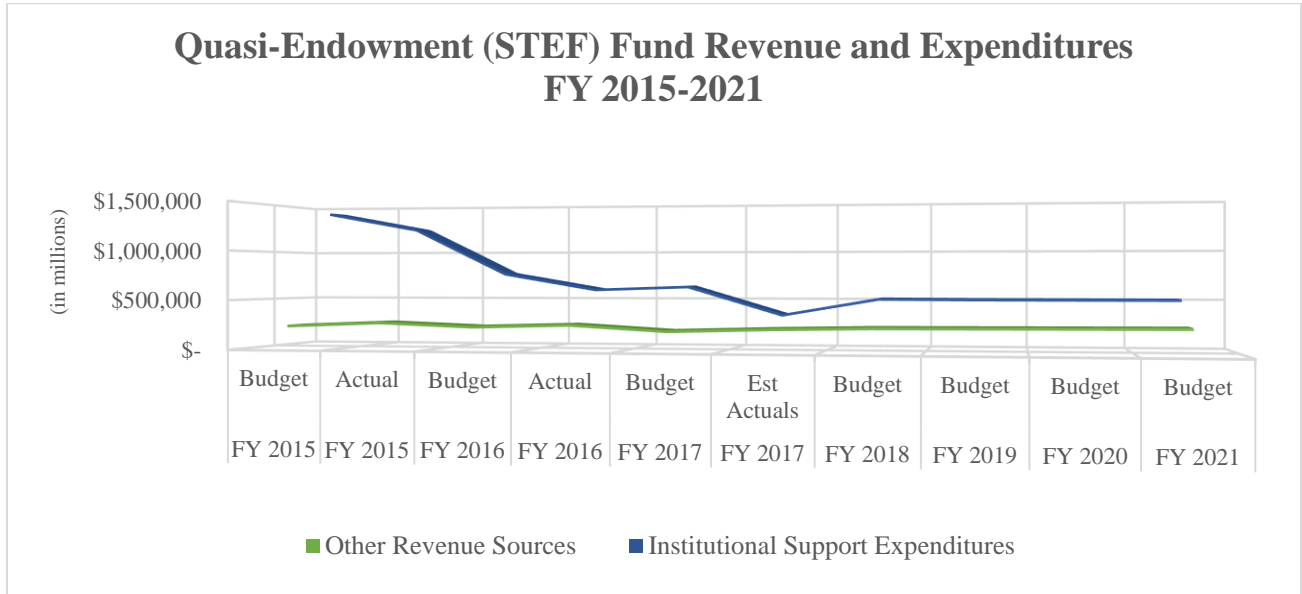
	<b>FY 2018 Budget</b>	<b>Estimated FY 2017</b>	<b>Change</b>	<b>%</b>
Revenues	\$ 240,625	\$ 224,775	\$ 15,850	7.05%
Expenditures	1,250	-	1,250	0.00%
Revenues Over (Under) Expenditures	\$ 239,375	\$ 224,775	\$ 14,600	6.50%
Transfers	(504,000)	(339,000)	(165,000)	48.67%
Change in fund balance	\$ (264,625)	\$ (114,225)	\$ (150,400)	131.67%
Fund equity (deficit) beginning of year	7,441,132	7,555,357	(114,225)	-1.51%
Fund equity (deficit) end of year	<u>\$ 7,176,507</u>	<u>\$ 7,441,132</u>	<u>\$ (264,625)</u>	<u>-3.56%</u>

**Projected Fund Balance - Quasi-Endowment (STEF) Fund**



**Ending Fund Balance**

**Quasi-Endowment (STEF) Fund Revenue and Expenditures Seven Year Comparison**



**Quasi-Endowment (STEF) Fund Revenue and Expenditures Fiscal Year 2015-2021**

	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Est Actuals	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
<b>Other Sources:</b>										
Federal Grants	\$ -	\$ -	\$ -	\$ -	\$ -					
Interest Income	232,500	188,268	232,500	180,325	200,000					
Net increase (decrease) in fair value of investments	-	81,687	-	76,865	-					
<b>Total before Interfund Transfers and Nonoperating</b>	\$ 232,500	\$ 269,955	\$ 232,500	\$ 257,190	\$ 200,000	\$ 224,775	\$ 240,625	\$ 244,234	\$ 247,898	\$ 251,616
Transfers	-	-	-	-	-	-	-	-	-	-
<b>GRAND TOTAL</b>	\$ 232,500	\$ 269,955	\$ 232,500	\$ 257,190	\$ 200,000	\$ 224,775	\$ 240,625	\$ 244,234	\$ 247,898	\$ 251,616
<b>Institutional Support</b>										
Fixed Charges	\$ 1,250	\$ 800	\$ 1,250	\$ 801	\$ 1,250					
Other Expenditures	-	-	-	-	-					
<b>Total Expenditures before Interfund:</b>	\$ 1,250	\$ 800	\$ 1,250	\$ 801	\$ 1,250	\$ -	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250
Transfers	1,406,670	1,231,393	759,130	595,370	627,000	339,000	504,000	500,000	500,000	500,000
<b>GRAND TOTAL</b>	\$ 1,407,920	\$ 1,232,193	\$ 760,380	\$ 596,171	\$ 628,250	\$ 339,000	\$ 505,250	\$ 501,250	\$ 501,250	\$ 501,250



**CAPITAL EQUIPMENT BUDGET FY 2018**

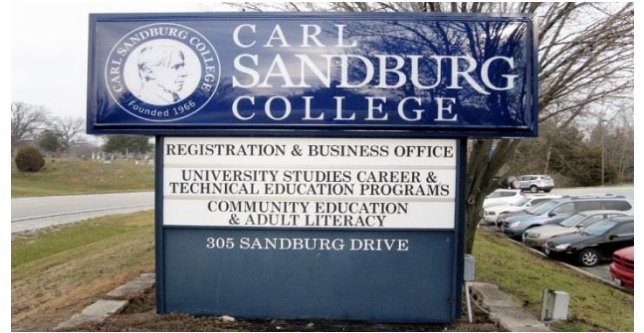
Sources	APPLICATIONS <sup>1</sup>			
	Instructional Services	Student Services	Business Services	Institutional Support
Working Cash Accumulated Interest Total \$128,300		\$7,800 Soccer	\$25,000 CIPS \$15,000 Capital Refresh \$28,000 Rolling Stock	\$30,000 SURS 6% \$2,500 Ergonomic \$20,000 Contingency
STEF Accumulated Interest \$240,625 int \$263,375 prin Total \$504,000	\$20,000 Instructional Technology \$15,000 Academic Program Eq		\$104,000 Xerox	\$115,000 Contingency \$30,000 PC Maint. Non-faculty \$5,000 R&D Tech Staff \$30,000 IT Infrastructure \$185,000 Acces
Perkins 06 Fund \$50,000	\$50,000 Laptops & Equipment			
Tech Fee (2) \$5.50 SILO Total \$58,500	\$95,930 \$58,500			

1 All of these dollar allocations are included in the draft budget.

2 Tech fee revenue less salaries in dept 3071



*The Main Campus - Galesburg*



*The Branch Campus - Carthage*



*The Main Campus – Galesburg Rooftop Project*



*The Main Campus – Galesburg Rooftop project*



*The Main Campus-E/F Parking Lot Project*



*The Main Campus-E/F Parking Lot Project*

## Proprietary Fund

### Auxiliary Enterprise Fund

The Auxiliary Enterprise Fund is used to account for college services where a fee is charged to users or allocated to the specific use from revenues and the activity is intended to be self-supporting. Each enterprise/service should be accounted for separately using a group of self-balancing accounts within the fund. Included in this fund are the Auto Mechanics, Food Service, Bookstore, Athletics, and Dental Hygiene Clinic.

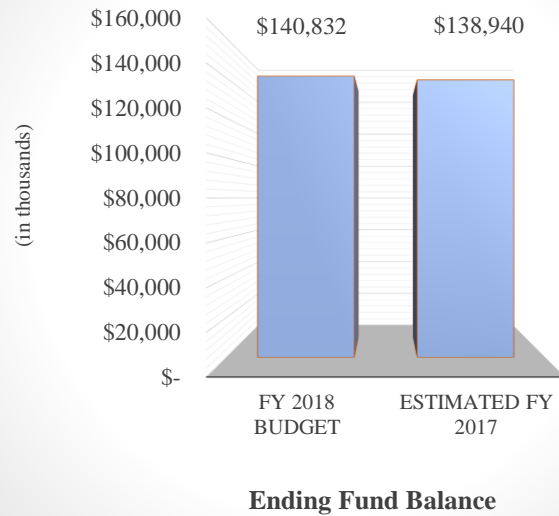
A change in Food Service providers hopes to eliminate the need for the College to subsidize an annual loss. The College decided to close the Children's School. The childcare program has been discontinued as the need for a clinical site was no longer needed.

Dental Hygiene Clinic is budgeted at \$25,000. They expect revenues of \$25,000 which will offset the expenses for the supplies and equipment. The College has moved the cost of the dentist to the Education and Risk Management areas.

### Carl Sandburg College Auxiliary Fund-Projected Fund Balance

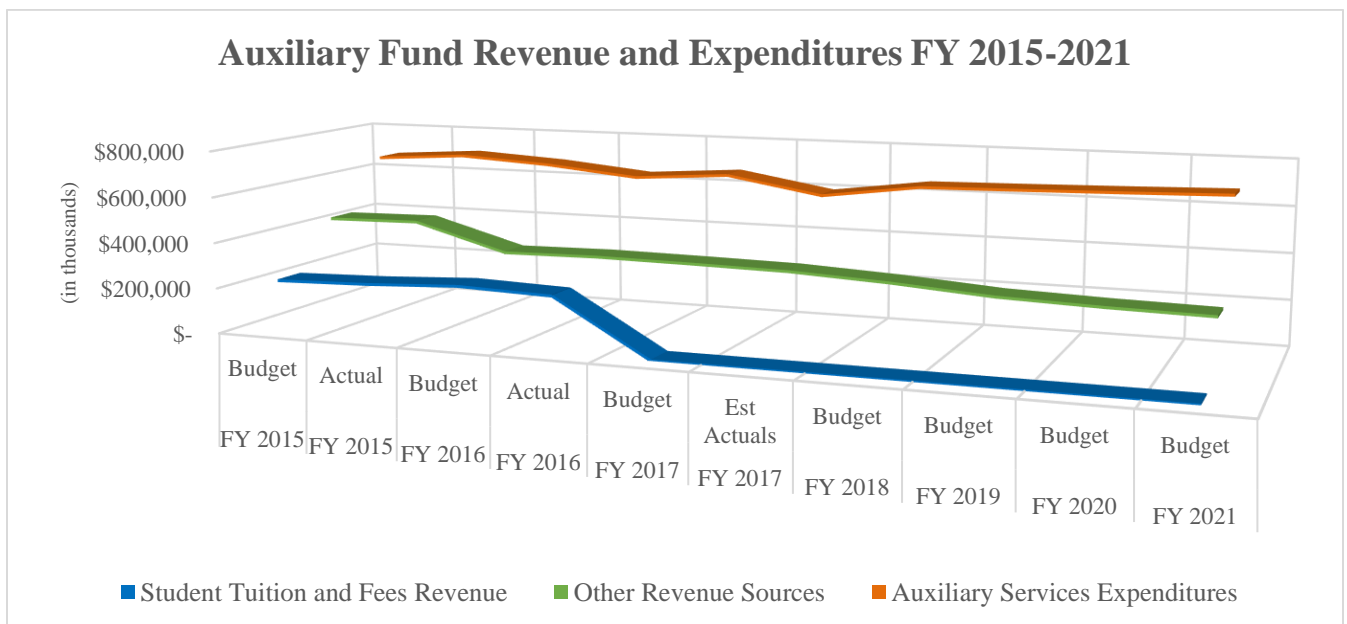
	<u>FY 2018 Budget</u>	<u>Estimated FY 2017</u>	<u>Change</u>	<u>%</u>
Revenues	\$ 303,875	\$ 325,065	\$ (21,190)	-6.52%
Expenditures	646,783	590,964	55,819	9.45%
Revenues Over (Under) Expenditures	\$ (342,908)	\$ (265,899)	\$ (77,009)	28.96%
Transfers	344,800	285,358	59,442	20.83%
Change in fund balance	\$ 1,892	\$ 19,459	\$ (17,567)	-90.28%
Fund equity (deficit) beginning of year	138,940	119,481	19,459	16.29%
Fund equity (deficit) end of year	<u>\$ 140,832</u>	<u>\$ 138,940</u>	<u>\$ 1,892</u>	<u>1.36%</u>

### Projected Fund Balance - Auxiliary Fund



Management continues to monitor each area to determine feasibility to continue the program. There is consensus that some programs will run with a deficit and be subsidized with other sources.

### Auxiliary Fund Revenue and Expenditures Seven Year Comparison



**Auxiliary Fund Revenue and Expenditures  
Fiscal Year 2015-2021**

	<b>FY 2015 Budget</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Est Actuals</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>
<b>Student Tuition and Fees:</b>										
Tuition	\$ -	\$ -	\$ -	\$ -	\$ -					
Activity Fee Revenue	225,500	236,267	255,600	241,824	-					
<b>Total Student Tuition and Fees</b>	<b>\$ 225,500</b>	<b>\$ 236,267</b>	<b>\$ 255,600</b>	<b>\$ 241,824</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Sources:</b>										
Sales & Service Income	\$ 189,874	\$ 201,486	\$ 190,646	\$ 215,673	\$ 191,700					
Commissions	164,000	159,481	131,000	113,548	139,323					
Federal Government-USDA Reimburseme	-	111	-	-	-					
Other Income	85,052	85,037	9,323	7,553	1,000					
<b>Total Other Sources</b>	<b>\$ 438,926</b>	<b>\$ 446,115</b>	<b>\$ 330,969</b>	<b>\$ 336,774</b>	<b>\$ 332,023</b>	<b>\$ 325,065</b>	<b>\$ 303,875</b>	<b>\$ 273,488</b>	<b>\$259,813</b>	<b>\$ 252,019</b>
<b>Total Revenue before Interfunds &amp; Nonoperating Items</b>	<b>\$ 664,426</b>	<b>\$ 682,382</b>	<b>\$ 586,569</b>	<b>\$ 578,598</b>	<b>\$ 332,023</b>	<b>\$ 325,065</b>	<b>\$ 303,875</b>	<b>\$ 273,488</b>	<b>\$259,813</b>	<b>\$ 252,019</b>
<b>Interfund Transfers</b>	<b>45,800</b>	<b>45,800</b>	<b>45,800</b>	<b>45,800</b>	<b>360,170</b>	<b>285,358</b>	<b>344,800</b>	<b>352,088</b>	<b>355,259</b>	<b>358,462</b>
<b>Grand Total</b>	<b>\$ 710,226</b>	<b>\$ 728,182</b>	<b>\$ 632,369</b>	<b>\$ 624,398</b>	<b>\$ 692,193</b>	<b>\$ 610,423</b>	<b>\$ 648,675</b>	<b>\$ 625,576</b>	<b>\$615,072</b>	<b>\$ 610,480</b>

	<b>FY 2015 Budget</b>	<b>FY 2015 Actual</b>	<b>FY2016 Budget</b>	<b>FY 2016 Actual</b>	<b>FY2017 Budget</b>	<b>FY 2017 Est Actuals</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>
<b>Auxiliary Services</b>										
Salaries	\$ 203,599	\$ 207,817	\$ 208,561	\$ 202,192	\$ 204,537					
Employee Benefits	-	36,947	38,700	23,512	34,800					
Contractual Services	88,229	66,517	60,452	44,326	55,452					
General Maintenance and Supplies	224,622	216,560	225,503	215,962	227,776					
Travel and Conference/Meeting Expense	48,209	54,955	46,833	46,822	46,833					
Capital Outlay	29,830	33,832	28,200	28,738	28,000					
Depreciation	-	11,477	-	15,169	-					
Other	76,912	69,771	65,440	56,936	64,440					
<b>Total before transfers</b>	<b>\$ 671,401</b>	<b>\$ 697,876</b>	<b>\$ 673,689</b>	<b>\$ 633,657</b>	<b>\$ 661,838</b>	<b>\$ 590,964</b>	<b>\$ 646,783</b>	<b>\$ 654,544</b>	<b>\$663,708</b>	<b>\$ 674,327</b>
<b>Interfund Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>GRAND TOTAL</b>	<b>\$ 671,401</b>	<b>\$ 697,876</b>	<b>\$ 673,689</b>	<b>\$ 633,657</b>	<b>\$ 661,838</b>	<b>\$ 590,964</b>	<b>\$ 646,783</b>	<b>\$ 654,544</b>	<b>\$663,708</b>	<b>\$ 674,327</b>

## Nonexpendable Trust Fund

### Working Cash Fund

The Working Cash Fund was established for the purpose of enabling the district to have on hand at all times sufficient cash to meet the demands for ordinary and necessary expenditures. Bonds may be issued, without voter approval, in an amount or amounts not to exceed in the aggregate 75 percent of the total tax extension from the authorized maximum rates for the Education Fund and the Operations and Maintenance Fund combined, plus 75 percent of last known corporate personal property replacement tax allocation.

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 temporary transfers assist operating funds in meeting the demands for ordinary and necessary expenditures during periods of temporary low cash balances.

The College currently shows a principal balance of \$8,183,720, which is invested in staggered maturities to insure liquidity and follows the board's Investment Policy. Interest earned in this fund may be transferred to the General Fund with Board approval. The transfer of interest has become an important source of college revenue.

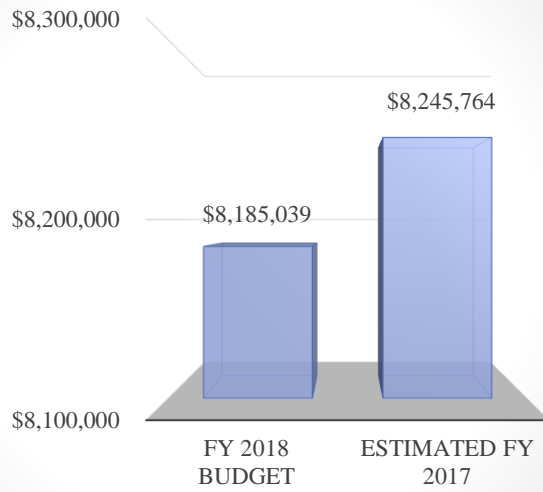
### Working Cash Fund Projected Fund Balance

Revenue for this fund is derived solely from investment earnings. For FY 2018, these earnings are projected to remain fairly consistent due to low stable rates on short term investments.

#### Carl Sandburg College Working Cash Fund-Projected Fund Balance

	<u>FY 2018 Budget</u>	<u>Estimated FY 2017</u>	<u>Change</u>	<u>%</u>
Revenues	\$ 67,575	\$ 71,945	\$ (4,370)	-6.07%
Expenditures	-	625	(625)	-100.00%
Revenues Over (Under) Expenditures	\$ 67,575	\$ 71,320	\$ (3,745)	-5.25%
Transfers	(128,300)	(20,300)	(108,000)	532.02%
Change in fund balance	\$ (60,725)	\$ 51,020	\$ (111,745)	-219.02%
Fund equity (deficit) beginning of year	8,245,764	8,194,744	51,020	0.62%
Fund equity (deficit) end of year	<u>\$ 8,185,039</u>	<u>\$ 8,245,764</u>	<u>\$ (60,725)</u>	<u>-0.74%</u>

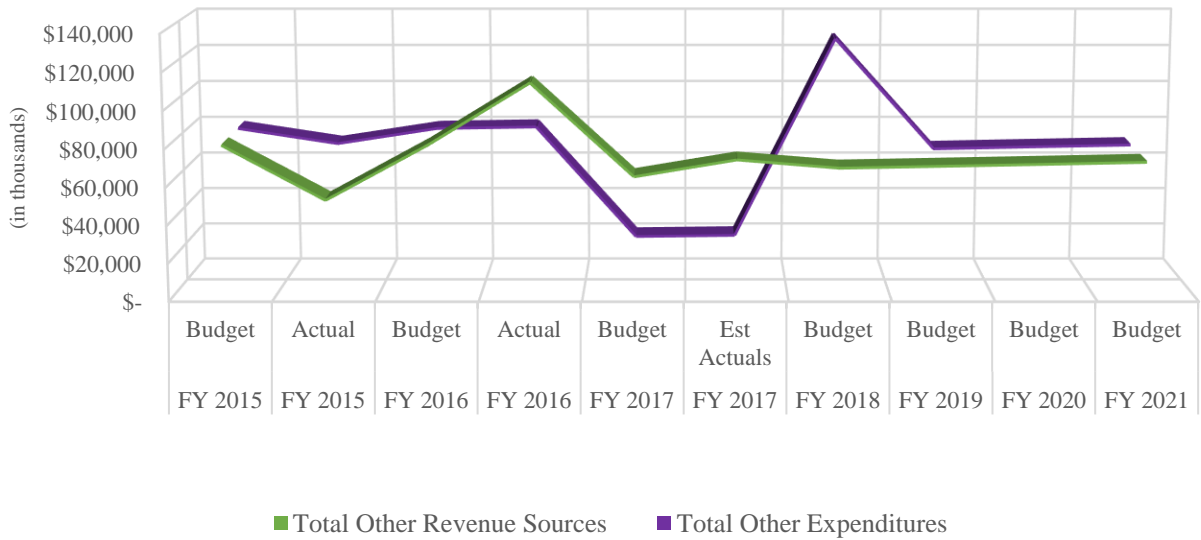
## Projected Fund Balance - Working Cash Fund



**Ending Fund Balance**

## Working Cash Fund Revenue and Expenditures Seven Year Comparison

### Working Cash Fund Revenue and Expenditures FY 2015-2021



**Working Cash Fund Revenue and Expenditures  
Fiscal Year 2015-2021**

	<b>FY 2015 Budget</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Est Actuals</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>
<b>Other Sources:</b>										
Interest Income	\$ 79,625	\$ 57,310	\$ 79,625	\$ 68,789	\$ 63,000	\$ 71,945				
Net increase (decrease) in fair value of investments	-	(6,775)	-	43,542	-					
<b>Total before Nonoperating</b>	\$ 79,625	\$ 50,535	\$ 79,625	\$ 112,331	\$ 63,000	\$ 71,945	\$ 67,575	\$ 68,589	\$ 69,617	\$ 70,662
Transfers	-	-	-	-	-					
<b>GRAND TOTAL</b>	\$ 79,625	\$ 50,535	\$ 79,625	\$ 112,331	\$ 63,000	\$ 71,945	\$ 67,575	\$ 68,589	\$ 69,617	\$ 70,662

	<b>FY 2015 Budget</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2016 Est Actuals</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Est Actuals</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>
<b>Other Expenditures</b>	\$ -	\$ 858	\$ -	\$ 850	\$ -	\$ 625	\$ -	\$ -	\$ -	\$ -
<b>Total before transfers</b>	\$ -	\$ 858	\$ -	\$ 850	\$ -	\$ 625	\$ -	\$ -	\$ -	\$ -
<b>Transfers</b>	79,630	70,525	79,625	79,625	20,300	20,300	128,300	68,500	69,600	70,600
<b>GRAND TOTAL</b>	\$ 79,630	\$ 71,383	\$ 79,625	\$ 80,475	\$ 20,300	\$ 20,925	\$ 128,300	\$ 68,500	\$ 69,600	\$ 70,600

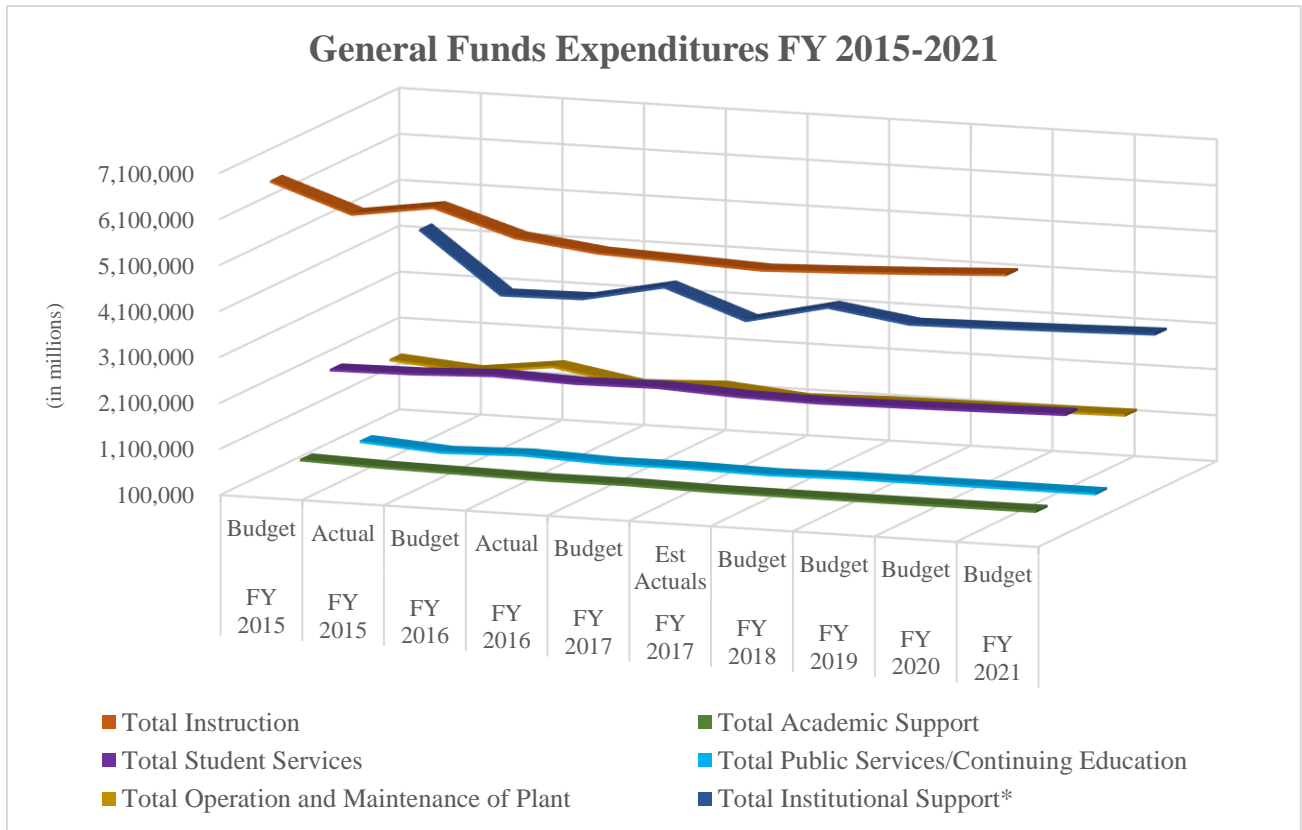


### III. Performance



## Check Performance

The primary focus for the FY 2018 budget is dedicated to student success. This begins with recruitment and continues as the student enrolls, attends classes and receives assistance if needed in pursuit of their education. The allocation of resources reflects the dollars for instruction and student support services. The college has also established funds to maintain and enhance technology to meet students varying levels of ability. Performance indicators have been established to assist in evaluating progress toward institutional goals.

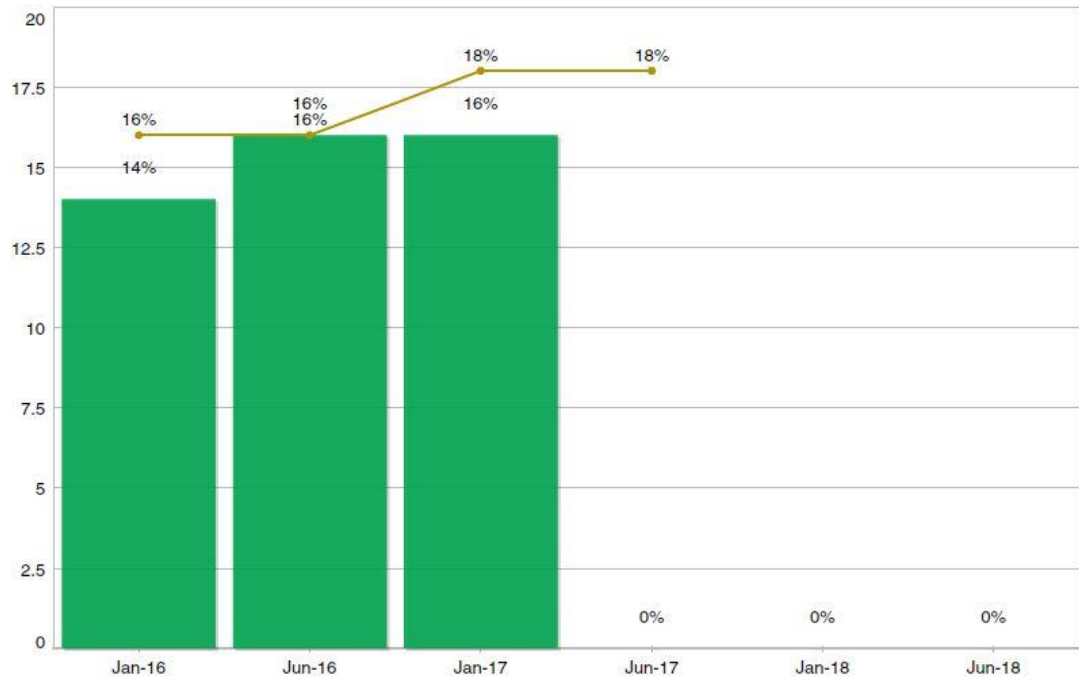


\*Excludes State of Illinois SURS on-behalf payments

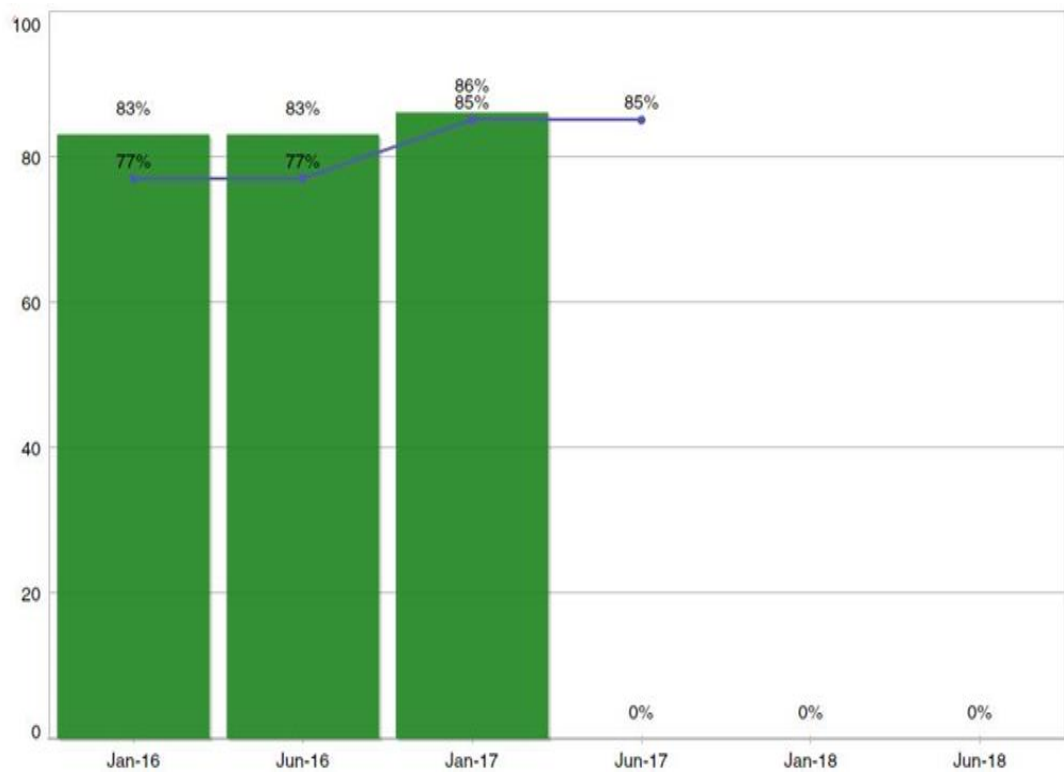
## A. Student Access and Success

### a) Student Success Academic Support

Increase the usage of tutoring services by the student body to 18% by the end of FY18

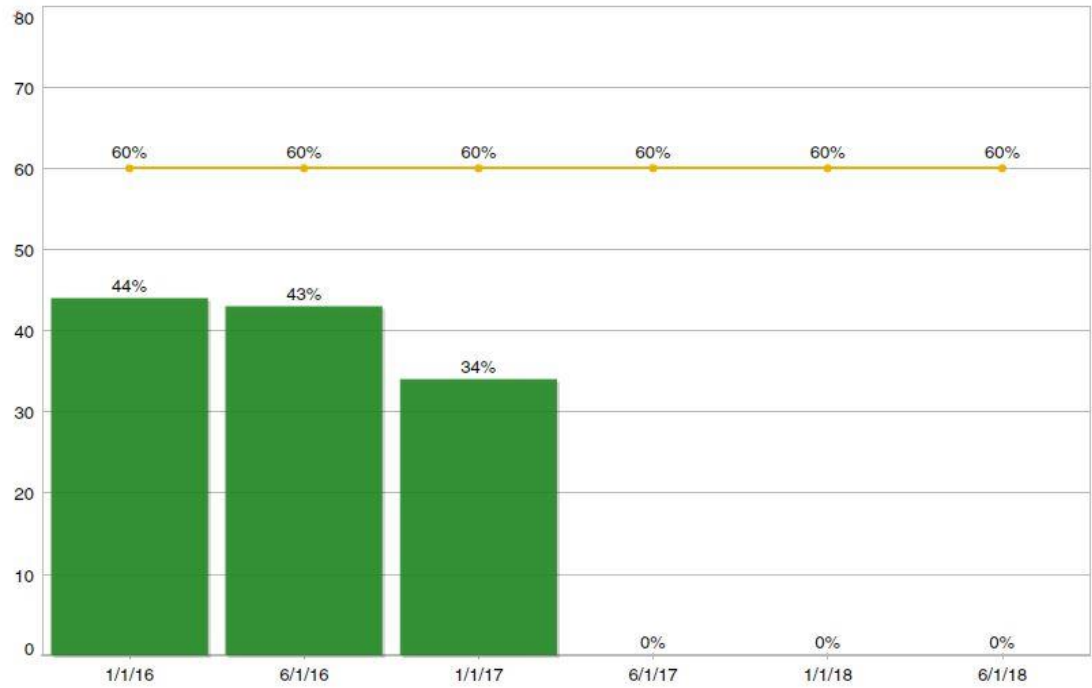


Increase the percentage of students receiving a grade of A, B, or C to 85% as a result of using tutoring services by the end of FY18

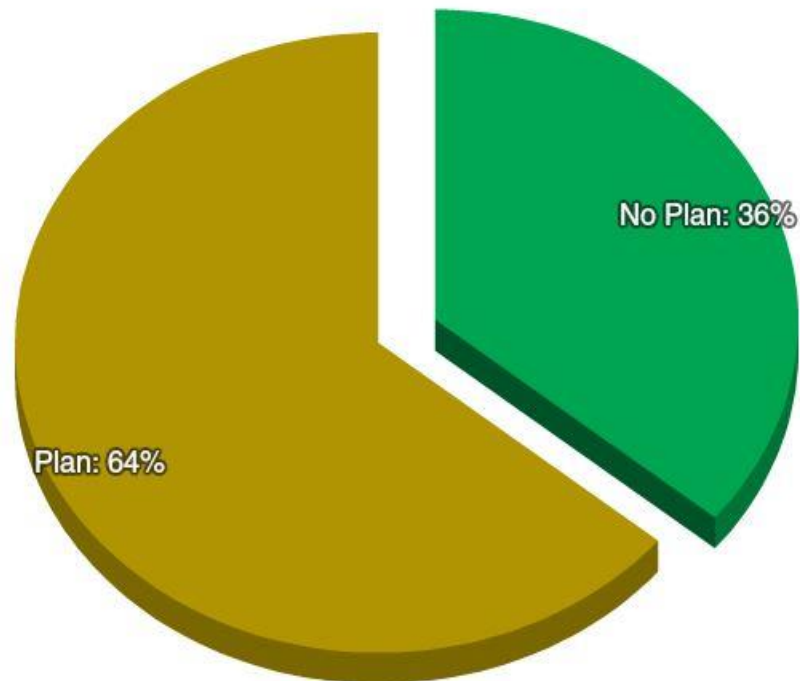


b) Student Success Advising and Counseling

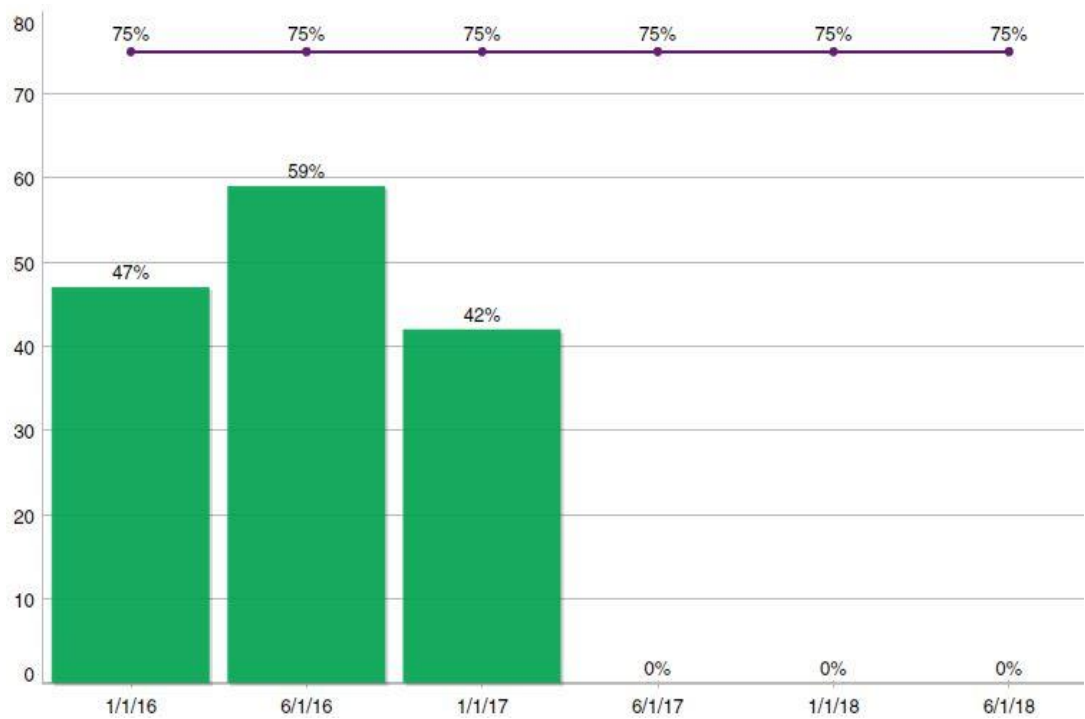
Increase persistence of student with an Academic Improvement Plan (AIP) to 60% by the end of FY18



Develop an educational plan for 100% of FTFTDS students by the end of their 2<sup>nd</sup> semester by the end of FY18

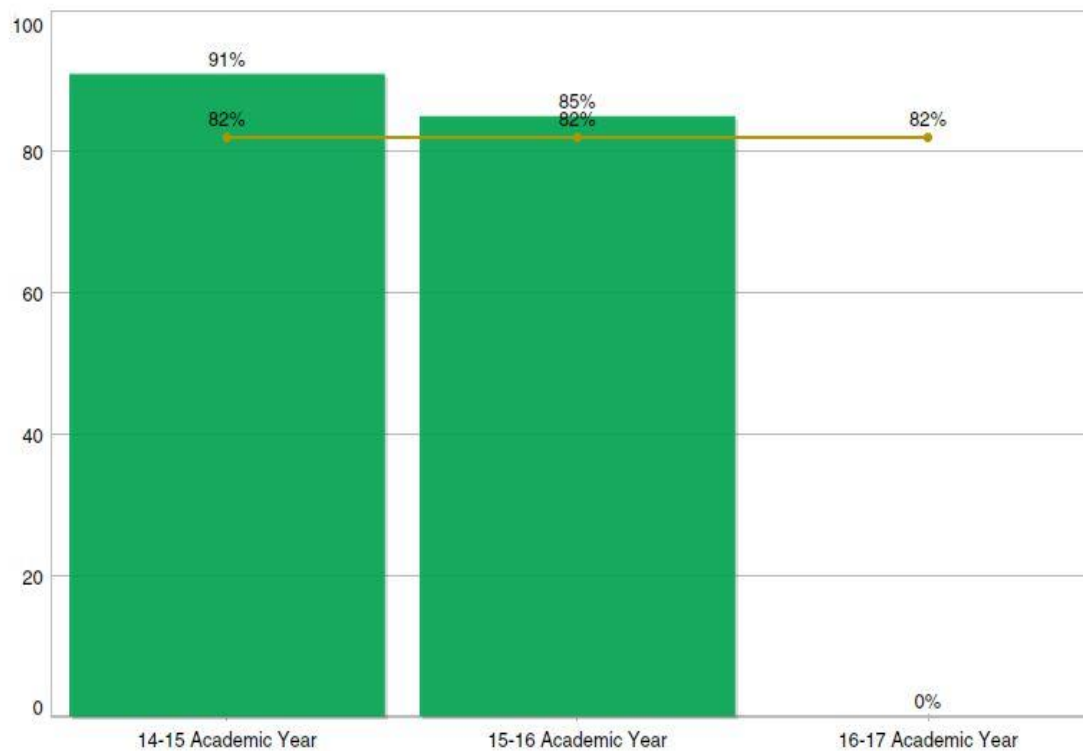


Provide academic advisement of 75% of the students who receive a high concern flag within 7 days by the end of FY18

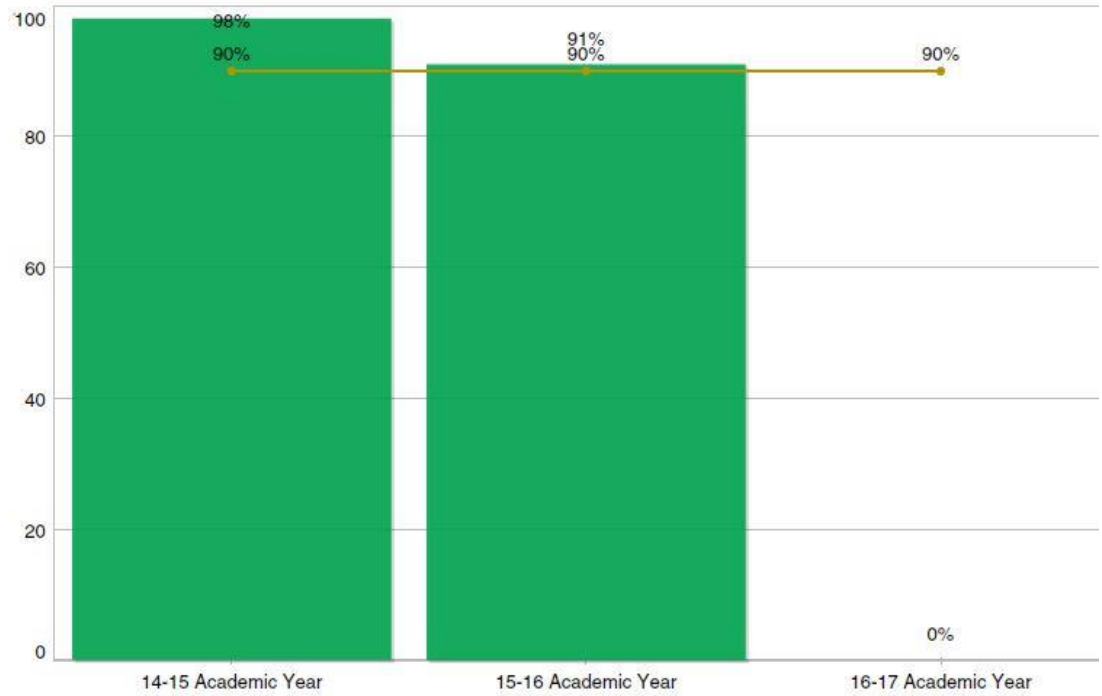


c) Student Success TRIO – SSS

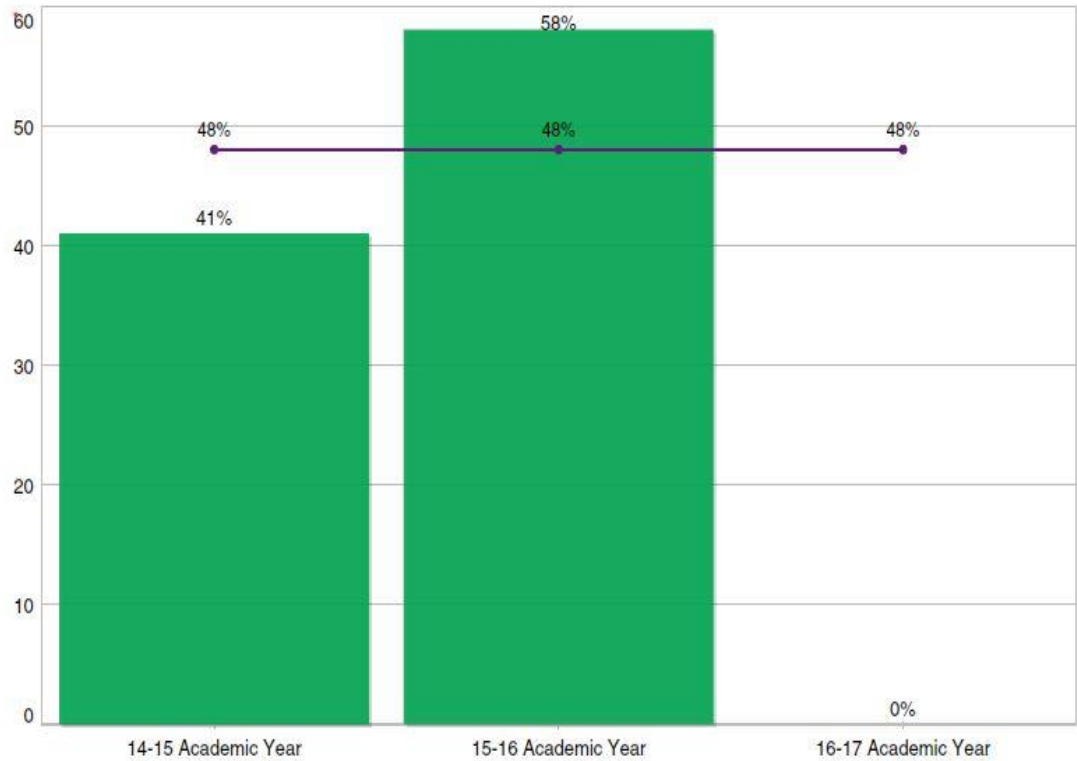
Increase persistence (as defined by grant language) of all TRIO SSS participants to 82% by the end of FY18



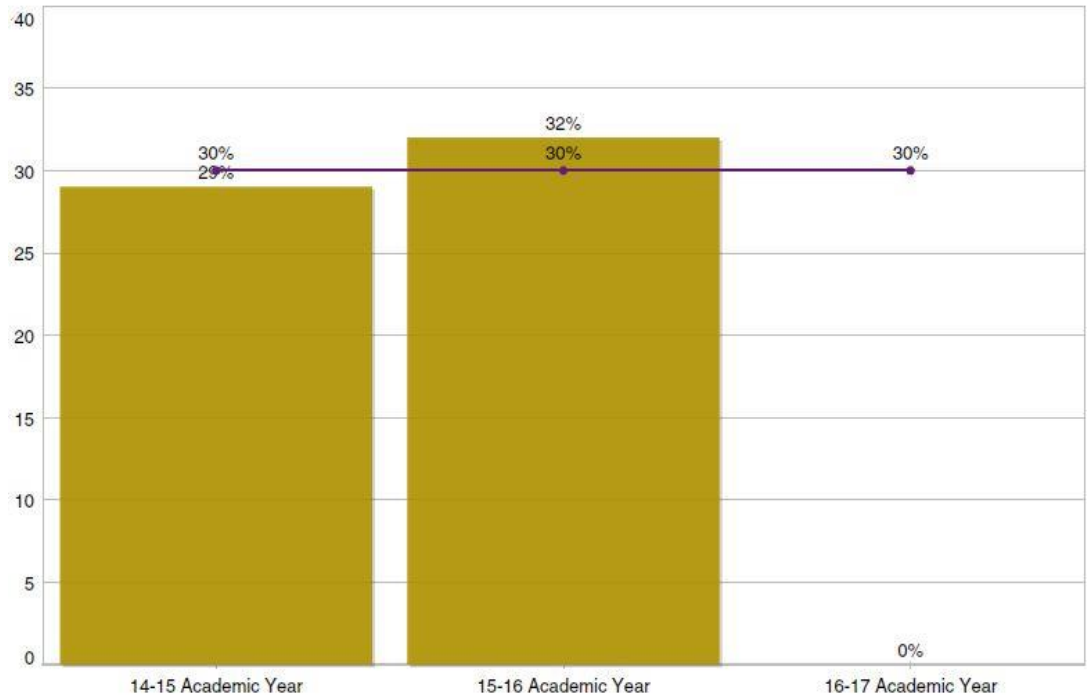
Increase annual good academic standing rates of all TRIO SSS participants to 90% by the end of FY18



Increase 4-year graduation rates of each TRIO SSS cohort to 48% by the end of FY18



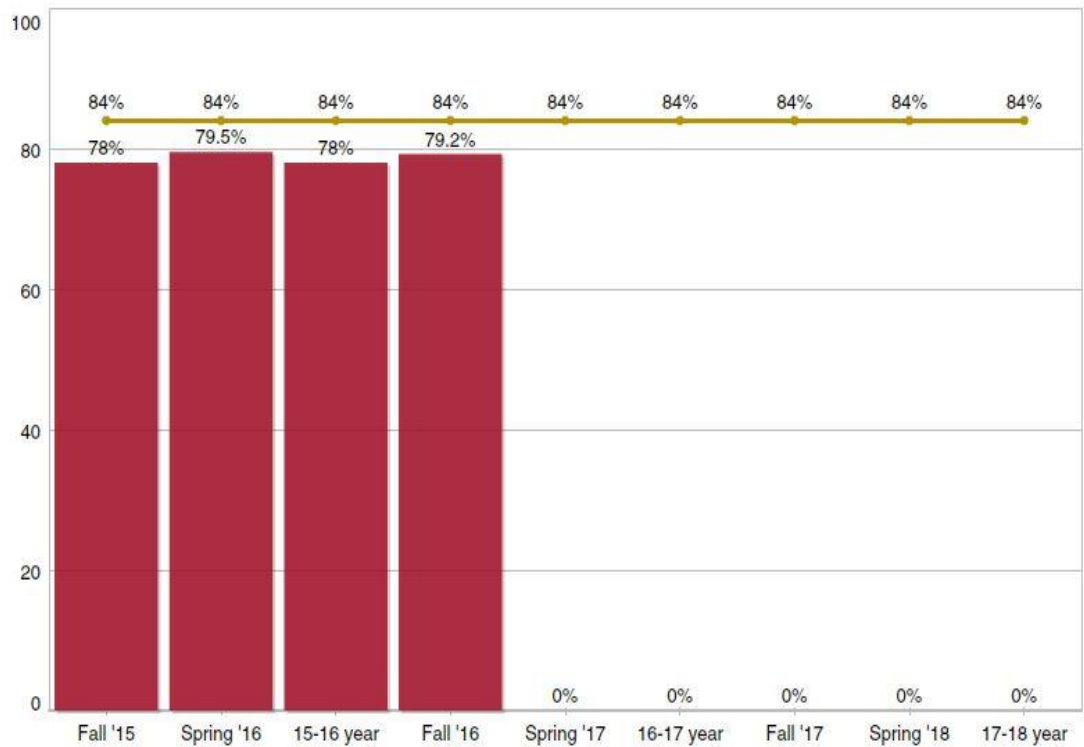
Increase 4-year transfer with degree rates of each TRIO SSS to 30% by the end of FY18



**B. Teaching and Learning**

a) Math and Natural Science

Increase the number of students passing Math and Natural Science course sections by at least 5% by the end of FY18



b) CTHE

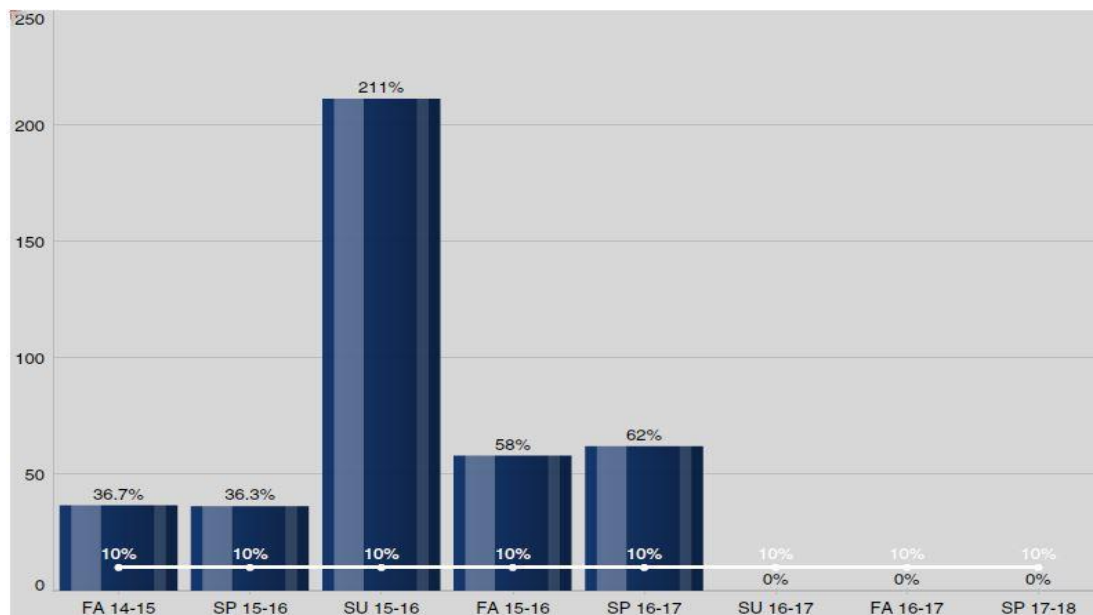
Increase student participation in the ESA (Employability Skills Academy) by 80% by the end of FY17



**C. Operational Sustainability and Excellence**

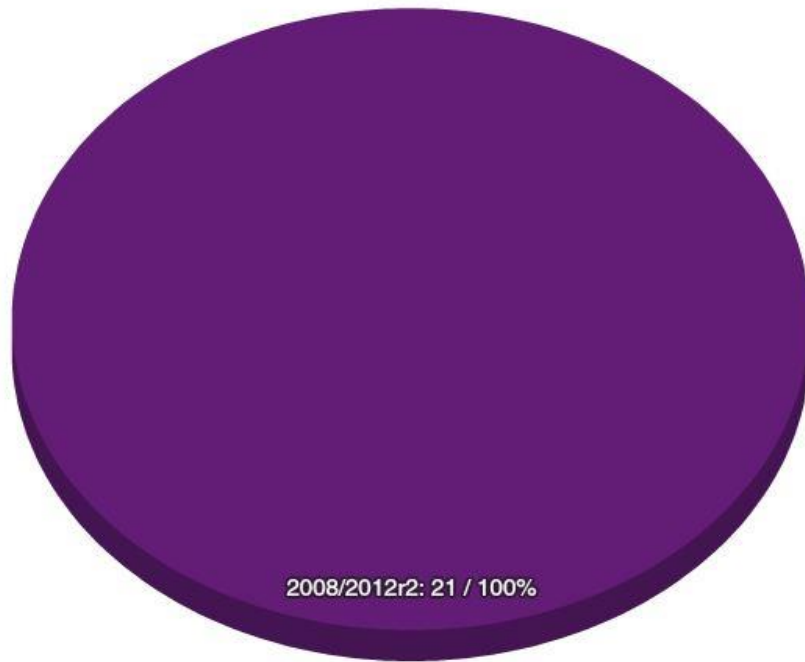
Technology Services

Sandburg Educational Network (SEN) will increase cumulative attendance at events each year by 10% through FY18

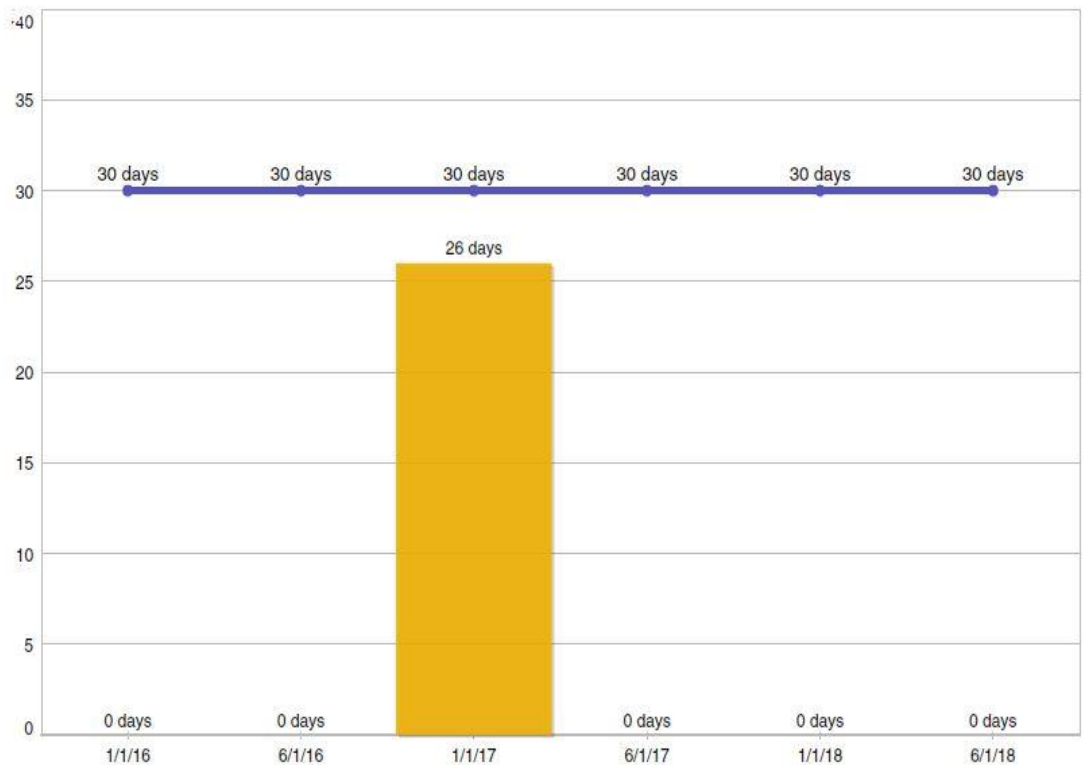




Migrate all windows 2003 servers to 2008/2012R2 by the end of FY17

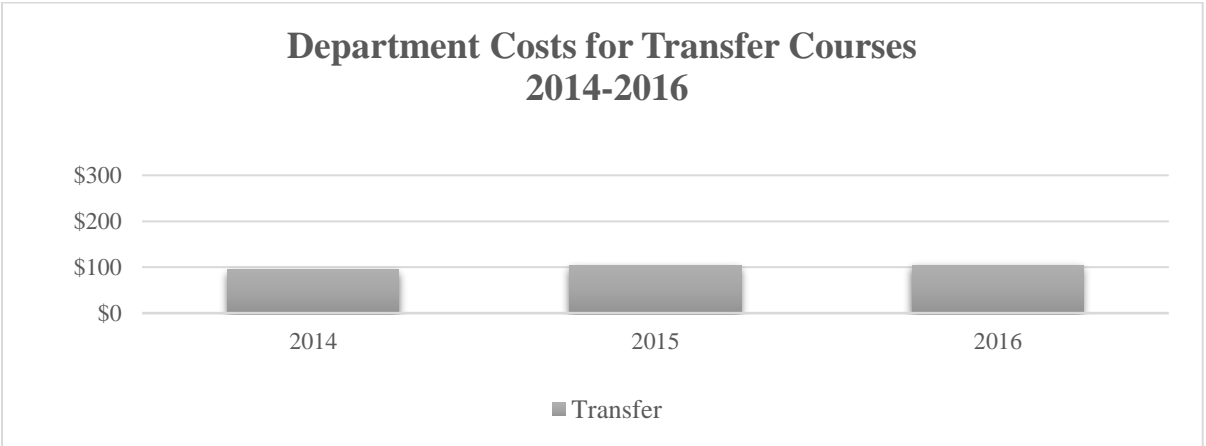
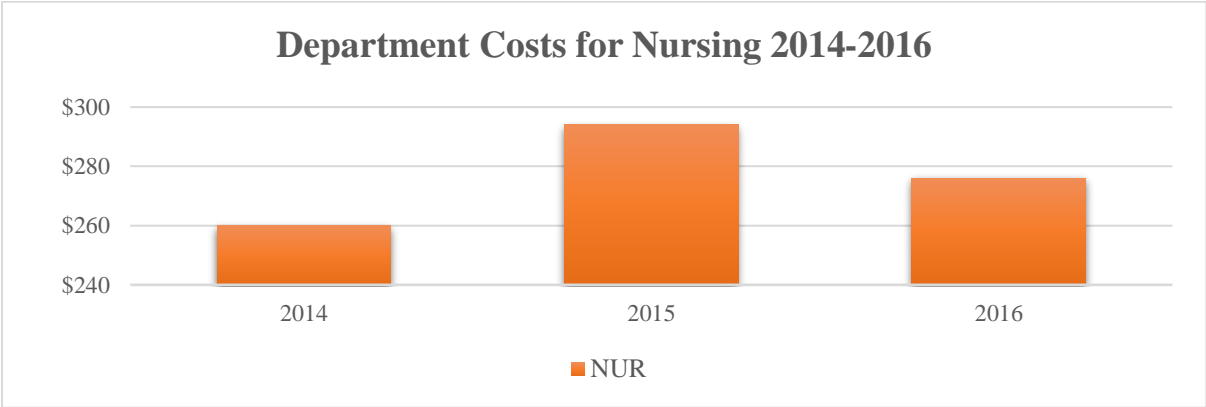
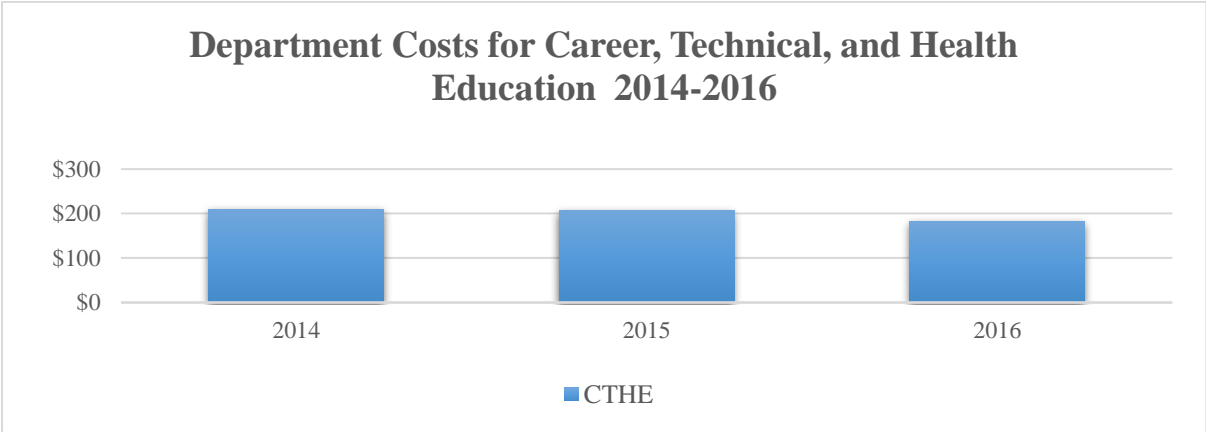


Monitor critical vulnerabilities via a matrix and have resolution within 30 days of discovery through FY18



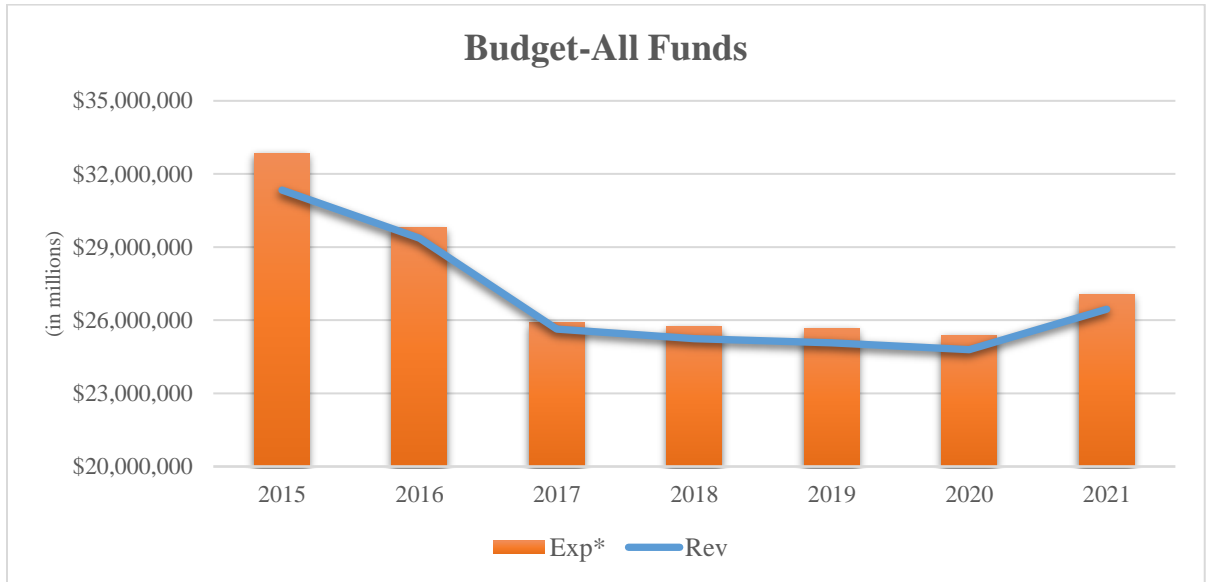
After the first year of tracking information, the college departments reported out to each other in an institutional effectiveness meeting. This was a long day with a lot of information. We have moved to a process of a few departments reporting out to our administrative team each month. This allows for discussion and other thoughts to be presented.

Revenue cost reports have been prepared for more than ten years. These started as a tool to review each department. It has been determined to move this analysis to the program area rather than the larger department. Faculty may teach across departments and will be allocated based on the program. Expenditure tracking has also been started for recruitment/program related marketing materials and in house print jobs. These reports are presented to cabinet and to the program budget officer. Decisions can be made based on data presented.

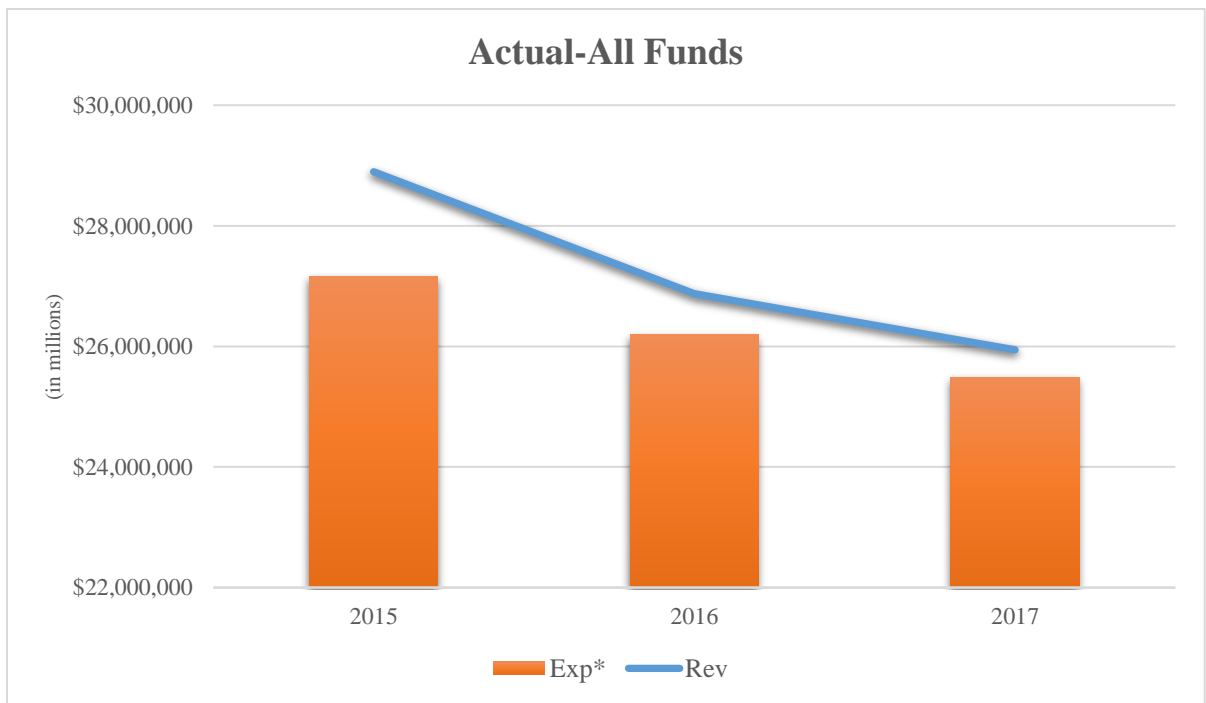


## Budget and Financial Summaries for 2015-2017

A balanced budget is a fundamental element of financial accountability. Expenditures in excess of revenues must be covered with accumulated fund balance. This has been budgeted by using STEF funds to cover technology enhancements. Actual expenditures have not exceeded revenues.

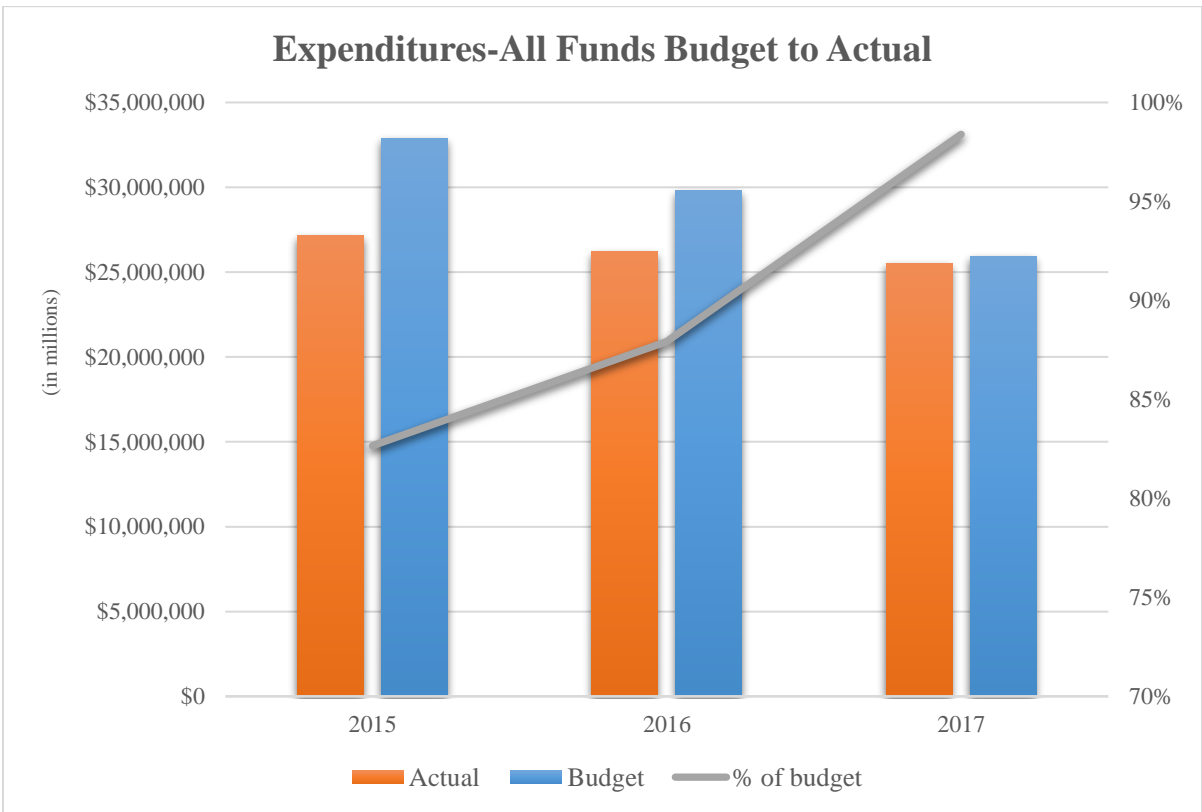
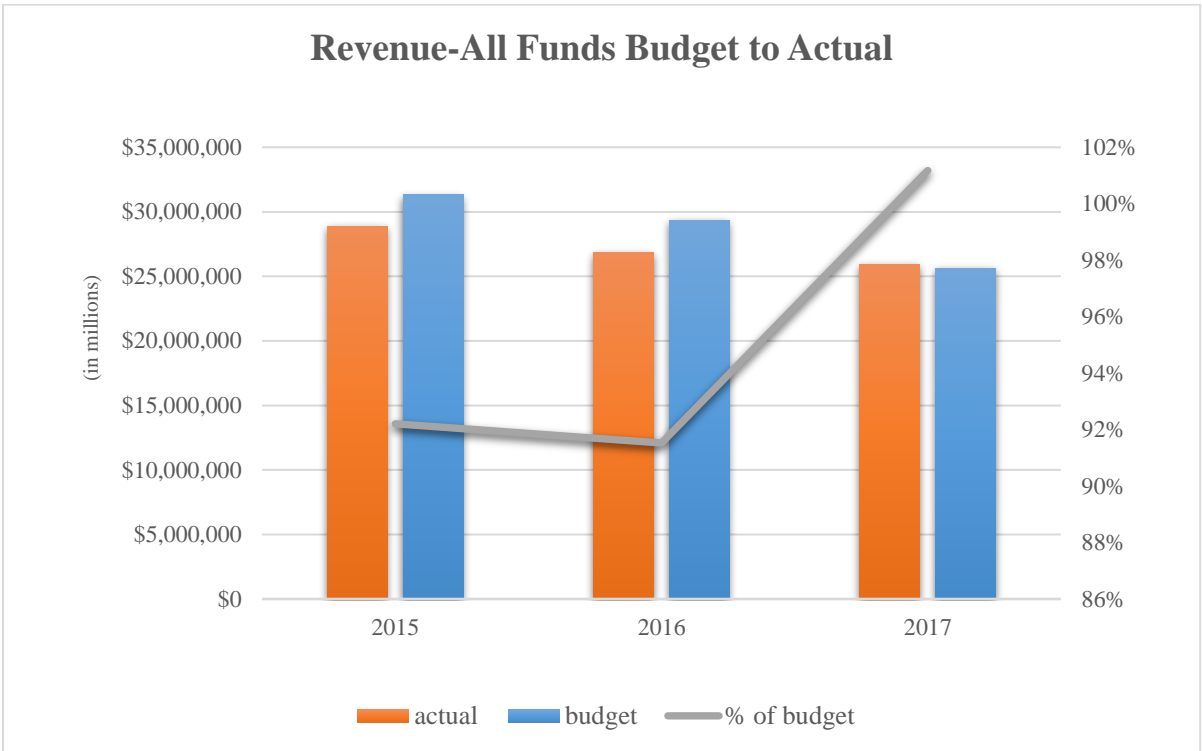


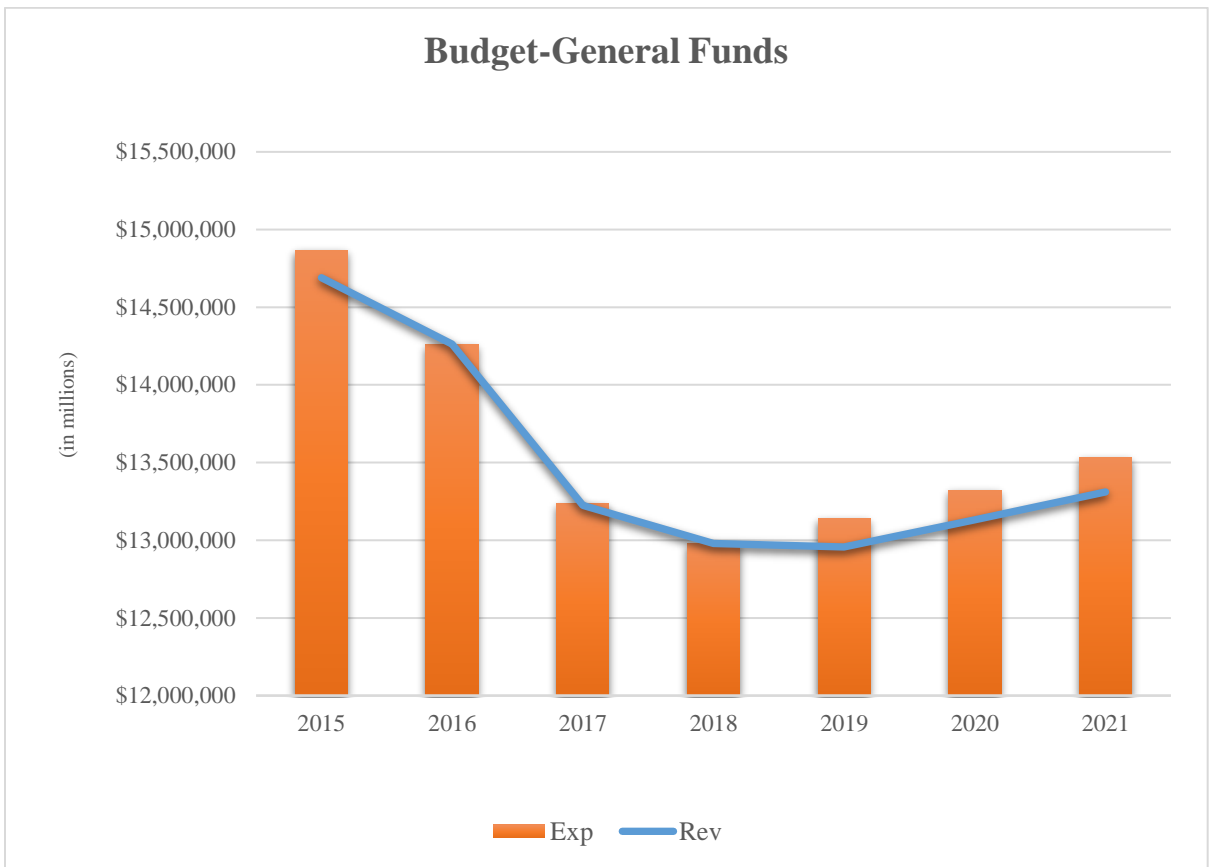
\* without gain (loss) on disposal of assets



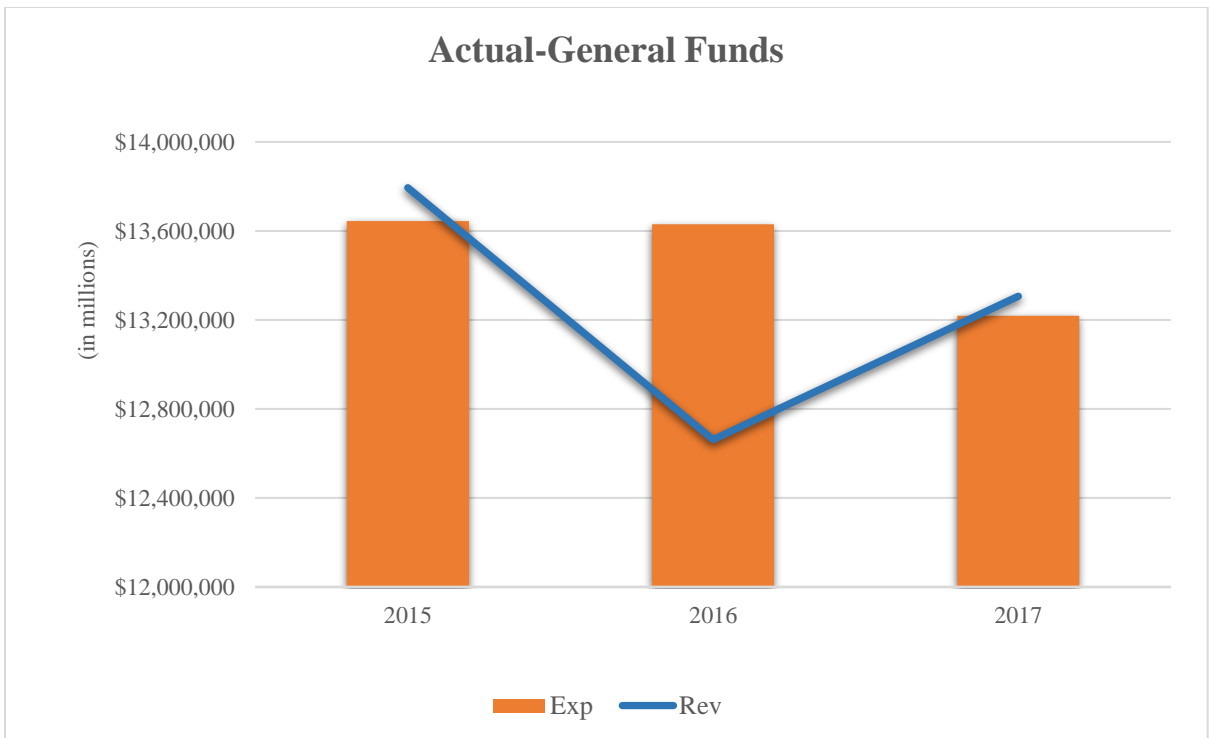
\* without gain (loss) on disposal of assets

Revenues have typically been within 90% of budgeted amounts with expenditures staying below 100% of budgeted numbers.

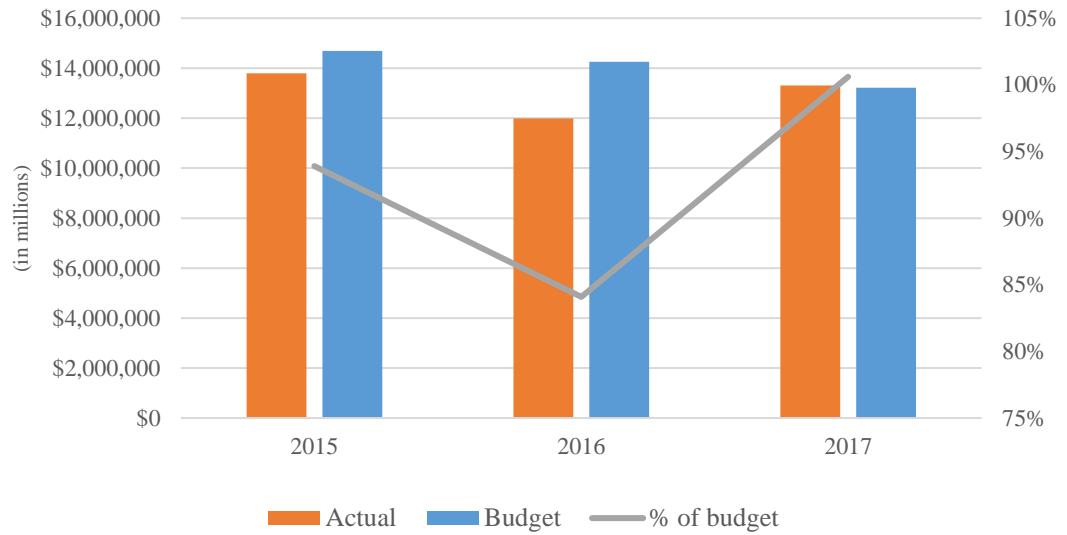




In fiscal year 2016, actual operating expenditures were in excess of revenue. This was a result of lack of state funding.



### Revenue-General Funds Budget to Actual



### Expenditures - General Funds Budget to Actual

