



# Budget

FISCAL YEAR 2025

**ILLINOIS COMMUNITY COLLEGE  
DISTRICT #503**

Quad-Cities Campus, Moline, Illinois  
East Campus, Galva, Illinois





# **Annual Budget**

**For the  
Fiscal Year Ending June 30, 2025**

**Board of Trustees**

Illinois Community College District No. 503

6600 34<sup>th</sup> Avenue

Moline, Illinois 61265

[www.bhc.edu](http://www.bhc.edu)

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Finance Division

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Heather M. Bennett, Assistant to the Executive Vice President

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# INTRODUCTORY



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# President's Letter



To: Board of Trustees,  
Black Hawk College District #503

Date: May 8, 2024

Re: Fiscal Year 2025 Budget

Welcome to the Black Hawk College Budget Book for the 2025 fiscal year. Within these pages, the Board and the taxpayers of District #503 will discover the financial story of Black Hawk College, encompassing both revenue and expenses.

This document is a meticulously crafted budget that upholds our investment in Black Hawk College's students, faculty, and staff. We acknowledge the evolving landscape of higher education in recent years, particularly in Illinois. However, our overarching objective remains steadfast: to be a vital contributor to Illinois' workforce and higher education scene.

This year, Black Hawk College will not adjust tuition rates while maintaining a firm stance on local property taxes. As custodians of student and taxpayer resources, we approach our financial decisions with careful consideration, striving to balance institutional needs with the provision of high-quality, affordable education at minimal cost to our students.

Black Hawk College stands as the preeminent college in the region, dedicated to furnishing higher education and training while actively participating in the revitalization of a competitive regional economy. This budget book underscores our unwavering commitment to these endeavors.

Sincerely,

A handwritten signature in black ink that reads "Jeremy L. Thomas". The signature is fluid and cursive.

*Jeremy L. Thomas, Ed.D.*  
*President*

# About Us



Black Hawk College (BHC) is a mid-sized community college representing nine counties in Northwestern Illinois. The College is comprised of two campuses and several instructional centers encompassing 2,200 square miles throughout the district. The Quad-Cities Campus is located in Moline, Illinois, and the East Campus is located in Galva, Illinois. The College also operates the Adult Learning Center in Rock Island, the Community Education Center in Kewanee, the Industrial Lab Extension Center in Moline, the Outreach Center in East Moline, and the Welding and Skilled Trades Center in Kewanee.

The Quad-Cities is a six-county, bi-state region located along the Mississippi River and only 2 ½ hours west of Chicago. The region is home to John Deere & Company, 3M, Arconic, and the Rock Island Arsenal. The Kewanee-Galva area, located in Henry County, is just 45 miles southeast from the Quad-Cities and is highlighted by value-added agricultural industries and renewable energy production.

Black Hawk College offers a variety of career and transfer programs and serves more people than any other institution of higher education in the Quad-Cities area. The College is focused on providing leading educational opportunities in agriculture, business, career & technical ed, health sciences, and transfer credits.

Black Hawk College offers a full array of student clubs, honor societies, athletic programs, and judging teams. Athletic teams compete in the NJCAA Arrowhead Conference.

Black Hawk College is a member of the Higher Learning Commission and is certified by the Illinois Community College Board. The College was established in 1946 and has been accredited since 1951.

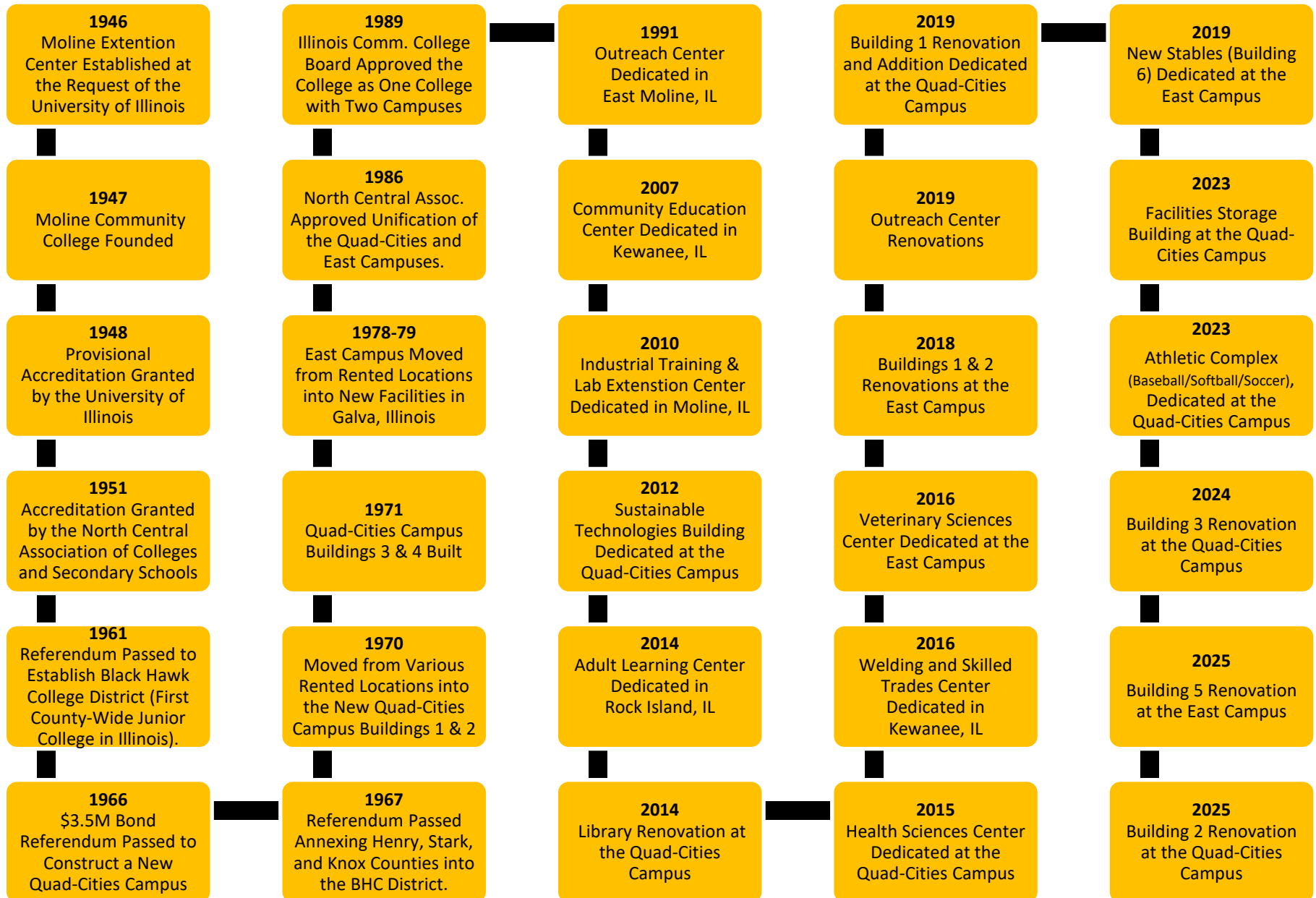
Our Mission is to inspire students, develop talent and strengthen communities. Our Vision is to prepare learners to live and work in diverse global communities through the relentless pursuit of student success, innovation, and educational excellence.

Our Core Values are Caring and Compassion, Fairness, Honesty, Inclusion and Diversity, Integrity, Respect, and Responsibility.

Our Cultural Beliefs are Students and Communities First, Value Others, Let's Talk, Explore Possibilities, and One Black Hawk.

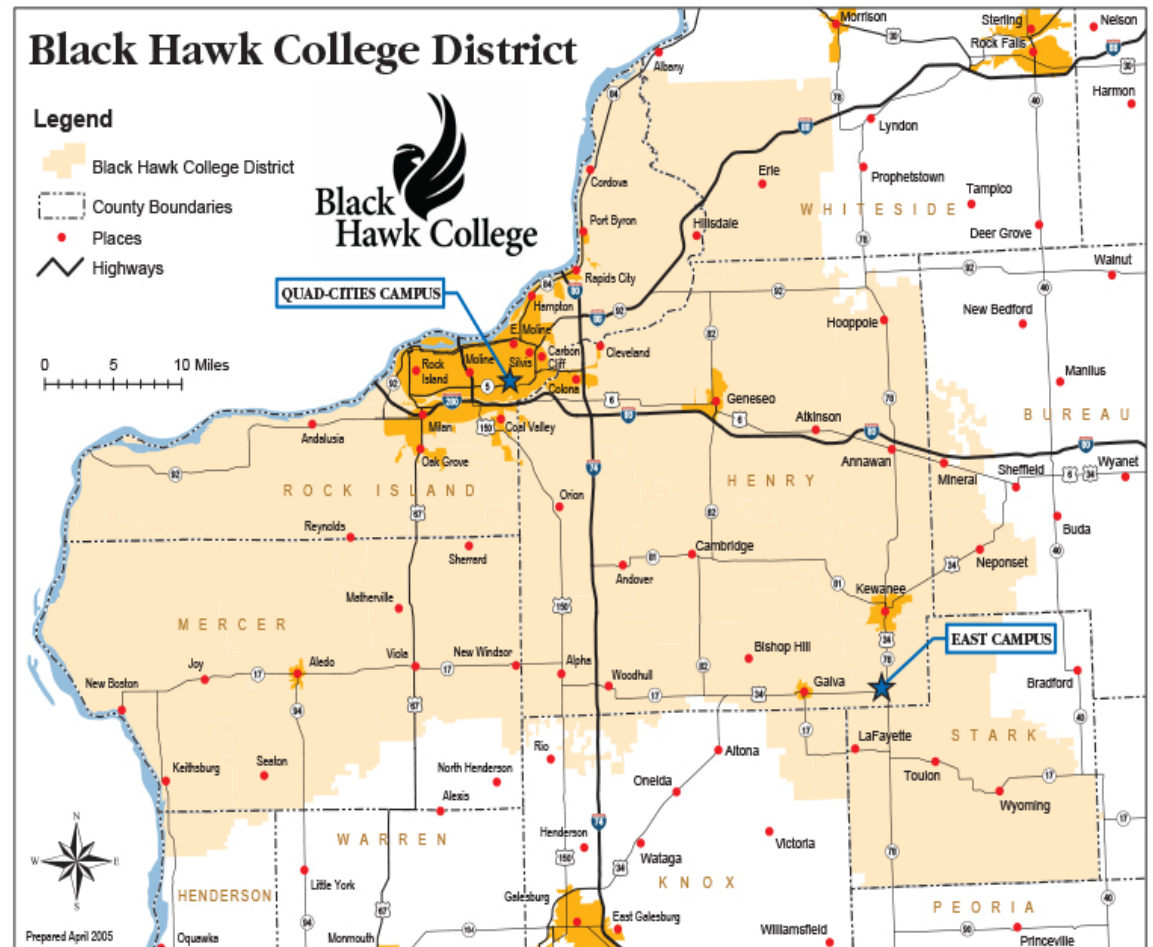
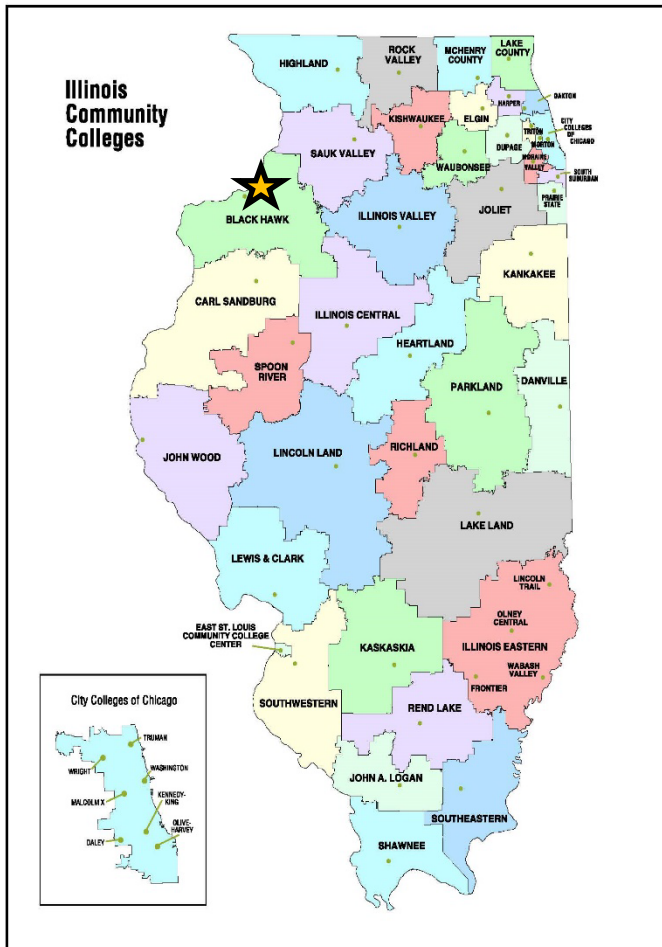


# History of Our Campuses and Buildings





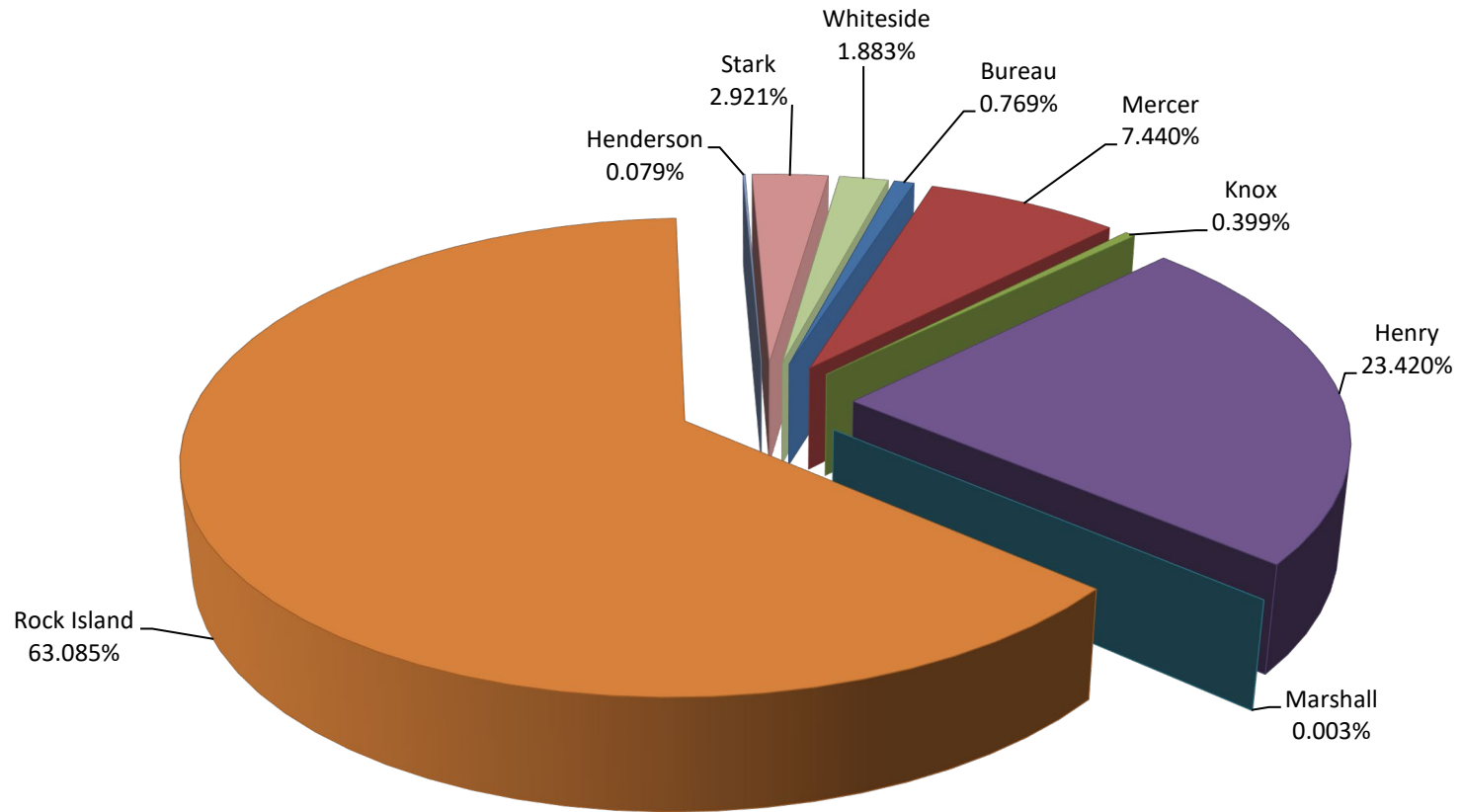
# Our Locations



The District includes all of Rock Island County, the greater portion of Henry, Mercer, and Stark Counties, and smaller portions of Bureau, Henderson, Knox, Marshall, and Whiteside Counties. The District is an area of 2,200 square miles in northwestern Illinois, including the entire Illinois portion of the Rock Island - Moline - Davenport - Bettendorf Standard Metropolitan Statistical Area (SMSA) known as the “Quad-Cities.”

# Our Taxing Districts

## District Equalized Assessed Valuation Percentage by County Tax Levy Year 2023



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# CERTIFICATE OF RECOGNITION

*This certifies that  
under the jurisdiction of the  
Board of Community College District No. 503*

## **BLACK HAWK COLLEGE**

*is an officially recognized community college district.  
This Certificate of Recognition is issued as evidence  
that the educational program of the district meets  
the criteria and standards prescribed by the  
**Illinois Community College Board***

Issued at Springfield, Illinois on  
September 16, 2022

Chair  
Illinois Community College Board

Certificate Effective Through  
September 30, 2027

Executive Director  
Illinois Community College Board



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Black Hawk College  
Illinois**

For the Fiscal Year Beginning

**July 01, 2023**

*Christopher P. Morill*

**Executive Director**



**The Government Finance Officers Association  
of the United States and Canada**

*presents this*

**CERTIFICATE OF RECOGNITION FOR BUDGET PREPARATION**

*to*

**Finance Department  
Black Hawk College, Illinois**



*The Certificate of Recognition for Budget Preparation is presented by the Government Finance Officers Association to those individuals who have been instrumental in their government unit achieving a Distinguished Budget Presentation Award. The Distinguished Budget Presentation Award, which is the highest award in governmental budgeting, is presented to those government units whose budgets are judged to adhere to program standards*

Executive Director

*Christopher P. Morrell*

Date: **September 29, 2023**



# Statutory Authority

## Adoption of Annual Budget Process for Amending Annual Budget

**(110 ILCS 805/3-20.1) (from Ch. 122, par. 103-20.1) Sec.3-20.1**

The board of each community college district shall within or before the first quarter of each fiscal year, adopt an annual budget which it deems necessary to defray all necessary expenses and liabilities of the district, and in such annual budget shall specify the objects and purposes of each item and amount needed for each object or purpose. The board of each community college district shall file a written or electronic copy of the annual budget with the State Board.

The budget shall contain a statement of the cash on hand at the beginning of the fiscal year, an estimate of the cash expected to be received during such fiscal year from all sources, an estimate of the expenditures contemplated for such fiscal year, and a statement of the estimated cash expected to be on hand at the end of such year. The estimate of taxes to be received may be based upon the amount of actual cash receipts that may reasonably be expected by the district during such fiscal year, estimated from the experience of the district in prior years and with due regard for other circumstances that may substantially affect such receipts. Nothing in this Section shall be construed as requiring any district to change or preventing any district from changing from a cash basis of financing to a surplus or deficit basis of financing; or as requiring any district to change or preventing any district from changing its system of accounting.

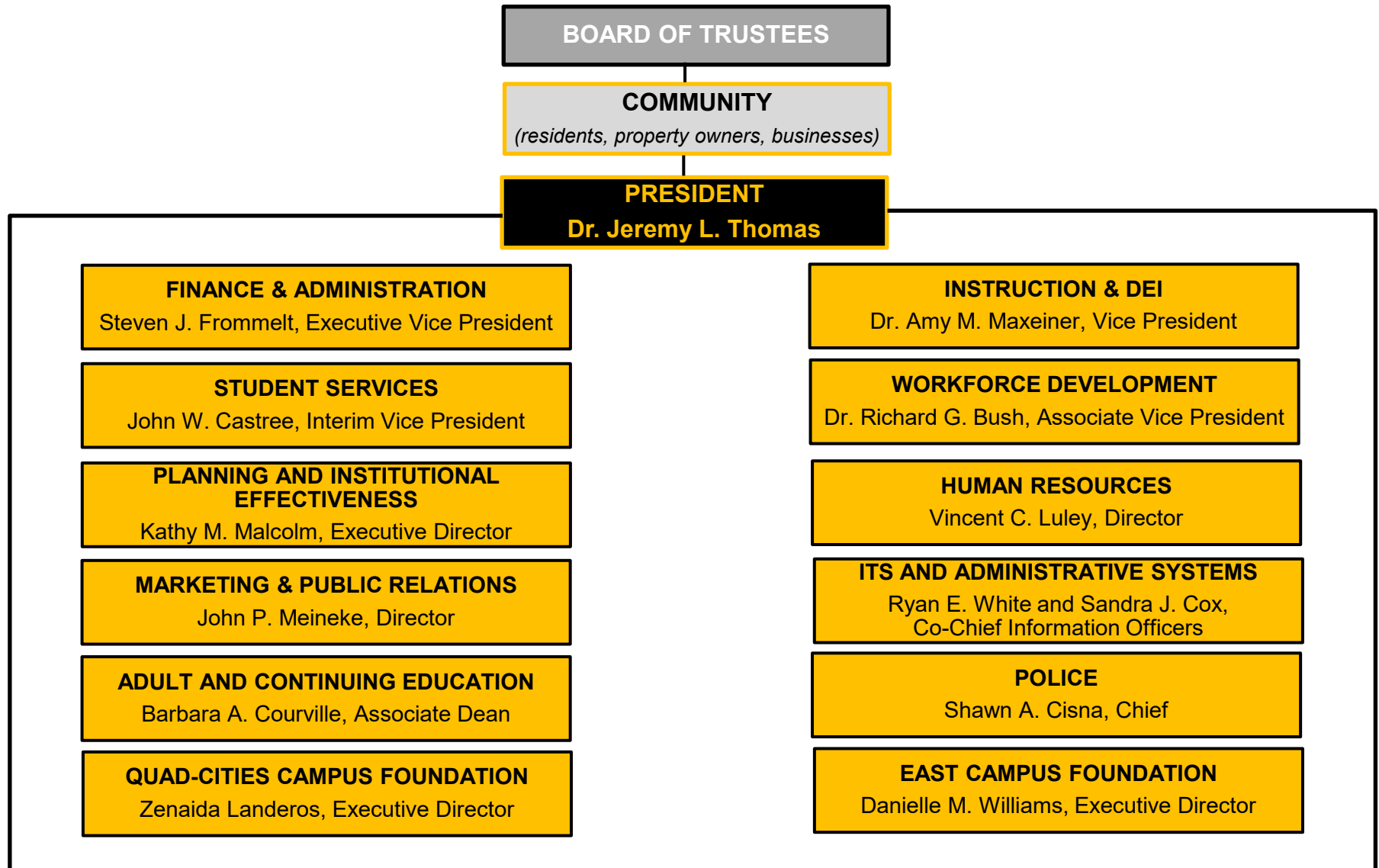
The board of each community college district shall fix a fiscal year. If the beginning of the fiscal year of a district is subsequent to the time that the tax levy for such fiscal year shall be made, then such annual budget shall be adopted prior to the time such tax levy shall be made.

Such budget shall be prepared in tentative form by some person or persons designated by the board, and in such tentative form shall be made conveniently available to public inspection for at least 30 days prior to final action thereon. At least one public hearing shall be held as to such budget prior to final action thereon. Notice of availability for public inspection and of such public hearing shall be given by publication in a newspaper published in such district, at least 30 days prior to the time of such hearing. If there is no newspaper published in such district, notice of such public hearing shall be given by publication in a newspaper having general circulation within the district. It shall be the duty of the secretary of the board to make the tentative budget available to public inspection, and to arrange for such public hearing. The board may from time to time make transfers between the various items in any fund not exceeding in the aggregate 10% of the total of such fund as set forth in the budget. The board may amend the annual budget from time to time at a regular meeting of the board if public notice of any amendment is provided pursuant to the Open Meetings Act. (Source: P.A. 100-884, eff. 1-1-19.)

**(110 ILCS 805/3-20.2) (from Ch. 122, par. 103-20.2) Sec. 3-20.2**

Whenever the voters of a community college district have voted in favor of an increase in the annual tax rate for educational or operation and maintenance of facilities purposes or both at an election held after the adoption of the annual community college budget for any fiscal year, the board may adopt or pass during that fiscal year an additional or supplemental budget under the sole authority of this Section by a vote of a majority of the full membership of the board, any other provision of this Article to the contrary notwithstanding, in and by which such additional or supplemental budget the board shall appropriate such additional sums of money as it may find necessary to defray expenses and liabilities of that district to be incurred for educational or operation and maintenance of facilities purposes or both of the district during that fiscal year, but not in excess of the additional funds estimated to be available by virtue of such voted increase in the annual tax rate for educational or operation and maintenance of facilities purposes or both. Such additional or supplemental budget shall be regarded as an amendment of the annual community college budget for the fiscal year in which it is adopted, and the board may levy the additional tax for educational or operation and maintenance of facilities purposes or both to equal the amount of the additional sums of money appropriated in that additional or supplemental budget, immediately. (Source: P.A. 85-1335.)

# Black Hawk College Organizational Chart



The organization overview presents the governance structure employed at Black Hawk College as it exists on May 1, 2024. Information contained in this section is subject to change.

# Organization Overview

## Board of Trustees

The operation of Black Hawk College is governed by a seven-member Board of Trustees elected by voters of the District. In addition to these seven members, the student body also elects one student trustee member to the Board each year, in compliance with state statute.

Responsibilities of the Board of Trustees include the following categories as outlined in more detail in the most recent Black Hawk College Board Policy Manual: policy making, community relations, personnel and organizational administration, financial administration, and program and curriculum administration. The following individuals serve on the Board of Trustees for Black Hawk College.



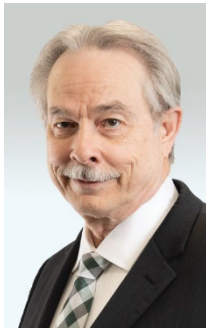
Fritz W. Larsen  
Moline, IL  
**Chair**



Douglas L. Strand  
East Moline, IL  
**Vice Chair**



Christian H. Jackson  
Geneseo, IL  
**Secretary**



David L. Dyer  
Galva, IL



Samantha J. Gange  
Rock Island, IL



Kimberly D. Goodley  
Annawan, IL



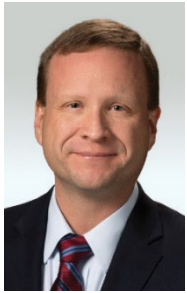
Jeffrey M. Swan  
Colona, IL



Amber R.R. Schlue  
Silvis, IL

## President's Cabinet

The President serves as the Chief Executive Officer of the College District with responsibility for formulation of recommended policies for the Board of Trustees consideration, implementation of the policies approved by the Board of Trustees; direction of current and long-range planning; development and maintenance of administrative and academic organization; and development and maintenance of a program for the effective management of institutional resources. The following members serve on the President's Cabinet.



Dr. Jeremy Thomas  
President



Steven Frommelt  
Executive  
Vice President



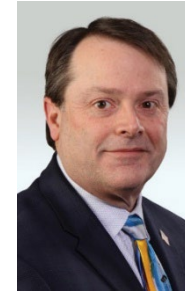
Dr. Amy Maxeiner  
Vice President  
Instruction & DEI



John Castree  
Interim Vice President  
Student Services



Dr. James Siegel  
Vice President  
Student Services  
*Starts July 2024*



Dr. Richard Bush  
Associate Vice President  
Economic & Workforce  
Development



Kathy Malcolm  
Executive Director  
Planning & Institutional  
Effectiveness



Vince Luley  
Director  
Human Resources



John Meineke  
Director  
Marketing &  
Public Relations



Ryan White  
Co-Chief  
Information Officer



Sandy Cox  
Co-Chief  
Information Officer



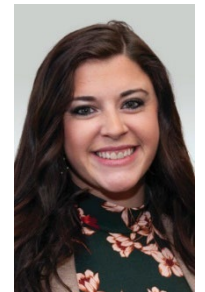
Barb Courville  
Associate Dean  
Adult & Continuing  
Education



Shawn Cisna  
Chief of Police



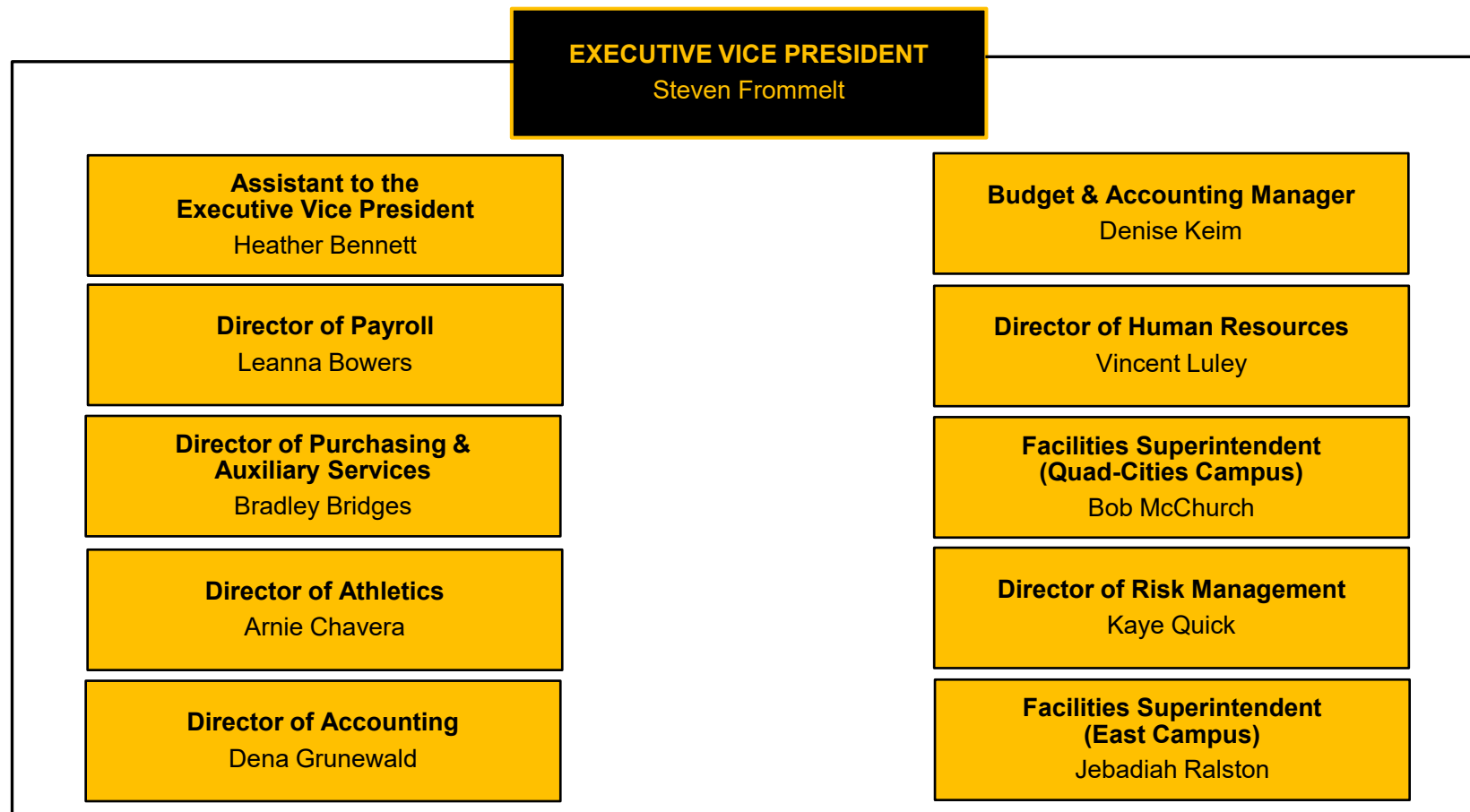
Zenaida Landeros  
Executive Director  
Black Hawk College  
Foundation



Danielle Williams  
Executive Director  
Black Hawk College  
East Foundation

## Office of the Executive Vice President

The Executive Vice President serves as the Chief Financial Officer of the District and is responsible for formulation and recommendation of policy for consideration by the President concerning all financial functions of the College, including accounting, financial services, payroll, and purchasing & auxiliary services. The Executive Vice President has direct supervision and oversight of human resources, risk management, facilities, and athletics. The Executive Vice President is responsible for the implementation of policies approved by the Board of Trustees; direction of current and long-range financial and facility planning; development and maintenance of qualified staff, and a financial program for effective management of resources. This is reflected in the goals, objectives, and measures laid out in the Finance and Administration Unit Plan, which can be found on the following pages. The Executive Vice President is also responsible for the College's Facility Master Plan.





## Finance and Administration Department Goal 1

Provide leadership for finance and administrative departments as included in the position description, and the entire college as a whole. Develop a workplace culture where working as if anything is possible. Being open to responsible and functionally efficient ideas with the expectation that change enhances operations. Strengthening institutional effectiveness via resource allocation and effective operations.

**Objective 1:** Disclosure of financial data via board reports, audit report and the budget book.

**Measurement:** Timely reporting for Board of Trustees, Illinois Community College Board, and regulatory agencies.

**Target:** Recurring and based on pre-established deadlines.

**Mid-Year Progress:** Compliant to date, continue to report as appropriate.

**Objective 2:** Implementation of Transact (student payment system) and compliant Payment Card Industry (PCI) reporting

**Measurement:** Effective payment processing methods and compliant PCI reporting.

**Target:** Transact implementation prior to fall 2024 semester and annual PCI reporting

**Mid-Year Progress:** Working with financial institution, a third-party, Transact and BHC personnel to implement.

## Finance and Administration Department Goal 2

**Implementation of faculty load and compensation. Payment of instructional contracts.**

**Objective:** Human Resources (contract originator) and Payroll being able to accurately process faculty payroll in a timely manner.

**Measurement:** Payment to instructors based on current assigned classes and workload.

**Target:** Accurate and timely payroll.

**Mid-Year Progress:** Third-party ERP software upgrade has proven to be a challenge. Additional personnel efforts are getting it done. Still room for improvement.

## Finance and Administration Department Goal 3

**Improve departmental cooperation, integration and interaction within the department and the district.  
Facilitate inter-departmental functionality.**

**Objective:** Effectively sharing an employees' job duties between Risk Management and Payroll. Success will be in both departments accomplishing their respective tasks while maintaining a favorable work environment for the employee and the college.

**Measurement:** College function being completed, and employee balance being maintained.

**Target:** Risk Management and Payroll effectively accomplishing their responsibilities while maintaining a favorable work environment for the employees and college.

**Mid-Year Progress:** Successful to date and important not to become complacent.

## Finance and Administration Department Goal 4

**Provide facilities and infrastructure that meets the evolving needs of the college.**

**Objective:** Provide facilities that promote learning in a safe environment while ensuring financial viability. Meeting Illinois Community College Board (ICCB) reporting requirements including reporting and Facility Master Plan.

**Measurement:** Work order fulfillment, Facility Master Plan implementation and monitoring of ICCB reporting.

**Target:** Timely completion of work orders and compliant ICCB reporting.

**Mid-Year Progress:** Success to date and important not to become complacent.

## Finance and Administration Department Goal 5

**Provide high-quality benefits to employees at a cost which the college can afford. Strengthening institutional effectiveness through resource allocation that is sustainable by the college and affordable to the employee.**

**Objective:** Working with the Insurance Oversight Committee, a sub-committee of the Labor Management Counsel to maintain "employee attracting" college benefits at a price that is affordable and sustainable. Benefits need to provide an "Employment Advantage."

**Measurement:** Feedback from employees while recruiting and retaining personnel. Review comments from employee exit interviews.

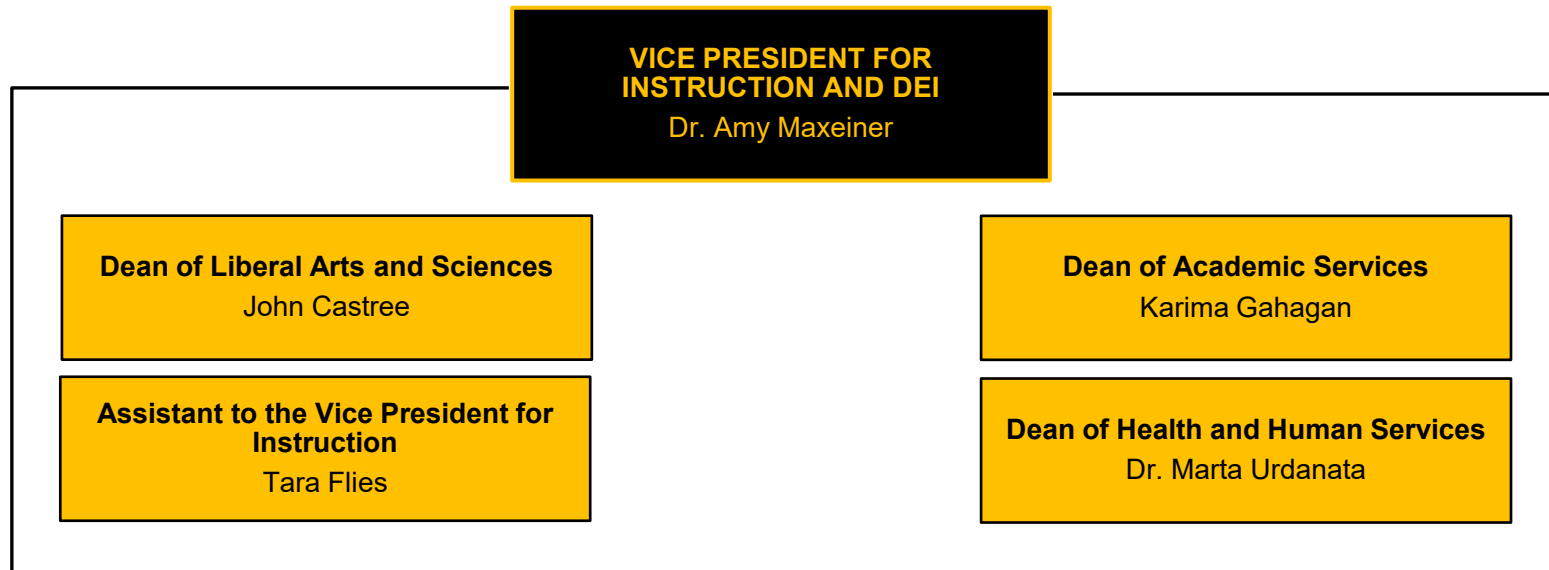
**Target:** Attraction and retention of personnel.

**Mid-Year Progress:** Success to date and important not to become complacent.

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## Office of the Vice President for Instruction and DEI

The Vice President for Instruction and Chief Diversity Officer serves as the Chief Academic Officer of the College District and is responsible for the development, implementation, and recommendation of policies and procedures relating to the instructional programs of the District; direction of current and long-range planning for the divisions; maintenance of the organization; and the effective management of resources and technologies. This is reflected in the goals, objectives, and measures laid out in the Instruction Unit Plan, which can be found on the following pages. The Vice President for Instruction and Chief Diversity Officer is also responsible for the Educational Master Plan.



## Instruction and Diversity, Equity and Inclusion Department Goal 1

### Implement the Education Master Plan

**Objective 1:** One degree will be identified to be offered that will have zero textbook costs

**Measurement:** One degree will have zero textbook cost

**Target:** One degree will be identified that will have zero textbook cost

**Mid-Year Progress:** Continue to work with faculty to determine which degree will be developed. Preliminary discussion with the Occupational Therapy Assistant program director who is moving toward creating open educational resources for all of the Occupational Therapy Assistant classes.

**Mid-Year Planned Improvements:** Continued ongoing discussions with Occupational Therapy Assistant faculty and determine which of the general education faculty and courses also have open educational resources

**Objective 2:** Guided Pathways - Self-assessment completed with priorities set and work groups established.

**Measurement:** Increase the number of identified pathways by eight

**Target:** Eight additional pathways will be created

**Mid-Year Progress:** Four additional pathways have been mapped out by interdisciplinary team.

**Mid-Year Planned Improvements:** While academics are creating the paths, the implementation of the plans have been slowed. Paths are being reviewed by student services and test fit for fall 2024.

**Objective 3:** Build learning communities within each pathway

**Measurement:** Learning communities will be created within each pathway to help students to learn more about career options within the pathway and to help build a cohort

**Target:** Each pathway will have a path specific one credit college experience and success course to explore careers within the path

**Mid-Year Progress:** No progress has been made. Need to reaffirm if this is goal is still aligned with the overall college philosophy.

**Mid-Year Planned Improvements:** Will bring initiatives forward to Deans group for overall discussion.

**Objective 4:** Develop strategies for students to indicate which pathway they are on, recording and tracking.

**Measurement:** Create a process for student's identified pathway to be viewed and data to be collected by process

**Target:** Process will be created for students to identify the pathway they are pursuing and have it recorded for employees to reference

**Mid-Year Progress:** No progress was made on this item. There have been general discussions at the dean's meeting for having ability for students to identify their concentration pathway during the application process. Awaiting new Advising Customer Relationship Management (CRM) software as it could replace the current recruitment CRM.

**Mid-Year Planned Improvements:** Now that the Advising CRM has been identified, will work with the Vice President of Student Services to get the new application process to incorporate student identified pathway

## Instruction and Diversity, Equity and Inclusion Department Goal 2

### Ensure a highly qualified and diverse faculty that meets the evolving needs of our student body and community

**Objective:** Process for tested experience to credential faculty will be developed with pilot in Spring 2024

**Measurement:** A documented repeatable process will be developed for using tested experience as part of faculty credentialing.

**Target:** Comprehensive, repeatable, documented process for tested experience

**Mid-Year Progress:** There have been preliminary discussions and test fit of a process for manufacturing "tested experience". Working to determine if the process is repeatable for other disciplines.

**Mid-Year Planned Improvements:** Continued work to apply the same process for other disciplines as well as documenting the process.

## Instruction and Diversity, Equity and Inclusion Department Goal 3

### Provide leadership in formulating vision and implementation strategies for dual credit

**Objective 1:** Collaborate with each high school to have a fully executed Memo of Understanding (MOU)

**Measurement:** With the ever-changing legislation for dual credit, the memo of understanding (MOU) between each high school and BHC needs to be updated.

**Target:** Fully executed Dual Credit memo of understanding with each high school by end of Fall 2023

**Mid-Year Progress:** Draft of updated MOU sent to legal counsel for review on September 6, 2023. Reminder email send 10/12/23, 12/12/23 and 12/15/23. We are still working to procure the legal approval of the MOU prior to sending it out to the high schools for signature.

**Mid-Year Planned Improvements:** Continued follow up with legal to work to secure final legal approved agreement and get them sent out to the high schools.

**Objective 2:** Determine the total number of credit hours offered at each high school and opportunities for growth.

**Measurement:** Identify opportunities to expand dual credit in a meaningful way.

**Target:** Increase dual credit opportunities by three hundred credit hours

**Mid-Year Progress:** Credit hours generated by dual credit increased by five hundred credit hours in Fall 2023

**Mid-Year Planned Improvements:** Increase has exceeded expectation. Some due to intentionality of BHC offerings and work at United Township High School (UTHS) in conjunction with UTHS initiating a new funding model for their dual credit.

## Instruction and Diversity, Equity and Inclusion Department Goal 4

### Assessment of Student Learning

**Objective:** In collaboration with the Faculty Senate Assessment Committee, a process for systematically assessing course level outcomes

**Measurement:** Systematic process for recording assessment of course level outcomes will be updated, and faculty participation will be documented.

**Target:** 60% of faculty will participate in collecting, analyzing, and reflecting on the course level outcomes for the courses being evaluated

**Mid-Year Progress:** Faculty have until end of January to complete their Fall 2023 course reflections. Unable to determine final number at this time, although preliminary information appears to be promising.

**Mid-Year Planned Improvements:** Unable to completely assess at this time, although discussions with department chairs implies the process may be complete.

## Instruction and Diversity, Equity and Inclusion Department Goal 5

### To provide visionary leadership in advancing diversity, equity, and inclusion (DEI) initiatives across the college community

**Objective:** Comprehensive review of current policies and practices to determine institutional barriers to all students being successful

**Measurement:** Create the first Equity Plan at Black Hawk College in collaboration with an interdisciplinary committee including faculty, staff, and administration. Identify policies and practices by the institution that create barriers for specific groups of students as well as determine new practices that can decrease the gaps in achievement between different student groups

**Target:** Baseline Equity Plan to be written and submitted to ICCB by May 31, 2024

**Mid-Year Progress:** This goal was added midyear following an organizational change in job duties. Equity Committee identified and charter written. No other progress at this time.

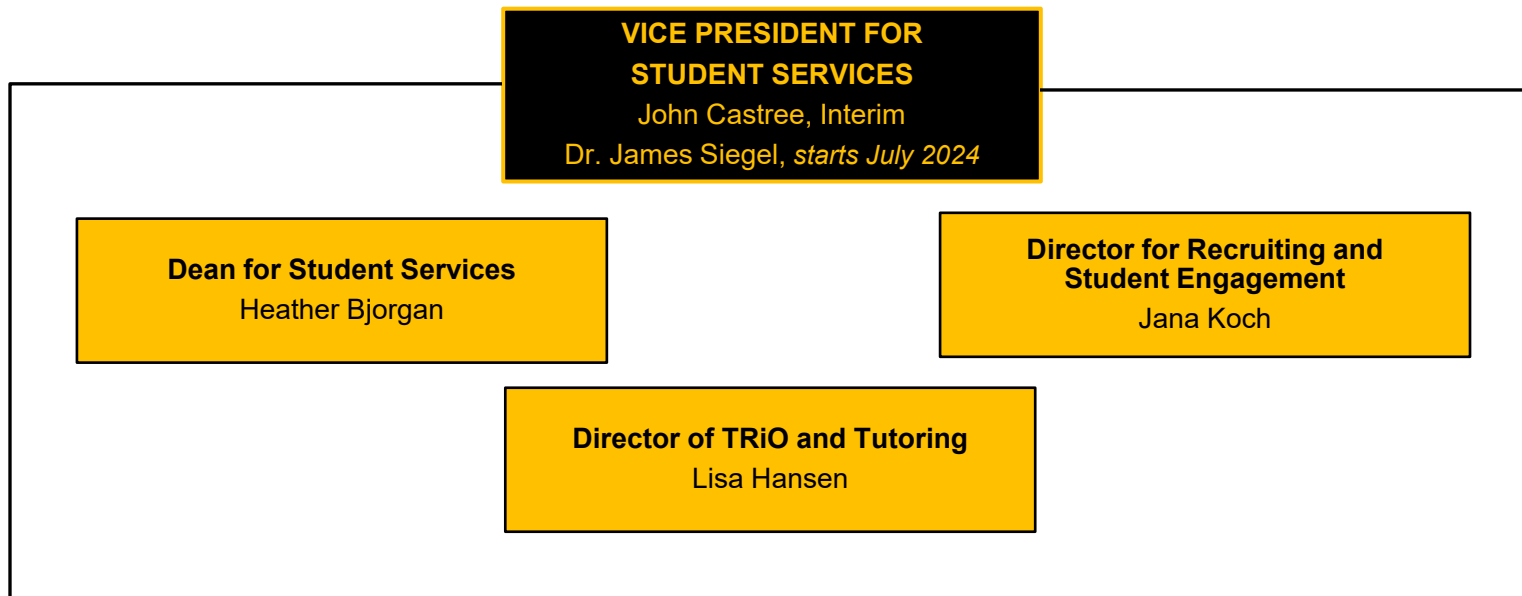
**Mid-Year Planned Improvements:** Regular meetings of the Equity Committee to review disaggregated student data and college policies and practices.



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## Office of the Vice President for Student Services

The Vice President for Student Services is responsible for planning, development, and administration of student recruitment, student retention, and student success. This position provides direct or indirect supervision of the Dean of Student Services, Director for Recruiting and Student Engagement, Director for TRIO, counseling, and the Disabilities and Access Resources Coordinator. This is reflected in the goals, objectives, and measures laid out in the Student Services Unit Plan, which can be found on the following pages. The Vice President for Student Services is also responsible for the Strategic Enrollment Management Plan.



## Student Services Department Goal 1

**Enhance the student experience and foster student success by providing visionary leadership and strategic direction to student services**

**Objective:** Build and maintain effective partnerships with academic departments, administrative units, student organizations, and external stakeholders to leverage resources and expertise in support of student success initiatives

**Measurement:** Restructure student services department and hire a Vice President of Student Services

**Target:** July 1, 2024

**Mid-Year Progress:** Keeping with the commitment to provide comprehensive and student-centered support to all members of our campus community, the college centralized student support services under the leadership of a Vice President of Student Services. The college conducted a national search and prepared to conduct onsite interview. This restructuring aims to streamline and strengthen the delivery of services, ensuring a cohesive and integrated approach to supporting student success.

## Student Services Department Goal 2

**Ensure that all student services activities adhere to state and national laws, regulations, and best practices, particularly those related to student privacy, ADA services, and equity**

**Objective:** Review and revise policies as necessary to promote student-centered practices, confidentiality, and compliance with state and national laws

**Measurement:** Conduct regular audits to assess policy compliance with state and national laws related to student services, and track improvements over time.

**Target:** There will be no college initiatives out of compliance with state and national laws.

**Mid-Year Progress:** On hold until later in Spring 2024

## Student Services Department Goal 3

**Increase student engagement and satisfaction by providing personalized support and resources tailored to individual student needs**

**Objective:** Strengthen student support services to meet the needs of a diverse community college student population

**Measurement:** Student Satisfaction Surveys

**Target #1:** Administer annual surveys to measure student satisfaction with advising services, engagement opportunities, and overall student support.

**Target #2:** Administer the Noel Levitz Student Satisfaction Inventory in Fall 2023

**Mid-Year Progress:** The Noel Levitz Student Satisfaction Survey was administered in the Fall 2023 term. Results are anticipated in early January 2024.

## Student Services Department Goal 4

**Develop an effective enrollment management plan for the college that enhances student recruitment, retention, and success, thereby fostering academic excellence and institutional growth**

**Objective:** Facilitate Collaboration Among Units to Develop Comprehensive Short-Term and Long-Term Enrollment Management Plans

**Measurement:** Degree of cross departmental cooperation and communication, data sharing and utilization

**Target:** Short-term and long-term plans developed by June 30, 2024

**Mid-Year Progress:** A team has been meeting regularly and several attended an Education Advisory Board training on effective enrollment management strategies.

## Student Services Department Goal 5

Contribute to improved student retention and graduation rates through proactive interventions and support services

**Objective:** Analyze data regularly to assess the effectiveness of case management, advising and student support initiatives

**Measurement:** Monitor the effectiveness of unit plans within the division including counseling, recruiting and student engagement, tutoring, ADA services, student life and TRIO.

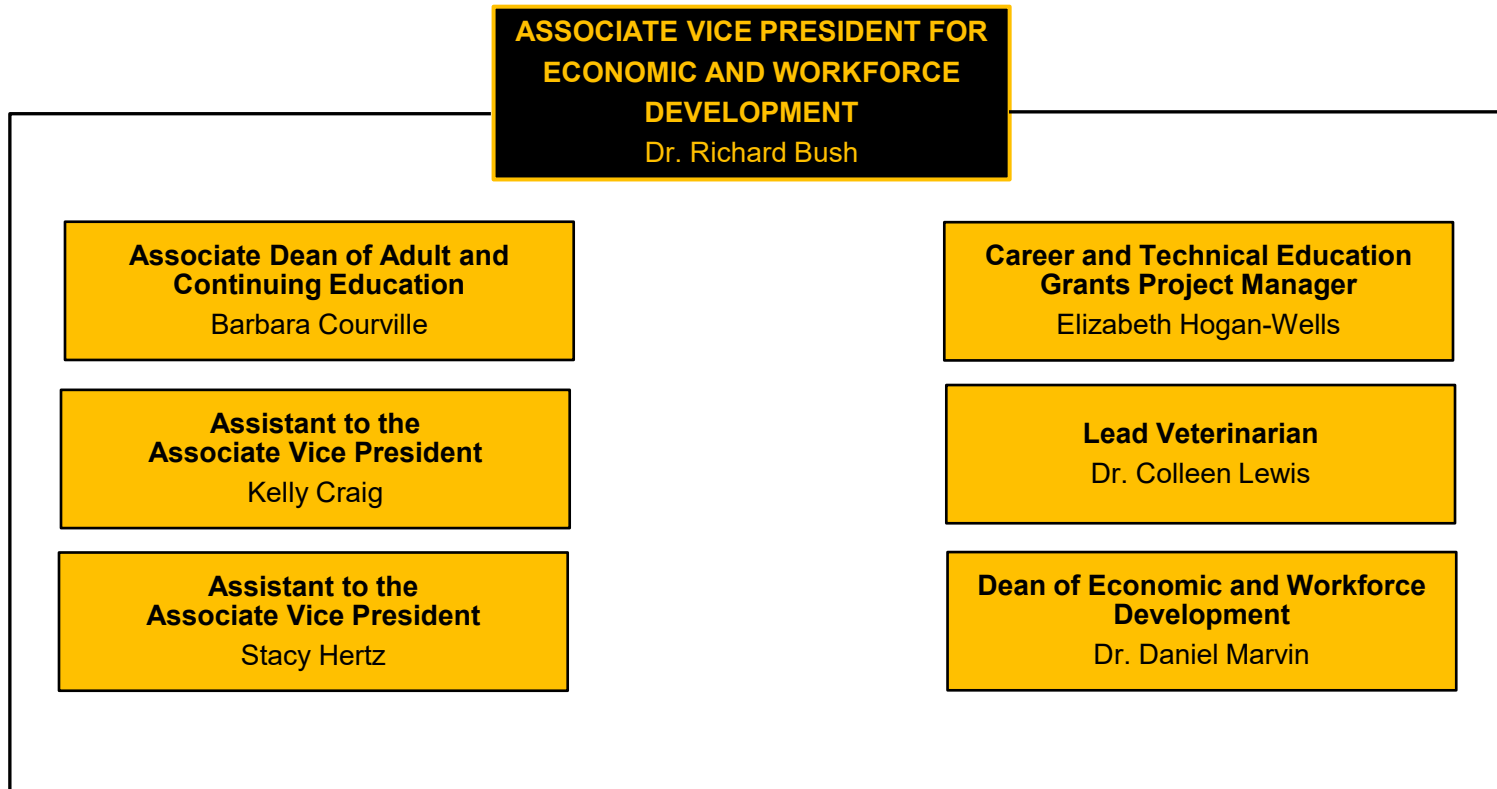
**Target:** Units will complete the integrated planning and budgeting cycle providing evidence of effectiveness and student satisfaction by June 2024

**Mid-Year Progress:** Units completed their mid-year progress reports by reviewing the goals and objectives outlined in the current year's unit plan. They assess the progress made towards achieving these goals, identifying successes, challenges, and areas for improvement. They analyze relevant data and performance metrics to evaluate the effectiveness of their initiatives and programs. This includes student outcomes, enrollment trends, retention rates, student satisfaction surveys, and other key indicators of success. Based on their analysis, the units identify emerging needs and priorities within their respective areas.

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## Office of the Associate Vice President for Economic and Workforce Development

The Associate Vice President for Economic and Workforce Development is responsible for providing leadership, management, planning and advocacy for faculty, staff, students, programs and services within the career and technical non-credit and credit programs. The Associate Vice President implements a comprehensive plan addressing career and technical education and workforce development needs of students, the College, and the community. This is reflected in the goals, objectives, and measures laid out in the Economic Workforce Development Unit Plan, which can be found on the following pages.





## Economic & Workforce Development Department Goal 1

This department is dedicated to offering high-quality education and training programs that empower individuals with the knowledge, skills, and competencies necessary to thrive in a dynamic and evolving workforce. Our aim is to bridge the gap between education and employment by aligning our curriculum with industry needs, promoting lifelong learning, and fostering a culture of innovation and adaptability.

**Objective 1:** Review existing programs against peer institutions and local needs through new or refined existing assessments. Identify and recommend curriculum changes with stronger articulations in mind and where appropriate, third-party accreditation.

**Measurement:** Program and course alignment meet local and regional needs

**Target:** Make ongoing reviews and alignment of program with local and regional needs a common practice across the department

**Mid-Year Progress:** An ongoing process to maintain curriculum relevance and assessment. Several changes have been made this year on the credit side. Addition revisions and updates have been made in the Adult and Continuing Ed areas as well as training revisions within the Business Training Center (BTC) portfolio.

### Objective 2: Future Programs

**Measurement:** Research and introduce new programs each year

**Target:** Introduce one new program per year

**Mid-Year Progress:** We are finalizing our submission for an Aviation focus for the Associate in Arts degree with outside flight school partners. We are also finalizing discussions and curriculum on a Drone certificate. Both should be complete this academic year for Curriculum Committee consideration.

### Objective 3: Advisory Committees

**Measurement #1:** Each program will have two advisory board meetings per year (early Fall and mid/late Spring)

**Measurement #2:** Each program will work to increase industry diversity through greater representation of industry partners

**Measurement #3:** Increase the board's overall diversity

**Target:** At least 50% of the programs will have 2 advisory board meetings per year, and actively recruit a more diverse membership.

**Mid-Year Progress:** We continue to work on scheduling 2 advisory board meetings per year in the Business, Computing, and Engineering tech department. We have not achieved the two-meeting goal as of this report. We are leveraging our connections to recruit diverse candidates for the boards, and is an ongoing effort.

### Objective 4: Develop and align college transfer and career programs to meet regional employer needs.

**Measurement:** Employer discussion on advisory boards

**Target:** Be the convening entity to bring local and regional employers, community agencies, and others to discuss the needs for our region.

**Mid-Year Progress:** Ongoing discussions with employer partners within our advisory boards and the greater service area. We are aligned with many of the needs of area employers, yet we continue to strategically vet the additional needs they express and determine if they are viable in our portfolio.

## Economic & Workforce Development Department Goal 2

**Strive to cultivate an entrepreneurial mindset among our students and community members, supporting the development of startups and small businesses that contribute to economic growth and job creation. Through partnerships with local industries and incubators, we encourage innovation as a driver of economic development.**

**Objective 1:** The Economic and Workforce Development department will provide support for maintaining credentials of faculty and staff for programs that have third-party accreditation.

**Measurement:** Provide access to and opportunity to maintain and acquire professional development opportunities to maintain their credentials and knowledge.

**Target:** Review and approve appropriate professional training opportunities.

**Mid-Year Progress:** Vet Tech faculty are supported in their continuing education and other credential requirements to help maintain compliance with accreditation standards.

**Objective 2:** The Economic and Workforce Development department will provide resources to support academic planning and improvement.

**Measurement:** Provide support to faculty and staff during the academic/department planning process.

**Target:** Timely planning documents.

**Mid-Year Progress:** A great deal of time was spent individually and in small groups to work through various plans, discuss opportunities for program and department improvements.

## Economic & Workforce Development Department Goal 3

**Actively engage with diverse stakeholders, including government agencies, businesses, nonprofits, and community organizations. By fostering collaborative relationships, we aim to leverage collective resources and expertise to create synergistic efforts that enhance economic opportunities, workforce development, and social well-being.**

**Objective:** External Partnerships and Community Relations

**Measurement:** Increase awareness among our various partners on the quality of our programs as well as our active involvement with various agencies and groups to promote the resources and impact BHC has on the totality of the district.

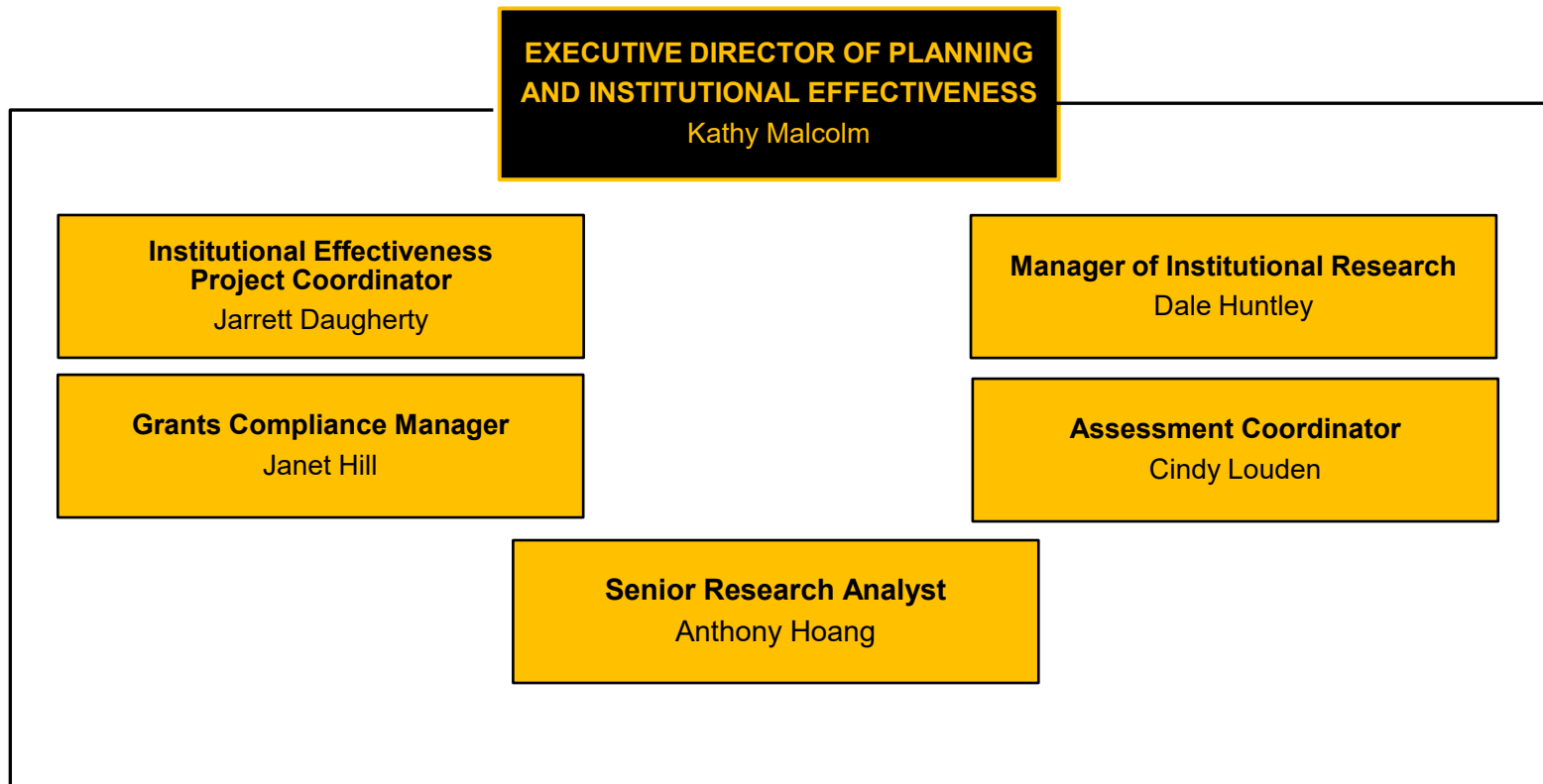
**Target:** Increase visibility across our district and increase our voice in the development and advancement of the region.

**Mid-Year Progress:** We continue to represent BHC on several committees and taskforces including Mercer County Workforce Task Force, Success Network Transportation Working Group, Advanced Manufacturing Sector Board, Henry County Economic Development, August Rural Development Cohort, QC Chamber of Commerce, Kewanee Chamber of Commerce, Kewanee Economic Development, Success Network Policy Committee, Emerging Cities of the Quad Cities, and Thrive Quad Cities Project. We have established new and strengthened existing relationships with Bo/Gar Manufacturing, Jupiter Machine Tool, Metrolink, Springfield Armory, Rock Island Arsenal, Parr Instruments, all our school district partners, Natures Treatment of Illinois, Area Career Center, Monmouth College, and Martin Tractor.

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## Office of the Executive Director of Planning and Institutional Effectiveness

The Executive Director of Planning and Institutional Effectiveness provides leadership for institution-wide research, planning, institutional effectiveness, and information dissemination. This is reflected in the goals, objectives, and measures laid out in the Planning and Institutional Effectiveness Unit Plan, which can be found on the following pages. The Executive Director of Planning and Institutional Effectiveness is the liaison with the Higher Learning Commission.



## Planning and Institutional Effectiveness Department Goal 1

**Provide decision-makers with timely, accurate, and relevant information through the use of data analytics, targeted research methods, and leadership in data governance and business intelligence resources.**

**Objective 1:** Assemble, analyze, and disseminate institutional data and research reports in a proactive, objective, and impartial manner, and advance the quality and efficiency of information flow.

**Measurement:** Measure the ease of access to institutional data and research reports for relevant stakeholders and their satisfaction with institutional data and reports.

**Target:** Establish satisfaction scores for ease of access, data accuracy, and ease of use

**Mid-Year Progress:** Survey is not conducted until the end of the fiscal year

**Objective 2:** Utilize the National Benchmark Project to identify gaps and opportunities for improvement

**Measurement:** Review the results of the Phase 1 data from the National Community College Benchmark Project's Traditional National Report and Workforce National Report. Identify metrics that display where Black Hawk College is underperforming. For those specific metrics, identify the data for any Illinois community colleges participating in the National Community College Benchmark Project. Share any findings with relevant College departments.

**Target:** By January 2024 for Phase 1 data. And June 2024 for Phase 2 data.

**Mid-Year Progress:** The traditional and workforce report was made available on November 30, 2023. The Phase 2 data will not be available until May 2024. In December, the plan is to review the data and prepare reports on the metrics the College is underperforming.

**Mid-Year Planned Improvements:** Have reports ready for college departments that are actionable.

**Objective 3:** Support student achievement and program effectiveness, and facilitate informed decision making through the management and training of the data warehouse system

**Measurement:** Measure the effectiveness of training programs for employees responsible for using the data warehouse system. The evaluation tool will be a survey measuring data quality, integrity, accessibility, availability, utilization and impact on student achievement and program effectiveness.

**Target:** By June 30, 2024, report findings and areas of improvement for Fiscal Year 2025

**Mid-Year Progress:** Survey to be conducted at the end of the fiscal year

**Objective 4:** Respond to administrative and faculty requests for information and serve as a resource for survey formulation and administration, methodology and assessment regarding students, faculty/staff, and other populations.

**Measurement:** Ensure that all the survey requests are completed on time.

**Target:** 100% on time delivery

**Mid-Year Progress:** At this time, all surveys were done on time. Some were pushed back from original date during the process.

**Mid-Year Planned Improvements:** At this time, we are looking at creating a guide to assist in survey creations and request. This will help to lessen the number of surveys pushed back.

## Planning and Institutional Effectiveness Department Goal 2

**Fulfilling reporting requirements for state and federal agencies, accrediting bodies, and other external stakeholders. This includes submitting data reports, self-assessment documents, and other materials to demonstrate compliance and effectiveness.**

**Objective 1:** Submit Illinois Community College Board (ICCB) reports to the ICCB

**Measurement:** Meet all the dues dates for required Illinois Community College Board data and report submissions.

**Target:** All data and reports created or supervised by the Office of Planning and Institutional Effectiveness are completed on-time and according to the ICCB's specifications.

**Mid-Year Progress:** As of November 30, 2023, all data and report submissions have been completed on-time and according to ICCB specifications.

**Mid-Year Planned Improvements:** In order to maintain this standard, standard operating procedures are being created and maintained in a Smartsheet. These procedures are updated with each completed ICCB submission.

**Objective 2:** Complete standard operating procedures on all state reports the department is responsible for.

**Measurement:** Create and store standard operating procedures for Illinois Community College Board (ICCB) data and report submissions created and overseen by the department as well as other vital reports.

**Target:** Create a standard operating procedure for all ICCB data and report submissions, as well as reports deemed vital by the department.

**Mid-Year Progress:** A standard operating procedure process was adopted by the Office of Planning and Institutional Effectiveness. In addition, a Smartsheet was created to track all ICCB-required reports created and overseen by the department, as well as other department functions throughout the fiscal year. Eleven standard operating procedures have been written as of November 30, 2023.

**Mid-Year Planned Improvements:** The difficulty is writing standard operating procedures for non-ICCB reports. Need to work on that process between January through May 2024.

**Objective 3:** Review with ITS state reporting computer programs

**Measurement:** Improve the process of completing the Illinois Community College Board's Annual Enrollment and Completion (A1) Report.

**Target:** Complete testing of the requested fixes by March 30, 2024

**Mid-Year Progress:** Based on the issues identified during the creation of the Illinois Community College Board's Annual Enrollment and Completion (A1) report, an Administrative Systems Request was created to address these issues. ITS has already made the necessary changes to the A1 run instructions. We need to test these changes to ensure that proper data and formatting is present in the database created by the A1 run instructions.

**Mid-Year Planned Improvements:** Begin testing the changes to the run instructions updated by ITS.

## Planning and Institutional Effectiveness Department Goal 3

**Secure additional grant awards to support the colleges initiatives and programs.**

**Objective:** Establish efficient processes for grant application, reporting and compliance management

**Measurement:** Hire staff and further develop the approach, methodologies, and key performance indicators for the office

**Target:** June 30, 2024

**Mid-Year Progress:** Job description has been approved and currently in the recruiting and hiring process for the position.



## Planning and Institutional Effectiveness Department Goal 4

**Implement processes and systems for continuous improvement across all areas of the college. This includes identifying areas of inefficiency or underperformance and developing strategies for improvement thru unit planning.**

**Objective 1:** Facilitate effective strategic planning process including the development of a three-year strategic plan with measurable outcomes.

**Measurement:** Measure the completion of key milestones in the strategic planning process timeline including stakeholder focus groups, interviews, surveys, environmental scans, goal setting workshops, and plan drafting.

**Target:** On target for completion by June 1, 2024

**Mid-Year Progress:** The timeline has been reviewed by the President and the board of trustees with minor adjustments to key milestones. All tasks are on target through mid-year.

**Objective 2:** Provide leadership and administrative support for the College's multi-year and annual planning processes, including integrated unit planning and budgeting processes.

**Measurement:** Evaluate the completion of unit plans, the quality and alignment of plans to strategic plan,

**Target:** Unit Planners will reach an 80% completion on time rate for all elements of the planning process.

**Mid-Year Progress:** The mid-year report on planning and budgeting administration provides an overview of progress, challenges encountered, and areas requiring attention in the execution of a unit plan. Despite efforts to foster participation, not all units have been fully engaged in the planning phase of the integrated planning and budgeting processes. This has resulted in a lack of comprehensive input and alignment with institutional priorities. The administration of planning and budgeting processes has proven to be challenging due to various factors, including resource constraints, competing priorities, and changing organizational structures and leadership. These challenges have impacted the efficiency and effectiveness of the processes.

**Mid-Year Planned Improvements:** Efforts will be intensified to improve engagement from all units in the planning and budgeting processes. This may involve targeted outreach, enhanced communication strategies, and clearer articulation of the benefits of participation. Measures will be implemented to ensure closer alignment of budget allocations to mid-year reports and strategic priorities. This may include the revision of templates.

## Planning and Institutional Effectiveness Department Goal 5

**Support professional growth of staff and their connection with other departments/employees. Provide training and professional development opportunities for faculty and staff on topics related to institutional effectiveness, assessment, data analysis, and quality improvement.**

**Objective:** Each staff member will complete all BHC required training within the required time

**Measurement:** Required Training log

**Target:** 100% completion

**Mid-Year Progress:** All staff members have met their goal of completing college-wide trainings.

## Planning and Institutional Effectiveness Department Goal 6

**Provide leadership, support, and systematic processes for the assessment of student learning, programmatic effectiveness, student service units, administrative areas, and all other aspects of the College related to the student experience.**

**Objective 1:** Facilitate a systematic review of programs and services that results in continuous improvement and demonstrates that Black Hawk College is effectively accomplishing its mission

**Measurement:** A survey has been administered, so those results will be included in a report that summarizes this year's progress in assessment. The report will also include suggestions for improvements.

**Target:** The review will be completed during summer 2024 in time for analysis of improvements to be made during academic year 2025.

**Mid-Year Progress:** The systematic review of programs and services at Black Hawk College has reached a significant milestone, with notable accomplishments and positive outcomes with the administration of the process. Early in the process we engaged the Deans in evaluating the process and identifying areas of improvement. This will be done again at the end of the year to determine the effectiveness of our efforts. The review process is meticulously planned involving collaboration among faculty, staff, and deans. The process has clear criteria and templates, includes training and customized support for specific area.

**Objective 2:** Increase the percent of 5-year plans for active Transfer Programs from about 70% to 100% and Career and Technical Education (CTE) Programs from about 30% to 70% by the end of the Academic Year.

**Measurement:** Every transfer discipline and CTE Associate in Applied Science (AAS) program with associated certificates has an acceptable, complete Assessment Plan on file. Acceptable means the plan is understandable so that Anthology Outcomes can be set up, and faculty can follow the plan to implement assessment and use assessment for continuous improvement.

**Target:** 100% of AAS programs and associated certificates, along with 100% of transfer disciplines will be represented with an assessment plan on file.

**Mid-Year Progress:** 100% of disciplines have completed Assessment Plans with enough clarity for implementation. 95% of AAS degrees and certificates have completed Assessment Plans with enough clarity for implementation.

**Mid-Year Planned Improvements:** The focus for the second half of the year will be to work with CTE faculty to achieve 100% of plans for AAS degrees and associated certificates. This will be worked on by Cyndi Loudon in collaboration with Dr. Richard Bush

**Objective 3:** Increase the percent of assessed courses according to assessment plans.

**Measurement:** Percentage of courses assessed that were targeted for assessment according to assessment plans.

**Target:** 100%

**Mid-Year Progress:** For academic year 2023, the percent of courses assessed out of those specified for assessment in assessment plans was 74% for CTE courses.

**Mid-Year Planned Improvements:** It will be difficult to achieve 100% because faculty develop a plan, then something changes, and the plan is not followed. For Fiscal Year 2023, approximately 80% concurrence between proposed and actual assessment occurred at the course level.

**Objective 4:** Improve Program & Course Outcomes Statements

**Measurement:** Learning outcomes at both the program and course level are stated in terms of behaviors expected for students to achieve by the end of a course or program. These outcomes also follow the SMART acronym for goal setting and will be: Specific, Measurable, Attainable, Relevant, Time-Bound

**Target:** During spring semester 2024, the assessment coordinator will evaluate all program, course learning outcomes, and create a report and plan for making all of them SMART and stated in terms of expected behaviors.

**Mid-Year Progress:** Project not initiated yet.

**Mid-Year Planned Improvements:** This will begin during Spring Semester 2024.

## Planning and Institutional Effectiveness Department Goal 6 (continued)

Provide leadership, support, and systematic processes for the assessment of student learning, programmatic effectiveness, student service units, administrative areas, and all other aspects of the College related to the student experience.

**Objective 5:** Increase faculty utilization of the Assessment Hub in Canvas.

**Measurement:** The number of faculty viewing pages within specified units of time (semesters) as reported by Canvas.

**Target:** This will fluctuate as faculty learn how to use Outcomes, become more familiar with assessment, and need the Hub less often. There are 98 Full-Time Instructors, and 120 Part Time and Dual Credit Instructors. Initially, all Full-time Instructors were added to the Hub, and new instructors were able to self-enroll.

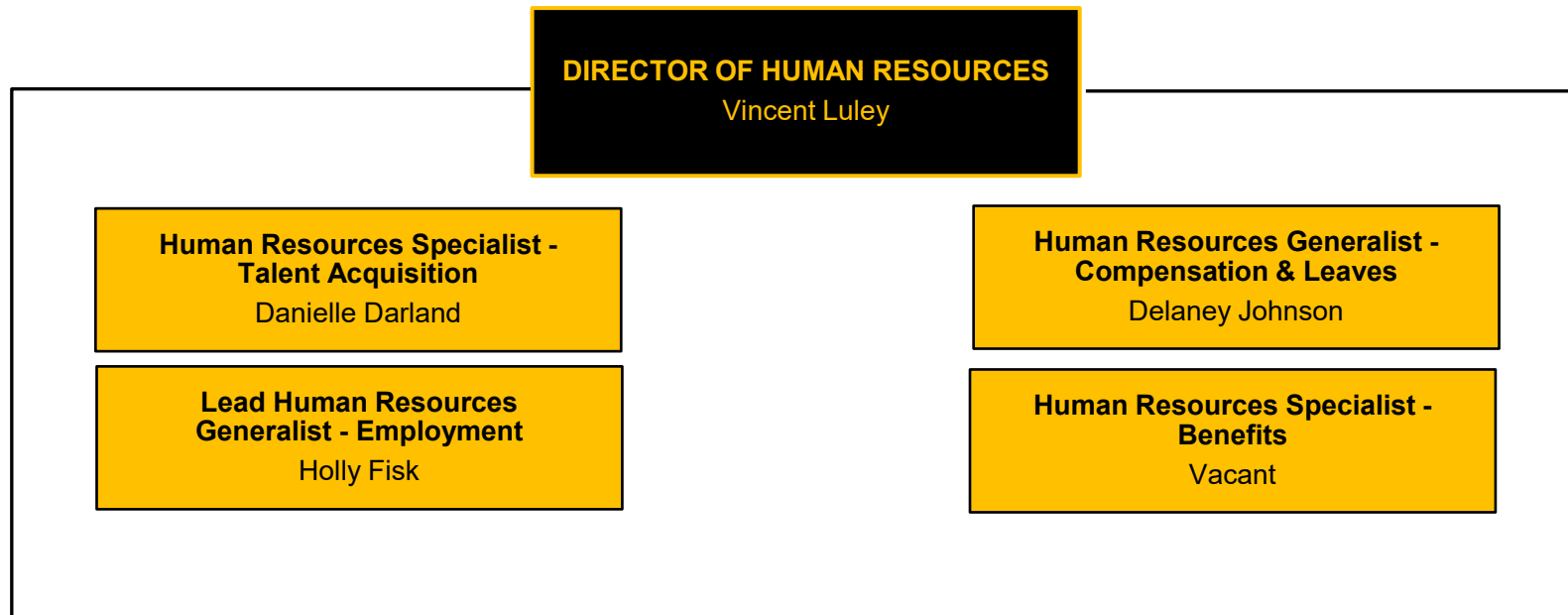
**Mid-Year Progress – Full-time Faculty:** Spring Semester 2023: (January 1, 2023, to May 1, 2023) **31 FT faculty (of 72)** last viewed the Hub during this semester. Summer Semester 2023: (May 1, 2023, to August 1, 2023) **10 FT faculty (of 72)** last viewed the Hub during this semester. Fall Semester 2023: (August 1, 2023, to November 28, 2023) **31 FT faculty (of 72)** last viewed the Hub during this semester.

**Part-Time Faculty:** Spring Semester 2023: (January 1, 2023, to May 1, 2023) **4 PT faculty (of 11)** last viewed the Hub during this semester. Summer Semester 2023: (May 1, 2023, to August 1, 2023) **3 FT faculty (of 11)** last viewed the Hub during this semester. Fall Semester 2023: (August 1, 2023, to November 28, 2023) **4 FT faculty (of 11)** last viewed the Hub during this semester.

**Mid-Year Planned Improvements:** I will add links to the Hub in my weekly emails to faculty to see if that increases utilization.

## Office of the Director of Human Resources

The Director of Human Resources provides leadership for the College's Human Resources Department; administers College human resources programs, including recruitment and compensation, benefits, training and development, AA/EEO, performance management, personnel records management, bargaining agreements, and is involved with discipline, grievance procedures, and employee legal issues. This is reflected in the goals, objectives, and measures laid out in the Human Resources Unit Plan, which can be found on the following pages.



## Human Resources Department Goal 1

**Develop proactive recruitment strategies to attract diverse and highly qualified faculty and staff who align with the college's mission and vision.**

**Objective 1:** Develop targeted recruitment plans to attract diverse candidates for faculty and staff positions, utilizing a variety of sourcing methods.

**Measurement:** Diversity of recruitment pool

**Target:** Create baseline to determine the number of applicants and their demographics.

**Mid-Year Progress:** The department is currently researching tools to facilitate this initiative.

**Objective 2:** Enhance onboarding processes to ensure new hires receive comprehensive orientation and support.

**Measurement:** Analyze common onboarding needs and begin developing methods for delivering to supervisors.

**Target:** Summary of onboarding gaps determined by June 30, 2024

**Mid-Year Progress:** This initiative is on hold. The College is in the process of transitioning to a new Human Resource Director who only recently joined us in December 2023. Considering this transition, several initiatives outlined in our unit's plan are being placed on hold until the new director has had the opportunity to provide direction to the office staff. We understand the importance of continuity and clarity in our operations, and we believe it is prudent to await the insights and guidance of our incoming HR Director before proceeding with certain initiatives. This pause will allow us to align our efforts more effectively with the vision and priorities of our new leadership.

**Objective 3:** Implement performance metrics to assess the effectiveness of recruitment efforts and adjust strategies as needed.

**Measurement:** Track recruitment metrics such as applicant pools, diversity metrics, time to fill positions, and retention rates of new hires.

**Target:** Performance Metrics will be defined and in place for tracking effective June 30, 2024

**Mid-Year Progress:** On hold – See statement in objective 2 above. Establishing performance measures with the new Director fosters a culture of accountability, transparency and ownership under the guidance of new leadership.

## Human Resources Department Goal 2

**Streamline HR processes, clarify roles and responsibilities, and improve coordination between HR units to better serve the needs of employees and the institution.**

**Objective 1:** Conduct a comprehensive review of HR processes and procedures to identify areas for improvement and streamline workflows.

**Measurement 1:** Measure the efficiency of HR processes through key performance indicators (KPIs) such as time to fill vacancies, HR transaction processing times, and employee satisfaction with HR services.

**Target:** KPI's identified by June 30, 2024.

**Mid-Year Progress:** On hold – See statement in goal one, objective 2's Mid-Year Progress. It is important to highlight the significance of establishing performance measures with our new leadership. Performance measures serve as crucial indicators of our progress and effectiveness in achieving our goals and objectives. They provide us with actionable insights into areas of strength and areas needing improvement, enabling us to make informed decisions and adjustments to our strategies. With the guidance and expertise of our new Director, we have a valuable opportunity to review and refine our existing performance measures, ensuring they align closely with our organizational priorities and objectives.

**Measurement 2:** Conduct regular audits of HR processes and procedures to ensure compliance with regulations and best practices.

**Target:** First audit completed by June 30, 2024.

**Mid-Year Progress:** On hold- Conducting and analyzing these audits are on hold until the new director can provide leadership, draw insights and conclusions as to where to focus the department's continuous improvement efforts.

## Human Resources Department Goal 2 (continued)

**Streamline HR processes, clarify roles and responsibilities, and improve coordination between HR units to better serve the needs of employees and the institution.**

**Objective 2:** Clarify roles and responsibilities within the HR department. Clarify roles and responsibilities within the HR department to enhance accountability and efficiency.

**Measurement:** Review and update job descriptions to better align the HR team.

**Target:** June 30, 2024.

**Mid-Year Progress:** On hold. We anticipate the arrival of our new Human Resource Director, it's essential to state the importance of engaging our new leadership in clarifying the roles and responsibilities of the HR department. Clear delineation of roles not only enhances efficiency and effectiveness within the department but also fosters synergy and alignment with the broader organizational objectives. Engaging our new Director in this process enables us to leverage their fresh perspective, expertise, and insights to review and refine the existing roles and responsibilities within the HR department.

## Human Resources Department Goal 3

**Foster a positive organizational culture that promotes inclusivity, innovation, collaboration, and continuous learning and development.**

**Objective 1:** Great Place to Work - Continue to conduct the Great Place to Work cultural assessment to identify existing strengths and areas for improvement within the organizational culture.

**Measurement:** Partner with the Labor Management Council to review the Great Place to Work survey results and make recommendations to the Strategic Planning Committee.

**Target:** April 15, 2024.

**Mid-Year Progress:** The Great Place to Work culture assessment was coordinated by the office of Planning and Institutional Effectiveness. Results are anticipated to be received by the College in early January at which time the college in partnership with the Labor Management Council and under the leadership of the newly hired Director of Human Resources will analyze the results and make recommendations to the Strategic Planning Committee.

**Objective 2:** Encourage employee engagement through recognition programs, professional development opportunities, and employee feedback mechanisms.

**Measurement:** Rework service award process and determine next steps for implementation for QC and EC.

**Target:** June 30, 2024.

**Mid-Year Progress:** The department is maintaining existing service award procedures until which time the new director and the team can rework such initiatives.

**Objective 3:** See the Good / How we Care - Starting with the HR team, set standard for how we work internally (See the Good) and externally (How we Care).

**Measurement 1:** Develop stay interview process and identify pilot departments to test the process.

**Target:** June 30, 2024, pilot departments identified.

**Mid-Year Progress:** This approach to conduct and gather feedback from employees about their experiences, job satisfaction, and reasons for staying with the college are being piloted within the HR office first and plans are being developed for broadening the approach in the second half of the year.

**Measurement 2:** Develop method for capturing data and determine next steps to better the workplace.

**Target:** By June 30, 2024.

**Mid-Year Progress:** On hold until second half of year.

## Human Resources Department Goal 4

**Strengthen relationships with labor unions, promote effective communication, and ensure fair and equitable treatment of all employees**

**Objective:** Establish regular communication channels with labor unions to address concerns, negotiate contracts, and foster a collaborative working relationship.

**Measurement 1:** Track the frequency and outcomes of labor-management meetings and negotiations.

**Target:** Monthly during the year, with the exception of some summer months.

**Mid-Year Progress:** Labor Management Council continues to meet monthly with college leadership.

**Measurement 2:** Monitor employee satisfaction with labor relations through surveys and feedback mechanisms.

**Target:** Design surveys and feedback mechanism by June 30, 2024.

**Mid-Year Progress:** On hold until the second half of the year.

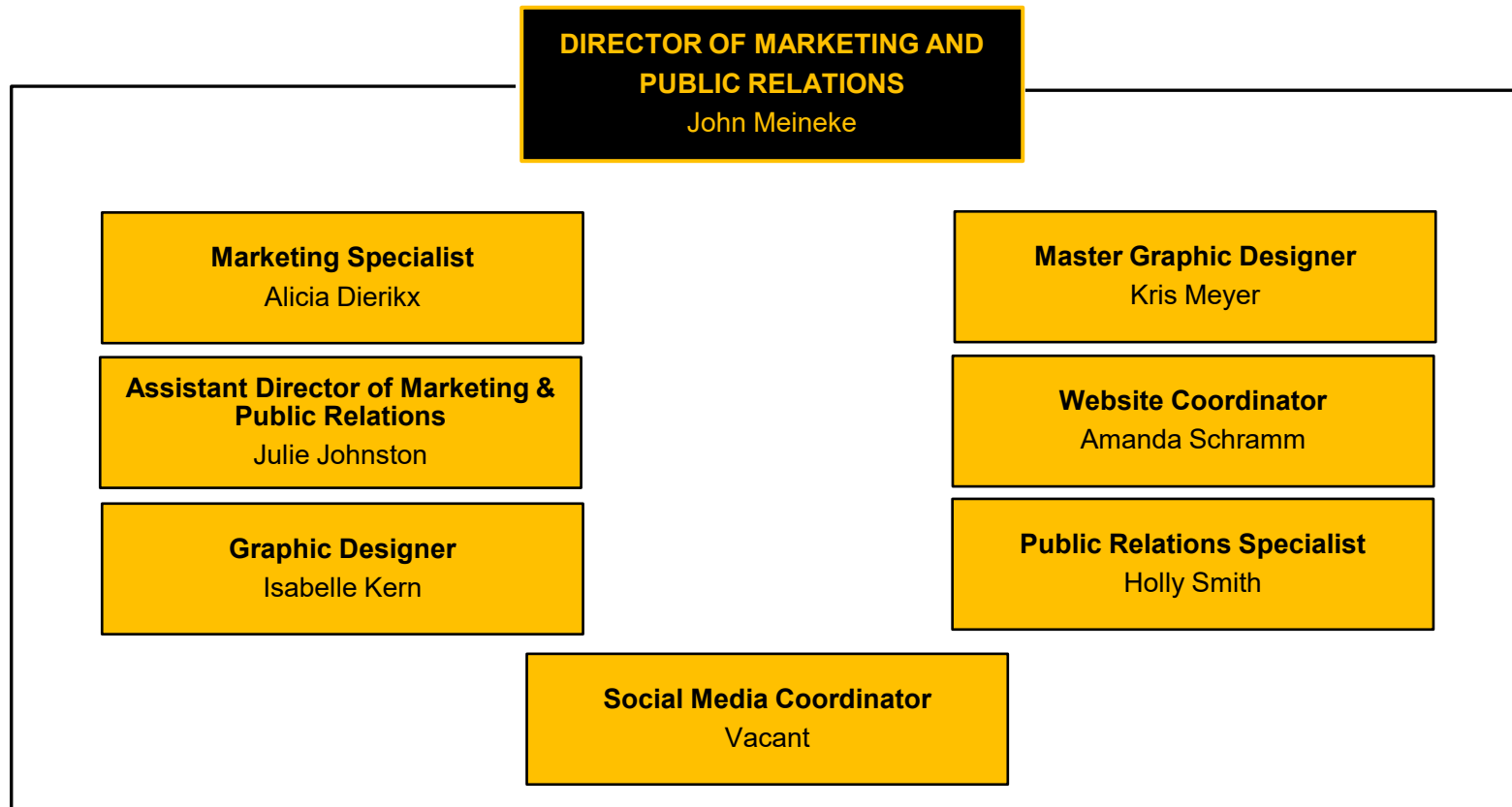
**Measurement 3:** Partner with labor unions on key issues such as employee concerns, new positions, grading, etc.

**Target:** Initiatives identified at the beginning of each year.

**Mid-Year Progress:** The Labor Management Council has partnered with the college to review and analyze the feedback received on the Great Place to Work Survey with the intention of providing recommendations to the Strategic Planning Committee in April 2024.

## Office of the Director of Marketing and Public Relations

The Director of Marketing and Public Relations provides leadership for the development and implementation of a comprehensive plan to coordinate district-wide marketing, promotions, and public relations efforts aligned with the College's strategic plan. The Director of Marketing and Public Relations serves as the Freedom of Information Officer for the College. This is reflected in the goals, objectives, and measures laid out in the Marketing Unit Plan, which can be found on the following pages.





## Marketing and Public Relations Department Goal 1

### Align marketing and public relations support/activities with enrollment and retention goals of the college

**Objective:** Develop and implement marketing plans for special content areas including Path and Early Childhood Education Grants, Perkins non-English speaking and PaCE

**Measurement 1:** Path Grant: Assessment will be on digital measurements such as Impressions, Click Through Rate (CTR), View Through Rate (VTR), Opens, Landing Page clicks. This will be done at the conclusion of the Spring Enrollment campaign (January) and for April, May, and June. Additionally, completion of new video and digital collateral including four videos will be completed by April 1 for use in the summer/fall enrollment campaign.

**Target:** Impressions of more than 500,000, CTR > .08.

**Mid-Year Progress:** Digital Ad placements for spring enrollment were completed running Nov-Jan. Initial meetings with Physical Therapy Assistant faculty to development marketing campaign for summer/fall '24 enrollment. TAG Marketing has been contracted with to help develop new video and digital collateral.

**Mid-Year Planned Improvements:** Major focus will be on April-June period. Second half develop four new videos and four new audio tracks for cable and digital ads.

**Measurement 2:** Early Childhood Education Grant - Assessment will use digital measurements such as impressions, CTR, VTR, Opens and will occur at the end of the fiscal year with a final report provided to the Grant. Results will be provided by the vendors and our internal analytics.

**Target:** At least 250,000 impressions, CTR of .08%

**Mid-Year Progress:** The focus will be on April-June period and results reported then. New collateral will be developed.

**Mid-Year Planned Improvements:** At mid-year review of prior year campaign was completed and development of collateral for summer/fall campaign is in process.

**Measurement 3:** PaCE Campaign- Assessment will be typical digital analytics, impressions delivered, CTR, VTR.

**Target:** Impressions delivered 250,000. CTR of .08%

**Mid-Year Progress:** This campaign will run February-June 2024.

**Mid-Year Planned Improvements:** We did a streaming audio ad for PaCE in the Fall of 2023 and were awarded Gold by the 21st Annual Service Industry Advertising Awards in the category of Radio Advertising-Single. Campaign will run Feb-Jun. Meeting with proposed vendor is scheduled for Jan 8 to complete final plans for digital ads and finalize placement of ads for Feb-Jun.

**Measurement 4:** Perkins Non-English Speaking - Digital analytics including impressions delivered, CTR, VTR.

Create 'Spanglish' language marketing materials for summer/fall '24 enrollment campaign.

**Target:** >250,000 impressions, CTR .08%

**Mid-Year Progress:** This initiative was launched based on a Perkins grant and will occur in the second half of the year.

**Mid-Year Improvements:** Launch date for this campaign in March/Apr 2024.

**Measurement 5:** Special Content Other Areas- Identify at least ten other special content areas supported with marketing campaigns and collateral. These will be documented throughout the Fiscal Year and measurement will be provided at mid-year and year end in the annual report

**Target:** Support at least ten special content areas and document effectiveness.

**Mid-Year Progress:** Special content areas supported in the first half include Minority Populations, BHC Music Dept., Athletics, Criminal Justice, Ag/Equine, PaCE through advertising, sponsorships, marketing materials. Healthcare and Early Childhood will be a focus in the second half as grant money becomes available.

**Mid-Year Planned Improvements:** Launch healthcare and early childhood will be the focus in the second half.

## Marketing and Public Relations Department Goal 2

Evaluate current marketing mix, new technologies and digital platforms and create a plan to improve enrollment and retention.

**Objective:** Evaluate advertising spend by media type for last 3 Fiscal Years. Provide results of campaigns highlighting impressions, Click Through Rate (CTR), View Through Rate (VTR) and other relevant measures

**Measurement:** Complete evaluation of Spring and Fall enrollment campaigns, included impressions delivered, CTR/VTR. Create org chart of landing pages that support digital ads.

**Target:** Average CTR > .03. Total impressions delivered > 5M per campaign. Achieve marketing mix of 50% digital for the fiscal year for enrollment ads.

**Mid-Year Progress:** Digital results are inline or exceed goal for the spring enrollment campaign. These included targeted campaigns for People with Disabilities, Minority Populations, Dormitory Residents and Tuition Assistance Employers. The results for placements with WHBF-TV from these campaigns delivered over 839,000 impressions with an overall CTR of .102% This is only one vendor of many featuring smaller and targeted campaigns. The spring enrollment campaign achieved 46.84% digital spend, 20.59% radio, 18.98% cable, 5.87% satellite, 7.72% outdoor, .94% print and 0% spend for broadcast TV. If Path Grant spend is included, total digital exceeds 50%. We continue to make great progress toward a heavier mix of digital products and reduction of traditional ones.

**Mid-Year Planned Improvements:** In the second half of the year, we will launch campaigns for summer/fall enrollment, Path Grant and Early Childhood Education grants using a variety of digital media types including display, email, video, streaming audio, etc. Summer/Fall campaign placements will be scheduled in Jan-Mar with continued emphasis on a target of 50% on digital.

## Marketing and Public Relations Department Goal 3

To provide opportunities to Marketing and Public Relations staff for professional development and growth to ensure the highest performance possible.

**Objective:** Staff completion of required college training and completion of one professional course, certificate program, participation on a college committee or other opportunities as they are appropriate.

**Measurement:** Staff will complete all required training, attend one conference, online training, class/course, etc. Participate to the extent possible committee assignments to support student success, our unit plan and the strategic plan.

**Target:** Completion of measurement above and that each staff member will use at least 50% of professional development funds provided by the college.

**Mid-Year Progress:** Staff attended the National Council for Marketing and Public Relations District 3 Conference in St. Louis Oct 2023. Committee participation includes Drive Culture Steering Committee, President's Cabinet, Strategic Planning Committee, Strategic Education and Enrollment Management Committee and Path Grant. Appointed to the Business Dept., advisory committee by the Board of Trustees at Nov board meeting. Board Report #10136. Staff chaired the College Night committee, holding the event with more than four hundred students at UTHS on September 28, 2023. Staff is on the myBlackhawk to myBHC development committee. Staff attended a Hootsuite webinar 11/29/23 titled "Social Trends 2024 in Higher Education". Staff appointed to the Professional and Continuing Education advisory committee by the Board of Trustees in Nov 2023. Board Report #10136. Serves on QC Commencement Committee. Staff completed webinars include: Ragan: Using AI in Journalism and PR, Meltwater: From Investment to Impact-Winning Strategies for Sponsorship, and The Digital Transformation of MarComms. Staff is project lead for the evaluation and selection of new job ticket system scheduled to launch in Spring 2024. (May 1)

**Mid-Year Planned Improvements:** Professional development is an expectation of staff, and they embrace the opportunities provided by the College.

## Marketing and Public Relations Department Goal 4

Evaluate current and new technologies and develop those that will support the strategic plan.

**Objective:** Complete implementation of new website

**Measurement:** Launch of new website scheduled for June 30, 2024. Julie Johnston will be project lead. Provide periodic reporting to senior leadership at significant points.

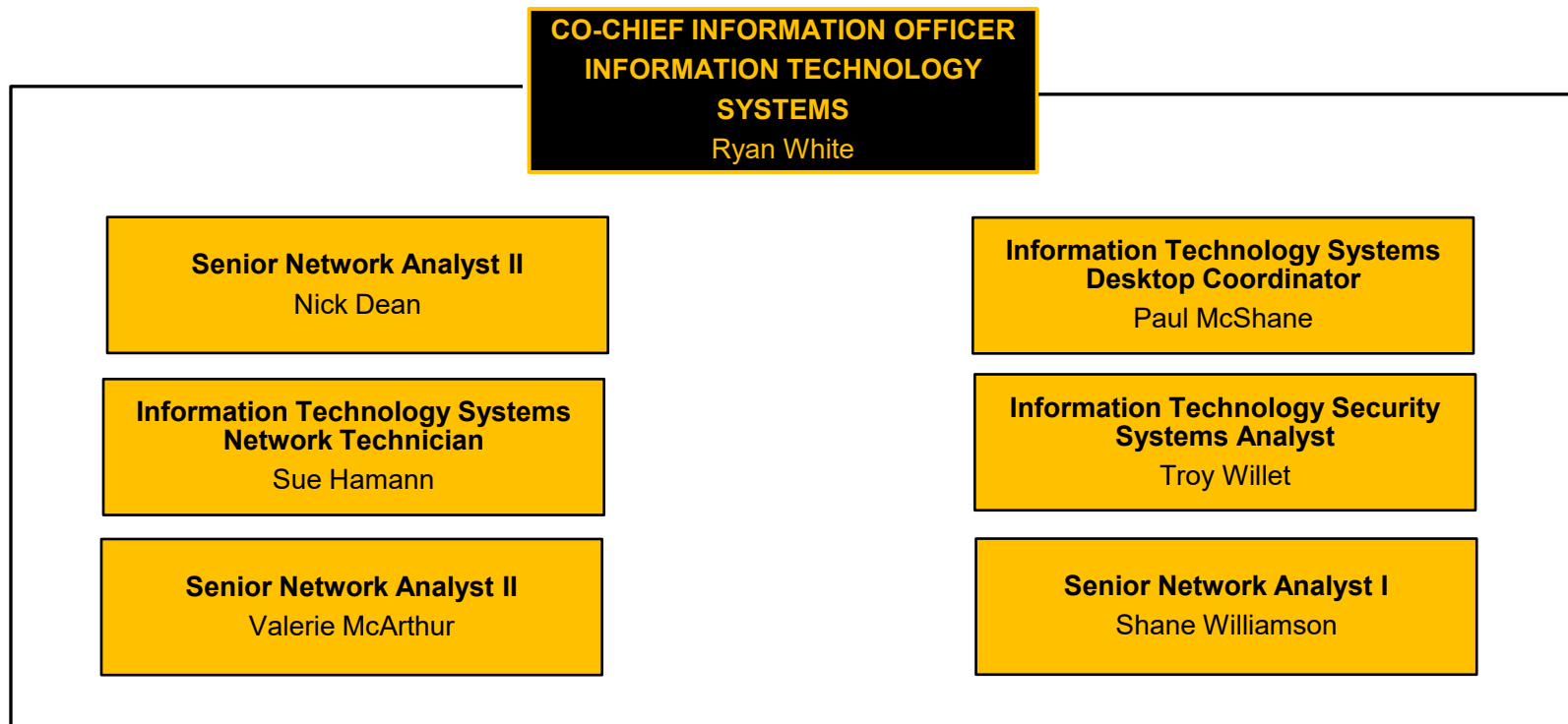
**Target:** Launch by June 30, 2024

**Mid-Year Progress:** At mid-year, the project is 2 weeks ahead of schedule. Sitemap has been completed; wireframes are in development. Multiple internal departments have been consulted and the first invoice has been forwarded to accounting for payment. Wireframes have been provided by Paskill for review as of January 5, 2024. In March, in person and Teams presentations were done for feedback on the design phase. Project continues to be on schedule for the targeted launch date.

**Mid-Year Planned Improvements:** We will continue the timeline with launch anticipated in June or July 2024.

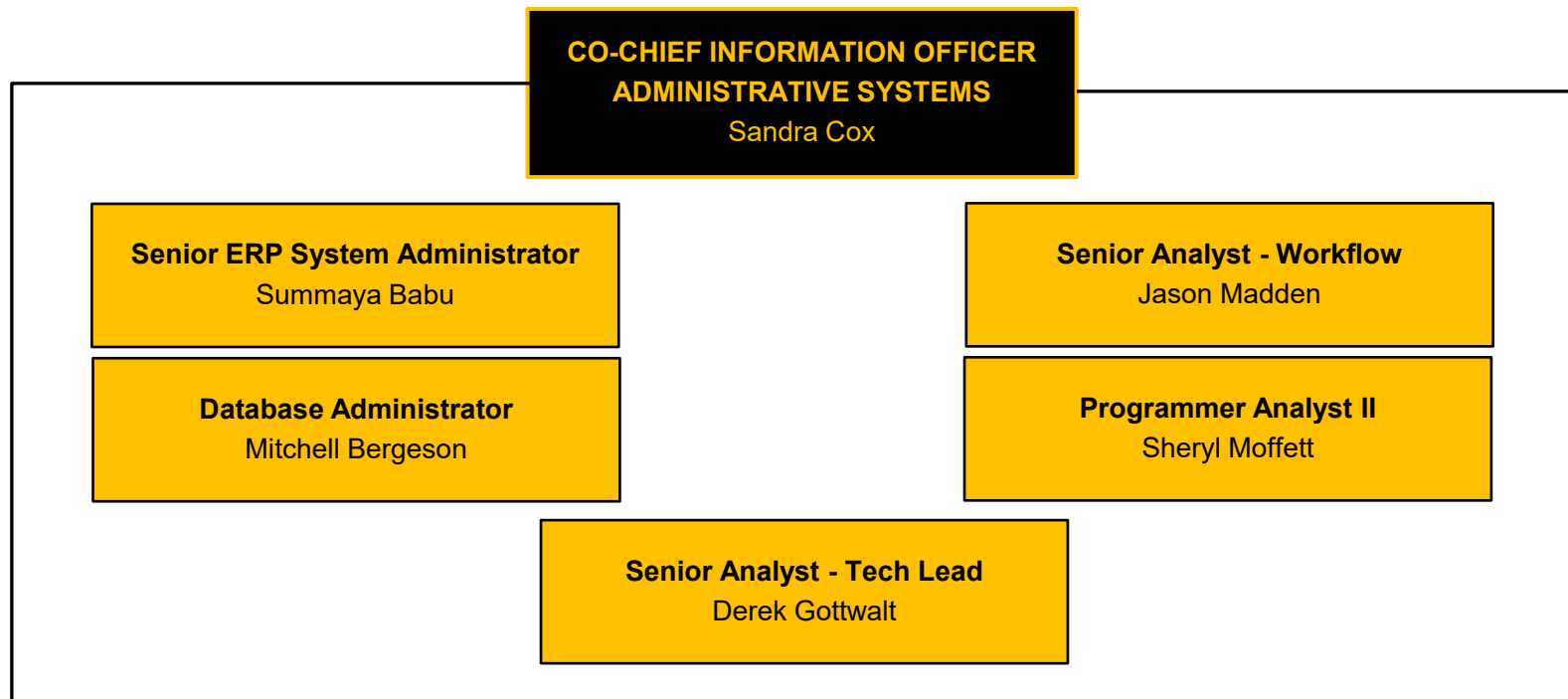
## Office of the Co-Chief Information Officer – Information Technology Systems

The Co-Chief Information Officer for Information Technology Systems has district-wide responsibility for planning, performing, and supervising the design, installation, technical assistance, preventative maintenance, and repair of all computer hardware, software, and operating systems associated with the College's Local Area Network (LAN), Wide Area Network (WAN), telecommunications, and systems security. The Co-CIO provides direct supervision of the Information Technology Systems Network Technician, Senior Network Analysts, ITS Desktop Coordinator, and the Information Technology Security Analyst. This is reflected in the goals, objectives, and measures laid out in the combined ITS Unit Plan, which can be found on the following pages.



## Office of the Co-Chief Information Officer – Administrative Systems

The Co-Chief Information Officer for Administrative Systems has district-wide responsibility for planning, performing, and supervising the design, installation, technical assistance, preventative maintenance, and repair of all administrative software and operating systems. The Co-CIO provides direct supervision of the Senior System Administrator, Database Administrator, Senior Analysts, and Programmer Analyst. This is reflected in the goals, objectives, and measures laid out in the combined ITS Unit Plan, which can be found on the following pages.



## Information Technology Department Goal 1

To provide equipment and technology supporting classroom and lab experiences for students and faculty, and supporting overall college administrative systems for staff, faculty, and administration.

**Objective 1:** Implement campusM, a replacement portal software for Luminis.

**Measurement #1:** Working with College stakeholders, implement campusM on schedule.

**Target:** Implement the new software by Feb/Mar 2024.

**Mid-Year Progress:** A collaborative process was followed to choose the name of the new portal. Marketing brainstormed a list of possibilities, and President's Cabinet members voted. The resulting top 5 names were included in a survey. Students and employees were encouraged to vote during the week of October 23rd. Emails, myBlackHawk announcements, Canvas, and SGA outreach were used to get out the vote. The winner, with over 50% of the votes, was myBHC. Project kick-off for campusM was held with ExLibis in early December. Work is progressing on learning the software and building out content. Summaya Babu is project leader and is working closely with campusM team to resolve issues and keep the project on schedule. App store accounts request/acceptance took a month longer than anticipated due to errors in instructions and mis-matched College name on verification documents (with/without District 503). Content is being developed in two-week sprints. Student content is being developed first, with a soft launch target of Spring Break for the first sprint of Canvas, Library, and Outlook.

**Measurement #2:** Working with College stakeholders, design and implement campusM to achieve high user satisfaction. Conduct a survey of all users to determine satisfaction level by May 1, 2024.

**Target:** Customer Satisfaction Score of 4 or above on a 1-5 scale.

**Mid-Year Progress:** Planning survey for May 1

**Objective 2:** Continue Banner 9 software and infrastructure upgrade, to provide additional functionality to Banner for students and employees, and to remain current with support.

**Measurement:** Completion and user approval of all forms.

**Target:** Spring 2024

**Mid-Year Progress:** The Financial Aid "super" form conversion was completed in early October 2023. Work on two additional page conversions is in progress, and users are testing this form in conjunction with a complementary batch process.

**Objective 3:** Continue to improve customer service for students and employees by utilizing the Help Desk software.

**Measurement:** Continue to perform customer surveys monthly.

**Target:** Lower repeat calls for the same problem.

**Mid-Year Progress:** Surveys using Survey Monkey stopped working in early Fall and were back online in February using SmartSheets. Data is severely limited.

**Objective 4:** Purchase and install PCs, network equipment and servers for classrooms, labs, and Administrative functions according to the ITS Refresh Plan and new objectives, including the Education Master Plan (EMP) and the Strategic Enrollment Master Plan (SEMP) using bond and other funds in order to bring current technology to students.

**Measurement:** Refresh computers, servers, switches, and other equipment.

**Target:** Replace equipment before manufacturer stops supporting the hardware.

**Mid-Year Progress:** Purchased 10 new virtual servers to support the College's private cloud, improving performance for students and employees.

## Information Technology Department Goal 1 (continued)

To provide equipment and technology supporting classroom and lab experiences for students and faculty, and supporting overall college administrative systems for staff, faculty administration.

**Objective 5:** Banner Document Management system upgrade to the current version/functionality and plan to expand to additional departments/documents online.

**Measurement:** Working with the Human Resources department to design, build, and implement storage for documents.

**Target:** Operational by Summer 2024, supporting HR departmental goals and satisfaction.

**Mid-Year Progress:** Project on hold. Plan to meet with Vince Luley, new Director, in mid-spring.

**Objective 6:** Inform/implement software solutions supporting new objectives, including the Education Master Plan and Strategic Enrollment Master Plan.

**Measurement:** Feedback from Teams on ideas and solutions, and meeting implementation targets.

**Target:** As determined.

**Mid-Year Progress:** Provided technical feedback on potential Customer Relationship Management (CRM) solutions for advising and recruitment in early January.

## Information Technology Department Goal 2

Secure Systems Review, plan, and prioritize ITS Audit findings to further secure systems and student and employee data.

**Objective 1:** Review/add to the Computer Security and Appropriate Use Guideline document to keep current.

**Measurement:** Review/update document Summer 2024 prior to October training

**Target:** Updates were sent to President's Cabinet for review/approval: August 2024, with final approval September 2024.

**Mid-Year Progress:** Completed on schedule.

**Objective 2:** Strengthen security protocols as identified in the audit, using best practices.

**Measurement:** Retesting by ITS staff.

**Target:** Quarterly retesting and distribution of results to administrators for remediation.

**Mid-Year Progress:** Internal testing was completed and distributed at the end of third and fourth quarters. External audit testing is in progress.

**Objective 3:** Research and produce a Business Continuity Plan for the ITS Department in conjunction with and support of the College's Business Continuity Plan.

**Measurement #1:** Research and draft a comprehensive Business Continuity Plan covering the ITS Department.

**Target:** Complete draft by March 2024.

**Mid-Year Progress:** Completed in October. A table-top exercise was conducted with the entire ITS department, which will help inform improvements for next cycle, starting in March.

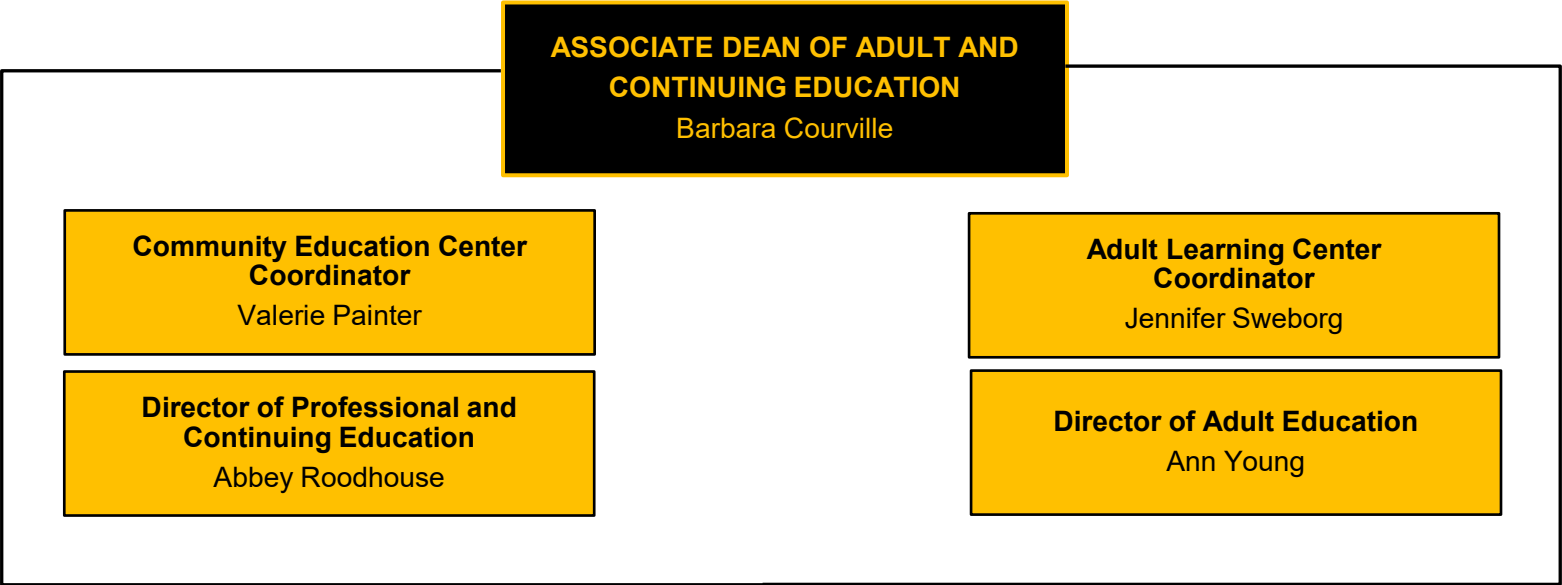
**Measurement #2:** Review the plan with President's Cabinet and assure alignment with College needs. Refine the document from the input received.

**Target:** June 2024

**Mid-Year Progress:** Starting in March 2024

**Office of the Associate Dean of Adult and Continuing Education**

The Associate Dean of Adult and Continuing Education leads and manages the district-wide adult education, high school equivalency, literacy, English as a second language, and professional and continuing education divisions. The Associate Dean provides direct supervision to the Director of Professional and Continuing Education, Director of Adult Education, and the Coordinators of the Adult Learning Center and Community Education Center. This is reflected in the goals, objectives, and measures laid out in the Adult Education Unit Plan, which can be found on the following pages.





## Adult Education Department Goal 1

The Adult Education Department will improve student success and completion by providing comprehensive instruction to meet established Federal and State performance measures.

**Objective 1:** Provide ESL, ABE, and ASE students with academic instruction that will allow them to achieve Measurable Skill Gains (MSGs) as defined by the ICCB. These include reportable gains in Reading and/or Mathematics as well as obtaining either State of Illinois High School Diploma or a High School Diploma from a local high school due to credits earned in our Optional Education Program.

**Measurement 1:** Information from Data and Information System Illinois (DAISI) will be used to track enrollment. This is updated at each new enrollment which happens approximately every 3 weeks.

**Target:** Adult Education will enroll 850 students in the Fiscal Year 2024 school year.

**Mid-Year Progress:** During the 1st semester, Adult Education has enrolled 574 students.

**Mid-Year Planned Improvements:** Continue advertising and enrolling every 3 weeks. Continue offering the number of classes we currently have based on availability of instructors.

**Measurement 2:** DAISI will be used to track the percentage of students given the appropriate standardized post-test after attending a minimum of 40 classroom hours. ICCB requires 65% of students be post-tested with the appropriate Adult Education standardized test. This will be reviewed every 2 weeks at a minimum.

**Target:** 65% of students will be post-tested with the appropriate Adult Education standardized test.

**Mid-Year Progress:** We have post-tested 19.86% of current students as of December 5. This includes students who haven't earned the required hours for post-testing protocols. The end of semester post-testing will be completed in the next 2 weeks.

**Mid-Year Planned Improvements:** Continue post-testing students as they reach the required hours.

**Measurement 3:** DAISI will be used to track Measurable Skill Gains (MSGs) monthly at minimum. MSGs include sufficient gains on ICCB-approved tests following state and publisher protocols, students who earn a State of Illinois High School Diploma or a diploma from their local high school due to credits earned through the Optional Education program.

**Target:** 37.1% (ICCB target) of AE students will make at least one MSG per period of participation by the end of the year.

**Mid-Year Progress:** As of December 5, we have 21.95% MSGs. There have been 12 High School Completion (HSC) and General Educational Diploma (GED) graduates and 19.86% of students made Level Gains

**Mid-Year Planned Improvements:** Continue helping students to progress in their learning to pass GED tests or complete the requirements for HSC depending on which program they are in. We will have a new Full-time HSC teacher for the spring semester, which adds additional challenges and opportunities.

**Objective 2:** Provide Pre-Bridge and Bridge classes to Adult Education students.

**Measurement 1:** Use DAISI and/or Banner to assess the number of pre-Bridge and Bridge classes that we offer and deliver.

**Target:** Offer and deliver a minimum of 2 pre-Bridge classes and 1 Bridge class.

**Mid-Year Progress:** We have offered one Pre-Bridge class, with a second one planned for March and a Bridge class planned for May-June.

**Mid-Year Planned Improvements:** Continue with our offerings and keeping a strong enrollment based on meeting students' needs and educational goals as well as strong connections with the instructors.

**Measurement 2:** DAISI and/or Banner will be used to assess the number of students enrolled in at least one Pre-Bridge or Bridge class.

**Target:** A minimum of 40 students will be enrolled in at least one Pre-Bridge or Bridge class.

**Mid-Year Progress:** There were 22 students enrolled in our first Pre-Bridge class.

**Mid-Year Planned Improvements:** Continue offering Pre-Bridge and Bridge classes.

## Adult Education Department Goal 1 (continued)

The Adult Education Department will improve student success and completion by providing comprehensive instruction to meet established Federal and State performance measures.

**Objective 3:** Provide Integrated Career and Academic Preparation (ICAPS) programming to Adult Education students.

**Measurement 1:** DAISI and/or Banner enrollment information will be reviewed quarterly.

**Target:** A minimum of 4 students will enroll in ICAPS classes.

**Mid-Year Progress:** There were 3 students enrolled in ICAPS classes for session 1.

**Mid-Year Planned Improvements:** An additional student will be enrolled in ICAPS classes for session 2. In addition, we have revamped the Healthcare Bridge to make it more appealing to students. That offering will begin in the Fall of Fiscal Year 2025, with us already informing students of this option and helping them plan, which includes taking Pre-Bridge and Bridge classes.

**Measurement 2:** DAISI, Banner, and/or Data Warehouse will be used to assess the number of ICAPS students who complete their ICAPS program and earn a certificate.

**Target:** At least 1 student will complete their ICAPS program and earn an ICAPS certification.

**Mid-Year Progress:** We anticipate meeting the goal in May, at the end of the current IT ICAPS cycle.

**Mid-Year Planned Improvements:** Continue supporting students.

**Objective 4:** Provide Adult Education faculty and adjuncts with professional development opportunities.

**Measurement:** Professional development hours are entered in DAISI monthly based on sign-in sheets from meetings, attendance certificates, and written reports from teachers after earning their professional development

**Target:** 90% of faculty and adjuncts will complete 12 hours of professional development activities in addition to the BHC required trainings.

**Mid-Year Progress:** 22% of teachers have completed their required professional development and have turned in the required information for it to be entered.

**Mid-Year Planned Improvements:** Continue reminding teachers of this requirement monthly at minimum and offering suggestions for professional development. We also have plans for 4 hours of professional development opportunities early in the spring semester.

## Adult Education Department Goal 2

The Adult Education Department will improve student success, retention, and completion by providing student support services.

**Objective 1:** Chair, coordinate, and maintain the Area Planning Council meetings and reports in order to coordinate with area agencies that provide resources and support to students.

**Measurement:** Adult Education staff will report the number of referrals given to Area Planning Council partners and other area agencies each quarter.

**Target:** 80 Adult Education students will be given referrals to area agencies that best meet their needs.

**Mid-Year Progress:** 52 referrals have been given to agencies outside of BHC to strengthen our commitment to the community and providing exceptional students support.

**Mid-Year Planned Improvements:** Continue making referrals and tracking referrals made.

## Adult Education Department Goal 2 (continued)

**The Adult Education Department will improve student success, retention, and completion by providing student support services.**

**Objective 2:** Provide Early School Leaver Transition Programming (ESLTP) according to the terms of the ESLTP grant.

**Measurement:** Use Virtual ESLTP Data Application to track the number of students in the ESLTP program. This is updated regularly, as students enroll and when they complete assignments.

**Target:** A minimum of 30 students will be enrolled and participate in the ESLTP program.

**Mid-Year Progress:** At the end of Q1, there were 26 students enrolled in ESLTP.

**Mid-Year Planned Improvements:** Continue enrolling and working with students who meet the requirements for enrollment in ESLTP.

**Objective 3:** Collaborate with Workforce Innovation and Opportunity Act (WIOA) partners to provide Title I services to youth based on the Training for Employment and Academic Mastery (TEAM) and CareerLink grants.

**Measurement:** TEAM and CareerLink Advisors will report the number of students enrolled and participating in their programs each month.

**Target:** A minimum of 36 students will be enrolled in either TEAM or CareerLink.

**Mid-Year Progress:** During session one, 28 students have enrolled in TEAM or CareerLink through BHC Adult Education.

**Mid-Year Planned Improvements:** Continue enrolling students who meet the requirements.

**Objective 4:** Aid in transitioning to campus or the workforce.

**Measurement:** Quarterly reports from the Adult Education Advisor will be used to track the number of students assisted more than once.

**Target:** The Adult Education Advisor will meet with at least 50 students multiple times in order to assist them with activities including transitioning to campus or career planning.

**Mid-Year Progress:** The Adult Education Advisor has met with 71 students more than one time to assist them as needed.

**Mid-Year Planned Improvements:** The Adult Education Advisor will continue introducing themselves to students and meeting with them as needed to support them as needed. We will continue tracking this for a more accurate yearly report.

**Objective 5:** Provide Adult Volunteer Literacy (AVL) programming to Adult Education students according to the terms of the Secretary of State Adult Volunteer Literacy Grant (SOS-AVL).

**Measurement 1:** The Adult Volunteer Literacy Coordinator tracks the number of volunteers working with students, reporting the data to the Adult Education program as well as including it in quarterly grant reports.

**Target:** After 12 hours of training, a minimum of 35 volunteers will tutor Adult Education students following the SOS-AVL grant guidelines.

**Mid-Year Progress:** There have been 23 volunteer tutors who completed their 12 hours training and worked with students during session one.

**Mid-Year Planned Improvements:** Continue recruiting throughout the community and online as well as providing strong training and support.

**Measurement 2:** The Adult Volunteer Literacy Coordinator tracks the number of students working with volunteer tutors, reporting the data to the Adult Education program as well as including it in quarterly grant reports.

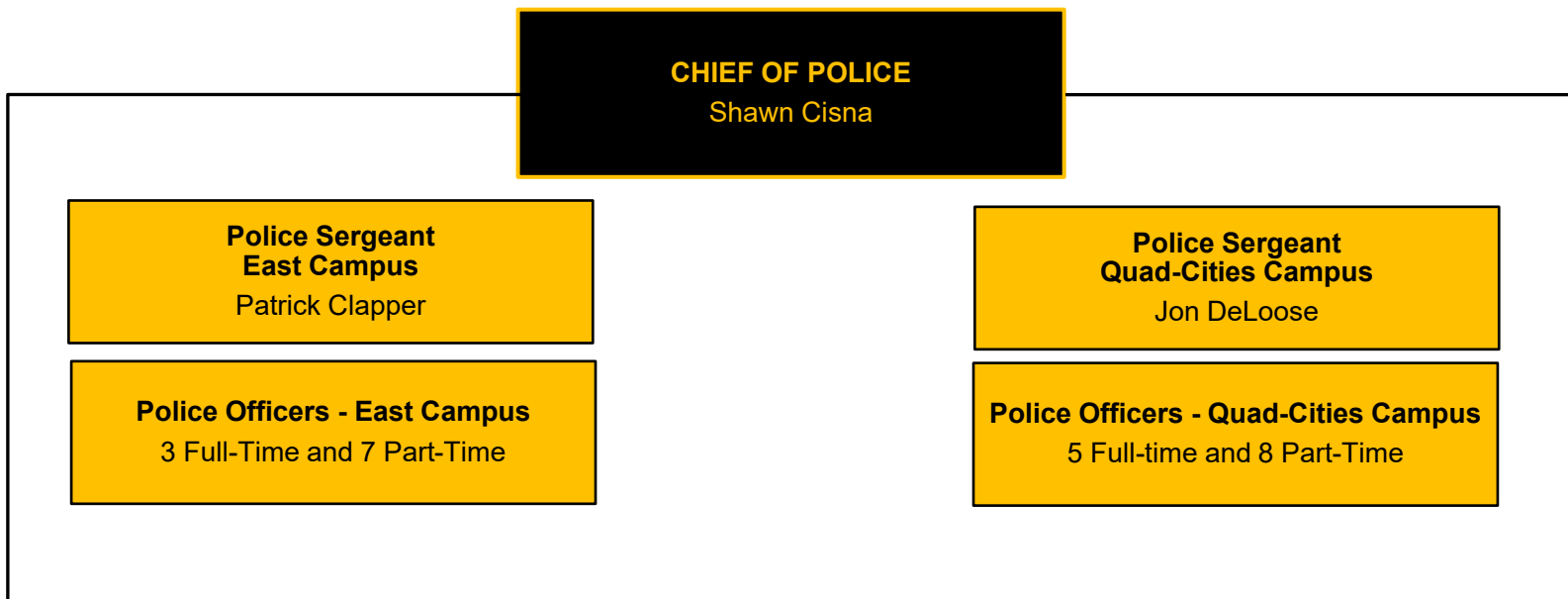
**Target:** 88 Adult Education students will work with a volunteer tutor.

**Mid-Year Progress:** There have been 76 Adult Education students tutored through the Adult Volunteer Literacy Program.

**Mid-Year Planned Improvements:** Continue recruiting tutors, training them, and matching them with students who need additional support.

## Office of the Chief of Police

The Chief of Police oversees, plans, and directs all district-wide activities of the Black Hawk College Police Department. The Chief of Police provides administration and management of emergency communications, police patrols, criminal investigations/prosecutions, records, physical security, crime prevention, emergency planning, regulatory compliance, community outreach, and threat analysis/response. The Chief of Police provides direct supervision of the police officers and the Emergency Dispatch Coordinator. This is reflected in the goals, objectives, and measures laid out in the Police Unit Plan, which can be found on the following pages.



## Police Department Goal 1

### To implement requirements under the Illinois SAFE-T Act

**Objective:** Identify and implement required components of the Illinois SAFE-T Act and other associated laws/regulations

**Measurement:** Completion will be assessed through practitioner facilitated training that meets certification requirements. Results will be collected by the Illinois Law Enforcement Training and Standards Board Law Enforcement Data Interchange. This training is required for all sworn officers of this department and is due every 36 months.

**Target:** Completion of scenario training covering the following mandates:

- De-escalation Techniques
- High-Risk Traffic Stops
- Law concerning stops, searches, and the use of force
- Officer safety techniques, including cover, concealment, and time

**Mid-Year Progress:** Training is scheduled for May 5, 2024

## Police Department Goal 2

### Strengthen college resilience to emergency crises

**Objective:** Tabletop exercises will be conducted at the department level with key stakeholders. These exercises will consider different risk scenarios and response capabilities in preparation for critical events.

**Measurement:** Department level tabletop exercise scenarios will be measured by the completion of the tabletop exercise. Tabletop exercise documentation is confidential and is to be kept secured on network drives.

**Target:** Observed utilization of the department level business continuity plan and other support documentation, such as procedure manuals and administrative guidelines, to improve department performance during a crisis.

**Mid-Year Progress:** An inter-departmental tabletop exercise was completed in coordination with business continuity planning on Monday, November 6th.

- Overall feedback: Timing of exercise was good. Cross-department immersion in the next tabletop exercise.
- What worked well: Scenarios were relevant; Number of questions were good; Helpful to have the same topic in the scenario, testing various stages of the event; Maybe some extra time for the scenarios 15-20 rather than 10-15; First step is to review the Business Continuity Plan (BCP) beforehand.
- How much of the tabletop exercise increased your knowledge of the BCP: Knowledge of the BCP increase a lot for the participants
- Did you collect the information needed to update the BCP? – Yes from all participants
- What can we do to improve the exercise?: Increase the frequency of the exercises; touch base learning including disaster recovery review; incorporate a restroom break

**Mid-Year Planned Improvements:** Tabletop exercise topic specific action items were identified and are being addressed. Final report will be included in the year-end report.

**Offices of the Executive Directors of the Black Hawk College Foundations – Quad-Cities Campus and East Campus**

The Executive Directors of the Black Hawk College Foundation and the Black Hawk College East Campus Foundation are responsible for planning, implementing, and managing a comprehensive development program including annual fundraising campaigns, capital projects campaigns, donor cultivation, deferred giving, student scholarships, and corporate giving. The Executive Directors provide supervision of the foundation assistants. This is reflected in the goals, objectives, and measures laid out in the individual Foundation Unit Plans, which can be found on the following pages.



## Black Hawk College Foundation Department Goal 1

The Black Hawk College Foundation is dedicated to cultivating support to enhance the mission of the College. The Black Hawk College Foundation empowers students by providing scholarships based on merit and financial need.

**Objective:** The Foundation will maintain the over 90 scholarships and expand the scholarship program for the benefit of students enrolled at the Quad-Cities Campus.

**Measurement 1:** The Foundation will maintain the over 90 scholarships for the benefit of students enrolled at the Quad-Cities Campus. We have 81 scholarships; 584 awards; and 219 unduplicated students awarded scholarships at the foundation at the beginning of the academic year and need to ensure that the scholarships are funded and oversee investments are held at levels agreed to by the board and according to our investment policy.

**Target:** Investments are monitored monthly and presented at either the monthly executive finance committee meeting or the quarterly board meeting.

**Mid-Year Progress:** We have reported investments monthly at executive finance meetings and quarterly board meetings. Investments have been down. We anticipate that investments will be back at earning at the end of 2024.

**Measurement 2:** The Foundation will expand the scholarship program for the benefit of students enrolled at the Quad-Cities Campus.

**Target:** Add annual and endowed scholarships.

**Mid-Year Progress:** To date, we have added 2 annual scholarships. These two donations are from new donors. One is a tentatively one-time and will reassess impact to ensure. The other donation is endowed elsewhere but will have annual payouts once enough has been earned to award.

## Black Hawk College Foundation Department Goal 2

Encourage and nurture continuous improvement actions that evaluate and enhance college operations using data-informed planning and resource allocation processes resulting in innovative services and programs that meet the needs of students, employees, and the constituents of the communities we serve.

**Objective 1:** The Foundation will operate with the necessary supplies, materials, and equipment in support of its philanthropic programs.

**Measurement:** The Foundation will operate with the necessary supplies, materials, and equipment in support of its philanthropic programs.

**Target:** Make sure office area is welcoming for our donors, board and students.

**Mid-Year Progress:** We have made the office a bit more welcoming by having separate meeting spaces. Hosted statewide advancement professionals day on campus.

**Objective 2:** The Foundation will operate with the necessary systems, information, and data to build its philanthropic programs.

**Measurement:** Ensure that we are updating records for mailings, news and event invitations.

**Target:** Update lists to include prospective or future donors.

**Mid-Year Progress:** Lists are updated quarterly or as needed to ensure we are communicating with donors. Hired a student worker to help with office filing and support other office duties.

## Black Hawk College Foundation Department Goal 3

**Cultivate and nurture engagement in the communities we serve by expanding partnerships and connecting regionally with business, industry, and educational leaders to train a diverse and qualified workforce, supporting regional economic development efforts.**

**Objective 1:** Provide opportunities to engage community, business, and industry partners through the events and fundraising campaigns.

**Measurement:** Host engagement events specific to alumni, retirees, donors, and fundraisers.

**Target:** Host an alumni night. Host a retiree get together. Host a donor stewardship event - scholarship banquet. Host a fundraiser - Black & Gold Celebration.

**Mid-Year Progress:** We have hosted the alumni night, a retiree get-together and a stewardship event. We are currently working on promoting the fundraiser.

**Objective 2:** Offer engagement opportunities for Alumni Hall of Fame inductees and have on campus events for alumni.

**Measurement:** Offer engagement opportunities for Alumni

**Target:** Increase communications to alumni. Open nominations for Alumni Hall of Fame. Host events specific for alumni to connect.

**Mid-Year Progress:** We have hosted an alumni night which was low in attendance. There have also been efforts to host an alumni baseball game but weather forced that cancellation. We have opened up nominations for the alumni hall of fame. Increased number of applications and inductees. Communications with alumni has increased to three times a year through a newsletter.

## Black Hawk College Foundation Department Goal 4

**Create Employee Engagement Opportunities. Collaborate with employees to create philanthropic experiences.**

**Objective 1:** Support and promote grant opportunities for staff to enhance their impact at BHC.

**Measurement 1:** Support and promote grant opportunities for staff to enhance their impact at BHC.

**Target:** Increase the budgeted amount of mini-grant funds available through an easy to apply process.

**Mid-Year Progress:** We have budgeted \$25,000 to support staff and faculty through innovative projects that directly impact students. To date we have approved 3 grant requests totaling \$5,914.

**Measurement 2:** Provide campus-wide activities to build philanthropy.

**Target:** Two to three activities per year to engage employees and the opportunity to give to the foundation.

**Mid-Year Progress:** We have provided the penny games opportunity and the giving tree event. Both of these events build on the generosity of our employees but also give an opportunity to be more engaging versus just donating. The penny games is finalized with a night at the ball park where the champion gets to throw the first pitch. The giving tree supports BHC students and their families with additional support during the season of giving.

**Objective 2:** Foundation staff will have access to training and professional development that hones financial and development skills and develops new skills where gaps exist.

**Measurement:** Foundation staff will have access to training and professional development that hones financial and development skills and develops new skills where gaps exist.

**Target:** Attend development trainings or networking groups.

**Mid-Year Progress:** While I have not attended a conference or training this year due to schedule, I was able to attend networking events with the IL Community College Foundation Executives. Additionally, the college will host the Spring convening of executives on campus.



## Black Hawk College Foundation – East Campus Department Goal 1

The Black Hawk College East Foundation is the primary support partner of the East Campus of Black Hawk College, providing for and carrying on activities that facilitate the growth and development of the East Campus. We also administer scholarships and provide additional services for our students.

**Objective 1:** Increase awareness of scholarship opportunities available to students offered by the East Foundation through scholarship awareness to encourage a greater number of East Campus students to apply for scholarships.

**Measure:** The East Foundation will use the Next Gen scholarship portal to pull reports each month that the scholarship application is open to track submitted applications, with the intention to increase the amount of submitted applications.

**Target:** 125 East Campus applicants.

**Mid-Year Progress:** Scholarship applications are not open until March 1 and will close on June 1. I am working with local high schools to do scholarship presentations for graduating seniors in the spring.

**Objective 2:** Establish new annual and endowed scholarship support to provide additional access to educational opportunities to students attending East Campus.

**Measure:** Assessment is based on the number of new scholarships added.

**Target:** One new annual or endowed scholarship per year.

**Mid-Year Progress:** The East Foundation approved the allocation of the following scholarship funds in November 2023:

- \$25,000 will establish the Donal Ward Ag Scholarship Fund. This would be an annual scholarship given to a candidate who is pursuing a career in the field of Agriculture. Qualified recipients must complete an East Foundation scholarship application by the declared deadline. This will be an annual \$1,000 scholarship that will last 25 years beginning the fall semester of 2024.
- \$25,000 to establish the Donal Ward Vet Tech Endowment. This would be a Vet Tech faculty-selected award given to a deserving student from Illinois. The first award would not be given until fall of 2026.

## Black Hawk College Foundation – East Campus Department Goal 2

Enhance donor relations to grow revenue for scholarships, grants, building and special projects for the college.

**Objective 1:** Continue to work towards obtaining accurate alumni and donor data, including contact information in the Donor Perfect database to use for direct mail solicitations, major and planned gifts to provide students and faculty with the resources they need for student success and completion.

**Measure:** We will measure the accuracy of our donor data based on the amount of bad or returned addresses when bulk mail is sent.

**Target:** Our annual mailing list has over 4,000 individuals. Our target is to have a 90% accuracy on the addresses that we pull from Donor Perfect.

**Mid-Year Progress:** Our annual mailing was sent to the printers on 12.1.23. Once the mailing piece is printed and ready to be mailed, we will get a report of bad addresses. We anticipate having 90% accuracy.

**Objective 2:** Utilizing a strategic moves management plan (identification, cultivation, solicitation, and stewardship) will ensure funds to advance the mission of the East Foundation.

**Measure:** We will use our financial summary reports generated by our accountants to measure the outcome of our fundraising efforts.

**Target:** To generate over \$100,000 in annual giving.

**Mid-Year Progress:** We do not have December financials yet, but as of September 30th, the East Foundation's total annual giving between our general, scholarship and Agri-Business Club Alumni fund was \$44,839.05. At just over 44% of our goal in the first quarter, we anticipate achieving our target.

**Objective 3:** Provide professional and continuing education opportunities and training to East Foundation staff.

**Measure:** Measurement based on the amount of professional development within the department.

**Target:** One professional development opportunity per year for each East Foundation member.

**Mid-Year Progress:** Danielle attended the Illinois Community College Foundation Executives' meetings in October where there were community college foundation personnel from all over the state of Illinois. Black Hawk College Foundation (QC) will host the next meeting in February.

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## Strategic Plan FY2022 - 2025

### Be A Leader In Student Success And Outcomes

*We will prepare all students for rewarding careers and futures.*

- Enhance and expand innovative teaching and learning practices and support services that promote quality educational experiences.
- Implement systematic assessment of learning in academic programs, co-curricular activities and student services that inform and improve curriculum and student success.
- Foster an equitable and inclusive learning and student support environment.
- Identify and close equity gaps in student retention, persistence, and program completion rates.

### Embrace Diversity, Equity, And Inclusion As Part Of Who We Are

*We will model an inclusive, equity-minded college that educates and celebrates the unique contributions of all members of our community.*

- Create an inclusive college community of learners in an atmosphere of mutual respect, inclusiveness and acceptance where all feel welcome and able to contribute.
- Provide targeted outreach and enrollment opportunities to historically underserved populations.
- Recruit and retain quality employees who reflect the diversity of our communities.
- Provide opportunities for civic engagement in a diverse, multicultural society.

### Develop Workplace Culture: Work As If Anything Is Possible

*We will develop a work environment where employees are innovative, engaged, and make a difference.*

- Implement programs to strengthen a culture of trust, accountability, and collaboration resulting in innovation and resiliency within the College.
- Establish career pathways for employees through the use of job shadowing, mentoring, and succession planning.
- Invest in strategic professional development opportunities for all employees to advance their skills, competencies, and professional qualities in delivering and supporting best practices in higher education.

### Strengthen Institutional Effectiveness Through Integration Of Assessment, Planning, And Resource Allocation

*We will demonstrate continuous improvement and reflection based on systematic collection, analysis, and communication of the use of information.*

- Ensure institutional effectiveness through the development, collection and transparent communication of strategic key performance metrics.
- Implement processes that use data-informed decision making to drive continuous improvement, allocate resources, and enable initiatives that align with the institution's strategic priorities.
- Provide stewardship of our resources to ensure financial aid and environmental sustainability.
- Adhere to accreditation expectations through continuous improvement, evidence-based documentation, and annual monitoring processes.

### Strengthen The Community Through Engagement And Workforce Development

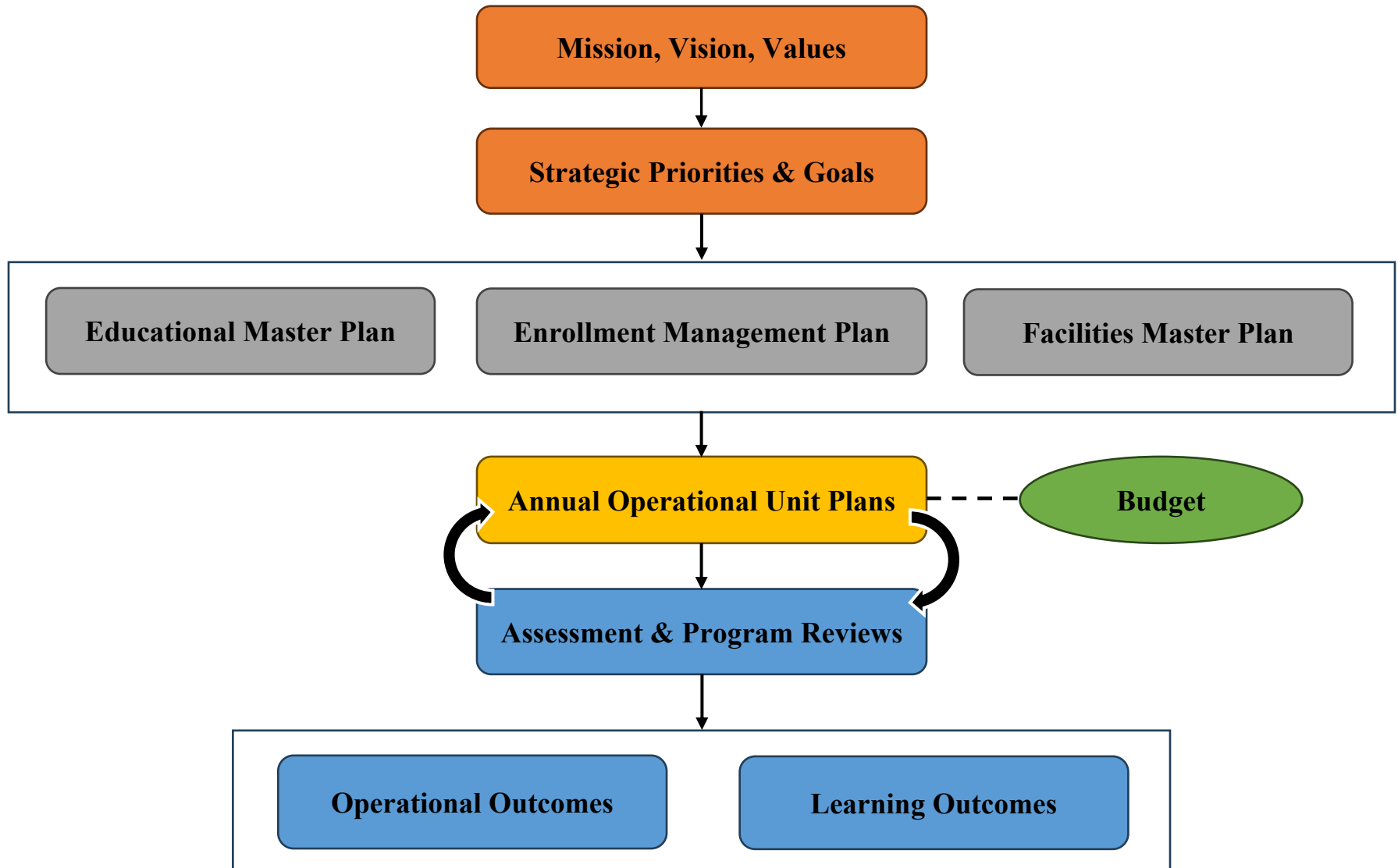
*We will be the leading provider of workforce and economic development solutions.*

- Expand participation as a genuine economic development partner on regional economic agency bodies.
- Develop and align college transfer, career, and technical programs to meet regional employer needs.
- Provide co-curricular learning opportunities, such as, but not limited to, internships, apprenticeships, job shadowing, clinicals, competitive academic teams, etc. providing students with experiences and pathways from college to work/career.

Strategic Plan Initiatives by Department	Be a Leader in Student Success & Outcomes	Embrace Diversity, Equity, & Inclusion as Part of Who We Are	Develop Workplace Culture: Work as if Anything is Possible	Strengthen Institutional Effectiveness through Integration of Assessment, Planning & Resource Allocation	Strengthen the Community through Engagement & Workforce Development
Academic English as a Second Language	X	X	X	X	X
Academic Services Division	X	X			
Accounting Services	X	X			
Adult Education	X	X	X		X
Agriculture Department	X				X
Anthropology	X	X		X	
Art, Discipline	X	X	X	X	
Articulation & Transfer Services	X		X	X	
ASC/Welcome Center		X	X	X	
Associate Degree Nursing, AAS				X	
Athletics	X		X	X	X
Automotive Repair Technology AAS & Certificate				X	
Basic Nurse Assistant Training Program, Certificate	X				
BHC Foundation	X	X	X	X	X
Budget and Finance				X	
Campus Services				X	
Career Services	X				X
College Experience and Success Department	X				
Communication	X		X	X	
Community Recreation					X
Computer Information Processing	X				
Counseling	X				
Criminal Justice AAS and Certificate	X	X		X	X
Early Childhood Education and Education Department	X			X	
Educational Advisement & Success Coaching	X	X	X	X	
English	X		X		X
Enrollment Services	X	X	X	X	X
Facilities	X		X		
Finance & Administration	X	X	X	X	X
Financial Aid	X				
Fitness Center	X				X
Honors Program	X			X	
Human Resources		X	X		
Humanities				X	
Instruction & DEI	X			X	
Instruction/Economic & Workforce Development Division	X			X	X
International Initiatives	X	X	X	X	X
IT Infrastructure/Admin				X	

Library	X			X	
Marketing and Public Relations	X		X	X	
Mathematics Department	X			X	
Music, Discipline	X				X
Natural Science and Engineering Department	X		X		
Patient Care Assistant, Certificate	X				
Payroll			X	X	
Perkins	X	X	X	X	X
Phi Theta Kappa	X	X			X
Physical Therapist Assistant, AAS	X	X		X	X
Planning and Institutional Effectiveness	X		X	X	X
Police				X	
Practical Nursing, Certificate	X				
Professional and Continuing Education	X	X	X	X	X
Psychology	X			X	
Purchasing				X	
Reading	X			X	
Recruitment	X				X
Risk Management				X	
Sociology	X			X	
Student ADA Services	X	X			
Student Affairs	X				
Student Government	X	X			X
Student Life and Engagement	X	X			X
Teaching and Learning Center	X		X	X	
TRIO	X				
Tutoring Center	X				
Welding Certificate, including Gas/Shield Metal Arc Welding	X				

# Integrated Institutional Planning Framework



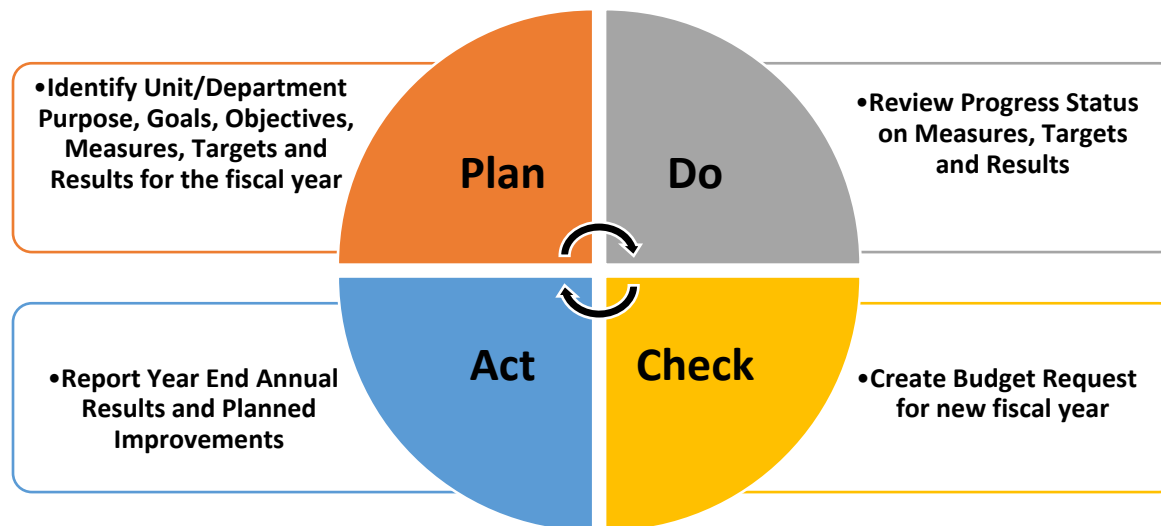
# Budget Planning Process

When prepared with thought and diligence, a budget can be one of the most useful tools available to both external and internal users. By examining how and where an organization allocates its resources, the budget helps communicate the organization's goals, priorities, and long-term financial plan. These goals and priorities provide the institution with a mechanism for funding priorities and an institutional action plan.

Finally, a budget is a resource allocation tool that evaluates and rewards units for their contribution to the achievement of enunciated goals. An effective resource allocation process must align resource distribution with the institution's vision and values through a financial plan. That process must purposefully distribute revenue as a direct reward for contributions to the achievement of these goals. To this end, the College prepares an annual budget directly linked to the vision, values, mission, and strategic priorities of the institution.

## Integrated Planning and Budgeting Cycle

Black Hawk College's budget planning process begins at the unit/department level with faculty, staff, directors, department chairs, and deans identifying specific outcomes/objectives, measures, and targets for improvement initiatives. Unit budgets are established with these outcomes/objectives in mind to ensure adequate financial resources are secured to aid in successful achievement of unit goals and the strategic plan. In February, these plans and accompanying prioritized financial needs are discussed with their President's Cabinet leadership member and brought forward in the budget building decision-making process.





## **Basis of Budgeting**

Black Hawk College adheres to all generally accepted accounting principles (GAAP) applicable to government units and Illinois community colleges. In addition, the Governmental Accounting Standards Board (GASB) is the standard setting body that establishes requirements the College adheres to for accounting and financial reporting purposes. The College also adheres to financial reporting requirements enforced by the Illinois Community College Board (ICCB) as set forth in the ICCB Fiscal Management Manual. All funds use the modified accrual basis of accounting except for the permanent fund which uses the accrual basis of accounting.

For financial reporting purposes, the College is considered a special-purpose government engaged only in business-type activities. Accordingly, the College's financial statements are presented using the economic resources measurement focus and the accrual basis of accounting. Under the accrual basis, revenues are recognized when earned, and expenses are recorded when an obligation has been incurred. On an accrual basis, revenue from property taxes is recognized in the period for which the levy is intended to finance. Revenues from grants, state appropriations, and other contributions are recognized in the year in which all eligibility requirements have been satisfied. Eligibility requirements include timing requirements, which specify the year when the resources are required to be used or the fiscal year when the use is first permitted, matching requirements, in which the College must provide local resources to be used for a specified purpose, and expenditure requirements, in which the resources are provided to the College on a reimbursement basis.

To ensure consistency in financial reporting and economy of effort in financial operations and analysis, the College budgets and accounts for its financial operations on the same basis. Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied. Both GASB and ICCB require accounting by funds so limitations and restrictions on resources can be easily accounted for. The College utilizes fund based accounting to record all revenues and expenditures incurred. Accordingly, individual budgets are prepared for each fund. The College develops and administers budgets on the same basis as its financial reporting.

All governmental funds are budgeted using the modified accrual basis of accounting. There are no exceptions to the modified accrual basis of accounting for revenues. All revenues are recognized when they become measurable and available as current assets of the College. Revenues considered to be susceptible to accrual are:

- Real estate tax
- Corporate Personal Property Replacement Tax
- Tuition and Fees
- Interest
- Allocations from state government
- Allocations from federal government

Taxpayer-assessed taxes are considered "measurable" at the time they are levied, as well as "available" since they are considered to be collectible within the next year. Taxes are then recognized as revenue at that time on an accrual basis. Budgeted taxes for FY2025 represent

levies for both 2023 and 2024. Conversely, anticipated refunds of such taxes are recorded as liabilities and reductions of revenue when they are measurable and the validity certain.

Expenditures are generally accounted for using the modified accrual basis of accounting. They are recorded when the related fund liability is incurred. Expenditures are recorded on the modified accrual basis except for inventory items, such as materials and supplies, which are accounted for using the purchasing method, which dictates that they are considered expenditures in the period purchased. However, any significant amounts of inventory are reported on the balance sheet.

As part of its budgetary organization and control, budget levels are established for each fund and within the fund by object and function. Managers at all levels are charged with continuously monitoring expenditures within their programs. While the legal limits on expenditures are established by the amounts of the legal budget, the usual management practice is to monitor expenditures by department and line item within the department.

The College also maintains an encumbrance accounting system as one technique of accomplishing budgetary control.

## **Budget Preparation Process**

The Executive Vice President and the Budget and Accounting Manager, with assistance from the Administrative Assistant to the Executive Vice President, along with various members of the Accounting Services Department, are responsible for the design and administration of the budget process at Black Hawk College. The annual budget process combines planning and budgeting to assist individual units in developing budgets that are consistent with their specific unit objectives, as well as the College's strategic goals and objectives.

The annual budget process begins in the fall of the preceding year when the Board of Trustees approves the annual audited financial statements. At this time, the Accounting Services Department begins preparing various trend reports that detail actual activity from previous years. These trend reports, contractual salary information, and blank forms will be made available to all participants in the budget building process. All historical data provided is intended as a reference point for the benefit of the Budget Managers.

The College began utilizing Budgeting for Outcomes (BFO) during the FY2012 budget building process. After much research, the Executive Vice President/CFO and the Accounting Services staff developed a process enabling the institution to further refine its efforts to act and react timelier and effectively to changing educational and economic climates. The Accounting Services staff has developed and continues to deliver a variety of training workshops to acquaint Budget Managers with the process. Budgeting for Outcomes simply provided additional steps in the process designed to ensure strategic configuration of the annual budget.

The Budgeting for Outcomes approach is based on strategic alignment, collaboration, transparency, accountability, and delivering the services that matter most to our students and the community (taxpayers). Budgeting for Outcomes aligns resources with planned results. Instead of starting with the previous year's budget and justifying increases from the base, as was the previous process utilized, Budgeting for Outcomes starts with a set of expected results through unit planning and encourages creative ways of achieving them. The budget is prepared through an inclusive and interactive process that is different from the traditional budgeting process. Budgeting for Outcomes does not enable the players in the budget to become better at the game; it changes the rules of the game. It is an approach that integrates strategic planning, long range financial planning, budgeting, and performance management.

Before any numbers can be developed, there are four basic principles that must be met by the budget teams (departments) and a determination of who or which group will make each principle's decision.

1. The College must establish broad goals. These goals will provide overall direction for the College and serve as a basis for decision making.
2. The College must develop approaches to achieve goals. The College should have specific policies, plans, programs, and management strategies to define how it will achieve its long-term goals.
3. The College must develop a budget that moves toward achievement of its goals, within the constraints of available resources.
4. The College should be continually evaluating financial performance and making adjustments to support progress in achieving its goals.

The College continues to utilize a combination of line item and pool budgeting techniques in conjunction with Budgeting for Outcomes. Line-item budgeting is used for all revenue accounts as well as all salaries and benefits, while pool budgeting is used for all other expenditure categories such as office supplies, contractual services, and utilities.

In the interest of continual improvement, the College implemented an electronic budget entry process in Fiscal Year 2015. The College's ERP system provides functionality for both online budget development and entry. This system expansion and subsequent process improvement has allowed budget managers to collaborate electronically, track budget changes, and view completed worksheets in real time. The electronic budget component has continued to create a more efficient and streamlined budget process for the Fiscal Year 2025 budget.

Revenue budgets are based on actual revenues received in previous years as well as anticipated changes in enrollment, tuition and fee rates, state funding levels, and equalized assessed values (EAV) within the District. In general, revenue budgets for the Operating Funds are determined by College Administration. Grant Managers remain responsible for developing appropriate revenue budgets for their restricted purpose funds.

Expenditure budgets are the sole responsibility of the Budget Managers and their President's Cabinet member. Each department must determine its level of service and the cost to deliver those results. Within this process is an incentive to produce the most and/or best results at a set price. Each President's Cabinet member is responsible for submitting the accumulated budget worksheets to the Budget Office.

In recent years, the budget process has developed an integrated planning approach with the Office of Planning and Institutional Effectiveness. At the beginning of the calendar year, Budget Managers attend training for both the Budget and Unit Planning Processes so that budget requests for the upcoming fiscal year are in alignment with the department's Unit Plan. In Fiscal Year 2022, the College adopted Anthology, a new program for the Unit Planning process. Within Anthology, Budget Managers are asked to perform a mid-year assessment of their current Unit Plan, and to submit a budget request in alignment with departmental goals, and additionally the College's Strategic Goals. Having the Budget Request in the same program as Unit Planning allow the two to share a space both physically and mentally which encourages Budgeting for Outcomes. The relationship between these processes is depicted on Page 67.

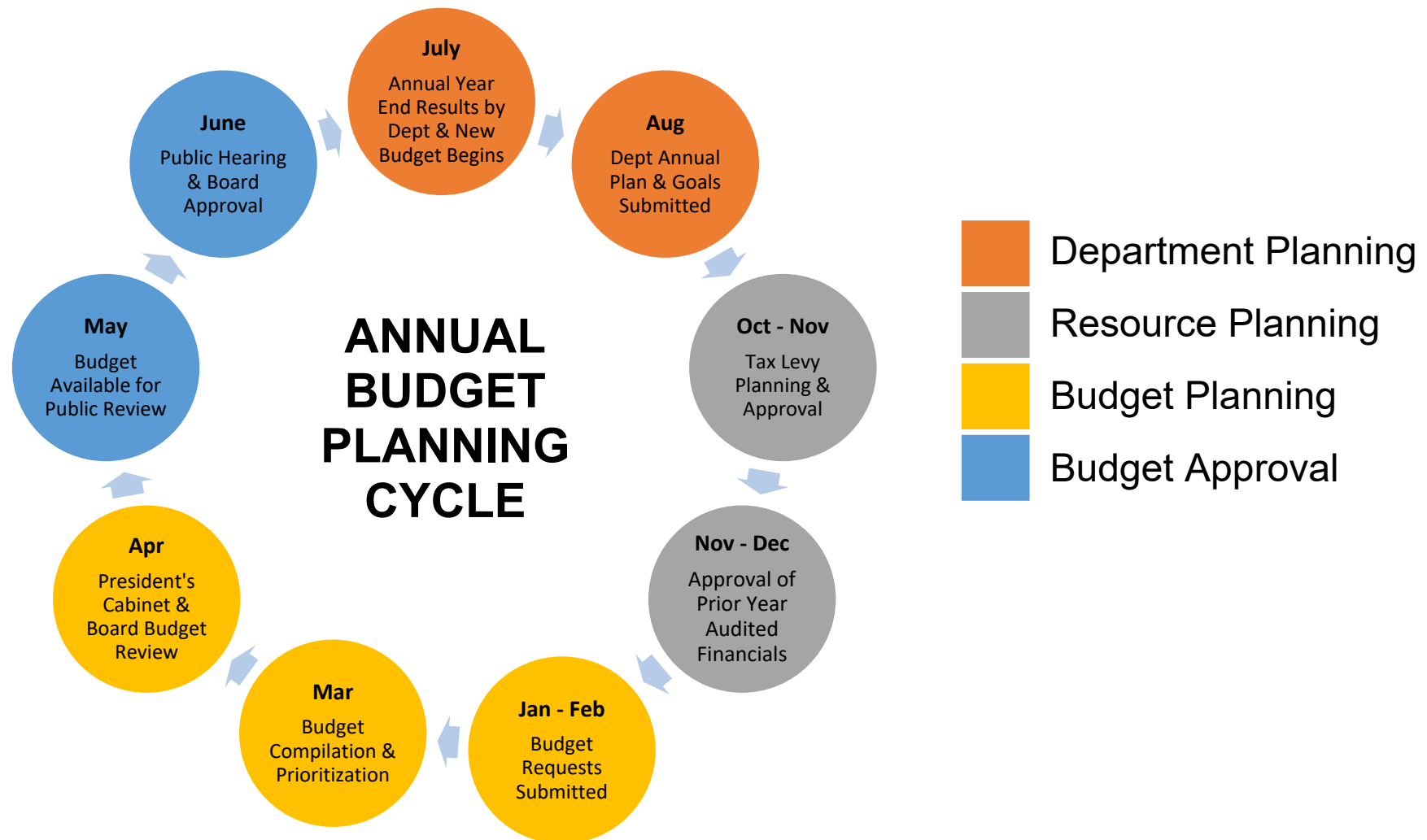
The most recent update to the Strategic Plan occurred in Fiscal Year 2022 and is effective through Fiscal Year 2025. For the planning process, the planning committee first gathers insight from the Board of Trustees, identifies the purposes and objectives of the College and for the most recent process, adopted the SOAR (strengths, opportunities, aspirations, and results) methodology. The next step is to gather and analyze environmental information, and feedback from constituents and employees. A plan is then drafted and edited based first on feedback from employees and the Executive Committee, and then the Board of Trustees. Once a final strategic plan is adopted, it is then presented and put into action. Budget Managers use these Strategic Goals to help form departmental goals that will help drive success for the College. Budget requests are a tool for Budget Managers to fund these goals and initiatives.

After all departmental budgets are submitted to the Budget Office, the requested budget is summarized and presented to the President's Cabinet as REQ Phase for review and discussion. The President's Cabinet reviews and adjusts the requested budgets to create a preliminary budget to be submitted as TEMP1 Phase to the Board of Trustees at the April Board of Trustees meeting for discussion and feedback. Upon receiving feedback from the Board of Trustees and the President's Cabinet entered into TEMP2 Phase, the Budget Office compiles the formal proposed budget document that will be placed on public display in mid-May.

It is anticipated that the Board of Trustees will adopt the budget during the June Board meeting and once adopted, the budget is submitted to the Illinois Community College Board (ICCB) and all county clerk's offices within the District in compliance with state statutes.

In the event the budget is not adopted prior to July 1, the Board of Trustees will approve a Resolution at its June meeting authorizing the College President to receive and expend funds for the first three months of the new fiscal year (July 1 through September 30) to maintain normal operations until a full fiscal year budget is in place.

Budgeted revenues and expenditures are analyzed regularly throughout the year when the Executive Vice President and Accounting Services department provide a monthly report of actual revenues and expenditures compared with budgeted amounts to the Board of Trustees. This report is presented in open session and public comments are welcome. After the budget has been approved and instated, the prior fiscal year's audit is already underway, leading to the Board of Trustees approval of the audited annual financial statements and yet another budget year's process beginning.



# FY2025 Budget Calendar

<b>October 2023</b>
Review Fiscal Year 2023 Budget to Actual Variance Reports.
<b>January 2024</b>
Budget Process Officially Begins with Presentations and Training Sessions. Instruction Packets Available Online.
Board of Trustees Receives Proposed Tuition Rates for Fiscal Year 2025 (First Reading).
Unit Plan Mid-Year Progress Reports due in Anthology.
<b>February 2024</b>
Fiscal Year 2025 Budget Worksheets Due to Deans and Directors by February 9, 2024
Fiscal Year 2025 Budget Worksheets Due to Vice Presidents by February 16, 2024
Board of Trustees Adopts Tuition Rates for Fiscal Year 2025 (Second Reading).
<b>March 2024</b>
Fiscal Year 2025 Budget Worksheets Due to the Budget Office by March 1, 2024.
Review Fiscal Year 2024 Projected Actual and Budget Variance Information.
<b>April 2024</b>
President's Cabinet Review of REQ Phase and create TEMP1 Phase of preliminary budget.
Board of Trustees Budget Workshop and transition of TEMP1 Phase to TEMP2 Phase of preliminary budget.
<b>May 2024</b>
Presentation of Proposed Fiscal Year 2025 Budget to the Board of Trustees and Begin 30 Day Public Display of the Document.

<b>June 2024</b>
Public Hearing and Adoption of the Fiscal Year 2025 Budget by the Board of Trustees.
<b>July 2024</b>
Implementation of Fiscal Year 2025 Budget Begins July 1, 2024.
Fiscal Year 2024 Unit Plan Year-End Annual Results and Annual Report due in Anthology by July 15, 2024.
<b>August 2024</b>
Fiscal Year 2025 Unit Plan Goals/Objectives and Measures Updated and Confirmed in Anthology by August 31, 2024.
<b>October 2024</b>
Tentative Adoption of 2024 Tax Levies by the Board of Trustees.
Fiscal Year 2024 Audited Annual Financial Report Due to the Illinois Community College Board (ICCB).
<b>November 2024</b>
Final Adoption of 2024 Tax Levies by the Board of Trustees.
Publish Fiscal Year 2024 Financial Audit Report in Local Newspapers.
<b>December 2024</b>
File Published Fiscal Year 2024 Financial Audit with ICCB, County Clerks of the Nine Counties within the Black Hawk College District, and the Regional Superintendents of Education.
Certification of 2024 Tax Levies Filed with the County Clerks of the Nine Counties within the Black Hawk College District.

*Note: Dates and activities are subject to change as necessary.*

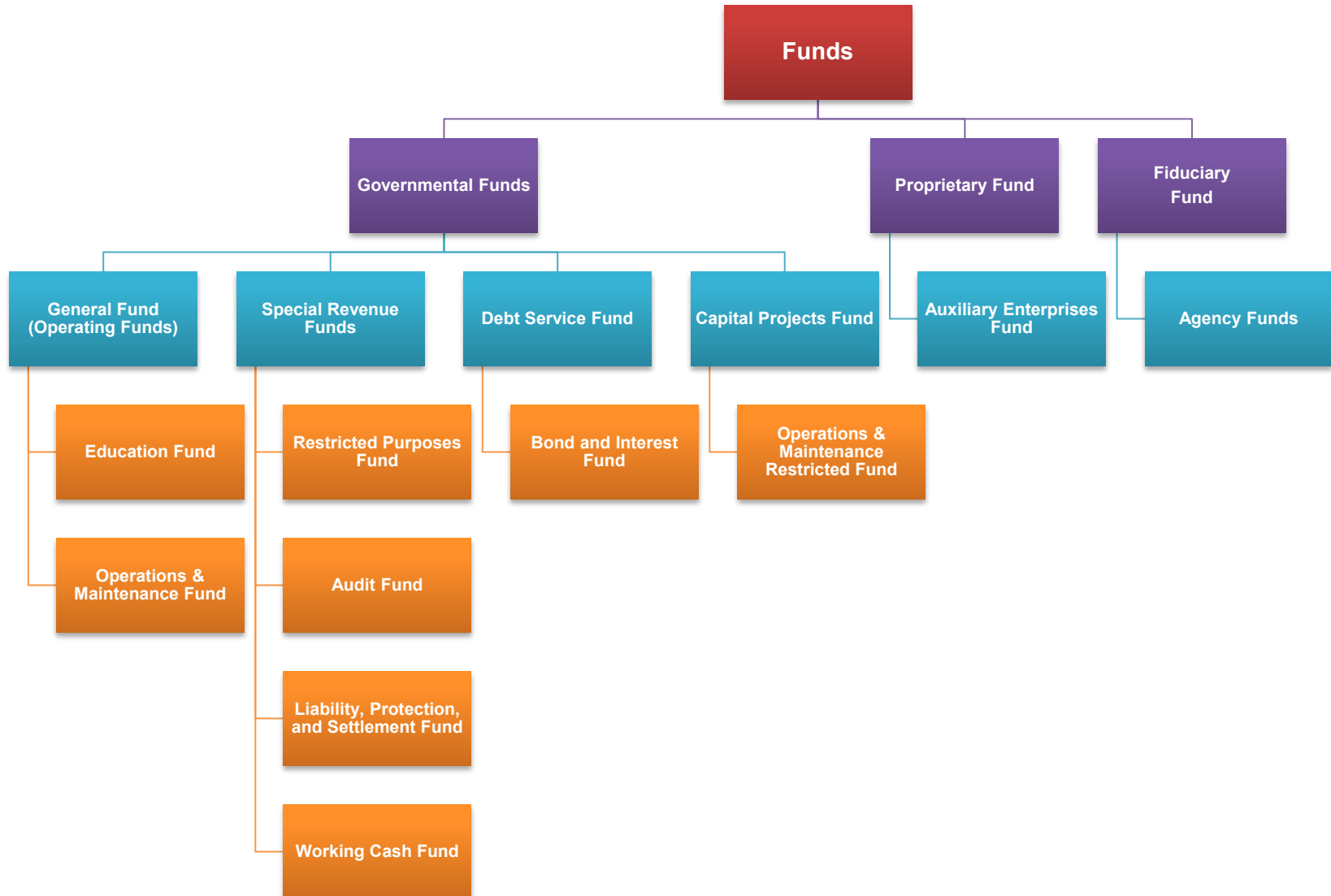
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# SUMMARY





# Fund Organization Chart



# Fund Descriptions

The College uses funds to report on its financial position and the results of its operations. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain college functions or activities.

A fund is a separate accounting entity with a self-balancing set of accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate. College resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.

Funds are classified into three types: governmental, proprietary, and fiduciary. The governmental fund type, in turn, is divided into separate categories.

## **Governmental Fund Types**

Most governmental functions are accounted for through governmental funds. The acquisition, use, and balances of the government's expendable financial resources and the related current liabilities - except those accounted for in proprietary or fiduciary funds - are accounted for through governmental funds (general, special revenue, debt service, and capital projects funds).

## ***General Fund (Operating Funds)***

The Education Fund and Operations and Maintenance Fund together comprise most of instructional, instructional support, student services, and operational activities of the College. When grouped together, these funds are referred to as the "Operating Funds." The Illinois Community College Board uses the combined Education and Operations and Maintenance Funds as the "Operating Funds" for financial reporting purposes. The local Board of Trustees may decide within the budget for the distribution of unrestricted revenues other than local property taxes among the Operating Funds.

**Education Fund** – The Education Fund is established by Section 3-1 of the Illinois Public Community College Act. The statutory maximum tax rate for the Education Fund is 75 cents per \$100 of equalized assessed valuation for community college districts in cities with less than 500,000 inhabitants. The current voter approved maximum is 12 cents per \$100 of equalized assessed valuation.

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 moveable equipment; library books and materials; and other costs pertaining to the educational programs of the college.

**Operations and Maintenance Fund** – The Operations and Maintenance Fund is established by Section 3-20.3 of the Illinois Public Community College Act. The statutory maximum tax rate is set at 10 cents per \$100 of equalized assessed valuation for community college districts in cities with less than 500,000 inhabitants. The current voter approved maximum is 7 cents per \$100 of equalized assessed valuation. This fund is used to account for expenditures for the improvement, maintenance, repair, or benefit of buildings and property. The payment of custodial and maintenance employees, cost for fuel, lights, gas, water, telephone service, maintenance supplies, and equipment are allowed.

## ***Special Revenue Fund Types***

Funds classified as Special Revenue Funds are used to account for revenues and expenditures associated with a specific source or legally restricted purpose. Black Hawk College has four Special Revenue Funds: the Working Cash Fund, the Audit Fund, the Restricted Purposes Fund, and the Liability, Protection and Settlement Fund. Each of these funds is described below.

**Working Cash Fund** – The Working Cash Fund is established by Section 3-33.1 of the Public Community College Act. This fund is first established without voter approval by resolution of the local board of trustees 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. Additional bonds may be issued, without voter approval, in an amount or amounts not to exceed 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 Working Cash Fund is used to account for financial resources held by the college to be used for temporary transfer to the operating funds. Bonds may be issued by resolution of the Board of Trustees to establish or increase the fund. Payments for the principal and interest of working cash bonds should be made from the Bond and Interest Fund. (Section 3-33.1 through Section 3-33.6 of the Public Community College Act relate to various provisions for the Working Cash Fund.)

For purposes of GASB reporting in the annual external audit, the Working Cash Fund bond principal would be classified as Restricted - Expendable since procedures for the abolishment of this fund exist in 110 ILCS 805/3-33.6. Interest earned by the bond principal would be classified as Unrestricted since 110 ILCS 805/3-33.6 allows the earned interest to be transferred to the Education or Operation and Maintenance Funds with no restrictions and no requirement for repayment.

**Audit Fund** – The Audit Fund is established by Chapter 50, Act 310, Section 9 of the Illinois Compiled Statutes for recording the payment of auditing expenditures. The portion of property taxes received for the audit levy is recorded in this fund and monies in this fund should only be used for the payment of auditing expenditures.

**Restricted Purposes Fund** – The Restricted Purposes Fund is for the purpose of accounting for monies that have restrictions regarding their use. Each specific project should be accounted for separately using a complete group of self-balancing accounts within the Restricted Purposes Fund. Appropriate steps are taken when establishing each group of self-balancing accounts to ensure that the accounting and reporting requirements of all grantors are met. If a grantor provides an accounting manual, that manual is followed when accounting for the group of self-balancing accounts. This fund should be used to account for state, federal, or other funds which are restricted for a specific purpose.

**Liability, Protection, and Settlement Fund** – The Liability, Protection, and Settlement Fund is established by 745 ILCS 10/9-107 and 40 ILCS 5/21-110.1 of the Illinois Compiled Statutes. The tort liability, Medicare insurance/FICA, unemployment insurance, and worker's compensation levies should be recorded in this fund. The monies in this fund, including interest earned on the assets of this fund, should be used only for the purposes authorized in 745 ILCS 10/9, for example, the payment of tort liability, unemployment, workers' compensation, and Medicare/FICA. Revenues received into this fund include property taxes levied for actual expenditures for authorized items only.

### ***Debt Service Fund***

Debt Service Funds are used to account for revenues and expenditures associated with the issuance and payment of general, long-term debt principal, interest, and other related costs.

**Bond and Interest Fund** – The Bond and Interest Fund is the debt service fund of the College and is established by Section 3A-1 of the Illinois Public Community College Act. This fund is used to account for payment of principal, interest, and related charges on any outstanding bonds. Debt service for each bond issue must be accounted for separately using a group of self-balancing accounts within the fund. Black Hawk College currently has three groups of self-balancing accounts for the three bond issuances the College has outstanding.

### ***Capital Projects Fund***

Capital Project Funds are used to account for revenues and expenditures specifically associated with the acquisition, construction, or improvement of facilities.

**Operations and Maintenance Restricted Fund** – The Operations and Maintenance Restricted Fund is established by Section 3-14 of the Illinois Public Community College Act. The local Board of Trustees may establish this fund by permitting an accumulation of funds for building purposes and site acquisition, including equipment for buildings and programs. Protection, health, and safety levies, building bond proceeds, capital renewal grants, and accumulated monies restricted from the levy for building purposes are to be accounted for in a series of self-balancing accounts in this fund.

### **Proprietary Fund Types**

Proprietary fund types account for the College's ongoing activities, which are similar to those often found in the private sector, where the determination of net income is necessary or useful for sound financial administration, or where services from such activities can be provided to outside parties (enterprise funds or to other departments or agencies primarily within the College's internal service funds). The College has one Proprietary Fund, the Auxiliary Enterprise Fund.

### ***Auxiliary Enterprises Fund***

The Auxiliary Enterprises Fund is established by Section 3-31.1 of the Illinois Community College Act. The Auxiliary Enterprises Fund exists to furnish a service to students and staff for which a fee is charged that is directly related to, although not necessarily equal to, the cost of the service. Examples of accounts in this fund include food services, student stores, intercollegiate athletics, and team events.

The main sources of revenue in this fund are student fees, food service sales, and bookstore sales. Additionally, student fees are assessed on a credit hour basis.

### **Fiduciary Fund Types**

Fiduciary fund types account for assets held by a governmental unit in a trustee capacity or as a custodian for individuals, private organizations, other governmental units, and/or other funds. The College has one primary Fiduciary Fund, a pension trust fund, as well as several other small agency funds. The agency funds are budgeted net zero and are included within Restricted Funds for budget purposes.

### **Non-Appropriated Funds**

The College does not budget for revenues and expenses incurred in either the Investment in Plant Fund or the General Long Term Debt Fund. These funds are ICCB mandated account groups utilized for tracking either the value of plant assets or long-term liabilities.

	Education	Operations and Maintenance	Auxiliary	Restricted Purposes	Audit	Liability, Protection, and Settlement	Working Cash	Bond & Interest Fund	Operations and Maintenance Restricted
Instruction	X			X					
Academic Support	X			X					
Student Services	X			X					
Public Services	X			X					
Institutional Support	X			X	X	X	X	X	X
Auxiliary Services			X						
Scholarships, Student Grants, and waivers	X			X					
Operation of Physical Facilities		X				X			X

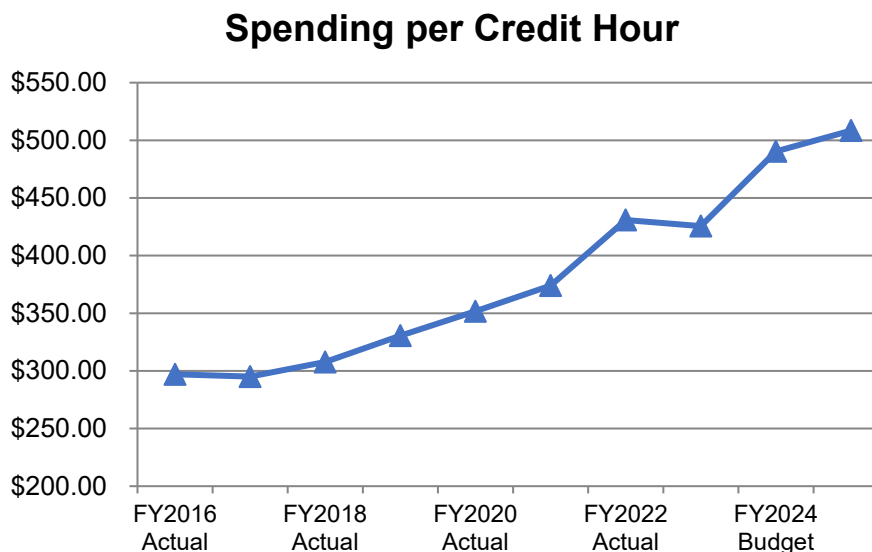
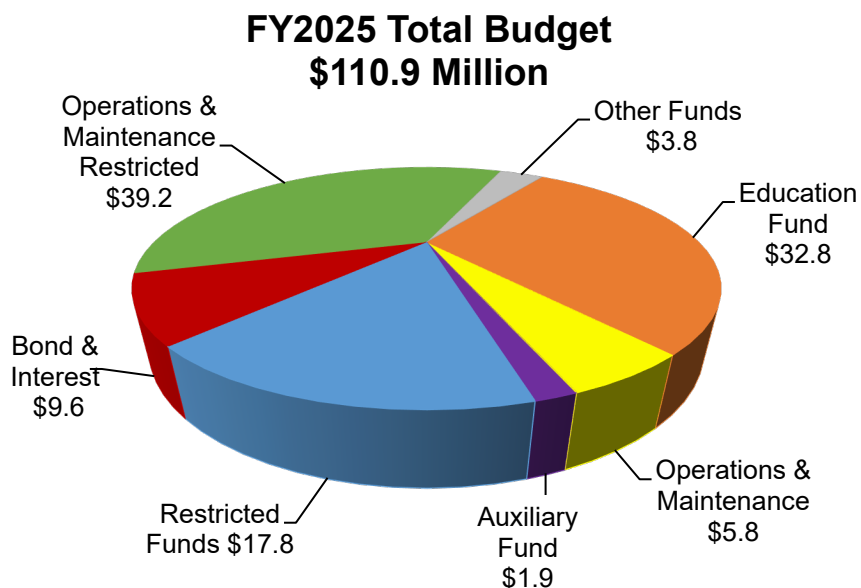
*The above chart lists each Program and the associated fund(s) in which the activity is recorded.*

# Fiscal Year 2025 Budget Highlights

Black Hawk College is presenting an operating budget with expenses greater than revenue for fiscal year 2025. This budget year comes with many challenges as well as new opportunities, and the College Board of Trustees and Administration remains steadfast in their commitment to provide all constituencies with exceptional quality programs and services at an affordable price. To this end, the fiscal year 2025 budget process continues to utilize the budgeting for outcomes and unit planning approach, which allows for strategic alignment of financial resources, as well as adequately funding new initiatives identified in the strategic plan. These efforts also provide department unit plans geared towards accomplishing the College's mission of providing the environment and resources for individuals to become lifelong learners.

The appropriation for all funds, including transfers for FY2025, totals \$110.9 million. This amount includes all expenditures related to instruction, operations, capital projects, and all other ancillary operations at Black Hawk College. Of this amount, the total Operating Budget for FY2025 is \$38.5 million, compared to the FY2024 Operating Budget of \$36.5 million. The Operating Budget comprises all revenues and expenditures of the College's primary operations, which are maintained within the Education and the Operations and Maintenance Funds.

Black Hawk College's estimated expenditures per credit hour is \$508 for FY2025; this calculation only uses funds that receive at least partial funding from student tuition and fees. These expenditures are partially funded with over 70% of tuition revenue being received from in-district students, which will incur a per credit hour tuition rate of \$164 for FY2025. The graphic below illustrates the College's spending per credit hour from FY2011 to FY2025.



Black Hawk College has three major sources of funding: state support and revenue appropriated by ICCB, local revenue generated from property taxes, and student tuition revenue based on enrollment which includes federal revenue derived from student financial aid. Each of these funding sources has undergone dramatic change in recent years. Accordingly, on-going challenges and changes continue to affect College fiscal outcomes. Trend information for each of these revenue sources can be found in the Statistical Section of this document.

Several societal, federal and state legislative matters with the potential to further impact College finances for fiscal year 2025 are listed below. While the outcomes of these legislative topics may be currently unknown, efforts have been made to recognize and address each of these issues in the Fiscal Year 2025 Budget.

- State of Illinois budget and funding of higher education
- State funding appropriated by ICCB
- State legislative initiatives
- Federal funding for programs such as PELL, Perkins, and Adult Education
- Development and implementation of higher education performance standards
- Remote work and impact on commercial occupancy and prospective property taxes
- Property tax valuation of its largest tax payer

The continued uncertainty of state funding and enrollment has the potential to present a challenge for the upcoming budget year as the College may be forced to prioritize programs and services in the absence of funds necessary to ensure adequate support. Administration continuously strives to minimize the impact of these changes on students, employees, and the community, although some modifications to service levels may be experienced. Additionally, the College searches for additional grants and alternate funding sources to help offset the projected shortfalls and to ensure program and service stability.

Student financial aid program funding remains a topic of discussion at the federal and state level and significant changes made to award levels may continue impacting enrollment levels in upcoming years. Black Hawk College is committed to providing timely and thorough education to all students. Information regarding the number of students receiving the various types of financial aid is included in the Statistical Section of this document.

Another topic of discussion at the federal level is student completion criteria. The College is constantly prioritizing strategies to ensure our students, institution, and communities are meeting or exceeding these standards. National goals pertaining to graduation rates, degrees awarded, as well as time and credit to degree have been widely discussed. Black Hawk College is conscientiously working to identify persistence and retention strategies aimed at improving student outcomes and supporting achievement of the national higher education agenda.

Based on existing awareness, the following state issues have been taken into consideration for the FY2025 budget:

- Governor and legislative bodies are of the same political party
- State of Illinois revenue generation
- State of Illinois personal property replacement tax
- Pension and insurance reform
- Education, specifically community college funding
- Student financial aid funding including MAP distribution
- Performance based funding

As a result of fiscal years 2016 and 2017, when the state experienced two years of a budget impasse, it taught the College to budget conservatively and be cautious of state funding reliance. The FY2025 Black Hawk College Operating Budget reflects flat funding in ICCB appropriations of state funding from FY2024 levels.

Student financial aid funding from the State remains a concern in fiscal year 2025. It has been budgeted in FY2025 that the Illinois Student Assistance Commission (ISAC) Monetary Award Program (MAP) and Illinois Veterans related grants will continue to be funded by the State of Illinois.

Prior to FY2019, funding for veterans-related grants from the State had been problematic, which resulted in the College fully absorbing these costs. FY2025 has assumed the State of Illinois will continue to fund veteran grants. As education for veterans remains important and programs are implemented to provide adequate student support and services, the State's commitment to providing these funds remains critical. The College remains strongly committed to ensuring programs and services are provided to our veterans.

Like many other states, Illinois lawmakers have begun taking steps to review and analyze college affordability. Unfortunately, student tuition and fees is now the second largest source of operating revenue for Black Hawk College which is similar to other community colleges across Illinois due to reduced state funding. FY2025 will see in-district tuition rates remaining the same as FY2024 at \$164.00 per credit hour.

Locally, the College routinely monitors information such as: property tax values, high school graduation rates, service demand levels, area workforce requirements, and higher education alternatives. From a revenue perspective, equalized assessed valuations (EAV) within the district continue to remain stable, which has continued to result in consistent property tax revenue for the College. Fortunately, for residents of Community College District 503, property values have remained steady and erosion of valuations has been avoided. Historical EAV information for each of the nine counties within the Black Hawk College district are presented in the Statistical Section of this document. With the decline in enrollment, property taxes have become the leading source of operating revenue.

According to the 2020 Census, the district population has decreased in the past decade. Subsequently, enrollments at district Pre-K – 12 institutions have been dwindling slowly over the past ten years, which partially accounts for lower graduation numbers at area high schools. That said, Black Hawk College does enjoy a sizeable market penetration rate with regards to this population of students and this rate is expected to increase further as these students learn more about the benefits of attending Black Hawk College and the expanding certificate and transfer programs offered. Specific information regarding enrollment from district high schools is included in the Statistical Section of this document. Fiscal year 2025 10<sup>th</sup> day apportionment eligible enrollment is estimated to remain relatively flat from FY2024 projected budgeted results of 62,000 credit hours. Additional information regarding credit hours realized from fiscal year 2014 to fiscal year 2023 is also included in the Statistical Section of this document.



Post COVID-19 pandemic continues to be a challenge in interpreting people's behavior and the impact on community colleges has been unique. The economy has been stable, pre-COVID unemployment rates have returned, there are more job openings than people to fill the positions, especially in the service industry, all of which typically result in lower enrollments at the College. The State mandated minimum wage increase and Business Enterprise Program has an adverse economic impact on downstate Illinois community colleges. Meanwhile, the College continues to work diligently to identify opportunities for implementation of new programs, expansion of existing programs, and additional methods for retaining existing students including the following recent projects:

- Renovation of baseball and softball stadiums in Moline
- Quad Cities Facilities Building 5 for improved space and enhanced learning and working environments
- Moline renovation of Building 3 for new science labs and classrooms

Future projects being worked on as a part of the facility master planning process:

- FY2025 Galva Building 5 skins and roof enhancements including an insulated facility
- FY2025 Moline renovation of Building 2 classrooms and expansion of career and technical education programs including a welding expansion

Black Hawk College is proud to offer a variety of business and community education programs. The College recognizes alternative service providers exist within the district and proactive efforts are underway to identify potential impact on programs and services, as well as relationships established with area businesses. Competition exists from technical colleges, other community colleges, public universities, and private colleges and universities. As a result, it is imperative for Black Hawk College to maintain a qualified and competitively compensated workforce, instructional programs and services of exceptional quality and modern facilities.

The College utilized the budgeting for outcomes process as a means of developing the FY2025 Budget. This process has allowed the College to align budgets with department unit plans, focus on priorities and measurable results, foster a culture of innovation and partnership, demonstrate performance and accountability, align to the strategic plan and be transparent with resource allocations. As such, the Fiscal Year 2025 Budget supports the programs and services needed to achieve the mission of the institution in a fiscally responsible manner without material deterioration of existing fund balances, thus providing flexibility to the College and offering an immediate solution to unanticipated demands or funding changes.

While fiscal year 2025 reports a negative operating budget, lapsed salaries, unused maintenance contingency and existing fund balance will balance out the budget. The College anticipates Board Policy 4.57 regarding a fund balance of 17-40% will be met.

Detailed information regarding the assumptions contained in the Fiscal Year 2025 Budget can be found in the Fund Details section of this document.

# Revenue Overview

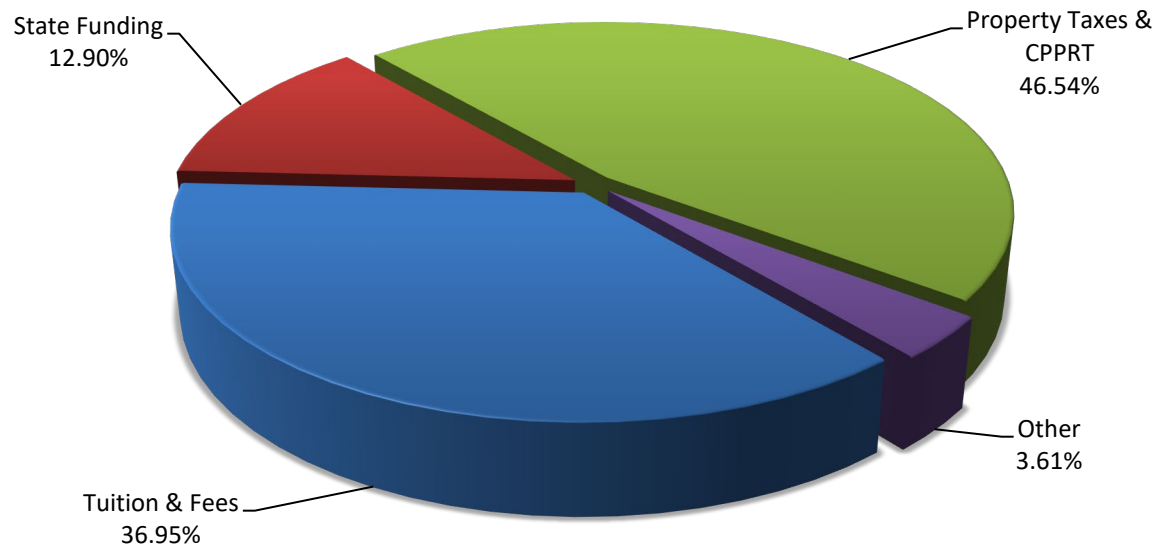
Black Hawk College has three primary sources of Operating Funds revenue:

- Tuition and fees
- Property taxes, which includes Corporate Personal Property Replacement Tax (CPPRT)
- State funding

These three sources comprise approximately 96.39% of total revenues as depicted in the chart below. The remaining 3.61% includes the following:

- Interest income
- Facilities rental
- Federal sources
- Customized training
- Other sources

## FY2025 Total Revenue for Operating Funds



Credit Hours

Since FY2024 credit hours are not final during the budget process, FY2023 actual and FY2024 estimated numbers are used for FY2025 budget comparison and benchmarking. FY2023 credit hours for the College increased by 3.93% from the prior year, and FY2024 total credit hours are estimated to increase 1.46% from FY2023. FY2025 credit hours are estimated to slightly increase from the FY2024 budget. The College is continuously implementing strategies to strengthen student retention, program development, and program expansion efforts. During FY2024, these efforts included the investment in third party advising for a CRM, student payment processor selection and implementation, HLC follow-up, facility master plan, and hiring a Vice President for Student Services. These efforts will extend into FY2025, along with improving efficiencies in existing advising and student payment software. Additional recruiting efforts include consulting services to help improve advising capabilities and exploring on-campus food service options. Detailed analysis of credit hour data can be found in the Statistical Section of this document.

Tuition and Fees

Tuition and fees comprise approximately 36.95% of the overall revenue received. FY2025 tuition rates will remain flat from FY2024 rates. The College will not be increasing rates for tuition rates and tuition waiver administration fee for instructional and support services. Additionally, there will not be any rate changes for FY2025 dual credit courses taught by either BHC faculty or high school faculty. The Board of Trustees approved the FY2025 tuition and fee rates, per credit hour to the right, at the February 23, 2024 meeting.

Since FY2015, including the FY2025 rates above, amounts reflect a single tuition rate as opposed to a separate tuition and fee structure employed in prior years. A student pays one rate and a portion of tuition received is allocated to support both the auxiliary fund and the restricted technology fund. For each credit hour, 1.5% of the fee is directed to the auxiliary fund and 5.5% of the fee is directed to the restricted technology fund, with the remaining 93% in the education fund. Fees for instructional materials are determined by course needs and are charged separately, when applicable. Furthermore, a portion of the waiver administration fee for instructional and support services collected is also partially allocated to the auxiliary fund and the restricted technology fund.

Black Hawk College in-district tuition rates will continue to be flat after an FY2023 increase for the first time in five years to \$164.00 per credit hour and have an average annual increase of 3.70% between FY2015 to FY2024. Black Hawk College continues to have the lowest tuition rates in the community when compared to nearby community colleges and four-year colleges and universities. Additional information regarding enrollment trends and tuition and fees can be found in the Statistical Section of this document.

<b>Tuition:</b>	
In-district residents	\$ 164.00
Illinois out-of-district residents	265.00
Iowa contiguous county residents	180.00
All other out-of-state residents	270.00
Online Courses (Illinois residents)	164.00
Dual credit tuition rate for BHC faculty-taught courses	164.00
<b>Fees:</b>	
Waiver Administration Fee for Instructional and Support Services	\$ 30.00
Dual credit tuition rate	\$ 30.00

## State Funding

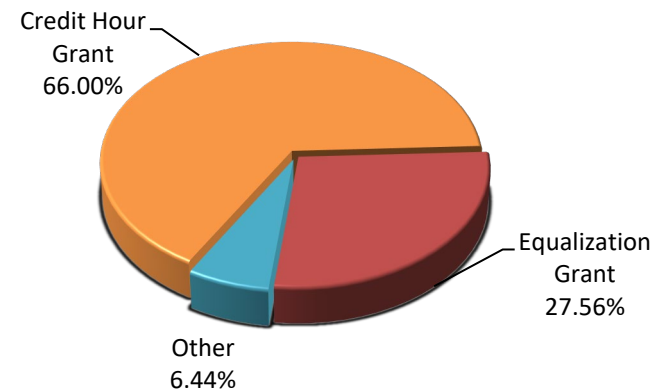
State funding for the operating funds is primarily received through two programs: the ICCB Credit Hour Grant and the ICCB Equalization Grant. These two programs account for approximately 93.56% of the total state funding received by the College. The remaining 6.44% of state funding is received through various state grants. The State of Illinois has announced a 2.00% increase in funding for community colleges in FY2025. However, at the time of this publication, the state does not have a legislature approved and governor signed budget. Since these allocations are based on credit hours and proration, state funding has been budgeted the same as FY2024.

The ICCB Credit Hour Grant is calculated using hours earned during the two (2) years prior to the current year and the current year reimbursement rate as a multiplier. The state categorizes credit hours into one of six (6) classifications: baccalaureate, business occupational, technical occupational, health occupational, remedial/development, and adult basic education/adult secondary education. The reimbursement rate can vary by year and classification. Additionally, the grant distribution may be modified if the state budget appropriation is different than the original allocation. The projected Credit Hour Grant for FY2025 has been budgeted flat to FY2024 actual values awarded, which is 98.29% of FY2020 actual values received.

The Equalization Grant intends to reduce the disparity in local funds available per student amongst each district in the state. This grant is budgeted to equal 27.56% of total state funding in FY2025. The budgeted FY2025 Equalization Grant funding has also been budgeted as flat to actual FY2024 values awarded, and by comparison is 58.91% of FY2020 actual values received.

The remaining 6.44% of FY2025 state revenue is made up of \$12,000 for ICCB Performance Based Incentive, and \$290,000 for Career and Technical Education (CTE). The CTE grant allocation is calculated based on credit hours earned in the area of business and occupational programs during the two (2) years prior to the budget year. This grant allows high school students to have the opportunity to find a path to a career, certificate, or associate degree through the Career and Technical Education dual credit program at Black Hawk College.

**FY2025 State Funding Sources  
Operating Funds**



## Property Taxes and CPPRT

Property taxes are levied each year by Black Hawk College (“the District”) on all taxable real property based on each property’s equalized assessed property value (EAV). Assessed values are established annually by each of the nine counties located within the District. The tax levies are certified on or before the last Tuesday every December and become an enforceable lien on each property as of the preceding January 1. Each county then bills and collects property taxes throughout the following year.

Equalized assessed values in the district have been increasing over the past several years. At the time of budgeting it was estimated that the College would see an increase in EAV of approximately 2.0% for the 2023 levy year. The 2023 levy year is collectible in calendar year 2024 and recorded in FY2024 and FY2025. Though EAV is estimated to increase, changes in the tax levy reflect an increase of 2.47% in revenue for Operating Funds due to changes in tax levy rates.

The budget for FY2025 property taxes by each Operating Fund is as follows:

Property Taxes	FY2023 Budget	FY2023 Actual	FY2024 Budget	FY2025 Budget
<b>Education Fund</b>	\$ 8,031,000	\$8,075,748	\$8,040,000	\$8,614,500
<b>Operations &amp; Maintenance Fund</b>	4,660,500	4,714,397	4,690,500	5,025,800
<b>Total</b>	<b>\$ 12,691,500</b>	<b>\$12,790,145</b>	<b>\$12,730,500</b>	<b>\$13,640,300</b>

In addition to local property taxes, the College also receives Corporate Personal Property Replacement Tax (CPPRT) annually. FY2021 through FY2023 actual collections were higher than budgeted due to changes at the state level with funding sources. Due to the fluctuating revenue received, the level of CPPRT revenue budgeted for FY2025 is based on the FY2024 estimate provided by the State of Illinois. The amount included in the FY2025 budget for CPPRT is \$3,283,000.

Corporate Personal Property Replacement Tax	FY2023 Budget	FY2023 Actual	FY2024 Budget	FY2025 Budget
<b>Education Fund</b>	\$ 1,530,000	\$4,142,716	\$3,000,000	\$2,949,000
<b>Operations &amp; Maintenance Fund</b>	170,000	469,110	600,000	334,000
<b>Total</b>	<b>\$ 1,700,000</b>	<b>\$4,418,980</b>	<b>\$3,600,000</b>	<b>\$3,283,000</b>

# Expenditure Overview

Black Hawk College has six primary sources of Operating Funds expenditures:

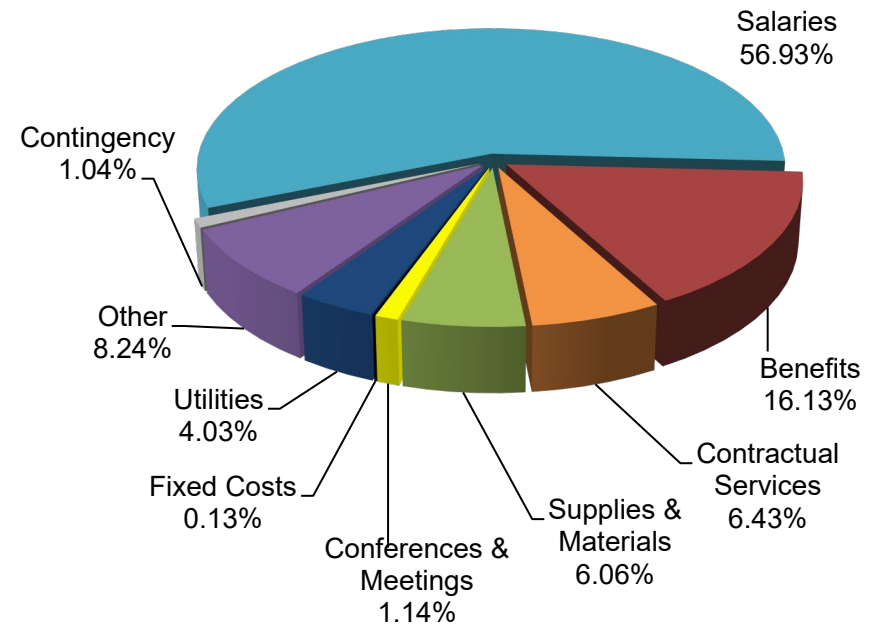
- Salaries
- Contractual Services
- Utilities
- Benefits
- Materials and Supplies
- Waivers

The largest expenditures for the College are incurred for salaries and benefits. These two expenditure categories comprise approximately 73.06% of the total expenditures this fiscal year. The overall contribution of each category is depicted in the chart to the right.

Expenditure assumptions utilized in the FY2025 Budget include the following:

1. Departmental budgets for materials/supplies, contractual services, conferences and meetings, and travel use historical spending and anticipated expenditures in relation to Unit Planning as a basis for budgeting.
2. Salary budgets were based on contractual agreements and state minimum wage requirements. These adjustments reflect both union and non-union employees.
3. The utilities budget increased 2.14% due to additional usable square footage from the Moline building 3 renovation that will be in use in FY2025.
4. Waivers are budgeted to increase 20.00% primarily due to an increase in adult education participation

**FY2025 Total Expenditures  
Operating Funds**



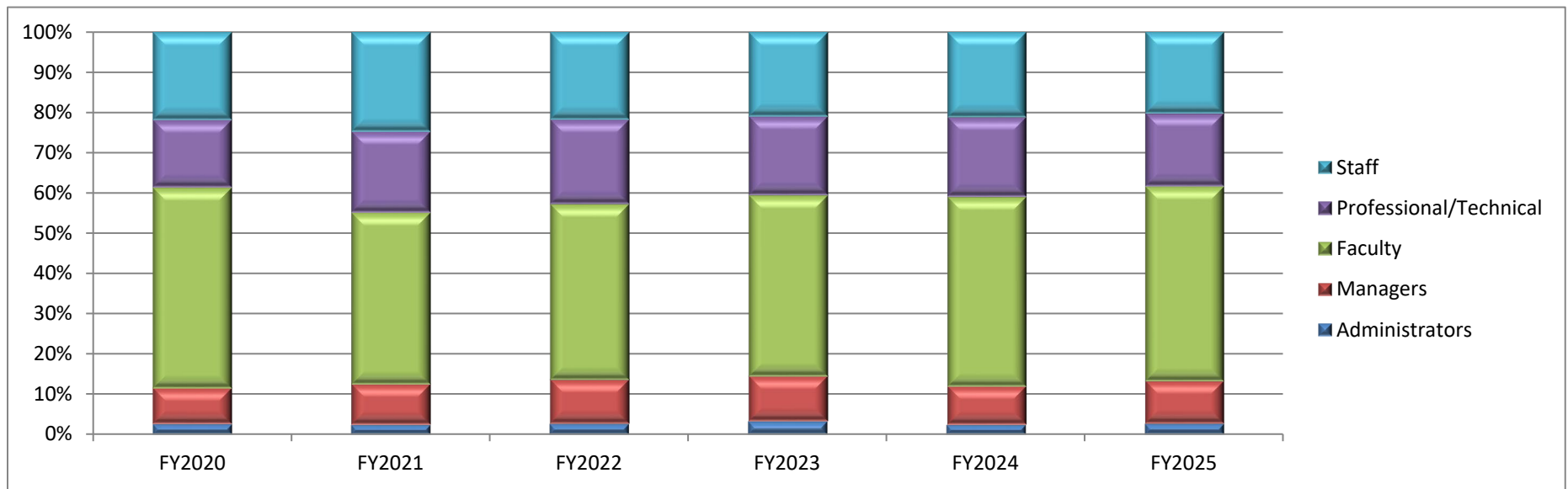
## Personnel

The FY2025 budgeted amount for Operating Funds Salaries is projected to increase by 7.94% over the FY2024 adopted budget amount. Wage increases reflect changes in personnel, the new state minimum wage of \$14.00 effective January 1, 2024, and \$15.00 effective January 1, 2025, as well as negotiated union labor agreements. As a result of the FY2024 Great Places to Work survey, the college will be reviewing their compensation package in FY2025. The College is expected to evaluate all vacated positions as they occur to determine whether they need to be replaced.

There are five bargaining units at Black Hawk College:

1. Full-Time Faculty, represented by the Illinois Federation of Teachers Local 1836
2. Full-Time Professional/Technical Staff, represented by the Illinois Federation of Teachers Local 1836
3. Part-Time Faculty, represented by the Illinois Federation of Teachers Local 4939
4. Classified Staff (comprised of Office, Service, and Other Support Staff) represented by UAW Amalgamated Local 2282
5. Police Department, represented by the Illinois Education Association – Police Chapter

The College utilizes five different classifications for categorizing employees: Staff, Professional/Technical, Faculty, Managers, and Administrators. The placement of an employee into a specific category is primarily based on their individual pay grade. The following chart highlights the budgeted contribution of each category to the total FTE population at Black Hawk College from FY2020 through FY2025.



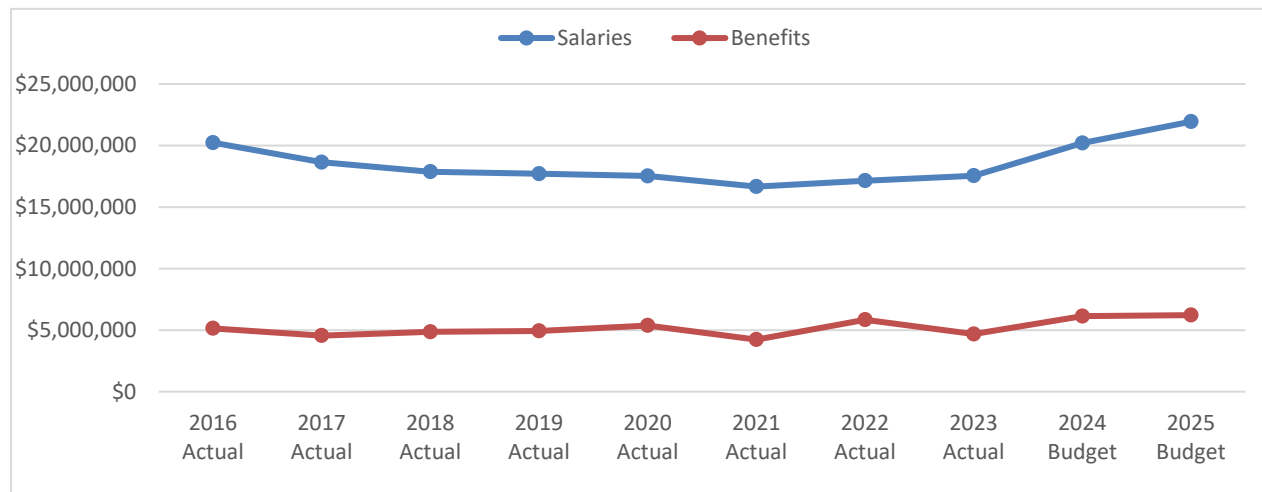
## Benefits

The College currently offers health benefits to all full-time employees, their covered dependents, former employees electing coverage under federally mandated benefit provisions, and retirees separating from the College under certain voluntary separation plans and their covered spouses through the Black Hawk College Health Benefit Plan Trust. The cost of providing benefits under this plan is shared by the College and participating employees. The College pays various percentages of health, dental, and vision premiums for individual coverage for all full-time employees and various percentages of premiums for the dependents of full-time employees. The College determines the amounts to be contributed by the employees and the College based on actuarial calculations and contractual agreements with employee groups.

The plan includes a stop-loss insurance arrangement to help limit exposure for self-insured benefits. The stop loss insurance covers health and prescription drug claims. The maximum aggregate eligible claims expense is \$145,000 per participant per year. The maximum aggregate benefit (in excess of the annual aggregate deductible per policy term) is \$1,000,000.

Health insurance costs for the College have increased in recent years, except for the Covid-related decrease in claims for FY2021. In March of 2023, the College switched provider network coverage due to cost savings with limited impact on the benefit plan or providers. With escalating healthcare costs, offset by anticipated cost savings provided by the FY2023 switch, the College is expecting the operating funds benefits expense to remain mostly flat from the FY2024 budget. The budget also reflects changes in personnel and contractual agreements on employee cost sharing. The benefits budget assumes an increase, approximately 1.28%, in the cost of health insurance from the FY2024 budgeted amount.

**FY2016 to FY2025 Salaries and Benefits Operating Funds**





## Expenditures by Program Code

Black Hawk College expenditures are also detailed by Program. The College uses Program codes in alignment with the Illinois Community College Board codification system. The Operating Funds uses seven of these Programs, including:

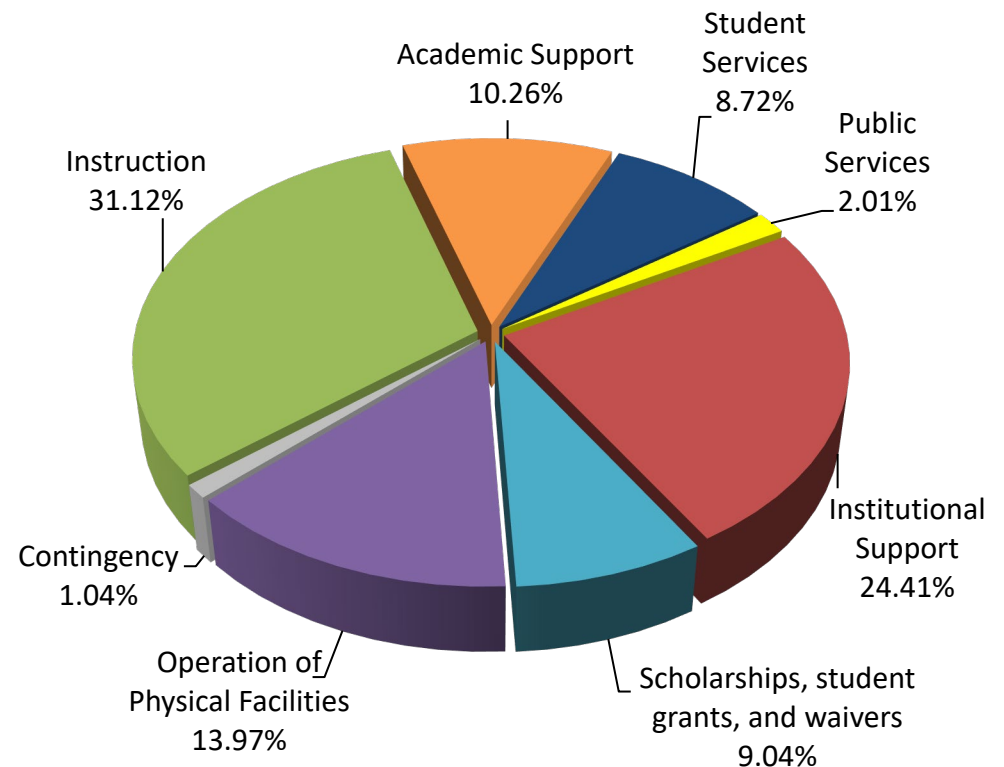
- Instruction
- Academic support
- Student services
- Public services
- Institutional support
- Scholarships, student grants, and waivers
- Operation of Physical Facilities

The largest program expenditures for the College are instruction, institutional support, and operation of physical facilities, making up 69.50% of Operating Fund expenditures for this fiscal year. The overall contribution of each program is depicted to the right.

All FY2025 programs reflect an increase in expenses from the FY2024 budget, due to the introduction of personnel, programs, and services aimed at increasing enrollment. These programs with increased expenditures include:

- 12.82% increase in public services
- 6.68% increase in instruction
- 6.53% increase in operation of physical facilities
- 6.16% increase in institutional support
- 5.89% increase in student services
- 3.05% increase in academic support
- 2.00% increase in scholarships, grants and waivers

## FY2025 Total Expenditures by Program Operating Funds



# Restricted Purposes Fund Overview

The Restricted Purposes Fund overview focuses on funds budgeted for grants at the federal, state, and local level since they are the primary source of activity within the Restricted Purposes fund. This fund also includes scholarship donations, student fees, student clubs, and other internally-restricted purposes.

Each grant budget is established using the most recent data available (in this case, FY2024 data or FY2025 grant award information if available). The accounts used to administer the grants comply with the codification system set forth in the Illinois Community College Board fiscal management manual. Each grant fund is monitored and audited throughout the year both internally and externally. The grant budgets are modified throughout the budget process when newly anticipated programs arise or when funding changes.

The following information reviews FY2024 year-to-date data, which was the starting basis for budgeting FY2025 grant funds. During FY2024, the College received grant funds from seven federal agencies directly or through state pass-through agreements. These federal agencies include: Department of Education, Department of Labor, Department of Health and Human Services, Department of Transportation, Department of Treasury, National Science Foundation and Department of Veterans Affairs. Of these funds, \$6.1 million was received from the Department of Education for Financial Aid.

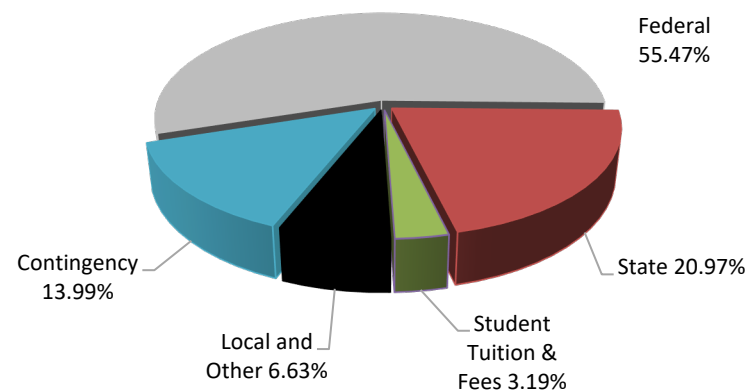
The Illinois Student Assistance Commission (ISAC) provided the largest source of funding at the state level for Black Hawk College during FY2024. Other sources of state grant funding included the Illinois Department of Human Services, Illinois State Board of Education, Illinois Secretary of State, Illinois Department of Transportation, Illinois Department of Veteran's Affairs and the Illinois Community College Board.

During FY2024, Black Hawk College received local funding from the Moline Foundation to help fund a position in the Career Services department as well as from the Quad Cities United Way to prepare students for success after high school.

For FY2025, Black Hawk College expects to receive \$9,636,664 in federal funding. This is a decrease compared to the FY2024 budget of \$11,184,087. Budgeted state funding for FY2025 is \$3,643,056. This is an increase compared to FY2024 budget of \$2,637,563. The College continues to monitor the state budget closely in an effort to maintain state-funded programs and minimize service disruptions.

The College also continues to research and seek additional grant funding to supplement the revenue streams required to maintain the quality of the College's programs and services.

FY2025 Restricted Funds by Source



## Fiscal Year 2024 Grant Schedule

Fiscal Year 2024 Federal Grants Schedule							
Title	Source	Department	Award Amount	Start Date	End Date	Description	Granting / Pass-Through Agency
Student Financial Aid Cluster	Agency	Financial Aid	\$ 6,282,196	7/1/2023	6/30/2023	Provides eligible undergraduate postsecondary students who have demonstrated financial need with grant assistance for educational expenses.	Department of Education (DOE)
Advanced Manufacturing Academy Grant	Competitive	Workforce Development	1,000,000	6/1/2023	5/31/2026	To provide students with the skills and knowledge necessary to access and succeed in high-tech, high-wage manufacturing careers.	Department of Education (DOE)
Adult Education	Competitive	Outreach	365,828	7/1/2023	6/30/2023	Provides support for adult education programs	Department of Education, Office of Educational and Adult Education/Illinois Community College Board (ICCB)
Perkins Grant	Agency	Administration	421,551	7/1/2023	6/30/2023	Provides support to develop the academic, career, and technical skills of secondary and postsecondary students enrolling in career and technical education programs.	Department of Education, Office of Educational and Adult Education/Illinois Community College Board (ICCB)
Special Student Services	Competitive	Student Success Center	48,733	9/1/2022	8/31/2023	Provides supportive services to disadvantaged college students	Department of Education (DOE), Office of Postsecondary Education
Special Student Services	Competitive	Student Success Center	399,562	9/1/2023	8/31/2024	Provides supportive services to disadvantaged college students	Department of Education (DOE), Office of Postsecondary Education
Early Childhood Access Consortium for Equity Scholarship Program	Agency	Financial Aid	257,715	7/1/2023	6/30/2024	To provide funds for those who are currently working or have worked in the early childhood education field and are seeking additional credentials and degrees.	Department of Health and Human Services, Illinois Student Assistance Commission (ISAC)
Child Care and Development Block Grant Early Childhood Grant	Competitive	Early Childhood Education	552,956	8/1/2021	6/30/2024	To provide streamlined paths to degrees, licenses, and credentials to members of the early childhood incumbent workforce in the field of early childhood education.	Department of Health and Human Services, Illinois Community College Board
Training Employee Academic Mastery	Competitive	Business & Community Education	70,000	7/1/2023	6/30/2024	Assists low income youth, between the ages of 14 and 21, acquire the skills, training, and support necessary to achieve success.	Department of Labor, Employment Training Administration/Job Training and Placement Act (JTPA)
United Workforce Development Board, Inc. aka Career Link	Competitive	Business & Community Education	66,724	7/1/2023	6/30/2024	Provides a training program to assist out-of-school youth in Stark County improve academic skills, obtain GED, and prepare for the workforce.	Department of Labor, Employment Training Administration/United Workforce Development Board, Inc. aka Career Link
Noyce Teacher Scholarship Grant	Competitive	Institution	73,569	3/1/2023	2/28/2028	Recruiting and preparing Outstanding STEM Teachers for Placement in West Central IL Public Schools to Repair and Sustain the Regional STEM Teacher Pipeline	National Science Foundation; Subrecipient Award through Western Illinois University
Coronavirus Relief Fund (CURES) At-Risk Summer Bridge Program Grant	Competitive	Institution	109,000	6/1/2023	6/30/2024	To support initiatives to enroll and retain underrepresented, first generation, and other high need students.	Department of Treasury Coronavirus State and Local Fiscal Recovery Funds
Highway Construction Careers Training Program	Competitive	Business & Community Education	23,729	7/1/2023	6/30/2024	Provides training opportunities for individuals seeking employment in highway construction.	Department of Transportation (DOT)
Veteran's Educational Assistance	Agency	Financial Aid	84,874	7/1/2023	6/30/2024	Provide eligible veterans with grant assistance for educational expenses.	Department of Veteran's Affairs

**Total Fiscal Year 2024 Federal Grants** \$ 9,756,436

Fiscal Year 2024 State Grants Schedule							
Title	Source	Department	Award Amount	Start Date	End Date	Description	Granting / Pass-Through Agency
Monetary Award Program	Agency	Financial Aid	\$ 1,416,910	7/1/2023	6/30/2024	Provides eligible undergraduate postsecondary students who have demonstrated financial need with grant assistance for educational expenses.	Illinois Student Assistance Commission (ISAC)
Highway Construction Careers Training Program	Competitive	Business & Community Education	358,691	7/1/2023	6/30/2024	Provides training opportunities for individuals seeking employment in highway construction.	Illinois Department of Transportation (IDOT)
Early School Leaver Transition Program	Competitive	Adult Basic & Secondary Ed	60,000	7/1/2023	6/30/2024	Provides resources to assist students in achieving high school completion or the GED tests as the basis for entry into postsecondary education/training and meaningful employment.	Illinois Community College Board (ICCB)
Pipeline for the Advancement of the Healthcare Workforce (PATH)	Competitive	Nursing & Health & Human Services	396,347	7/1/2023	6/30/2024	To create, support, and expand the opportunities of individuals in the nursing pathway and select healthcare pathways to obtain credentials and degrees to enter and/or advance their careers in the healthcare industry. Additionally, this program aims to address the shortage of workers in the healthcare industry that has been exacerbated by the COVID 19 pandemic.	Illinois Community College Board (ICCB)
Mental Health Early Action on Campus Act	Agency	Counseling	134,693	7/1/2023	6/30/2024	To address gaps in mental health services on college campuses across Illinois.	Illinois Community College Board (ICCB)
Adult Education	Competitive	Outreach	599,902	7/1/2023	6/30/2024	Supports Adult Education programs. Includes State Basic and State Performance.	Illinois Community College Board (ICCB)
Optional Ed/Tuants	Competitive	Outreach	190,975	7/1/2023	6/30/2024	Supports students with attendance problems and provides truancy prevention and intervention services.	Illinois State Board of Education (ISBE)
Growing Ag Science Teachers	Competitive	Agriculture	20,000	7/1/2023	6/30/2024	Provides resources to recruit, train and retain agricultural science teachers.	Illinois State Board of Education (ISBE)
Adult Volunteer Literacy	Competitive	Outreach	44,000	7/1/2023	6/30/2024	Provides funding for part-time Literacy Coordinator who recruits, trains, and monitors volunteer tutors. These trained volunteer tutors help adults with low literacy levels.	Illinois Secretary of State (SOS)
Department of Vocational Rehab	Agency	Financial Aid	61,737	7/1/2023	6/30/2024	Provides financial assistance to eligible undergraduate postsecondary students with disabilities.	Illinois Department of Human Services (IDHS)
Illinois National Guard	Agency	Financial Aid	46,484	7/1/2023	6/30/2024	Provides funds for eligible tuition and certain fees for undergraduate or graduate study for members of the Illinois National Guard.	Illinois Student Assistance Commission (ISAC)
Illinois MIA/POW	Agency	Financial Aid	29,733	7/1/2023	6/30/2024	Provides scholarships to eligible individuals.	Illinois Department of Veteran's Affairs (IDVA)

**Total Fiscal Year 2024 State Grants** \$ 3,359,472

Fiscal Year 2024 Local Grants Schedule							
Title	Source	Department	Award Amount	Start Date	End Date	Description	Granting / Pass-Through Agency
Career Services Position	Local Competitive	Outreach	\$ 57,252	7/1/2023	6/30/2024	To provide support for career services position.	Moline Foundation
UWQC Community Impact Grant	Local Competitive	Outreach	25,000	7/1/2023	6/30/2024	To prepare students for success after high school.	United Way of the Quad Cities

**Total Fiscal Year 2024 Local Grants** \$ 82,252

**Total Fiscal Year 2024 Grants:** \$ 13,198,160

Footnotes

1. This schedule only includes grants and awards greater than or equal to \$1,000.
2. Agency allocated grant award amounts vary based on activity and therefore are subject to change.

# Capital Expenditures Overview

Black Hawk College utilizes three primary funding sources for capital expenditures:

- Protection, Health, and Safety (PHS) Funds generated through a State of Illinois authorized property tax levy. Taxes may be levied up to 5 cents per \$100 of equalized assessed valuation.
- Bond Funds, which are proceeds generated through the capital markets via the issuance of bonds and/or debt certificates. Bonds can be sold and repaid with either property taxes or a specific revenue source.
- Operations & Maintenance Restricted Funds, which represent resources available for the acquisition of institutional physical properties, including equipment for buildings and programs.

The process of identifying the PHS projects for FY2025 was completed during the Facility Master Planning (FMP) process. The estimated amount of available funds is approximately \$4,858,000, which is funded from levied taxes. FY2025 PHS Projects will be assigned to the Quad Cities Buildings 2 and 3 renovations including energy efficient windows, structural protection, asbestos abatement and ADA compliance. All of this is included in the FY2025 Restricted Operations and Maintenance Budget.

In 2023, BHC issued \$75 million in bonds to expand and renovate facilities and amenities. The College began renovations of the Quad Cities Building 3 in 2023 to house natural science and health science labs and classrooms, athletics, police department, food pantry and faculty offices. Quad Cities Building 2 and STB renovation, conversion of the old science spaces into classrooms and Career and Technical Education spaces, will begin as Building 3 is completed and occupied. East Campus is having roofs replaced and the skins of Building 5 will be replaced with insulated paneling. Annual information technology refresh and College equipment and vehicles are included as well. While specific projects might be adjusted, all uses will be capital in nature and not used for operations.

In 2017, Black Hawk College issued \$29.0 million in new bond proceeds. Specific uses of the bond proceeds included the renovation of the Outreach Center and lower library of QC Building 1, finishing a new forensics lab in QC Building 2, and QC Building 1 addition and renovation of classrooms and faculty offices on floors 3 and 4. The East Campus updated buildings were 1, 2, 5, and building 6 (also known as the stables). Annual information technology refresh and road work are included as well. The FMP process directed the prioritization of the bond proceeds. Uses were capital in nature and not operational.

In 2013, the College issued \$20 million in bonds to expand and renovate facilities. The College began construction of both its new \$15 million Health Sciences Center at the Quad-Cities Campus and a new Welding and Skilled Trades Center at the Community Education Center in Kewanee, Illinois, during FY2014, both of which are now complete. Remaining bond proceeds were used to construct a Ring Road and second entrance as outlined in the College's Facilities Master Plan at the East Campus in Galva, Illinois, as well as assist in funding the construction of the Veterinary Sciences Center, which was primarily funded by a 2015 bond issuance.

Funds have also been included in the FY2025 Restricted Operations and Maintenance Budget to fund various local projects in the District. These typically include deferred maintenance projects or unplanned facility related needs, but may also include other facility related projects that do not qualify for PHS funding or are not funded by bond funds. In FY2025, East Campus roofs are scheduled to be replaced in conjunction with State of Illinois funding via the Capital Development Board (CDB).

## Historical Perspective

The Moline campus of Black Hawk College opened in January of 1970. The campus has six individual instructional buildings and sits on 149 wooded acres in Moline, Illinois. The East Campus began operations at its current facility in fall of 1978. This campus has nine individual instructional buildings and an indoor agricultural arena and sits on 102 acres in Galva, Illinois.

In addition to the two campuses, the College has the following satellite facilities:

- Outreach Center – East Moline, Illinois. Placed in service in 1990.
- Community Education Center – Kewanee, Illinois. Placed in service in 2007.
- Industrial Training Extension Center, Moline, Illinois. Placed in service in 2010.
- Adult Learning Center – Rock Island, Illinois. Placed in service in 2014.
- Welding and Skilled Trades Center – Kewanee, Illinois. Placed in service in 2015.

## Facilities Master Planning

Black Hawk College updates its Facilities Master Plan, with the assistance of Demonica Kemper Architects, every five years. The most current published Facilities Master Plan is dated August 2021. This Facilities Master Plan was commissioned for the purpose of providing a rational and orderly plan to address existing concerns, provide for current needs, and accommodate future needs throughout the Black Hawk College district. The Facilities Master Plan illustrates the preferred direction for facilities growth and upgrades throughout the District to meet instructional and student needs. It identifies the intent of building organization, spatial organization, vehicular circulation and parking, pedestrian circulation, landscaping, and infrastructure needs as the facilities are developed.

In addition to the consideration of new facilities on campus, numerous adjustments are being proposed to existing facilities in order to increase overall efficiencies for students, instruction, and the College as a whole. The most current Facilities Master Plan can be found on the College's website at [https://www.bhc.edu/wp-content/uploads/dlm\\_uploads/2017/05/bhc-fmp\\_2021-final-draft-2021aug23.pdf](https://www.bhc.edu/wp-content/uploads/dlm_uploads/2017/05/bhc-fmp_2021-final-draft-2021aug23.pdf)

## **On-going Bonding Plan**

In former years, the College implemented a strategy of issuing general obligation bonds to fund technology and other capital needs periodically. The Information Technology Systems (ITS) Department and various instructional departments have been working to improve and keep the College current with the ever-changing infrastructure, instructional delivery systems, and training needs related to technology. In addition, the Facilities Department works with instruction and administration to prioritize facility related projects; funding for approved projects is included in the Operations and Maintenance Restricted Funds budget.

## **Other Capital Funding Sources**

Two other funding sources (noted below) have been historically used for capital funding projects. However, due to the financial condition of the State of Illinois, funds have only been made available sporadically.

## **Resource Allocation and Management Plan (RAMP)**

A community college may request state funding for up to 75 percent of total project costs for any type of project listed in ICCB Rule 1501.603. The vehicle for requesting state funds is the Resource Allocation Management Program (RAMP) request submitted to the ICCB in July of each year. ICCB staff reviews all requests submitted in RAMP to determine their eligibility for funding. Eligible projects are then rated and prioritized. The projects receiving the highest evaluation are submitted to the ICCB for its consideration. Approved projects comprise the annual ICCB budget request to the Illinois Board of Higher Education (IBHE). Final approval and funding for RAMP projects are dependent on recommendations and action by the governor and state legislature.

## **State Capital Grants**

These grants are utilized for miscellaneous capital improvements such as rehabilitation, remodeling, improvement, repair, architect/engineer services, supplies, fixed equipment, materials, and other expenses required to complete the work. The State of Illinois's Capital Development Board (CDB) acts as construction manager for these projects. These funds do not lapse at the end of the fiscal year.

## **Operating Budget Impact**

The College proactively evaluates the impact of all capital projects on the operating budget, although a positive impact does not guarantee that a project will proceed nor does a negative impact guarantee that the project will not proceed. Several of the College's current and future projects actually seek to reduce expenditures included in the operating budget by implementing more efficient electrical and mechanical systems and upgrading facility features such as lighting, doors, and windows. Other projects, such as facility remodels, are expected to affect the operating budget as well by increasing efficiencies of the equipment installed (i.e. LED lighting and Magnetic Bearing Chiller). These projects are also critical in nature from a marketing standpoint as students expect the College facilities to look pleasant and to be maintained at all times.

## Capital Committee

The Capital Committee is comprised of the President, Executive Vice President, Vice President for Instruction, Vice President Student Services, both Co-Chief Information Officers, Director of Purchasing and Auxiliary Services, Facilities Superintendent for the Quad-Cities Campus, and the Facilities Superintendent for the East Campus. The committee has been working to identify and recommend capital projects that will enhance and expand the facilities, programs, and services of the institution. As part of this process, budget managers have the ability to submit capital project request forms as needed to the President's Cabinet member for approval and routing to the Capital Committee. The committee meets monthly and reviews capital requests submitted, as well as monitors progress of active projects and communicates with employees and the community as warranted.

The committee is pleased to present the following capital budget, categorized by funding source, for FY2025 through FY2029. Amounts have been included in a separate section for any operating budget impact. A chart illustrating the annual capital spending by funding source has also been included. The FY2025 budget for the Operations and Maintenance Restricted Fund, comprised of the total for all categories, is included in the Financial Information by Fund section of this document.



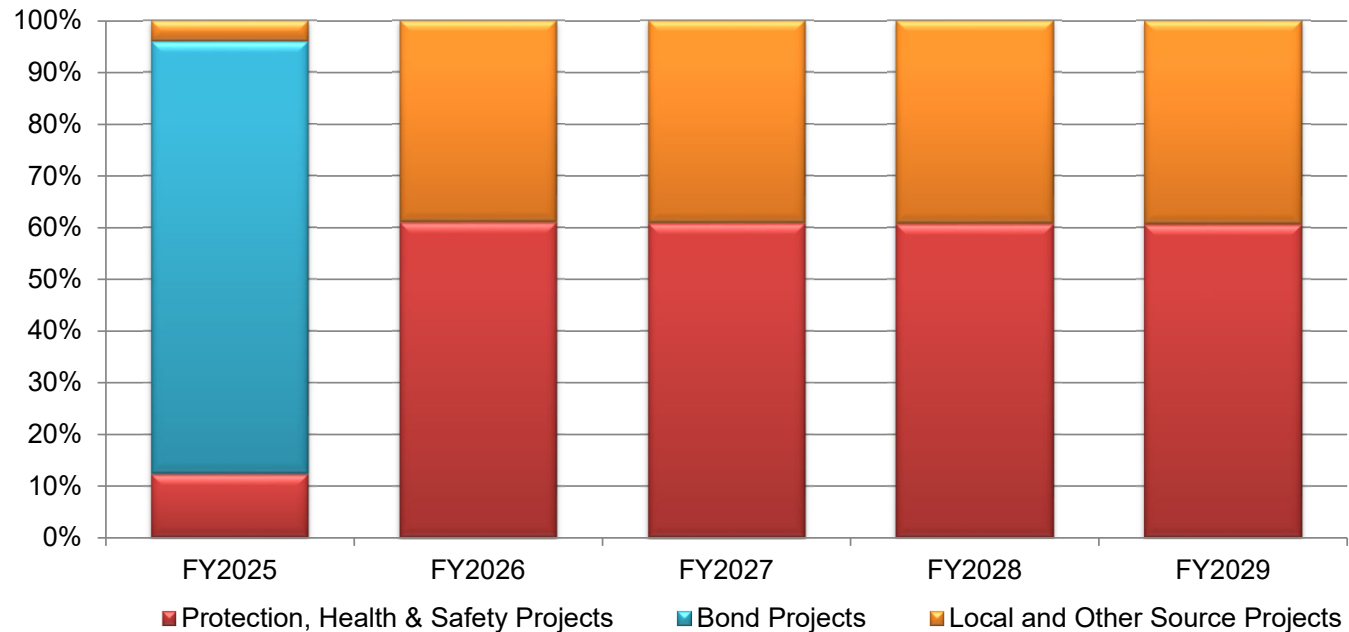
## Capital Projects Budget FY2025 through FY2029

	FY2025	FY2026	FY2027	FY2028	FY2029	Total Budget
<b>Bond Projects</b>						
Information Technology Projects & Refresh	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000
DW Vehicles and Equipment	125,000	-	-	-	-	125,000
Bldg A & B Roofs and Bldg 5 Skins	1,175,000	-	-	-	-	1,175,000
Bldg A & B HVAC Controls and Flooring	200,000	-	-	-	-	200,000
Buildings 3, 2 & STB Renovations	30,900,000	-	-	-	-	30,900,000
<b>Bond Projects Totals:</b>	<b>\$ 33,150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 33,150,000</b>
<b>Protection, Health &amp; Safety Projects</b>						
QC Building 3 Windows, Elevator & Updates	\$ 2,405,000	\$ -	\$ -	\$ -	\$ -	2,405,000
QC Building 2 & 3 Windows, Elevator & Updates	2,453,000	-	-	-	-	2,453,000
Future Projects	-	2,502,000	2,552,000	2,603,000	2,655,000	10,312,000
<b>Protection, Health &amp; Safety Projects Totals:</b>	<b>\$ 4,858,000</b>	<b>\$ 2,502,000</b>	<b>\$ 2,552,000</b>	<b>\$ 2,603,000</b>	<b>\$ 2,655,000</b>	<b>\$ 15,170,000</b>
<b>Local and Other Source Projects</b>						
Information Technology Projects & Refresh	\$ 700,000	\$ 750,000	\$ 775,000	\$ 800,000	\$ 825,000	\$ 3,850,000
District Street & Parking Repairs	290,000	250,000	260,000	270,000	275,000	1,345,000
DW Vehicles and Equipment	200,000	200,000	210,000	220,000	230,000	1,060,000
Contingency - Unidentified Projects	400,000	400,000	400,000	400,000	400,000	2,000,000
<b>Local Projects Totals:</b>	<b>\$ 1,590,000</b>	<b>\$ 1,600,000</b>	<b>\$ 1,645,000</b>	<b>\$ 1,690,000</b>	<b>\$ 1,730,000</b>	<b>\$ 8,255,000</b>
<b>Total for All Projects:</b>	<b>\$ 39,598,000</b>	<b>\$ 4,102,000</b>	<b>\$ 4,197,000</b>	<b>\$ 4,293,000</b>	<b>\$ 4,385,000</b>	<b>\$ 56,575,000</b>

**Capital Projects Budget  
FY2025 through FY2029  
Estimated Operating Impact of Capital Projects**

	FY2025	FY2026	FY2027	FY2028	FY2029	Total Budget
<b>Operations:</b>						
Custodial	\$ 74,518	\$ 21,060	\$ 3,726	\$ 3,912	\$ 4,108	\$ 107,324
Maintenance	11,178	3,159	3,317	3,483	3,657	24,793
Utilities	14,904	6,318	6,634	6,966	7,314	42,135
<b>Total Operating Impact:</b>	<b>\$ 100,599</b>	<b>\$ 30,537</b>	<b>\$ 13,677</b>	<b>\$ 14,361</b>	<b>\$ 15,079</b>	<b>\$ 174,252</b>

**Annual Capital Spending by Funding Source**



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# Debt Service Fund Overview

## Debt Rating

The College's bond rating as of August 25, 2022 was upgraded to Aa3 from A1 due to a large and diverse tax base, low debt burden, and strong reserve levels across district operations in spite of declining enrollment.

## Legal Debt Limits

By law, the College is permitted to incur regular debt up to 2.875% of the District's equalized assessed valuation (EAV). Using the estimated 2023 EAV of \$5.1 billion, the College's applicable debt limit calculates to \$145 million. The College's total outstanding debt estimated for June 30, 2024, is \$83.3 million or approximately 57.3% of the allowable limit.

EAV x 2.875%		=	Allowable Debt
\$5,052,573,903 x 2.875%		=	\$145,261,500
Allowable Debt – Outstanding Debt		=	Debt Margin
\$145,261,500 – \$83,265,000		=	\$61,996,500

## Summary of Outstanding Debt

Bond Series	Outstanding Debt Principal as of June 30, 2024
2012 Bonds	\$ 12,115,000
2017 Bonds	\$ 3,415,000
2023 Bonds	\$ 67,735,000

# Outstanding Debt Repayment Schedules

## 2012 Bonds Issued FY2013

On March 12, 2013, the College issued \$20,000,000 in General Obligation Bonds, Series 2013A \$10 million taxable and Series 2013B \$10 million tax exempt, to refund short-term debt certificates of that amount. The debt certificates were issued and received by the College on December 18, 2012. The purpose of issuing these debt certificates was to use the proceeds for construction of the \$15 million Health Sciences Center at the Quad-Cities Campus, construct a \$3.5 million Welding and Skilled Trades Center in Kewanee, Illinois, and utilize the remaining \$2.5 million to expand and renovate facilities throughout the College. Principal and interest payments on the General Obligation Bonds are to be paid annually on December 1 with the final payment on December 1, 2032. Interest only payments are due June 1 of each year beginning June 1, 2013. Interest rates range from 3.00% to 4.75% over the life of the bonds.

On February 22, 2023, the College refunded \$1.2 million of these bonds as part of 2023 Bonds issued.

The annual debt service requirements to maturity, including principal and interest for the General Obligation Bonds are pictured to the right\*:

Fiscal Year	Tax Levy Year	Principal	Interest	Total
2014	2012	-	\$890,191	\$890,191
2015	2013	-	729,996	729,996
2016	2014	-	729,996	729,996
2017	2015	835,000	709,643	1,544,643
2018	2016	875,000	668,508	1,543,508
2019	2017	915,000	625,995	1,540,995
2020	2018	960,000	581,465	1,541,465
2021	2019	1,000,000	534,916	1,534,916
2022	2020	1,050,000	486,228	1,536,228
2023	2021	2,250,000	425,556	2,675,556
2024	2022	-	372,240	372,240
2025	2023	1,190,000	352,308	1,542,308
2026	2024	1,225,000	311,688	1,536,688
2027	2025	1,270,000	271,950	1,541,950
2028	2026	1,300,000	233,400	1,533,400
2029	2027	1,350,000	193,650	1,543,650
2030	2028	1,375,000	152,775	1,527,775
2031	2029	1,425,000	110,775	1,535,775
2032	2030	1,465,000	67,425	1,532,425
2033	2031	1,515,000	22,725	1,537,725
Total		\$20,000,000	\$8,499,439	\$28,499,439

*\*Items shaded in light blue indicate debt service requirements that have been paid in prior fiscal years.*

## 2017 Bonds Issued FY2017

On January 5, 2017, the College issued \$28,955,000 in tax exempt General Obligation Bonds, Series 2017, to refund \$31.5 million of short-term debt certificates issued and received by the College on October 20, 2016. The purpose of issuing these debt certificates was to use the proceeds for \$6.7 million new addition of eight classrooms, \$19.8 million existing building renovation, \$2.0 million site prep and street improvements, and \$3.0 million technology upgrades across the District. Principal and interest payments on the General Obligation Bonds are to be paid annually on December 1 with the final payment on December 1, 2024. Interest only payments are due June 1 of each year beginning June 1, 2018. The interest rate is 5.00% over the life of the bonds.

The annual debt service requirements to maturity, including principal and interest, for the General Obligation Bonds are pictured below\*:

Fiscal Year	Tax Levy Year	Principal	Interest	Total
2018	2016	\$1,690,000	\$1,992,643	\$3,682,643
2019	2017	2,450,000	1,302,000	3,752,000
2020	2018	3,735,000	1,147,375	4,882,375
2021	2019	3,995,000	954,125	4,949,125
2022	2020	4,265,000	747,625	5,012,625
2023	2021	4,555,000	527,125	5,082,125
2024	2022	4,850,000	292,000	5,142,000
2025	2023	3,415,000	85,375	3,500,375
Total		\$28,955,000	\$7,048,268	\$36,003,268

## 2023 Bonds Issued FY2023

On February 22, 2023, the College issued \$67,735,000 in tax exempt General Obligation Bonds, Series 2023, to refund \$75,000,000 of short-term debt certificates issued and received by the College on November 2, 2022. The purpose of issuing these debt certificates was to use the proceeds for \$57.9 million renovations to Quad-Cities campus buildings 2, 3, and Sustainable Technologies Building, \$13.0 million athletics fields, \$2.9 million facilities storage building, \$2.0 million site prep and street improvements, \$1.2 million principal and interest refunding on 2012 bonds, \$750,000 technology upgrades across the district, and \$400,000 vehicle and equipment upgrades across the district. Principal and interest payments on the General Obligation Bonds are to be paid annually on December 1 with the final payment on December 1, 2034. Interest only payments are due June 1 of each year except for the first interest only payment on December 1, 2023. Interest rates range from 4.00% to 5.00% over the life of the bonds.

Fiscal Year	Tax Levy Year	Principal	Interest	Total
2024	2022	-	\$4,166,636	\$4,166,636
2025	2023	\$1,280,000	3,242,350	4,522,350
2026	2024	5,105,000	3,114,650	8,219,650
2027	2025	5,495,000	2,902,650	8,397,650
2028	2026	5,960,000	2,643,750	8,603,750
2029	2027	6,450,000	2,333,500	8,783,500
2030	2028	7,005,000	1,997,125	9,002,125
2031	2029	7,560,000	1,633,000	9,193,000
2032	2030	8,165,000	1,239,875	9,404,875
2033	2031	8,800,000	815,750	9,615,750
2034	2032	11,050,000	319,500	11,369,500
2035	2033	865,000	21,625	886,625
Total		\$67,735,000	\$24,430,411	\$92,165,411

*\*Items shaded in light blue indicate debt service requirements that have been paid in prior fiscal years.*

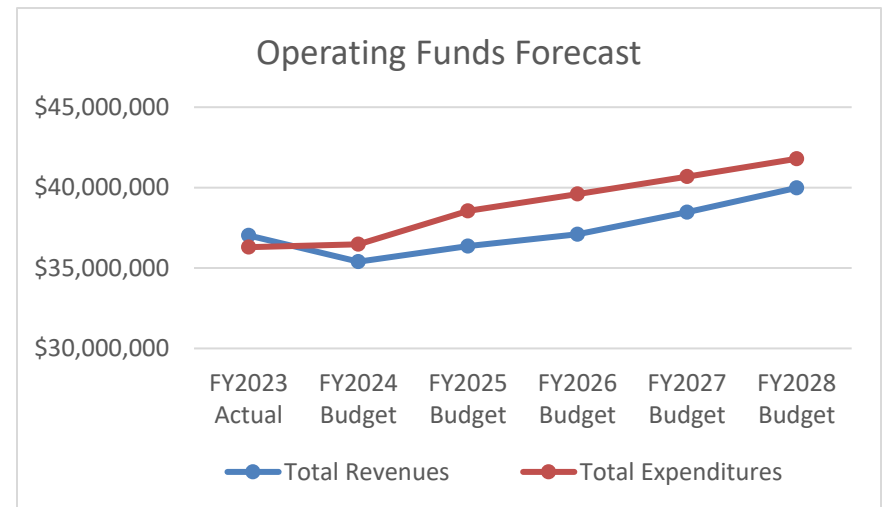
# Future Outlook

Though future activities are never certain, it is ideal to try to identify factors that may impact the College's ability to provide services to the community. For the purpose of forecasting Operating Funds' financial activity, some assumptions must be made. A 7.15% proposed increase in property tax revenue, along with steady Corporate Personal Property Replacement Tax revenue, allows for some growth from local governmental sources. With so much uncertainty due to the impact of inflation and the current economy on sales tax collections and income tax revenue at the Illinois State level, offset with increasing reimbursable credit hours, state sources are estimated at a 9.6% decline in gross revenue. Steady student enrollment is factored into tuition and fees revenues. Other sources of revenue are forecasted using year-over-year trends and averages.

As for expenditures, salaries and benefits are expected to increase over the years based on existing, extended negotiated contracts. Future salary expenses will also continue to increase based on the minimum wage increasing annually until 2025. For the purposes of this analysis only, an average of some of the differing unions' future salaries increases has been used, offset by typical vacancy and turnover savings. Benefits are expected to increase at a consistent rate of 3.0%. Non-salary and benefit expenditures have been calculated based on a 2.0% increase annually.

Enrollment had been declining in recent years, but FY2024 reversed that trend and moving forward the College is forecasting a modest 2.0% increase. The anticipated increase in tuition effective for FY2026 will increase the future tuition collected.

Based on the identified assumptions and trends, it is evident that future years will require operational changes to both revenue and expenditures to maintain a balanced operating budget.



## Operating Funds Forecast

	FY2023 Actual	FY2024 Budget	FY2025 Budget	FY2026 Budget	FY2027 Budget	FY2028 Budget
Inflows:						
Local governmental sources	\$ 17,401,971	\$ 16,330,500	\$ 16,923,300	\$ 17,401,000	\$ 17,895,000	\$ 18,406,000
State governmental sources	5,040,131	5,192,000	4,691,000	4,785,000	4,881,000	4,979,000
Student tuition and fees	12,452,510	12,964,994	13,434,717	14,066,000	14,910,000	15,804,000
Other sources	1,863,823	907,507	1,314,515	844,000	785,000	796,000
<b>Total inflows</b>	<b>36,758,435</b>	<b>35,395,001</b>	<b>36,363,532</b>	<b>37,100,000</b>	<b>38,471,000</b>	<b>39,985,000</b>
Outflows:						
Salaries & Benefits	22,230,535	26,342,498	28,164,445	29,009,000	29,879,000	30,775,000
Non-Salaries & Benefits	8,665,790	10,132,789	10,384,593	10,592,000	10,804,000	11,020,000
<b>Total outflows</b>	<b>30,896,325</b>	<b>36,475,287</b>	<b>38,549,038</b>	<b>39,601,000</b>	<b>40,683,000</b>	<b>41,795,000</b>
Net Transfers:	(5,135,201)	0	(75,000)	0	0	0
<b>Excess (deficiency) of inflows over outflows</b>	<b>726,909</b>	<b>(1,080,286)</b>	<b>(2,260,506)</b>	<b>(2,501,000)</b>	<b>(2,212,000)</b>	<b>(1,810,000)</b>
Fund balance						
Beginning (estimated)	14,696,374	15,423,283	14,342,997	12,082,491	9,581,491	7,369,491
Ending (estimated)*	<u>\$ 15,423,283</u>	<u>\$ 14,342,997</u>	<u>\$ 12,082,491</u>	<u>\$ 9,581,491</u>	<u>\$ 7,369,491</u>	<u>\$ 5,559,491</u>

## Enrollment Forecast

	FY2023 Actual	FY2024 Budget	FY2025 Budget	FY2026 Budget	FY2027 Budget	FY2028 Budget
Credit Hours	76,807	72,500	75,000	76,500	78,030	79,591
Change from Prior Year	2.52%	-5.61%	3.45%	2.00%	2.00%	2.00%



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# FUND DETAILS



**All Funds - Combining Statement of Revenues, Expenditures, and Changes in Fund Balances  
FY2016 through FY2025**

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
<b>Revenues:</b>										
Local governmental sources										
Property taxes	\$ 20,316,292	\$ 21,077,895	\$ 22,304,048	\$ 23,116,343	\$ 23,354,222	\$ 24,145,463	\$ 24,474,478	\$ 25,322,952	\$ 25,487,000	\$ 26,840,800
Corporate Personal Property Replacement Tax	1,340,818	1,480,910	1,219,068	1,356,578	1,466,854	2,043,762	4,418,980	4,611,826	3,600,000	3,283,000
Other	-	3,291	-	-	-	-	-	-	-	-
<b>Total local government sources</b>	<b>21,657,110</b>	<b>22,562,096</b>	<b>23,523,116</b>	<b>24,472,921</b>	<b>24,821,076</b>	<b>26,189,225</b>	<b>28,893,458</b>	<b>29,934,778</b>	<b>29,087,000</b>	<b>30,123,800</b>
State governmental sources	3,058,779	10,815,284	8,306,752	7,719,341	7,683,931	7,471,900	8,989,493	8,013,013	7,829,563	8,334,056
Federal governmental sources	7,733,197	7,431,615	7,234,806	6,501,114	7,911,547	12,252,303	14,401,804	6,205,709	11,189,087	9,642,164
Student tuition and fees	16,718,348	16,903,529	16,485,330	15,351,828	14,023,004	12,048,041	11,826,491	13,126,528	13,664,994	14,161,717
Sales and services	2,962,818	2,783,869	2,398,612	2,053,383	1,783,384	1,154,910	1,285,343	1,626,230	1,101,016	1,317,987
Rental of facilities and equipment	142,493	276,622	164,611	183,147	222,421	154,556	163,263	250,828	147,491	163,088
Investment earnings	202,302	394,887	908,951	1,372,995	807,639	370,837	400,634	4,072,015	922,500	1,400,000
Other sources	866,841	820,175	447,739	495,300	357,667	728,480	492,785	487,426	848,714	1,184,264
Contingency	-	-	-	-	-	-	-	-	600,000	2,430,655
<b>Total revenues</b>	<b>53,341,888</b>	<b>61,988,077</b>	<b>59,469,917</b>	<b>58,150,029</b>	<b>57,610,669</b>	<b>60,370,252</b>	<b>66,453,272</b>	<b>63,716,527</b>	<b>65,390,365</b>	<b>68,757,731</b>
<b>Expenditures:</b>										
Instruction	13,385,248	12,182,477	11,179,208	10,946,151	10,793,307	10,625,206	10,505,570	10,897,022	11,802,873	12,560,480
Academic support	4,675,922	4,469,817	4,288,440	4,317,768	4,580,647	4,614,262	4,927,028	5,951,330	6,680,331	5,829,695
Student services	3,445,626	3,318,137	3,031,118	3,161,936	3,093,546	2,993,741	3,221,754	3,652,863	4,132,116	4,247,482
Public services	1,675,067	1,299,223	1,404,315	1,376,082	1,261,612	946,980	968,720	1,063,170	1,267,524	1,480,388
Institutional support	14,234,924	14,982,030	13,842,654	15,453,270	16,175,234	14,691,615	16,822,754	20,314,072	23,847,592	27,268,760
Auxiliary services	2,790,801	2,548,671	2,243,959	2,025,902	1,877,111	1,706,048	1,743,604	1,793,017	1,744,189	1,867,098
Scholarships, student grants, and waivers	11,356,787	11,562,505	10,496,492	9,615,614	9,919,285	9,979,544	11,916,459	9,266,493	13,558,525	12,771,618
Operation of physical facilities	14,445,184	10,838,967	15,927,817	21,512,428	10,182,495	6,167,330	9,986,422	28,150,350	48,287,325	44,151,787
Contingency	-	-	-	-	-	-	-	-	600,000	725,000
<b>Total expenditures</b>	<b>66,009,559</b>	<b>61,201,827</b>	<b>62,414,003</b>	<b>68,409,151</b>	<b>57,883,237</b>	<b>51,724,726</b>	<b>60,092,311</b>	<b>81,088,317</b>	<b>111,920,475</b>	<b>110,902,308</b>
<b>Excess (deficiency) of revenues over expenditures</b>	<b>(12,667,671)</b>	<b>786,250</b>	<b>(2,944,086)</b>	<b>(10,259,122)</b>	<b>(272,568)</b>	<b>8,645,525</b>	<b>6,360,961</b>	<b>(17,371,790)</b>	<b>(46,530,110)</b>	<b>(42,144,577)</b>
<b>Other financing sources (uses):</b>										
Operating transfers in	13,893	-	9,860,000	1,521,305	3,841,696	7,500,000	6,079,000	5,400,000	-	2,075,000
Operating transfers out	(13,893)	-	(9,860,000)	(1,521,305)	(2,771,000)	(7,500,000)	(6,079,000)	(5,400,000)	-	(2,075,000)
Transfers to/from other fund	-	-	-	-	(1,070,696)	-	35,779	-	-	-
Bond & debt certificate proceeds	-	28,955,000	-	-	-	-	-	67,735,000	-	-
Bond Premium (Discount)	-	3,023,591	-	-	-	-	-	10,001,455	-	-
Subscription proceeds	-	-	-	-	-	-	-	946,645	-	-
<b>Total other financing sources (uses)</b>	<b>-</b>	<b>31,978,591</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>35,779</b>	<b>78,683,100</b>	<b>-</b>	<b>-</b>
<b>Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses</b>	<b>(12,667,671)</b>	<b>32,764,841</b>	<b>(2,944,086)</b>	<b>(10,259,122)</b>	<b>(272,568)</b>	<b>8,645,525</b>	<b>6,396,740</b>	<b>61,311,310</b>	<b>(46,530,110)</b>	<b>(42,144,577)</b>
<b>Fund balance</b>										
Beginning (estimated)	50,842,367	38,174,695	70,609,489	67,665,404	57,406,282	57,133,714	65,805,308	72,202,047	133,513,357	86,983,246
Ending (estimated)	\$ 38,174,695	\$ 70,939,536	\$ 67,665,404	\$ 57,406,282	\$ 57,133,714	\$ 65,779,240	\$ 72,202,047	\$ 133,513,357	\$ 86,983,247	\$ 44,838,669

**Combining All Funds  
FY2025 Budget**

	Operating Funds					Liability, Protection, and Settlement	Working Cash	Bond & Interest	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds	Audit Fund	Fund	Fund	Fund		
Revenues:										
Local governmental sources										
Property taxes	\$ 8,614,500	\$ 5,025,800	\$ -	\$ -	\$ -	\$ 1,222,900	\$ -	\$ 9,571,600	\$ 2,406,000	\$ 26,840,800
Corporate Personal Property Replacement Tax	2,949,000	334,000	-	-	-	-	-	-	-	3,283,000
<b>Total local government sources</b>	<b>11,563,500</b>	<b>5,359,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,222,900</b>	<b>-</b>	<b>9,571,600</b>	<b>2,406,000</b>	<b>30,123,800</b>
State governmental sources	4,200,000	491,000	-	3,643,056	-	-	-	-	-	8,334,056
Federal governmental sources	5,500	-	-	9,636,664	-	-	-	-	-	9,642,164
Student tuition and fees	13,364,717	70,000	156,000	571,000	-	-	-	-	-	14,161,717
Sales and services	328,837	3,200	985,950	-	-	-	-	-	-	1,317,987
Rental of facilities and equipment	8,000	155,088	-	-	-	-	-	-	-	163,088
Investment earnings	490,000	245,000	21,000	-	5,000	105,000	534,000	-	-	1,400,000
Other sources	74,890	4,000	12,650	1,092,724	-	-	-	-	-	1,184,264
Contingency	-	-	-	2,430,655	-	-	-	-	-	2,430,655
<b>Total revenues</b>	<b>30,035,444</b>	<b>6,328,088</b>	<b>1,175,600</b>	<b>17,374,099</b>	<b>5,000</b>	<b>1,327,900</b>	<b>534,000</b>	<b>9,571,600</b>	<b>2,406,000</b>	<b>68,757,731</b>
Expenditures:										
Instruction	11,998,298	-	-	562,182	-	-	-	-	-	12,560,480
Academic support	4,296,111	-	-	1,533,584	-	-	-	-	-	5,829,695
Student services	3,362,375	-	-	885,107	-	-	-	-	-	4,247,482
Public services	635,249	-	-	845,139	-	-	-	-	-	1,480,388
Institutional support	9,409,905	-	-	3,978,733	177,000	2,687,439	-	9,565,683	1,450,000	27,268,760
Auxiliary services	-	-	1,867,098	-	-	-	-	-	-	1,867,098
Scholarships, student grants, and waivers	3,060,000	-	-	9,711,618	-	-	-	-	-	12,771,618
Operation of physical facilities	-	5,387,100	-	-	-	1,016,687	-	-	37,748,000	44,151,787
Contingency	-	400,000	-	325,000	-	-	-	-	-	725,000
<b>Total expenditures</b>	<b>32,761,938</b>	<b>5,787,100</b>	<b>1,867,098</b>	<b>17,841,363</b>	<b>177,000</b>	<b>3,704,126</b>	<b>-</b>	<b>9,565,683</b>	<b>39,198,000</b>	<b>110,902,308</b>
<b>Excess (deficiency) of revenues over expenditures</b>	<b>(2,726,494)</b>	<b>540,988</b>	<b>(691,498)</b>	<b>(467,264)</b>	<b>(172,000)</b>	<b>(2,376,226)</b>	<b>534,000</b>	<b>5,917</b>	<b>(36,792,000)</b>	<b>(42,144,577)</b>
Other financing sources (uses):										
Operating transfers in	2,000,000	-	-	-	75,000	-	-	-	-	2,075,000
Operating transfers out	-	(2,075,000)	-	-	-	-	-	-	-	(2,075,000)
Transfers to/from other fund	-	-	-	-	-	-	-	-	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Subscription proceeds	-	-	-	-	-	-	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>2,000,000</b>	<b>(2,075,000)</b>	<b>-</b>	<b>-</b>	<b>75,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses</b>	<b>(726,494)</b>	<b>(1,534,012)</b>	<b>(691,498)</b>	<b>(467,264)</b>	<b>(97,000)</b>	<b>(2,376,226)</b>	<b>534,000</b>	<b>5,917</b>	<b>(36,792,000)</b>	<b>(42,144,577)</b>
Fund balance										
Beginning	7,629,165	6,739,898	1,272,413	12,899,414	116,806	3,718,166	15,132,441	2,591,678	36,883,265	86,983,246
Ending	\$ 6,902,671	\$ 5,205,886	\$ 580,915	\$ 12,432,150	\$ 19,806	\$ 1,341,940	\$ 15,666,441	\$ 2,597,595	\$ 91,265	\$ 44,838,669

**Combining All Funds  
FY2024 Budget**

	Operating Funds					Liability, Protection, and Settlement	Working Cash	Bond & Interest	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds	Audit Fund	Fund	Fund	Fund		
Revenues:										
Local governmental sources										
Property taxes	\$ 8,040,000	\$ 4,690,500	\$ -	\$ -	\$ -	\$ 1,142,500	\$ -	\$ 9,368,000	\$ 2,246,000	\$ 25,487,000
Corporate Personal Property Replacement Tax	3,000,000	600,000	-	-	-	-	-	-	-	3,600,000
<b>Total local government sources</b>	<b>11,040,000</b>	<b>5,290,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,142,500</b>	<b>-</b>	<b>9,368,000</b>	<b>2,246,000</b>	<b>29,087,000</b>
State governmental sources	4,712,000	480,000	-	2,637,563	-	-	-	-	-	7,829,563
Federal governmental sources	5,000	-	-	11,184,087	-	-	-	-	-	11,189,087
Student tuition and fees	12,903,994	61,000	150,000	550,000	-	-	-	-	-	13,664,994
Sales and services	257,866	5,000	838,150	-	-	-	-	-	-	1,101,016
Rental of facilities and equipment	-	147,491	-	-	-	-	-	-	-	147,491
Investment earnings	300,000	150,000	10,000	-	-	100,000	362,500	-	-	922,500
Other sources	38,650	3,500	13,150	793,414	-	-	-	-	-	848,714
Contingency	-	-	-	600,000	-	-	-	-	-	600,000
<b>Total revenues</b>	<b>29,257,510</b>	<b>6,137,491</b>	<b>1,011,300</b>	<b>15,765,064</b>	<b>-</b>	<b>1,242,500</b>	<b>362,500</b>	<b>9,368,000</b>	<b>2,246,000</b>	<b>65,390,365</b>
Expenditures:										
Instruction	11,246,967	-	-	555,906	-	-	-	-	-	11,802,873
Academic support	4,169,097	-	-	2,511,234	-	-	-	-	-	6,680,331
Student services	3,175,235	-	-	956,881	-	-	-	-	-	4,132,116
Public services	563,077	-	-	704,447	-	-	-	-	-	1,267,524
Institutional support	8,863,950	-	-	677,013	164,000	2,543,203	-	10,849,426	750,000	23,847,592
Auxiliary services	-	-	1,744,189	-	-	-	-	-	-	1,744,189
Scholarships, student grants, and waivers	3,000,000	-	-	10,558,525	-	-	-	-	-	13,558,525
Operation of physical facilities	-	5,056,961	-	-	-	1,031,864	-	-	42,198,500	48,287,325
Contingency	-	400,000	-	200,000	-	-	-	-	-	600,000
<b>Total expenditures</b>	<b>31,018,326</b>	<b>5,456,961</b>	<b>1,744,189</b>	<b>16,164,006</b>	<b>164,000</b>	<b>3,575,067</b>	<b>-</b>	<b>10,849,426</b>	<b>42,948,500</b>	<b>111,920,475</b>
<b>Excess (deficiency) of revenues over expenditures</b>	<b>(1,760,816)</b>	<b>680,530</b>	<b>(732,889)</b>	<b>(398,942)</b>	<b>(164,000)</b>	<b>(2,332,567)</b>	<b>362,500</b>	<b>(1,481,426)</b>	<b>(40,702,500)</b>	<b>(46,530,110)</b>
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	-	-	-	-	-
Operating transfers out	-	-	-	-	-	-	-	-	-	-
Transfers to/from other fund	-	-	-	-	-	-	-	-	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Subscription proceeds	-	-	-	-	-	-	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses</b>	<b>(1,760,816)</b>	<b>680,530</b>	<b>(732,889)</b>	<b>(398,942)</b>	<b>(164,000)</b>	<b>(2,332,567)</b>	<b>362,500</b>	<b>(1,481,426)</b>	<b>(40,702,500)</b>	<b>(46,530,110)</b>
Fund balance										
Beginning (projected)	9,389,981	6,059,368	2,005,302	13,298,357	280,806	6,050,733	14,769,941	4,073,104	77,585,765	133,513,357
Ending (projected)	\$ 7,629,165	\$ 6,739,898	\$ 1,272,413	\$ 12,899,415	\$ 116,806	\$ 3,718,166	\$ 15,132,441	\$ 2,591,678	\$ 36,883,265	\$ 86,983,247

**Combining All Funds  
FY2023 Actual**

	Operating Funds					Liability, Protection, and Settlement	Working Cash	Bond & Interest	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds	Audit Fund	Fund	Fund	Fund		
Revenues:										
Local governmental sources										
Property taxes	\$ 8,075,748	\$ 4,714,397	\$ -	\$ -	\$ 67,069	\$ 2,182,426	\$ -	\$ 8,054,769	\$ 2,228,543	\$ 25,322,952
Corporate Personal Property Replacement Tax	4,142,716	469,110	-	-	-	-	-	-	-	4,611,826
Other	-	-	-	-	-	-	-	-	-	-
<b>Total local government sources</b>	<b>12,218,464</b>	<b>5,183,507</b>	<b>-</b>	<b>-</b>	<b>67,069</b>	<b>2,182,426</b>	<b>-</b>	<b>8,054,769</b>	<b>2,228,543</b>	<b>29,934,778</b>
State governmental sources	4,573,859	466,272	-	2,888,896	-	-	-	-	83,986	8,013,013
Federal governmental sources	5,440	-	-	6,200,269	-	-	-	-	-	6,205,709
Student tuition and fees	12,390,030	62,480	142,283	531,735	-	-	-	-	-	13,126,528
Sales and services	414,417	161,846	1,046,949	3,018	-	-	-	-	-	1,626,230
Rental of facilities and equipment	-	250,828	-	-	-	-	-	-	-	250,828
Investment earnings	871,188	6,695	8,168	-	11,472	245,676	563,891	79,365	2,285,560	4,072,015
Other sources	153,409	-	18,202	315,815	-	-	-	-	-	487,426
Contingency	-	-	-	-	-	-	-	-	-	-
<b>Total revenues</b>	<b>30,626,807</b>	<b>6,131,628</b>	<b>1,215,602</b>	<b>9,939,733</b>	<b>78,541</b>	<b>2,428,102</b>	<b>563,891</b>	<b>8,134,134</b>	<b>4,598,089</b>	<b>63,716,527</b>
Expenditures:										
Instruction	10,275,017	-	-	622,005	-	-	-	-	-	10,897,022
Academic support	3,679,750	-	-	2,271,580	-	-	-	-	-	5,951,330
Student services	2,770,786	-	-	882,077	-	-	-	-	-	3,652,863
Public services	406,786	-	-	656,384	-	-	-	-	-	1,063,170
Institutional support	6,543,137	-	-	180,526	76,175	2,242,638	-	8,857,708	2,413,888	20,314,072
Auxiliary services	-	-	1,793,017	-	-	-	-	-	-	1,793,017
Scholarships, student grants, and waivers	3,077,286	-	-	6,189,207	-	-	-	-	-	9,266,493
Operation of physical facilities	-	4,143,563	-	-	-	1,024,218	-	-	22,982,569	28,150,350
Contingency	-	-	-	-	-	-	-	-	-	-
<b>Total expenditures</b>	<b>26,752,762</b>	<b>4,143,563</b>	<b>1,793,017</b>	<b>10,801,779</b>	<b>76,175</b>	<b>3,266,856</b>	<b>-</b>	<b>8,857,708</b>	<b>25,396,457</b>	<b>81,088,317</b>
<b>Excess (deficiency) of revenues over expenditures</b>	<b>3,874,045</b>	<b>1,988,065</b>	<b>(577,415)</b>	<b>(862,046)</b>	<b>2,366</b>	<b>(838,754)</b>	<b>563,891</b>	<b>(723,574)</b>	<b>(20,798,368)</b>	<b>(17,371,790)</b>
Other financing sources (uses):										
Operating transfers in	-	-	1,400,000	1,900,000	-	-	-	-	2,100,000	5,400,000
Operating transfers out	(3,900,000)	(1,500,000)	-	-	-	-	-	-	-	(5,400,000)
Transfers to/from other fund	-	-	-	-	-	-	-	-	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	67,735,000	67,735,000
Bond Premium (Discount)	-	-	-	-	-	-	-	1,458,486	8,542,969	10,001,455
Subscription proceeds	264,799	-	-	371,999	-	309,847	-	-	-	946,645
<b>Total other financing sources (uses)</b>	<b>(3,635,201)</b>	<b>(1,500,000)</b>	<b>1,400,000</b>	<b>2,271,999</b>	<b>-</b>	<b>309,847</b>	<b>-</b>	<b>1,458,486</b>	<b>78,377,969</b>	<b>78,683,100</b>
<b>Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses</b>	<b>238,844</b>	<b>488,065</b>	<b>822,585</b>	<b>1,409,953</b>	<b>2,366</b>	<b>(528,907)</b>	<b>563,891</b>	<b>734,912</b>	<b>57,579,601</b>	<b>61,311,310</b>
Fund balance										
Beginning (projected)	9,151,137	5,571,303	1,182,717	11,888,404	278,440	6,579,640	14,206,050	3,338,193	20,006,164	72,202,047
Ending (projected)	\$ 9,389,981	\$ 6,059,368	\$ 2,005,302	\$ 13,298,357	\$ 280,806	\$ 6,050,733	\$ 14,769,941	\$ 4,073,104	\$ 77,585,765	\$ 133,513,357

**Combining All Funds  
FY2022 Actual**

	Operating Funds					Liability, Protection, and Settlement	Working Cash	Bond & Interest	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds	Audit Fund	Fund	Fund	Fund		
Revenues:										
Local governmental sources										
Property taxes	\$ 7,881,392	\$ 4,599,243	\$ -	\$ -	\$ 129,825	\$ 3,132,645	\$ -	\$ 6,585,919	\$ 2,145,454	\$ 24,474,478
Corporate Personal Property Replacement Tax	3,968,064	450,916	-	-	-	-	-	-	-	4,418,980
<b>Total local government sources</b>	<b>11,849,456</b>	<b>5,050,159</b>	<b>-</b>	<b>-</b>	<b>129,825</b>	<b>3,132,645</b>	<b>-</b>	<b>6,585,919</b>	<b>2,145,454</b>	<b>28,893,458</b>
State governmental sources	4,686,658	485,458	-	1,994,645	-	-	-	-	1,822,732	8,989,493
Federal governmental sources	2,043,319	-	-	12,358,485	-	-	-	-	-	14,401,804
Student tuition and fees	11,163,682	47,222	131,910	483,677	-	-	-	-	-	11,826,491
Sales and services	318,461	6,201	945,296	15,385	-	-	-	-	-	1,285,343
Rental of facilities and equipment	-	163,263	-	-	-	-	-	-	-	163,263
Investment earnings	131,881	39,283	1,205	-	1,543	36,149	86,600	12,173	91,800	400,634
Other sources	129,689	9,755	29,379	273,788	-	50,174	-	-	-	492,785
Contingency	-	-	-	-	-	-	-	-	-	-
<b>Total revenues</b>	<b>30,323,146</b>	<b>5,801,342</b>	<b>1,107,790</b>	<b>15,125,980</b>	<b>131,368</b>	<b>3,218,968</b>	<b>86,600</b>	<b>6,598,092</b>	<b>4,059,986</b>	<b>66,453,272</b>
Expenditures:										
Instruction	10,026,882	-	-	478,688	-	-	-	-	-	10,505,570
Academic support	3,486,198	-	-	1,440,830	-	-	-	-	-	4,927,028
Student services	2,509,106	-	-	712,648	-	-	-	-	-	3,221,754
Public services	364,883	-	-	603,837	-	-	-	-	-	968,720
Institutional support	7,784,718	-	-	340,304	97,325	1,782,926	-	6,527,726	289,755	16,822,754
Auxiliary services	-	-	1,743,604	-	-	-	-	-	-	1,743,604
Scholarships, student grants, and waivers	2,360,956	-	-	9,555,503	-	-	-	-	-	11,916,459
Operation of physical facilities	-	4,002,268	-	31,392	-	969,349	-	-	4,983,413	9,986,422
Contingency	-	-	-	-	-	-	-	-	-	-
<b>Total expenditures</b>	<b>26,532,743</b>	<b>4,002,268</b>	<b>1,743,604</b>	<b>13,163,202</b>	<b>97,325</b>	<b>2,752,275</b>	<b>-</b>	<b>6,527,726</b>	<b>5,273,168</b>	<b>60,092,311</b>
<b>Excess (deficiency) of revenues over expenditures</b>	<b>3,790,403</b>	<b>1,799,074</b>	<b>(635,814)</b>	<b>1,962,778</b>	<b>34,043</b>	<b>466,693</b>	<b>86,600</b>	<b>70,366</b>	<b>(1,213,182)</b>	<b>6,360,961</b>
Other financing sources (uses):										
Operating transfers in	-	-	750,000	1,245,000	-	-	-	-	4,084,000	6,079,000
Operating transfers out	(4,395,000)	(1,684,000)	-	-	-	-	-	-	-	(6,079,000)
Transfers to/from other fund	-	-	-	35,779	-	-	-	-	-	35,779
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>(4,395,000)</b>	<b>(1,684,000)</b>	<b>750,000</b>	<b>1,280,779</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,084,000</b>	<b>35,779</b>
<b>Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses</b>	<b>(604,597)</b>	<b>115,074</b>	<b>114,186</b>	<b>3,243,557</b>	<b>34,043</b>	<b>466,693</b>	<b>86,600</b>	<b>70,366</b>	<b>2,870,818</b>	<b>6,396,740</b>
Fund balance										
Beginning	9,755,734	5,456,229	1,068,531	8,644,847	244,397	6,112,947	14,119,450	3,267,827	17,135,346	65,805,308
Ending (estimated)	\$ 9,151,137	\$ 5,571,303	\$ 1,182,717	\$ 11,888,404	\$ 278,440	\$ 6,579,640	\$ 14,206,050	\$ 3,338,193	\$ 20,006,164	\$ 72,202,047

**Combining All Funds  
FY2021 Actual**

	Operating Funds					Liability, Protection, and Settlement	Working Cash	Bond & Interest	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds	Audit Fund	Fund	Fund	Fund		
Revenues:										
Local governmental sources										
Property taxes	\$ 7,826,598	\$ 4,543,548	\$ -	\$ -	\$ 126,493	\$ 3,035,050	\$ -	\$ 6,509,956	\$ 2,103,818	\$ 24,145,463
Corporate Personal Property Replacement Tax	1,839,185	204,577	-	-	-	-	-	-	-	2,043,762
<b>Total local government sources</b>	<b>9,665,783</b>	<b>4,748,125</b>	<b>-</b>	<b>-</b>	<b>126,493</b>	<b>3,035,050</b>	<b>-</b>	<b>6,509,956</b>	<b>2,103,818</b>	<b>26,189,225</b>
State governmental sources	4,799,182	491,123	-	2,041,342	-	-	-	-	140,253	7,471,900
Federal governmental sources	4,635,752	106,183	1,180,903	6,329,465	-	-	-	-	-	12,252,303
Student tuition and fees	11,366,392	28,365	139,974	513,310	-	-	-	-	-	12,048,041
Sales and services	141,347	2,767	1,009,068	1,728	-	-	-	-	-	1,154,910
Rental of facilities and equipment	720	153,836	-	-	-	-	-	-	-	154,556
Investment earnings	127,950	41,139	237	-	1,267	35,155	94,277	13,837	56,975	370,837
Other sources	367,956	49,592	7,811	303,121	-	-	-	-	-	728,480
Contingency	-	-	-	-	-	-	-	-	-	-
<b>Total revenues</b>	<b>31,105,082</b>	<b>5,621,130</b>	<b>2,337,993</b>	<b>9,188,966</b>	<b>127,760</b>	<b>3,070,205</b>	<b>94,277</b>	<b>6,523,793</b>	<b>2,301,046</b>	<b>60,370,252</b>
Expenditures:										
Instruction	10,115,281	-	-	509,925	-	-	-	-	-	10,625,206
Academic support	3,201,959	-	-	1,412,303	-	-	-	-	-	4,614,262
Student services	2,351,635	-	-	642,106	-	-	-	-	-	2,993,741
Public services	281,725	-	-	665,255	-	-	-	-	-	946,980
Institutional support	5,825,742	-	-	537,621	62,927	1,493,718	-	6,464,235	307,372	14,691,615
Auxiliary services	-	-	1,648,555	57,493	-	-	-	-	-	1,706,048
Scholarships, student grants, and waivers	2,253,280	-	-	7,726,264	-	-	-	-	-	9,979,544
Operation of physical facilities	-	3,798,275	-	58,734	-	918,031	-	-	1,392,290	6,167,330
Contingency	-	-	-	-	-	-	-	-	-	-
<b>Total expenditures</b>	<b>24,029,622</b>	<b>3,798,275</b>	<b>1,648,555</b>	<b>11,609,701</b>	<b>62,927</b>	<b>2,411,749</b>	<b>-</b>	<b>6,464,235</b>	<b>1,699,662</b>	<b>51,724,726</b>
<b>Excess (deficiency) of revenues over expenditures</b>	<b>7,075,460</b>	<b>1,822,855</b>	<b>689,438</b>	<b>(2,420,735)</b>	<b>64,833</b>	<b>658,456</b>	<b>94,277</b>	<b>59,558</b>	<b>601,384</b>	<b>8,645,525</b>
Other financing sources (uses):										
Operating transfers in	-	-	-	500,000	-	-	-	-	7,000,000	7,500,000
Operating transfers out	(5,800,000)	(1,700,000)	-	-	-	-	-	-	-	(7,500,000)
Transfers to/from other fund	-	-	-	(1,280,336)	-	-	-	-	1,280,336	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>(5,800,000)</b>	<b>(1,700,000)</b>	<b>-</b>	<b>(780,336)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,280,336</b>	<b>-</b>
<b>Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses</b>	<b>1,275,460</b>	<b>122,855</b>	<b>689,438</b>	<b>(3,201,071)</b>	<b>64,833</b>	<b>658,456</b>	<b>94,277</b>	<b>59,558</b>	<b>8,881,720</b>	<b>8,645,525</b>
Fund balance										
Beginning	8,480,274	5,307,309	379,093	11,845,915	179,564	5,454,491	14,025,173	3,208,269	8,253,626	57,133,714
Ending	\$ 9,755,734	\$ 5,430,164	\$ 1,068,531	\$ 8,644,844	\$ 244,397	\$ 6,112,947	\$ 14,119,450	\$ 3,267,827	\$ 17,135,346	\$ 65,779,240



**Combining All Funds  
FY2020 Actual**

	<b>Operating Funds</b>					Liability, Protection, and Settlement	Working Cash	Bond & Interest	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds	Audit Fund	Fund	Fund	Fund		
Revenues:										
Local governmental sources										
Property taxes	\$ 7,625,244	\$ 4,406,992	\$ -	\$ -	\$ 114,356	\$ 2,788,797	\$ -	\$ 6,380,700	\$ 2,038,133	\$ 23,354,222
Corporate Personal Property Replacement Tax	1,320,025	146,829	-	-	-	-	-	-	-	1,466,854
<b>Total local government sources</b>	<b>8,945,269</b>	<b>4,553,821</b>	<b>-</b>	<b>-</b>	<b>114,356</b>	<b>2,788,797</b>	<b>-</b>	<b>6,380,700</b>	<b>2,038,133</b>	<b>24,821,076</b>
State governmental sources	5,185,657	504,002	-	1,994,272	-	-	-	-	-	7,683,931
Federal governmental sources	149,768	-	-	7,761,779	-	-	-	-	-	7,911,547
Student tuition and fees	13,319,831	97,729	158,429	447,015	-	-	-	-	-	14,023,004
Sales and services	364,017	4,932	1,414,435	-	-	-	-	-	-	1,783,384
Rental of facilities and equipment	13,558	208,863	-	-	-	-	-	-	-	222,421
Investment earnings	270,437	78,344	690	-	2,640	67,844	206,915	36,514	144,255	807,639
Other sources	15,391	41,180	18,679	250,069	-	-	-	-	32,348	357,667
Contingency	-	-	-	-	-	-	-	-	-	-
<b>Total revenues</b>	<b>28,263,928</b>	<b>5,488,871</b>	<b>1,592,233</b>	<b>10,453,135</b>	<b>116,996</b>	<b>2,856,641</b>	<b>206,915</b>	<b>6,417,214</b>	<b>2,214,736</b>	<b>57,610,669</b>
Expenditures:										
Instruction	10,182,611	-	-	604,755	-	-	-	-	5,941	10,793,307
Academic support	3,362,909	-	-	1,217,738	-	-	-	-	-	4,580,647
Student services	2,524,373	-	-	569,173	-	-	-	-	-	3,093,546
Public services	542,239	-	-	719,373	-	-	-	-	-	1,261,612
Institutional support	7,165,397	-	-	434,894	140,490	1,245,796	-	6,405,279	783,378	16,175,234
Auxiliary services	-	-	1,853,560	23,551	-	-	-	-	-	1,877,111
Scholarships, student grants, and waivers	2,962,080	-	-	6,957,205	-	-	-	-	-	9,919,285
Operation of physical facilities	-	3,690,406	-	44,184	-	858,175	-	-	5,589,730	10,182,495
Contingency	-	-	-	-	-	-	-	-	-	-
<b>Total expenditures</b>	<b>26,739,609</b>	<b>3,690,406</b>	<b>1,853,560</b>	<b>10,570,873</b>	<b>140,490</b>	<b>2,103,971</b>	<b>-</b>	<b>6,405,279</b>	<b>6,379,049</b>	<b>57,883,237</b>
<b>Excess (deficiency) of revenues over expenditures</b>	<b>1,524,319</b>	<b>1,798,465</b>	<b>(261,327)</b>	<b>(117,738)</b>	<b>(23,494)</b>	<b>752,670</b>	<b>206,915</b>	<b>11,935</b>	<b>(4,164,313)</b>	<b>(272,568)</b>
Other financing sources (uses):										
Operating transfers in	-	-	600,000	1,170,696	-	-	-	-	2,071,000	3,841,696
Operating transfers out	(1,602,000)	(1,169,000)	-	-	-	-	-	-	-	(2,771,000)
Transfers to/from other fund	-	-	-	-	-	-	-	-	(1,070,696)	(1,070,696)
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>(1,602,000)</b>	<b>(1,169,000)</b>	<b>600,000</b>	<b>1,170,696</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000,304</b>	<b>-</b>
<b>Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses</b>	<b>(77,681)</b>	<b>629,465</b>	<b>338,673</b>	<b>1,052,958</b>	<b>(23,494)</b>	<b>752,670</b>	<b>206,915</b>	<b>11,935</b>	<b>(3,164,009)</b>	<b>(272,568)</b>
Fund balance										
Beginning	8,557,955	4,677,844	40,420	10,792,957	203,058	4,701,821	13,818,258	3,196,334	11,417,635	57,406,282
Ending	\$ 8,480,274	\$ 5,307,309	\$ 379,093	\$ 11,845,915	\$ 179,564	\$ 5,454,491	\$ 14,025,173	\$ 3,208,269	\$ 8,253,626	\$ 57,133,714

**Combining All Funds  
FY2019 Actual**

	Operating Funds					Liability, Protection, and Settlement					
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds	Audit Fund	Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance Restricted	Total	
<b>Revenues:</b>											
Local governmental sources											
Property taxes	\$ 7,584,658	\$ 4,385,650	\$ -	\$ -	\$ 105,748	\$ 2,593,117	\$ -	\$ 6,431,686	\$ 2,015,484	\$ 23,116,343	
Corporate Personal Property Replacement Tax	1,221,168	135,410	-	-	-	-	-	-	-	1,356,578	
Other	-	-	-	-	-	-	-	-	-	-	
<b>Total local government sources</b>	<b>8,805,826</b>	<b>4,521,060</b>	<b>-</b>	<b>-</b>	<b>105,748</b>	<b>2,593,117</b>	<b>-</b>	<b>6,431,686</b>	<b>2,015,484</b>	<b>24,472,921</b>	
State governmental sources	5,374,085	519,971	-	1,825,285	-	-	-	-	-	7,719,341	
Federal governmental sources	44,444	-	-	6,456,670	-	-	-	-	-	6,501,114	
Student tuition and fees	14,458,028	103,185	169,401	621,214	-	-	-	-	-	15,351,828	
Sales and services	453,942	5,560	1,589,314	4,567	-	-	-	-	-	2,053,383	
Rental of facilities and equipment	15,718	167,429	-	-	-	-	-	-	-	183,147	
Investment earnings	384,540	96,333	1,022	-	3,612	89,558	306,736	47,068	444,126	1,372,995	
Other sources	61,042	38,623	27,042	368,333	-	260	-	-	-	495,300	
Contingency	-	-	-	-	-	-	-	-	-	-	
<b>Total revenues</b>	<b>29,597,625</b>	<b>5,452,161</b>	<b>1,786,779</b>	<b>9,276,069</b>	<b>109,360</b>	<b>2,682,935</b>	<b>306,736</b>	<b>6,478,754</b>	<b>2,459,610</b>	<b>58,150,029</b>	
<b>Expenditures:</b>											
Instruction	10,489,243	-	-	456,908	-	-	-	-	-	10,946,151	
Academic support	3,220,271	-	-	1,097,497	-	-	-	-	-	4,317,768	
Student services	2,504,753	-	-	657,183	-	-	-	-	-	3,161,936	
Public services	628,411	-	-	747,671	-	-	-	-	-	1,376,082	
Institutional support	6,490,087	-	-	26,987	63,500	1,291,987	-	6,342,383	1,238,326	15,453,270	
Auxiliary services	-	-	2,025,902	-	-	-	-	-	-	2,025,902	
Scholarships, student grants, and waivers	3,288,575	-	-	6,327,039	-	-	-	-	-	9,615,614	
Operation of physical facilities	-	3,791,139	-	-	-	759,489	-	-	16,961,800	21,512,428	
Contingency	-	-	-	-	-	-	-	-	-	-	
<b>Total expenditures</b>	<b>26,621,340</b>	<b>3,791,139</b>	<b>2,025,902</b>	<b>9,313,285</b>	<b>63,500</b>	<b>2,051,476</b>	<b>-</b>	<b>6,342,383</b>	<b>18,200,126</b>	<b>68,409,151</b>	
<b>Excess (deficiency) of revenues over expenditures</b>	<b>2,976,285</b>	<b>1,661,022</b>	<b>(239,123)</b>	<b>(37,216)</b>	<b>45,860</b>	<b>631,459</b>	<b>306,736</b>	<b>136,371</b>	<b>(15,740,516)</b>	<b>(10,259,122)</b>	
<b>Other financing sources (uses):</b>											
Operating transfers in	-	-	-	309,640	-	-	-	-	1,211,665	1,521,305	
Operating transfers out	(600,000)	(700,000)	-	-	-	-	-	(11,665)	(209,640)	(1,521,305)	
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-	
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-	
<b>Total other financing sources (uses)</b>	<b>(600,000)</b>	<b>(700,000)</b>	<b>-</b>	<b>309,640</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(11,665)</b>	<b>1,002,025</b>	<b>-</b>	
<b>Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses</b>	<b>2,376,285</b>	<b>961,022</b>	<b>(239,123)</b>	<b>272,424</b>	<b>45,860</b>	<b>631,459</b>	<b>306,736</b>	<b>124,706</b>	<b>(14,738,491)</b>	<b>(10,259,122)</b>	
<b>Fund balance</b>											
Beginning	6,181,670	3,716,822	279,543	10,520,533	157,198	4,070,362	13,511,522	3,071,628	26,156,126	67,665,404	
Ending	\$ 8,557,955	\$ 4,677,844	\$ 40,420	\$ 10,792,957	\$ 203,058	\$ 4,701,821	\$ 13,818,258	\$ 3,196,334	\$ 11,417,635	\$ 57,406,282	

**Combining All Funds  
FY2018 Actual**

	Operating Funds					Liability, Protection, and Settlement					
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds	Audit Fund	Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance Restricted	Total	
<b>Revenues:</b>											
Local governmental sources											
Property taxes	\$ 7,302,206	\$ 4,232,615	\$ -	\$ -	\$ 100,200	\$ 2,534,892	\$ -	\$ 6,344,299	\$ 1,789,836	\$ 22,304,048	
Corporate Personal Property Replacement Tax	1,097,161	121,907	-	-	-	-	-	-	-	1,219,068	
Other	-	-	-	-	-	-	-	-	-	-	
<b>Total local government sources</b>	<b>8,399,367</b>	<b>4,354,522</b>	<b>-</b>	<b>-</b>	<b>100,200</b>	<b>2,534,892</b>	<b>-</b>	<b>6,344,299</b>	<b>1,789,836</b>	<b>23,523,116</b>	
State governmental sources	5,843,222	538,450	-	1,925,080	-	-	-	-	-	8,306,752	
Federal governmental sources	40,803	-	-	7,194,003	-	-	-	-	-	7,234,806	
Student tuition and fees	15,508,475	111,353	184,997	680,505	-	-	-	-	-	16,485,330	
Sales and services	449,047	6,713	1,940,684	2,168	-	-	-	-	-	2,398,612	
Rental of facilities and equipment	17,153	147,458	-	-	-	-	-	-	-	164,611	
Investment earnings	178,277	37,053	767	-	1,492	43,201	180,216	23,678	444,267	908,951	
Other sources	62,162	13,963	27,541	341,887	-	-	-	-	2,186	447,739	
Contingency	-	-	-	-	-	-	-	-	-	-	
<b>Total revenues</b>	<b>30,498,506</b>	<b>5,209,512</b>	<b>2,153,989</b>	<b>10,143,643</b>	<b>101,692</b>	<b>2,578,093</b>	<b>180,216</b>	<b>6,367,977</b>	<b>2,236,289</b>	<b>59,469,917</b>	
<b>Expenditures:</b>											
Instruction	10,681,613	-	-	497,595	-	-	-	-	-	11,179,208	
Academic support	3,311,281	-	-	977,159	-	-	-	-	-	4,288,440	
Student services	2,417,583	-	-	613,535	-	-	-	-	-	3,031,118	
Public services	616,578	-	-	787,737	-	-	-	-	-	1,404,315	
Institutional support	6,148,812	-	-	8,953	51,150	1,070,341	-	5,685,542	877,856	13,842,654	
Auxiliary services	-	-	2,243,959	-	-	-	-	-	-	2,243,959	
Scholarships, student grants, and waivers	3,324,504	-	-	7,171,988	-	-	-	-	-	10,496,492	
Operation of physical facilities	-	3,653,944	-	-	-	712,354	-	-	11,561,519	15,927,817	
Contingency	-	-	-	-	-	-	-	-	-	-	
<b>Total expenditures</b>	<b>26,500,371</b>	<b>3,653,944</b>	<b>2,243,959</b>	<b>10,056,967</b>	<b>51,150</b>	<b>1,782,695</b>	<b>-</b>	<b>5,685,542</b>	<b>12,439,375</b>	<b>62,414,003</b>	
<b>Excess (deficiency) of revenues over expenditures</b>	<b>3,998,135</b>	<b>1,555,568</b>	<b>(89,970)</b>	<b>86,676</b>	<b>50,542</b>	<b>795,398</b>	<b>180,216</b>	<b>682,435</b>	<b>(10,203,086)</b>	<b>(2,944,086)</b>	
<b>Other financing sources (uses):</b>											
Operating transfers in	-	-	-	9,240,000	-	-	-	-	620,000	9,860,000	
Operating transfers out	(9,440,000)	(420,000)	-	-	-	-	-	-	-	(9,860,000)	
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-	
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-	
<b>Total other financing sources (uses)</b>	<b>(9,440,000)</b>	<b>(420,000)</b>	<b>-</b>	<b>9,240,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>620,000</b>	<b>-</b>	
<b>Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses</b>	<b>(5,441,865)</b>	<b>1,135,568</b>	<b>(89,970)</b>	<b>9,326,676</b>	<b>50,542</b>	<b>795,398</b>	<b>180,216</b>	<b>682,435</b>	<b>(9,583,086)</b>	<b>(2,944,086)</b>	
<b>Fund balance</b>											
Beginning	11,623,535	2,581,254	369,513	1,193,857	106,656	3,274,964	13,331,306	2,389,192	35,739,212	70,609,489	
Ending	\$ 6,181,670	\$ 3,716,822	\$ 279,543	\$ 10,520,533	\$ 157,198	\$ 4,070,362	\$ 13,511,522	\$ 3,071,628	\$ 26,156,126	\$ 67,665,404	

**Combining All Funds  
FY2017 Actual**

	Operating Funds					Liability, Protection, and Settlement					
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds	Audit Fund	Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance Restricted	Total	
<b>Revenues:</b>											
Local governmental sources											
Property taxes	\$ 6,764,987	\$ 3,911,863	\$ -	\$ -	\$ 70,070	\$ 2,100,118	\$ -	\$ 6,272,429	\$ 1,958,428	\$ 21,077,895	
Corporate Personal Property Replacement Tax	1,332,819	148,091	-	-	-	-	-	-	-	1,480,910	
Other	3,291	-	-	-	-	-	-	-	-	3,291	
<b>Total local government sources</b>	<b>8,101,097</b>	<b>4,059,954</b>	<b>-</b>	<b>-</b>	<b>70,070</b>	<b>2,100,118</b>	<b>-</b>	<b>6,272,429</b>	<b>1,958,428</b>	<b>22,562,096</b>	
State governmental sources	8,168,094	627,146	-	2,012,628	-	-	-	-	7,416	10,815,284	
Federal governmental sources	38,234	-	-	7,393,381	-	-	-	-	-	7,431,615	
Student tuition and fees	15,982,052	126,387	185,650	609,440	-	-	-	-	-	16,903,529	
Sales and services	450,367	7,289	2,195,816	130,397	-	-	-	-	-	2,783,869	
Rental of facilities and equipment	22,706	253,916	-	-	-	-	-	-	-	276,622	
Investment earnings	47,704	10,344	545	-	600	18,896	93,051	12,414	211,333	394,887	
Other sources	63,033	14,996	47,667	628,564	-	-	-	-	65,915	820,175	
Contingency	-	-	-	-	-	-	-	-	-	-	
<b>Total revenues</b>	<b>32,873,287</b>	<b>5,100,032</b>	<b>2,429,678</b>	<b>10,774,410</b>	<b>70,670</b>	<b>2,119,014</b>	<b>93,051</b>	<b>6,284,843</b>	<b>2,243,092</b>	<b>61,988,077</b>	
<b>Expenditures:</b>											
Instruction	11,668,177	-	-	514,300	-	-	-	-	-	12,182,477	
Academic support	3,416,922	-	-	1,052,895	-	-	-	-	-	4,469,817	
Student services	2,629,782	-	-	688,355	-	-	-	-	-	3,318,137	
Public services	615,735	-	-	683,488	-	-	-	-	-	1,299,223	
Institutional support	5,185,197	-	-	3,031	68,550	957,104	-	6,944,352	1,823,796	14,982,030	
Auxiliary services	-	-	2,437,964	110,707	-	-	-	-	-	2,548,671	
Scholarships, student grants, and waivers	3,810,949	-	-	7,751,556	-	-	-	-	-	11,562,505	
Operation of physical facilities	-	3,976,708	-	2,594	-	685,171	-	-	6,174,494	10,838,967	
Contingency	-	-	-	-	-	-	-	-	-	-	
<b>Total expenditures</b>	<b>27,326,762</b>	<b>3,976,708</b>	<b>2,437,964</b>	<b>10,806,926</b>	<b>68,550</b>	<b>1,642,275</b>	<b>-</b>	<b>6,944,352</b>	<b>7,998,290</b>	<b>61,201,827</b>	
<b>Excess (deficiency) of revenues over expenditures</b>	<b>5,546,525</b>	<b>1,123,324</b>	<b>(8,286)</b>	<b>(32,516)</b>	<b>2,120</b>	<b>476,739</b>	<b>93,051</b>	<b>(659,509)</b>	<b>(5,755,198)</b>	<b>786,250</b>	
<b>Other financing sources (uses):</b>											
Operating transfers in	-	-	-	-	-	-	-	-	-	-	
Operating transfers out	-	-	-	-	-	-	-	-	-	-	
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	28,955,000	28,955,000	
Bond Premium (Discount)	-	-	-	-	-	-	-	-	3,023,591	3,023,591	
<b>Total other financing sources (uses)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>31,978,591</b>	<b>31,978,591</b>	
<b>Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses</b>	<b>5,546,525</b>	<b>1,123,324</b>	<b>(8,286)</b>	<b>(32,516)</b>	<b>2,120</b>	<b>476,739</b>	<b>93,051</b>	<b>(659,509)</b>	<b>26,223,393</b>	<b>32,764,841</b>	
<b>Fund balance</b>											
Beginning	6,077,010	1,457,930	377,799	1,556,420	104,536	2,798,225	13,238,255	3,048,701	9,515,819	38,174,695	
Ending	\$ 11,623,535	\$ 2,581,254	\$ 369,513	\$ 1,523,904	\$ 106,656	\$ 3,274,964	\$ 13,331,306	\$ 2,389,192	\$ 35,739,212	\$ 70,939,536	

**Combining All Funds  
FY2016 Actual**

	Operating Funds					Liability, Protection, and Settlement	Working Cash	Bond & Interest	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds	Audit Fund	Fund	Fund	Fund	Fund	
Revenues:										
Local governmental sources										
Property taxes	\$ 6,462,560	\$ 3,655,053	\$ -	\$ -	\$ 36,378	\$ 2,131,353	\$ -	\$ 6,237,631	\$ 1,793,317	\$ 20,316,292
Corporate Personal Property Replacement Tax	1,206,736	134,082	-	-	-	-	-	-	-	1,340,818
Other	-	-	-	-	-	-	-	-	-	-
Total local government sources	7,669,296	3,789,135	-	-	36,378	2,131,353	-	6,237,631	1,793,317	21,657,110
State governmental sources	1,211,000	168,235	-	1,679,544	-	-	-	-	-	3,058,779
Federal governmental sources	38,165	-	-	7,695,032	-	-	-	-	-	7,733,197
Student tuition and fees	15,793,121	89,086	197,466	638,675	-	-	-	-	-	16,718,348
Sales and services	433,358	6,141	2,370,605	152,714	-	-	-	-	-	2,962,818
Rental of facilities and equipment	28,449	114,044	-	-	-	-	-	-	-	142,493
Investment earnings	35,727	5,616	355	-	482	11,013	65,818	9,256	74,035	202,302
Other sources	33,944	15,888	42,928	706,671	-	30,044	-	-	37,366	866,841
Contingency	-	-	-	-	-	-	-	-	-	-
Total revenues	25,243,060	4,188,145	2,611,354	10,872,636	36,860	2,172,410	65,818	6,246,887	1,904,718	53,341,888
Expenditures:										
Instruction	12,627,599	-	-	555,120	-	-	-	-	202,529	13,385,248
Academic support	3,716,114	-	-	959,529	-	-	-	-	279	4,675,922
Student services	2,803,697	-	-	641,929	-	-	-	-	-	3,445,626
Public services	775,183	-	-	899,884	-	-	-	-	-	1,675,067
Institutional support	5,659,791	-	-	78,453	46,000	967,421	-	6,094,134	1,389,125	14,234,924
Auxiliary services	-	-	2,691,941	98,860	-	-	-	-	-	2,790,801
Scholarships, student grants, and waivers	3,786,630	-	-	7,570,157	-	-	-	-	-	11,356,787
Operation of physical facilities	-	4,119,216	-	-	-	793,661	-	-	9,532,307	14,445,184
Contingency	-	-	-	-	-	-	-	-	-	-
Total expenditures	29,369,014	4,119,216	2,691,941	10,803,932	46,000	1,761,082	-	6,094,134	11,124,240	66,009,559
Excess (deficiency) of revenues over expenditures	(4,125,954)	68,929	(80,587)	68,704	(9,140)	411,328	65,818	152,753	(9,219,522)	(12,667,671)
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	-	-	-	13,893	13,893
Operating transfers out	-	-	-	-	-	-	-	(13,893)	-	(13,893)
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	-	-	-	-	-	-	-	(13,893)	13,893	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	(4,125,954)	68,929	(80,587)	68,704	(9,140)	411,328	65,818	138,860	(9,205,629)	(12,667,671)
Fund balance										
Beginning	10,202,964	1,389,001	458,386	1,487,716	113,676	2,386,897	13,172,437	2,909,841	18,721,448	50,842,367
Ending	\$ 6,077,010	\$ 1,457,930	\$ 377,799	\$ 1,556,420	\$ 104,536	\$ 2,798,225	\$ 13,238,255	\$ 3,048,701	\$ 9,515,819	\$ 38,174,695

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## **General Fund (Operating Funds)**

The Education Fund and Operations and Maintenance Fund together comprise most of instructional, instructional support, student services, and operational activities of the College. When grouped together, these funds are referred to as the “Operating Funds.” The Illinois Community College Board uses the combined Education and Operations and Maintenance Funds as the “Operating Funds” for financial reporting purposes. The local Board of Trustees may make a determination within the budget for the distribution of unrestricted revenues other than local property taxes among the Operating Funds.

### **Overview**

The General Fund is budgeted to end FY2025 with a \$2,260,506 excess of expenditures over revenue after fund transfers.

Total revenue in the General Fund is budgeted to increase by \$968,531 or 2.74% from the FY2024 Budget and is comprised of the following changes:

- 7.15% increase in property taxes due to increased property tax revenue
- 8.81% decrease in Corporate Personal Property Replacement Tax due to budget being based on estimates presented by the Illinois Department of Revenue
- 3.62% increase in student tuition and fees due to an increase in enrollment

Total expenditures in the General Fund are budgeted to increase \$2,073,751 or 5.38% from the FY2024 Budget and are comprised of the following changes:

- 7.94% increase in salaries and a 1.28% increase in benefits as a result of changes in staffing needs and restructuring
- 3.09% increase in other due to increased scholarships, grants and tuition waivers
- 2.36% increase in contractual services to reflect actual contracts including consulting on the subject of institutional and student learning outcomes assessment, and customer relationship management software for Advising
- 1.54% increase in materials and supplies due to the increase in cost of paper, printing, and general supplies
- 2.14% increase in utilities due to increased square footage of a building renovation and offset with increase energy efficiency

### **Overall Trend**

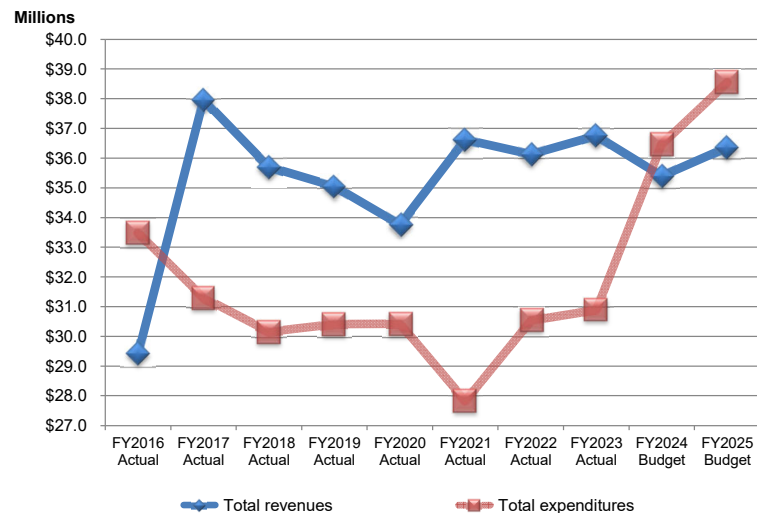
Total revenue is projected to increase \$6,932,327 or 23.55% from FY2016 actuals, driven primarily by a 240.12% increase in state funding, a 144.85% increase in Corporate Personal Property Replacement Tax, a 34.82% increase in property taxes, and a 15.41% decrease in tuition & fees.

Total expenditures are projected to increase \$5,060,808 or 15.11% from FY2016 actuals, driven primarily by an 11.00% increase in salaries and benefits, an 89.01% increase in contractual services, a 53.85% increase in materials and supplies, and a 37.78% increase in utilities.

**Operating Funds Revenue and Expenditure Summary  
FY2016 through FY2025**

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Total revenues	\$ 29,431,205	\$ 37,973,319	\$ 35,708,018	\$ 35,049,786	\$ 33,752,799	\$ 36,620,029	\$ 36,124,488	\$ 36,758,435	\$ 35,395,001	\$ 36,363,532
Total expenditures	33,488,230	31,303,470	30,154,315	30,412,479	30,430,015	27,827,897	30,535,011	30,896,325	36,475,287	38,549,038
Excess (deficiency) of revenues over expenditures	(4,057,025)	6,669,849	5,553,703	4,637,307	3,322,784	8,792,132	5,589,477	5,862,110	(1,080,286)	(2,185,506)
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	-	-	-	-	2,000,000
Operating transfers out	-	-	(9,860,000)	(1,300,000)	(2,771,000)	(7,500,000)	(6,079,000)	(5,400,000)	-	(2,075,000)
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	-	-	-
Subscription proceeds	-	-	-	-	-	-	264,799	-	-	-
Total other financing sources (uses)	-	-	(9,860,000)	(1,300,000)	(2,771,000)	(7,500,000)	(6,079,000)	(5,135,201)	-	(75,000)
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	(4,057,025)	6,669,849	(4,306,297)	3,337,307	551,784	1,292,132	(489,523)	726,909	(1,080,286)	(2,260,506)
Fund balance										
Beginning (estimated)	11,591,965	7,534,940	14,204,789	9,898,492	13,235,799	13,787,583	15,079,715	14,590,192	15,317,101	14,236,815
Ending (estimated)	\$ 7,534,940	\$ 14,204,789	\$ 9,898,492	\$ 13,235,799	\$ 13,787,583	\$ 15,079,715	\$ 14,590,192	\$ 15,317,101	\$ 14,236,815	\$ 11,976,309

**Black Hawk College  
Operating Funds Revenue and Expenditure Summary  
FY2016 through FY2025**



**Black Hawk College  
Operating Funds Ending Fund Balance  
FY2016 through FY2025**

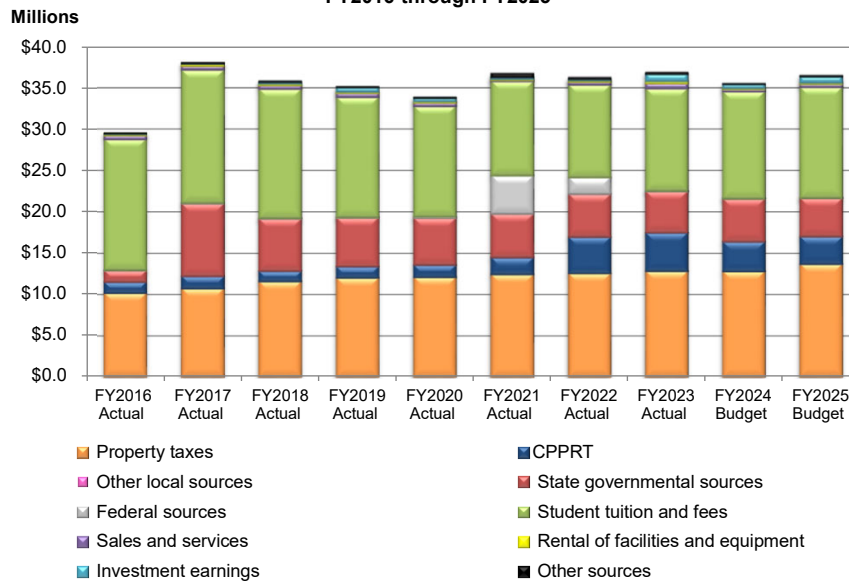




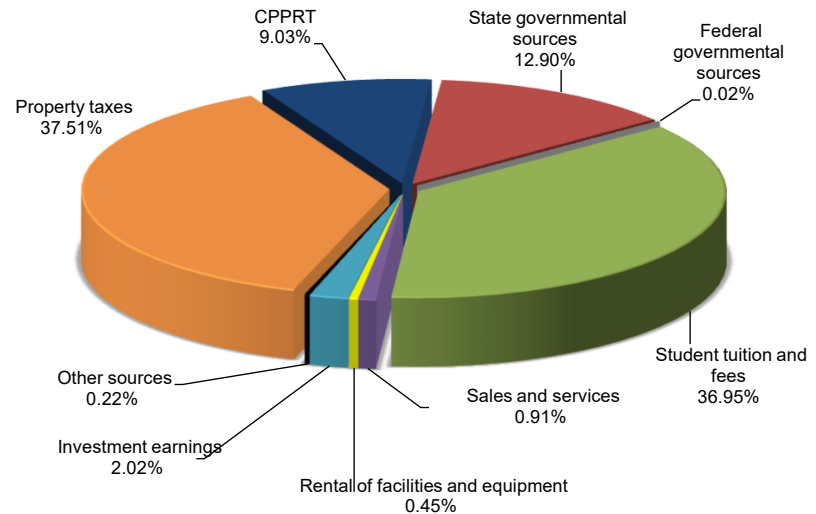
### Operating Funds Revenue by Source FY2016 through FY2025

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
<b>Revenues:</b>										
Local governmental sources										
Property taxes	\$ 10,117,613	\$ 10,676,850	\$ 11,534,821	\$ 11,970,308	\$ 12,032,236	\$ 12,370,146	\$ 12,480,635	\$ 12,790,145	\$ 12,730,500	\$ 13,640,300
Corporate Personal Property Replacement Tax	1,340,818	1,480,910	1,219,068	1,356,578	1,466,854	2,043,762	4,418,980	4,611,826	3,600,000	3,283,000
Other local sources	-	3,291	-	-	-	-	-	-	-	-
<b>Total local government sources</b>	<b>11,458,431</b>	<b>12,161,051</b>	<b>12,753,889</b>	<b>13,326,886</b>	<b>13,499,090</b>	<b>14,413,908</b>	<b>16,899,615</b>	<b>17,401,971</b>	<b>16,330,500</b>	<b>16,923,300</b>
State governmental sources	1,379,235	8,795,240	6,381,672	5,894,056	5,689,659	5,290,305	5,172,116	5,040,131	5,192,000	4,691,000
Federal governmental sources	38,165	38,234	40,803	44,444	149,768	4,635,752	2,043,319	5,440	5,000	5,500
Student tuition and fees	15,882,207	16,108,439	15,619,828	14,561,213	13,417,560	11,394,757	11,210,904	12,452,510	12,964,994	13,434,717
Sales and services	439,499	457,656	455,760	459,502	368,949	144,114	324,662	576,263	262,866	332,037
Rental of facilities and equipment	142,493	276,622	164,611	183,147	222,421	154,556	163,263	250,828	147,491	163,088
Investment earnings	41,343	58,048	215,330	480,873	348,781	169,089	171,164	877,883	450,000	735,000
Other sources	49,832	78,029	76,125	99,665	56,571	417,548	139,444	153,409	42,150	78,890
<b>Total revenues</b>	<b>\$ 29,431,205</b>	<b>\$ 37,973,319</b>	<b>\$ 35,708,018</b>	<b>\$ 35,049,786</b>	<b>\$ 33,752,799</b>	<b>\$ 36,620,029</b>	<b>\$ 36,124,488</b>	<b>\$ 36,758,435</b>	<b>\$ 35,395,001</b>	<b>\$ 36,363,532</b>

**Black Hawk College  
Operating Funds Revenue by Source Trend  
FY2016 through FY2025**



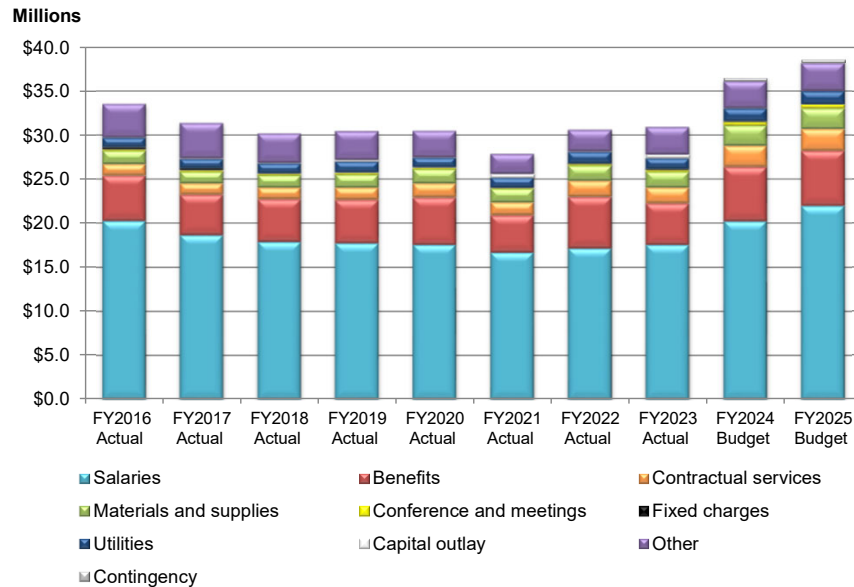
**Black Hawk College  
Operating Funds Revenue by Source  
FY2025 Budget**



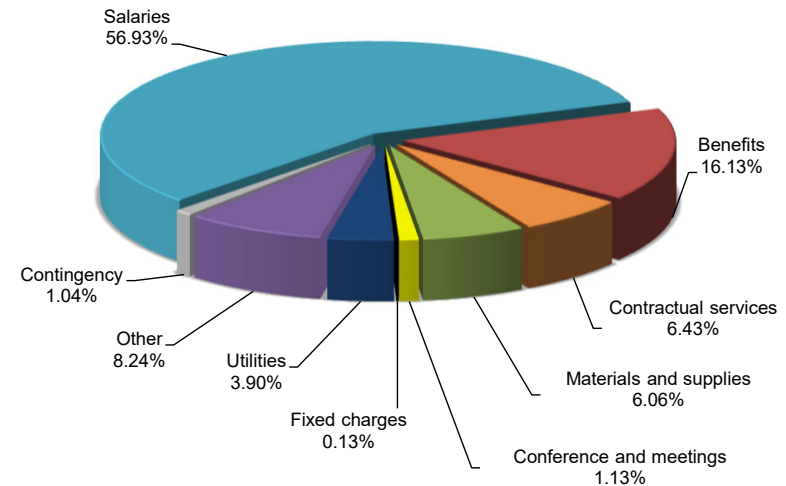
**Operating Funds Expenditures by Object  
FY2016 through FY2025**

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Expenditures:										
Salaries	\$ 20,231,348	\$ 18,648,382	\$ 17,868,795	\$ 17,710,114	\$ 17,529,900	\$ 16,665,820	\$ 17,144,183	\$ 17,549,450	\$ 20,203,719	\$ 21,945,853
Benefits	5,141,794	4,559,838	4,859,930	4,934,570	5,374,045	4,230,048	5,841,493	4,681,085	6,138,779	6,218,592
Contractual services	1,311,751	1,284,714	1,305,706	1,386,364	1,606,625	1,463,388	1,788,726	1,794,379	2,420,883	2,479,376
Materials and supplies	1,518,120	1,345,234	1,407,717	1,477,455	1,630,136	1,565,004	1,778,334	1,807,738	2,299,632	2,335,687
Conference and meetings	156,445	149,795	148,406	202,972	144,639	60,538	153,299	189,100	414,134	439,494
Fixed charges	221,667	217,727	37,335	39,406	26,672	23,330	35,105	115,493	47,300	48,850
Utilities	1,091,662	1,055,578	1,149,561	1,233,201	1,087,128	1,153,763	1,346,463	1,217,256	1,471,940	1,504,086
Capital outlay	-	33,854	18,513	128,098	32,598	386,997	28,222	372,753	-	-
Other	3,815,443	4,008,348	3,358,352	3,300,299	2,998,272	2,279,009	2,419,186	3,169,071	3,078,900	3,177,100
Contingency	-	-	-	-	-	-	-	-	400,000	400,000
<b>Total expenditures</b>	<b>\$ 33,488,230</b>	<b>\$ 31,303,470</b>	<b>\$ 30,154,315</b>	<b>\$ 30,412,479</b>	<b>\$ 30,430,015</b>	<b>\$ 27,827,897</b>	<b>\$ 30,535,011</b>	<b>\$ 30,896,325</b>	<b>\$ 36,475,287</b>	<b>\$ 38,549,038</b>

**Black Hawk College  
Education Fund Expenditures by Object Trend  
FY2016 through FY2025**



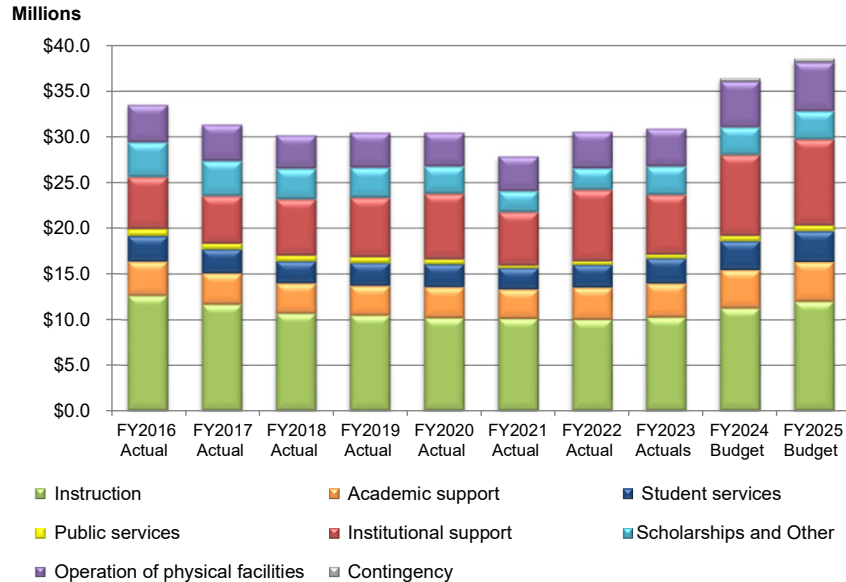
**Black Hawk College  
Education Fund Expenditure by Object  
FY2025 Budget**



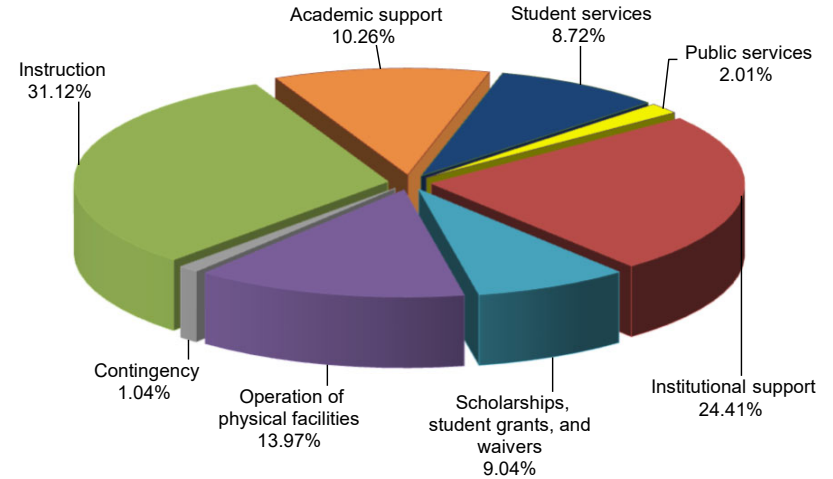
### Operating Funds Expenditures by Program FY2016 through FY2025

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actuals	FY2024 Budget	FY2025 Budget
Expenditures:										
Instruction	\$ 12,627,599	\$ 11,668,177	\$ 10,681,613	\$ 10,489,243	\$ 10,182,611	\$ 10,115,281	\$ 10,026,882	\$ 10,275,017	\$ 11,246,967	\$ 11,998,298
Academic support	3,716,114	3,416,922	3,311,281	3,220,271	3,362,909	3,201,959	3,486,198	3,679,750	4,169,097	4,296,111
Student services	2,803,697	2,629,782	2,417,583	2,504,753	2,524,373	2,351,635	2,509,106	2,770,786	3,175,235	3,362,375
Public services	775,183	615,735	616,578	628,411	542,239	281,725	364,883	406,786	563,077	635,249
Institutional support	5,659,791	5,185,197	6,148,812	6,490,087	7,165,397	5,825,742	7,784,718	6,543,137	8,863,950	9,409,905
Scholarships, student grants, and waivers	3,786,630	3,810,949	3,324,504	3,288,575	2,962,080	2,253,280	2,360,956	3,077,286	3,000,000	3,060,000
Operation of physical facilities	4,119,216	3,976,708	3,653,944	3,791,139	3,690,406	3,798,275	4,002,268	4,143,563	5,056,961	5,387,100
Contingency	-	-	-	-	-	-	-	-	400,000	400,000
<b>Total expenditures</b>	<b>\$ 33,488,230</b>	<b>\$ 31,303,470</b>	<b>\$ 30,154,315</b>	<b>\$ 30,412,479</b>	<b>\$ 30,430,015</b>	<b>\$ 27,827,897</b>	<b>\$ 30,535,011</b>	<b>\$ 30,896,325</b>	<b>\$ 36,475,288</b>	<b>\$ 38,549,040</b>

**Black Hawk College  
Operating Funds Expenditures by Program Trend  
FY2016 through FY2025**



**Black Hawk College  
Operating Funds Expenditures by Program  
FY2025 Budget**



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## **Education Fund**

The Education Fund is established by Section 3-1 of the Illinois Public Community College Act. The statutory maximum tax rate for the Education Fund is 75 cents per \$100 of equalized assessed valuation for community college districts in cities with less than 500,000 inhabitants. The current voter approved maximum is 12 cents per \$100 of equalized assessed valuation. 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 moveable equipment, library books and materials, and other costs pertaining to the educational programs of the College.

### **Overview**

The Education Fund is budgeted to end FY2025 with a deficit of \$726,494 after fund transfers.

Total revenue in the Education Fund is budgeted to increase \$777,934 or 2.66% from the FY2024 Budget and is comprised of the following changes:

- 3.57% increase in tuition & fee revenue based on increased enrollment
- 7.15% increase in local government sources revenue due to increased property tax revenue
- 10.87% decrease in state sources revenue as a result of a funding deficit for Illinois' Community Colleges in the state budget
- 63.33% increase in investment earnings due to higher yields

Total expenditures in the Education Fund are budgeted to increase \$1,743,612 or 5.62% from the FY2024 Budget and are comprised of the following changes:

- 8.80% increase in salaries and benefits as a result of negotiated contracts, minimum wage increase, and restructuring
- 3.19% increase in scholarships, grants, and waivers to reflect actual activity, including adult education waivers
- 1.64% increase in materials and supplies due to the increase in cost of paper, printing, and general supplies
- 1.69% increase in contractual services to reflect actual contracts including consulting on the subject of institutional and student learning outcomes assessment, and customer relationship management software for Advising

### **Overall Trend**

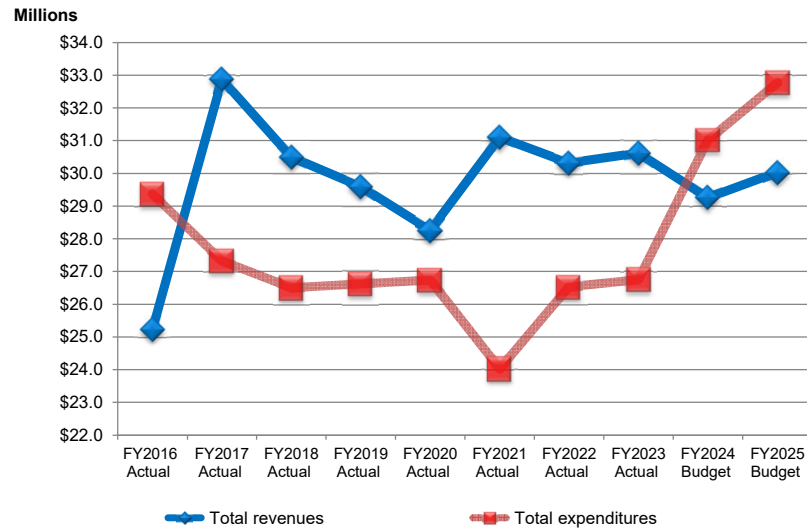
Total revenue is projected to increase \$4,792,384 or 18.98% from FY2016 actuals, driven primarily by a 50.78% increase in local government sources, a 246.82% increase in state funding, and a 1271.51% increase in investment earnings partially offset by a 15.38% decrease in tuition & fees.

Total expenditures are projected to increase \$3,392,924 or 11.55% from FY2016 actuals, driven primarily by a 10.11% increase in salaries and benefits, an 86.66% increase in contractual services, a 48.32% increase in materials and supplies, and a 175.71% increase in conferences and meetings partially offset by a 16.74% decrease in scholarships, grants, and waivers.

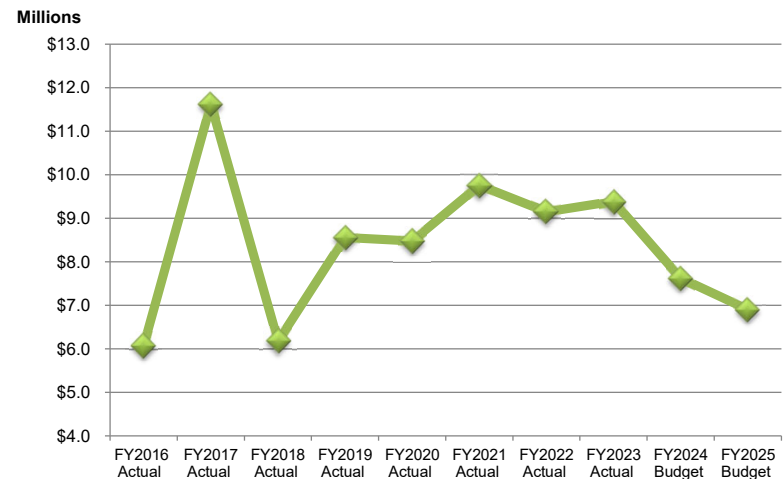
### Education Fund Revenue and Expenditure Summary FY2016 through FY2025

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Total revenues	\$ 25,243,060	\$ 32,873,287	\$ 30,498,506	\$ 29,597,625	\$ 28,263,928	\$ 31,105,082	\$ 30,323,146	\$ 30,626,807	\$ 29,257,510	\$ 30,035,444
Total expenditures	29,369,014	27,326,762	26,500,371	26,621,340	26,739,609	24,029,622	26,532,743	26,752,762	31,018,326	32,761,938
Excess (deficiency) of revenues over expenditures	(4,125,954)	5,546,525	3,998,135	2,976,285	1,524,319	7,075,460	3,790,403	3,874,045	(1,760,816)	(2,726,494)
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	-	-	-	-	2,000,000
Operating transfers out	-	-	(9,440,000)	(600,000)	(1,602,000)	(5,800,000)	(4,395,000)	(3,900,000)	-	-
Transfers to/from other fund	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	-	-	-
Subscription proceeds	-	-	-	-	-	-	-	264,799	-	-
Total other financing sources (uses)	-	-	(9,440,000)	(600,000)	(1,602,000)	(5,800,000)	(4,395,000)	(3,635,201)	-	2,000,000
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	(4,125,954)	5,546,525	(5,441,865)	2,376,285	(77,681)	1,275,460	(604,597)	238,844	(1,760,816)	(726,494)
Fund balance										
Beginning (projected)	10,202,964	6,077,010	11,623,535	6,181,670	8,557,955	8,480,274	9,755,734	9,151,137	9,389,981	7,629,165
Ending (projected)	\$ 6,077,010	\$ 11,623,535	\$ 6,181,670	\$ 8,557,955	\$ 8,480,274	\$ 9,755,734	\$ 9,151,137	\$ 9,389,981	\$ 7,629,165	\$ 6,902,671

**Black Hawk College  
Education Fund Revenues and Expenditures  
FY2016 through FY2025**



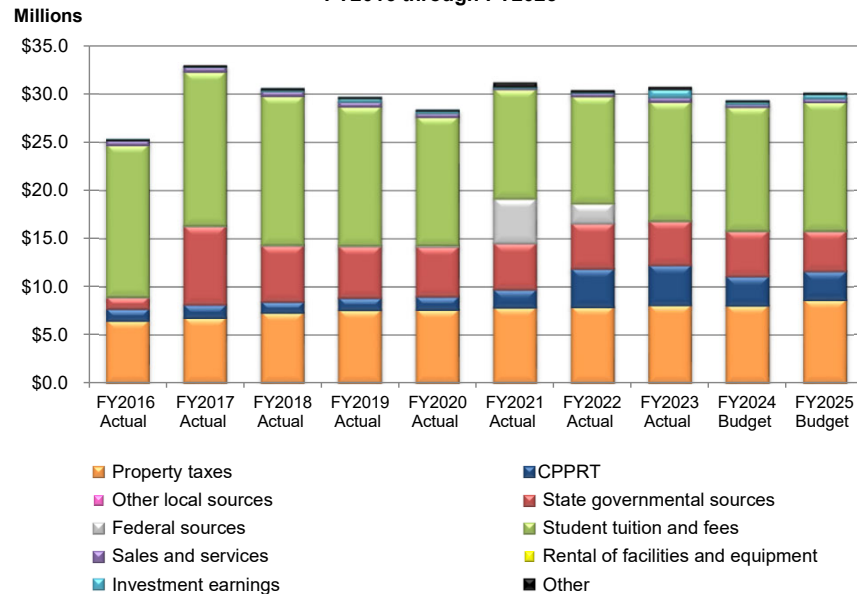
**Black Hawk College  
Education Fund Ending Fund Balance  
FY2016 through FY2025**



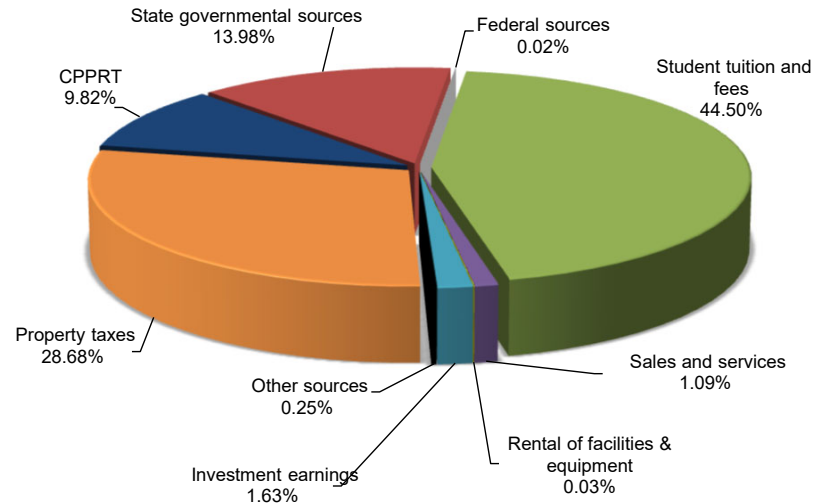
### Education Fund Revenue by Source FY2016 through FY2025

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
<b>Revenues:</b>										
Local governmental sources										
Property taxes	\$ 6,462,560	\$ 6,764,987	\$ 7,302,206	\$ 7,584,658	\$ 7,625,244	\$ 7,826,598	\$ 7,881,392	\$ 8,075,748	\$ 8,040,000	\$ 8,614,500
Corporate Personal Property Replacement Tax	1,206,736	1,332,819	1,097,161	1,221,168	1,320,025	1,839,185	3,968,064	4,142,716	3,000,000	2,949,000
Other local sources	-	3,291	-	-	-	-	-	-	-	-
<b>Total local government sources</b>	<b>7,669,296</b>	<b>8,101,097</b>	<b>8,399,367</b>	<b>8,805,826</b>	<b>8,945,269</b>	<b>9,665,783</b>	<b>11,849,456</b>	<b>12,218,464</b>	<b>11,040,000</b>	<b>11,563,500</b>
State governmental sources	1,211,000	8,168,094	5,843,222	5,374,085	5,185,657	4,799,182	4,686,658	4,573,859	4,712,000	4,200,000
Federal governmental sources	38,165	38,234	40,803	44,444	149,768	4,635,752	2,043,319	5,440	5,000	5,500
Student tuition and fees	15,793,121	15,982,052	15,508,475	14,458,028	13,319,831	11,366,392	11,163,682	12,390,030	12,903,994	13,364,717
Sales and services	433,358	450,367	449,047	453,942	364,017	141,347	318,461	414,417	257,866	328,837
Rental of facilities and equipment	28,449	22,706	17,153	15,718	13,558	720	-	-	-	8,000
Investment earnings	35,727	47,704	178,277	384,540	270,437	127,950	131,881	871,188	300,000	490,000
Other sources	33,944	63,033	62,162	61,042	15,391	367,956	129,689	153,409	38,650	74,890
<b>Total revenues</b>	<b>\$ 25,243,060</b>	<b>\$ 32,873,287</b>	<b>\$ 30,498,506</b>	<b>\$ 29,597,625</b>	<b>\$ 28,263,928</b>	<b>\$ 31,105,082</b>	<b>\$ 30,323,146</b>	<b>\$ 30,626,807</b>	<b>\$ 29,257,510</b>	<b>\$ 30,035,444</b>

**Black Hawk College  
Education Funds Revenue by Source Trend  
FY2016 through FY2025**



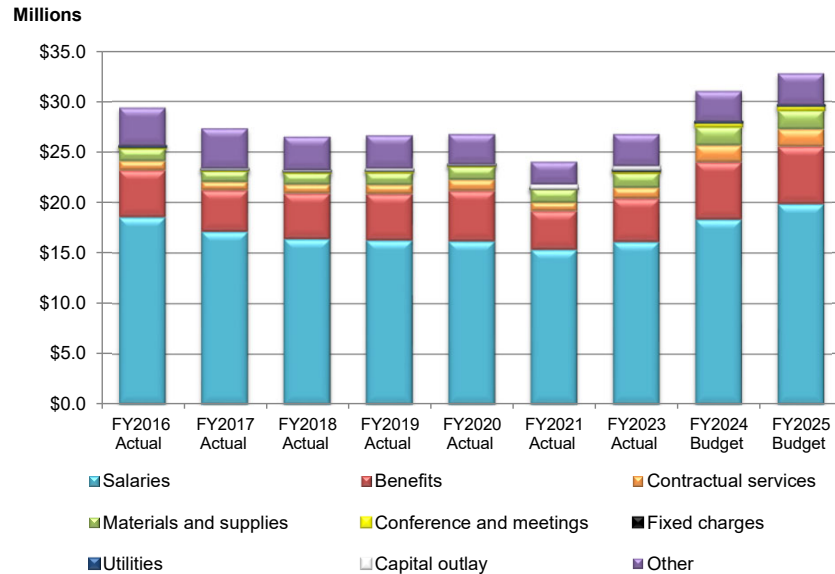
**Black Hawk College  
Education Fund Revenue by Source  
FY2025 Budget**



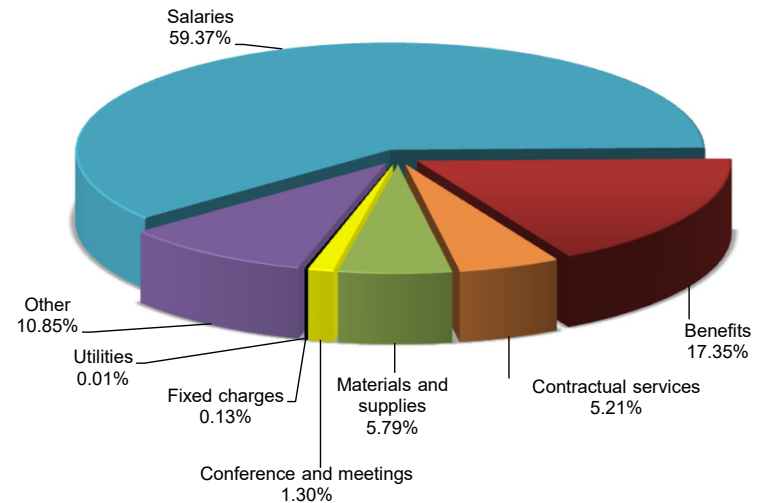
### Education Fund Expenditures by Object FY2016 through FY2025

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Expenditures:										
Salaries	\$ 18,509,089	\$ 17,075,669	\$ 16,366,482	\$ 16,224,852	\$ 16,129,454	\$ 15,288,842	\$ 15,774,701	\$ 16,074,016	\$ 18,285,390	\$ 19,822,746
Benefits	4,656,181	4,125,960	4,493,781	4,573,700	5,003,202	3,830,424	5,454,063	4,274,162	5,663,246	5,685,229
Contractual services	914,933	815,963	901,911	914,723	1,088,014	874,292	1,164,851	1,086,117	1,679,384	1,707,778
Materials and supplies	1,280,006	1,106,654	1,183,622	1,253,389	1,351,129	1,338,404	1,535,831	1,509,641	1,867,792	1,898,483
Conference and meetings	154,419	146,353	146,050	201,664	142,083	58,256	151,573	187,673	400,314	425,752
Fixed charges	37,495	27,993	31,935	32,642	20,922	17,930	29,726	104,982	41,300	42,850
Utilities	2,100	1,930	1,200	510	885	2,184	3,356	1,890	3,000	3,000
Capital outlay	-	19,107	18,513	120,699	6,635	340,500	-	345,546	-	-
Other	3,814,791	4,007,133	3,356,877	3,299,161	2,997,285	2,278,790	2,418,642	3,168,735	3,077,900	3,176,100
<b>Total expenditures</b>	<b>\$ 29,369,014</b>	<b>\$ 27,326,762</b>	<b>\$ 26,500,371</b>	<b>\$ 26,621,340</b>	<b>\$ 26,739,609</b>	<b>\$ 24,029,622</b>	<b>\$ 26,532,743</b>	<b>\$ 26,752,762</b>	<b>\$ 31,018,326</b>	<b>\$ 32,761,938</b>

**Black Hawk College  
Education Fund Expenditures by Object Trend  
FY2016 through FY2025**



**Black Hawk College  
Education Fund Expenditure by Object  
FY2025 Budget**

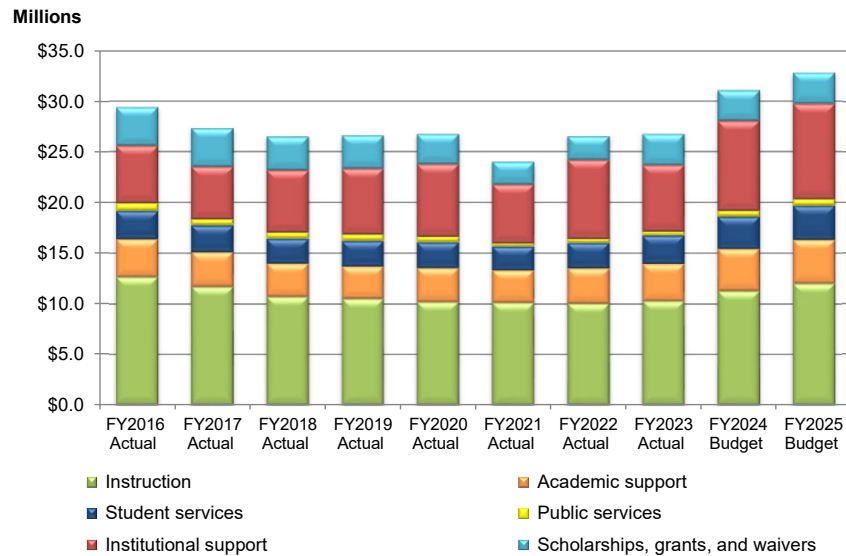




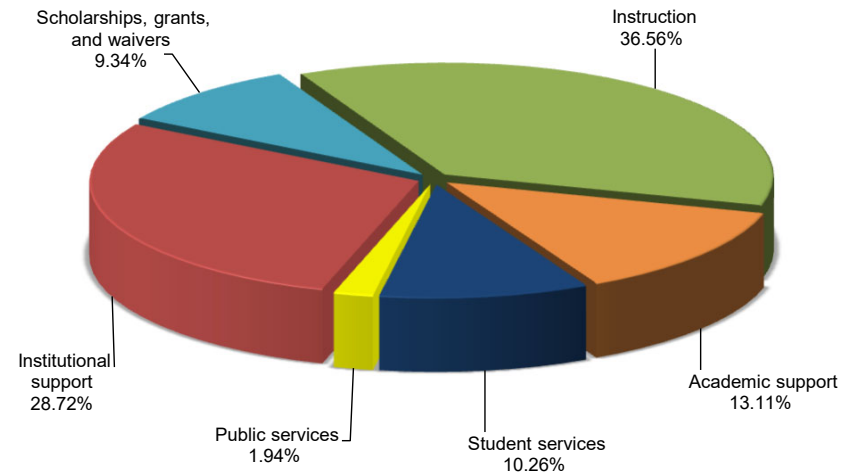
### Education Fund Expenditures by Program FY2016 through FY2025

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Expenditures:										
Instruction	\$ 12,627,599	\$ 11,668,177	\$ 10,681,613	\$ 10,489,243	\$ 10,182,611	\$ 10,115,281	\$ 10,026,882	\$ 10,275,017	\$ 11,246,967	\$ 11,998,298
Academic support	3,716,114	3,416,922	3,311,281	3,220,271	3,362,909	3,201,959	3,486,198	3,679,750	4,169,097	4,296,111
Student services	2,803,697	2,629,782	2,417,583	2,504,753	2,524,373	2,351,635	2,509,106	2,770,786	3,175,235	3,362,375
Public services	775,183	615,735	616,578	628,411	542,239	281,725	364,883	406,786	563,077	635,249
Institutional support	5,659,791	5,185,197	6,148,812	6,490,087	7,165,397	5,825,742	7,784,718	6,543,137	8,863,950	9,409,905
Scholarships, grants, and waivers	3,786,630	3,810,949	3,324,504	3,288,575	2,962,080	2,253,280	2,360,956	3,077,286	3,000,000	3,060,000
<b>Total expenditures</b>	<b>\$ 29,369,014</b>	<b>\$ 27,326,762</b>	<b>\$ 26,500,371</b>	<b>\$ 26,621,340</b>	<b>\$ 26,739,609</b>	<b>\$ 24,029,622</b>	<b>\$ 26,532,743</b>	<b>\$ 26,752,762</b>	<b>\$ 31,018,326</b>	<b>\$ 32,761,938</b>

**Black Hawk College**  
Education Fund Expenditures by Program Trend  
FY2016 through FY2025



**Black Hawk College**  
Education Fund Expenditures by Program  
FY2025 Budget



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## **Operations and Maintenance Fund**

The Operations and Maintenance Fund is established by Section 3-20.3 of the Illinois Public Community College Act. The statutory maximum tax rate is set at 10 cents per \$100 of equalized assessed valuation for community college districts in cities with less than 500,000 inhabitants. The current voter approved maximum is 7 cents per \$100 of equalized assessed valuation. This fund is used to account for expenditures for the improvement, maintenance, repair, or benefit of buildings and property. The payment of custodial and maintenance employees, cost for fuel, lights, gas, water, telephone service, maintenance supplies, and equipment are allowed.

### **Overview**

The Operations and Maintenance Fund is budgeted to end FY2025 with a deficit of \$1,534,012 after fund transfers.

Total revenue in the Operations and Maintenance Fund is budgeted to increase \$190,597 or 3.11% from the FY2024 Budget and is comprised of the following changes:

- 1.31% increase in local government sources revenue due to increased property tax revenue partially offset by decreased Corporate Personal Property Replacement Tax
- 63.33% or \$95,000 increase in investment earnings due to higher yields

Total expenditures in the Operations and Maintenance Fund are budgeted to increase \$330,139 or 5.70% from the FY2024 Budget and are comprised of the following changes:

- 2.14% increase in utilities expense
- 3.90% increase in contractual services associated with facilities
- 9.65% increase in salaries as a result of changes in personnel and an increase in the Illinois minimum wage rate
- 10.84% increase in benefits as a result of changes in personnel

### **Overall Trend**

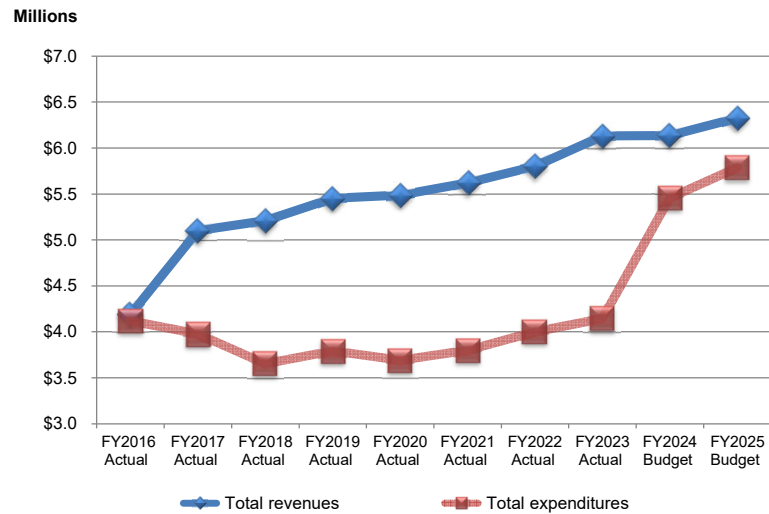
Total revenue is projected to increase \$2,139,943 or 51.10% from FY2016 actuals, driven primarily by a 41.45% increase in local government sources revenue, a 191.85% increase in state funding and a 4262.54% increase in investment earnings revenue.

Total expenditures are projected to increase \$1,667,884 or 40.49% from FY2016 actuals, driven primarily by a 20.32% increase in salaries and benefits, a 37.77% increase in utilities, a 94.45% increase in contractual services, and an 83.61% increase in materials and supplies. These increases are partially offset by a 96.74% decrease in fixed charges.

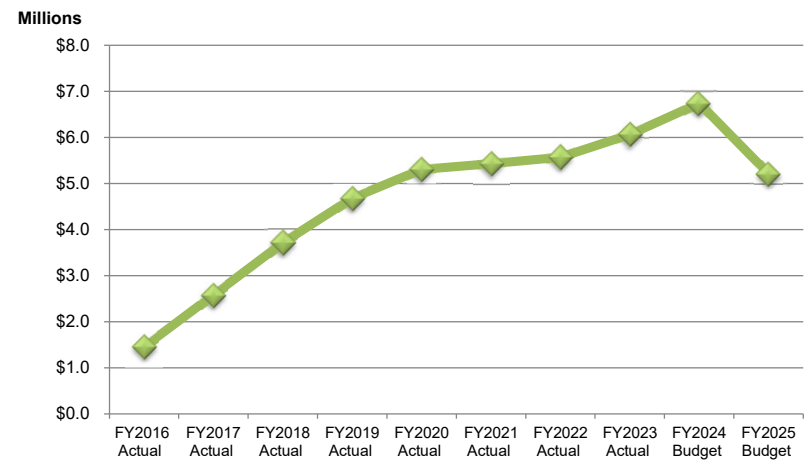
**Operations and Maintenance Revenue and Expenditure Summary  
FY2016 through FY2025**

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Total revenues	\$ 4,188,145	\$ 5,100,032	\$ 5,209,512	\$ 5,452,161	\$ 5,488,871	\$ 5,621,130	\$ 5,801,342	\$ 6,131,628	\$ 6,137,491	\$ 6,328,088
Total expenditures	4,119,216	3,976,708	3,653,944	3,791,139	3,690,406	3,798,275	4,002,268	4,143,563	5,456,961	5,787,100
Excess (deficiency) of revenues over expenditures	68,929	1,123,324	1,555,568	1,661,022	1,798,465	1,822,855	1,799,074	1,988,065	680,530	540,988
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	-	-	-	-	-
Operating transfers out	-	-	(420,000)	(700,000)	(1,169,000)	(1,700,000)	(1,684,000)	(1,500,000)	-	(2,075,000)
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	-	-	-
Subscription proceeds	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	-	-	(420,000)	(700,000)	(1,169,000)	(1,700,000)	(1,684,000)	(1,500,000)	-	(2,075,000)
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	68,929	1,123,324	1,135,568	961,022	629,465	122,855	115,074	488,065	680,530	(1,534,012)
Fund balance										
Beginning (projected)	1,389,001	1,457,930	2,581,254	3,716,822	4,677,844	5,307,309	5,456,229	5,571,303	6,059,368	6,739,898
Ending (projected)	\$ 1,457,930	\$ 2,581,254	\$ 3,716,822	\$ 4,677,844	\$ 5,307,309	\$ 5,430,164	\$ 5,571,303	\$ 6,059,368	\$ 6,739,898	\$ 5,205,886

**Black Hawk College  
Operations & Maintenance Fund Revenues and Expenditures  
FY2016 through FY2025**



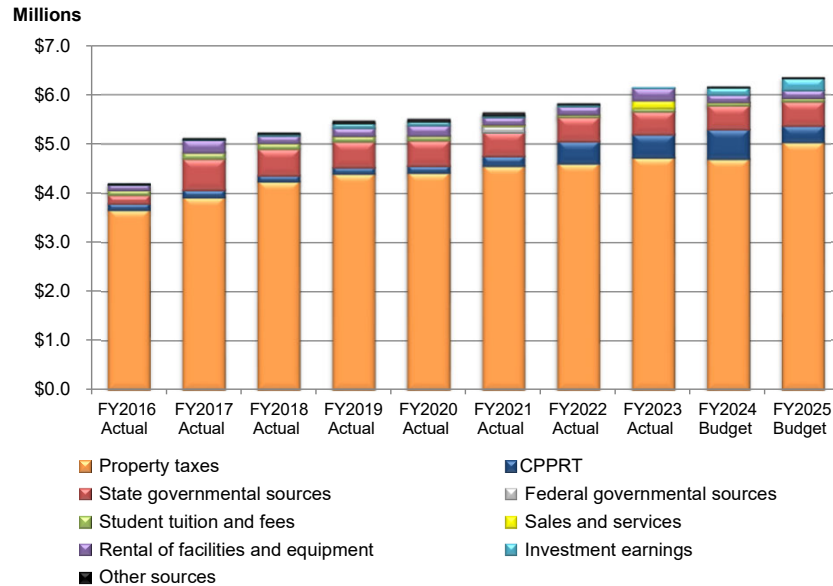
**Black Hawk College  
Operations & Maintenance Fund Ending Fund Balance  
FY2016 through FY2025**



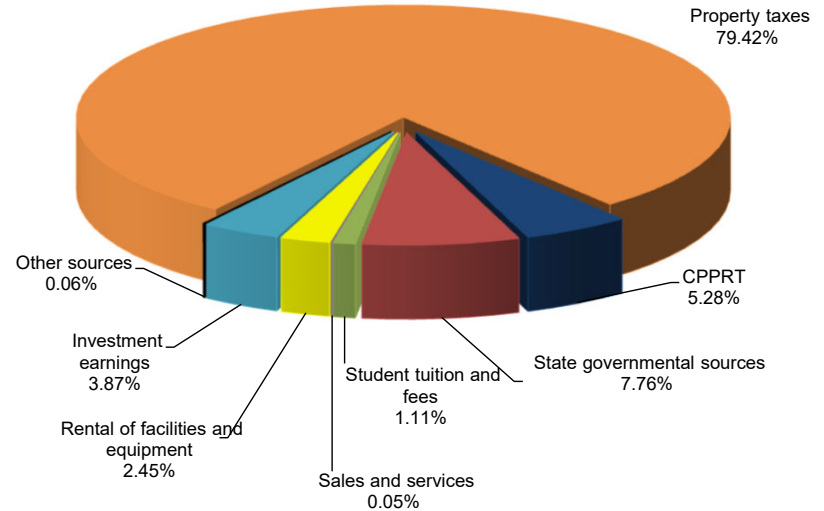
**Operations and Maintenance Fund Revenue by Source  
FY2016 through FY2025**

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Revenues:										
Local governmental sources										
Property taxes	\$ 3,655,053	\$ 3,911,863	\$ 4,232,615	\$ 4,385,650	\$ 4,406,992	\$ 4,543,548	\$ 4,599,243	\$ 4,714,397	\$ 4,690,500	\$ 5,025,800
Corporate Personal Property Replacement Tax	134,082	148,091	121,907	135,410	146,829	204,577	450,916	469,110	600,000	334,000
<b>Total local government sources</b>	<b>3,789,135</b>	<b>4,059,954</b>	<b>4,354,522</b>	<b>4,521,060</b>	<b>4,553,821</b>	<b>4,748,125</b>	<b>5,050,159</b>	<b>5,183,507</b>	<b>5,290,500</b>	<b>5,359,800</b>
State governmental sources	168,235	627,146	538,450	519,971	504,002	491,123	485,458	466,272	480,000	491,000
Federal governmental sources	-	-	-	-	-	106,183	-	-	-	-
Student tuition and fees	89,086	126,387	111,353	103,185	97,729	28,365	47,222	62,480	61,000	70,000
Sales and services	6,141	7,289	6,713	5,560	4,932	2,767	6,201	161,846	5,000	3,200
Rental of facilities and equipment	114,044	253,916	147,458	167,429	208,863	153,836	163,263	250,828	147,491	155,088
Investment earnings	5,616	10,344	37,053	96,333	78,344	41,139	39,283	6,695	150,000	245,000
Other sources	15,888	14,996	13,963	38,623	41,180	49,592	9,755	-	3,500	4,000
<b>Total Revenues</b>	<b>\$ 4,188,145</b>	<b>\$ 5,100,032</b>	<b>\$ 5,209,512</b>	<b>\$ 5,452,161</b>	<b>\$ 5,488,871</b>	<b>\$ 5,621,130</b>	<b>\$ 5,801,342</b>	<b>\$ 6,131,628</b>	<b>\$ 6,137,491</b>	<b>\$ 6,328,088</b>

**Black Hawk College  
Operations & Maintenance Revenue by Source Trend  
FY2016 through FY2025**



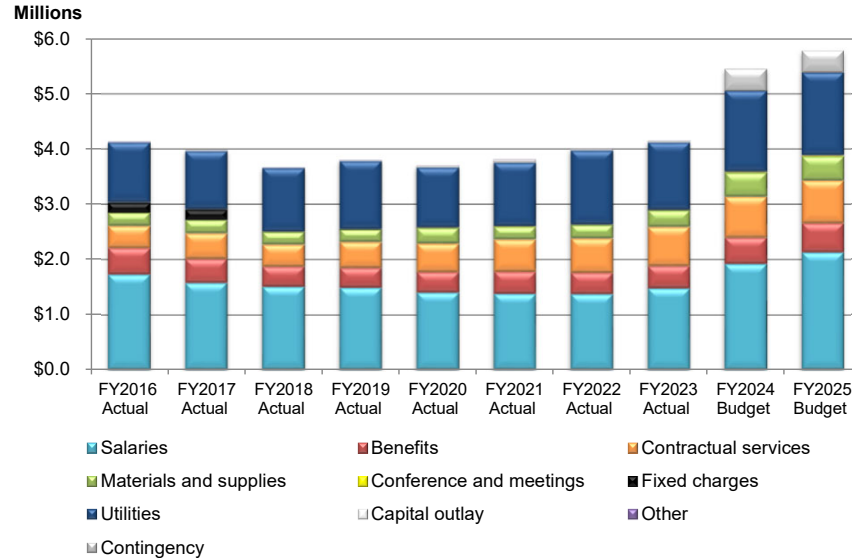
**Black Hawk College  
Operations & Maintenance Fund Revenue by Source  
FY2025 Budget**



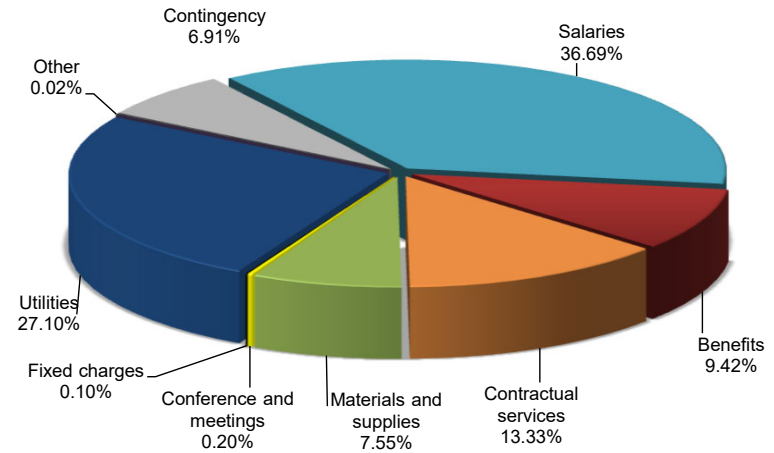
**Operations and Maintenance Fund Expenditure by Object  
FY2016 through FY2025**

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Expenditures:										
Salaries	\$ 1,722,259	\$ 1,572,713	\$ 1,502,313	\$ 1,485,262	\$ 1,400,446	\$ 1,376,978	\$ 1,369,482	\$ 1,475,434	\$ 1,918,329	\$ 2,123,107
Benefits	485,613	433,878	366,149	360,870	370,843	399,624	387,430	406,923	475,533	533,363
Contractual services	396,818	468,751	403,795	471,641	518,611	589,096	623,875	708,262	741,499	771,598
Materials and supplies	238,114	238,580	224,095	224,066	279,007	226,600	242,503	298,097	431,840	437,204
Conference and meetings	2,026	3,442	2,356	1,308	2,556	2,282	1,726	1,427	13,820	13,742
Fixed charges	184,172	189,734	5,400	6,764	5,750	5,400	5,379	10,511	6,000	6,000
Utilities	1,089,562	1,053,648	1,148,361	1,232,691	1,086,243	1,151,579	1,343,107	1,215,366	1,468,940	1,501,086
Capital outlay	-	14,747	-	7,399	25,963	46,497	28,222	27,207	-	-
Other	652	1,215	1,475	1,138	987	219	544	336	1,000	1,000
Contingency	-	-	-	-	-	-	-	-	400,000	400,000
<b>Total expenditures</b>	<b>\$ 4,119,216</b>	<b>\$ 3,976,708</b>	<b>\$ 3,653,944</b>	<b>\$ 3,791,139</b>	<b>\$ 3,690,406</b>	<b>\$ 3,798,275</b>	<b>\$ 4,002,268</b>	<b>\$ 4,143,563</b>	<b>\$ 5,456,961</b>	<b>\$ 5,787,100</b>

**Black Hawk College  
Operations & Maintenance Expenditures by Object  
FY2016 through FY2025**



**Black Hawk College  
Operations & Maintenance Expenditures by Object  
FY2025 Budget**



## **Auxiliary Enterprises Fund**

The Auxiliary Enterprises Fund is established by Section 3-31.1 of the Illinois Public Community College Act. The Auxiliary Enterprises Fund exists to furnish a service to students and staff for which a fee is charged that is directly related to, although not necessarily equal to, the cost of the service. Examples of accounts in this fund include food services, student stores, and intercollegiate athletics.

The main sources of revenue in this fund are bookstore sales, and student fees; student fees are assessed on a per credit hour basis.

Internally, the College considers the auxiliary fund an operating fund for analysis purposes because any excess or shortages in this fund cover operations or are required to be funded by operations.

### **Overview**

The Auxiliary Fund is budgeted to end FY2025 with a deficit of \$691,498 after fund transfers.

Total revenue in the Auxiliary Fund is budgeted to increase \$164,300 or 16.25% from the FY2024 Budget and is comprised of the following changes:

- 17.63% increase in sales and service revenues associated with a projected increase in district-wide bookstore activity
- 110.00% or \$11,000 increase in investment earnings due to higher yields

Total expenditures in the Auxiliary Fund are budgeted to increase \$122,909 or 7.05% from the FY2024 Budget and are comprised of the following changes:

- 5.34% increase in salaries and benefits as a result of changes in personnel and an increase in the Illinois minimum wage rate
- 8.88% decrease in conferences and meetings due to reduced athletics travel
- 14.64% increase in materials & supplies associated with a projected increase in district-wide bookstore activity

### **Overall Trend**

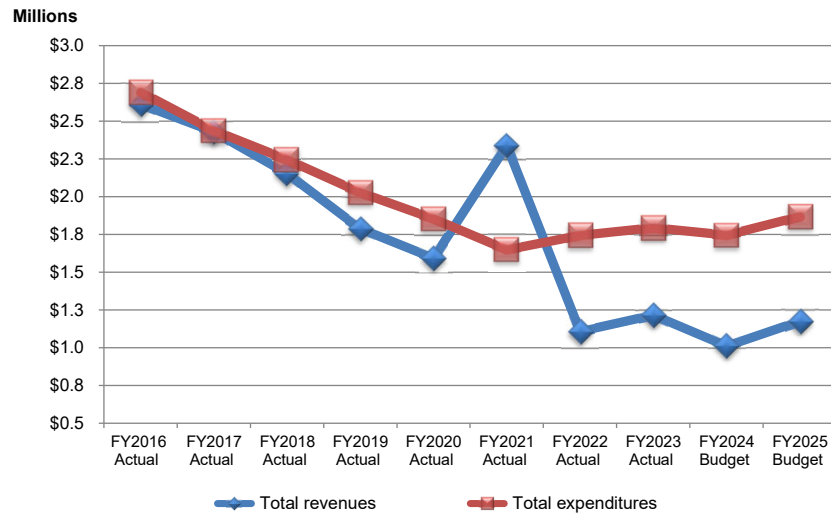
Total revenue is projected to decrease \$1,435,754 or 54.98% from FY2016 actuals, driven primarily by a 58.41% decrease in sales & service revenue associated with bookstore sales, a 21.00% decrease in student tuition and fees due to lower enrollment, and a decrease of 70.53% associated with food service revenues and commission revenues partially offset by an increase of 5817.33% in investment earnings.

Total expenditures are projected to decrease \$824,843 or 30.64% from FY2016 actuals, driven primarily by a 49.28% decrease in materials and supplies related to bookstore sales.

**Auxiliary Enterprises Fund Revenue and Expenditure Summary  
FY2016 through FY2025**

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Total revenues	\$ 2,611,354	\$ 2,429,678	\$ 2,153,989	\$ 1,786,779	\$ 1,592,233	\$ 2,337,993	\$ 1,107,790	\$ 1,215,602	\$ 1,011,300	\$ 1,175,600
Total expenditures	2,691,941	2,437,964	2,243,959	2,025,902	1,853,560	1,648,555	1,743,604	1,793,017	1,744,189	1,867,098
Excess (deficiency) of revenues over expenditures	(80,587)	(8,286)	(89,970)	(239,123)	(261,327)	689,438	(635,814)	(577,415)	(732,889)	(691,498)
Other financing sources (uses):										
Operating transfers in	-	-	-	-	600,000	-	750,000	1,400,000	-	-
Operating transfers out	-	-	-	-	-	-	-	-	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	-	-	-	-	600,000	-	750,000	1,400,000	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	(80,587)	(8,286)	(89,970)	(239,123)	338,673	689,438	114,186	822,585	(732,889)	(691,498)
Fund balance										
Beginning (projected)	458,386	377,799	369,513	279,543	40,420	379,093	1,068,531	1,182,717	2,005,302	1,272,413
Ending (projected)	\$ 377,799	\$ 369,513	\$ 279,543	\$ 40,420	\$ 379,093	\$ 1,068,531	\$ 1,182,717	\$ 2,005,302	\$ 1,272,413	\$ 580,915

**Black Hawk College  
Auxiliary Enterprises Fund Revenues and Expenditures  
FY2016 through FY2025**



**Black Hawk College  
Auxiliary Enterprises Fund Ending Fund Balance  
FY2016 through FY2025**

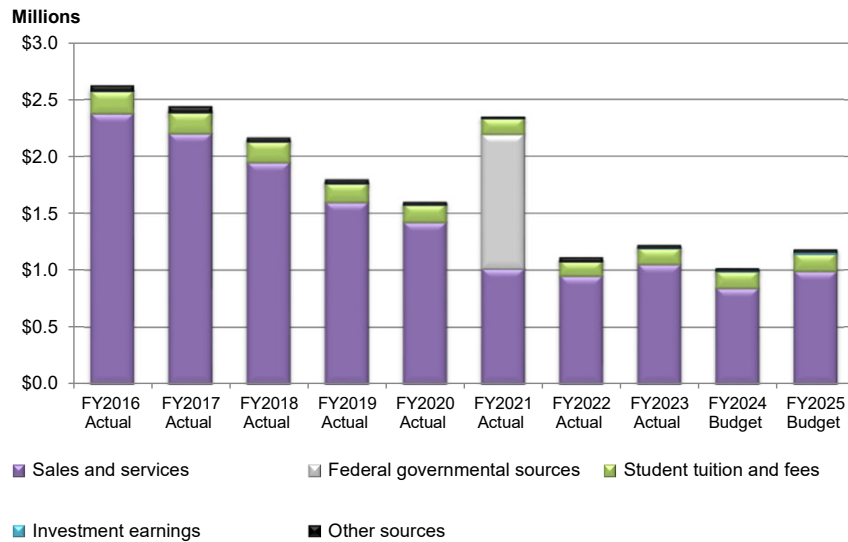




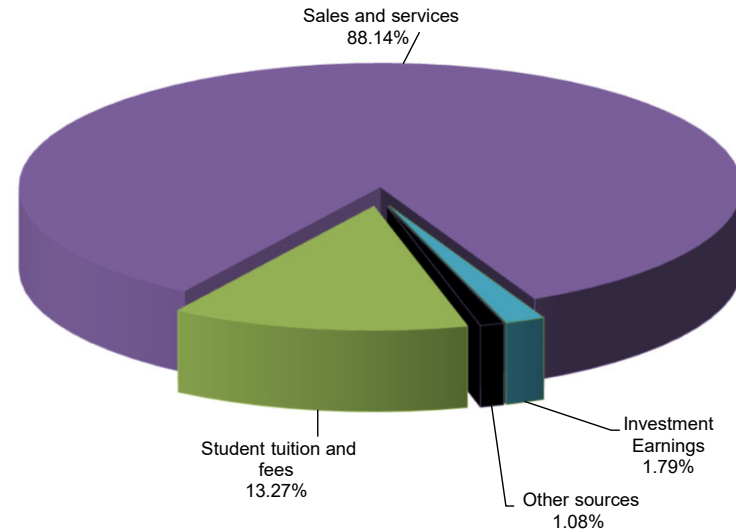
### Auxiliary Enterprises Fund Revenue by Source FY2016 through FY2025

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Revenues:										
Federal governmental sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,180,903	\$ -	\$ -	\$ -	\$ -
Student tuition and fees	197,466	185,650	184,997	169,401	158,429	139,974	131,910	142,283	150,000	156,000
Sales and services	2,370,605	2,195,816	1,940,684	1,589,314	1,414,435	1,009,068	945,296	1,046,949	838,150	985,950
Investment earnings	355	545	767	1,022	690	237	1,205	8,168	10,000	21,000
Other sources	42,928	47,667	27,541	27,042	18,679	7,811	29,379	18,202	13,150	12,650
<b>Total revenues</b>	<b>\$ 2,611,354</b>	<b>\$ 2,429,678</b>	<b>\$ 2,153,989</b>	<b>\$ 1,786,779</b>	<b>\$ 1,592,233</b>	<b>\$ 2,337,993</b>	<b>\$ 1,107,790</b>	<b>\$ 1,215,602</b>	<b>\$ 1,011,300</b>	<b>\$ 1,175,600</b>

**Black Hawk College**  
**Auxiliary Enterprises Fund Revenues by Source Trend**  
**FY2016 through FY2025**



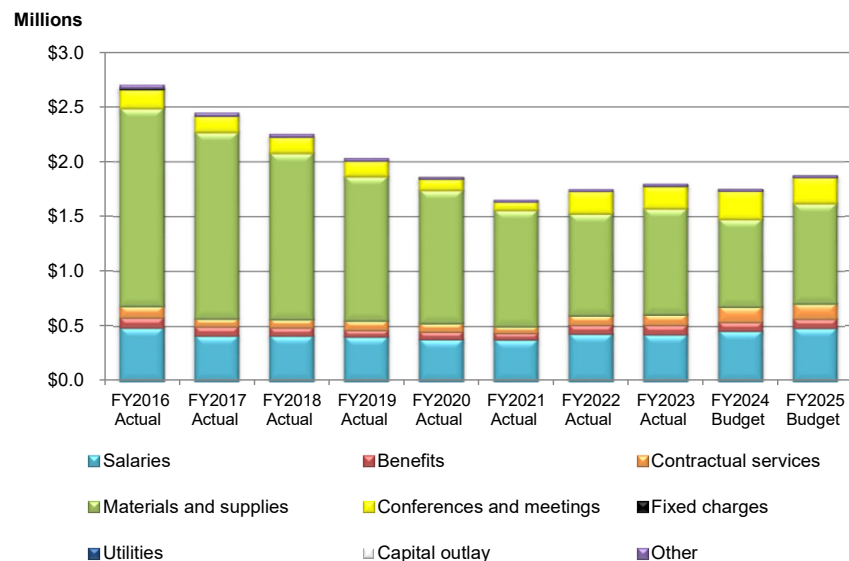
**Black Hawk College**  
**Auxiliary Enterprises Fund Revenue by Source**  
**FY2025 Budget**



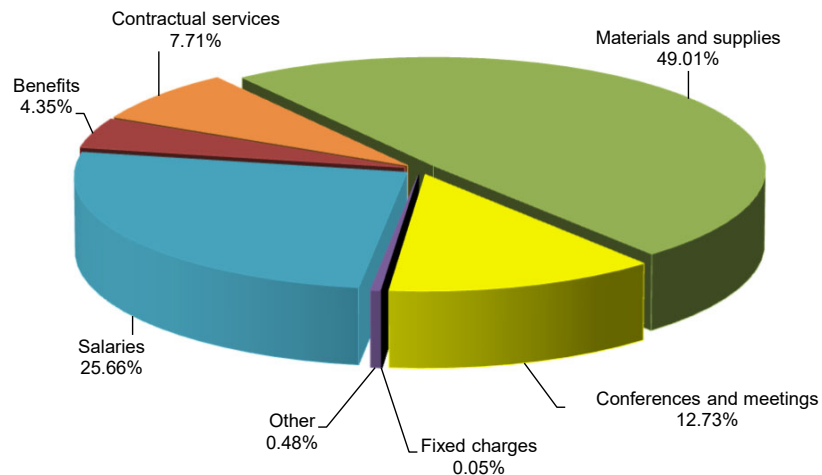
### Auxiliary Enterprises Expenditures by Object FY2016 through FY2025

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Expenditures:										
Salaries	\$ 481,172	\$ 406,603	\$ 408,935	\$ 398,156	\$ 374,250	\$ 372,257	\$ 426,828	\$ 420,881	\$ 453,188	\$ 479,017
Benefits	89,567	82,960	71,748	59,208	69,618	57,782	76,403	82,432	78,663	81,210
Contractual services	108,474	76,537	81,011	91,706	81,572	65,909	92,666	101,821	143,162	143,971
Materials and supplies	1,804,179	1,699,294	1,514,050	1,313,818	1,211,593	1,061,885	927,167	966,546	798,240	915,135
Conferences and meetings	172,677	149,792	145,015	145,845	105,642	77,485	203,005	205,048	260,936	237,765
Fixed charges	10,405	-	-	-	751	-	-	1,937	1,000	1,000
Utilities	-	-	-	-	-	-	-	-	-	-
Capital outlay	-	-	3,506	-	-	-	6,246	-	-	-
Other	25,467	22,778	19,694	17,169	10,134	13,237	11,289	14,352	9,000	9,000
<b>Total expenditures</b>	<b>\$ 2,691,941</b>	<b>\$ 2,437,964</b>	<b>\$ 2,243,959</b>	<b>\$ 2,025,902</b>	<b>\$ 1,853,560</b>	<b>\$ 1,648,555</b>	<b>\$ 1,743,604</b>	<b>\$ 1,793,017</b>	<b>\$ 1,744,189</b>	<b>\$ 1,867,098</b>

**Black Hawk College**  
**Auxiliary Enterprises Expenditures by Object Trend**  
**FY2016 through FY2025**



**Black Hawk College**  
**Auxiliary Enterprises Expenditures by Object**  
**FY2025 Budget**



## **Restricted Purposes Fund**

The Restricted Purposes Fund is utilized to account for monies that have restrictions regarding their use. Each specific project should be accounted for separately using a complete group of self-balancing accounts within the Restricted Purposes Fund.

Appropriate steps are taken when establishing each group of self-balancing accounts to ensure that the accounting and reporting requirements of all grantors are met. If a grantor provides an accounting manual, that manual is followed when accounting for the group of self-balancing accounts. This fund should be used to account for state, federal, or other funds which are restricted for a specific purpose.

### **Overview**

The Restricted Purposes Fund is budgeted to end FY2025 with a deficit of \$467,264 after fund transfers.

Total revenue in the Restricted Purposes Fund is budgeted to increase \$1,609,035 or 10.21% from the FY2024 Budget and is comprised of the following changes:

- 38.12% increase in state funding as a result of a funding increase for the Illinois Student Assistance Commission
- 13.84% decrease in federal funding due to an anticipated decrease in direct loans and a one-time grant from the Department of Education for the Advanced Manufacturing Academy from FY2024
- 152.86% increase in other sources and contingency to better align with actual anticipated revenue

Total expenditures in the Restricted Purposes Fund are budgeted to increase \$1,677,356 or 15.53% from the FY2024 Budget and are comprised of the following changes:

- 32.23% increase in salaries and benefits as a result of changes in personnel and an increase in the Illinois minimum wage rate
- 108.37% increase in contractual services due to unused fund balances transferred from the prior year and estimated future grant opportunities

### **Overall Trend**

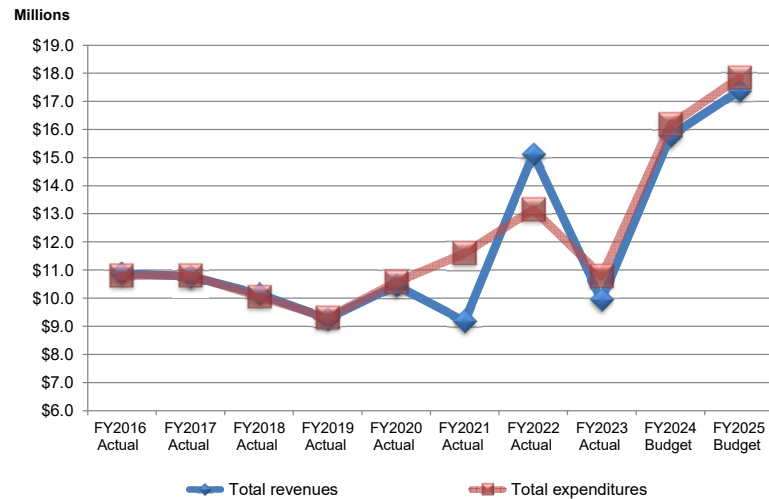
Total revenue is projected to increase \$6,501,463 or 59.80% from FY2016 actuals, driven primarily by a 116.91% increase in state funding, a 25.23% increase in federal sources, and a 398.59% increase in other sources revenue and contingency, offset slightly by a 10.60% decrease in student technology fees and a 100.00% decrease in sales and services.

Total expenditures are projected to increase by \$7,037,431 or 65.14% from FY2016 actuals, driven by a 45.63% increase in scholarships, student grants and other, a 235.29% increase in contractual services, a 58.27% increase in salaries and benefits, a 158.78% increase in materials and supplies and a 150.27% increase in conferences and meetings.

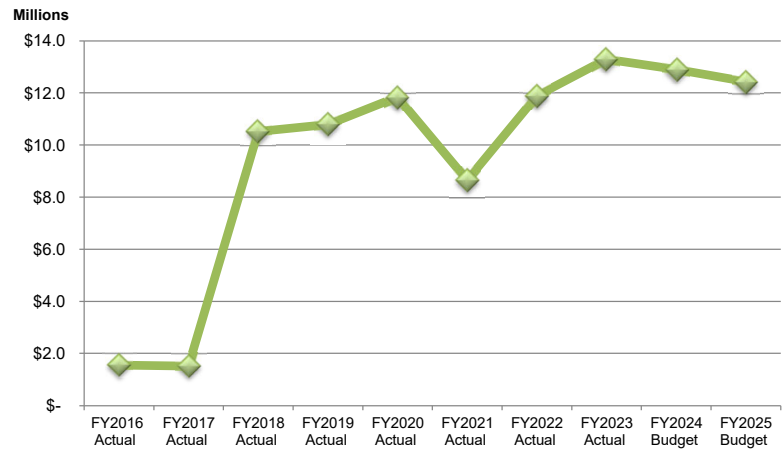
**Restricted Purposes Funds Revenue and Expenditure Summary  
FY2016 through FY2025**

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Total revenues	\$ 10,872,636	\$ 10,774,410	\$ 10,143,643	\$ 9,276,069	\$ 10,453,135	\$ 9,188,966	\$ 15,125,980	\$ 9,939,733	\$ 15,765,064	\$ 17,374,099
Total expenditures	10,803,932	10,806,926	10,056,967	9,313,285	10,570,873	11,609,698	13,163,202	10,801,779	16,164,007	17,841,363
Excess (deficiency) of revenues over expenditures	68,704	(32,516)	86,676	(37,216)	(117,738)	(2,420,732)	1,962,778	(862,046)	(398,943)	(467,264)
Other financing sources (uses):										
Operating transfers in	-	-	9,240,000	309,640	1,170,696	500,000	1,245,000	1,900,000	-	-
Operating transfers out	-	-	-	-	-	-	-	-	-	-
Transfer to/from other fund	-	-	-	-	-	(1,280,336)	35,779	-	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	-	-	-
Subscription proceeds	-	-	-	-	-	-	-	371,999	-	-
Total other financing sources (uses)	-	-	9,240,000	309,640	1,170,696	(780,336)	1,280,779	2,271,999	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	68,704	(32,516)	9,326,676	272,424	1,052,958	(3,201,068)	3,243,557	1,409,953	(398,943)	(467,264)
Fund balance										
Beginning (projected)	1,487,716	1,556,420	1,193,857	10,520,533	10,792,957	11,845,915	8,644,847	11,888,404	13,298,357	12,899,414
Ending (projected)	\$ 1,556,420	\$ 1,523,904	\$ 10,520,533	\$ 10,792,957	\$ 11,845,915	\$ 8,644,847	\$ 11,888,404	\$ 13,298,357	\$ 12,899,414	\$ 12,432,150

**Black Hawk College  
Restricted Purposes Funds Revenue and Expenditure Summary  
FY2016 through FY2025**



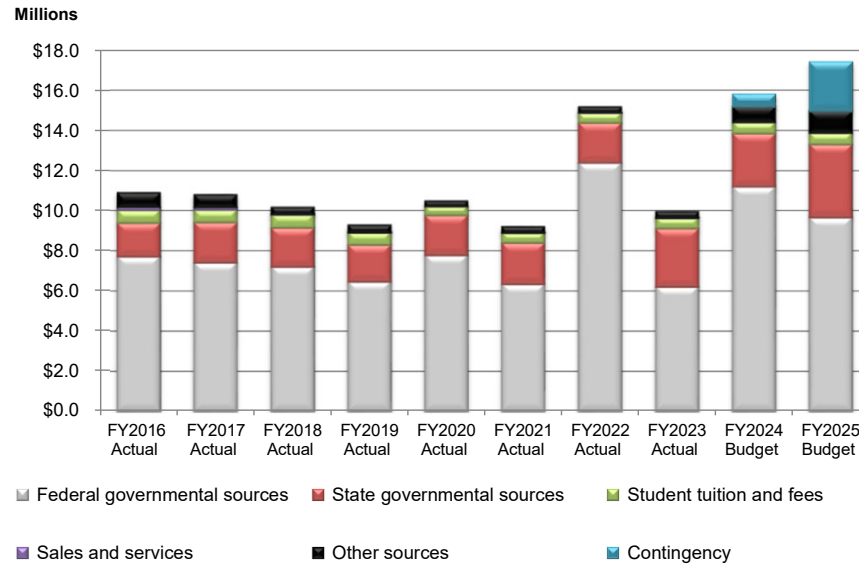
**Black Hawk College  
Restricted Purposes Funds Ending Fund Balance  
FY2016 through FY2025**



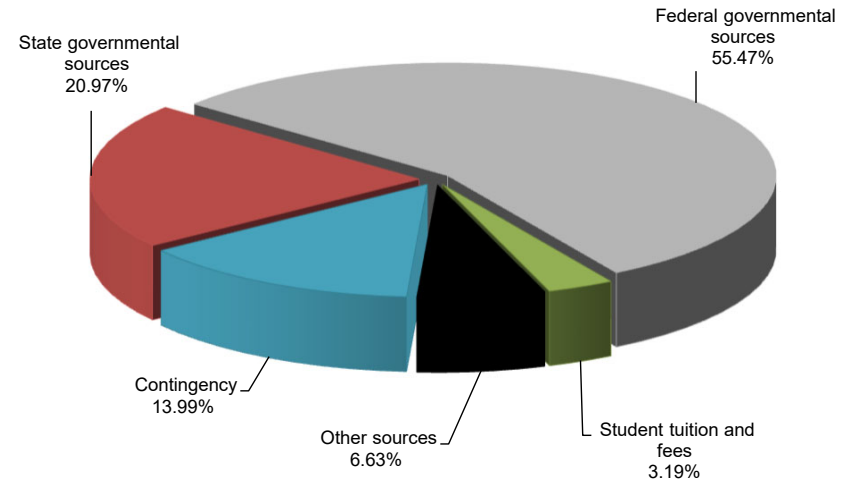
### Restricted Purposes Funds Revenue by Source FY2016 through FY2025

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Revenues:										
Local governmental sources										
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total local government sources</b>	-	-	-	-	-	-	-	-	-	-
State governmental sources	1,679,544	2,012,628	1,925,080	1,825,285	1,994,272	2,041,342	1,994,645	2,888,896	2,637,563	3,643,056
Federal governmental sources	7,695,032	7,393,381	7,194,003	6,456,670	7,761,779	6,329,465	12,358,485	6,200,269	11,184,087	9,636,664
Student tuition and fees	638,675	609,440	680,505	621,214	447,015	513,310	483,677	531,735	550,000	571,000
Sales and services	152,714	130,397	2,168	4,567	-	1,728	15,385	3,018	-	-
Other sources	706,671	628,564	341,887	368,333	250,069	303,121	273,788	315,815	793,414	1,092,724
Contingency	-	-	-	-	-	-	-	-	600,000	2,430,655
<b>Total revenues</b>	<b>\$ 10,872,636</b>	<b>\$ 10,774,410</b>	<b>\$ 10,143,643</b>	<b>\$ 9,276,069</b>	<b>\$ 10,453,135</b>	<b>\$ 9,188,966</b>	<b>\$ 15,125,980</b>	<b>\$ 9,939,733</b>	<b>\$ 15,765,064</b>	<b>\$ 17,374,099</b>

**Black Hawk College  
Restricted Funds Revenue by Source Trend  
FY2016 through FY2025**



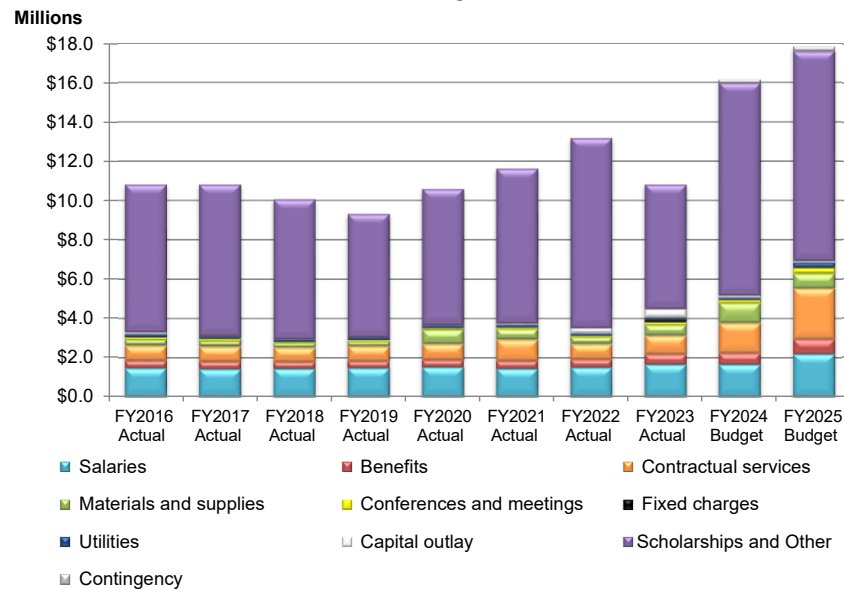
**Black Hawk College  
Restricted Funds Revenue by Source  
FY2025 Budget**



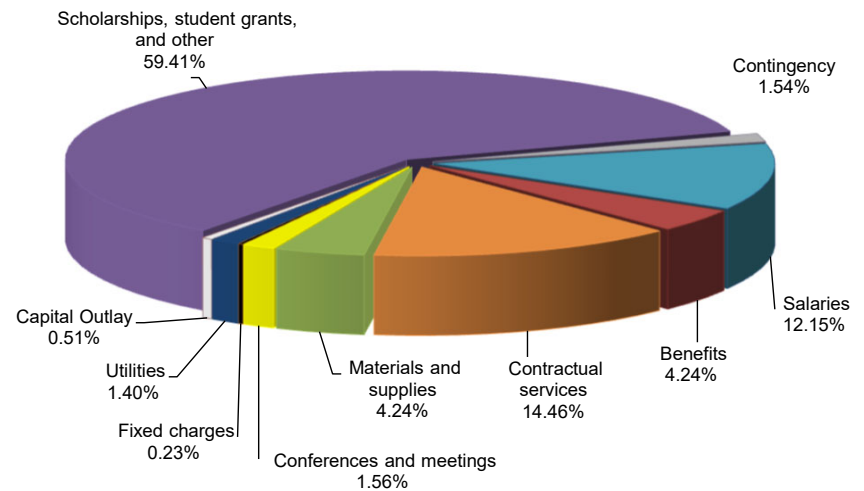
### Restricted Purposes Funds Expenditures by Object FY2016 through FY2025

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Expenditures:										
Salaries	\$ 1,464,516	\$ 1,417,450	\$ 1,436,351	\$ 1,468,858	\$ 1,516,637	\$ 1,436,175	\$ 1,499,725	\$ 1,645,898	\$ 1,640,494	\$ 2,167,435
Benefits	382,469	380,781	347,133	346,539	350,672	388,071	412,876	520,211	570,204	755,755
Contractual services	769,522	761,727	730,142	759,929	829,157	1,094,038	776,991	953,512	1,546,804	2,580,114
Materials and supplies	292,408	282,684	216,625	226,535	723,822	523,372	349,621	532,862	1,012,488	756,690
Conferences and meetings	110,900	107,077	62,472	91,129	78,332	87,208	60,615	128,964	141,929	277,550
Fixed charges	41,922	38,128	33,255	33,311	31,448	32,395	32,296	152,833	38,950	40,350
Utilities	134,396	107,472	106,459	110,074	121,568	115,190	106,758	106,393	103,951	249,963
Capital outlay	107,629	13,385	7,900	-	5,206	60,609	270,947	440,582	100,000	91,000
Scholarships, student grants, and other	7,500,170	7,698,222	7,116,630	6,276,910	6,914,031	7,872,640	9,653,373	6,320,524	10,809,187	10,647,506
Contingency	-	-	-	-	-	-	-	-	200,000	275,000
<b>Total expenditures</b>	<b>\$ 10,803,932</b>	<b>\$ 10,806,926</b>	<b>\$ 10,056,967</b>	<b>\$ 9,313,285</b>	<b>\$ 10,570,873</b>	<b>\$ 11,609,698</b>	<b>\$ 13,163,202</b>	<b>\$ 10,801,779</b>	<b>\$ 16,164,007</b>	<b>\$ 17,841,363</b>

**Black Hawk College**  
Restricted Funds Expenditures by Object Trend  
FY2016 through FY2025



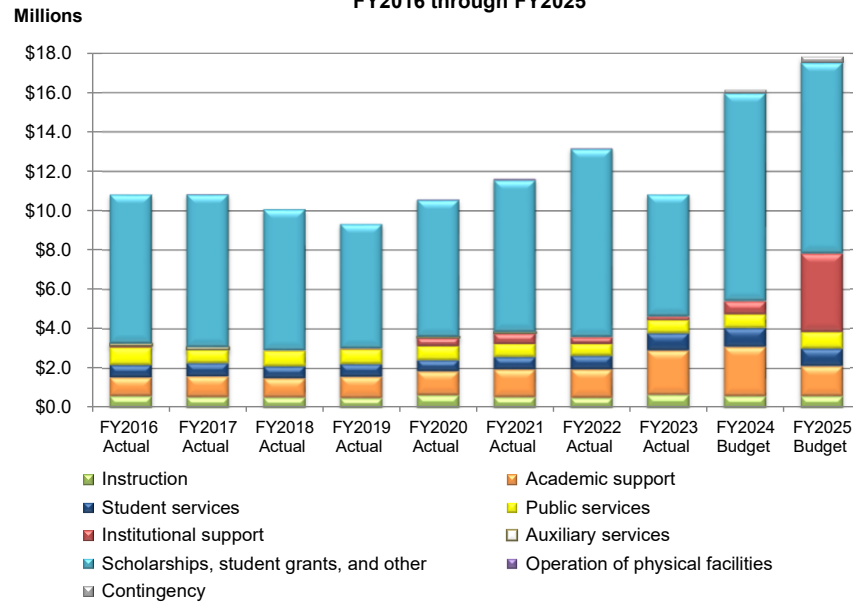
**Black Hawk College**  
Restricted Funds Expenditures by Object  
FY2025 Budget



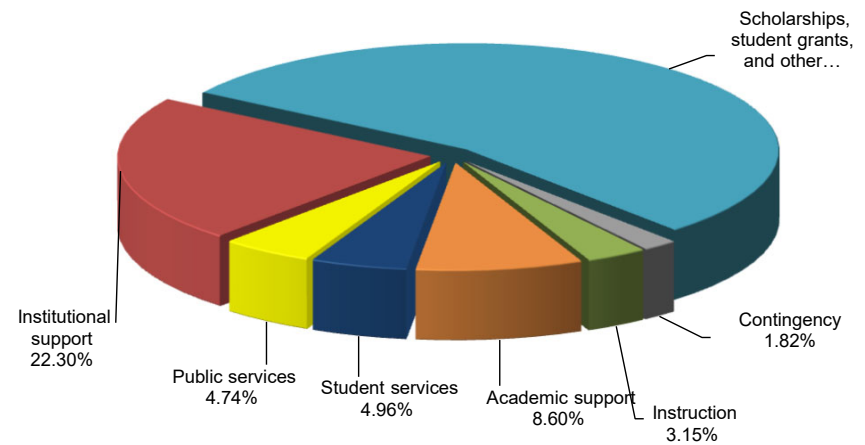
### Restricted Purposes Funds Expenditures by Program FY2016 through FY2025

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Expenditures:										
Instruction	\$ 555,120	\$ 514,300	\$ 497,595	\$ 456,908	\$ 604,755	\$ 509,925	\$ 478,688	\$ 622,005	\$ 555,906	\$ 562,182
Academic support	959,529	1,052,895	977,159	1,097,497	1,217,738	1,412,303	1,440,830	2,271,580	2,511,234	1,533,584
Student services	641,929	688,355	613,535	657,183	569,173	642,106	712,648	882,077	956,881	885,107
Public services	899,884	683,488	787,737	747,671	719,373	665,255	603,837	656,384	704,447	845,139
Institutional support	78,453	3,031	8,953	26,987	434,894	537,621	340,304	180,526	677,013	3,978,733
Auxiliary services	98,860	110,707	-	-	23,551	57,493	-	-	-	-
Scholarships, student grants, and other	7,570,157	7,751,556	7,171,988	6,327,039	6,957,205	7,726,264	9,555,503	6,189,207	10,558,525	9,711,618
Operation of physical facilities	-	2,594	-	-	44,184	58,734	31,392	-	-	-
Contingency	-	-	-	-	-	-	-	-	200,000	325,000
<b>Total expenditures</b>	<b>\$ 10,803,932</b>	<b>\$ 10,806,926</b>	<b>\$ 10,056,967</b>	<b>\$ 9,313,285</b>	<b>\$ 10,570,873</b>	<b>\$ 11,609,701</b>	<b>\$ 13,163,202</b>	<b>\$ 10,801,779</b>	<b>\$ 16,164,006</b>	<b>\$ 17,841,363</b>

**Black Hawk College  
Restricted Funds Expenditures by Program Trend  
FY2016 through FY2025**



**Black Hawk College  
Restricted Funds Expenditures by Program  
FY2025 Budget**



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## **Audit Fund**

The Audit Fund is established by Chapter 50, Act 310, Section 9 of the Illinois Compiled Statutes for recording the payment of auditing expenditures. The portion of property taxes received for the audit levy is recorded in this fund and monies in this fund should only be used for the payment of auditing expenditures.

### **Overview**

The Audit Fund is budgeted to end FY2025 with a deficit of \$97,000 reflecting the College, information technology, and foundation audit expenses, while removing property tax revenue and relying on fund balance to cover expenditures. Tax levy rates will be revised in FY2026 to fund audit expenditures as needed.

Total revenue in the Audit Fund is budgeted to increase \$5,000 from the FY2024 Budget due to investment earnings.

Total expenditures in the Audit Fund are budgeted to increase \$13,000 or 7.93%, from the FY2024 budget due to a new contractual rate associated with the change in auditors for FY2025.

### **Overall Trend**

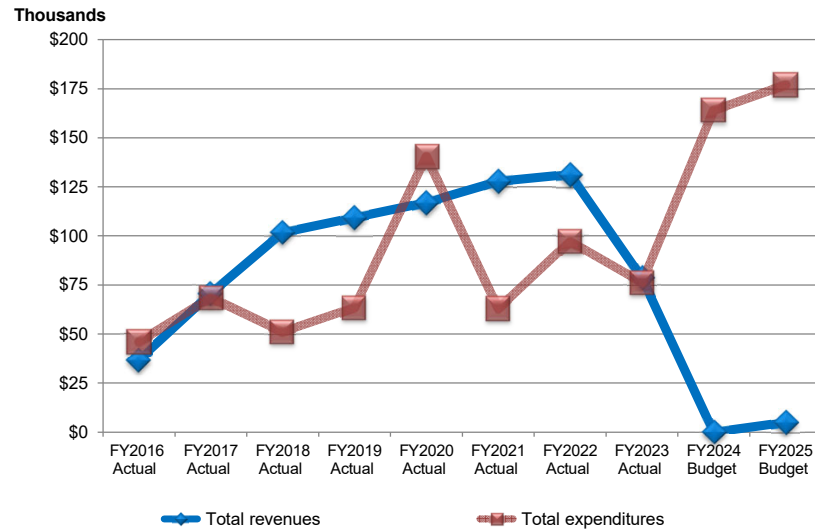
Total revenue is projected to decrease \$31,860 or 86.44% from FY2016 actuals, driven by levy component changes to manage the accumulated fund balance in this fund and investment earnings. This will be reversed in FY2026.

Total expenditures are projected to increase \$131,000 or 284.78% from FY2016 actuals, driven by changes in financial audit fees, and the addition of foundation and IT audits.

**Audit Fund Revenue and Expenditure Summary  
FY2016 through FY2025**

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Total revenues	\$ 36,860	\$ 70,670	\$ 101,692	\$ 109,360	\$ 116,996	\$ 127,760	\$ 131,368	\$ 78,541	\$ -	\$ 5,000
Total expenditures	46,000	68,550	51,150	63,500	140,490	62,927	97,325	76,175	164,000	177,000
Excess (deficiency) of revenues over expenditures	(9,140)	2,120	50,542	45,860	(23,494)	64,833	34,043	2,366	(164,000)	(172,000)
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	-	-	-	-	75,000
Operating transfers out	-	-	-	-	-	-	-	-	-	-
Transfers to/from other fund	-	-	-	-	-	-	-	-	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	-	-	-	-	-	-	-	-	-	75,000
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	(9,140)	2,120	50,542	45,860	(23,494)	64,833	34,043	2,366	(164,000)	(97,000)
Fund balance										
Beginning (projected)	113,676	104,536	106,656	157,198	203,058	179,564	244,397	278,440	280,806	116,806
Ending (projected)	\$ 104,536	\$ 106,656	\$ 157,198	\$ 203,058	\$ 179,564	\$ 244,397	\$ 278,440	\$ 280,806	\$ 116,806	\$ 19,806

**Black Hawk College  
Audit Fund Revenue and Expenditure Summary  
FY2016 through FY2025**



**Black Hawk College  
Audit Fund Ending Fund Balance  
FY2016 through FY2025**



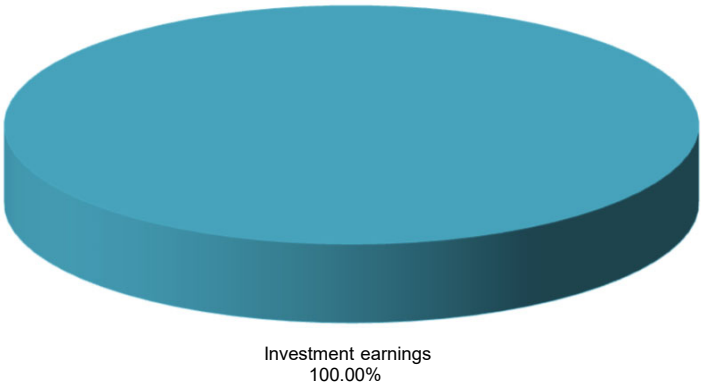
### Audit Fund Revenue by Source FY2016 through FY2025

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Revenues:										
Local governmental sources										
Property taxes	\$ 36,378	\$ 70,070	\$ 100,200	\$ 105,748	\$ 114,356	\$ 126,493	\$ 129,825	\$ 67,069	\$ -	\$ -
Investment earnings	482	600	1,492	3,612	2,640	1,267	1,543	11,472	-	5,000
<b>Total revenues</b>	<b>\$ 36,860</b>	<b>\$ 70,670</b>	<b>\$ 101,692</b>	<b>\$ 109,360</b>	<b>\$ 116,996</b>	<b>\$ 127,760</b>	<b>\$ 131,368</b>	<b>\$ 78,541</b>	<b>\$ -</b>	<b>\$ 5,000</b>

**Black Hawk College  
Audit Fund Revenue by Source Trend  
FY2016 through FY2025**



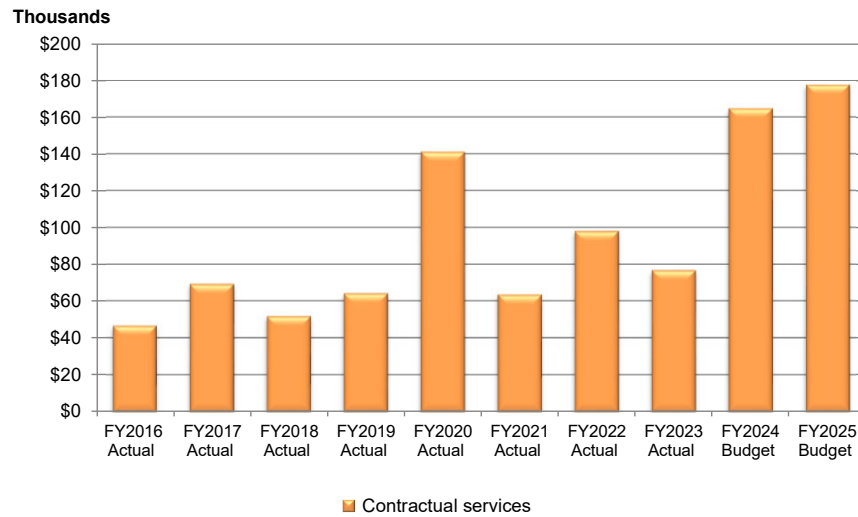
**Black Hawk College  
Audit Fund Revenue by Source  
FY2025 Budget**



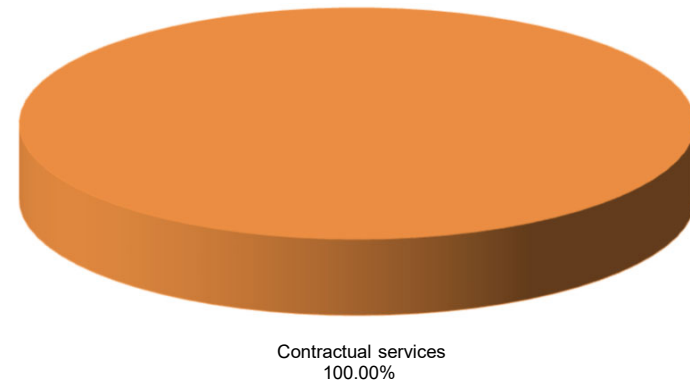
### Audit Fund Expenditures by Object FY2016 through FY2025

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Expenditures:										
Contractual services	\$ 46,000	\$ 68,550	\$ 51,150	\$ 63,500	\$ 140,490	\$ 62,927	\$ 97,325	\$ 76,175	\$ 164,000	\$ 177,000
<b>Total expenditures</b>	<b>\$ 46,000</b>	<b>\$ 68,550</b>	<b>\$ 51,150</b>	<b>\$ 63,500</b>	<b>\$ 140,490</b>	<b>\$ 62,927</b>	<b>\$ 97,325</b>	<b>\$ 76,175</b>	<b>\$ 164,000</b>	<b>\$ 177,000</b>

**Black Hawk College**  
Audit Fund Expenditures by Object Trend  
FY2016 through FY2025



**Black Hawk College**  
Audit Fund Expenditures by Object  
FY2025 Budget



## **Liability, Protection, and Settlement Fund**

The Liability, Protection, and Settlement Fund is established by 745 ILCS 10/9-107 and 40 ILCS 5/21-110.1 of the Illinois Compiled Statutes. The monies in this fund, including interest earned of the assets of this fund, should be used only for the purposes authorized in 745 ILCS 10/9. Authorized expenditures include the payment of tort liability, unemployment, worker's compensation, Medicare/FICA, and expenses related to risk management. Revenues receipted into this fund include property taxes levied for the actual expenditures of authorized items only.

### **Overview**

The Liability, Protection, and Settlement Fund is budgeted to end FY2025 with a deficit of \$2,376,226 after fund transfers.

Total revenue in the Liability, Protection, and Settlement Fund is budgeted to increase \$85,400 or 6.87% from the FY2024 Budget primarily due to a increase in property tax revenue.

Total expenditures in the Liability, Protection, and Settlement Fund are budgeted to increase \$129,059 or 3.61% from the FY2024 Budget and are comprised of the following changes:

- 5.76% increase in salaries and benefits due to negotiated contracts, staffing changes, and alignment of responsibilities
- 8.06% decrease in contractual services due to creating a business continuity plan in-house instead of an external vendor.
- 27.08% increase in fixed charges expense primarily due to an increase in insurance premiums
- 161.68% increase in materials and supplies due to the increase in cost of general accommodation supplies and addition of student security access to the college network

### **Overall Trend**

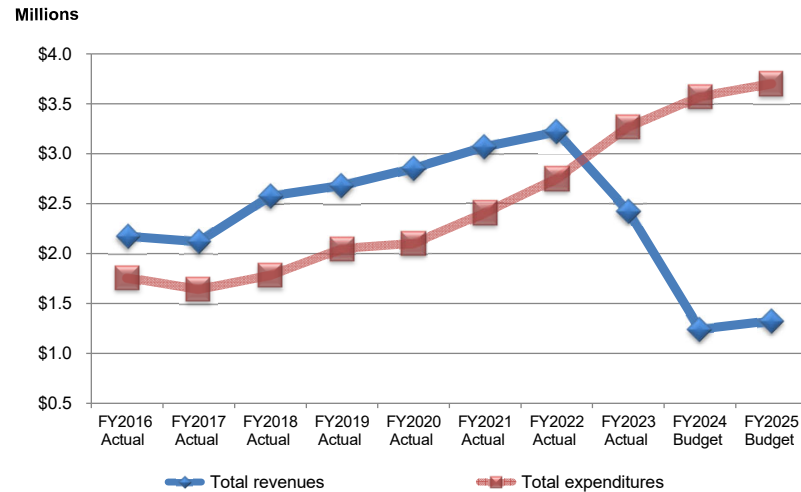
Total revenue is projected to decrease \$844,510 or 38.87% from FY2016 actuals, driven primarily by changes in property tax revenue resulting from levy component changes.

Total expenditures are projected to increase \$1,943,044 or 110.33% from FY2016 actuals, driven by a 50.39% increase in salaries and benefits, a 624.00% increase in contractual services related to the risk management plan and a 171.54% increase in fixed charges.

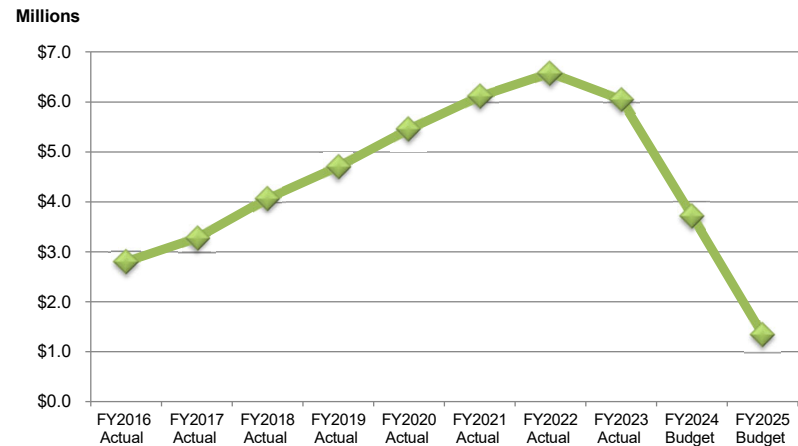
**Liability, Protection, and Settlement Fund Revenue and Expenditure Summary  
FY2016 through FY2025**

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Total revenues	\$ 2,172,410	\$ 2,119,014	\$ 2,578,093	\$ 2,682,935	\$ 2,856,641	\$ 3,070,205	\$ 3,218,968	\$ 2,428,102	\$ 1,242,500	\$ 1,327,900
Total expenditures	1,761,082	1,642,275	1,782,695	2,051,476	2,103,971	2,411,749	2,752,275	3,266,856	3,575,067	3,704,126
Excess (deficiency) of revenues over expenditures	411,328	476,739	795,398	631,459	752,670	658,456	466,693	(838,754)	(2,332,567)	(2,376,226)
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	-	-	-	-	-
Operating transfers out	-	-	-	-	-	-	-	-	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	-	-	-
Subscription proceeds	-	-	-	-	-	-	-	309,847	-	-
Total other financing sources (uses)	-	-	-	-	-	-	-	309,847	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	411,328	476,739	795,398	631,459	752,670	658,456	466,693	(528,907)	(2,332,567)	(2,376,226)
Fund balance										
Beginning (projected)	2,386,897	2,798,225	3,274,964	4,070,362	4,701,821	5,454,491	6,112,947	6,579,640	6,050,733	3,718,166
Ending (projected)	\$ 2,798,225	\$ 3,274,964	\$ 4,070,362	\$ 4,701,821	\$ 5,454,491	\$ 6,112,947	\$ 6,579,640	\$ 6,050,733	\$ 3,718,166	\$ 1,341,940

**Black Hawk College  
Liability, Protection, & Settlement Fund  
Revenue and Expenditure Summary  
FY2016 through FY2025**



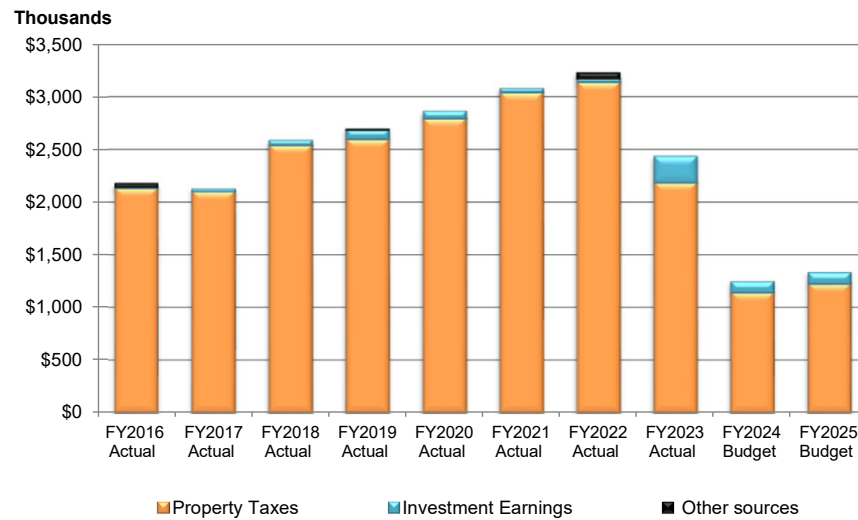
**Black Hawk College  
Liability, Protection, & Settlement Fund Ending Fund Balance  
FY2016 through FY2025**



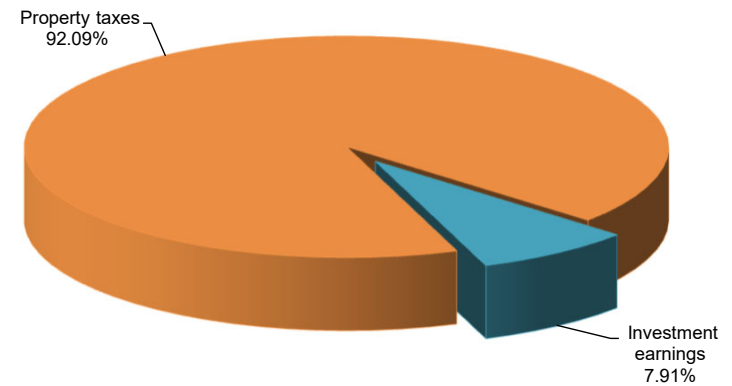
**Liability, Protection, and Settlement Fund Revenue by Source  
FY2016 through FY2025**

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Revenues:										
Property taxes	\$ 2,131,353	\$ 2,100,118	\$ 2,534,892	\$ 2,593,117	\$ 2,788,797	\$ 3,035,050	\$ 3,132,645	\$ 2,182,426	\$ 1,142,500	\$ 1,222,900
Sales and services	-	-	-	-	-	-	-	-	-	-
Investment earnings	11,013	18,896	43,201	89,558	67,844	35,155	36,149	245,676	100,000	105,000
Other sources	30,044	-	-	260	-	-	50,174	-	-	-
<b>Total revenues</b>	<b>\$ 2,172,410</b>	<b>\$ 2,119,014</b>	<b>\$ 2,578,093</b>	<b>\$ 2,682,935</b>	<b>\$ 2,856,641</b>	<b>\$ 3,070,205</b>	<b>\$ 3,218,968</b>	<b>\$ 2,428,102</b>	<b>\$ 1,242,500</b>	<b>\$ 1,327,900</b>

**Black Hawk College  
Liability, Protection, and Settlement Fund Revenue Trend  
FY2016 through FY2025**



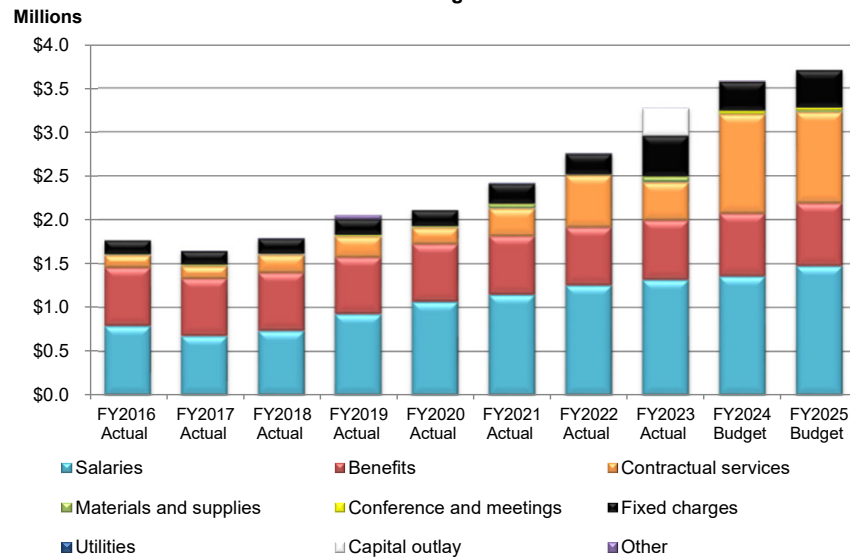
**Black Hawk College  
Liability, Protection and Settlement Fund Revenue by Source  
FY2025 Budget**



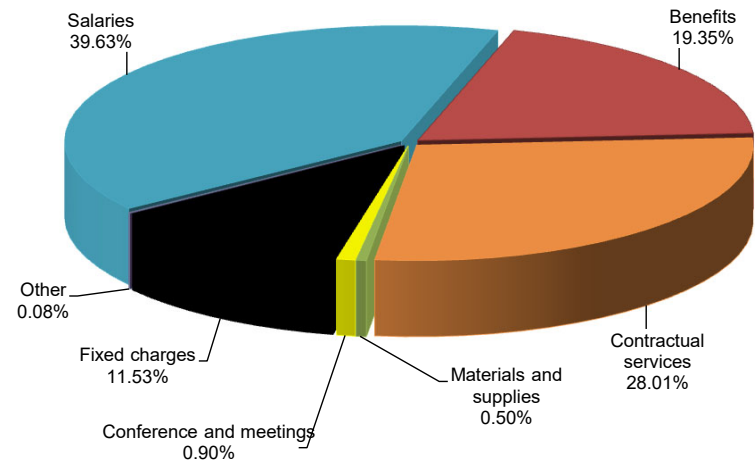
**Liability, Protection, and Settlement Fund Expenditures by Object  
FY2016 through FY2025**

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Expenditures										
Salaries	\$ 785,563	\$ 671,773	\$ 731,311	\$ 921,415	\$ 1,060,170	\$ 1,140,509	\$ 1,247,107	\$ 1,309,449	\$ 1,348,851	\$ 1,467,904
Benefits	667,021	653,924	662,297	647,729	657,568	670,898	662,144	681,544	716,646	716,666
Contractual services	143,311	144,168	203,105	236,961	187,793	315,169	595,254	430,594	1,128,500	1,037,575
Materials and supplies	2,655	3,841	3,950	2,548	4,204	42,554	3,708	59,922	7,020	18,370
Conference and meetings	5,282	10,437	3,833	12,492	12,468	6,468	3,515	6,591	34,030	33,511
Fixed charges	157,250	154,700	177,388	183,779	181,768	231,604	236,274	466,110	336,000	427,000
Utilities	-	395	395	-	-	790	395	-	-	-
Capital outlay	-	-	-	-	-	-	-	309,847	-	-
Other	-	3,037	416	46,552	-	3,757	3,878	2,799	4,020	3,100
<b>Total expenditures</b>	<b>\$ 1,761,082</b>	<b>\$ 1,642,275</b>	<b>\$ 1,782,695</b>	<b>\$ 2,051,476</b>	<b>\$ 2,103,971</b>	<b>\$ 2,411,749</b>	<b>\$ 2,752,275</b>	<b>\$ 3,266,856</b>	<b>\$ 3,575,067</b>	<b>\$ 3,704,126</b>

**Black Hawk College  
Liability, Protection, & Settlement  
Expenditure by Object Trend  
FY2016 through FY2025**



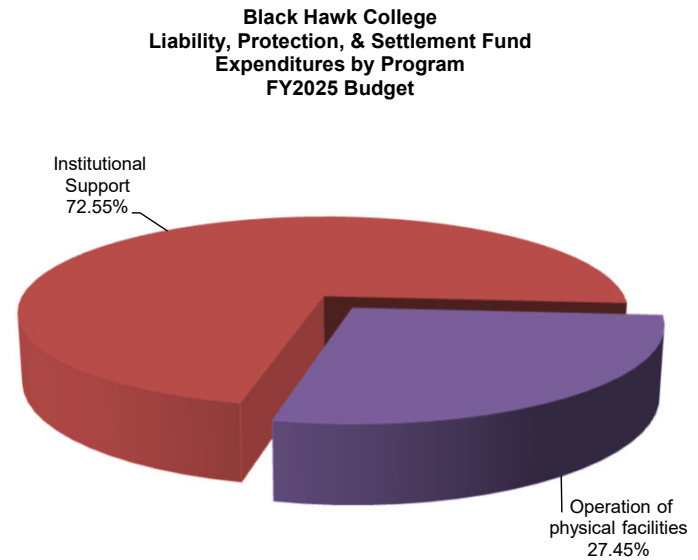
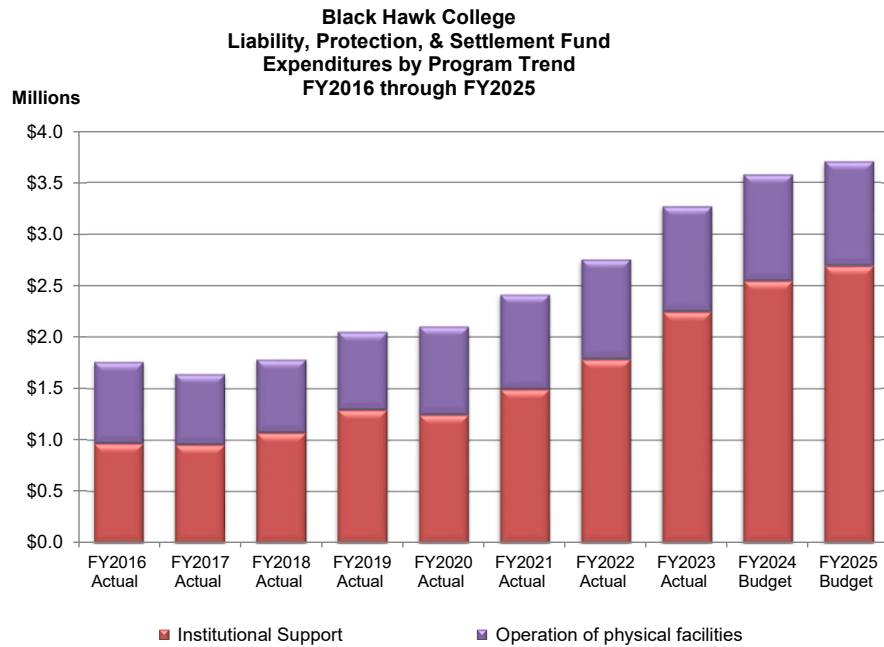
**Black Hawk College  
Liability, Protection, & Settlement  
Expenditures by Object  
FY2025 Budget**





**Liability, Protection, and Settlement Fund Expenditures by Program  
FY2016 through FY2025**

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Expenditures:										
Institutional Support	\$ 967,421	\$ 957,104	\$ 1,070,341	\$ 1,291,987	\$ 1,245,796	\$ 1,493,718	\$ 1,782,926	\$ 2,242,638	\$ 2,543,203	\$ 2,687,439
Operation of physical facilities	793,661	685,171	712,354	759,489	858,175	918,031	969,349	1,024,218	1,031,864	1,016,687
<b>Total expenditures</b>	<b>\$ 1,761,082</b>	<b>\$ 1,642,275</b>	<b>\$ 1,782,695</b>	<b>\$ 2,051,476</b>	<b>\$ 2,103,971</b>	<b>\$ 2,411,749</b>	<b>\$ 2,752,275</b>	<b>\$ 3,266,856</b>	<b>\$ 3,575,067</b>	<b>\$ 3,704,126</b>



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## **Working Cash Fund**

The Working Cash Fund is established by Section 3-33.1 of the Illinois Public Community College Act. This fund is first established without voter approval by resolution of the local Board of Trustees for the purpose of enabling the district to have sufficient cash on hand at all times to meet the demands for ordinary and necessary expenditures. Additional 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 the last known Corporate Personal Property Replacement Tax (CPPRT) allocation.

This fund is used to account for the proceeds of working cash bonds. By making temporary transfers, the Working Cash Fund is available as a source of working capital by other funds. These temporary transfers assist operating funds in meeting the demands for ordinary and necessary expenditures during periods of temporary low cash balances. Any temporary transfers must be paid back by the end of the fiscal year. Bonds may be issued by resolution of the Board of Trustees to establish or increase the fund.

Payments for the principal or interest of working cash bonds should be made from the Bond and Interest Fund. Section 3-33.1 through Section 3-33.6 of the Illinois Public Community College Act relate to various provisions for the Working Cash Fund.

For purposes of GASB reporting in the annual external audit, the Working Cash Fund bond principal would be classified as “Restricted – Expendable” since procedures for the abolishment of this fund exist in 110 ILCS 805/3-33.6 and interest earned by the bond principal would be classified as “Unrestricted” since 110 ILCS 805/3-33.6 allows the interest to be transferred to the Education or Operations and Maintenance Funds with no restriction and no requirement for repayment.

### **Overview**

The Working Cash Fund is budgeted to end FY2025 with an excess of \$534,000 due to investment earnings and no transfers being budgeted in the upcoming fiscal year. This is an increase in revenue of \$171,500 from FY2024 revenue and is based on current interest yields.

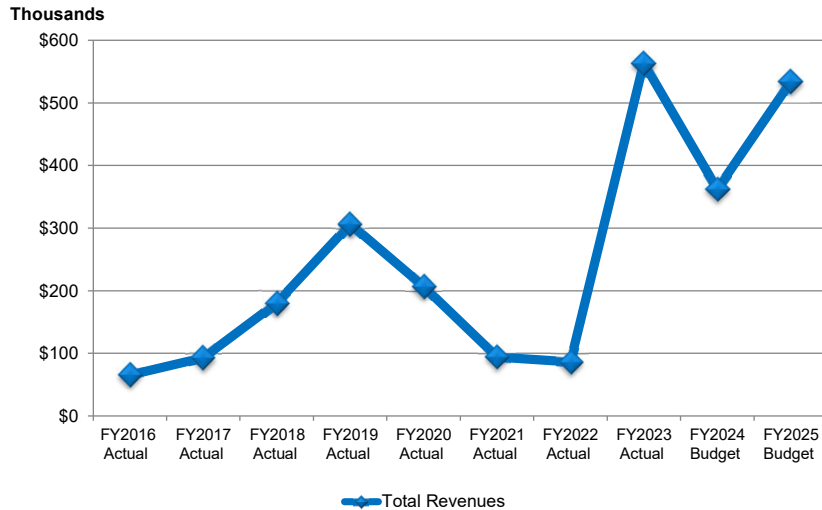
### **Overall Trend**

Total revenue is projected to increase \$468,182 or 711.33% from FY2016 actuals as a direct result of higher interest yields.

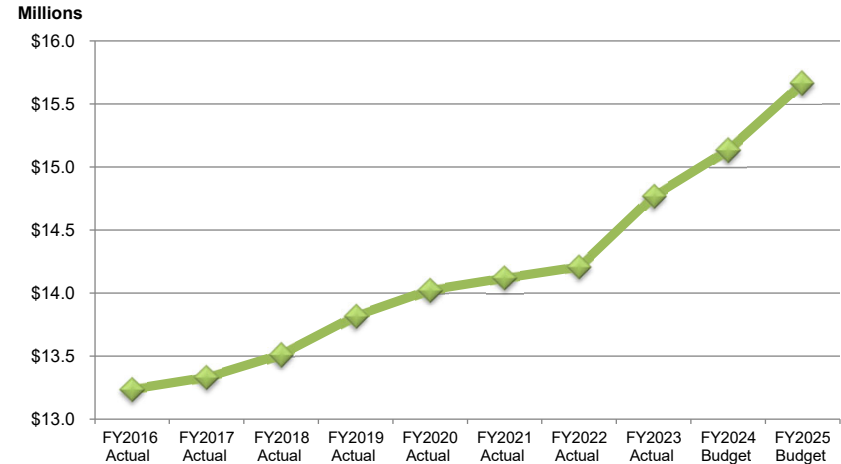
**Working Cash Fund Revenue and Transfer Summary  
FY2016 through FY2025**

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Total revenue	\$ 65,818	\$ 93,051	\$ 180,216	\$ 306,736	\$ 206,915	\$ 94,277	\$ 86,600	\$ 563,891	\$ 362,500	\$ 534,000
Total expenditures	-	-	-	-	-	-	-	-	-	-
Net increase (decrease) in fund balance	65,818	93,051	180,216	306,736	206,915	94,277	86,600	563,891	362,500	534,000
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	-	-	-	-	-
Operating transfers out	-	-	-	-	-	-	-	-	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	-	-	-	-	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	65,818	93,051	180,216	306,736	206,915	94,277	86,600	563,891	362,500	534,000
Fund balance										
Beginning (projected)	13,172,437	13,238,255	13,331,306	13,511,522	13,818,258	14,025,173	14,119,450	14,206,050	14,769,941	15,132,441
Ending (projected)	\$ 13,238,255	\$ 13,331,306	\$ 13,511,522	\$ 13,818,258	\$ 14,025,173	\$ 14,119,450	\$ 14,206,050	\$ 14,769,941	\$ 15,132,441	\$ 15,666,441

**Black Hawk College  
Working Cash Fund Revenue Summary  
FY2016 through FY2025**



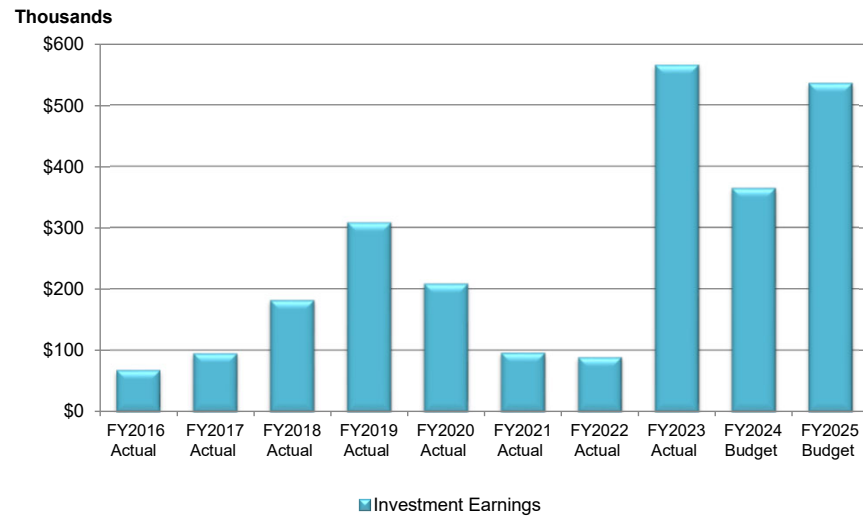
**Black Hawk College  
Working Cash Fund Ending Fund Balance  
FY2016 through FY2025**



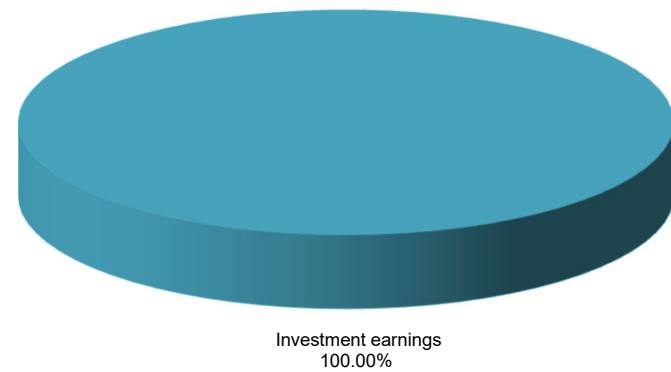
### Working Cash Fund Revenue by Source FY2016 through FY2025

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Revenues:										
Investment earnings	\$ 65,818	\$ 93,051	\$ 180,216	\$ 306,736	\$ 206,915	\$ 94,277	\$ 86,600	\$ 563,891	\$ 362,500	\$ 534,000
<b>Total revenues</b>	<b>\$ 65,818</b>	<b>\$ 93,051</b>	<b>\$ 180,216</b>	<b>\$ 306,736</b>	<b>\$ 206,915</b>	<b>\$ 94,277</b>	<b>\$ 86,600</b>	<b>\$ 563,891</b>	<b>\$ 362,500</b>	<b>\$ 534,000</b>

**Black Hawk College**  
**Working Cash Fund Revenue by Source Trend**  
**FY2016 through FY2025**



**Black Hawk College**  
**Working Cash Fund Revenue by Source**  
**FY2025 Budget**



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## **Bond & Interest Fund**

The Bond & Interest Fund is the debt service of the College and is established by Section 3A-1 of the Illinois Public Community College Act. This fund is used to account for payment of principal, interest, and related charges on any outstanding bonds. Debt service for each bond issue must be accounted for separately using a group of self-balancing accounts within the fund.

### **Overview**

The Bond & Interest Fund is budgeted to end FY2025 with an excess of revenues over expenditures of \$5,917 based on estimates for tax levy proceeds and expenditures associated with outstanding bond issuances.

Total revenue in the Bond & Interest Fund is budgeted to increase \$203,600 or 2.17% from the FY2024 Budget as a result of adjustments to the tax levy rate to realign revenue needed for debt payments of recently issued bonds in 2023.

Total expenditures in the Bond & Interest Fund are budgeted to decrease \$1,283,743 or 11.83% from the FY2024 budget as a direct result of budgeting for debt payments on the accrual basis.

### **Overall Trend**

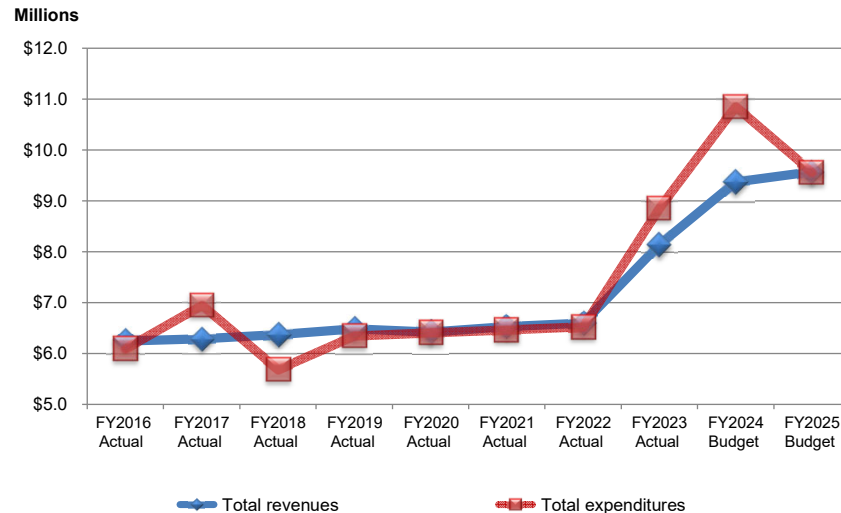
Total revenue is projected to increase \$3,324,713 or 53.22% from FY2016 actuals, driven primarily by changes to the College's bonding plan which resulted in increased property tax revenue to meet debt maturities.

Total expenditures are projected to increase \$3,471,549 or 56.97% from FY2016 actuals due to debt maturities.

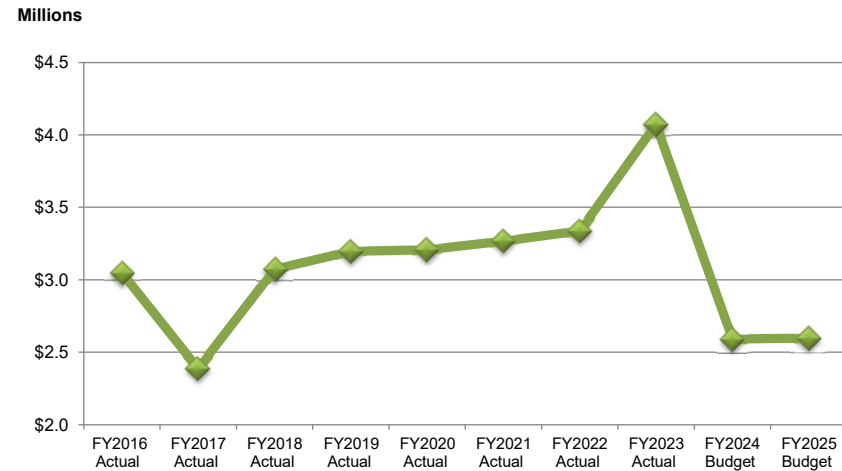
**Bond and Interest Fund Revenue and Expenditure Summary  
FY2016 through FY2025**

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Total revenues	\$ 6,246,887	\$ 6,284,843	\$ 6,367,977	\$ 6,478,754	\$ 6,417,214	\$ 6,523,793	\$ 6,598,092	\$ 8,134,134	\$ 9,368,000	\$ 9,571,600
Total expenditures	6,094,134	6,944,352	5,685,542	6,342,383	6,405,279	6,464,235	6,527,726	8,857,708	10,849,426	9,565,683
Excess (deficiency) of revenues over expenditures	152,753	(659,509)	682,435	136,371	11,935	59,558	70,366	(723,574)	(1,481,426)	5,917
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	-	-	-	-	-
Operating transfers out	(13,893)	-	-	(11,665)	-	-	-	-	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	1,458,486	-	-
Total other financing sources (uses)	(13,893)	-	-	(11,665)	-	-	-	1,458,486	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	138,860	(659,509)	682,435	124,706	11,935	59,558	70,366	734,912	(1,481,426)	5,917
Fund balance										
Beginning (projected)	2,909,841	3,048,701	2,389,192	3,071,628	3,196,334	3,208,269	3,267,827	3,338,193	4,073,104	2,591,678
Ending (projected)	\$ 3,048,701	\$ 2,389,192	\$ 3,071,628	\$ 3,196,334	\$ 3,208,269	\$ 3,267,827	\$ 3,338,193	\$ 4,073,104	\$ 2,591,678	\$ 2,597,595

**Black Hawk College  
Bond and Interest Fund Revenue and Expenditure Summary  
FY2016 through FY2025**



**Black Hawk College  
Bond and Interest Fund Ending Fund Balance  
FY2016 through FY2025**

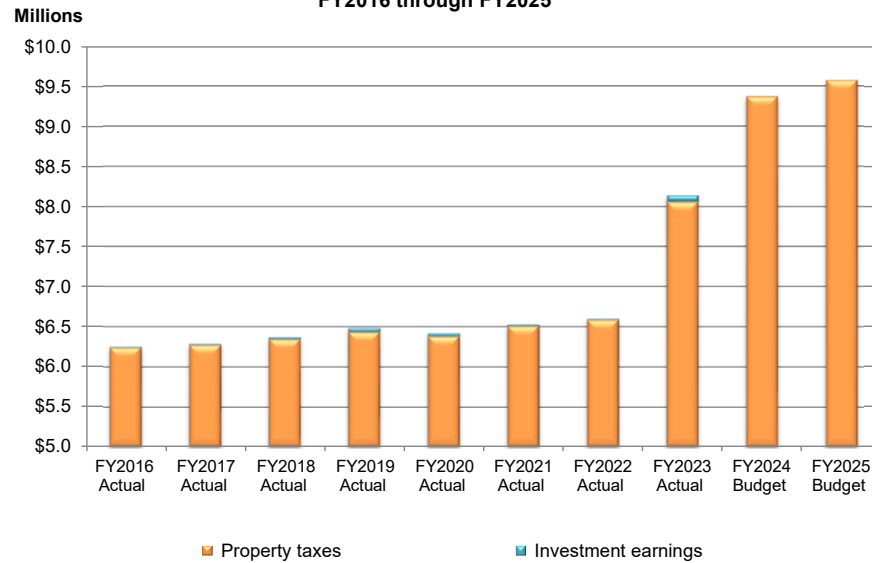




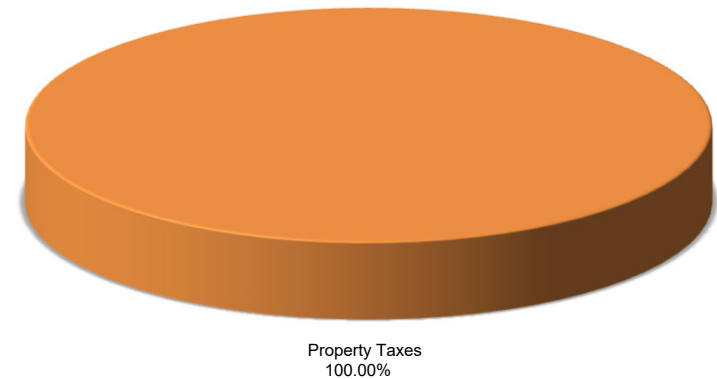
### Bond and Interest Fund Revenue by Source FY2016 through FY2025

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Revenues:										
Local governmental sources										
Property taxes	\$ 6,237,631	\$ 6,272,429	\$ 6,344,299	\$ 6,431,686	\$ 6,380,700	\$ 6,509,956	\$ 6,585,919	\$ 8,054,769	\$ 9,368,000	\$ 9,571,600
<b>Total local government sources</b>	<b>6,237,631</b>	<b>6,272,429</b>	<b>6,344,299</b>	<b>6,431,686</b>	<b>6,380,700</b>	<b>6,509,956</b>	<b>6,585,919</b>	<b>8,054,769</b>	<b>9,368,000</b>	<b>9,571,600</b>
Investment earnings	9,256	12,414	23,678	47,068	36,514	13,837	12,173	79,365	-	-
<b>Total revenues</b>	<b>\$ 6,246,887</b>	<b>\$ 6,284,843</b>	<b>\$ 6,367,977</b>	<b>\$ 6,478,754</b>	<b>\$ 6,417,214</b>	<b>\$ 6,523,793</b>	<b>\$ 6,598,092</b>	<b>\$ 8,134,134</b>	<b>\$ 9,368,000</b>	<b>\$ 9,571,600</b>

**Black Hawk College  
Bond and Interest Fund  
Revenues by Source Trend  
FY2016 through FY2025**



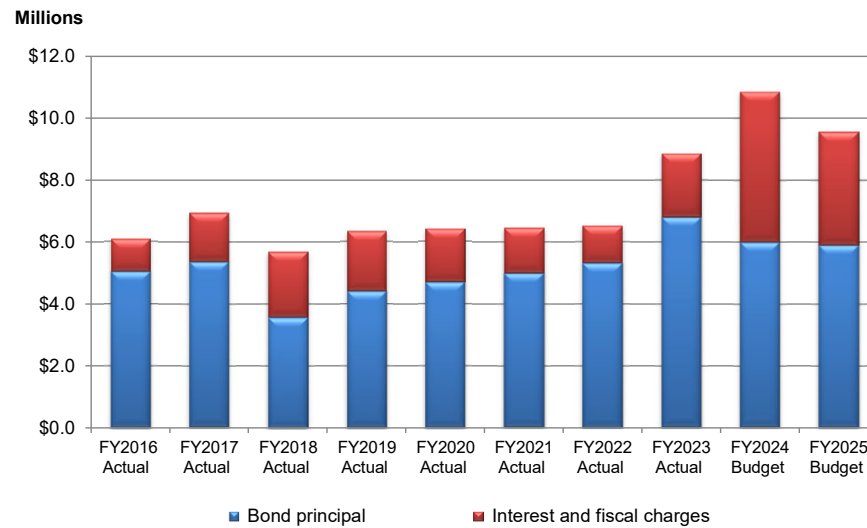
**Black Hawk College  
Bond and Interest Fund  
Revenue by Source  
FY2025 Budget**



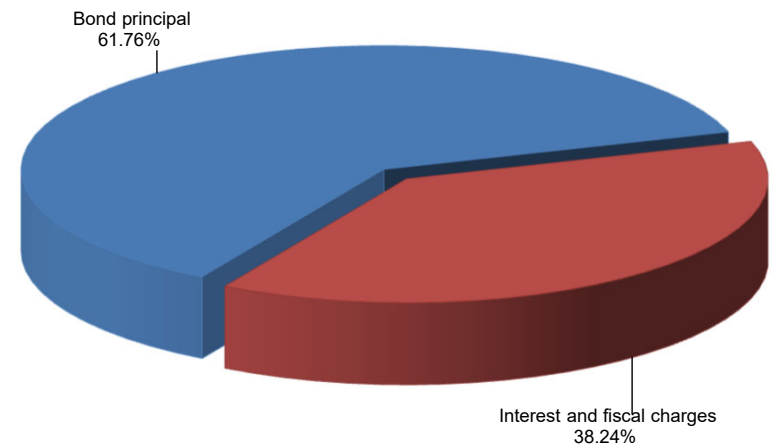
### Bond and Interest Fund Expenditures by Object FY2016 through FY2025

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Expenditures:										
Bond principal	\$ 5,040,000	\$ 5,365,000	\$ 3,570,000	\$ 4,410,000	\$ 4,695,000	\$ 4,995,000	\$ 5,315,000	\$ 6,805,000	\$ 6,000,000	\$ 5,907,800
Interest and fiscal charges	1,054,134	1,579,352	2,115,542	1,932,383	1,710,279	1,469,235	1,212,726	2,052,708	4,849,426	3,657,883
<b>Total expenditures</b>	<b>\$ 6,094,134</b>	<b>\$ 6,944,352</b>	<b>\$ 5,685,542</b>	<b>\$ 6,342,383</b>	<b>\$ 6,405,279</b>	<b>\$ 6,464,235</b>	<b>\$ 6,527,726</b>	<b>\$ 8,857,708</b>	<b>\$ 10,849,426</b>	<b>\$ 9,565,683</b>

**Black Hawk College**  
**Bond and Interest Fund Expenditures by Object Trend**  
**FY2016 through FY2025**



**Black Hawk College**  
**Bond and Interest Fund Expenditures by Object**  
**FY2025 Budget**



## **Operations and Maintenance Restricted Fund**

The Operations and Maintenance Restricted Fund is established by Section 3-14 of the Illinois Public Community College Act. The local Board of Trustees may establish this fund by permitting an accumulation of funds for building purposes and site acquisition, including equipment for buildings and programs. Protection, health, and safety levies, building bond proceeds, capital renewal grants, and accumulation monies restricted from the operations and maintenance levy for building purposes must be accounted for in a series of self-balancing accounts in this fund.

### **Overview**

The Operations and Maintenance Restricted Fund is budgeted to end FY2025 with a deficit of \$36,792,000 after fund transfers. This deficit is a result of construction projects funded by the College's prior transfer of Surplus Operating Funds and building bond proceeds issued in 2023. These projects include QC Building 3, 2, and Sustainable Technologies Building renovations, and roofs for East Campus Buildings A, B & 5. Other operations and maintenance restricted projects are funded through tax levies designated for Protection, Health, and Safety.

Total revenues in the Operations and Maintenance Restricted Fund are budgeted to increase by \$160,000 or 7.12% from the FY2024 Budget due to an increase in property tax revenue.

Total expenditures in the Operations and Maintenance Restricted Fund are budgeted to decrease \$3,790,500 or 8.83% from the FY2024 Budget as a result of major capital projects being completed. The last major bond issuance for capital projects occurred in 2023.

### **Overall Trend**

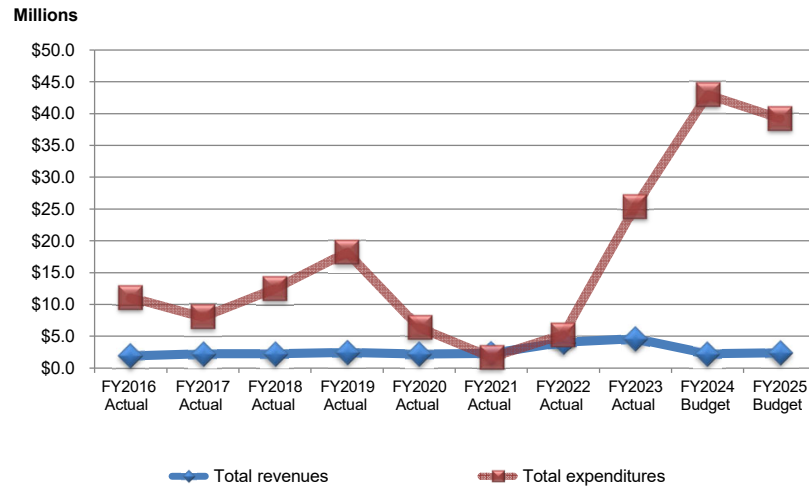
Total revenue is projected to increase \$501,282 or 26.32% from FY2016 actuals, driven mainly by a 34.16% increase in property tax revenue and partially offset by a reduction in investment earnings.

Total expenditures are projected to increase \$28,073,760 or 252.37% from FY2016 actuals as a direct result of capital projects.

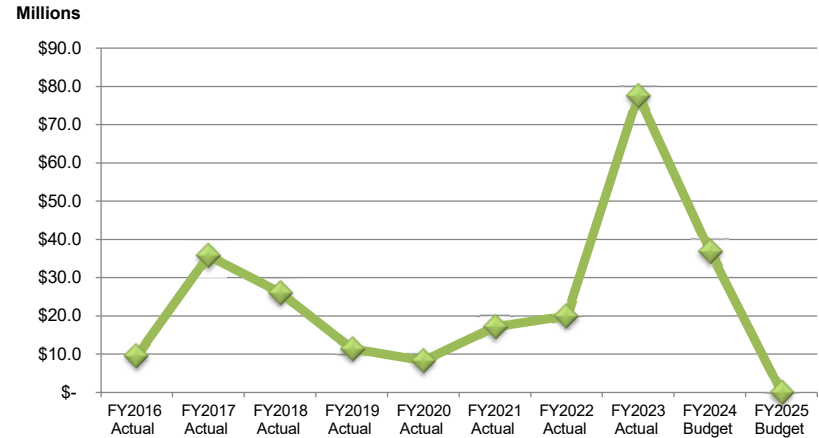
**Operations and Maintenance Restricted Fund Revenue and Expenditure Summary  
FY2016 through FY2025**

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Total revenues	\$ 1,904,718	\$ 2,243,092	\$ 2,236,289	\$ 2,459,610	\$ 2,214,736	\$ 2,301,046	\$ 4,059,986	\$ 4,598,089	\$ 2,246,000	\$ 2,406,000
Total expenditures	11,124,240	7,998,290	12,439,375	18,200,126	6,379,049	1,699,662	5,273,168	25,396,457	42,948,500	39,198,000
Excess (deficiency) of revenues over expenditures	(9,219,522)	(5,755,198)	(10,203,086)	(15,740,516)	(4,164,313)	601,384	(1,213,182)	(20,798,368)	(40,702,500)	(36,792,000)
Other financing sources (uses):										
Operating transfers in	13,893	-	620,000	1,211,665	2,071,000	7,000,000	4,084,000	2,100,000	-	-
Operating transfers out	-	-	-	(209,640)	-	-	-	-	-	-
Transfer to/from other fund	-	-	-	-	(1,070,696)	1,280,336	-	-	-	-
Bond & debt certificate proceeds	-	28,955,000	-	-	-	-	-	67,735,000	-	-
Bond premium (discount)	-	3,023,591	-	-	-	-	-	8,542,969	-	-
Total other financing sources (uses)	13,893	31,978,591	620,000	1,002,025	1,000,304	8,280,336	4,084,000	78,377,969	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	(9,205,629)	26,223,393	(9,583,086)	(14,738,491)	(3,164,009)	8,881,720	2,870,818	57,579,601	(40,702,500)	(36,792,000)
Fund balance										
Beginning (projected)	18,721,448	9,515,819	35,739,212	26,156,126	11,417,635	8,253,626	17,135,346	20,006,164	77,585,765	36,883,265
Ending (projected)	\$ 9,515,819	\$ 35,739,212	\$ 26,156,126	\$ 11,417,635	\$ 8,253,626	\$ 17,135,346	\$ 20,006,164	\$ 77,585,765	\$ 36,883,265	\$ 91,265

**Black Hawk College  
Operations & Maintenance Restricted  
Revenue and Expenditure Summary  
FY2016 through FY2025**



**Black Hawk College  
Operations & Maintenance Restricted Fund  
Fund Balance  
FY2016 through FY2025**

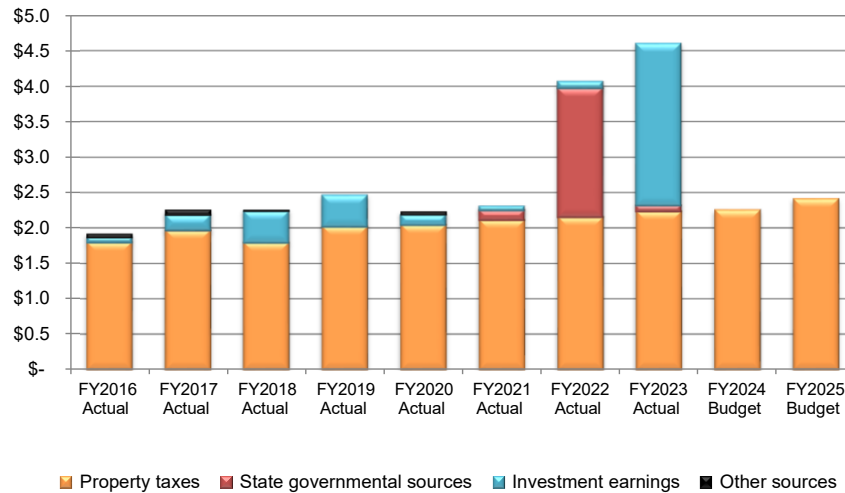


**Operations and Maintenance Restricted Fund Revenue by Source  
FY2016 through FY2025**

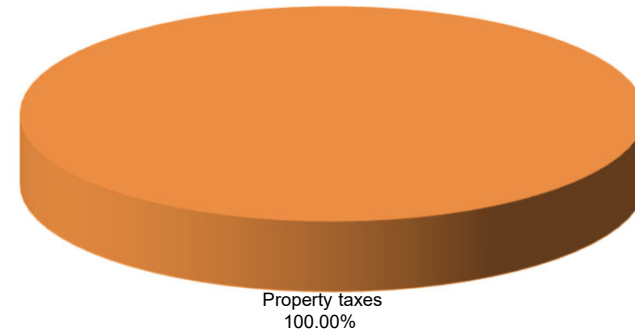
	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Revenues:										
Local governmental sources										
Property taxes	\$ 1,793,317	\$ 1,958,428	\$ 1,789,836	\$ 2,015,484	\$ 2,038,133	\$ 2,103,818	\$ 2,145,454	\$ 2,228,543	\$ 2,246,000	\$ 2,406,000
Other Sources	-	-	-	-	-	-	-	-	-	-
<b>Total local government sources</b>	<b>1,793,317</b>	<b>1,958,428</b>	<b>1,789,836</b>	<b>2,015,484</b>	<b>2,038,133</b>	<b>2,103,818</b>	<b>2,145,454</b>	<b>2,228,543</b>	<b>2,246,000</b>	<b>2,406,000</b>
State governmental sources	-	7,416	-	-	-	140,253	1,822,732	83,986	-	-
Investment earnings	74,035	211,333	444,267	444,126	144,255	56,975	91,800	2,285,560	-	-
Other sources	37,366	65,915	2,186	-	32,348	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-	-
<b>Total revenues</b>	<b>\$ 1,904,718</b>	<b>\$ 2,243,092</b>	<b>\$ 2,236,289</b>	<b>\$ 2,459,610</b>	<b>\$ 2,214,736</b>	<b>\$ 2,301,046</b>	<b>\$ 4,059,986</b>	<b>\$ 4,598,089</b>	<b>\$ 2,246,000</b>	<b>\$ 2,406,000</b>

**Black Hawk College  
Operations & Maintenance Restricted Fund  
Revenue by Source Trend  
FY2016 through FY2025**

Millions



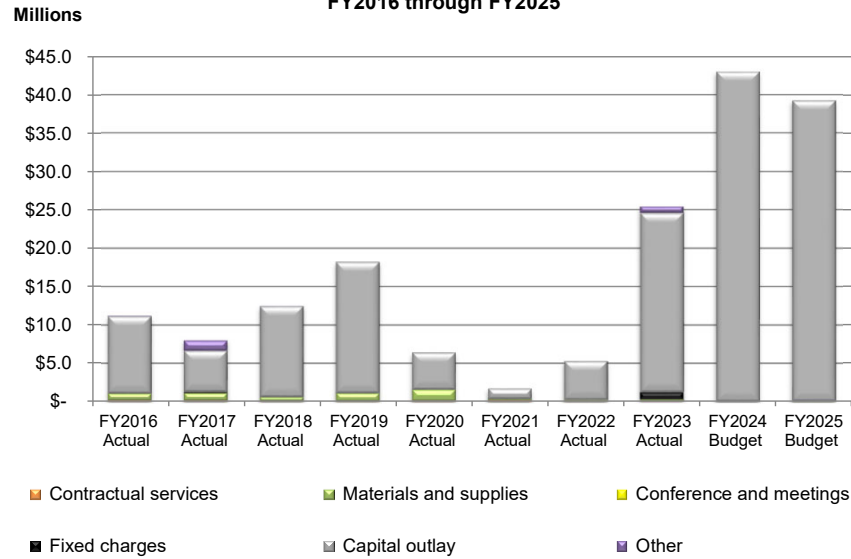
**Black Hawk College  
Operations & Maintenance Restricted Fund  
Revenue by Source  
FY2025 Budget**



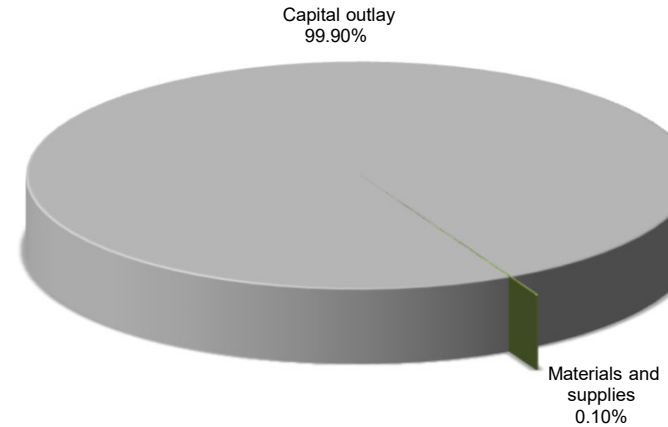
**Operations and Maintenance Restricted Fund Expenditures by Object  
FY2016 through FY2025**

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Expenditures:										
Contractual services	\$ 173,247	\$ 120,125	\$ 27,964	\$ 48,919	\$ 74,051	\$ 162,845	\$ 49,050	\$ 55,169	\$ -	\$ -
Materials and supplies	867,947	978,064	543,053	1,021,646	1,463,048	168,145	149,570	234,610	-	40,000
Conference and meetings	886	238	-	-	191	-	-	-	-	-
Fixed charges	4,285	136,831	9,781	3,750	2,078	4,991	-	932,711	-	-
Capital outlay	10,076,875	5,390,339	11,857,577	17,125,811	4,839,681	1,363,681	5,074,549	23,312,227	42,948,500	39,158,000
Other	1,000	1,372,693	1,000	-	-	-	-	861,740	-	-
<b>Total expenditures</b>	<b>\$ 11,124,240</b>	<b>\$ 7,998,290</b>	<b>\$ 12,439,375</b>	<b>\$ 18,200,126</b>	<b>\$ 6,379,049</b>	<b>\$ 1,699,662</b>	<b>\$ 5,273,169</b>	<b>\$ 25,396,457</b>	<b>\$ 42,948,500</b>	<b>\$ 39,198,000</b>

**Black Hawk College  
Operations & Maintenance Restricted Fund  
Expenditures by Object Trend  
FY2016 through FY2025**



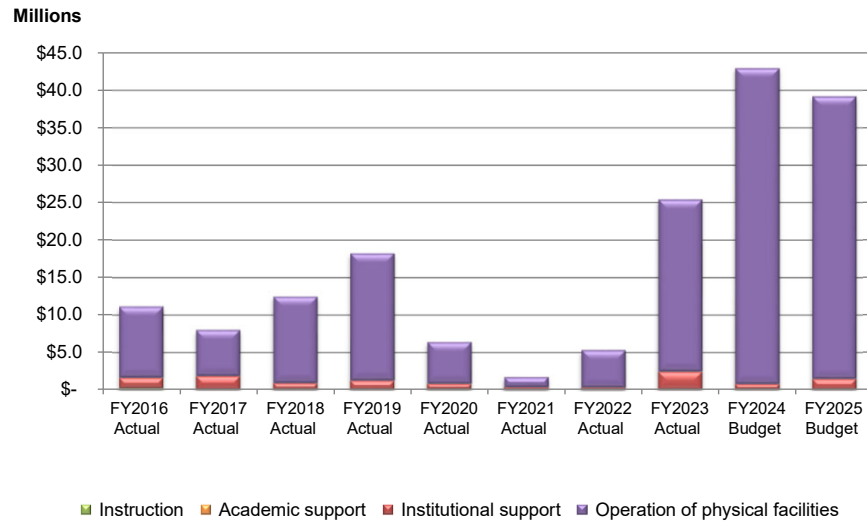
**Black Hawk College  
Operations & Maintenance Restricted Fund  
Expenditures by Object  
FY2025 Budget**



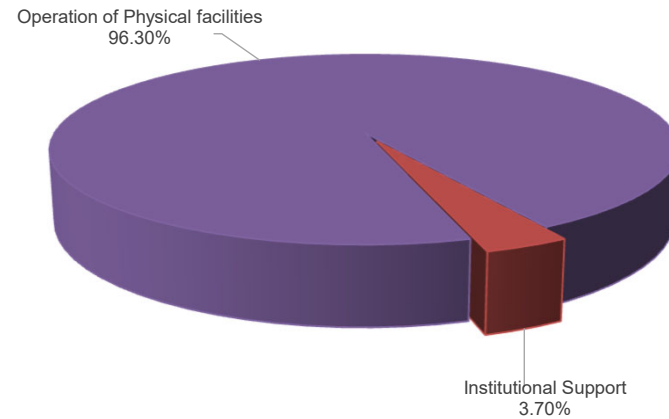
**Operations and Maintenance Restricted Fund Expenditures by Program  
FY2016 through FY2025**

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Expenditures:										
Instruction	\$ 202,529	\$ -	\$ -	\$ -	\$ 5,941	\$ -	\$ -	\$ -	\$ -	\$ -
Academic support	279	-	-	-	-	-	-	-	-	-
Institutional support	1,389,125	1,823,796	877,856	1,238,326	783,378	307,372	289,755	2,413,888	750,000	1,450,000
Operation of physical facilities	9,532,307	6,174,494	11,561,519	16,961,800	5,589,730	1,392,290	4,983,413	22,982,569	42,198,500	37,748,000
<b>Total expenditures</b>	<b>\$ 11,124,240</b>	<b>\$ 7,998,290</b>	<b>\$ 12,439,375</b>	<b>\$ 18,200,126</b>	<b>\$ 6,379,049</b>	<b>\$ 1,699,662</b>	<b>\$ 5,273,168</b>	<b>\$ 25,396,457</b>	<b>\$ 42,948,500</b>	<b>\$ 39,198,000</b>

**Black Hawk College  
Operations & Maintenance Restricted Fund  
Expenditures by Program Trend  
FY2016 through FY2025**



**Black Hawk College  
Operations & Maintenance Restricted Fund  
Expenditures by Program  
FY2025 Budget**



## **Fund Balance Analysis by Fund**

Fund Balance is the difference between the Assets and Liabilities of a particular fund. The Beginning (projected) Fund Balance for each fund is calculated using Ending Fund Balance from audited FY2023 financial statements, adjusted to reflect budgeted FY2024 results at the time of publication. The combined fund balance in all funds as shown on the FY2025 Budget Combining All Funds page in this document is budgeted to decrease by 48.45%. An analysis is presented below for each fund with a budgeted change in fund balance of 10% or more.

**Operations & Maintenance Fund** The fund balance for the Operations and Maintenance Fund is budgeted to end FY2025 with a \$1,534,012 or 22.76% decrease in fund balance. This decrease is primarily a result of an operating transfer out to provide funding to the Education Fund and Audit Fund for FY2025.

**Auxiliary Fund** The Auxiliary Fund is budgeted to end FY2025 with a \$691,498 or 54.35% decrease in fund balance primarily driven by increased bookstore material cost in addition to increased athletic, equine, and agricultural team expense.

**Audit Fund** The Audit Fund is budgeted to end FY2025 with a \$97,000 or 83.04% decrease in fund balance primarily due to no incoming revenue and the intent to spend down the balance accumulated from prior years. Tax levy rates will be revised in FY2026 to fund audit expenditures as needed.

**Liability, Protection, and Settlement Fund** The fund balance for the Liability, Protection, and Settlement Fund is budgeted to end FY2025 with a \$2,376,226 or 63.91% decrease in fund balance. This decrease is a result of reduced incoming revenue and the intent to spend down the balance accumulated from prior years. Tax levy rates will be revised in FY2026 to fund LPS expenditures as needed.

**Operations & Maintenance Restricted Fund** The fund balance for the Operations & Maintenance Restricted Fund is budgeted to end FY2025 with a \$36,792,000 or 99.75% decrease in fund balance. This decrease is a result of construction projects performed during the year.



## **Notes to Financial Information by Fund**

### **Note 1. Statement of Revenues, Expenditures, and Changes in Fund Balance Presentation**

For budget document reporting purposes, the financial information presented in the All Funds section for FY2016 through FY2023 has been taken directly from the annual audited financial statements of the College with the following exceptions:

- “SURS contribution provided by state” revenues and expenditures have been excluded from the statement presented in this budget document since the State of Illinois makes substantially all actuarially determined required contributions on behalf of the College. As a result, the College does not budget for this revenue and expenditure item.
- “Investment in Plant Fund” and “General Long Term Debt Fund” revenues and expenditures have been excluded from the statement presented in this budget document since these funds are non-appropriated funds as described in the Fund Descriptions section.

### **Note 2. FY2024 Fund Balance Presentation**

For budget document reporting purposes, the projected ending fund balance for FY2024 is based on audited ending fund balance from June 30, 2023 adjusted to reflect budgeted FY2024 results. This approach was elected to represent a conservative beginning balance for FY2025 budget development.

### **Note 3. Restatement of Balance at July 1, 2017**

As a result of an evaluation of the Restricted Purposes Fund, there were programs that were determined to be fiduciary and were reclassified to the Agency Fund.

Balance at July 1, 2017, as previously reported	\$1,523,904
Subtract Agency Fund balances	<u>(330,047)</u>
Balance at July 1, 2017, as restated	\$1,193,857

### **Note 4. Restatement of Balance at July 1, 2021**

As a result of the implementation of GASB Statement No. 87, *Leases*, the College made a prior period adjustment to the financial statements beginning net position for the Operations and Maintenance Fund.

Balance at July 1, 2021, as previously reported	\$5,430,164
GASB Statement No. 87 implementation	<u>26,065</u>
Balance at July 1, 2021, as restated	\$5,456,229

## Statement of Cash Flow

	Operating Funds					Liability, Protection, and Settlement Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maint. Fund (Restricted)	Total
	Education Fund	Operations and Mainenance Fund	Auxiliary Enterprises Fund	Restricted Purposes Fund	Audit Fund					
Cash & Equivalents - 6/30/24	\$ 11,906,956	\$ 8,171,468	\$ 824,258	\$ 10,137,492	\$ 168,858	\$ 4,511,397	\$ 15,562,792	\$ 5,949,103	\$ 59,542,609	\$ 116,774,931
Cash Receipts - FY25	30,035,444	6,328,088	1,175,600	17,374,099	5,000	1,327,900	534,000	9,571,600	2,406,000	68,757,731
Cash Disbursements - FY25	(32,761,938)	(5,787,100)	(1,867,098)	(17,841,363)	(177,000)	(3,704,126)	-	(9,565,683)	(39,198,000)	(110,902,308)
Cash & Equivalents - 6/30/25	\$ 9,180,462	\$ 8,712,456	\$ 132,760	\$ 9,670,228	\$ (3,142)	\$ 2,135,171	\$ 16,096,792	\$ 5,955,020	\$ 22,750,609	\$ 74,630,354

NOTE: "Cash & Equivalents - 6/30/24" amounts are estimates based on the best available information at time of publication and FY2025 amounts are estimates for the future fiscal year.

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# STATISTICAL



# Statistical Information Overview

This section of the College's budget document presents detailed statistical information as a context for understanding information in the budget document in relation to the overall operations and financial position of the institution.

## Enrollment Trends

Enrollment trends pertain to our students, their demographics, and the overall enrollment trends of the College. Items of note include:

- Average age of apportionment generating students is currently 24
- Majority of students are female
- Majority of apportionment generating students attend part-time
- 18.3% of area high school graduates attended Black Hawk College in the fall of FY2023
- Non-apportionment generating students under the age of 20 and over the age of 40 both increased from FY2022
- Roughly 3,650 students received some form of financial aid in FY2023, lower than the average of about 4,375 students receiving financial aid annually over the last ten years

## Funding Trends

Funding trends pertain to the three major Operating Fund funding sources: tuition & fees, state funding, and property taxes. Items of note include:

- Black Hawk College tuition & fees are competitive with the state average for Illinois Community Colleges and other local colleges and universities
- FY2025 tuition of \$164.00 per credit hour is a flat rate from FY2024
- State appropriations for the equalization and credit hour grants have continually been below the amount earned by the College, and the accumulated deficit increased even further in FY2024
- Total property tax levy remains stable with moderate growth
- Property tax revenues have recurring growth in EAV and consistently represents approximately one-third of the College's total revenue

## Staffing Trends

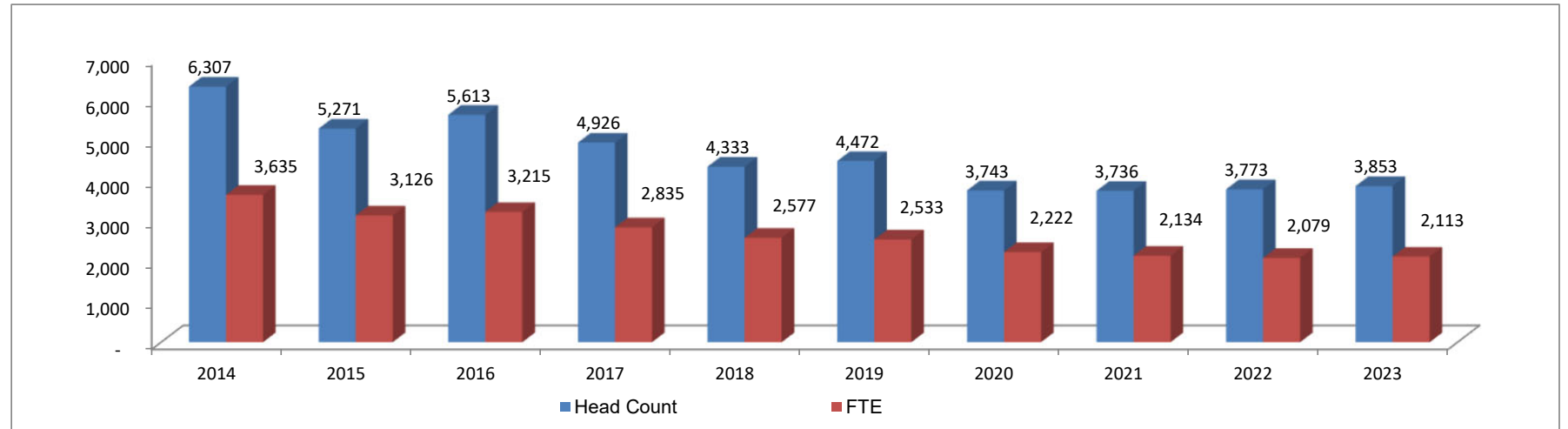
Staffing trends describes the Operating Fund staffing levels and categorizations at the College. The total number of Operating Fund employees has remained steady over the past couple years. For FY2025, there is an increase of budgeted Full Time Equivalent, Full Time Overload, and Part Time Teaching Faculty, which follows enrollment trends. Despite the sensitive economic climate and declining enrollment trends, the College is maintaining staffing levels to better support the functions and the mission of Black Hawk College now and positioning for the future. Changes will need to occur if enrollment does not recover.

## Fund Balance Trends

Fund balance trends illustrate the fund balance levels for seven major funds of the College from FY2014 through FY2023. Information regarding the College's Fund Balance Policy is included in the Key Financial Policies section of the Appendices.

**Student Enrollment and Demographic Statistics (State Support Generating)**  
**Fall 2014 through Fall 2023**

Fall	Fall Enrollment				Gender		Attendance		Enrollment Status						Age
	Head Count	% Change	FTE	% Change	Male	Female	Full-time	Part-time	Continuing Student	New	Transfer	Re-Admit	Degreed	Dual	Avg. Age
2014	6,307	-4.1%	3,635	-6.8%	41.7%	58.3%	37.2%	62.8%	23.9%	12.7%	5.8%	36.0%	4.3%	17.3%	26.2
2015	5,271	-16.4%	3,126	-14.0%	41.2%	58.8%	38.3%	61.7%	32.2%	17.6%	4.4%	23.9%	4.1%	17.8%	25.2
2016	5,613	6.5%	3,215	2.9%	42.2%	57.8%	35.8%	64.2%	35.9%	28.3%	4.2%	8.0%	4.3%	19.3%	25.5
2017	4,926	-12.2%	2,835	-11.8%	40.7%	59.3%	35.6%	64.4%	35.4%	26.2%	4.3%	9.5%	7.4%	17.2%	25.5
2018	4,333	-12.0%	2,577	-9.1%	39.2%	60.8%	37.5%	62.5%	36.5%	21.2%	3.9%	9.8%	7.4%	21.3%	24.5
2019	4,472	3.2%	2,533	-1.7%	39.0%	61.0%	34.9%	65.1%	35.0%	23.2%	4.1%	8.8%	5.7%	23.2%	24.6
2020	3,743	-16.3%	2,222	-12.3%	36.7%	63.3%	36.5%	63.5%	36.1%	20.3%	3.0%	4.9%	7.2%	28.5%	23
2021	3,736	-0.2%	2,134	-4.0%	37.0%	63.0%	35.0%	65.0%	35.5%	22.5%	3.6%	8.0%	3.7%	26.6%	22
2022	3,773	1.0%	2,079	-2.6%	37.7%	62.3%	31.4%	68.6%	32.7%	22.5%	4.1%	7.9%	3.7%	29.1%	24
2023	3,853	2.1%	2,113	1.6%	38.9%	61.2%	32.1%	67.9%	33.3%	21.9%	4.5%	6.9%	4.2%	29.0%	24
<b>Average:</b>	<b>4,782</b>	<b>-4.1%</b>	<b>2,761</b>	<b>-4.9%</b>											



NR = Not Reported  
Source: ICCB Fall (E1) Enrollment Report

**Students at a Glance (State Support Generating)  
Fall 2014 through Fall 2023**

Fall Semester	Head Count		FTE	
	BHC	All Illinois	BHC	All Illinois
2014	6,307	336,102	3,635	194,485
2015	5,271	316,155	3,126	183,870
2016	5,613	304,173	3,215	176,797
2017	4,926	293,417	2,835	170,303
2018	4,333	282,180	2,577	163,401
2019	4,472	271,366	2,533	157,873
2020	3,743	233,777	2,222	138,237
2021	3,736	230,490	2,134	132,358
2022	3,733	233,758	2,079	132,913
2023	3,853	247,178	2,113	139,764

Change Fall 2014 to Fall 2023	Head Count		FTE	
	BHC	All Illinois	BHC	All Illinois
Change, in Real Numbers	(2,454)	(88,924)	(1,522)	(54,721)
Change, by Percentage	-38.9%	-26.5%	-41.9%	-28.1%

FALL 2014 TO FALL 2023 ENROLLMENT BY STATUS, GENDER, AGE, & RACE										
Fall Semester	Full-time	Part-time	Male	Female	Avg. Age	African-Am.	Asian	Latino	White	All Minorities
2014	2,346	3,961	2,629	3,678	26.2	769	292	639	4,363	1,806
2015	2,021	3,250	2,174	3,097	25.2	573	137	582	3,817	1,347
2016	2,009	3,604	2,369	3,244	25.5	657	238	647	3,904	1,571
2017	1,753	3,173	2,004	2,922	25.5	651	220	627	3,306	1,543
2018	1,625	2,708	1,700	2,633	24.5	523	161	487	3,065	1,196
2019	1,562	2,910	1,746	2,726	24.6	582	194	599	2,999	1,413
2020	1,366	2,377	1,374	2,369	23	407	96	446	2,743	972
2021	1,306	2,430	1,382	2,354	22	476	139	550	2,388	955
2022	1,186	2,587	1,424	2,349	24	457	150	583	2,343	1,325
2023	1,237	2,616	1,497	2,356	24	497	140	632	2,259	1,453

Change Fall 14 to Fall 23	Full-time	Part-time	Male	Female	Avg. Age	African-Am.	Asian	Latino	White	All Minorities
Change, in Real Numbers	(1,109)	(1,345)	(1,132)	(1,322)	(2)	(272)	(152)	(7)	(2,104)	(353)
Change, by Percentage	-47.3%	-34.0%	-43.1%	-35.9%	-8.4%	-35.4%	-52.1%	-1.1%	-48.2%	-19.5%

Source: ICCB Fall (E1) Enrollment Report

**Financial Aid Awards - All Students  
FY2015 through FY2024**

Type of Aid	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023*	FY2024**
<b>Federal Aid</b>										
College Work Study	93	73	68	71	67	67	28	42	49	47
PELL Grant	2,356	1,944	1,787	1,741	1,455	1,451	1,197	1,126	1,084	1,132
SEOG	336	298	387	319	320	314	185	124	207	238
Stafford Loan - subsidized	569	453	403	384	326	307	243	194	181	203
Stafford Loan - unsubsidized	486	428	450	420	357	308	257	215	236	205
PLUS (Parent) Student Loan	14	14	16	13	18	21	18	8	18	11
Chapter 33 (a GI Bill fund)	75	77	88	94	67	61	34	39	29	28
Other Federal Military/Veteran's Aid <sup>1</sup>	0	0	104	75	77	63	55	57	38	42
<b>State Aid</b>										
MAP Grant	740	494	694	672	654	839	811	821	827	861
ECACE	0	0	0	0	0	0	0	5	22	47
ECEG	0	0	0	0	0	0	0	0	21	24
PATH	0	0	0	0	0	0	0	0	52	107
State Basic ICAPS	0	0	0	0	0	0	0	0	0	5
IL Veterans Grant (IVG)	81	73	60	33	27	22	12	10	2	3
National Guard	17	17	21	25	23	31	18	30	28	17
POW/MIA Dependents	7	6	5	3	5	4	8	9	10	8
DORS	45	49	48	37	22	21	28	27	23	21
Policeman/Fireman Dependents Grant	0	0	0	0	1	0	0	0	0	0
<b>Local Aid</b>										
Private Grant/Scholarship	264	277	239	215	256	257	232	229	193	215
Achievement Awards	324	286	258	251	270	246	232	263	273	260
Foundation Scholarships	247	268	245	267	529	489	353	321	319	396
Donor Scholarships	56	17	12	10	27	30	25	9	71	10
<b>TOTAL</b>	<b>5,710</b>	<b>4,774</b>	<b>4,885</b>	<b>4,630</b>	<b>4,501</b>	<b>4,531</b>	<b>3,736</b>	<b>3,529</b>	<b>3,683</b>	<b>3,880</b>

\* FY2023 YTD payments are final.

\*\*FY2024 reflects YTD payments through 03/31/2024 and do not include any continuing Spring 2024 disbursements nor any Summer 2023 disbursements.

Note 1: Other Federal Military/Veteran's Aid includes Chapter 30 - Montgomery GI Bill Active Duty, Chapter 31 - Vocational Rehabilitation, Chapter 35 - Survivors' & Dependents' Assistance, Chapter 1606 - Montgomery GI Bill Selected Reserve, and Chapter 1607 - Reserve Educational Assistance Program

Source: BHC Financial Aid Database



**District High School Enrollment  
Fall 2019 through Fall 2023**

	Fall 2019			Fall 2020			Fall 2021			Fall 2022			Fall 2023		
	Enrolled at BHC			Enrolled at BHC			Enrolled at BHC			Enrolled at BHC			Enrolled at BHC		
District High Schools	# of HS Grads	No.	%	# of HS Grads	No.	%	# of HS Grads	No.	%	# of HS Grads	No.	%	# of HS Grads	No.	%
Alleman	98	14	14.3%	100	8	8.0%	101	13	12.9%	77	13	16.9%	66	9	13.6%
Alwood	28	4	14.3%	18	2	11.1%	29	4	13.8%	36	5	13.9%	18	3	16.7%
Annawan	29	9	31.0%	22	7	31.8%	26	8	30.8%	22	7	31.8%	27	6	22.2%
Cambridge	34	11	32.4%	30	3	10.0%	27	6	22.2%	32	10	31.3%	32	8	25.0%
Erie	46	17	37.0%	44	8	18.2%	54	13	24.1%	37	2	5.4%	34	4	11.8%
Galva	37	14	37.8%	41	16	39.0%	33	3	9.1%	27	1	3.7%	26	8	30.8%
Geneseo	193	42	21.8%	190	42	22.1%	232	34	14.7%	185	36	19.5%	232	40	17.2%
Kewanee	121	34	28.1%	112	21	18.8%	129	38	29.5%	126	22	17.5%	131	27	20.6%
Mercer County	96	8	8.3%	85	10	11.8%	91	10	11.0%	79	17	21.5%	93	14	15.1%
Moline	491	106	21.6%	498	81	16.3%	515	106	20.6%	446	97	21.7%	499	94	18.8%
Orion	96	30	31.3%	72	17	23.6%	83	15	18.1%	69	16	23.2%	79	15	19.0%
Riverdale	81	26	32.1%	77	13	16.9%	79	10	12.7%	79	16	20.3%	77	10	13.0%
Rock Island	346	84	24.3%	372	61	16.4%	370	51	13.8%	366	49	13.4%	322	63	19.6%
Rockridge	81	19	23.5%	90	22	24.4%	79	8	10.1%	100	14	14.0%	87	17	19.5%
Sherrard	110	21	19.1%	104	20	19.2%	106	18	17.0%	98	11	11.2%	89	22	24.7%
Stark County	54	17	31.5%	47	10	21.3%	48	13	27.1%	44	8	18.2%	37	11	29.7%
UTHS	389	119	30.6%	409	94	23.0%	381	68	17.8%	367	81	22.1%	339	51	15.0%
Wethersfield	37	17	45.9%	40	17	42.5%	35	9	25.7%	36	5	13.9%	28	4	14.3%
<b>Totals</b>	<b>2,367</b>	<b>592</b>	<b>25.0%</b>	<b>2,351</b>	<b>452</b>	<b>19.2%</b>	<b>2,418</b>	<b>427</b>	<b>17.7%</b>	<b>2,226</b>	<b>410</b>	<b>18.4%</b>	<b>2,216</b>	<b>406</b>	<b>18.3%</b>

Source: Office of Planning and Institutional Effectiveness

**Non Credit Student Demographic Statistics (Non State Support)  
FY2023 Compared to FY2022**

Age	Business & Industry		Professional & Vocational		Personal & Social Development		Youth		FY2023 Total		FY2022 Totals	Percent Change
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent		
<17	-	0.0%	3	0.6%	4	0.5%	363	100.0%	368	19.2%	226	62.8%
17-20	6	1.9%	12	2.5%	13	1.5%	0	0.0%	30	1.6%	27	11.1%
21-24	20	6.2%	21	4.4%	11	1.3%	-	0.0%	51	2.7%	59	-13.6%
25-30	50	15.6%	38	8.0%	31	3.7%	-	0.0%	113	5.9%	114	-0.9%
31-39	72	22.4%	66	14.0%	31	3.7%	-	0.0%	164	8.6%	184	-10.9%
40-55	130	40.5%	145	30.7%	106	12.6%	-	0.0%	360	18.8%	334	7.8%
56+	38	11.8%	183	38.7%	640	76.0%	-	0.0%	816	42.5%	663	23.1%
Unknown	5	1.6%	5	1.1%	6	0.7%	-	0.0%	16	0.8%	29	-44.8%
<b>Total</b>	<b>321</b>	<b>100.0%</b>	<b>473</b>	<b>100.0%</b>	<b>842</b>	<b>100.0%</b>	<b>363</b>	<b>100.0%</b>	<b>1,918</b>	<b>100.0%</b>	<b>1,636</b>	<b>17.24%</b>

Ethnicity	Business & Industry		Professional & Vocational		Personal & Social Development		Youth		FY2023 Total		FY2022 Totals	Percent Change
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent		
Asian	4	1.2%	8	1.7%	9	1.1%	10	2.8%	31	1.6%	30	3.3%
American Indian	1	0.3%	2	0.4%	3	0.4%	1	0.3%	7	0.4%	6	16.7%
Black	21	6.5%	27	5.7%	8	1.0%	8	2.2%	63	3.3%	105	-40.0%
Hispanic	29	9.0%	64	13.5%	30	3.6%	29	8.0%	147	7.7%	121	21.5%
White	126	39.3%	315	66.6%	712	84.6%	269	74.1%	1,360	70.9%	1,128	20.6%
Nat. Hawaii/Pac. Islander	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	N/A
Multiracial	6	1.9%	3	0.6%	6	0.7%	11	3.0%	26	1.4%	21	23.8%
Unknown	134	41.7%	54	11.4%	74	8.8%	35	9.6%	284	14.8%	225	26.2%
<b>Total</b>	<b>321</b>	<b>100.0%</b>	<b>473</b>	<b>100.0%</b>	<b>842</b>	<b>100.0%</b>	<b>363</b>	<b>100.0%</b>	<b>1,918</b>	<b>100.0%</b>	<b>1,636</b>	<b>17.24%</b>

Source: ICCB N1 Report

Note: Students may be listed in more than one category. Totals are unduplicated.

**Non Credit Student Demographic Statistics (Non State Support) - *continued***  
**FY2023 Compared to FY2022**

	Business & Industry		Professional & Vocational		Personal & Social Development		Youth		FY2023 Total		FY2022 Totals	Percent Change
Highest Degree	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent		
Associates	14	4.4%	45	9.5%	77	9.1%	-	0.0%	131	6.8%	107	22.4%
Bachelors	30	9.3%	111	23.5%	203	24.1%	-	0.0%	319	16.6%	210	51.9%
Certificate	9	2.8%	15	3.2%	24	2.9%	-	0.0%	46	2.4%	51	-9.8%
Doctorate	-	0.0%	15	3.2%	41	4.9%	-	0.0%	51	2.7%	26	96.2%
GED	7	2.2%	13	2.7%	6	0.7%	-	0.0%	25	1.3%	39	-35.9%
High School	55	17.1%	60	12.7%	95	11.3%	-	0.0%	202	10.5%	221	-8.6%
Masters	13	4.0%	65	13.7%	173	20.5%	-	0.0%	235	12.3%	174	35.1%
None	4	1.2%	12	2.5%	10	1.2%	16	4.4%	41	2.1%	61	-32.8%
Other	149	46.4%	72	15.2%	103	12.2%	345	95.0%	658	34.3%	308	113.6%
Professional	-	0.0%	4	0.8%	5	0.6%	-	0.0%	9	0.5%	8	12.5%
Some	40	12.5%	61	12.9%	105	12.5%	-	0.0%	199	10.4%	188	5.9%
Unknown	-	0.0%	-	0.0%	-	0.0%	2	0.6%	2	0.1%	243	-99.2%
<b>Total</b>	<b>321</b>	<b>100.0%</b>	<b>473</b>	<b>100.0%</b>	<b>842</b>	<b>100.0%</b>	<b>363</b>	<b>100.0%</b>	<b>1,918</b>	<b>100.0%</b>	<b>1,636</b>	<b>17.2%</b>

	Business & Industry		Professional & Vocational		Personal & Social Development		Youth		FY2023 Total		FY2022 Totals	Percent Change
Gender	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent		
Male	161	50.2%	136	28.8%	167	19.8%	173	47.7%	619	32.3%	600	3.2%
Female	160	49.8%	337	71.2%	675	80.2%	190	52.3%	1,299	67.7%	1,036	25.4%
Unknown	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%		N/A
<b>Total</b>	<b>321</b>	<b>100.0%</b>	<b>473</b>	<b>100.0%</b>	<b>842</b>	<b>100.0%</b>	<b>363</b>	<b>100.0%</b>	<b>1,918</b>	<b>100.0%</b>	<b>1,636</b>	<b>17.2%</b>

Source: ICCB N1 Report

Note: Students may be listed in more than one category. Totals are unduplicated.

**Credit Hour Information  
FY2014 through FY2023**

**CREDIT HOURS**

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	% Change FY2023 vs. FY2022	% Change FY2023 vs. FY2014
BACCALAUREATE	62,224	58,181	52,849	50,449	48,077	46,553	44,301	39,994	36,519	37,288	2.10%	(40.07)%
BUSINESS OCCUPATIONAL	5,605	5,162	4,096	3,883	3,770	3,177	3,510	3,141	2,807	2,699	(3.86)%	(51.84)%
TECHNICAL OCCUPATIONAL	17,687	15,326	13,994	12,021	10,506	9,611	8,134	7,390	7,576	7,387	(2.49)%	(58.24)%
HEALTH OCCUPATIONAL	11,237	9,826	8,323	8,445	8,624	8,577	7,731	6,891	7,095	6,467	(8.86)%	(42.45)%
REMEDIAL	9,149	9,051	7,763	7,289	5,573	4,495	3,979	2,275	2,151	1,784	(17.06)%	(80.50)%
ABE/ADULT SECONDARY	23,854	22,751	20,284	18,771	16,778	15,675	14,839	10,305	9,814	12,932	31.77%	(45.79)%
TOTAL	129,755	120,297	107,309	100,858	93,328	88,088	82,494	69,997	65,963	68,557	3.93%	(47.16)%

**CREDIT HOUR PERCENTAGE OF TOTAL**

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	% Change FY2023 vs. FY2022	% Change FY2023 vs. FY2014
BACCALAUREATE	47.96%	48.36%	49.25%	50.02%	51.51%	52.85%	53.70%	57.14%	55.36%	54.39%	(1.76)%	13.42%
BUSINESS OCCUPATIONAL	4.32%	4.29%	3.82%	3.85%	4.04%	3.61%	4.25%	4.49%	4.26%	3.94%	(7.42)%	(8.78)%
TECHNICAL OCCUPATIONAL	13.63%	12.74%	13.04%	11.92%	11.26%	10.91%	9.86%	10.56%	11.49%	10.77%	(6.23)%	(20.99)%
HEALTH OCCUPATIONAL	8.66%	8.17%	7.76%	8.37%	9.24%	9.74%	9.37%	9.84%	10.76%	9.43%	(12.33)%	8.89%
REMEDIAL	7.05%	7.52%	7.23%	7.23%	5.97%	5.10%	4.82%	3.25%	3.26%	2.60%	(20.27)%	(63.13)%
ABE/ADULT SECONDARY	18.38%	18.91%	18.90%	18.61%	17.98%	17.79%	17.99%	14.72%	14.88%	18.86%	26.76%	2.59%

**ICCB CREDIT HOUR REIMBURSEMENT RATES**

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	% Change FY2023 vs. FY2022	% Change FY2023 vs. FY2014
BACCALAUREATE	\$ 21.98	\$ 22.46	\$ 6.27	\$ 22.93	\$ 34.08	\$ 34.50	\$ 30.19	\$ 36.63	\$ 44.91	\$ 47.00	4.65%	113.83%
BUSINESS OCCUPATIONAL	\$ 35.66	\$ 32.25	\$ 9.07	\$ 33.75	\$ 40.51	\$ 45.80	\$ 37.74	\$ 49.73	\$ 64.20	\$ 58.54	(8.82)%	64.16%
TECHNICAL OCCUPATIONAL	\$ 31.80	\$ 33.24	\$ 9.55	\$ 35.57	\$ 40.66	\$ 48.15	\$ 37.69	\$ 48.81	\$ 56.56	\$ 48.87	(13.60)%	53.68%
HEALTH OCCUPATIONAL	\$ 54.87	\$ 54.24	\$ 14.91	\$ 56.20	\$ 61.88	\$ 83.97	\$ 67.34	\$ 81.05	\$ 96.07	\$ 98.10	2.11%	78.79%
REMEDIAL	\$ 9.66	\$ 9.96	\$ 2.18	\$ 7.21	\$ 14.48	\$ 8.73	\$ 14.26	\$ 19.78	\$ 23.01	\$ 5.03	(78.14)%	(47.93)%
ABE/ADULT SECONDARY	\$ 57.49	\$ 65.99	\$ 16.73	\$ 64.42	\$ 122.56	\$ 85.02	\$ 53.66	\$ 76.91	\$ 93.54	\$ 96.46	3.12%	67.79%

Notes: Black Hawk College credit hours includes both unrestricted and restricted credit hours

**Illinois Community College Tuition & Fees Analysis  
FY2020 through FY2024**

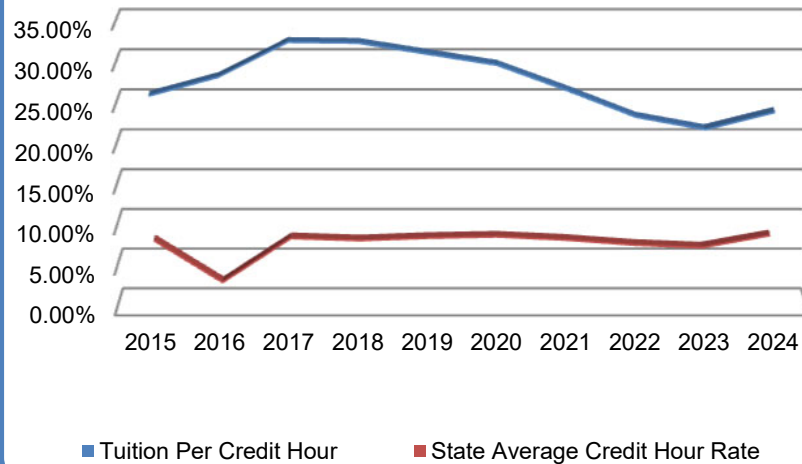
	Fall FY2020			Fall FY2021			Fall FY2022			Fall FY2023			Fall FY2024		
	Tuition & Fees	\$ Change	% Change	Tuition & Fees	\$ Change	% Change	Tuition & Fees	\$ Change	% Change	Tuition & Fees	\$ Change	% Change	Tuition & Fees	\$ Change	% Change
BLACK HAWK	\$ 149.00	\$ -	0.0%	\$ 149.00	\$ -	0.0%	\$ 149.00	\$ -	0.0%	\$ 164.00	\$ 15.00	10.1%	\$ 164.00	\$ -	0.0%
CHICAGO	146.00	-	See Note	146.00	-	See Note	146.00	-	See Note	146.00	-	See Note	146.00	-	See Note
DANVILLE	160.00	5.00	3.2%	160.00	-	0.0%	170.00	10.00	6.3%	175.00	5.00	2.9%	180.00	5.00	2.9%
DUPAGE	137.00	1.00	0.7%	137.00	-	0.0%	138.00	1.00	0.7%	140.00	2.00	1.4%	144.00	4.00	2.9%
ELGIN	132.00	-	0.0%	132.00	-	0.0%	132.00	-	0.0%	132.00	-	0.0%	132.00	-	0.0%
HARPER	152.50	3.75	2.5%	152.50	-	0.0%	152.50	-	0.0%	152.50	-	0.0%	154.50	2.00	1.3%
HEARTLAND	158.00	5.00	3.3%	158.00	-	0.0%	169.00	11.00	7.0%	174.00	5.00	3.0%	182.00	8.00	4.6%
HIGHLAND	178.00	5.00	2.9%	178.00	-	0.0%	186.00	8.00	4.5%	191.00	5.00	2.7%	194.00	3.00	1.6%
ILLINOIS CENTRAL	150.00	-	0.0%	150.00	-	0.0%	155.00	5.00	3.3%	155.00	-	0.0%	155.00	-	0.0%
ILLINOIS EASTERN	124.00	4.00	3.3%	124.00	-	0.0%	132.00	8.00	6.5%	132.00	-	0.0%	142.00	10.00	7.6%
ILLINOIS VALLEY	133.00	-	0.0%	133.00	-	0.0%	133.00	-	0.0%	133.00	-	0.0%	135.00	2.00	1.5%
JOLIET	148.00	2.00	1.4%	148.00	-	0.0%	148.00	-	0.0%	151.00	3.00	2.0%	151.00	-	0.0%
KANKAKEE	161.00	7.00	4.5%	161.00	-	0.0%	165.00	4.00	2.5%	165.00	-	0.0%	169.00	4.00	2.4%
KASKASKIA	152.00	3.00	2.0%	152.00	-	0.0%	152.00	-	0.0%	152.00	-	0.0%	160.00	8.00	5.3%
KISHWAUKEE	161.00	2.00	1.3%	161.00	-	0.0%	164.00	3.00	1.9%	164.00	-	0.0%	164.00	-	0.0%
LAKE COUNTY	144.00	3.00	2.1%	144.00	-	0.0%	147.00	3.00	2.1%	150.00	3.00	2.0%	160.50	10.50	7.0%
LAKE LAND	137.67	0.67	0.5%	137.67	-	0.0%	142.67	5.00	3.6%	132.17	(10.50)	-7.4%	142.67	10.50	7.9%
LEWIS & CLARK	148.00	-	0.0%	148.00	-	0.0%	148.00	-	0.0%	155.00	7.00	4.7%	155.00	-	0.0%
LINCOLN LAND	140.50	-	0.0%	140.50	-	0.0%	150.50	10.00	7.1%	153.00	2.50	1.7%	153.00	-	0.0%
LOGAN	120.00	-	0.0%	120.00	-	0.0%	138.00	18.00	15.0%	145.00	7.00	5.1%	150.00	5.00	3.4%
MC HENRY	126.75	3.00	2.4%	126.75	-	0.0%	128.25	1.50	1.2%	128.25	-	0.0%	133.25	5.00	3.9%
MORAIN VALLEY	148.00	3.00	2.1%	148.00	-	0.0%	153.00	5.00	3.4%	156.00	3.00	2.0%	159.00	3.00	1.9%
MORTON	144.00	8.00	5.9%	144.00	-	0.0%	148.00	4.00	2.8%	148.00	-	0.0%	152.00	4.00	2.7%
OAKTON	141.25	-	0.0%	141.25	-	0.0%	141.25	-	0.0%	141.25	-	0.0%	141.25	-	0.0%
PARKLAND	171.00	7.00	4.3%	171.00	-	0.0%	171.00	-	0.0%	171.00	-	0.0%	178.50	7.50	4.4%
PRAIRIE STATE	174.00	-	0.0%	174.00	-	0.0%	174.00	-	0.0%	174.00	-	0.0%	174.00	-	0.0%
REND LAKE	135.00	5.00	3.8%	135.00	-	0.0%	135.00	-	0.0%	150.00	15.00	11.1%	150.00	-	0.0%
RICHLAND	150.00	3.00	2.0%	150.00	-	0.0%	153.00	3.00	2.0%	153.00	-	0.0%	153.00	-	0.0%
ROCK VALLEY	130.00	5.00	4.0%	130.00	-	0.0%	132.00	2.00	1.5%	137.00	5.00	3.8%	142.00	5.00	3.6%
SANDBURG	170.00	5.00	3.0%	170.00	-	0.0%	175.00	5.00	2.9%	175.00	-	0.0%	175.00	-	0.0%
SAUK VALLEY	146.00	7.00	5.0%	146.00	-	0.0%	155.00	9.00	6.2%	159.00	4.00	2.6%	163.00	4.00	2.5%
SHAWNEE	125.00	-	0.0%	125.00	-	0.0%	140.00	15.00	12.0%	140.00	-	0.0%	155.00	15.00	10.7%
SOUTH SUBURBAN	169.75	-	0.0%	169.75	-	0.0%	169.75	-	0.0%	169.75	-	0.0%	169.75	-	0.0%
SOUTHEASTERN	134.00	4.00	3.1%	134.00	-	0.0%	138.00	4.00	3.0%	142.00	4.00	2.9%	144.00	2.00	1.4%
SOUTHWESTERN	122.00	-	0.0%	122.00	-	0.0%	122.00	-	0.0%	127.00	5.00	4.1%	129.00	2.00	1.6%
SPOON RIVER	170.00	5.00	3.0%	170.00	-	0.0%	174.00	4.00	2.4%	183.00	9.00	5.2%	193.00	10.00	5.5%
TRITON	144.00	5.00	3.6%	144.00	-	0.0%	154.00	10.00	6.9%	159.00	5.00	3.2%	164.00	5.00	3.1%
WAUBONSEE	138.00	2.00	1.5%	138.00	-	0.0%	140.00	2.00	1.4%	140.00	-	0.0%	143.00	3.00	2.1%
WOOD	163.00	-	0.0%	163.00	-	0.0%	163.00	-	0.0%	170.00	7.00	4.3%	170.00	-	0.0%
STATE AVERAGE/TOTAL	\$ 147.01	\$ 2.65	1.8%	\$ 147.01	\$ -	0.0%	\$ 150.87	\$ 3.86	2.6%	\$ 153.46	\$ 2.59	1.7%	\$ 156.99	\$ 3.53	2.3%
ICCB PEER GROUP AVERAGE/TOTAL	\$ 146.31	\$ 2.50	1.7%	\$ 146.31	\$ -	0.0%	\$ 150.19	\$ 3.88	2.6%	\$ 154.25	\$ 4.06	2.7%	\$ 157.06	\$ 2.81	1.8%

Source: ICCB Survey of Community Colleges

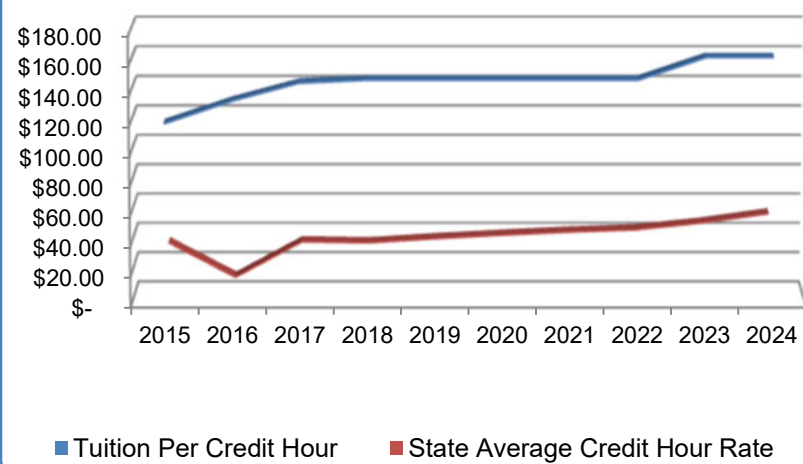
### Tuition and State Average Credit Hour Rates Comparison FY2015 through FY2024

Fiscal Year	Per Capita Cost	Tuition Per Credit Hour	Percent Change Tuition Rate	State Average Credit Hour Rate	Percent Change State Rate	Tuition as a % of Per Capita Cost	State Rate as a % of Per Capita Cost
2015	\$ 452.48	\$ 120.00	4.35%	\$ 32.29	1.00%	26.52%	7.14%
2016	468.34	135.00	12.50%	8.80	-72.75%	28.83%	1.88%
2017	444.09	147.00	8.89%	32.89	273.75%	33.10%	7.41%
2018	451.47	149.00	1.36%	32.21	-2.07%	33.00%	7.13%
2019	470.73	149.00	0.00%	35.02	8.72%	31.65%	7.44%
2020	491.66	149.00	0.00%	37.40	6.80%	30.31%	7.61%
2021	547.37	149.00	0.00%	39.49	5.59%	27.22%	7.21%
2022	622.51	149.00	0.00%	41.01	3.85%	23.94%	6.59%
2023	732.46	164.00	10.07%	45.66	11.34%	22.39%	6.23%
2024	668.79	164.00	0.00%	51.97	13.82%	24.52%	7.77%

**Percent of Per Capita Cost Trend**

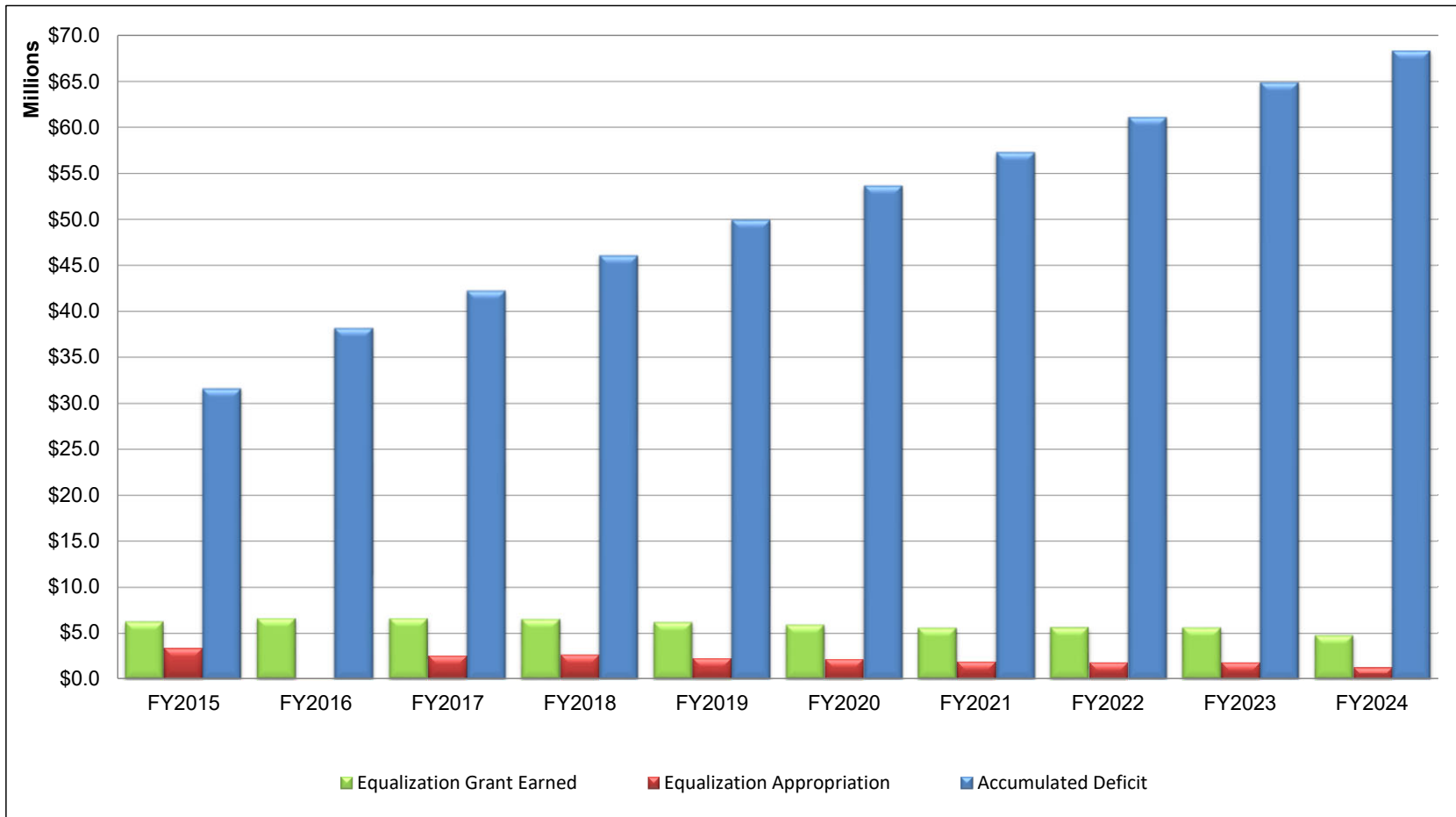


**Credit Hour Rate Trend**



Sources: Annual College Audits and ICCB Systems Finance

**State Equalization Grant Funding History & Accumulated Deficit  
FY2015 through FY2024**



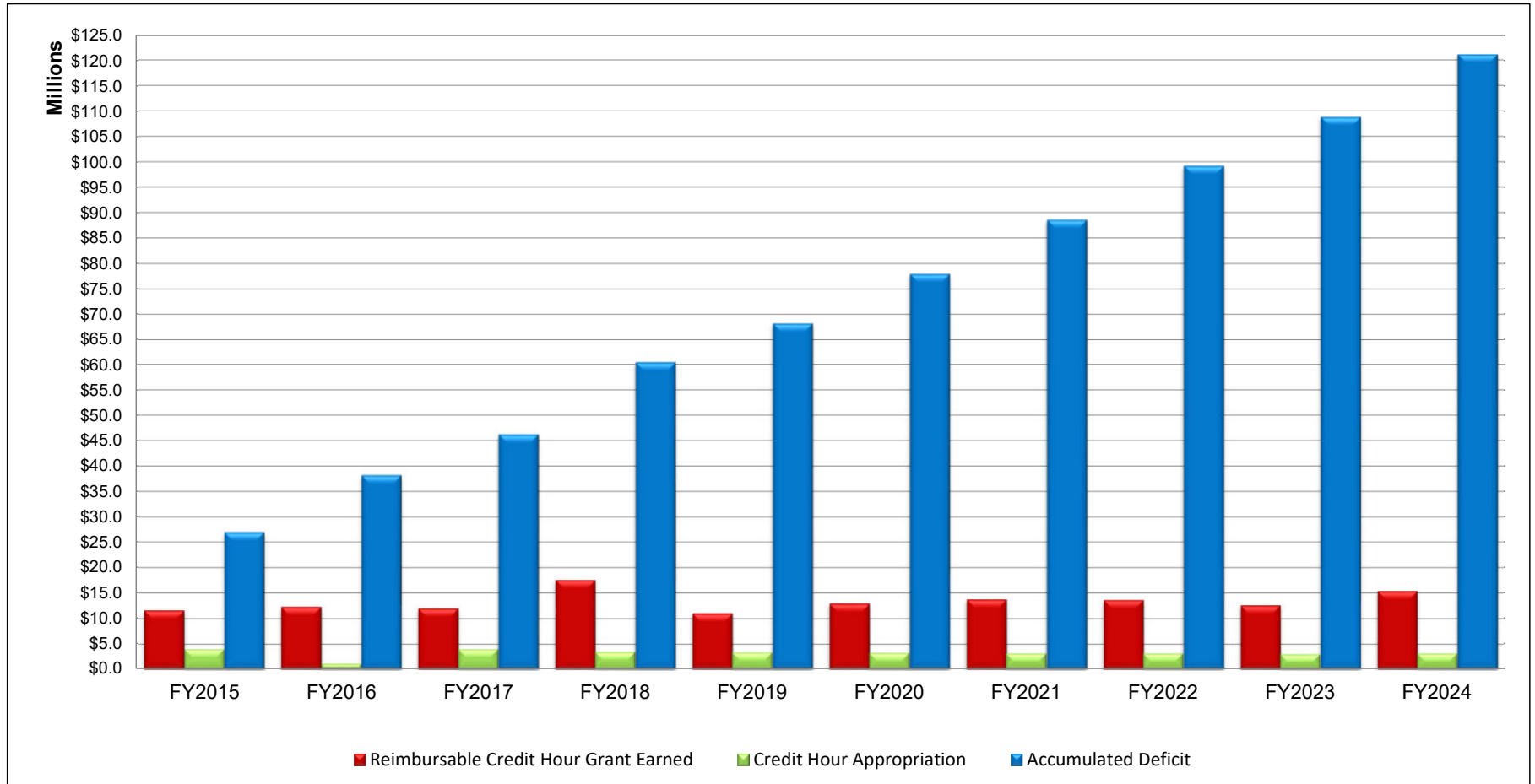
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Equalization Grant Earned	\$ 6,238,384	\$ 6,614,329	\$ 6,614,579	\$ 6,509,795	\$ 6,183,772	\$ 5,901,276	\$ 5,567,779	\$ 5,630,996	\$ 5,587,535	\$ 4,755,647
Equalization Appropriation	3,387,065	50,000	2,566,390	\$ 2,684,210	\$ 2,304,020	\$ 2,194,790	\$ 1,920,695	\$ 1,831,720	1,824,840	1,292,860
Annual Deficit	(2,851,319)	(6,564,329)	(4,048,189)	(3,825,585)	(3,879,752)	(3,706,486)	(3,647,084)	(3,799,276)	(3,762,695)	(3,462,787)
Accumulated Deficit	\$ 31,655,659	\$ 38,219,988	\$ 42,268,177	\$ 46,093,762	\$ 49,973,514	\$ 53,680,000	\$ 57,327,084	\$ 61,126,360	\$ 64,889,055	\$ 68,351,842
Percentage Received	54.29%	0.76%	38.80%	41.23%	37.26%	37.19%	34.50%	32.53%	32.66%	27.19%

Note: FY2016 and FY2017 Equalization Grant Earned amounts were the same due to ICCB calculations and the Illinois budget impasse.

Source: ICCB System's Operating Budget and Technical Appendix



**State Credit Hour Grant Funding History & Accumulated Deficit  
FY2015 through FY2024**



	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Reimbursable Credit Hour Grant Earned	\$ 11,564,377	\$ 12,262,006	\$ 11,950,503	\$ 17,568,916	\$ 11,001,848	\$ 12,931,395	\$ 13,723,440	\$ 13,625,027	\$ 12,535,150	\$ 15,359,078
Credit Hour Appropriation	3,919,294	1,051,469	3,919,661	\$ 3,365,310	\$ 3,249,820	\$ 3,150,010	\$ 3,069,520	\$ 3,034,115	2,914,202.0	3,071,031.0
Annual Deficit	(7,645,083)	(11,210,537)	(8,030,842)	(14,203,606)	(7,752,028)	(9,781,385)	(10,653,920)	(10,590,912)	(9,620,948)	(12,288,047)
<b>Accumulated Deficit</b>	<b>\$ 26,946,690</b>	<b>\$ 38,157,227</b>	<b>\$ 46,188,069</b>	<b>\$ 60,391,675</b>	<b>\$ 68,143,703</b>	<b>\$ 77,925,088</b>	<b>\$ 88,579,008</b>	<b>\$ 99,169,920</b>	<b>\$ 108,790,868</b>	<b>\$ 121,078,915</b>
<b>Percentage Received</b>	<b>33.89%</b>	<b>8.58%</b>	<b>32.80%</b>	<b>19.15%</b>	<b>29.54%</b>	<b>24.36%</b>	<b>22.37%</b>	<b>22.27%</b>	<b>23.25%</b>	<b>19.99%</b>

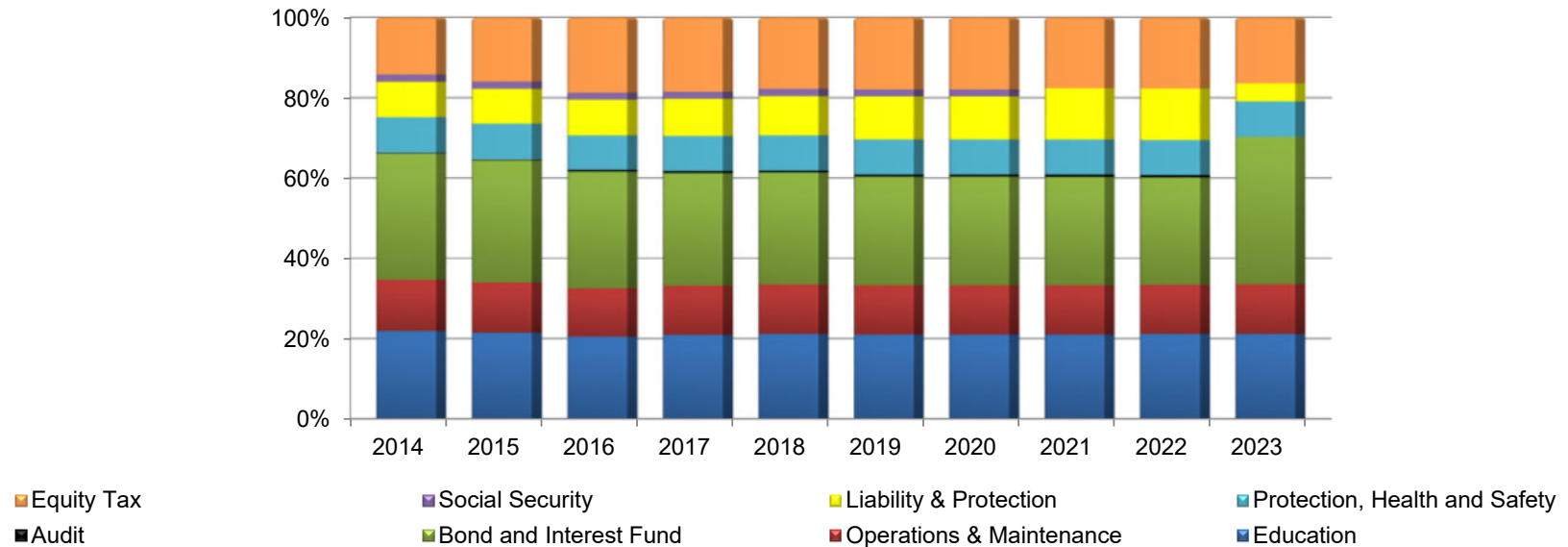
Source: ICCB System's Operating Budgets



**District Property Tax Rates By Purpose  
Tax Levy Years 2014 through 2023**

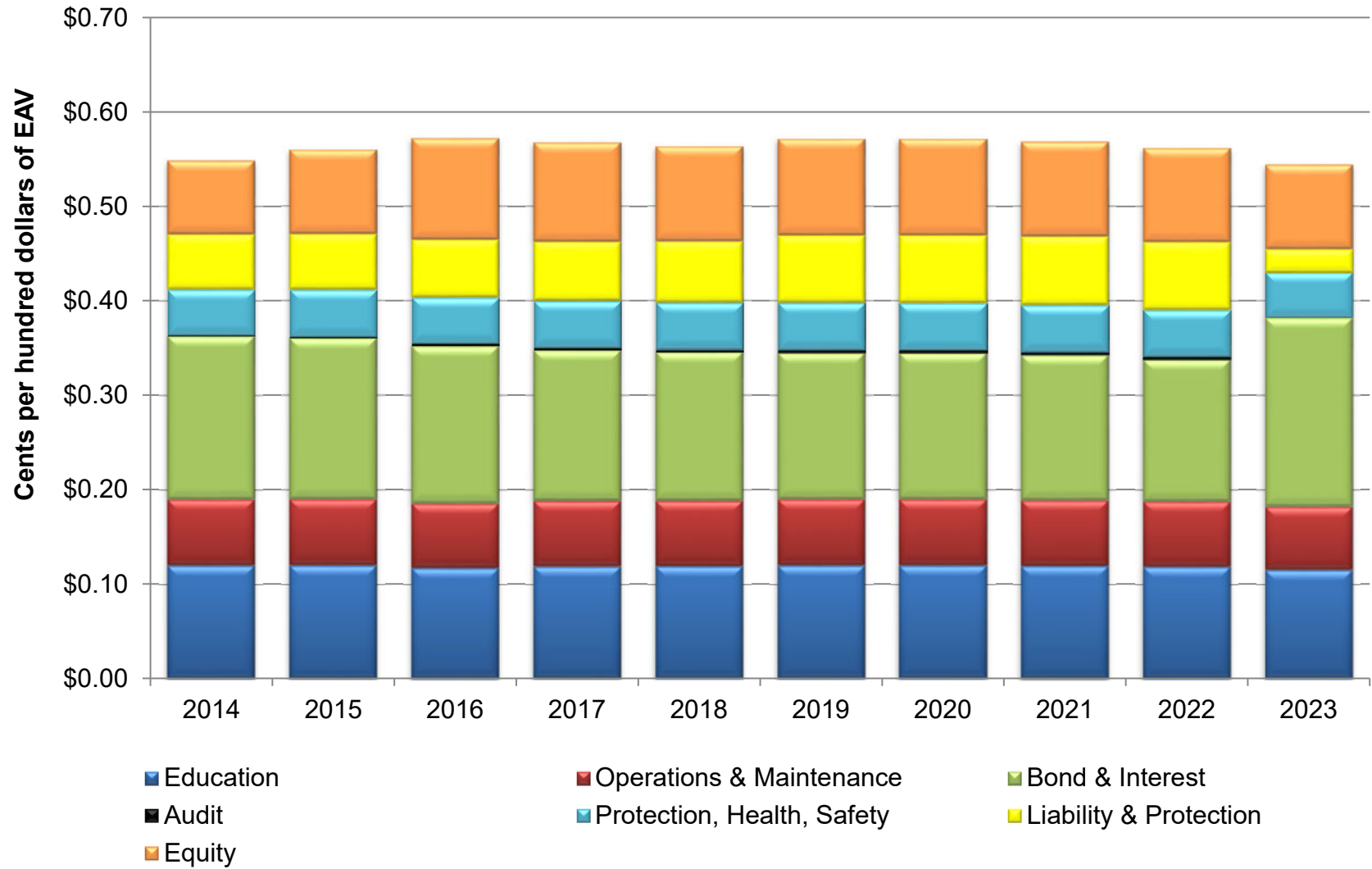
Purpose	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Limit
Education	\$ 0.1200	\$ 0.1200	\$ 0.1172	\$ 0.1188	\$ 0.1190	\$ 0.1200	\$ 0.1200	\$ 0.1193	\$ 0.1185	\$ 0.1151	\$ 0.1200
Operations & Maintenance	0.0700	0.0700	0.0684	0.0694	0.0694	0.0700	0.0700	0.0696	0.0692	0.0672	0.0700
Bond and Interest Fund	0.1726	0.1704	0.1664	0.1594	0.1572	0.1548	0.1547	0.1537	0.1503	0.1999	None
Audit	0.0008	0.0012	0.0026	0.0026	0.0026	0.0030	0.0030	0.0030	0.0030	-	0.0050
Protection, Health and Safety	0.0486	0.0500	0.0490	0.0496	0.0496	0.0500	0.0500	0.0497	0.0494	0.0480	0.0500
Liability & Protection	0.0484	0.0486	0.0510	0.0526	0.0550	0.0611	0.0611	0.0726	0.0721	0.0244	None
Social Security	0.0100	0.0102	0.0100	0.0100	0.0100	0.0102	0.0102	-	-	-	None
Equity Tax	0.0781	0.0894	0.1072	0.1052	0.1004	0.1024	0.1024	0.1003	0.0995	0.0895	0.0933
<b>Total</b>	<b>\$ 0.5485</b>	<b>\$ 0.5598</b>	<b>\$ 0.5718</b>	<b>\$ 0.5676</b>	<b>\$ 0.5632</b>	<b>\$ 0.5715</b>	<b>\$ 0.5714</b>	<b>\$ 0.5682</b>	<b>\$ 0.5620</b>	<b>\$ 0.5441</b>	

**Black Hawk College  
Total Tax Rate Composition Trend**



Note: 2023 figures are estimates based on information currently available to the College.

### District Property Tax Rate History Tax Levy Years 2014 through 2023



Note: 2023 figures are estimates based on information currently available to the College.

**District Equalized Assessed Valuation History by County  
Tax Levy Years 2004 through 2023**

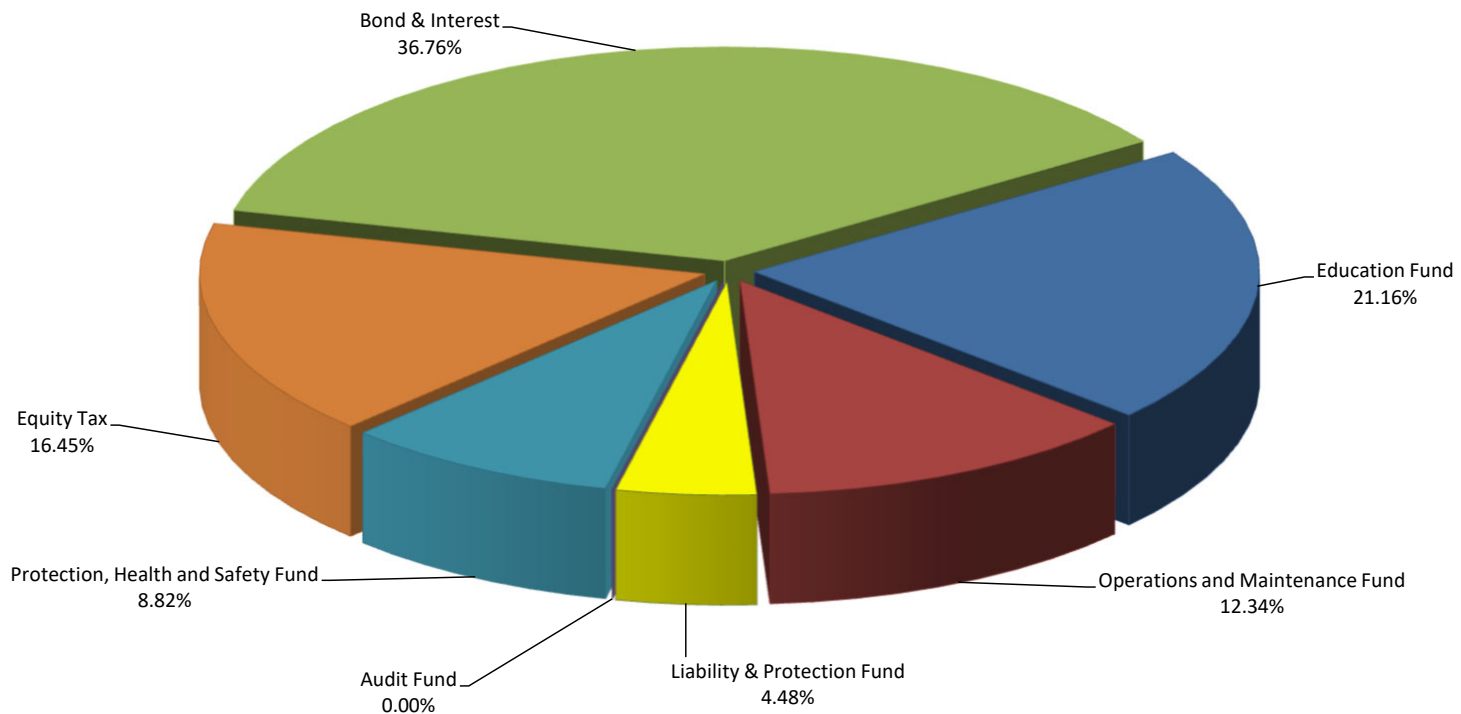
	Rock Island	Henry	Mercer	Bureau	Knox	Marshall	Stark	Whiteside	Henderson	Total	% Change
<b>2004</b>	\$ 1,905,916,671	\$ 610,064,218	\$ 167,861,521	\$ 16,974,504	\$ 9,388,247	\$ 47,920	\$ 70,593,579	\$ 43,739,646	\$ 1,460,129	\$ 2,826,046,435	-1.55%
<b>2005</b>	2,008,795,332	625,801,917	173,762,781	16,973,904	9,038,900	45,445	71,304,662	44,259,906	1,398,043	2,951,380,890	4.43%
<b>2006</b>	2,088,112,573	656,536,725	185,434,646	16,918,621	8,684,903	46,296	69,196,271	44,680,381	1,591,177	3,071,201,593	4.06%
<b>2007</b>	2,190,307,542	695,623,326	196,770,241	17,628,542	9,122,842	70,150	72,073,858	46,471,786	1,698,174	3,229,766,461	5.16%
<b>2008</b>	2,248,655,323	721,211,551	205,279,925	19,094,274	9,582,246	80,629	76,924,179	47,824,922	1,788,629	3,330,441,678	3.12%
<b>2009</b>	2,278,568,190	743,934,705	212,415,387	19,970,182	10,088,188	89,754	80,361,189	50,322,209	1,933,017	3,397,682,821	2.02%
<b>2010</b>	2,376,747,388	744,715,274	222,998,604	20,084,506	10,660,206	109,845	83,538,657	52,039,981	2,108,005	3,513,002,466	3.39%
<b>2011</b>	2,397,690,456	756,965,531	222,350,589	20,093,388	11,219,776	110,849	85,568,081	54,718,409	2,123,177	3,550,840,256	1.08%
<b>2012</b>	2,377,980,495	771,178,621	227,172,035	20,972,410	11,895,820	101,819	89,397,772	55,899,637	2,153,854	3,556,752,463	0.17%
<b>2013</b>	2,356,301,920	813,367,177	234,871,750	22,035,642	12,430,472	107,368	92,163,311	57,828,134	2,230,397	3,591,336,171	0.97%
<b>2014</b>	2,361,621,854	826,267,674	237,269,016	22,712,244	13,415,771	113,078	97,046,510	59,208,558	2,310,008	3,619,964,713	0.80%
<b>2015</b>	2,393,046,514	834,232,166	240,473,381	23,397,021	13,852,210	119,088	100,261,211	60,862,308	2,497,652	3,668,741,551	1.35%
<b>2016</b>	2,474,147,974	857,434,514	245,476,741	24,913,036	14,387,481	119,928	102,757,626	64,746,214	2,703,560	3,786,687,074	3.21%
<b>2017</b>	2,627,934,839	884,259,417	262,433,820	26,370,174	15,024,813	121,135	106,701,369	68,680,628	2,971,989	3,994,498,184	5.49%
<b>2018</b>	2,659,684,614	922,944,678	272,725,669	27,325,344	15,733,195	123,605	109,568,133	71,807,577	3,138,676	4,083,051,491	2.22%
<b>2019</b>	2,700,541,797	969,898,511	281,487,771	29,221,017	16,613,261	128,042	116,022,868	74,537,658	3,359,101	4,191,810,026	2.66%
<b>2020</b>	2,726,322,088	987,490,121	296,093,611	31,103,239	16,546,125	131,953	121,379,066	78,222,491	3,536,233	4,260,824,927	1.65%
<b>2021</b>	2,797,373,624	1,023,718,073	317,418,708	32,931,872	18,682,999	137,139	132,682,438	83,261,161	3,757,834	4,409,963,848	3.50%
<b>2022</b>	2,990,906,634	1,096,018,712	346,713,181	36,049,199	20,175,712	151,515	140,811,369	88,575,001	3,987,086	4,723,388,409	7.11%
<b>2023</b>	3,190,203,436	1,184,361,366	376,231,152	38,912,248	20,175,712	165,238	147,713,092	95,244,356	3,987,086	5,056,993,686	7.06%

Note: 2023 figures are estimates based on information currently available.

**District Property Tax Extensions  
Tax Levy Years 2014 through 2023**

<b>Tax Levy Year</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Education Fund	\$ 4,343,958	\$ 4,402,490	\$ 4,435,509	\$ 4,743,707	\$ 4,954,142	\$ 5,120,667	\$ 5,080,474	\$ 5,389,608	\$ 5,217,218	\$ 5,389,608
Operations and Maintenance Fund	2,533,975	2,568,119	2,587,380	2,770,696	2,889,222	2,987,056	2,963,610	3,143,938	3,043,377	3,143,938
Liability & Protection Fund	2,114,059	2,157,220	2,306,464	2,498,652	2,706,043	2,987,056	3,090,622	1,140,800	3,173,807	1,140,800
Audit Fund	28,960	44,025	92,406	103,430	108,242	123,749	127,012	-	130,430	-
Protection, Health and Safety Fund	1,759,303	1,834,371	1,848,129	1,980,280	2,064,920	2,133,611	2,116,864	2,245,670	2,173,841	2,245,670
Equity Tax	2,827,192	3,279,855	4,054,794	4,200,288	4,179,794	4,288,559	4,271,832	4,190,420	4,378,115	4,190,420
Bond & Interest	6,248,059	6,251,536	6,293,052	6,365,228	6,423,840	6,484,040	6,548,852	6,682,640	6,617,290	9,362,831
<b>Totals</b>	<b>\$ 19,855,506</b>	<b>\$ 20,537,616</b>	<b>\$ 21,617,734</b>	<b>\$ 22,662,281</b>	<b>\$ 23,326,203</b>	<b>\$ 24,124,738</b>	<b>\$ 24,199,266</b>	<b>\$ 22,793,076</b>	<b>\$ 24,734,078</b>	<b>\$ 25,473,267</b>

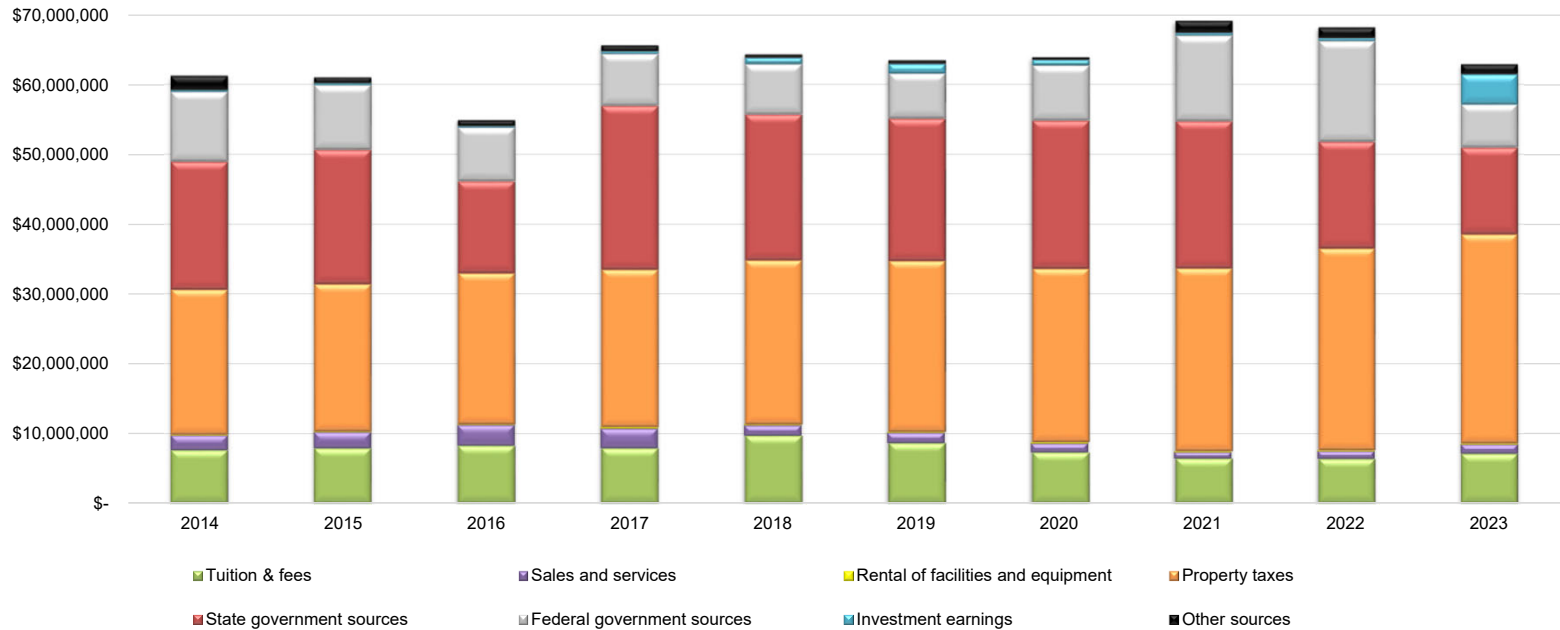
**2023 Tax Extension Distribution**



Source: Rock Island County Final Tax Computation Report

**Audited Total Revenue by Source  
Fiscal Years 2014 through 2023**

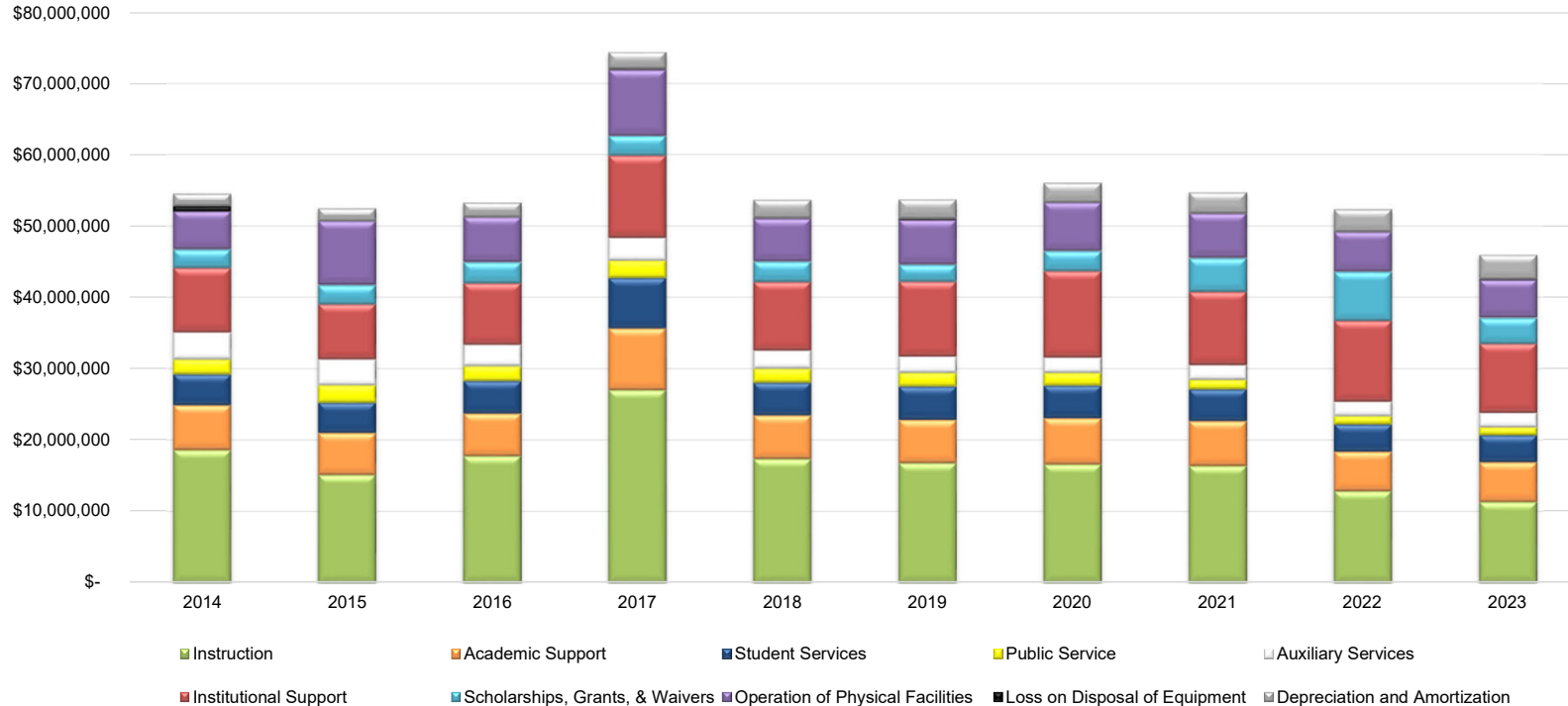
Program	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Tuition & fees	\$ 7,624,251	\$ 7,900,764	\$ 8,229,163	\$ 7,892,417	\$ 9,662,882	\$ 8,601,924	\$ 7,299,079	\$ 6,412,494	\$ 6,351,437	\$ 7,108,762
Sales and services	2,076,379	2,273,687	2,962,819	2,780,577	1,486,111	1,472,779	1,289,171	935,668	\$ 1,128,204	\$ 1,343,193
Rental of facilities and equipment	157,127	156,358	142,492	276,623	164,611	183,146	222,421	154,376	\$ 163,263	\$ 155,038
Property taxes	20,824,319	21,087,901	21,657,110	22,558,805	23,523,116	24,472,921	24,821,076	26,189,225	\$ 28,893,458	\$ 29,934,778
State government sources	18,261,162	19,205,104	13,134,693	23,427,506	20,838,529	20,344,690	21,167,329	21,049,016	\$ 15,265,077	\$ 12,405,981
Federal government sources	9,995,924	9,290,411	7,733,197	7,431,615	7,234,806	6,501,114	7,911,547	12,252,303	\$ 14,401,804	\$ 6,205,709
Investment earnings	286,520	259,842	232,346	394,887	908,951	1,372,995	807,639	371,200	\$ 401,024	\$ 4,318,491
Other sources	2,025,129	832,131	838,648	826,757	447,739	495,300	357,667	1,723,627	\$ 1,522,157	\$ 1,444,209
<b>Total</b>	<b>\$ 61,250,811</b>	<b>\$ 61,006,198</b>	<b>\$ 54,930,468</b>	<b>\$ 65,589,187</b>	<b>\$ 64,266,745</b>	<b>\$ 63,444,869</b>	<b>\$ 63,875,929</b>	<b>\$ 69,087,909</b>	<b>\$ 68,126,424</b>	<b>\$ 62,916,161</b>



Note: Beginning in Fiscal Year 2015, SURS contribution provided by the state is considered to be a Non-operating revenue and is included in State government sources  
Source: College's Annual Audited Financial Statements

**Audited Total Expenditures by Program  
Fiscal Years 2014 through 2023**

Program	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Instruction	\$ 18,609,563	\$ 15,128,229	\$ 17,724,388	\$ 26,967,368	\$ 17,334,662	\$ 16,774,426	\$ 16,604,364	\$ 16,367,722	\$ 12,832,512	\$ 11,344,933
Academic Support	6,272,580	5,874,310	5,983,041	8,645,553	6,125,203	6,049,316	6,434,686	6,294,005	5,529,340	5,548,324
Student Services	4,300,131	4,210,904	4,549,668	7,062,263	4,578,630	4,657,028	4,592,178	4,453,541	3,846,266	3,786,447
Public Service	2,122,000	2,477,612	2,086,257	2,443,828	1,964,151	1,922,837	1,805,061	1,326,057	1,142,278	1,100,219
Auxiliary Services	3,765,785	3,617,263	3,002,230	3,175,143	2,517,809	2,281,350	2,132,268	2,035,307	1,991,567	2,005,481
Institutional Support	9,025,272	7,732,965	8,651,774	11,570,659	9,645,521	10,501,177	12,097,709	10,309,024	11,396,199	9,714,517
Scholarships, Grants, & Waivers	2,615,325	2,665,004	2,925,053	2,760,799	2,861,182	2,387,028	2,799,051	4,719,833	6,834,470	3,630,434
Operation of Physical Facilities	5,346,628	8,948,305	6,308,416	9,238,103	6,010,698	6,276,854	6,822,414	6,240,719	5,591,955	5,280,048
Loss on Disposal of Equipment	762,732	-	2,869	138,692	58,088	164,089	10,108	17,703	10,353	146,914
Depreciation and Amortization	1,740,162	1,830,003	2,065,643	2,372,917	2,584,543	2,744,079	2,747,583	2,948,259	3,184,520	3,415,478
<b>Total</b>	<b>\$ 54,560,178</b>	<b>\$ 52,484,595</b>	<b>\$ 53,299,339</b>	<b>\$ 74,375,325</b>	<b>\$ 53,680,487</b>	<b>\$ 53,758,184</b>	<b>\$ 56,045,422</b>	<b>\$ 54,712,170</b>	<b>\$ 52,359,460</b>	<b>\$ 45,972,795</b>



**Notes:**

In FY2018, GASB 75 required a restatement of fiscal year 2017 expenses. Instruction and student services expenses both decreased due to the change in OPEB expense.

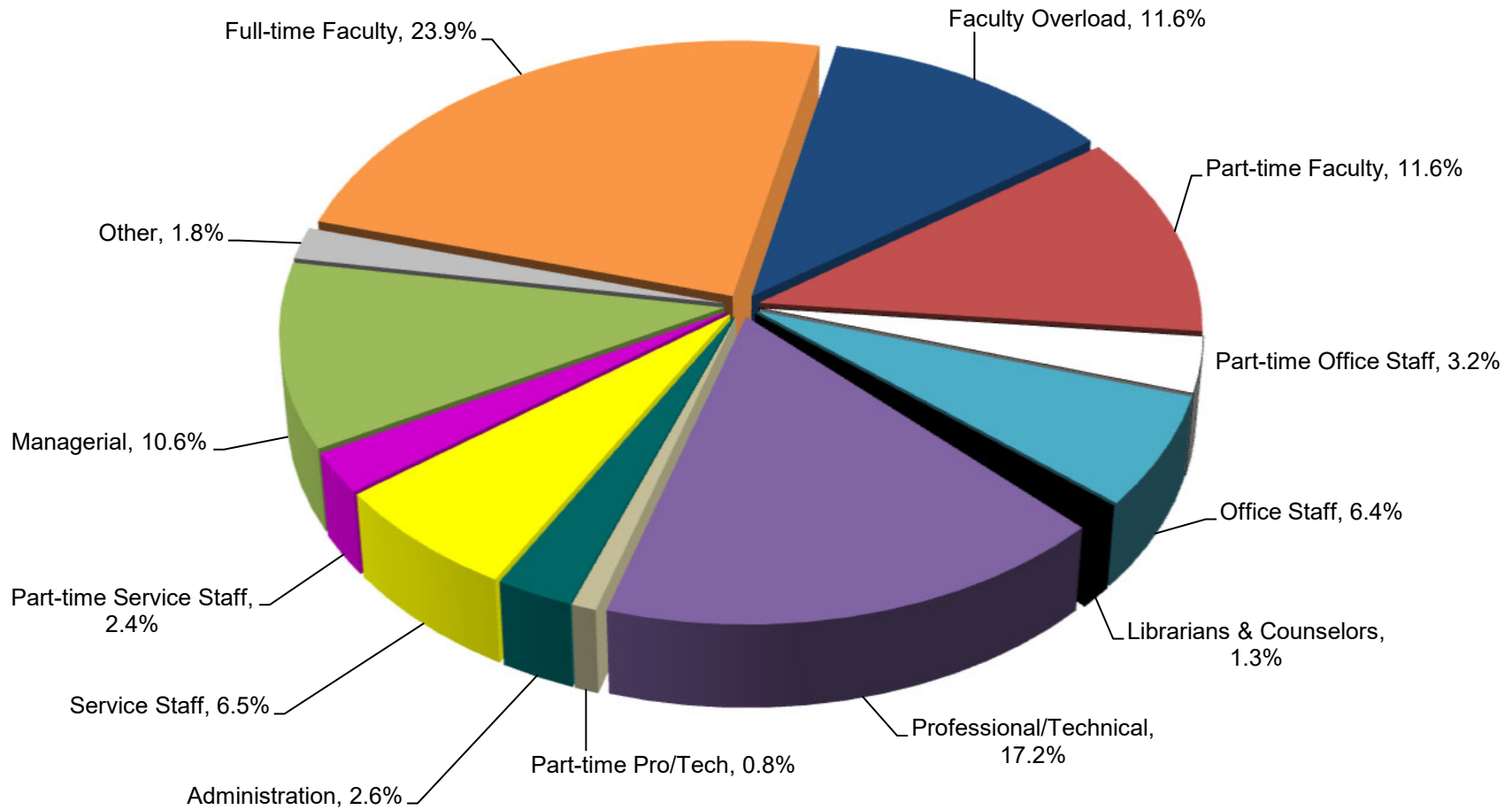
Source: College's Annual Audited Financial Statements

**Operating Funds Budgeted FTE Summary  
FY2023 through FY2025**

	FY2023 Approved Budgeted FTE	FY2023 Final Actual FTE	FY2024 Approved Budgeted FTE	FY2025 Approved Budgeted FTE	Inc./ (Dec.) in Budgeted FTE
Administrative Staff	11.35	12.30	8.70	10.35	1.65
Managerial Staff	39.11	43.61	35.57	42.51	6.94
Full-time Teaching Faculty	94.28	90.88	92.14	95.55	3.41
Librarians & Counselors	3.11	3.00	3.11	5.00	1.89
Full-time Professional/Technical Staff	66.77	74.04	69.50	69.05	(0.45)
Part-time Professional/Technical Staff	4.65	1.84	4.00	3.35	(0.65)
Full-time Office Staff	25.47	26.45	24.03	25.45	1.42
Part-time Office Staff	10.05	7.99	13.01	12.83	(0.18)
Full-time Service Staff	24.55	29.00	23.55	26.00	2.45
Part-time Service Staff	8.58	7.70	10.62	9.37	(1.25)
Other Staff	6.68	10.30	7.78	7.36	(0.42)
SUB-TOTAL FULL-TIME EQUIVALENTS	294.60	307.11	292.01	306.82	14.81
Full-time Teaching Faculty Overload	49.50	47.77	43.13	46.45	3.32
Part-time Teaching Faculty	46.32	32.90	36.93	46.30	9.37
TOTAL FULL-TIME EQUIVALENTS	390.42	387.78	372.07	399.57	27.50

Note: Budgeted numbers are estimates based on all planned courses being filled and the best information available

### Comparative Staffing by Employee Classification FY2025 Operating Funds Budgeted FTE





**Operating Funds Budgeted FTE by Reporting Classification  
FY2025 Operating Funds Budget**

	Admin. Staff	Managerial Staff	FT Faculty	FT Faculty Overload	PT Faculty	Librarians & Couns.	Prof-Tech. Staff	Office Staff	Service Staff	Other Staff	College Total	% of College Total
Education Fund												
Instruction												
Transfer	0.00	0.00	50.26	27.00	17.00	0.00	1.16	0.00	0.00	0.14	95.56	24.7%
Business Occupational	0.00	0.00	12.00	8.79	3.35	0.00	0.00	0.00	0.00	0.01	24.14	6.2%
Technical Occupational	0.00	0.00	5.00	3.45	5.63	0.00	0.00	0.00	0.00	0.14	14.22	3.7%
Health Occupational	0.00	1.00	19.00	8.45	2.20	0.00	0.00	0.00	0.00	1.60	32.26	8.3%
Remedial	0.00	1.00	2.00	0.00	0.23	0.00	0.00	0.00	0.00		3.23	0.8%
Adult Basic & Secondary	0.00	0.00	0.49	0.07	6.41	0.00	0.00	0.00	0.00	0.10	7.08	1.8%
Total Instruction	0.00	2.00	88.75	47.76	34.82	0.00	1.16	0.00	0.00	1.99	176.49	45.5%
Academic Support	5.95	9.61	0.00	0.00	0.00	2.00	26.37	12.68	0.00	4.23	60.83	15.7%
Student Services	1.00	6.70	0.00	0.00	0.00	1.00	21.11	9.03	0.00	1.07	39.91	10.3%
Public Services	0.00	1.30	0.00	0.00	0.00	0.00	0.36	1.30	0.00	2.02	4.99	1.3%
Institutional Support	5.35	19.30	0.00	0.00	0.00	0.00	21.30	11.10	0.51	0.18	57.75	14.9%
Total Education Fund	12.30	38.91	88.75	47.76	34.82	3.00	70.29	34.11	0.51	9.50	339.96	87.7%
Operations & Maintenance Fund	0.00	4.70	0.00	0.00	0.00	0.00	5.58	0.33	36.18	0.81	47.60	12.3%
<b>Total Operating Funds</b>	<b>12.30</b>	<b>43.61</b>	<b>88.75</b>	<b>47.76</b>	<b>34.82</b>	<b>3.00</b>	<b>75.88</b>	<b>34.44</b>	<b>36.70</b>	<b>10.30</b>	<b>387.56</b>	<b>100.0%</b>
Classification as a Percentage of Operating Funds	3.2%	11.3%	22.9%	12.3%	9.0%	0.8%	19.6%	8.9%	9.5%	2.7%	100.0%	

**Faculty and Staff at a Glance  
FY2017 through FY2024**

<b>Full Time Faculty</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
Associate Degree	1	1	1	4	1	6	5	6
Bachelor Degree	21	18	10	7	10	12	8	8
Master's Degree	79	66	65	63	59	58	59	61
Doctoral Degree	19	18	17	21	18	17	20	20
Other Education	3	5	3	2	2	1	1	1
Average Age	49.48	49.90	49.18	48.82	48.85	48.83	48.49	49.05
Average Length of Service	14.56	15.09	13.50	13.47	11.66	15.43	13.54	13.80

<b>Part Time Faculty</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
Associate Degree	3	2	7	5	5	3	0	3
Bachelor Degree	33	37	18	25	16	20	15	16
Master's Degree	74	51	47	32	46	44	33	67
Doctoral Degree	9	11	11	4	11	12	9	12
Other Education	7	13	28	23	18	36	4	6
Average Age	52.20	52.80	51.52	46.54	54.74	55.66	52.79	48.28
Average Length of Service	7.98	8.51	8.20	5.40	11.03	10.52	8.87	6.85

<b>Full Time Staff</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
Associate Degree	18	17	29	28	25	18	19	19
Bachelor Degree	55	52	66	66	55	54	58	68
Master's Degree	30	35	43	41	33	46	50	53
Doctoral Degree	5	6	4	6	4	6	5	6
Other Education	71	65	51	54	44	72	65	78
Average Age	49.94	50.04	50.27	50.03	50.49	50.89	47.55	47.50
Average Length of Service	13.43	13.39	11.50	10.58	12.89	12.94	9.95	9.75

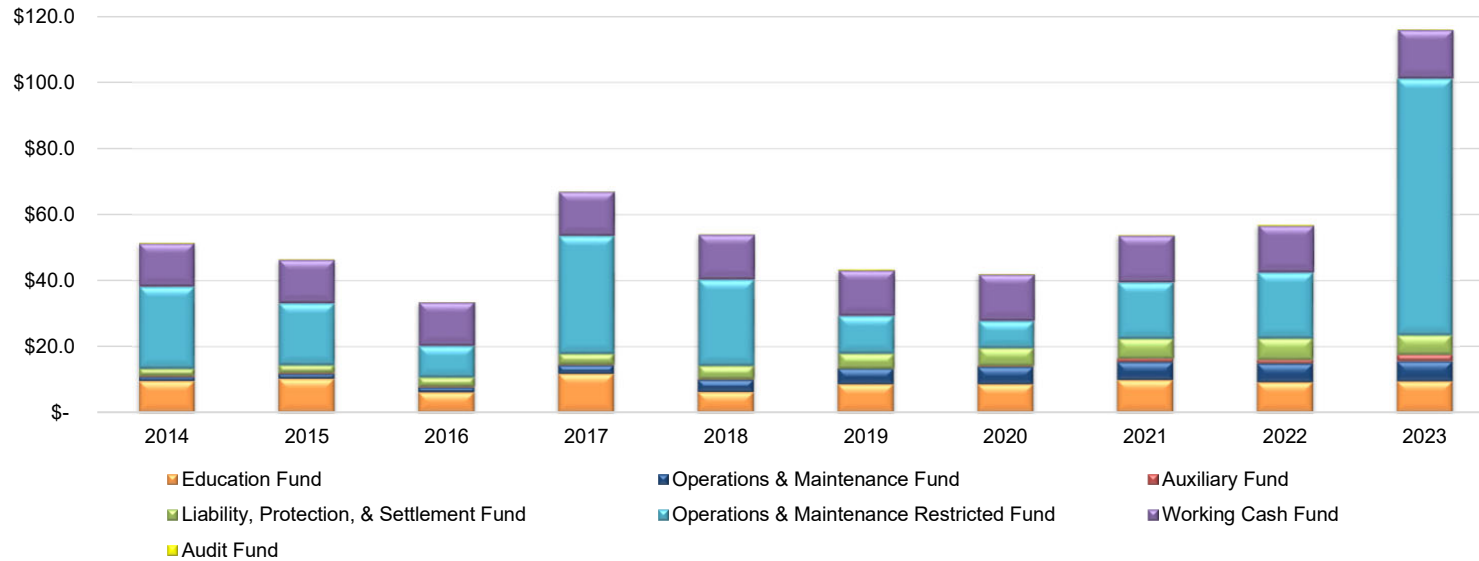
<b>Part Time Staff</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
Associate Degree	2	2	9	7	6	3	5	5
Bachelor Degree	2	5	13	12	12	11	18	23
Master's Degree	4	4	6	7	4	1	5	16
Doctoral Degree	1	1	1	1	0	0	2	4
Other Education	75	72	90	78	64	53	95	118
Average Age	48.18	48.79	44.71	44.73	48.10	49.76	48.18	50.87
Average Length of Service	5.87	5.69	4.87	4.75	5.38	6.74	5.74	7.38

Source: Human Resources Data Base

**Fund Balance Trend  
FY2014 through FY2023**

Fiscal Year	Education Fund	Fund Balance %	Operations & Maintenance Fund	Fund Balance %	Auxiliary Fund	Fund Balance %	Audit Fund	Fund Balance %	Liability, Protection, & Settlement Fund	Fund Balance %	Working Cash Fund	Fund Balance %	Operations & Maintenance Restricted Fund	Fund Balance %
2014	9,473,945	31.0%	1,208,455	28.0%	477,896	13.8%	135,278	155.2%	2,265,040	108.1%	13,106,752	N/A	24,827,050	296.4%
2015	10,202,964	35.6%	1,389,001	34.4%	458,386	13.8%	113,676	310.6%	2,386,897	123.3%	13,172,437	N/A	18,721,448	100.4%
2016	6,077,010	20.7%	1,457,930	35.4%	377,799	14.0%	104,536	227.3%	2,798,225	158.9%	13,238,255	N/A	9,515,819	85.5%
2017	11,623,535	42.5%	2,581,254	64.9%	369,513	15.2%	106,656	155.6%	3,274,964	199.4%	13,331,306	N/A	35,739,212	446.8%
2018	6,181,670	23.3%	3,716,822	101.7%	279,543	12.5%	157,198	307.3%	4,070,362	228.3%	13,511,522	N/A	26,156,126	210.3%
2019	8,557,955	32.1%	4,677,844	123.4%	40,420	2.0%	203,058	319.8%	4,701,821	229.2%	13,818,258	N/A	11,417,635	62.7%
2020	8,480,274	31.7%	5,307,309	143.8%	379,093	20.5%	179,564	127.8%	5,454,491	259.2%	14,025,173	N/A	8,253,626	129.4%
2021	9,755,734	40.6%	5,430,164	143.0%	1,068,531	64.8%	244,397	388.4%	6,112,947	253.5%	14,119,450	N/A	17,135,346	1008.2%
2022	9,151,137	34.5%	5,571,302	139.2%	1,182,717	67.8%	278,440	286.1%	6,579,640	239.1%	14,206,050	N/A	20,006,164	379.4%
2023	9,389,981	35.1%	6,059,367	146.2%	2,005,302	111.8%	280,806	368.6%	6,050,733	185.2%	14,769,941	N/A	77,585,765	305.5%
10-Year Avg.	\$ 8,971,667		\$ 3,304,857		\$ 671,102		\$ 184,645		\$ 4,051,593		\$ 13,586,027		\$ 24,847,081	

Millions



Source: College Audited Financial Statements

NA = Not Applicable

Note: Fund Balance percent is each fund balance as a percentage of its respective annual expenditures

# APPENDICES

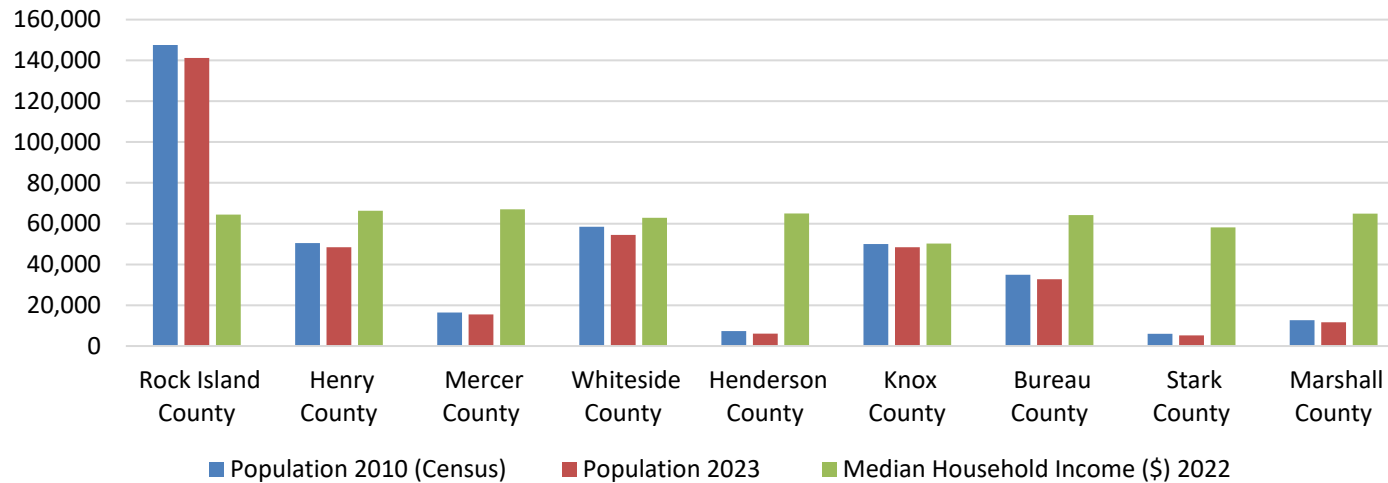


# Appendix A – Economic Demographics of the District

## Population

The following graph and table provides population data from the 2020 census and 2018 - 2022 US Census Quick Facts for all counties within the Black Hawk College district, as well as the State of Illinois.

**Population and Median Household Income**

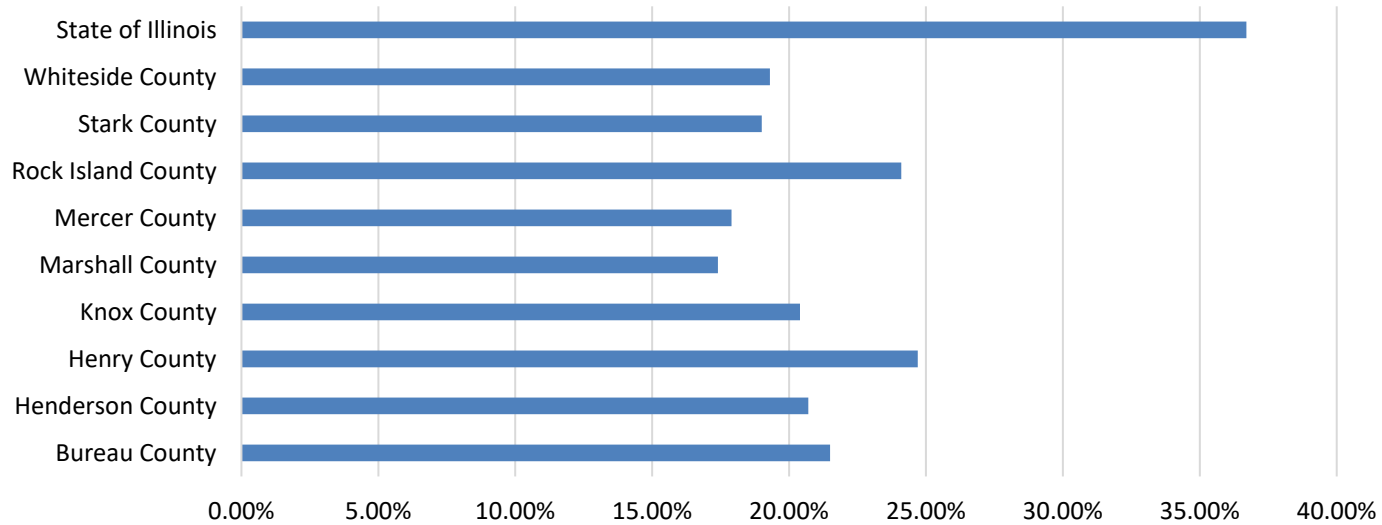


County/State	Population 2010 (Census)	Population 2023	Median Household Income (\$) 2022
Rock Island County	147,546	141,236	\$64,435
Henry County	50,486	48,448	\$66,313
Mercer County	16,434	15,487	\$67,028
Whiteside County	58,498	54,498	\$62,828
Henderson County	7,331	6,088	\$64,946
Knox County	49,967	48,411	\$50,263
Bureau County	34,978	32,729	\$64,165
Stark County	5,994	5,218	\$58,125
Marshall County	12,640	11,683	\$64,940
State of Illinois	12,830,632	12,549,689	\$78,433

## Education

The following graph and table provides education level comparisons from the 2020 census and 2018 - 2022 US Census Quick Facts for all counties within the Black Hawk College district, as well as the State of Illinois.

**Bachelor's Degree or Higher, Percent of Persons Age 25 Years +**

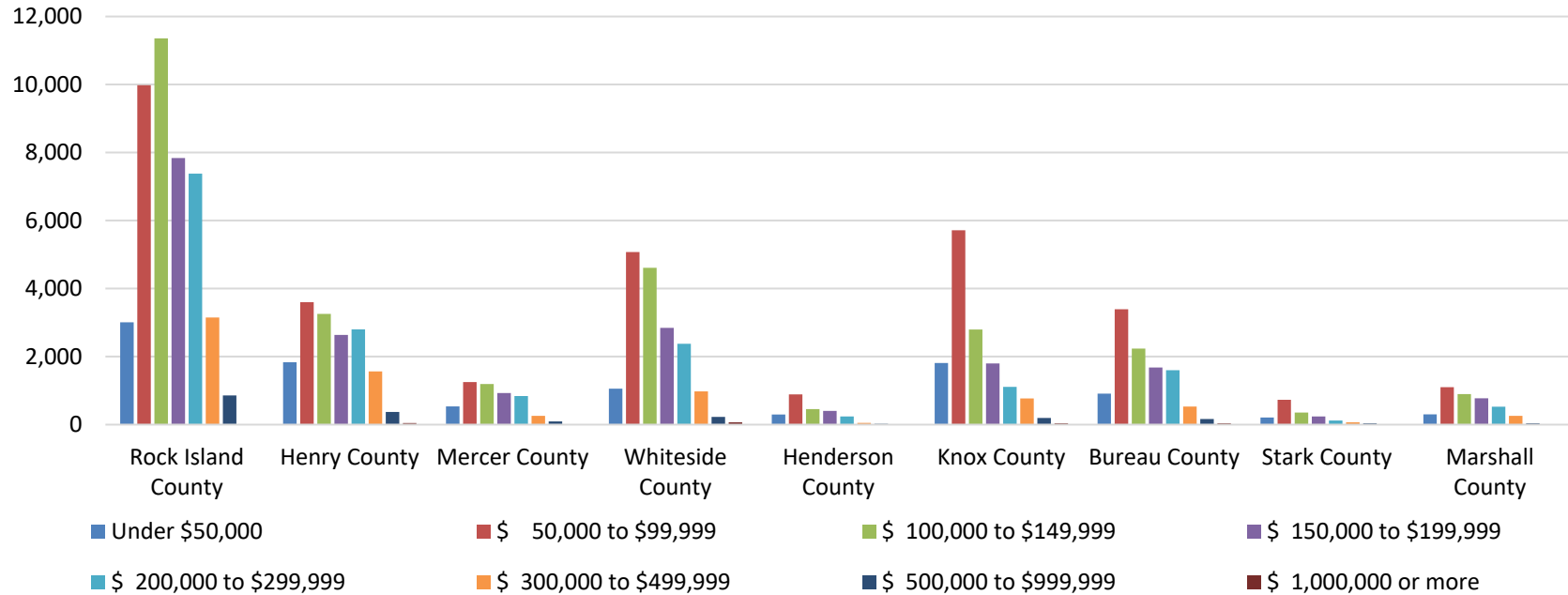


County/State	Bachelor's Degree or Higher Percent of Persons Age 25 Years +
Bureau County	21.5%
Henderson County	20.7%
Henry County	24.7%
Knox County	20.4%
Marshall County	17.4%
Mercer County	17.9%
Rock Island County	24.1%
Stark County	19.0%
Whiteside County	19.3%
<b>State of Illinois</b>	<b>36.7%</b>

### Specified Owner Occupied Units

The following graph and table provides the market value of owner-occupied units from the 2020 census and 2018 - 2022 American Community Survey for all counties within the Black Hawk College district, as well as the State of Illinois.

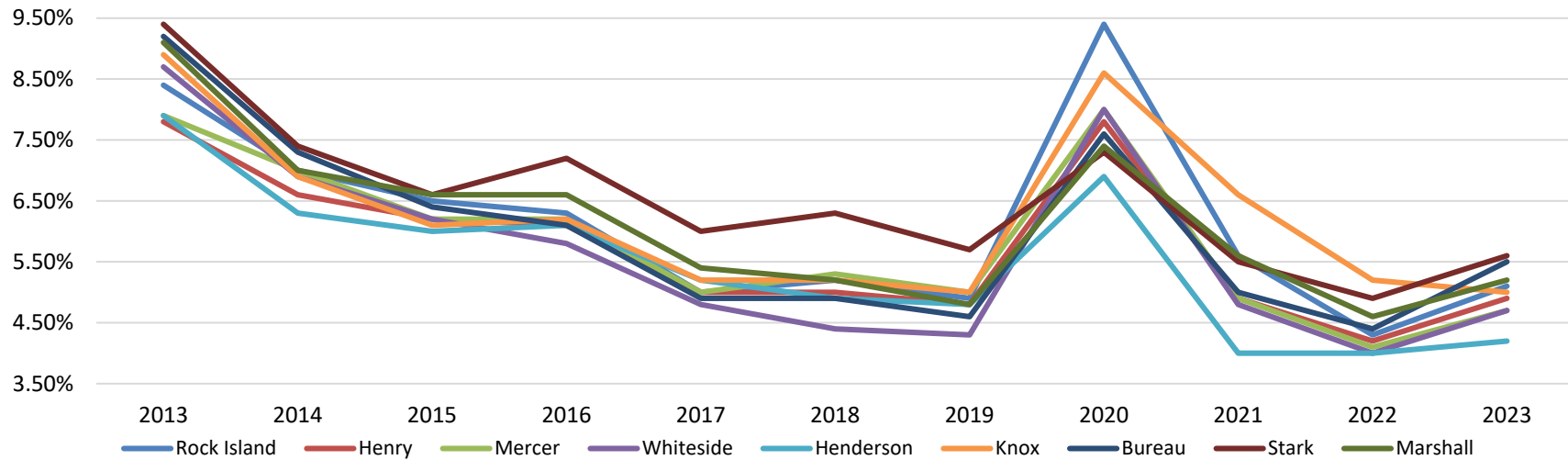
**Market Values of Owner Occupied Units**



Value of Owner-Occupied Units	Rock Island County	Henry County	Mercer County	Whiteside County	Henderson County	Knox County	Bureau County	Stark County	Marshall County	State of Illinois
Under \$50,000	3,008	1,834	534	1,058	298	1,814	910	209	302	188,060
\$ 50,000 to \$99,999	9,982	3,598	1,252	5,074	890	5,717	3,394	730	1,099	309,443
\$ 100,000 to \$149,999	11,358	3,254	1,194	4,611	458	2,797	2,236	353	896	363,553
\$ 150,000 to \$199,999	7,837	2,636	929	2,846	402	1,798	1,678	242	773	424,317
\$ 200,000 to \$299,999	7,380	2,801	841	2,377	239	1,110	1,602	122	529	785,800
\$ 300,000 to \$499,999	3,150	1,565	258	977	50	770	531	67	256	870,501
\$ 500,000 to \$999,999	858	371	96	228	25	197	165	41	41	374,017
\$1,000,000 or more	0	44	11	70	7	43	41	3	12	76,621
<b>Median Home Value</b>	<b>\$138,400</b>	<b>\$138,900</b>	<b>\$131,000</b>	<b>\$122,200</b>	<b>\$99,800</b>	<b>\$96,800</b>	<b>\$120,200</b>	<b>\$95,900</b>	<b>\$124,600</b>	<b>\$251,600</b>

## Unemployment

The following graph provides the ten-year unemployment trend from the Illinois Department of Employment Security for all counties within the Black Hawk College district, as well as the State of Illinois.



County	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Rock Island	8.4 %	7.0 %	6.5 %	6.3 %	5.0 %	5.2 %	4.9 %	9.4 %	5.6 %	4.3 %	5.1%
Henry	7.8 %	6.6 %	6.2 %	6.1 %	5.0 %	5.0 %	4.8 %	7.8 %	4.9 %	4.2 %	4.9%
Mercer	7.9 %	7.0 %	6.2 %	6.2 %	5.0 %	5.3 %	5.0 %	8.0 %	4.9 %	4.1 %	4.7%
Whiteside	8.7 %	6.9 %	6.2 %	5.8 %	4.8 %	4.4 %	4.3 %	8.0 %	4.8 %	4.0 %	4.7%
Henderson	7.9 %	6.3 %	6.0 %	6.1 %	5.2 %	4.9 %	4.8 %	6.9 %	4.0 %	4.0 %	4.2%
Knox	8.9 %	6.9 %	6.1 %	6.2 %	5.2 %	5.2 %	5.0 %	8.6 %	6.6 %	5.2 %	5.0%
Bureau	9.2 %	7.3 %	6.4 %	6.1 %	4.9 %	4.9 %	4.6 %	7.6 %	5.0 %	4.4 %	5.5%
Stark	9.4 %	7.4 %	6.6 %	7.2 %	6.0 %	6.3 %	5.7 %	7.3 %	5.5 %	4.9 %	5.6%
Marshall	9.1 %	7.0 %	6.6 %	6.6 %	5.4 %	5.2 %	4.8 %	7.4 %	5.6 %	4.6 %	5.2%
State of Illinois	9.1 %	7.1 %	5.9 %	5.9 %	5.0 %	4.3 %	4.0 %	9.5 %	6.1 %	4.6 %	4.5%



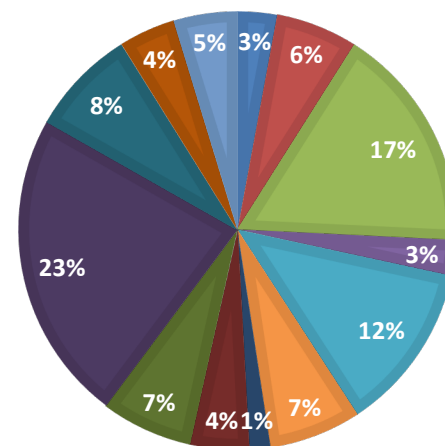
## Employment by Industry

The following chart provides the employment by industry from the 2020 Census and 2018 - 2022 American Community Survey for all nine counties within the Black Hawk College District.

Industry	Rock Island	Henry	Mercer	Whiteside	Henderson	Knox	Bureau	Stark	Marshall	Totals
Agriculture/forestry/fishing/hunting/mining	727	870	421	707	293	587	979	169	303	5,056
Construction	3,356	2,013	786	1,461	155	1,207	941	244	365	10,528
Manufacturing	12,660	3,649	1,002	5,525	524	1,933	2,376	378	1,065	29,112
Wholesale trade	1,292	755	209	670	98	634	577	70	237	4,542
Retail trade	7,958	2,915	1,017	3,254	332	3,043	2,300	325	470	21,614
Transportation/warehousing/utilities	4,396	1,419	530	1,761	212	1,725	1,306	132	335	11,816
Information	1,606	314	57	208	51	255	137	33	29	2,690
Finance/insurance/real estate/rental/ leasing	3,178	1,335	402	898	192	642	465	138	184	7,434
Professional/scientific/management/ administration/waste management services	6,333	1,160	352	1,717	123	871	737	163	302	11,758
Educational services/health care/social assistance	15,472	4,733	1,532	6,128	582	6,326	3,570	478	1,116	39,937
Arts/entertainment/recreation/accommodations/ food services	5,836	1,798	407	1,963	130	1,838	1,275	110	379	13,736
Other services	2,671	1,166	346	1,059	91	947	591	124	277	7,272
Public administration	3,616	1,239	321	1,234	159	709	652	74	120	8,124
<b>Total</b>	<b>69,101</b>	<b>23,366</b>	<b>7,382</b>	<b>26,585</b>	<b>2,942</b>	<b>20,717</b>	<b>15,906</b>	<b>2,438</b>	<b>5,182</b>	<b>173,619</b>

## District-Wide Employment by Industry

- Agriculture, forestry, fishing, hunting & mining
- Construction
- Manufacturing
- Wholesale trade
- Retail trade
- Transportation, warehousing & utilities
- Information
- Finance, insurance, real estate, rental & leasing
- Professional, scientific, management, administration & waste management services
- Educational services, health care & social assistance
- Arts, entertainment, recreation, accommodation & food services
- Other services
- Public administration



### Major Employers – Rock Island County

Company	Product/Service	Employees
Rock Island Arsenal	Defense Manufacturing	6,400
John Deere	Agricultural, Construction and Forestry Manufacturing	5,200
Unity Point Health <i>(Rock Island County locations)</i>	Health Care System	4,748
Tyson Fresh Meats	Food Processing	2,400
Moline-Coal Valley School District	Education K-12	1,060
XPAC	Supply Chain Management and Logistics	1,000
Constellation – Quad-Cities Generating Station	Utility/Energy Delivery	800
City of Rock Island	Government/Municipality	675
Bally's Quad-Cities Casino & Hotel	Gaming/Hotel/Restaurants	550
Performance Foodservice – Thoms Proestler	Foodservice	530
City of Moline	Government/Municipality	430

Source: Bi-State Regional Commission and Quad-Cities Chamber of Commerce

### Major Employers – Henry County

Company	Product/Service	Employees
Great Dane Trailers	Semitrailer Manufacturer	600
City of Kewanee (park district/health dept./prison)	Government	530
Kewanee School District	Education K-12	330
Geneseo School District	Education K-12	314
Hammond-Henry Hospital	Health Care	260
Springfield Armory	Manufacturing	250
Walmart Supercenter	Retail	250
Henry County Courthouse	Government	230
OSF St. Luke Medical Center	Health Care	192
Kone Inc.	Manufacturing	190

Source: Bi-State Regional Commission and Henry County Economic Development

# Appendix B – Black Hawk College Employee Headcount

## Institution-Wide Full-time Employee Headcount

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Projected Actual	FY2025 Budgeted
Administrative	10	11	11	11	11	10	9	12
Managerial	47	48	48	48	52	50	52	52
Faculty	107	103	97	97	102	94	94	100
Professional	88	82	84	90	88	93	93	97
Classified	56	63	60	54	61	54	56	59
Other	0	3	3	3	1	0	0	0
<b>Total</b>	<b>308</b>	<b>307</b>	<b>303</b>	<b>303</b>	<b>315</b>	<b>301</b>	<b>304</b>	<b>320</b>

## Institution-Wide Part-Time Employee Headcount

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Projected Actual	FY2025 Budgeted
Administrative	0	0	0	0	0	0	0	0
Managerial	0	0	0	0	0	0	0	2
Faculty	206	189	156	135	125	163	137	160
Professional	19	13	9	9	10	7	7	5
Classified	83	71	66	55	59	53	48	55
Other	81	121	102	69	84	85	81	79
<b>Total</b>	<b>389</b>	<b>378</b>	<b>333</b>	<b>268</b>	<b>277</b>	<b>308</b>	<b>273</b>	<b>301</b>

Note: The headcount figures above are based on the best information available at the time they were provided. Headcount is defined as how many people the College employs. Therefore, for full-time, this is all needed positions at the time information is gathered. For part-time, all needed positions are considered at the time of information gathering, but part-time faculty are considered per semester with a reduction for employees who are employed for multiple semesters. Since a full-time employee may have a part-time position in a different capacity, All Employee Headcount may not be a total of full-time and part-time employees.

# Appendix C – Key Financial Policies

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

## BLACK HAWK COLLEGE BOARD APPROVED POLICIES

The policies listed below can be found here:

[https://go.boarddocs.com/il/bhc/Board.nsf/files/D5SJTC4EAB9E/\\$file/BOT%20Policy%20Manual%202024.pdf](https://go.boarddocs.com/il/bhc/Board.nsf/files/D5SJTC4EAB9E/$file/BOT%20Policy%20Manual%202024.pdf)

Policy Name and Number	Policy Summary	Board Report & Approval Date
4.50 Finance	The policy outlines the responsibility of the President and Board of Trustees for long-range financial planning and budget approval to ensure the development and maintenance of educational services within available resources. Additionally, it mandates the administration's adherence to an annual budgetary planning schedule, with the President providing timely updates and recommendations to the Board in case of financial changes that may require adjustments to the budget.	AMENDED 08/25/2016 B.R. #8990
4.51 Purchasing of Supplies, Materials and Equipment	The policy dictates the Black Hawk College Board of Trustees' approach to purchasing supplies, materials, and services, requiring Board approval for contracts exceeding a specified amount while granting the administration authority for contracts within that limit, in accordance with statutory regulations. Additionally, it charges the administration with developing guidelines and procedures to ensure adherence to statutory requirements for efficient and effective purchasing procedures.	AMENDED 09/17/1992 B.R. #5144
4.511 Public Contracts	The College is dedicated to enhancing the involvement of minority, female, and disabled-owned businesses in public contracts by setting aspirational goals aligned with the Business Enterprise for Minorities, Females, and Persons with Disabilities Act. This commitment involves meeting Act requirements, appointing a liaison to the Business Enterprise Council, and developing policies to ensure compliance and maximize efforts toward achieving these goals.	ADOPTED 10/27/2016 B.R. #9021
4.512 Local Government Travel Expense Control Act	The Black Hawk College Board of Trustees is committed to complying with Illinois Public Act 99-0604, the Local Government Travel Expense Control Act, ensuring that all travel expenses and reimbursements adhere to IRS standards for mileage and per diem. Furthermore, the administration is tasked with implementing financial procedures to align with the requirements of the Act, including securing transportation at the lowest reasonable rate and lodging within designated maximum rates set by conference hosts.	ADOPTED 04/27/2017 B.R. #9097
4.52 Designation of Depository	The Board will designate depositories for College District funds effective January 1 for a minimum term of three years. Those designations are to be considered at the September regular meeting immediately prior to the effective date.	AMENDED 11/16/1982 B.R. #3108

Policy Name and Number	Policy Summary	Board Report & Approval Date
4.53 Conflict of Interest	This policy outlines Black Hawk College's commitment to preventing conflicts of interest among its employees and Trustees, prohibiting them from approving or engaging in College business with entities in which they or their family members have interests. It also restricts the acceptance of gifts beyond specified limits and establishes disciplinary measures for violations, while providing a mechanism for waiver under certain circumstances. Additionally, it addresses the certification of understanding by employees, exceptions for independent contractors, and guidelines for Trustees who are also enrolled students to avoid conflicts of interest.	AMENDED 02/23/2017 B.R. #9075
4.54 Annual Audit Certification	The President and Chief Financial Officer will annually certify to the Board of Trustees that they have reviewed financial statements, ensured compliance with grantor requirements, and provided necessary information to auditors. This certification, delivered within five months of the fiscal year's end, ensures transparency and accountability in financial reporting, with an Audit Committee appointed biennially for audit scope review.	AMENDED 03/10/2011 B.R. #8079
4.55 Investment of College Funds	The Treasurer, acting as the chief investment officer, has the authority to determine investment strategies to balance liquidity, safety, yield, diversification, and marketability, ensuring adequate cash balances for current obligations and identifying opportunities for interest accrual. Investments are made following a thorough review for highest yield, with priority given to in-district FDIC insured financial institutions, while out-of-district options may be considered based on superior returns, all while ensuring full protection from risk and compliance with regulations.	AMENDED 11/15/2012 B.R. #8416
4.56 Ethics	This policy refers to the State Officials and Employees Ethics Act enacted by the Illinois General Assembly, which regulates ethical conduct, political activities, and the acceptance of gifts by state officials and employees.	AMENDED 03/10/2011 B.R. #8079
4.57 Fund Balance	This policy establishes guidelines for maintaining an Unrestricted General Fund Ending Fund Balance between seventeen and forty percent of budgeted expenditures, with plans for replenishment if it falls below the target range or investment of excess funds if it exceeds the range. The Board of Trustees will oversee all expenditures from the unreserved fund balance and automatically review and adjust the policy if the Ending Fund Balance necessitates borrowing.	AMENDED 09/21/2017 B.R. #9179
4.58 Health Benefit Plan Trust Fund Balance	This policy establishes a Health Benefit Plan Trust to manage health insurance costs, requiring the College to maintain a fund balance of at least 25% of the average claims paid over three years, with provisions for adjustments based on the fund's balance relative to the standard. The Trust's funds are solely designated for medical, dental, and vision claims and administrative costs, demonstrating the institution's commitment to fiscal responsibility and ensuring adequate resources to cover health expenses.	ADOPTED 11/10/2011 B.R. #8232

4.59 Debt Policy	The Board of Trustees allows for debt incurrence to fund technology, equipment, and infrastructure investments aligned with the College's mission and strategic priorities, aiming to minimize impact on local taxpayers through proactive management of debt repayment and adherence to transparent administrative procedures.	ADOPTED 10/18/2012 B.R. #8409
4.591 Disclosure Policies and Procedures	The Black Hawk College Board of Trustees commits to compliance with rule 15c2-12 of the Securities Exchange Act and Securities Exchange Commission statements, charging the administration with implementing procedures and training for accurate disclosures related to district bonds, notes, or obligations, with oversight by the Vice President for Finance and Administration.	ADOPTED 04/27/2017 B.R. #9098
4.60 Planning and Development	The policy underscores the importance of current and long-range planning in achieving established goals and effective resource utilization, with the President tasked with providing leadership in multi-year planning. Additionally, a Board of Trustees Audit Committee, appointed biennially, will participate in financial and cybersecurity audits, ensuring alignment with institutional responsibilities.	AMENDED 05/17/2021 B.R. #9730
7.45 Sources of Revenue	This policy outlines the process for proposing changes to tuition, tax levy, and instructional fees, requiring a complete package of justification presented to the Board for initial discussion, with a formal vote permitted at a subsequent meeting after a mandatory two-week interval. An exception to this process is allowed only in emergencies affecting life, health, and safety, with consent from the majority of the Board, otherwise, no other exceptions to the two-meeting requirement are permitted.	ADOPTED 10/27/2016 B.R. #8961
8.92 Risk Management	The Black Hawk College Board of Trustees aims to establish proactive policies for the administration to manage various risks associated with college programs and services, with responsibility for maintaining and executing the Risk Management Plan delegated to the College Administration.	ADOPTED 06/17/2010 B.R. #7939
8.93 Purchase of Institutional Insurance Coverage Policy	The policy mandates purchasing institutional insurance through the RFP process, funded by the College tort fund, to adequately safeguard all property and assets at an economical cost and protect the College, its members, officers, and employees from financial loss due to claims of negligence or accidental injury.	ADOPTED 06/26/2014 B.R. #8642a
9.10 Receipt of Donations	The Board of Trustees accepts both restricted and unrestricted donations to support the College's purposes, with unrestricted donations allocated to the Black Hawk College Foundation or the Black Hawk College East Foundation, while restricted donations are managed according to attached conditions, and administrative guidelines are developed for implementation. Additionally, gifts may be given to campus-specific foundations, with appointed Trustees facilitating formal relationships between the foundations and the Board.	AMENDED 09/18/2014 B.R. #8723
10.35 Other Appointments of the Board of Trustees – Auditors and Audit Committee	The Board of Trustees ensures an annual audit by an Illinois-licensed accountant, conducted in accordance with the Public Community College Act, with the Board or its representatives playing an integral role alongside the Board Treasurer in the audit process and reporting.	ILLINOIS STATUTES, Ch. 110 AMENDED 05/17/2021 B.R. #9730

## ILLINOIS COMMUNITY COLLEGE BOARD

The policies listed below can be found here: [https://www2.iccb.org/iccb/wp-content/pdfs/fiscal\\_manuals/FMM16.pdf](https://www2.iccb.org/iccb/wp-content/pdfs/fiscal_manuals/FMM16.pdf)

Policy Name and Number	Policy Summary
<b>Section II – Financial Reporting and Financial Requirements</b>	
<b>A. Financial Reporting</b>	
1. Annual Budget	The budget serves as a controlled plan reflecting the college's philosophy and objectives, encouraging maximum participation and alignment with college aims at all levels, with budgetary formats such as line-item appropriation or program budgeting suggested, alongside adherence to Uniform Financial Reporting System requirements. Each fiscal year, the local board of trustees must adopt a budget, including public inspection, hearings, and filing with the ICCB, with flexibility for amendments and transfers within budgeted items.
2. Certificate of Tax Levy	The Certificate of Tax Levy language, as per the Public Community College Act, should be filed with county clerks before the last Tuesday in December and a copy, along with the county clerk's verification, submitted to the ICCB by January 31. Additionally, when levying over 105 percent of the previous year's tax extensions, public hearings must adhere to specific notice requirements outlined in compliance with state statutes, with amended Certificates of Tax Levy permitted within ten days of notification of multiplier changes affecting district revenue.
3. External Audit	Each district is required to submit two copies of its external audit to the ICCB by October 15 following the end of the fiscal year.
4. Annual Financial Report	Each district is required to publish a financial statement at least once annually prior to November 15 in a newspaper of general circulation in the district, and a copy of this publication must be filed with the ICCB by December 1.
5. Community College Treasurer's Bond	Each community college treasurer must be bonded. A copy of each bond must be filed with the county clerk(s) and the ICCB.
6. Uniform Financial Reporting System Data Submission	Colleges are required to submit their financial data electronically in a format defined by ICCB.
<b>B. Requirements for Financial Transactions</b>	
1. Payment of Orders and Bills	Local boards of trustees of community college districts in cities of less than 500,000 inhabitants are responsible for approving all bills, specifying payment recipients, purposes, and budgetary items, with payments shown by Fiscal Management Manual account codes, ensuring proper allocation and authorization for transactions, such as custodial salaries and utilities paid from designated funds.
2. Bidding Policy	Requires each district to let all contracts for supplies, materials, or work involving an expenditure in excess of \$25,000 to the lowest responsible bidder after due advertisement, excluding the exceptions which are listed in Section 3-27.1 of the IL Public Community College Act. The local board may adopt a more restrictive bidding policy.

3. College Investments	The policy outlines authorized investment options for community college funds, including securities issued by the United States, commercial paper, money market mutual funds, and mutual funds approved by the local board of trustees, among others. It also provides detailed guidelines for each type of investment, including maturity limits, guarantees, and restrictions on investment percentages.
4. Interfund Loans	The policy allows for interfund loans with local board approval, requiring repayment within one year, except for Working Cash Fund transfers, which have special repayment considerations. Working Cash Fund transfers for specific purposes can be made temporarily, with repayment depending on the anticipated revenue schedule, while investment income earned by the fund can be permanently transferred without repayment.
5. Permanent Interfund Transfers	The policy outlines legal restrictions on permanent fund transfers, emphasizing that public monies cannot be permanently transferred from one fund to another without specific statutory authority. However, transfers between funds with the same purpose are allowed, such as between various educational funds, subject to legal guidelines and statutory provisions.
6. Permanent Residual Equity Transfers	This policy allows for the permanent transfer of excess funds remaining in the Bond and Interest Fund after bond retirement to a fund related to the purpose of the original bonds, as authorized by Section 3-21 of the Public Community College Act. It ensures compliance with legal principles dictating that tax revenues should be used only for their intended purposes while facilitating the appropriate allocation of surplus funds within the college's financial structure.
7. Student Tuition and Fees	This policy mandates that each community college board of trustees sets tuition and fee rates for different residency statuses, following state guidelines. In-district tuition cannot exceed one-third of the per capita cost, while out-of-district rates must be at least 1.5 times the highest in-district rate, and out-of-state/country rates must be at least 1.67 times the in-district rate. Colleges with variable tuition policies must calculate weighted averages to ensure compliance with the per capita cost limitation.



## ILLINOIS PUBLIC COMMUNITY COLLEGE ACT 110 ILCS 805

The statutes listed below can be found here: <https://www.ilga.gov/legislation/ilcs/ilcs5.asp?ActID=1150&ChapterID=18>

Statute Name and Number	Statute Summary
805/3-20.1 Adoption of Annual Budget	This statute mandates that each community college board adopts an annual budget within the first quarter of the fiscal year, specifying expenses, revenues, and cash estimates. The budget must be made available for public inspection for at least 30 days before final adoption, and a public hearing must be held. Additionally, the board can make limited transfers between items in the budget and may amend the budget with proper public notice.
805/3-20.3. Expenses Payable from Taxes for Operation and Maintenance of Facilities Purposes and for Purchase of College Grounds--Educational Fund	This statute stipulates that expenses related to building improvements, maintenance, repair, rental, and insurance, as well as salaries of custodial staff and utility costs, shall be paid from the tax levied for operation and maintenance of facilities purposes. Additionally, it allows the board to specify certain expenses to be paid from this tax levy until the next fiscal year through a resolution. Any expenditures not covered by this statute shall be paid from the educational fund.
805/3-20.5. Determination of Amount to be Raised by Tax for Educational Purposes and for Operations and Maintenance of Facilities Purposes--Certificate of Tax Levy	This statute mandates that each community college district annually determines the amount of money needed for educational and operations/maintenance purposes and certifies it to the county clerk by the last Tuesday in December. The certificate, signed by the chairman and secretary, specifies the required tax levy amounts and must be filed within 10 days of notification from the county clerk of any multiplier changes affecting revenue.
805/3-20.6. Districts in Two or More Counties - Determination of Amounts —Certificates of Tax Levy	This statute stipulates that when a community college district spans multiple counties, the board determines the required tax levy for each county based on its portion of the district. Each county clerk then calculates the tax rate needed to generate the specified levy amount for educational and operations/maintenance purposes within their respective county boundaries.
805/3-22. Records - Maintenance and Retention	To maintain records to substantiate all claims for state apportionment in accordance with regulations prescribed by the State Board and to retain such records for a period of 3 years.
805/3-22.1. Audits	This statute mandates that at the end of each fiscal year, the board must arrange for an audit conducted by a licensed public accountant in Illinois, following generally accepted auditing standards and accounting principles. The audit report must include findings, a professional opinion from the auditor, and any reasons for denying an opinion. The expenses for the audit are covered as per the Governmental Account Audit Act, and copies of the audit report must be submitted to the State Board according to its regulations.
805/3-27. Payment of Orders and Bills--Revolving Funds--Collection of Funds	This statute outlines procedures for payment of bills by a community college board. It allows the board to authorize payments by providing certified copies of approved bills to the treasurer. Additionally, it permits the establishment of revolving funds under board resolution, subject to audits and regular reporting. The statute also mandates the establishment of rules for classes, clubs, and associations to collect funds in the college's name, subject to State Board regulations.

805/3-27. Payment of Orders and Bills--Revolving Funds--Collection of Funds	This statute outlines procedures for payment of bills by a community college board. It allows the board to authorize payments by providing certified copies of approved bills to the treasurer. Additionally, it permits the establishment of revolving funds under board resolution, subject to audits and regular reporting. The statute also mandates the establishment of rules for classes, clubs, and associations to collect funds in the college's name, subject to State Board regulations.
805/3-27.1. Contracts	This statute mandates that contracts for the purchase of supplies, materials, or work exceeding a specified amount be awarded to the lowest responsible bidder after due advertisement, with exceptions for certain types of contracts. It outlines procedures for sealed bids, including public bid openings, notice requirements, and provisions for electronic bid submissions. Additionally, it exempts certain contracts from these requirements and allows compliance with grant or donation terms, provided they meet specific conditions.
805/3-29.8. Administrator and Faculty Salary and Benefits - Report	This statute requires each board of trustees to report annually to the State Board, by July 1, the base salary and benefits of the president or chief executive officer, as well as all administrators, faculty members, and instructors employed by the community college district. "Benefits" encompass various elements such as vacation days, sick days, bonuses, annuities, and retirement enhancements.
805/3-33. Borrowing Money and Issuance of Bonds	To borrow money and issue or cause to be issued bonds for the purposes, and in the manner provided in this Act.
805/3-33.5. Working Cash Fund--Monies Derived from Bonds--State and Federal Funds	This statute establishes the working cash fund for community colleges and outlines its usage. Monies derived from bonds issuance are placed in this fund, which cannot be regarded as current assets for appropriation in the annual budget. The board may appropriate monies to this fund, and transfers from the working cash fund to educational and operations and maintenance funds can be made in anticipation of taxes, state or federal funding, or replacement revenue as provided by law. Repayment of transfers from the working cash fund is prioritized from tax collections or other revenues, and any deficiencies are considered general obligations of the educational and operations and maintenance funds until repaid.
805/3-33.6. Working Cash Fund--Transfers of Monies--Abolition of Fund	This statute outlines the procedures for using monies in the working cash fund for community college purposes. Transfers from the working cash fund to the educational or operations and maintenance funds must be authorized by the board through a resolution specifying various financial estimates and limitations. Additionally, it allows for the abolition or abatement of the working cash fund by resolution, with any remaining balance transferred to the operating funds. Monies earned as interest from the investment of the working cash fund can be transferred to other funds without repayment requirements upon the board's authorization.
805/3-38. Lease of Equipment, Machinery and Buildings or Land	This statute allows community college boards to lease or purchase personal property, rooms, buildings, or land. For personal property, the lease or installment contract period cannot exceed 5 years, and for real property, the lease period cannot exceed 20 years. Such transactions require approval by a two-thirds majority vote of the board. However, the statute does not apply to guaranteed energy savings contracts or leases.

# Appendix D – Glossary

**Abatement.** A reduction of a previously recorded expenditure or receipt by such things as refunds, rebates, and collections for loss or damages to school property.

**Academic Support.** Includes the operation of the Library, Independent Learning Center, Media Center, open computer labs, and educational television used in the learning process. It also includes all equipment, materials, supplies, and costs that are necessary to support this function. This program is designed to augment instructional activities in the classroom.

**Account Number.** A defined code for recording and summarizing financial transactions.

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

**Action Plan.** Specific steps taken to meet the objectives stated in the departmental/divisional Unit Plan. Action Plans are evaluated periodically to assess progress toward the objectives.

**Administrative Staff.** Those individuals who are line officers of the College and who manage, conduct, and superintend programs, things, persons, and operations of the Board of Trustees. Administrators are defined by the local Board of Trustees; for example, the president, vice presidents, deans, directors.

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

**Appropriation.** An authorization that enables the College to make expenditures and incur obligations for a specific purpose.

**Assessed Valuation.** The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

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

**Audit Fund.** The audit tax levy is recorded in this fund, and monies in this fund are only used for the payment of auditing expenses.

**Auxiliary Enterprises Fund.** Often titled Auxiliary Fund, accounts for the College services where a fee is charged to students/staff and the activity is intended to be self-supporting. Examples of accounts in this fund include food services, student stores, and intercollegiate athletics.

**Balanced Budget.** Budget for which expenditures are equal to income.

**Bid Letting.** Refers to the process of seeking bids and awarding contracts for goods and services required by the College.

**Bond.** A written promise to pay a specific sum of money, called the face value or principal amount, at a specified date or dates in the future, called maturity date(s), together with periodic interest at a specified rate. Generally issued for a specific purpose or project, such as construction of a new facility.

**Bond & Interest Fund.** Used for payment of principal, interest, and related charges on any outstanding bonds.

**Budget.** A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year.

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

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

**Budgeting for Outcomes (BFO).** A budget process that will enable the institution to further refine its efforts to act and re-act more timely and effectively to changing educational and economic climates. This is accomplished by starting with a set of results and encouraging creative ways to achieve them, effectively aligning resources with the results produced.

**Buildings.** Facilities permanently affixed to the land, including their associated heating and air-conditioning systems, electrical and sound systems, plumbing and sewer systems, elevators, and other fixed equipment.

**Business Training Center.** Various activities, including credit and non-credit courses and seminars, are offered as part of the Business Training Center. These activities, many of which are tailored to meet the specific needs of an individual business, company, or corporation, frequently are used by students to fulfill the requirements for an Associate's degree or certificate program.

**Capital Outlay.** Capital outlay for all funds is recorded as an expenditure of the appropriate fund and as an asset of the General Fixed Assets Account Group.

**Career Program.** Curricula included within the Career Program are intended to prepare students for various vocational, technical, and semi-technical positions and lead to an Associate in Applied Sciences degree or Certificate. Students enroll in these curricula to receive initial job training, to upgrade vocational and technical skills, or to become qualified for emerging career opportunities.

**Cash.** Money or its equivalent; usually ready money. Money in hand, either in currency, coin, or other legal tender, or in bank bills or checks paid and received, bank deposits and NOW accounts, bank notes or sight drafts, bank's certificates of deposit, municipal orders, warrants, or scrip.

**Cash Basis.** An accounting system that records only cash receipts and disbursements. An encumbrance system may be used in conjunction with a cash basis accounting system.

**Chart of Accounts.** List of all accounts generally used in an accounting system. In addition to account title, the chart includes an account number which has been assigned to each account. Accounts in the chart are arranged with accounts of a similar nature; for example, assets and liabilities.

**Chargebacks.** Tuition costs paid by Black Hawk College to other community colleges for students (from the BHC District) attending classes not provided by Black Hawk College.

**Community Service Program.** The Community Service Program consists of activities and non-credit continuing education courses designed to meet the hobby, leisure time, and cultural needs of the community.

**Conference and Meeting Expense.** Expenses associated with business-related travel.

**Contingency.** Budgetary appropriations set aside for unforeseen expenditures.

**Continuing Education Program.** Courses and curricula included within the Continuing Education Program focus on life-long learning opportunities and include those specifically dealing with adult basic education, adult secondary education, and developmental education, English as a second language, homemaking, general studies, vocational retraining, and personal development and classified with reimbursable credit hours.

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

**Corporate Personal Property Replacement Tax.** This tax is collected by the Illinois Department of Revenue as a replacement for the personal property tax.

**Cost Effectiveness.** The extent to which resources allocated to a specific objective under each of several alternatives contribute to accomplishing that objective.

**Course.** An educational unit within the instructional programs dealing with a particular subject consisting of instructional periods and one or more delivery systems.

**Course Level.** The institutional categorization for the level of offering of a specific course. The categorization generally is derived from the level of student to which any particular course offering within a discipline is primarily directed.

**Credit Hours.** The number of credits that will be earned by the student for successful completion of a course.

**Credit Hour Grant.** Credit hour grants are received for courses for each credit hour or equivalent for students who were certified as being in attendance at midterm of the semester during the fiscal year. There are no special restrictions on the use of these funds.

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

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

**Current Funds, Restricted.** Restricted Current Funds consist of those funds expendable for current operating purposes but restricted by donors, outside agencies, or tax levy as to the specific purpose for which they may be expended, i.e., Restricted Purposes, Audit, and Liability, Protection, Settlement.

**Current Funds, Unrestricted.** Unrestricted current funds consist of those financial resources of the College which are expendable for any purpose in performing the primary objectives of the College (i.e., instruction, academic support, student services, and public services), which have not been designated for other purposes. These funds are the Education, Operations and Maintenance, and Auxiliary Enterprises.

**Debt Service.** Includes expenditures for the retirement of debt and expenditures for interest on debt, except principal and interest on current loans, which are loans payable in the same fiscal year in which the money was borrowed.

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

**Deferred Revenue.** Those monies or entitlements which have been recognized as revenues, but have not been received and are therefore not available for use.

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

**Depreciation.** A fall in value or reduction of worth. The deterioration, or the loss or lessening in value, arising from age, use and improvements due to better methods.

**Direct Costs.** Those elements of cost which can be easily, obviously, and conveniently identified with specific activities or programs, as distinguished from those costs incurred for several different activities or programs and those elements are not readily identified with specific activities. See also indirect costs.

**Dual Enrollment.** This program gives a high school junior or senior a jump-start on a college education by providing the opportunity to earn college credit while simultaneously working toward a high school diploma.

**Education Fund.** Accounts 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 moveable equipment; library books and materials; maintenance of instructional and administrative equipment; and other costs pertaining to the educational program of the College.

**Employee Benefits.** The cost of all employee benefits including the portion of insurance paid by the College (not including the portion withheld from the employee's wages, when both the employee and the College contribute toward the benefit), professional development leave salaries, and any pension contributions paid by the College District.

**Encumbrances.** Actual or anticipated liabilities provided for by an appropriation which is recognized when a contract, purchase order, or salary commitment is made. It reduces the appropriation to avoid expenditure of funds needed to pay anticipated liabilities or expenditures.

**Enterprise Fund.** Identifies the total direct and indirect costs to provide the service and the sources and the amounts of revenues that support the service for which a fee is charged in exchange for service.

**Equalization.** The process of equalizing assessments or taxes, as performed by “boards of equalization” in various states, consists of comparing the assessment made by the local officers of the various counties and other taxing districts within the jurisdiction of the board and reducing them to a common and uniform basis, increasing or diminishing by such a percentage as may be necessary, so as to bring about with the entire territory affected a uniform and equal ratio between the assessed value and the actual market value of property.

**Equalization Grant.** Attempts to reduce the disparity in local funds available per student among districts. Equalized assessed valuations, full time equivalent students, corporate personal property replacement tax revenue, fixed costs, and the district’s program mix are considered in the equalization calculations.

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

**Facilities Revenue.** Revenue from the use of College facilities.

**Faculty, Non-Teaching (Academic Support).** Refers to individuals who exercise professional judgment and discretion and directly support the teaching and learning process. Individuals in this classification are limited to librarians and counselors.

**Faculty, Teaching.** Refers to individuals who spend more than one-half (50 percent) of their workload in the activity of teaching and providing instruction to students.

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

**Fiduciary Fund.** Used to account for assets held by a government in a trustee capacity or as an agent for individuals, private organizations, or other governmental units.

**Financial Statement.** Formal summary of accounting records setting forth the district’s financial condition and results of operations.

**Fiscal Year.** A period of twelve months, not necessarily concurrent with the calendar year, with reference to which appropriations are made and expenditures authorized and at the end of which, the accounts are balanced and audited. For Black Hawk College, this annual period is July 1 through June 30.

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

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

**Full-time Equivalent.** The full-time equivalent indicator for students is the statistical student unit calculated by dividing all credit hours (both certificate and degree) generated by the College, by 15 credit hours for any given academic term. To determine the annual full-time equivalent student, the total credit hours for the year are divided by 30. The full-time equivalent for faculty is 30 instructional hour equivalents per year. The full-time equivalent for classified staff is 40 hours of work per week.

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

**Fund Balance.** Balance of a fund after all liabilities have been deducted from the assets of the fund. Also termed Fund Equity.

**Fund Equity.** The balance of a fund after all liabilities have been deducted from the assets of the fund.

**General Education Program.** General education courses are required in all curricula leading to an associate degree. They are intended to provide students with a foundation knowledge in communications, mathematics, physical sciences, social and behavioral sciences, humanities, and health and physical fitness.

**General Fund.** Consists of the Education Fund and the Operations and Maintenance Fund, also referred to as the Operating Funds. These are used to account for all financial resources except those required to be accounted for in another fund.

**General Materials and Supplies.** Costs of all general materials and supplies (i.e., office, instructional, library, or maintenance supplies; publications and dues; advertising).

**General Obligation Bond.** This type of bond is backed by the full faith, credit, and taxing power of the government.

**Governmental Fund.** Monetary resources of the government that are used in financing government projects and expenditures.

**Headcount.** A body count of students or employees without regard to full time equivalency. Headcounts may be duplicated or unduplicated.

**Institutional Support.** Includes expenditures for central executive-level activities and support services that benefit the entire institution. Examples include expenses for the governing board, President's Office, Administration and Finance Division, Public Information Office, Human Resources Office, administrative data processing, legal services, etc. It also includes all equipment, materials, supplies, and costs that are necessary to support these functions.

**Instruction.** Consists of those activities dealing directly with or aiding in the teaching of students. It includes the activities of the faculty in the baccalaureate-oriented transfer, occupational-technical career, general studies, and remedial and programs (Associate's degree credit and certificate credit). It also includes all equipment, materials, supplies, and costs that are necessary to implement the instructional program.

**Interfund Transfers.** All interfund transactions except loans or advances, quasi-external transactions, and reimbursements are transfers.

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

**Inventory.** A detailed list or record showing quantities, descriptions, values, and units of measure and unit prices of property on hand at a given time. Also, the cost of supplies and equipment on hand not yet distributed to requisitioning units.

**Investment Revenue.** Revenue from investments.

**Levy.** To impose taxes for the support of College activities. The total amount of taxes imposed by a government.

**Liability, Protection, and Settlement Fund.** This fund is established pursuant to 745 ILCS and 40 ILCS 5/21-110.1 of the Illinois Compiled Statutes and utilized for those purposes as given in these sections. Some examples of expenses covered by this fund are tort liability, Public Safety, unemployment or worker's compensation insurance or claims, and Medicare/FICA taxes.

**Liberal Studies Program.** The Liberal Studies Program is designed for students who desire maximum flexibility in preparing for a non-transfer two-year degree. Transfer, career, and continuing education courses may be used to meet a student's specific educational goals. Students completing this program earn an Associate in Liberal Studies degree.

**Liabilities.** Obligations incurred by the college when ownership passes that must be liquidated, renewed, or refunded at a future date.

**Loan Funds.** Loan Funds consist of resources available for loans to students.

**Local Governmental Sources.** Revenues from District taxes, from chargebacks, and from all governmental agencies below the state level.

**Managerial Staff.** Managers shall be individuals who have the duty, responsibility, or authority to recommend the employment, transfer, suspension, dismissal, promotion, assignment, reward, or discipline of other staff individuals both full and part-time.

**Modified Accrual Basis Accounting.** Any accounting system that records revenue when susceptible to accrual both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay the liabilities of the current period. Expenditures other than interest on long-term debts generally are recognized when the related fund liability is incurred.

**Net Current Assets.** The difference between current assets and current liabilities, also known as working capital.

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

**Office Staff.** Office staff shall refer to those employees who are engaged in the process of keeping records and processing information upon the direction and request of professional College staff. For example, secretaries, clerks, bookkeepers, data processing operators, printing operators, and general office personnel.

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

**Operations and Maintenance Fund, Restricted.** Operations and Maintenance Fund, Restricted, represents resources available for the acquisition of institutional physical properties (including equipment for buildings and programs).

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

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

**Other Staff.** This category is to be used for positions graded 99 and below or any non-graded work assignment.

**Performance Budget.** A budget that is structured to allow for expenditure analysis based upon measurable performance of predetermined objectives established by each activity.

**Professional, Technical Staff.** Personnel who do not directly support the process of teaching and whose support is not critical to the process of teaching. Such positions shall include data analysts, accountants, computer programmers, engineers, internal auditors, etc.

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

**Program Budgeting.** A resource allocation technique which facilitates the organization and identification of the activities of an institution in terms of its objectives, displays the cost of these activities over an extended time frame, and relates these activities and their costs to the outputs of the institution's programs. The budgeting aspect of a planning, programming, and budgeting systems.

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

**Proprietary Fund.** A fund used to account for a government's ongoing organizations and activities that are similar to businesses found in the private sector.



**Public Service.** The public service function includes the services provided to the general community, governmental agencies, and business and industry for non-credit community education and community service activities. Community education focuses on the individual participant, and thus, requires an individual registration and class completion record-keeping procedure. Community education includes non-credit short courses, professional review classes, workshops, and seminars that provide an educational service to the residents of the community. Community service is a structured activity that provides a beneficial service to the community by making College facilities and expertise available to the public. Community service focuses on group participation, and thus, does not require an individual registration and class completion record-keeping procedure. Community service includes College-sponsored seminars, workshops, forums, lecture series, cultural exhibits and events, and consulting services provided through College-operated institutes and center.

**Receipt.** The actual receipt of cash.

**Reimbursable Credit Hour.** An ICCB-certified instructional credit hour used as the basis for distributing selected ICCB grants.

**Reserve.** An account used to segregate a portion of the surplus not currently available for appropriations or expenditures.

**Restricted Purposes Fund.** The Restricted Purposes Fund is for the purpose of accounting for monies that have restrictions regarding their use. Each specific project, whether monies are local, state, federal or other in origin, is accounted for separately using a complete group of self-balancing accounts within the fund.

**Revenues.** (1) Increases in governmental fund type net current assets from other than expenditure refunds and residual equity transfers. (2) Increases in proprietary fund type net total assets from other than expense refunds, capital contributions, and residual equity transfers.

**Salaries.** Salaries and wages paid to an employee, before any deductions, for personal services rendered to the College District.

**Sales and Service Fees.** All fees and charges for other than educational and general purposes, such as auxiliary enterprise sales or charges and admissions charges, and all sales and service charges or contract payment revenues for materials or services from private persons, firms, or other non-governmental entities.

**Scholarships, Student Grants, and Waivers.** This category includes activities in the form of grants to students, prizes and awards, chargebacks, and aid to students in the form of state-mandated and institutional tuition and fee waivers. Employees/family tuition waivers are not included in this category.

**Service Staff.** Refers to those employees engaged in housekeeping and the maintenance/repair of College facilities and equipment.

**State Governmental Sources.** State revenues from all state governmental agencies.

**Student Chargeback.** Fee paid for a student of one community college district attending a community college in another district to pursue a curriculum not offered in the college of his or her home district. The home community pays the college which the student attends a chargeback at the rate established in the chargeback calculations for each college.

**Student Employees.** All individuals employed by the College enrolled in six or more credit hours of instruction.

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

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

**Surplus.** An excess of revenues over expenditures and transfers.

**Technology Fee.** Assessed to students enrolled in college credit classes, provides the funds for annual licensing and maintenance fees for support of systems used to provide core College related services.

**Transfer Program.** Curricula included within the Transfer Program are designed to prepare students for transfer to baccalaureate degree granting institutions and culminate in the awarding of an Associate in Arts or an Associate in Sciences degree. Comprehensive articulation agreements ensure that courses included within these curricula parallel in content, credit, and quality lower division courses offered at baccalaureate degree granting institutions.

**Traditional Budget.** A budget that is structured primarily upon objects of expenditure rather than a program or organizational structure.

**Uniform Financial Reporting System.** The system developed by the Illinois Community College Board to collect uniform financial data from all the Illinois community colleges for data analysis, comparisons, and review.

**Unit Plan.** Developed annually by individual departments or units of the College to meet measurable College-wide objectives as determined by the College Strategic Priorities.

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

**Working Cash Fund.** Working Cash Fund is authorized by statute, to make temporary loans to the Education Fund and the Operations and Maintenance Fund, thus reducing the need for issuance of tax anticipation warrants. The fund was established from the proceeds of the 1972 working cash bond issue and increased with the proceeds of the 1977, 1983, 1988 and 2008 working cash bond issues. Black Hawk College levied a tax for repayment of bond principal and interest and has the authority to have outstanding working cash bonds in an amount not to exceed 75% of the taxes permitted to be levied for educational purposes and for operations and maintenance purposes plus 75% of last known corporate personal property replacement tax allocation. Fund balance is created by retirement of bond principal and investment of cash temporarily not required to meet current obligations net of transfers of investment income to other funds.

# Appendix E – Acronyms


AA	Affirmative Action	ERP	Enterprise Resource Planning
AAS	Associate in Applied Science	ESL	English as a Second Language
ABE	Adult Basic Education	ESLTP	Early School Leaver Transition Programming
ADA	Americans with Disabilities Act	FAFSA	Free Application for Federal Student Aid
AQIP	Academic Quality Improvement Program	FASB	Financial Accounting Standards Board
ASE	Adult Secondary Education	FMM	Fiscal Management Manual
AVL	Adult Volunteer Literacy	FMP	Facilities Master Plan
BCP	Business Continuity Plan	FT	Full-Time Employee
BFO	Budgeting for Outcomes	FTE	Full-time Equivalent
BHC	Black Hawk College	FY	Fiscal Year
BTC	Business Training Center	GAAP	Generally Accepted Accounting Principles
CAO	Chief Academic Officer	GASB	Governmental Accounting Standards Board
CARES	Coronavirus Aid, Relief, and Economic Security Act	GED	General Education Diploma
CDB	Capital Development Board	GFOA	Government Finance Officers Association
CFDA	Catalog of Federal Domestic Assistance	HECA	Higher Education Cooperation Act
CFO	Chief Financial Officer	HLC	Higher Learning Commission
CIP	Capital Improvement Plan	HR	Human Resources
COVID-19	Coronavirus Disease – Year of Outbreak	HSC	High School Completion
CPI	Consumer Price Index	IBHE	Illinois Board of Higher Education
CPPRT	Corporate Personal Property Replacement Tax	ICAPS	Integrated Career and Academic Preparation
CQIN	Continuous Quality Improvement Network	ICCB	Illinois Community College Board
CRM	Customer Relationship Management	IDES	Illinois Department of Employment Security
CTE	Career & Technical Education	IDHS	Illinois Department of Human Services
CTR	Click Through Rate	IDOL	Illinois Department of Labor
CWO	College Wide Objectives	IDOT	Illinois Department of Transportation
CURES	Coronavirus State and Local Fiscal Recovery Funds	IDVA	Illinois Department of Veteran Affairs
DAISI	Data and Information System Illinois	IFT	Illinois Federation of Teachers
DCEO	Department of Commerce and Economic Opportunity	IPTIP	Illinois Public Treasurer's Investment Pool
DEI	Diversity, Equity, and Inclusion	ISAC	Illinois Student Assistance Commission
DOE	Department of Education (Federal)	ISBE	Illinois State Board of Education
DOT	Department of Transportation (Federal)	ISDLAF	Illinois School District Liquid Asset Fund
EAV	Equalized Assessed Valuation	ITS	Information Technology Systems
EC	East Campus	JTPA	Job Training Partnership Act
EEO	Equal Employment Opportunity	KPI	Key Performance Indicators
EMMA	Electronic Municipal Market Access Systems	LPS	Liability, Protection and Settlement Fund
EMP	Education Master Plan	MAP	Monetary Award Program

MIA	Missing in Action
MOU	Memo of Understanding
MSG	Measurable Skill Gains
NJCAA	National Junior College Athletic Association
NSF	National Science Foundation
NTU	National Technical University
O&M	Operations and Maintenance
PACE	Personnel Assessment of the College Environment
PATH	Pipeline for the Advancement of Healthcare Workforce
PCI	Payment Card Industry
PELL	Subsidy Grant Named After Senator Claiborne Pell
PHS	Protection, Health & Safety
PIE	Planning and Institutional Effectiveness
POW	Prisoner of War
PT	Part-Time Employee
PTAC	Procurement Technical Assistance Center
QC	Quad-Cities
RAMP	Resource Allocation and Management Plan
SBDC	Small Business Development Center
SEOG	Supplemental Educational Opportunity Grant
SEMP	Strategic Enrollment Master Plan
SGA	Student Government Association
SMSA	Standard Metropolitan Statistical Area
SOS	Secretary of State
STEM	Science, Technology, Engineering & Math
SURS	State Universities Retirement System
TPA	Third Party Administrator
UAW	United Auto Workers
UFRS	Uniform Financial Reporting System
UTHS	United Township High School
UWQC	United Way of the Quad Cities
VTEP	Voluntary Termination of Employment Plan
VTR	View Through Rate
WIA	Workforce Investment Act
WIOA	Workforce Innovation and Opportunity Act
WIU	Western Illinois University
ZBB	Zero-based Budgeting






# *Improving Life Through Learning*



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