

BUDGET

FISCAL YEAR 2026

ILLINOIS COMMUNITY COLLEGE DISTRICT #503

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





Annual Budget

For the
Fiscal Year Ending June 30, 2026

Board of Trustees

Illinois Community College District No. 503

6600 34th Avenue

Moline, Illinois 61265

www.bhc.edu

Prepared by:

Finance Division

Steven J. Frommelt, Executive Vice President

Denise C. Keim, Budget and Accounting Manager

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INTRODUCTION



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President's Letter



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

Date: May 1, 2025

Re: Fiscal Year 2026 Budget

Inside this document, you will find the financial story of Black Hawk College - a clear and transparent view of how we manage our revenues and expenses in service to the students, communities, and taxpayers of District #503.

The FY2026 budget reflects Black Hawk College's continued commitment to investing in our students, faculty, and staff while addressing the rising costs of delivering high-quality education and training. Due to a reduction in state support, tuition will see a modest increase beginning this year, with small, incremental adjustments expected over the next two years. Even with these changes, Black Hawk College remains the most affordable college option in our region.

Our focus remains steady: to be a leader in higher education and workforce development, and to help drive economic vitality throughout the region. This budget represents thoughtful stewardship of public resources and a continued dedication to balancing institutional needs with access and affordability for our students.

Black Hawk College is proud to serve as the region's premier provider of higher education and workforce training. This budget book stands as a reflection of that mission - and our promise to keep moving forward, together.

Sincerely,

A handwritten signature in black ink that reads "Jeremy L. Thomas".

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, Constellation, 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 National Junior College Athletic Association (NJCAA) Region 4 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.

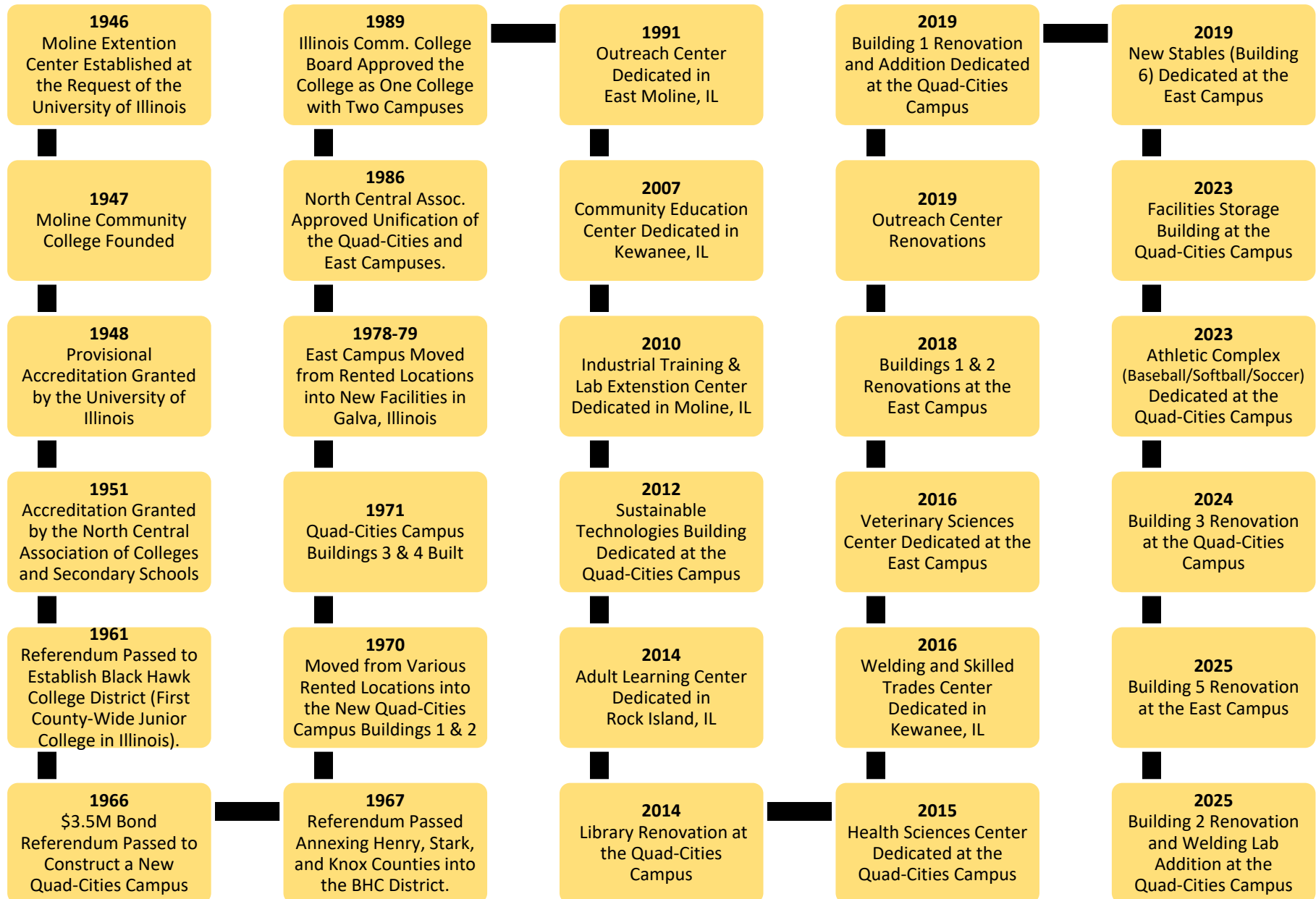
OUR VISION is to prepare learners to live and work in diverse global communities through the relentless pursuit of student success, innovation, and educational excellence.

OUR CORE VALUES

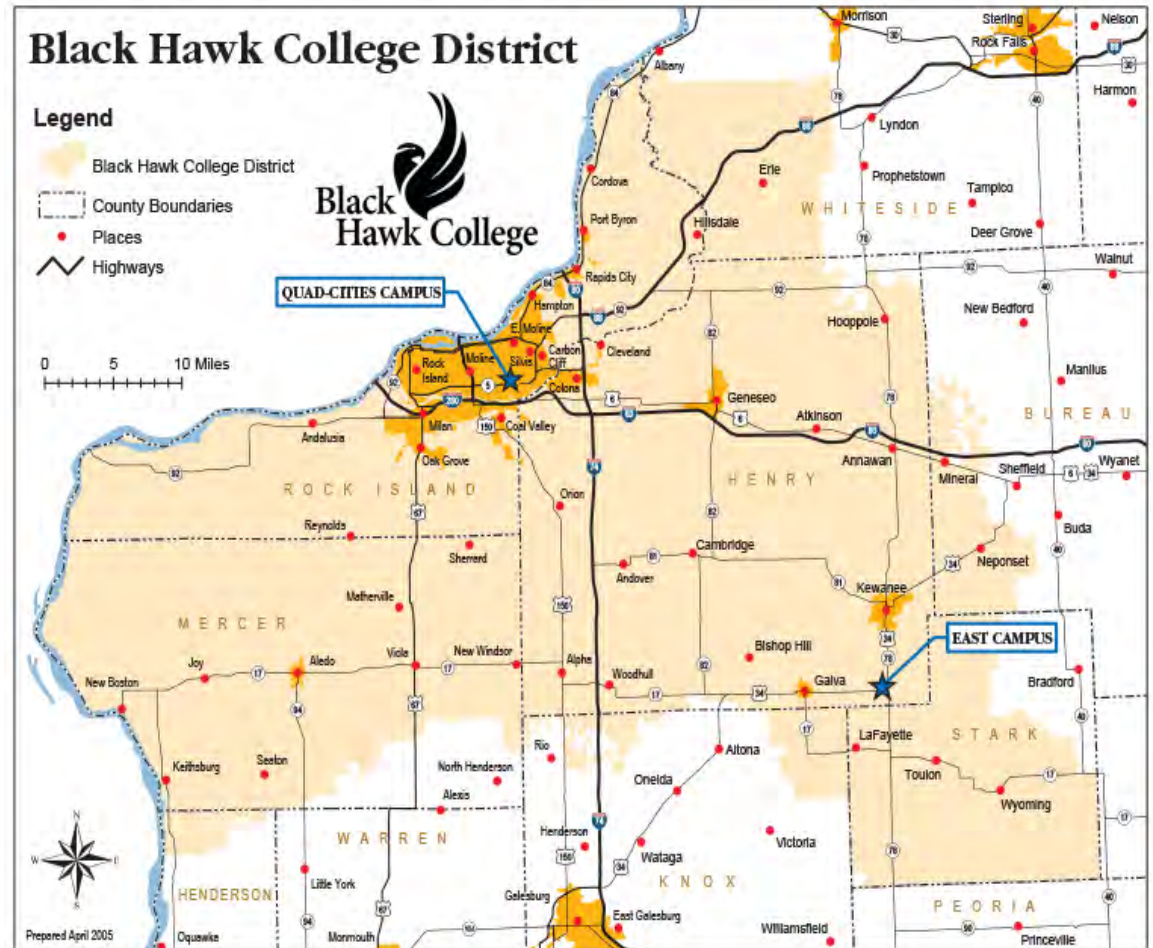
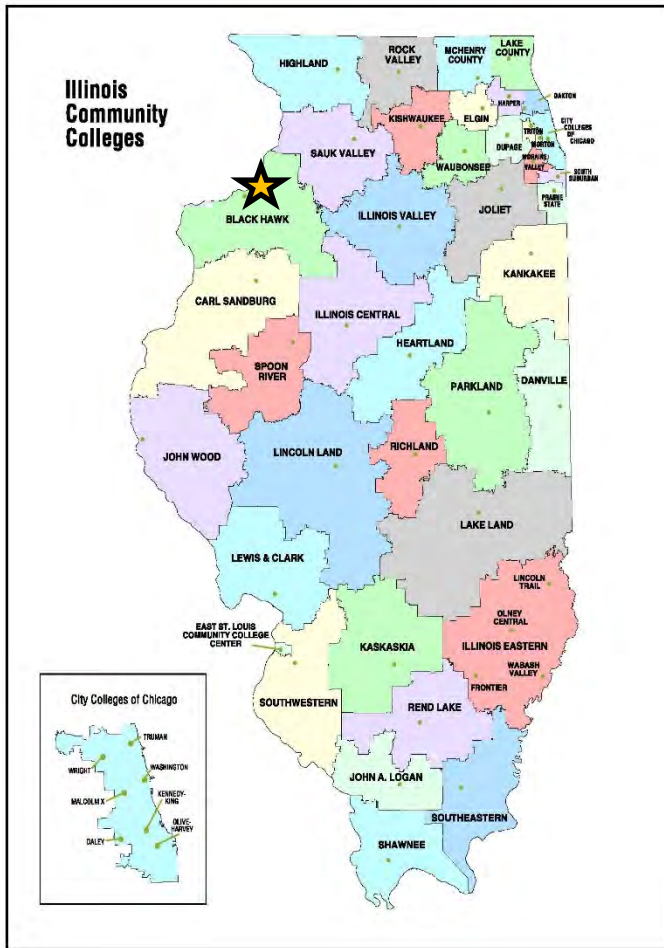
- **Caring and Compassion** – Acting with kindness, empathy, and consideration in all that we do
- **Fairness** – Ensuring consistency and equity in our policies, procedures, and interactions
- **Honesty** – Upholding truthfulness, sincerity, and transparency in our daily activities
- **Inclusion and Diversity** – Valuing the unique attributes and perspectives of all individuals
- **Integrity** – Demonstrating trustworthiness, honor, and alignment with our values, even when faced with challenges
- **Respect** – Treating others with dignity and esteem
- **Responsibility** – Holding ourselves accountable for excellence in teaching, student learning, and service



History of Our Campuses and Buildings



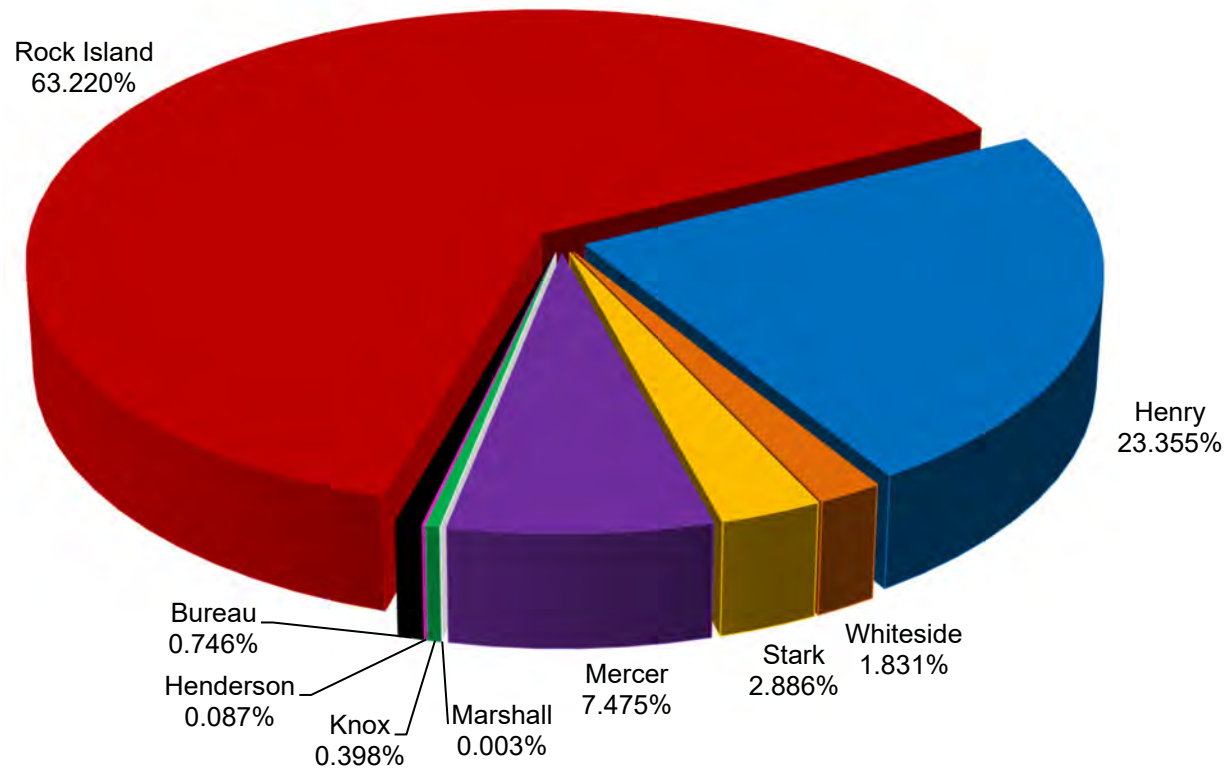
Our Locations



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 2024



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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, 2024

Christopher P. Morrill

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



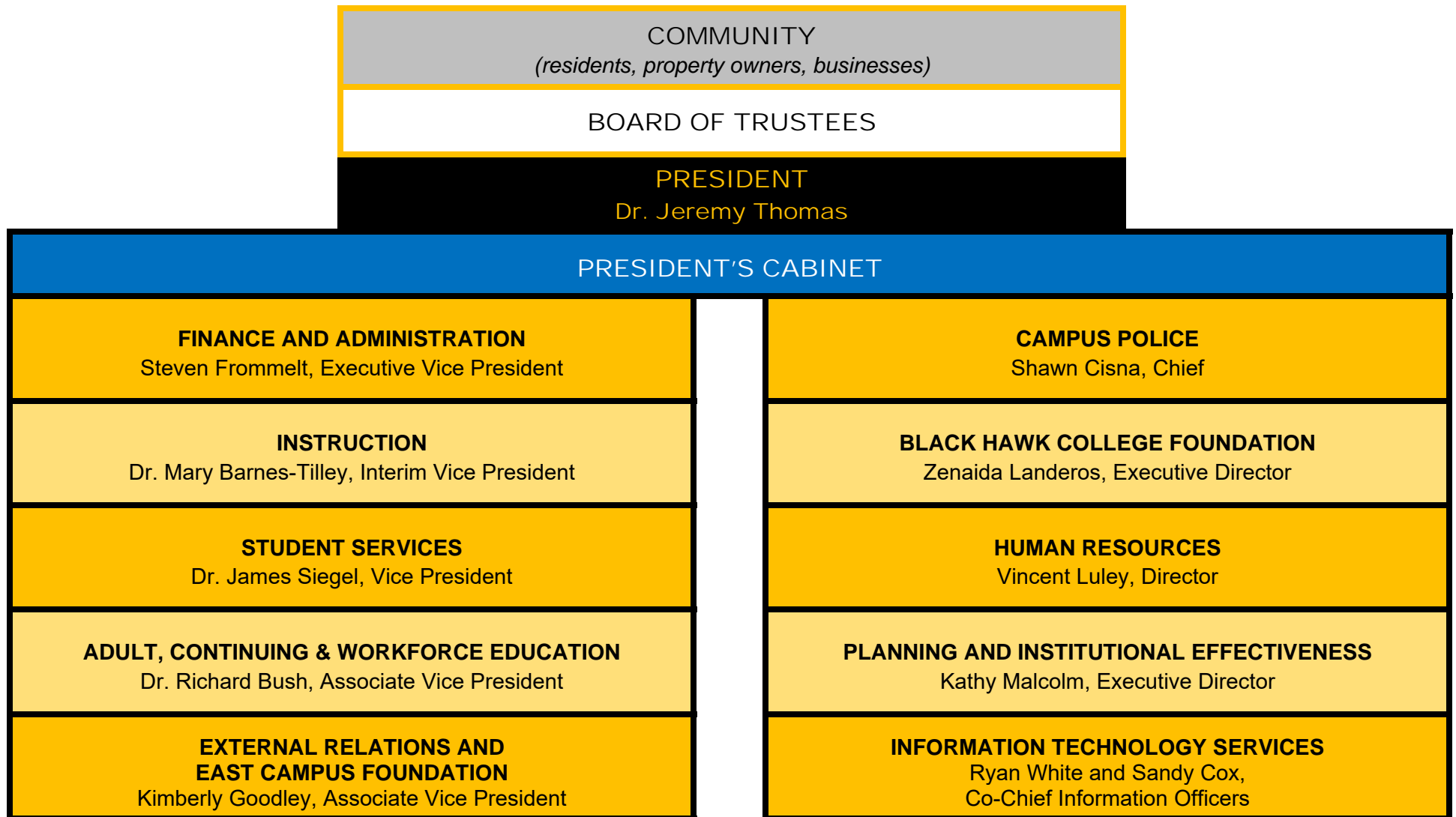
The Certificate of Recognition for Budget Preparation is presented by the Government Finance Officers Association to those individuals who have been instrumental in their government unit achieving a Distinguished Budget Presentation Award. The Distinguished Budget Presentation Award, which is the highest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

Executive Director

Christopher P. Morrill

Date: **11/22/2024**

Black Hawk College Organizational Chart



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 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



Samantha J. Gange
Rock Island, IL
Secretary



Mark W. Carlson
Moline, IL



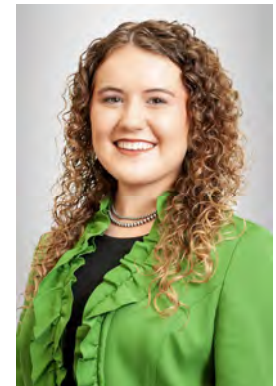
David L. Dyer
Galva, IL



Christian H. Jackson
Geneseo, IL



Jeffrey M. Swan
Colona, IL



Olivia J. Shike
Kewanee, IL
Student Trustee



President's Cabinet

The President serves as the Chief Executive Officer of the College District, responsible for recommending policies to the Board of Trustees, implementing the policies approved by the Board, and guiding both short-term and long-term planning. Additionally, the President oversees the development and maintenance of the administrative and academic structure, as well as the creation and management of programs aimed at optimizing institutional resources. The following individuals serve on the President's Cabinet.



Dr. Jeremy Thomas
President



Steven Frommelt
Executive Vice President

No Photo
Available

Dr. Mary Barnes-Tilley
Interim Vice President
Instruction
(starts July 2025)



Dr. James Siegel
Vice President
Student Services



Dr. Richard Bush
Associate Vice President
Adult, Continuing, and
Workforce Education



Kimberly Goodley
Associate Vice President
External Relations &
Executive Director
East Campus Foundation



Shawn Cisna
Chief of Police



Zenaida Landeros
Executive Director
Black Hawk College
Foundation



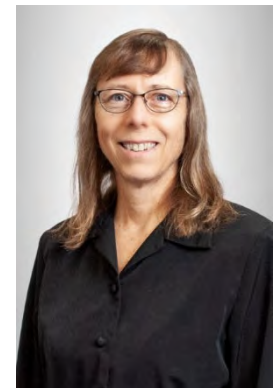
Vincent Luley
Director
Human Resources



Kathy Malcolm
Executive Director
Planning & Institutional
Effectiveness



Ryan White
Co-Chief Information
Officer



Sandy Cox
Co-Chief Information
Officer



Office of the Executive Vice President

The Executive Vice President serves as the Chief Financial Officer of the District, responsible for recommending financial policies to the President and overseeing all financial functions, including accounting, payroll, purchasing, and auxiliary services. The role also includes direct supervision of human resources, risk management, facilities, and athletics. The Executive Vice President implements Board-approved policies, leads financial and facility planning, and ensures effective resource management. Additionally, the Executive Vice President oversees the College's Facility Master Plan.

EXECUTIVE VICE PRESIDENT Steven Frommelt	
Administrative Assistant Heather Bennett	Budget & Accounting Manager Denise Keim
Director of Payroll Leanna Bowers	Director of Human Resources Vincent Luley
Director of Purchasing and Auxiliary Services Bradley Bridges	Director of Risk Management Kaye Quick
Director of Athletics Arnie Chavera	Director of Facilities Jebadiah Ralston
Director of Accounting Dena Grunewald	

Office of the Vice President for Instruction

The Vice President for Instruction serves as the Chief Academic Officer of the College District, responsible for developing, implementing, and recommending policies and procedures related to the District's instructional programs. This includes overseeing current and long-term planning for the divisions, maintaining organizational structure, and ensuring effective management of resources and technologies. Additionally, the Vice President for Instruction is responsible for the College's Educational Master Plan.

VICE PRESIDENT FOR INSTRUCTION Dr. Mary Barnes-Tilley, Interim	
Dean for Liberal Arts & Sciences John Castree	Director for Teaching and Learning Center Andy Olson
Administrative Assistant Tara Flies	Director for Library Services Ashtin Trimble
Dean for Career Programs Dr. Daniel Marvin	Dean for Health and Human Services Dr. Marta Urdaneta

Office of the Vice President for Student Services

The Vice President for Student Services oversees the planning, development, and administration of student recruitment, retention, and success initiatives. Additionally, the Vice President for Student Services is responsible for the Strategic Enrollment Management Plan.

VICE PRESIDENT FOR STUDENT SERVICES Dr. James Siegel	
Coordinator for Student Engagement, Educational Advisor and Student Success Coach Vashti Berry	Dean for Enrollment Management Karima Gahagan
Dean for Student Services Heather Bjorgan	Coordinator for Student Engagement Jana Koch
Counseling Wendy Bock	Multicultural Entrepreneurial Advisor Vacant

Office of the Associate Vice President for Adult, Continuing, and Workforce Education

The Associate Vice President for Adult, Continuing, and Workforce Education provides leadership, management, and advocacy for faculty, staff, students, and programs within both career and technical non-credit and credit programs. This role involves implementing a comprehensive plan to address the career and technical education and workforce development needs of students, the College, and the community.

ASSOCIATE VICE PRESIDENT FOR ADULT, CONTINUING, AND WORKFORCE EDUCATION Dr. Richard Bush	
Director for Business Training Center Julie Gelaude	Director for Professional and Continuing Education Abbey Roodhouse
Career and Technical Education Grants Manager Elizabeth Hogan-Wells	Adult Learning Center Coordinator Jennifer Sweborg
Community Education Center Coordinator Valerie Painter	Director for Adult Education Ann Young

Office of the Associate Vice President for External Relations and Executive Director for the East Campus Foundation

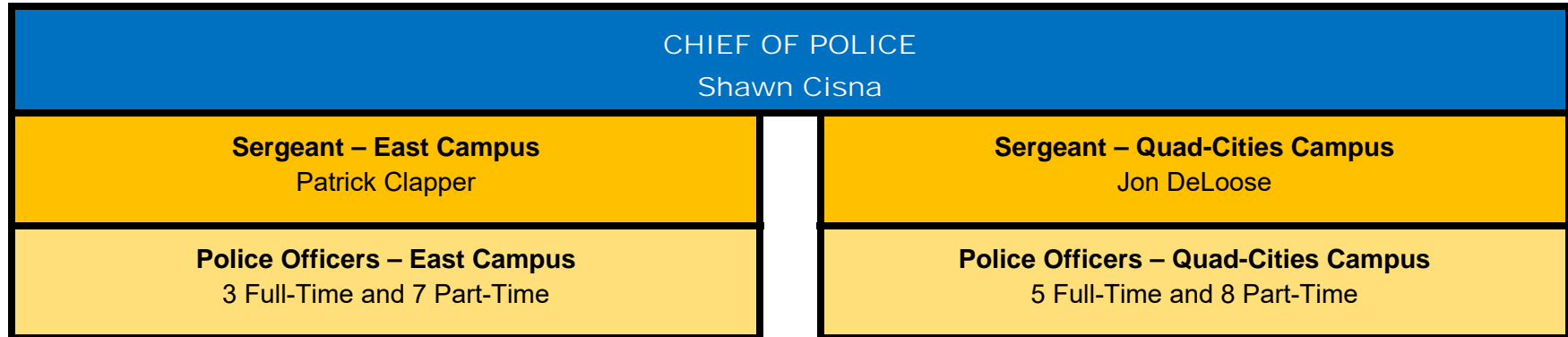
The Associate Vice President for External Relations and Executive Director for the East Campus Foundation provides strategic leadership in developing and implementing a comprehensive plan to coordinate district-wide marketing, promotions, and public relations efforts, ensuring alignment with the College's strategic goals. In addition to overseeing external relations, the Associate Vice President serves as the College's Freedom of Information Officer.

As Executive Director for the East Campus Foundation, this position is also responsible for planning, executing, and managing a comprehensive development program, including annual fundraising campaigns, capital project initiatives, donor cultivation, deferred giving, student scholarships, and corporate giving.

ASSOCIATE VICE PRESIDENT FOR EXTERNAL RELATIONS AND EXECUTIVE DIRECTOR FOR EAST CAMPUS FOUNDATION Kimberly Goodley	
Administrative Assistant Kelly Craig	Graphic Design Coordinator Kris Meyer
Marketing Specialist Alicia Dierikx	East Campus Foundation Specialist Dalton Nyman
Social Media Coordinator Madeline Inman	Public Relations Specialist Holly Smith
Assistant Director for Public Relations and Marketing Julie Johnston	Director for Public Relations and Marketing Vacant

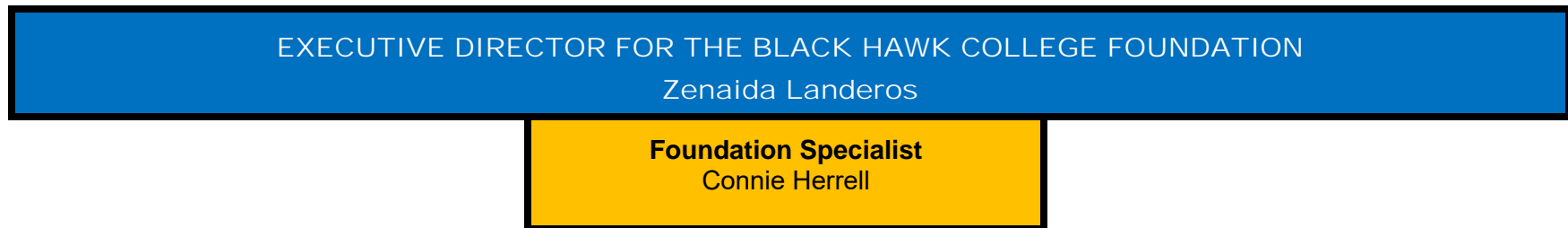
Office of the Chief of Police

The Chief of Police oversees, plans, and directs all district-wide operations of the Black Hawk College Police Department. This includes the administration and management of emergency communications, police patrols, criminal investigations and prosecutions, records, physical security, crime prevention, emergency planning, regulatory compliance, community outreach, and threat analysis and response.



Office of the Executive Director for the Black Hawk College Foundation

The Executive Director for the Black Hawk College Foundation is responsible for planning, executing, and managing a comprehensive development program, which includes annual fundraising campaigns, capital project initiatives, donor cultivation, deferred giving, student scholarships, and corporate giving.



Office of the Director for Human Resources

The Director for Human Resources provides leadership for the College's Human Resources Department and oversees the administration of key human resources programs, including recruitment and compensation, benefits, training and development, affirmative action/equal employment opportunity (AA/EEO), performance management, personnel records, and bargaining agreements. The Director is also involved in employee discipline, grievance procedures, and legal matters.

DIRECTOR FOR HUMAN RESOURCES Vincent Luley	
Lead Human Resources Generalist - Employment Holly Fisk	Human Resources – Systems Analyst Glory Mathai
Human Resources Specialist - Benefits Olivia Jeremiah	Human Resources Specialist – Talent Acquisition Vacant
Human Resources Generalist – Compensation & Leaves Delaney Johnson	

Office of the Executive Director for Planning and Institutional Effectiveness

The Executive Director for Planning and Institutional Effectiveness provides leadership in institution-wide research, strategic planning, institutional effectiveness, and the dissemination of critical information. Additionally, the Executive Director serves as the primary liaison with the Higher Learning Commission.

EXECUTIVE DIRECTOR FOR PLANNING AND INSTITUTIONAL EFFECTIVENESS Kathy Malcolm	
Research Analyst Administrator Jarrett Daugherty	Senior Research Analyst – Data Warehouse Anthony Hoang
Grants Compliance Manager Samuel Genson	Assessment Coordinator Cindy Loudon

Office of the Co-Chief Information Officers – Information Technology Systems and Administrative Systems

The Co-Chief Information Officer for Information Technology Systems has district-wide responsibility for planning, overseeing, and supervising the design, installation, technical support, preventative maintenance, and repair of all computer hardware, software, and operating systems related to the College's Local Area Network (LAN), Wide Area Network (WAN), telecommunications, and systems security. The Co-Chief Information Officer for Administrative Systems has the same responsibilities as they relate to the administrative software and operating systems.

CO-CHIEF INFORMATION OFFICER FOR INFORMATION TECHNOLOGY SYSTEMS	
Ryan White	
Senior Network Analyst II Nick Dean	ITS Desktop Coordinator Paul McShane
IT Network Systems Tech Sue Hamann	Information Technology Security Analyst II Troy Willet
Information Technology Security Analyst I Jeremy Horvath	Senior Network Analyst I Shane Williamson
Senior Network Analyst II – East Campus Valerie McArthur	

CO-CHIEF INFORMATION OFFICER FOR ADMINISTRATIVE SYSTEMS	
Sandy Cox	
Senior ERP System Administrator Summaya Babu	Senior Analyst – Workflow Admin Jason Madden
Database Administrator Mitch Bergeson	Programmer Analyst II Sheryl Moffett
Senior Analyst – Tech Lead/Admin Derek Gottwalt	

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BUDGET PLANNING



Strategic Plan

Blueprint for Growth 2025-2029



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.

Goals

Workforce Development

Prepare students, many of whom are “working & learning,” to become the workforce needed by the local community that we serve.

- A1.** Expand and innovate experiential learner opportunities for students by integrating essential employability skills (soft skills) and career prep training into all workforce training programs.
- A2.** Continuously improve the BHC curriculum to meet industry needs through enhanced strategic partnerships with employers and community organizations.
- A3.** Establish Black Hawk College as the leading provider of education, training, and workforce development.
- A4.** Accelerate program expansion and implementation to respond swiftly to real-time employer needs.

Student Success

Become a “student-ready” college by constructing a student success system that prioritizes the needs of students.

- B1.** Value Students’ Prior Experiences by expanding our approach to assessing and awarding credit recognizing students’ prior learning and work experiences.
- B2.** Increase student enrollment and retention through the implementation of an integrated student life cycle approach from initial contact through completion.
- B3.** Improve student outcomes by innovating and delivering holistic services across the students’ life cycle.
- B4.** Develop and implement realistic pathways to certificate and/or degree attainment for part-time students.

Investing In Our Employees

Improve our systems, culture, and service to our employees to ensure BHC is the employer of choice.

- C1.** Cultivate a unified college community through team building.
- C2.** Improve communication and promote collaboration among employees.
- C3.** Enhance leadership skills among employees to cultivate a culture of continuous growth and innovation, empowering team members to reach their full potential and drive organizational success.
- C4.** Develop a fair and equitable compensation and work schedule strategy.

Improving Life Through Learning



Strategic Plan 2025-2029

Guided by our mission and vision, and informed by the expectations of key stakeholders, Black Hawk College (BHC) has charted a bold path toward the future. In 2024, the Board of Trustees adopted a five-year Strategic Plan (2025-2029) to support our mission to inspire students, develop talent and strengthen communities. The Strategic Plan reflects our collective aspirations guided by the wisdom and feedback of our students, faculty, staff, alumni, industry leaders, school partners and the wider community, who helped us define our future and outline the strategies that will propel us forward in our continuous journey of growth and excellence. With a steadfast focus on the future, a commitment to excellence, and a dedication to student success, BHC has embraced three Strategic Goals to guide our work through 2029. Each goal is accompanied by specific strategies that serve as benchmarks for evaluating our progress.

One of the key challenges in executing a comprehensive strategic plan is determining where to begin. Following the approval of the Strategic Plan in 2024 by the Board of Trustees, BHC launched a prioritization process that enabled President's Cabinet to systematically assess and rank the strategies within the plan. Only the priorities that were targeted to begin in the 2024-25 academic year are included to ensure clarity and focus on our immediate goals. While priorities naturally shift over time, the prioritization process has provided a structured approach for guiding our efforts. This process will continue to shape our decision-making and resource allocation as we move forward.

In assessing our progress and performance, it is essential to focus on key performance metrics that provide valuable insights into our operational effectiveness. The following chart presents a comprehensive overview of these metrics, highlighting their significance in our overall strategy. This visual representation serves as a quick reference to understand our achievements and areas for improvement, as detailed in the subsequent sections of this report.

Strategic Goal	Key Performance Indicators		
Workforce Development	<ul style="list-style-type: none"> ✓ Number of Career & Technical Education (CTE) Programs ✓ Number of CTE Associate of Applied Science Degrees Award 	<ul style="list-style-type: none"> ✓ Number of CTE Certificate Awards 	
Student Success	<ul style="list-style-type: none"> ✓ Course Retention Rate ✓ 6 Credit Momentum Rate ✓ 24 Credit Momentum Rate ✓ Persistence Momentum 	<ul style="list-style-type: none"> ✓ Course Enrollee Success Rate ✓ 12 Credit Momentum Rate ✓ 30 Credit Momentum Rate ✓ Yield Rate 	<ul style="list-style-type: none"> ✓ Course Completer Success Rate ✓ 15 Credit Momentum Rate ✓ Gateway Course Momentum
Investing in our Employees	<ul style="list-style-type: none"> ✓ Retirement Rate ✓ Harassment Rate 	<ul style="list-style-type: none"> ✓ Departure Rate ✓ Percentage of Minority Employees 	<ul style="list-style-type: none"> ✓ Grievance Rate ✓ Great Place to Work Metrics

WORKFORCE DEVELOPMENT

Prepare students, many of whom are “working & learning,” to become the workforce needed by the local community that we serve.

Objective	Action Steps/Measures
Objective A1: Expand and innovate experiential learner opportunities for students by integrating essential employability skills (soft skills) and career prep training into all workforce training programs.	
Action A1.1: Incorporate essential employability skills in all career certificate and degree programs	<ul style="list-style-type: none"> a) Project completion is targeted for Fall 2025. b) Integration of skills into all relevant programs; measurable improvements in student employability outcomes. c) Number of courses updated, faculty participation in training, employer satisfaction surveys, and student job placement rates. d) Quarter progress reports. e) Share results with stakeholders via update reports and advisory board meetings.
Action A1.2: Expand internship and apprenticeship opportunities for all career certificate and degree programs.	<ul style="list-style-type: none"> a) Increase student participation in internships and apprenticeships by 20%. b) Integrate employability skills in at least 70% of career certificate and degree programs. c) Achieve 75% satisfaction from employers regarding student readiness. d) Number of internships and apprenticeships completed. e) Faculty and employer satisfaction survey results. f) Pre- and post-assessments of student employability skills. g) Quarterly progress reviews.
Objective A2: Continuously improve the BHC curriculum to meet industry needs through enhanced strategic partnerships with employers and community organization.	
Action A2.1: CTE Advisory Committees	<ul style="list-style-type: none"> a) Increase the involvement of CTE advisory committees to provide curriculum feedback and guidance. b) Implement standardized feedback forms that prompt specific, actionable comments on various aspects of the curriculum and provide ongoing training for committee members on effective feedback practices.
Objective A4: Program Expansion - Accelerate program expansion and implementation to respond swiftly to real-time employer needs	
Action A4.1: Create flexible, modular courses aligned with workforce demands, employer partners, and transfer institutions.	<p>The preliminary description or vision is to enhance educational offerings by developing flexible, modular courses that align with the evolving demands of the workforce.</p> <ul style="list-style-type: none"> a) This involves conducting regular needs assessments with industry stakeholders and utilizing data analytics to monitor trends. b) An agile development framework will be implemented to enable quick iteration and collaboration between experts and employers. c) Strategic partnerships with local businesses will help tailor programs to specific workforce requirements. d) Continuous evaluation and feedback mechanisms will ensure that course content remains relevant. <p>Ultimately, this approach aims to increase enrollment, strengthen community connections, and improve job placements for graduates</p>

STUDENT SUCCESS

Become a “student-ready” college by constructing a student success system that prioritizes the needs of students.

Objective	Action Steps/Measures
Objective B1: Value Students’ Prior Experiences by expanding our approach to assessing and awarding credit recognizing students’ prior learning and work experiences.	
Action B1.1: Research and adopt effective models for evaluating prior experiences for placement, and academic credit.	<ul style="list-style-type: none"> a) Conduct a review of best practices from various community colleges. b) Identify key evaluation methods and criteria currently in use. c) Draft a comprehensive framework to standardize evaluation criteria. d) Outline the streamlined credit-awarding process. e) Initiate discussions with faculty members to gather input on assessment effectiveness. f) Form a working group to ensure alignment with academic standards. g) Develop informational materials to educate students on credit-awarding options. h) Schedule workshops and seminars to raise awareness of the new system. i) Establish channels for ongoing feedback from students and faculty. j) Plan regular reviews to refine the assessment process based on input received.
Objective B2: Increase student enrollment and retention through the implementation of an integrated student life cycle approach from initial contact through completion.	
Action B2.1: Develop a seamless and integrated recruitment and enrollment process	Baseline measures are still being established for this effort; however, the application yield rate will be a key performance indicator. The college's yield rate is the percentage of students who enroll after being admitted. By streamlining the steps between admission and course enrollment, the yield rate is expected to rise year over year.
Action B2.2: Develop a suite of support services tailored to the specific needs of the diverse student population addressing the most common issues that interfere with students’ ability to stay enrolled and complete their education.	The group is in its early stages working to define the project scope. A historic and current analysis of common student issues and data-backed supports to address those as well as Data Warehouse and upcoming EAB Navigate technology to pinpoint and efficiently connect with varied characteristics of students will also be done. Assessment will use course completion, academic standing, early alerts, as well as retention and persistence to organically pivot where needed.
Action B2.3: Implement Navigate 360, a technology for onboarding, student communication, and support.	<ul style="list-style-type: none"> a) Incorporate The Common App pilot project into the building of the College applications. b) Successful application data extract from Recruitment Success to Amazon Web Services to Banner SIS by December 1, 2024. c) Successful application data extract from Common App to Recruitment Success to Banner SIS by January 2025. d) Integration of collection method for application fee in Recruitment Success application. e) Build final three versions of college application – in production prior to February 1, 2025. f) Push the EAB Recruitment Success application into production prior to February 1, 2025 g) Implementation of Recruitment Success module by June 2025. h) Implement Student Success module prior to August 1, 2025. i) Implement Student Engagement Hub and LMS integration prior to June 30, 2026
Objective B3: Improve student outcomes by innovating and delivering holistic services across the students’ life cycle.	
Action B3.1: Expand hours of service and delivery methods meeting student’s needs.	Paused while assessing extended registration hours piloted for spring 2025 and development of broader project scope.

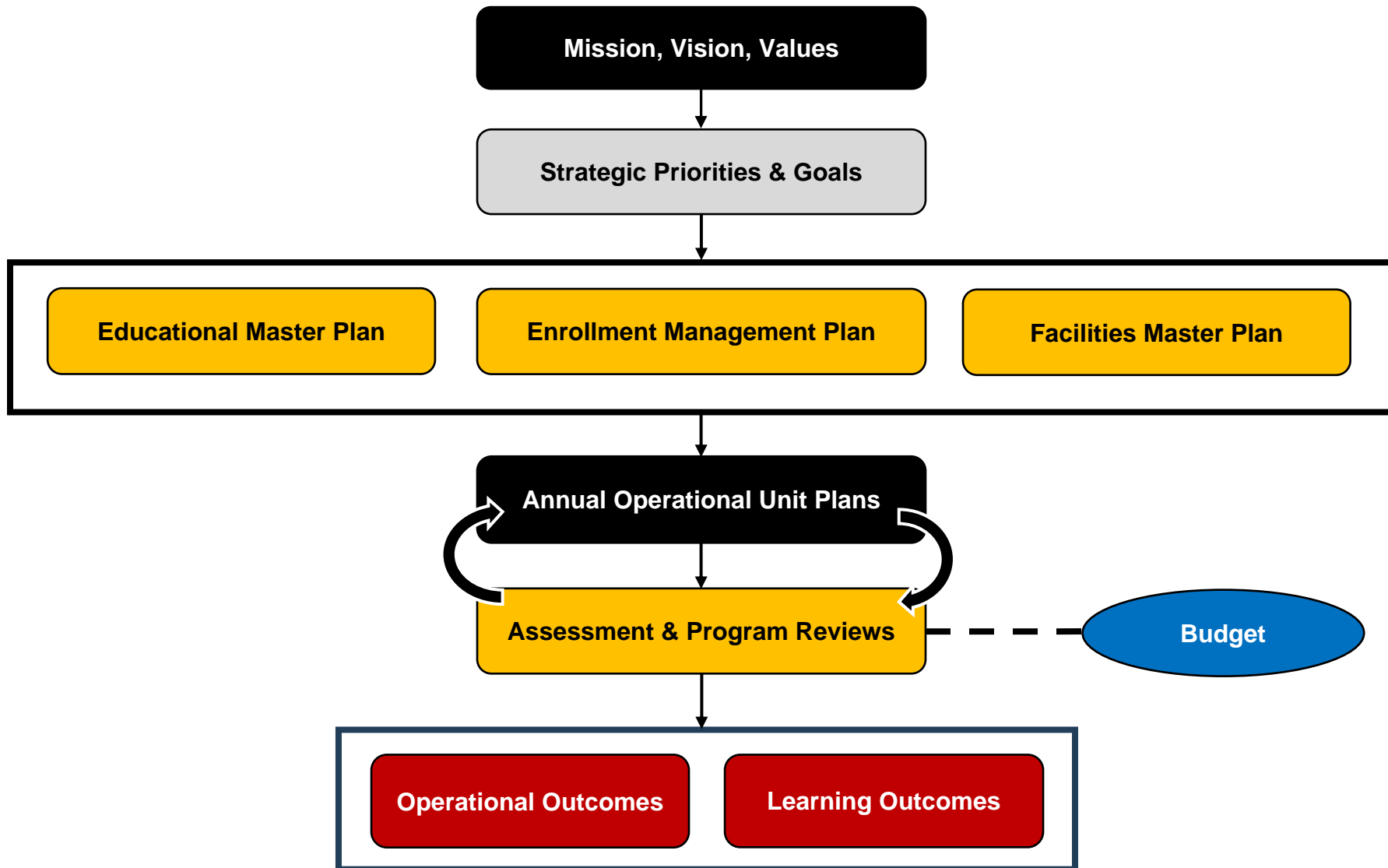
INVESTING IN OUR EMPLOYEES

Improve our systems, culture, and service to our employees to ensure BHC is the employer of choice.

Objective	Action Steps/Measures
Objective C1: Cultivate a unified college community through team building.	
Action C1.1: Celebrate employees in their accomplishments and their special interests	<ul style="list-style-type: none"> a) Establish an Engagement Committee of 5-7 members. b) Identify ambassadors at each campus/location responsible for event communication and organizing focus groups. c) Launch employee survey using Great Places To Work (GPTW) in January 2025. d) Identify potential committee members. e) Gauge current employee interest using Gartner's guidance. f) Conduct follow-up surveys at least quarterly and after every event to track improvement. g) Regularly communicate events through multiple channels. h) Provide manager training focused initially on recognizing employee accomplishments and interests. i) Develop an accessible and user-friendly process for nominations and suggestions
Objective C2: Improve communication and promote collaboration among employees.	
Action C2.1: Develop communication strategies both vertically and horizontally within the college.	<ul style="list-style-type: none"> a) Quarterly HR supervisor training with communication regarding FMLA, Conflict Resolution, Communication, Courage Ready Culture, etc. b) State of the College videos from Dr. Thomas semi-annually at the beginning of each term. c) One department/VP/HR/Leadership/President will share important updates/announcements via email/video each quarter. d) Hold Staff Development and Assembly days semi-annually. e) HR Roundtables semi-annually (second and fourth quarter) to obtain additional feedback about what BHC would like to see communicated, what worked, what didn't, etc. <ul style="list-style-type: none"> i. First Roundtable will be with supervisors and Deans to review topics and timing of information, establish an event calendar, if applicable. ii. Second Roundtable will be with employees.
Objective C3: Enhance leadership skills among employees to cultivate a culture of continuous growth and innovation, empowering team members to reach their full potential and drive organizational success.	
Action C3.1: Offer leadership opportunities, through formal training and experiential learning opportunities.	<ul style="list-style-type: none"> a) HR Roundtables for needs assessment quarterly following the supervisor trainings. b) Develop training and re-evaluate curriculum quarterly following roundtables and post survey. c) Pilot Training quarterly basis d) Post Training Evaluation quarterly basis following supervisor training. e) Re-evaluate action plan quarterly. f) Program review and refinement quarterly. g) Ongoing leadership development plan creation
Objective C4: Develop a fair and equitable compensation and work schedule strategy	
Action C4.1: Update job descriptions to align with current duties and responsibilities as a part of a compensation study.	Job Description Review - Percentage of vacant positions filled with updated job descriptions aligned to current duties and responsibilities.

STRATEGIC PLAN KEY PERFORMANCE INDICATORS & TARGETS						Target		BENCH MARK
		FY21	FY22	FY23	FY24	FY25	FY26	
WORKFORCE DEVELOPMENT	Workforce Development Students Awards ¹	14.7%	17.3%	22.6%	16.5%	18.2%	19.9%	-
	Enrollment in Workforce Development College Credit Programs ¹	1065	1,020	1079	1,122	1,167	1,214	-
	Enrollment in Vocational Skills Non College Credit Programs PCS 16 ¹	229	215	184	191	199	207	-
	Retention in Workforce Development College Credit Programs ¹	71.6%	74.6%	77.7%	78.1%	78.5%	78.9%	-
	Persistence in Workforce Development College Credit Programs (Fall to Fall) ¹	50.0%	56.9%	57.3%	57.7%	58.2%	58.6%	-
	Organizations served by non-credit programming	6	17	18	20	21	22	-
	Training Contracts Executed	127	210	280	100	104	108	-
STUDENT SUCCESS	Full-Time Graduation Rate within 150% normal completion time/1st time ²	45.1%	41.4%	45.2%	46.6%	48.0%	49.4%	-
	Part-Time Graduation Rate within 150% normal completion time ¹	18.0%	13.0%	16.6%	17.2%	17.4%	18.1%	-
	Full-Time Associate Degree attainment First Time ¹	45.8%	41.4%	46.7%	47.8%	48.9%	49.9%	-
	Part-Time Associate Degree attainment First Time ¹	19.0%	13.0%	18.6%	18.9%	19.3%	20.0%	-
	Yield Conversion Rate ¹	54.4%	54.5%	53.6%	51.9%	56.0%	56.4%	-
	Retention Rate - All College Credit Students ⁴	71.7%	75.4%	77.2%	77.7%	78.2%	78.6%	79.6%
	Persistence Rate Fall-to-Fall - All College Credit Students ⁴	49.3%	54.4%	55.2%	56.0%	56.8%	57.6%	58.1%
	Full-Time Degree/Certificate or Transfer within 3 years (started 3 years prior to reporting year) ⁴	54.9%	54.2%	61.3%	58.5%	60.8%	63.1%	75.2%
	Part-Time Degree/Certificate or Transfer within 3 years (started 3 years prior to reporting year) ⁴	18.2%	27.3%	15.8%	29.1%	23.2%	26.9%	47.0%
	College Math/English within 1st year ⁴	15.0%	15.0%	12.0%	14.0%	18.3%	20.5%	27.0%
	Full-Time Students accumulating 24 credits in first year ³	58.0%	54.0%	63.0%	60.0%	64.0%	66.0%	72.0%
	Part-Time Students accumulating 24 credits in first year ³	39.0%	35.0%	32.0%	36.0%	38.0%	39.0%	42.0%
INVEST IN OUR EMPLOYEES	Communication ⁵	-	-	-	49	60	-	94
	Collaboration ⁵	-	-	-	38	51	-	92
	Caring ⁵	-	-	-	68	72	-	95
	Balanced Work/Life ⁵	-	-	-	57	64	-	94
	Great Place To Work Overall ⁵	-	-	-	69	74	-	97
BENCHMARK SOURCE	1 - Benchmark not yet determined 2 - Illinois Community College Board 3 - Complete College America 4 - 90th Perentile National Community College Benchmark Project 5 - Great Place to Work (Score out of 100)							

Integrated Institutional Planning Framework



Annual Operational Unit Plans

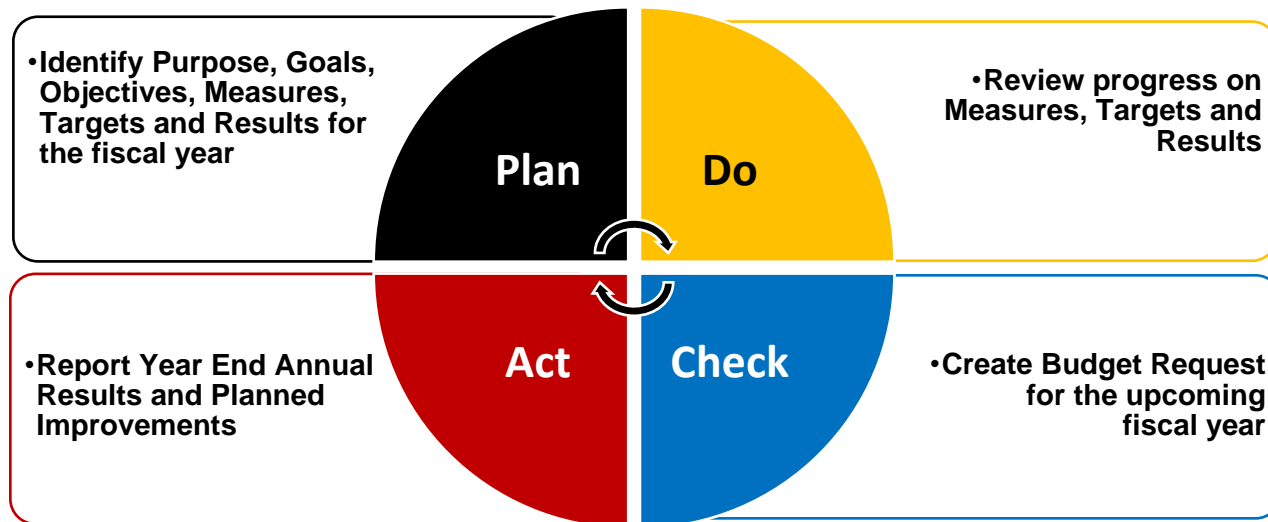
At Black Hawk College, the annual operational unit plans are a foundational tool used by senior leadership to guide, document, and communicate the priorities and initiatives of their respective areas. Each unit plan reflects the cabinet's commitment to advancing the mission of the college through intentional goal setting, alignment with the institution's strategic plan, and a focus on measurable outcomes.

The 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 then established with these outcomes/objectives in mind to ensure adequate financial resources are secured to aid in successful achievement of operational 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. These plans are intentionally aligned with the three pillars of the College's Strategic Plan, ensuring that all areas of the college are working collaboratively toward common, student-centered outcomes.

Operational unit plans play a critical role in:

- Driving continuous improvement
- Strategic alignment
- Promoting transparency
- Informing resource allocation

The following pages contain the annual operational unit plans for members of the president's cabinet for the upcoming fiscal year.



Annual Operational Unit Plans

Finance & Administration:		
Cabinet Member: Steven Frommelt		
Goal: Improve departmental cooperation, integration and interaction within both the departments and the district		
Strategic Plan Alignment:		
<input type="checkbox"/> Workforce Development	<input type="checkbox"/> Student Success	<input checked="" type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. Evaluate the effectiveness of the team departments to deliver their functions	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Monitor the work environment for cross-departmental employees remains favorable	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Facilitate favorable work environment for employees and college	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Cabinet Member: Steven Frommelt		
Goal: Provide high-quality benefits to employees at a cost which the college can afford		
Strategic Plan Alignment:		
<input type="checkbox"/> Workforce Development	<input type="checkbox"/> Student Success	<input checked="" type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. Review employee benefit options with the Insurance Oversight Committee	Quarter: <input checked="" type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Determine which benefit options would be attractive for employees	Quarter: <input type="checkbox"/> 1 st <input checked="" type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Confirm college benefit options are at a price that is affordable and sustainable	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input checked="" type="checkbox"/> 3 rd <input type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Cabinet Member: Steven Frommelt		
Goal: Provide facilities and infrastructure that meets the evolving needs of the college		
Strategic Plan Alignment:		
<input type="checkbox"/> Workforce Development	<input checked="" type="checkbox"/> Student Success	<input checked="" type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. Recommend any facility needs to the capital committee as necessary	Quarter: <input checked="" type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input checked="" type="checkbox"/> 3 rd <input type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Submit required reporting to ICCB including Facilities Master Plan	Quarter: <input type="checkbox"/> 1 st <input checked="" type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Review the environment necessary for safe learning and job performance	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Instruction:		
Cabinet Member: Torria Norman & Dr. Mary Barnes-Tilley		
Goal: Strengthen instructional leadership and management		
Strategic Plan Alignment:		
<input type="checkbox"/> Workforce Development	<input checked="" type="checkbox"/> Student Success	<input checked="" type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. Perform an internal audit of administrative efficiency	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Streamline management processes and document them to create efficiencies	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Recruit and retain diverse high-quality faculty	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
4. Maintain minimum retention rates and increase faculty diversity rates	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Cabinet Member: Torria Norman & Dr. Mary Barnes-Tilley		
Goal: Enhance and expand academic quality, innovations and opportunities to promote institutional excellence and accreditation		
Strategic Plan Alignment:		
<input checked="" type="checkbox"/> Workforce Development	<input checked="" type="checkbox"/> Student Success	<input type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. Develop & implement equity-focused instructional programs with ICCB requirements	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Establish at least two new technology enhanced programs annually	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Implement Guided Pathways model and increase completion by 3% annually	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
4. Expand Dual Credit partnerships and offerings to area schools	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
5. Continued compliance with institutional and professional accreditation	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
6. Provide leadership in college-wide planning and improvement initiatives	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Cabinet Member: Torria Norman & Dr. Mary Barnes-Tilley		
Goal: Enhance student success and outcomes		
Strategic Plan Alignment:		
<input checked="" type="checkbox"/> Workforce Development	<input checked="" type="checkbox"/> Student Success	<input type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. Develop & implement a comprehensive assessment aligned to learning outcomes	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Collaborate on strategic enrollment areas to increase retention & success	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Address needs of non-traditional, underrepresented, part-time and at-risk students	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Annual Operational Unit Plans

Student Services:		
Cabinet Member: Dr. James Siegel		
Goal: Increase student enrollment		
Strategic Plan Alignment:		
<input type="checkbox"/> Workforce Development	<input checked="" type="checkbox"/> Student Success	<input type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. Implement Navigate 360 for efficient management of leads & increased enrollment	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Create a long-term enrollment plan to increase enrollment by 2-3% annually	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Achieve greater market penetration with goal of 20% yield in 3 area high schools	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
4. Participate in 3-5 recruitment events in Iowa on an annual basis	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Cabinet Member: Dr. James Siegel		
Goal: Increase student retention and graduation rates		
Strategic Plan Alignment:		
<input type="checkbox"/> Workforce Development	<input checked="" type="checkbox"/> Student Success	<input type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. Establish predictive analytics and early alerts to identify potential at-risk students	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Identified students are contacted by academic advisors for assistance	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Cabinet Member: Dr. James Siegel		
Goal: Innovate and deliver holistic services across the students' life cycle		
Strategic Plan Alignment:		
<input type="checkbox"/> Workforce Development	<input checked="" type="checkbox"/> Student Success	<input type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. Develop 2-3 Academic Success Specialist positions to assist high-risk students	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Implement case management model of advising to ensure student progress	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Increase the number of student engagement events held on both campuses	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

External Relations and East Campus Foundation:		
Cabinet Member: Kimberly Goodley		
Goal: Strengthen Government and Community Relations		
Strategic Plan Alignment:		
<input checked="" type="checkbox"/> Workforce Development	<input checked="" type="checkbox"/> Student Success	<input checked="" type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. Create a strategic community and legislative outreach plan.	Quarter: <input checked="" type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Coordinate advocacy efforts and communicate institutional needs to policymakers at local, state and federal levels.	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Facilitate partnerships with community organizations and stakeholders.	Quarter: <input checked="" type="checkbox"/> 1 st <input checked="" type="checkbox"/> 2 nd <input checked="" type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
4. Monitor legislative developments affecting community colleges and the impact to BHC	Quarter: <input checked="" type="checkbox"/> 1 st <input checked="" type="checkbox"/> 2 nd <input checked="" type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Cabinet Member: Kimberly Goodley		
Goal: Evaluate and enhance Marketing and PR strategies for the college		
Strategic Plan Alignment:		
<input checked="" type="checkbox"/> Workforce Development	<input checked="" type="checkbox"/> Student Success	<input type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. Develop and implement a comprehensive strategic marketing and PR plan	Quarter: <input checked="" type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Promote success stories (students, alumni, faculty), awards, programs, and initiatives that position the college as a leader in education and innovation.	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Evaluate and optimize the marketing mix / media spend to maximize ROI and align with enrollment and retention goals.	Quarter: <input checked="" type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input checked="" type="checkbox"/> No
4. Provide staff development opportunities to optimize learnings to improve performance.	Quarter: <input type="checkbox"/> 1 st <input checked="" type="checkbox"/> 2 nd <input checked="" type="checkbox"/> 3 rd <input type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Cabinet Member: Kimberly Goodley		
Goal: Support student success and college growth through strategic fundraising and community engagement.		
Strategic Plan Alignment:		
<input type="checkbox"/> Workforce Development	<input checked="" type="checkbox"/> Student Success	<input checked="" type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. Build a reputation for transparency, accountability, and stewardship of gifts.	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Support student success through increased number and visibility of scholarships and programs	Quarter: <input type="checkbox"/> 1 st <input checked="" type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Increase funding, scholarships and engagement by creating more accurate alumni and donor data	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Annual Operational Unit Plans

Adult, Continuing & Workforce Education:		
Cabinet Member: Dr. Richard Bush		
Goal: Increase collaboration between BHC Departments		
Strategic Plan Alignment:		
<input checked="" type="checkbox"/> Workforce Development	<input type="checkbox"/> Student Success	<input checked="" type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. Increase communication between PaCE and Adult Ed departments	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Identify 1-2 grant opportunities a year with grant team to supplement funding	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Create career pathways and bridge programs for non-credit students	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
4. Determine transition plan for employee retirement and college realignment	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Campus Police:		
Cabinet Member: Shawn Cisna		
Goal: Implement Illinois SAFE-T Act requirement		
Strategic Plan Alignment:		
<input type="checkbox"/> Workforce Development	<input checked="" type="checkbox"/> Student Success	<input checked="" type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. Identify and implement required components of the Illinois SAFE-T Act	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Complete required training and policy updates by mandated deadlines	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Ensure no compliance deficiencies identified during audits or reviews	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Cabinet Member: Shawn Cisna		
Goal: Strengthen college resilience to emergency crises and disruption of business continuity		
Strategic Plan Alignment:		
<input type="checkbox"/> Workforce Development	<input checked="" type="checkbox"/> Student Success	<input checked="" type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. Conduct scenario-based review discussions with department personnel	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Identify strengths and areas for improvement from the collective scenario reviews	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Update the business continuity plan with identified updates from the departments	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Black Hawk College Foundation:		
Cabinet Member: Zenaida Landeros		
Goal: Improve Student Success and Completion		
Strategic Plan Alignment:		
<input checked="" type="checkbox"/> Workforce Development	<input checked="" type="checkbox"/> Student Success	<input type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. Maintain and expand emergency grant funds	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Establish new annual and endowed scholarships	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Increase awareness of scholarship opportunities	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
4. Provide staff and faculty mini grants	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Cabinet Member: Zenaida Landeros		
Goal: Strengthen Organizational Effectiveness		
Strategic Plan Alignment:		
<input checked="" type="checkbox"/> Workforce Development	<input checked="" type="checkbox"/> Student Success	<input checked="" type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. Review investment portfolio assessing risk, performance, benchmarks and alignment	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Streamline processes to create environment for philanthropy	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Provide development opportunities for staff	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Cabinet Member: Zenaida Landeros		
Goal: Strengthen Community Ties		
Strategic Plan Alignment:		
<input checked="" type="checkbox"/> Workforce Development	<input checked="" type="checkbox"/> Student Success	<input type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. Develop board leadership	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Grow community partnerships	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Engage alumni and recognize outstanding alumni	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Annual Operational Unit Plans

Human Resources:		
Cabinet Member: Vincent Luley		
Goal: Celebrate employees in their accomplishments and their special interests		
Strategic Plan Alignment:		
<input type="checkbox"/> Workforce Development <input type="checkbox"/> Student Success <input checked="" type="checkbox"/> Investing In Our Employees		
Action Steps	Anticipated Completion	Ongoing
1. Recognize employees through annual service awards presentations	Quarter: <input type="checkbox"/> 1 st <input checked="" type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Annual retiree celebrations to be held at both EC and QC Campuses	Quarter: <input type="checkbox"/> 1 st <input checked="" type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Create event communication calendar for employee recognition events	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input checked="" type="checkbox"/> 3 rd <input type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Cabinet Member: Vincent Luley		
Goal: Develop communication strategies both vertically and horizontally within the college		
Strategic Plan Alignment:		
<input type="checkbox"/> Workforce Development <input type="checkbox"/> Student Success <input checked="" type="checkbox"/> Investing In Our Employees		
Action Steps	Anticipated Completion	Ongoing
1. Increase communications to employees to provide timely and relevant information	Quarter: <input type="checkbox"/> 1 st <input checked="" type="checkbox"/> 2 nd <input checked="" type="checkbox"/> 3 rd <input type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Conduct the Great Place To Work cultural assessment	Quarter: <input checked="" type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input type="checkbox"/> 4 th	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
3. Partner with marketing to create communications using various channels	Quarter: <input type="checkbox"/> 1 st <input checked="" type="checkbox"/> 2 nd <input checked="" type="checkbox"/> 3 rd <input type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Cabinet Member: Vincent Luley		
Goal: Foster a positive organizational culture and strengthen relationships with labor unions		
Strategic Plan Alignment:		
<input type="checkbox"/> Workforce Development <input type="checkbox"/> Student Success <input checked="" type="checkbox"/> Investing In Our Employees		
Action Steps	Anticipated Completion	Ongoing
1. Train leaders on leadership skills through monthly supervisor trainings	Quarter: <input type="checkbox"/> 1 st <input checked="" type="checkbox"/> 2 nd <input checked="" type="checkbox"/> 3 rd <input type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Implement President's Leadership Academy	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input checked="" type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Encourage engagement through recognition programs and professional development	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input checked="" type="checkbox"/> 3 rd <input type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
4. Starting with HR, set standard for how we work internally and externally	Quarter: <input type="checkbox"/> 1 st <input checked="" type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
5. Establish regular communication channels with labor unions	Quarter: <input checked="" type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
6. Foster a collaborative working relationship with the unions	Quarter: <input checked="" type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
7. Host two staff development days to train on employee impact on the strategic plan	Quarter: <input type="checkbox"/> 1 st <input checked="" type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Cabinet Member: Vincent Luley		
Goal: Develop proactive recruitment strategies to attract diverse and highly qualified faculty and staff		
Strategic Plan Alignment:		
<input type="checkbox"/> Workforce Development	<input type="checkbox"/> Student Success	<input checked="" type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. Develop recruitment plan that increases diversity of candidates by 20%	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Partner with at least 2 diverse professional organizations for recruiting purposes	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Enhance onboarding processes for comprehensive new hire orientation and support	Quarter: <input type="checkbox"/> 1 st <input checked="" type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
4. Develop and implement metrics to evaluate recruitment effectiveness	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input checked="" type="checkbox"/> 3 rd <input type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
5. Improve time to fill open positions by 15%	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Cabinet Member: Vincent Luley		
Goal: Streamline HR processes, clarify roles and responsibilities and improve coordination within the department		
Strategic Plan Alignment:		
<input type="checkbox"/> Workforce Development	<input type="checkbox"/> Student Success	<input checked="" type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. Conduct a comprehensive review of HR processes to identify areas of opportunity	Quarter: <input type="checkbox"/> 1 st <input checked="" type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Implement digital request forms and dashboards to limit errors and save time	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input checked="" type="checkbox"/> 3 rd <input type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Increase communications to employees to provide timely and relevant information	Quarter: <input type="checkbox"/> 1 st <input checked="" type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
4. Clarify roles within the department to enhance accountability and efficiency	Quarter: <input checked="" type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Annual Operational Unit Plans

Planning & Institutional Effectiveness:		
Cabinet Member: Kathy Malcolm		
Goal: Provide decision makers with timely, accurate, and relevant information		
Strategic Plan Alignment:		
<input checked="" type="checkbox"/> Workforce Development	<input checked="" type="checkbox"/> Student Success	<input checked="" type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. Assemble, analyze and disseminate institutional data per ICCB calendar	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Utilize the National Benchmark Project to identify opportunities for improvement	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Facilitate informed decision making with training of the data warehouse system	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
4. Provide survey formulation for departments as requested	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Cabinet Member: Kathy Malcolm		
Goal: Fulfill reporting requirements for state and federal agencies, accrediting bodies, and other external stakeholders		
Strategic Plan Alignment:		
<input checked="" type="checkbox"/> Workforce Development	<input checked="" type="checkbox"/> Student Success	<input checked="" type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. 100% submission rate and error rates in state reports are reduced to less than 2%	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Document state report procedures and review with staff members	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Review state reporting computer systems with ITS	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Cabinet Member: Kathy Malcolm		
Goal: Implement processes and systems for continuous improvement across the college including strategies for improvement		
Strategic Plan Alignment:		
<input checked="" type="checkbox"/> Workforce Development	<input checked="" type="checkbox"/> Student Success	<input checked="" type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. Monitor the progress of strategic plan initiatives	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Report on achievement of strategic plan objectives ensuring priority alignment	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Provide support for annual planning process including unit plan and budgeting	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Cabinet Member: Kathy Malcolm		
Goal: Ensure compliance with state and regional accreditation standards and support for professionally accredited academic programs		
Strategic Plan Alignment:		
<input checked="" type="checkbox"/> Workforce Development	<input checked="" type="checkbox"/> Student Success	<input checked="" type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. Submit annual data updates to attain reaffirmation of accreditation	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Alert administration to training opportunities	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Develop process for the monitoring report revision and year 4 assurance argument	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Cabinet Member: Kathy Malcolm		
Goal: Provide assessments of student learning, programmatic effectiveness, and all other aspects of the college related to the student experience		
Strategic Plan Alignment:		
<input checked="" type="checkbox"/> Workforce Development	<input checked="" type="checkbox"/> Student Success	<input checked="" type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. Facilitate systematic review of programs and services	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Maintain the Outcomes module of the Anthology platform for assessment reporting	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Ensure 100% of AAS programs and transfer disciplines have assessment plans	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Cabinet Member: Kathy Malcolm		
Goal: Provide training and professional development opportunities on topics related to institutional effectiveness and assessment data analysis		
Strategic Plan Alignment:		
<input checked="" type="checkbox"/> Workforce Development	<input checked="" type="checkbox"/> Student Success	<input checked="" type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion	Ongoing
1. Each staff member will complete all BHC required training on time	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Participate in college wide committee or group to increase data awareness	Quarter: <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Annual Operational Unit Plans

ITS and Administrative Systems				
Cabinet Member: Ryan White & Sandy Cox				
Goal: Provide equipment and technology supporting classroom and labs in addition to overall college administrative systems				
Strategic Plan Alignment:				
<input type="checkbox"/> Workforce Development		<input checked="" type="checkbox"/> Student Success		<input checked="" type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion		Ongoing	
1. Continue Banner 9 software and infrastructure upgrade to remain current	Quarter:	<input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
2. Improve customer service by utilizing help desk software to evaluate service received	Quarter:	<input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
3. Purchase equipment according to ITS Refresh Plan	Quarter:	<input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
4. Upgrade Banner document management system and expand to include HR	Quarter:	<input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
5. Test and implement software solutions supporting college objectives	Quarter:	<input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Cabinet Member: Ryan White & Sandy Cox				
Goal: Review, plan, and prioritize ITS Audit findings to further secure systems and data for students and employees				
Strategic Plan Alignment:				
<input type="checkbox"/> Workforce Development		<input checked="" type="checkbox"/> Student Success		<input checked="" type="checkbox"/> Investing In Our Employees
Action Steps	Anticipated Completion		Ongoing	
1. Update the Computer Security and Appropriate Use Guideline document to current	Quarter:	<input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
2. Strengthen security protocols for zero major security findings in an IT audit	Quarter:	<input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
3. Conduct monthly cyber awareness training and annual guideline training	Quarter:	<input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
4. Complete a test of recovery procedures at least annually	Quarter:	<input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
5. Review business continuity plan and confirm it is current and accurate	Quarter:	<input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input checked="" type="checkbox"/> 4 th	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

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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.

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 FY2026 represent levies for both 2024 and 2025. 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 2026 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 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 as shared earlier. 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.

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.

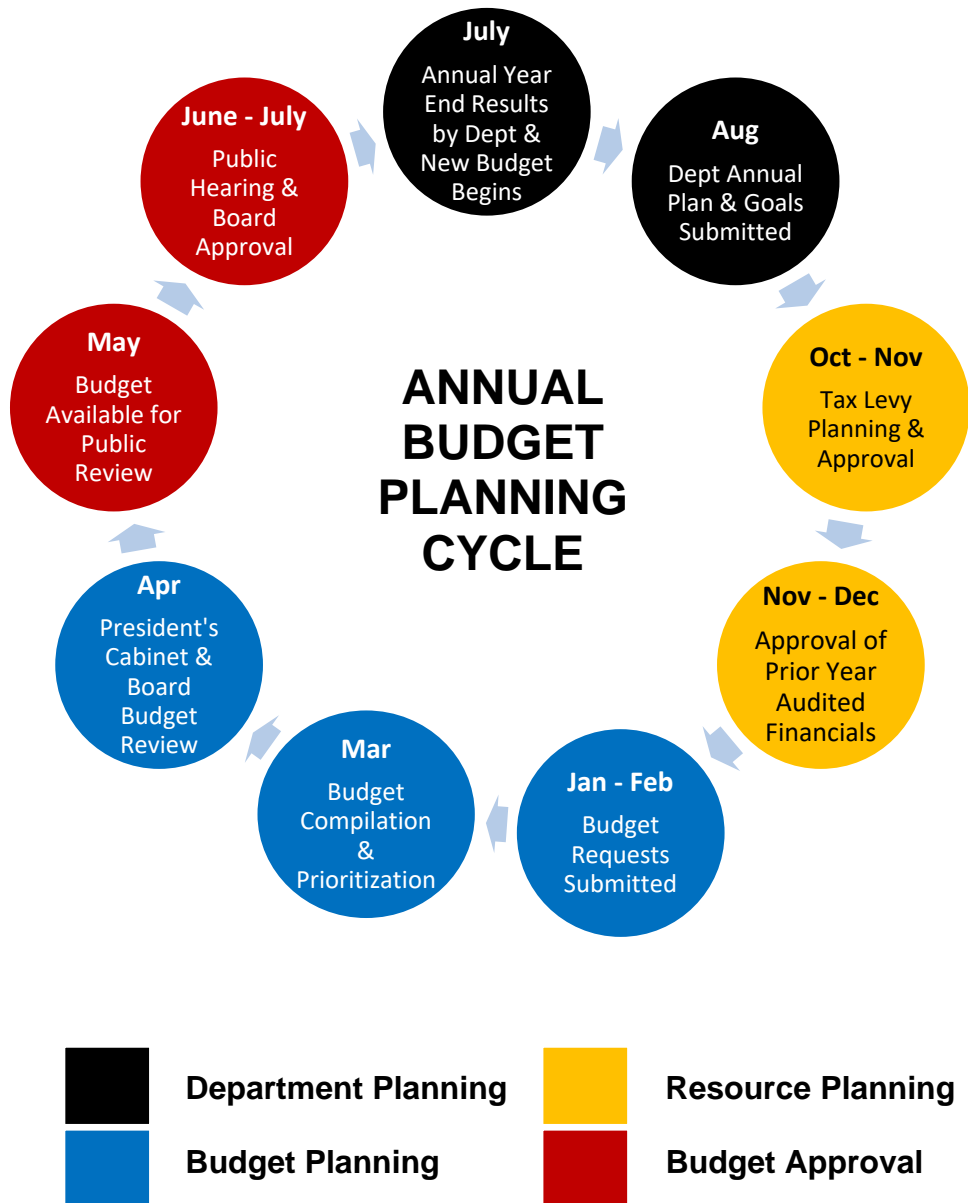
It is anticipated that the Board of Trustees will adopt the budget during the June or July Board meeting and once adopted, the budget is submitted to the Illinois Community College Board (ICCB) and all county clerk's offices within the District in compliance with state statutes.

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.

FY2026 Budget Calendar

October 2024
Review Fiscal Year 2024 Budget to Actual Variance Reports.
January 2025
File Certificate of Publication for the Fiscal Year 2024 Annual Financial Statement with the Illinois Community College Board, County Clerks and the Regional Superintendents of Education.
Budget Process Officially Begins with Presentations and Training Sessions. Instruction Packets Available Online.
Board of Trustees Receives Proposed Tuition Rates for Fiscal Year 2026 (First Reading).
Unit Plan Mid-Year Progress Reports and Academic Course Assessment Reflections are due in Anthology.
February 2025
FY 2026 Budgets Due to Deans and Directors by February 7, 2025
FY 2026 Budgets Due to Vice Presidents by February 14, 2025
FY 2026 Budget Requests Approved by Vice Presidents and sent to the Budget & Accounting Office by February 21, 2025
Board of Trustees Adopts Tuition Rates for Fiscal Year 2026 (Second Reading).
March 2025
Review Fiscal Year 2025 Projected Actual and Budget Variance Information.
April 2025
President's Cabinet Review of REQ Phase and create TEMP1 Phase of preliminary budget.
Program Reviews are due in Anthology.





May 2025
Presentation of Proposed Fiscal Year 2026 Budget to the Board of Trustees and Begin 30 Day Public Display of the Document.
June - July 2025
Public Hearing and Adoption of the Fiscal Year 2026 Budget by the Board of Trustees.
July 2025
Implementation of Fiscal Year 2026 Budget Begins July 1, 2025.
Fiscal Year 2025 Unit Plan Year-End Progress Reports and Annual Report due in Anthology by July 15, 2025.
August 2025
Fiscal Year 2026 Unit Plan Goals/Objectives and Measures Updated and Confirmed in Anthology by September 26, 2025.
October 2025
Tentative Adoption of 2025 Tax Levies by the Board of Trustees.
Fiscal Year 2026 Budget Submitted to the Illinois Community College Board
November 2025
Final Adoption of 2025 Tax Levies by the Board of Trustees.
Publish Fiscal Year 2025 Annual Financial Statement
December 2025
Fiscal Year 2025 Audit and Uniform Financial Statement Submitted to the Illinois Community College Board
Certification of 2025 Tax Levies Filed with the County Clerks of the Nine Counties within the Black Hawk College District.

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BUDGET SUMMARY



Statutory Authority

Adoption of Annual Budget Process and 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.

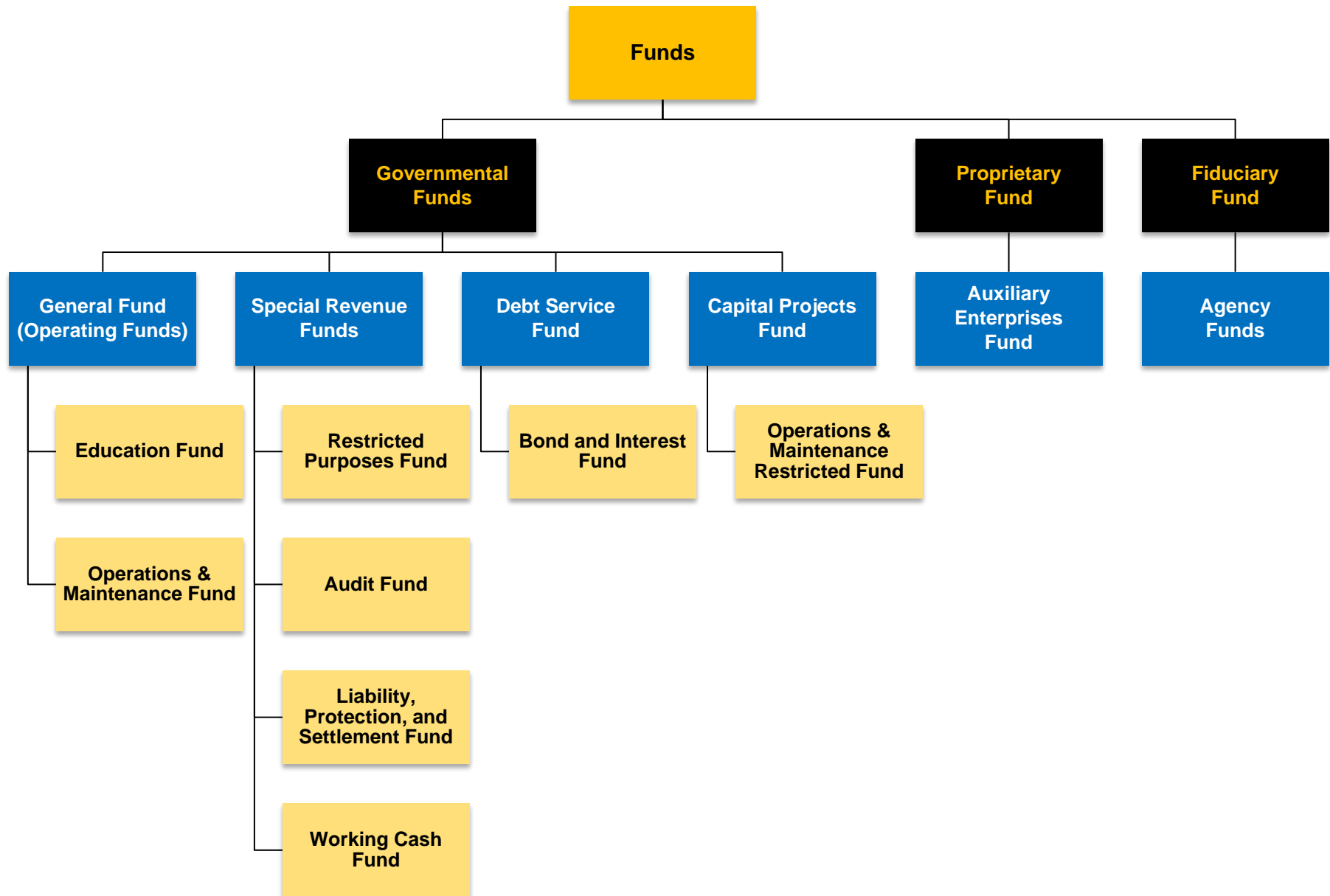
(Source: P.A. 100-884, eff. 1-1-19.)

(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.)

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 transfers, the Working Cash Fund is used as a source of working capital by other funds. Such transfers assist operating funds in meeting the demands for ordinary and necessary expenditures during periods of low cash balances.

The Working Cash Fund is used to account for financial resources held by the college to be used for transfers 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 receipted 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 bookstore sales, student fees, and food service 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

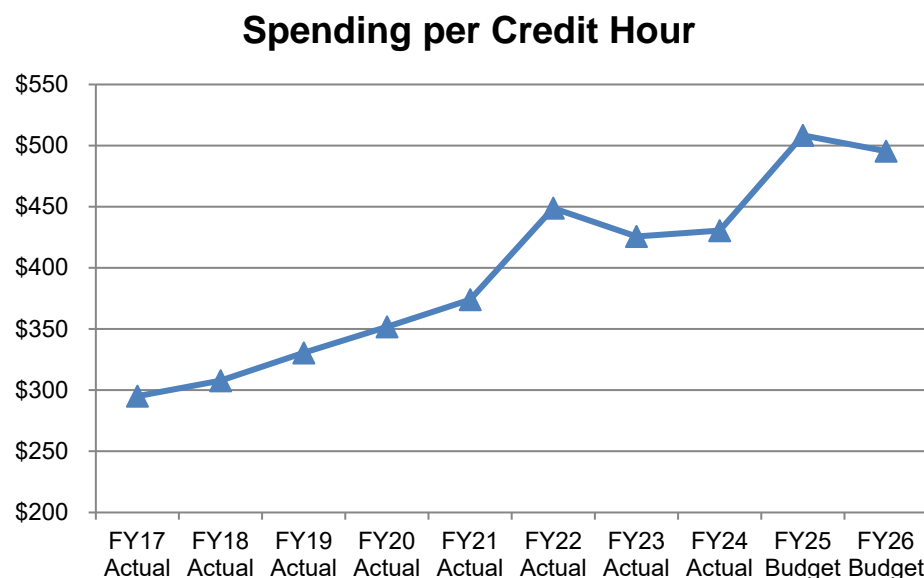
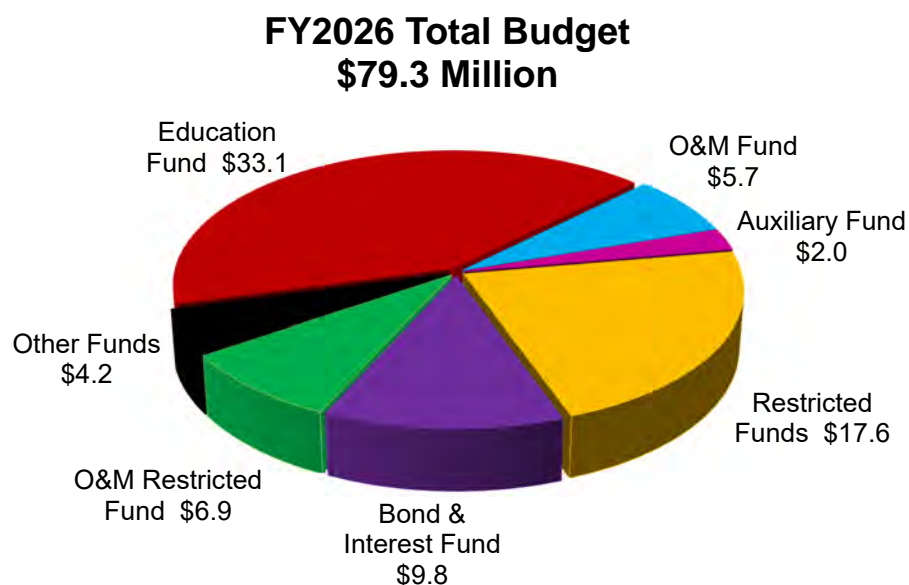
The above chart lists each Program and the associated fund(s) in which the activity is recorded.

Fiscal Year 2026 Budget Highlights

Black Hawk College is presenting an operating budget with expenses greater than revenue for fiscal year 2026. 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 2026 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 FY2026, totals \$79.3 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 FY2026 is relatively flat compared to FY2025 at \$38.8 million and \$38.5 million respectively. 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 \$495 for FY2026; 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 \$174 for FY2026. The graphic below illustrates the College's spending per credit hour from FY2017 to FY2026.



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 2026 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 2026 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 new federal leadership has created fear, uncertainty and doubt in every aspect of life and business which is a challenge to provide a confident accounting. Additionally, the continued uncertainty of state funding 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. Likewise, 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. During FY2025, the college hired a full-time grant writer to assist in the success of new grant revenue.

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 FY2026 budget:

- Governor and legislative bodies are of the same political party
- State of Illinois revenue generation
- State of Illinois personal property replacement tax reduction
- State outflows of cash exceeding inflow
- 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 budget impasse, it taught the College to budget conservatively and be cautious of state funding reliance. Although enrollment has increased greater than the state average, the FY2026 Black Hawk College Operating Budget reflects flat funding in ICCB appropriations of state funding from FY2025 levels.

Student financial aid funding from the State remains a concern in fiscal year 2026. It has been budgeted in FY2026 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. FY2026 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 largest source of operating revenue for Black Hawk College which is similar to other community colleges across Illinois due to reduced state funding. FY2026 will see in-district tuition rate increase of \$10.00 from FY2025 to \$174.00 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 continues to increase and 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 state appropriations, property taxes are the second leading source of operating revenue.

According to the 2020 Census and the 2023 US Census Quick Facts, 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 2026 10th day apportionment eligible enrollment is estimated to increase roughly 3% from FY2025 projected budgeted results of 67,000 to 69,000 credit hours. Additional information regarding credit hours realized from fiscal year 2015 to fiscal year 2024 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. Personal property replacement tax have returned to pre-COVID levels. 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, including Black Hawk College. 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:

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

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

- FY2026 Galva Buildings A, B, C Flooring Pneumatic Controls and three HVAC units for Building 1
- Optimization of the Quad-Cities campus chillers allowing for cross-functionality and duplication when necessary

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 FY2026 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 2026 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 2026 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 2026 Budget can be found in the Budget Details section of this document.

Revenue Overview

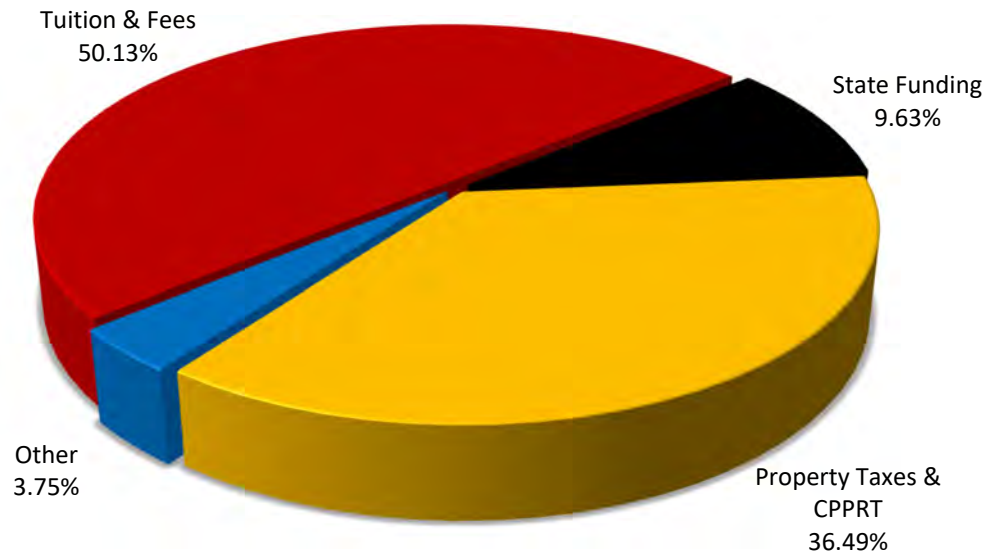
Black Hawk College has three primary sources of Operating Funds revenue:

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

These three sources comprise approximately 96.25% of total revenues as depicted in the chart below. The remaining 3.75% includes the following:

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

FY2026 Total Revenue for Operating Funds



Credit Hours

Since FY2025 credit hours are not final during the budget process, FY2024 actual and FY2025 estimated numbers are used for FY2026 budget comparison and benchmarking. FY2024 credit hours for the College increased by 4.80% from the prior year, and FY2025 total credit hours are estimated to increase 2.95% from FY2024. FY2026 credit hours are estimated to continue this trend and increase 3.0% from the FY2025 budget. The College is continuously implementing strategies to strengthen student retention, program development, and program expansion efforts. During FY2025, these efforts included the investment in third party advising for a Customer Relationship Management (CRM) software, student payment processor and student refund implementation, HLC follow-up, facility master plan, and hiring an Associate Vice President for External Relations. These efforts will extend into FY2026, along with improving efficiencies in advising and implementing an electronic catalog. Additional recruiting efforts include consulting services to help improve advising capabilities, the addition of an eSports team and continued exploration of 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 50.13% of the overall revenue received. FY2026 tuition rates will increase from FY2025 rates but does not include increasing tuition waiver administration fee for instructional and support services or dual credit. The Board of Trustees approved the FY2026 tuition and fee rates, per credit hour to the right, at the February 27, 2025 meeting.

Since FY2015, including the FY2026 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 increase to \$174.00 per credit hour for FY2026. This is the first increase since FY2023 and is an average annual increase of 1.16% between FY2017 to FY2026. 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.

Tuition:	
In-district residents	\$ 174.00
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)	\$ 174.00
Dual credit tuition rate for BHC	\$ 174.00
faculty-taught courses	
Fees:	
Waiver Administration Fee for	\$ 30.00
Instructional and Support Services	
Dual credit tuition rate	\$ 30.00

State Funding

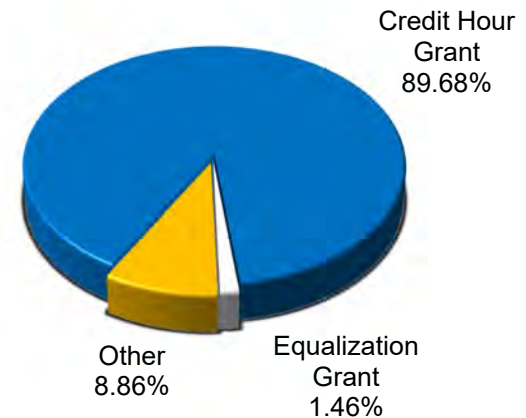
State funding for the operating funds is primarily received through two programs: the ICCB Credit Hour Grant and the ICCB Equalization Grant. These two programs account for approximately 91.14% of the total state funding received by the College. The remaining 8.86% of state funding is received through various state grants. The State of Illinois has announced a 3.00% increase in funding for community colleges in FY2026. 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 FY2025.

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 FY2026 has been budgeted flat to FY2025 actual values awarded, which is 99.95% of FY2021 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 1.46% of total state funding in FY2026. The budgeted FY2026 Equalization Grant funding has also been budgeted as flat to actual FY2025 values awarded, and by comparison is 2.60% of FY2020 actual values received. The reduced funding from the Equalization grant is due to increased EAV and Corporate Personal Property Replacement Tax for Black Hawk College in comparison to other community colleges in the state.

The remaining 8.86% of FY2026 state revenue is made up of \$9,000 for ICCB Performance Based Incentive, and \$294,000 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.

**FY2026 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 3.0% for the 2024 levy year. The 2024 levy year is collectible in calendar year 2025 and recorded in FY2025 and FY2026. Though EAV is estimated to increase, changes in the tax levy reflect an increase of 9.93% in revenue for Operating Funds due to changes in tax levy rates.

The budget for FY2026 property taxes by each Operating Fund is as follows:

Property Taxes	FY2024 Budget	FY2024 Actual	FY2025 Budget	FY2026 Budget
Education Fund	\$8,040,000	\$8,357,947	\$8,614,500	\$9,470,400
Operations & Maintenance Fund	4,690,500	4,877,735	5,025,800	5,524,300
Total	\$12,730,500	\$13,235,682	\$13,640,300	\$14,994,700

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 FY2026 is based on a 20% reduction from the FY2025 estimate provided by the State of Illinois. The amount included in the FY2026 budget for CPPRT is \$1,637,000.

Corporate Personal Property Replacement Tax	FY2024 Budget	FY2024 Actual	FY2025 Budget	FY2026 Budget
Education Fund	\$3,000,000	\$2,315,789	\$2,949,000	\$1,637,000
Operations & Maintenance Fund	600,000	463,206	334,000	0
Total	\$3,600,000	\$2,778,995	\$3,283,000	\$1,637,000

Expenditure Overview

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

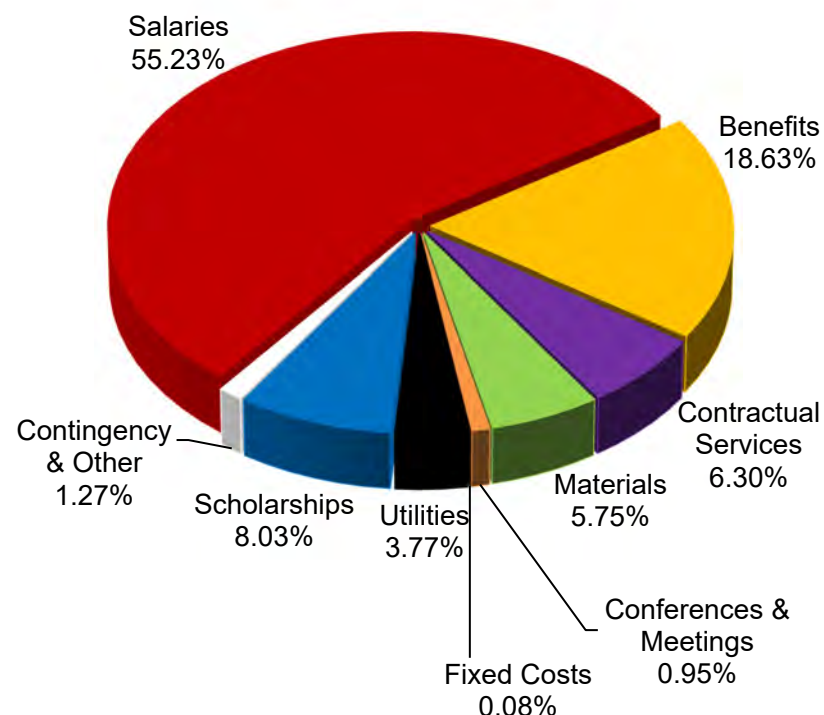
- Salaries
- Benefits
- Contractual Services
- Materials and Supplies
- Utilities
- Waivers

The largest expenditures for the College are incurred for salaries and benefits. These two expenditure categories comprise approximately 73.86% 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 FY2026 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, state minimum wage requirements and the BHC starting wage initiative. These adjustments reflect both union and non-union employees as appropriate.
3. The utilities budget increased 3.77% due to additional usable square footage from the Moline building 2 renovation and welding expansion that will be in use in FY2026.
4. Waivers are budgeted to increase 8.03% primarily due to an increase in adult education participation

**FY2026 Total Expenditures
Operating Funds**



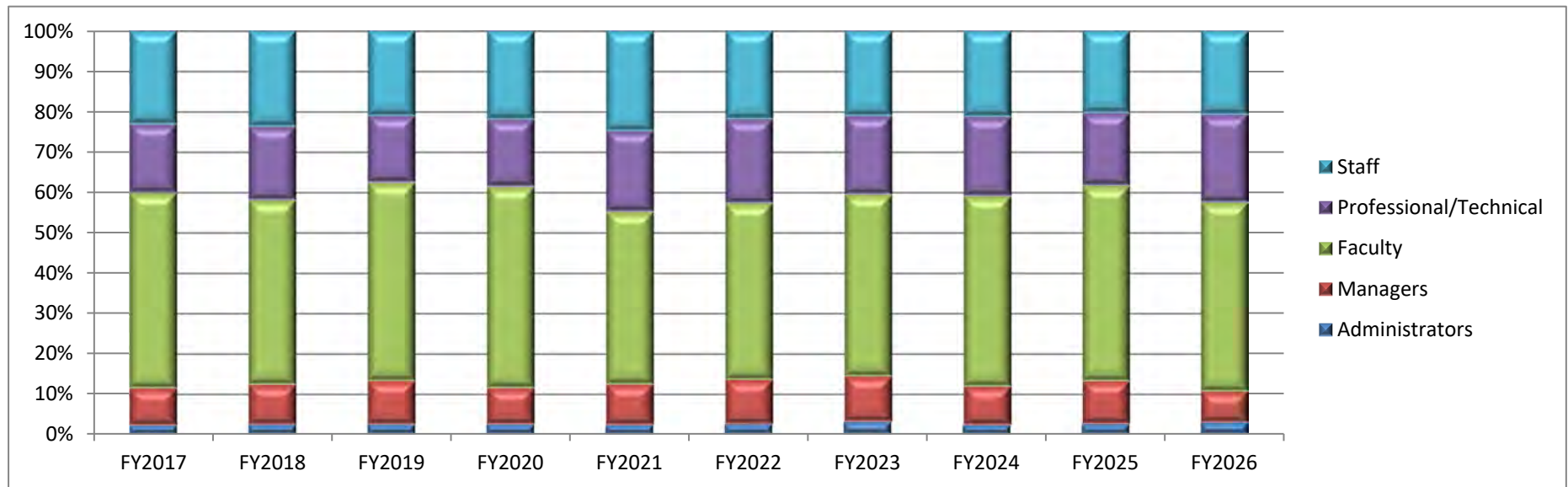
Personnel

The FY2026 budgeted amount for Operating Funds Salaries is projected to decrease by 2.18% over the FY2025 adopted budget amount. Wage decreases reflect changes in personnel due to an early retirement and voluntary separation plan offset by the new state minimum wage of \$15.00 effective January 1, 2025, as well as negotiated union labor agreements. In addition, the College has implemented a BHC starting wage initiative as a result of the FY2024 Great Places to Work survey. This initiative increases the college minimum wage to \$17.00 for non-student, non-union employees effective January 1, 2025. The College is also heading into UAW negotiations for the upcoming fiscal year. Finally, 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 FY2017 through FY2026.



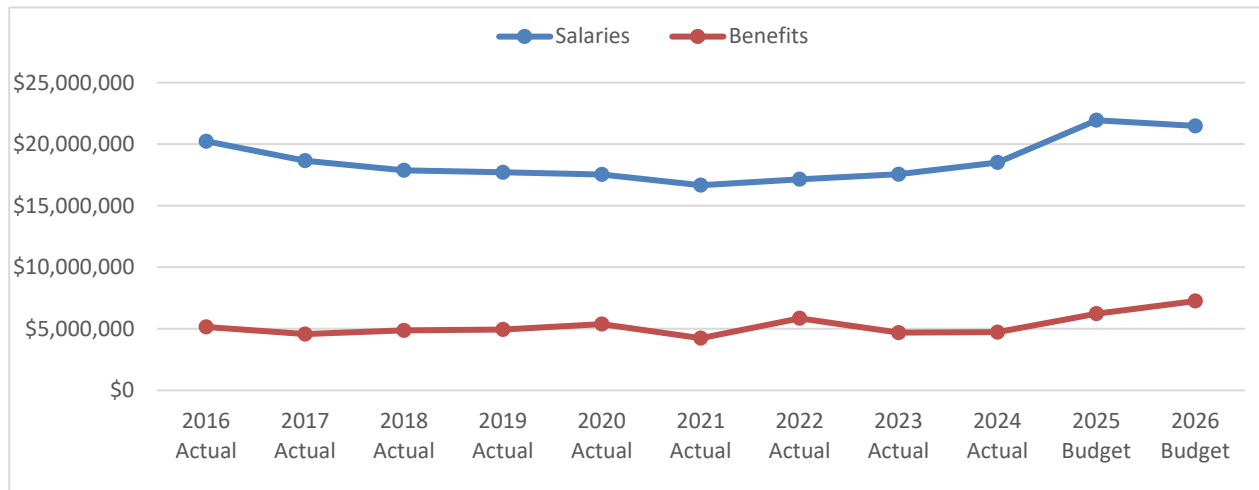
Benefits

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, the College is expecting the operating funds benefits expense to increase 10% from the FY2025 budget. The budget also reflects changes in personnel and contractual agreements on employee cost sharing. The benefits budget assumes an increase, approximately 14.17% in the cost of health insurance from the FY2025 budgeted amount.

FY2017 to FY2026 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

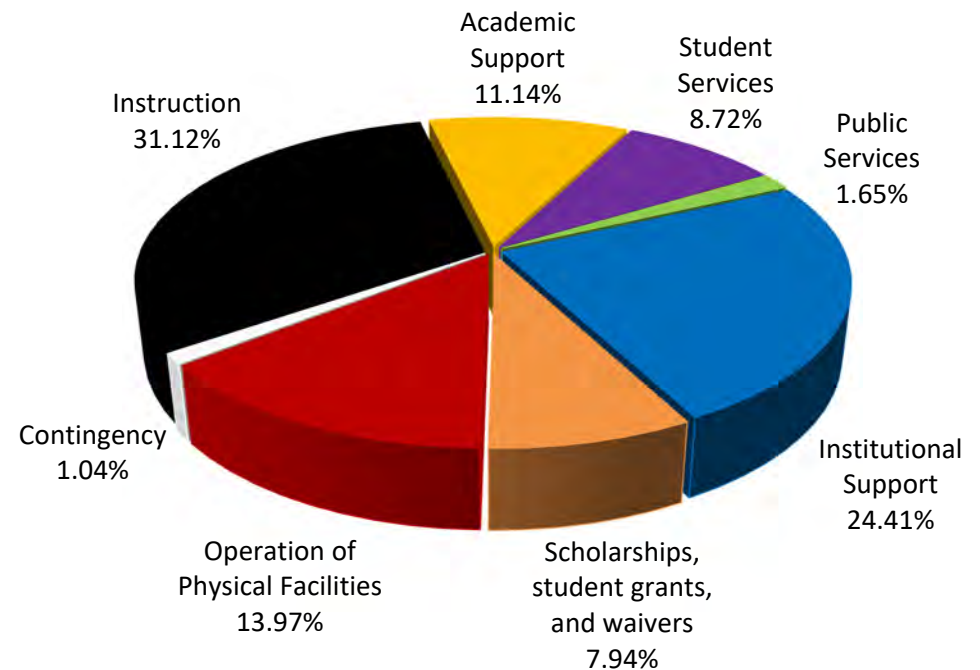
The largest program expenditures for the College are instruction, institutional support, and operation of physical facilities, making up 69.01% of Operating Fund expenditures for this fiscal year. The overall contribution of each program is depicted to the right.

All FY2026 programs with the exception of Operation of Facilities reflect a small increase in expenses from the FY2025 budget, due to services aimed at increasing enrollment and retention.

Increased expenditures include:

- 4.02% increase in student services
- 2.27% increase in academic support
- 0.81% increase in institutional support
- 1.99% increase in scholarships, grants and waivers

FY2026 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, FY2025 data or FY2026 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.

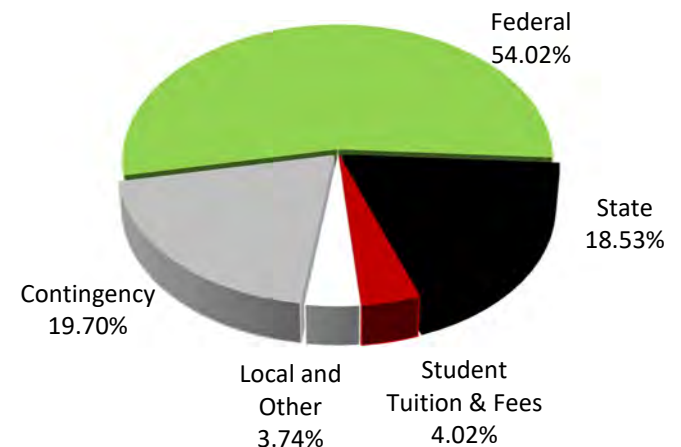
The following information reviews FY2025 year-to-date data, which was the starting basis for budgeting FY2026 grant funds. During FY2025, the College received grant funds from seven federal agencies directly or through state pass-through agreements. These federal agencies include: Department of Education, Department of Labor, Department of Health and Human Services, National Science Foundation and Department of Veterans Affairs. Of these funds, \$7.0 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 FY2025. Other sources of state grant funding included the Illinois Arts Council, Illinois Community College Board, Illinois Department of Human Services, Illinois Department of Transportation, Illinois Department of Veteran's Affairs, Illinois Manufacturers' Association, Illinois Secretary of State, and the Illinois State Board of Education. During FY2025, Black Hawk College received local funding from the Quad Cities United Way to prepare students for success after high school.

For FY2026, Black Hawk College expects to receive \$9,038,194 in federal funding. This is a decrease compared to the FY2025 budget of \$9,636,664. Budgeted state funding for FY2026 is \$3,100,101. This is a decrease compared to FY2025 budget of \$3,643,056. 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.

FY2026 Restricted Funds by Source



Fiscal Year 2025 Grant Schedule

Fiscal Year 2025 Federal Grants Schedule							
Title	Source	Department	Award Amount	Start Date	End Date	Description	Granting / Pass-Through Agency
Student Financial Aid Cluster	Agency	Financial Aid	\$ 7,001,412	7/1/2024	6/30/2025	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	3,364	7/1/2024	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	287,872	7/1/2024	6/30/2025	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	7/1/2024	6/30/2025	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	55,368	9/1/2023	8/31/2024	Provides supportive services to disadvantaged college students	Department of Education (DOE), Office of Postsecondary Education
Special Student Services	Competitive	Student Success Center	399,562	9/1/2024	8/31/2025	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	68,949	7/1/2024	6/30/2025	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)
Training Employee Academic Mastery	Competitive	Business & Community Education	106,504	7/1/2024	6/30/2025	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	80,000	7/1/2024	6/30/2025	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	24,784	3/1/2024	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
Veteran's Educational Assistance	Agency	Financial Aid	104,883	7/1/2024	6/30/2025	Provide eligible veterans with grant assistance for educational expenses.	Department of Veteran's Affairs

Total Fiscal Year 2025 Federal Grants **\$ 8,554,249**

Fiscal Year 2025 Local Grants Schedule							
Title	Source	Department	Award Amount	Start Date	End Date	Description	Granting / Pass-Through Agency
UWQC Community Impact Grant	Competitive	Outreach	25,000	7/1/2024	6/30/2025	To prepare students for success after high school.	United Way of the Quad Cities

Total Fiscal Year 2025 Local Grants **\$ 25,000**

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.

Fiscal Year 2025 State Grants Schedule							
Title	Source	Department	Award Amount	Start Date	End Date	Description	Granting / Pass-Through Agency
Monetary Award Program (MAP)	Agency	Financial Aid	\$ 1,298,002	7/1/2024	6/30/2025	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	449,920	7/1/2024	6/30/2025	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	40,000	7/1/2024	12/31/2024	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)
Innovative Bridge and Transition - ADN Pathway	Competitive	Adult Education and Nursing	238,524	7/1/2024	6/30/2025	To train more healthcare providers from underserved communities, including those who come to the area as refugees. To address the pathway that puts up a barrier for practical nurses (LPNs) who want to become associate degree nurses (RNs).	Illinois Community College Board (ICCB)
Pipeline for the Advancement of the Healthcare Workforce (PATH)	Competitive	Nursing & Health & Human Services	268,746	7/1/2024	6/30/2025	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.	Illinois Community College Board (ICCB)
Workforce Equity Initiative (WEI)	Competitive	Workforce Development	800,000	7/1/2024	9/30/2025	To train underserved populations, at least 60% of which will be African Americans, in high-paying, high-demand careers.	Illinois Community College Board (ICCB)
Mental Health Early Action on Campus Act	Agency	Counseling	50,000	7/1/2024	6/30/2025	To address gaps in mental health services on college campuses across Illinois.	Illinois Community College Board (ICCB)
Mental Health Early Action on Campus Act	Agency	Counseling	119,967	1/1/2025	12/31/2025	Expansion of funding to address gaps in mental health services on college campuses across Illinois.	Illinois Community College Board (ICCB)
Adult Education	Competitive	Outreach	548,092	7/1/2024	6/30/2025	Supports Adult Education programs. Includes State Basic and State Performance.	Illinois Community College Board (ICCB)
Expansion of ESL Services	Competitive	Outreach	40,144	7/1/2024	6/30/2025	To expand support of ESL services primarily to asylees, refugees, and immigrants in order to integrate successfully into their new communities.	Illinois Community College Board (ICCB)
Non-Credit Workforce Training Initiative	Agency	Business & Community Education	125,000	4/1/2024	3/31/2025	To provide customized and open enrollment safety trainings to small manufacturers and leadership trainings to municipalities.	Illinois Community College Board (ICCB)
Non-Credit Workforce Training Initiative	Agency	Business & Community Education	100,000	1/1/2025	12/31/2025	Expansion of funding to provide customized and open enrollment safety trainings to small manufacturers and leadership trainings to municipalities.	Illinois Community College Board (ICCB)
FAFSA Completion Events	Agency	Student Services	5,000	7/1/2024	8/31/2024	Funding to host community-wide FAFSA completion events.	Illinois Community College Board (ICCB)
Scaling Transformative Advanced Manufacturing Pathways	Competitive	Workforce Development	24,250	7/1/2023	4/30/2025	To support students in manufacturing education pathways, particularly those from underrepresented populations and those facing barriers to education and employment.	Dept of Commerce and Economic Opportunity/Passed through IL Manufacturers' Association
Optional Ed/Truants	Competitive	Outreach	190,975	7/1/2024	6/30/2025	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	7/1/2024	6/30/2025	Provides resources to recruit, train and retain agricultural science teachers.	Illinois State Board of Education (ISBE)
Vivaldi Gloria Project - Creative Catalyst Grant	Competitive	Music Performances	3,185	9/20/2024	12/12/2024	To combine talent and resources in a collaboration with high school, collegiate, and community musicians on a performance of a classical, choral-orchestral work.	Illinois Arts Council
Adult Volunteer Literacy	Competitive	Outreach	49,000	7/1/2024	6/30/2025	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	99,122	7/1/2024	6/30/2025	Provides financial assistance to eligible undergraduate postsecondary students with disabilities.	Illinois Department of Human Services (IDHS)
Illinois National Guard	Agency	Financial Aid	64,532	7/1/2024	6/30/2025	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	34,251	7/1/2024	6/30/2025	Provides scholarships to eligible individuals.	Illinois Department of Veteran's Affairs (IDVA)
Total Fiscal Year 2025 State Grants			\$ 4,568,710				
Total Fiscal Year 2025 Grants:			\$ 13,147,959				



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 FY2026 was completed during the Facility Master Planning (FMP) process. The estimated amount of available funds is approximately \$2,602,000, which is funded from levied taxes. FY2026 PHS Projects will be assigned to a District-wide concrete and asphalt maintenance and repair and asbestos abatement. All of this is included in the FY2026 Restricted Operations and Maintenance Budget.

In 2023, BHC issued \$75 million in bonds to expand and renovate facilities and amenities. The College renovated the Quad Cities Building 3, 2, manufacturing lab and created a welding center. The last phases of the Building 2 renovation will be completed the first quarter of FY2026 and will be ready for fall 2025 instruction. 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.

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.

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 been included in the FY2026 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 FY2026 and 2027, East Campus Buildings A, B & C flooring, and pneumatic controls along with East Campus Buildings 1 and 2 will have HVAC units 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/BHC-Facilities-Master-Plan-August-2021_web.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 for Student Services, both Co-Chief Information Officers, Director of Purchasing and Auxiliary Services, and Director for Facilities. 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 FY2026 through FY2030. 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 FY2026 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.

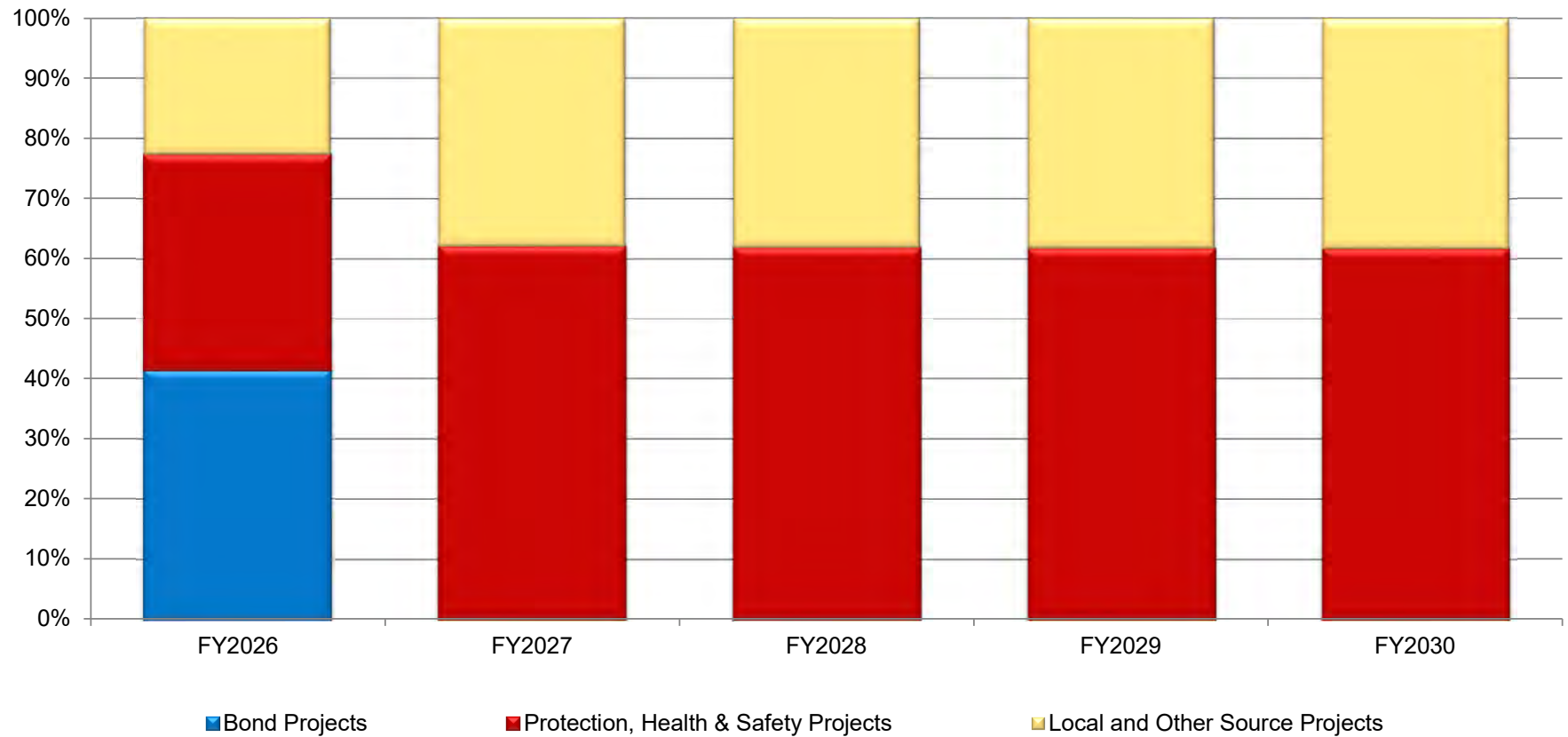
Capital Projects Budget FY2026 through FY2030

	FY2026	FY2027	FY2028	FY2029	FY2030	Total Budget
Bond Projects						
Buildings 3, 2 & STB Renovations	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000
Protection, Health & Safety Projects						
DW Concrete and Asphalt Repair	2,602,000					
Future Projects	-	2,654,000	2,707,000	2,761,000	2,816,000	10,938,000
Protection, Health & Safety Projects Totals:	\$ 2,602,000	\$ 2,654,000	\$ 2,707,000	\$ 2,761,000	\$ 2,816,000	\$ 13,540,000
Local and Other Source Projects						
Information Technology Projects & Refresh	\$ 750,000	\$ 775,000	\$ 800,000	\$ 825,000	\$ 850,000	\$ 4,000,000
District Street & Parking Repairs	100,000	250,000	260,000	270,000	275,000	1,155,000
DW Vehicles and Equipment	400,000	200,000	210,000	220,000	230,000	1,260,000
Contingency - Unidentified Projects	400,000	400,000	400,000	400,000	400,000	2,000,000
Local Projects Totals:	\$ 1,650,000	\$ 1,625,000	\$ 1,670,000	\$ 1,715,000	\$ 1,755,000	\$ 8,415,000
Total for All Projects:	\$ 7,252,000	\$ 4,279,000	\$ 4,377,000	\$ 4,476,000	\$ 4,571,000	\$ 24,955,000

Estimated Operating Impact of Capital Projects

	FY2026	FY2027	FY2028	FY2029	FY2030	Total Budget
Operations:						
Custodial	\$ 83,228	\$ 23,868	\$ 4,161	\$ 4,369	\$ 4,588	\$ 120,215
Maintenance	14,149	3,580	3,759	3,947	4,145	29,580
Utilities	16,646	7,160	7,518	7,894	8,289	47,508
Total Operating Impact:	\$ 114,022	\$ 34,609	\$ 15,439	\$ 16,211	\$ 17,022	\$ 197,303

Annual Capital Spending by Funding Source



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 2024 EAV of \$5.5 billion, the College's applicable debt limit calculates to \$159 million. The College's total outstanding debt estimated for June 30, 2025, is \$77.4 million or approximately 51.3% of the allowable limit.

EAV x 2.875%	=	Allowable Debt
\$5,530,220,037 x 2.875%	=	\$158,993,826
Allowable Debt – Outstanding Debt	=	Debt Margin
\$158,993,826 – \$77,380,000	=	\$81,613,826

Summary of Outstanding Debt

Bond Series	Outstanding Debt Principal as of June 30, 2025
2012 Bonds	\$ 10,925,000
2023 Bonds	\$ 66,455,000

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.*

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.*

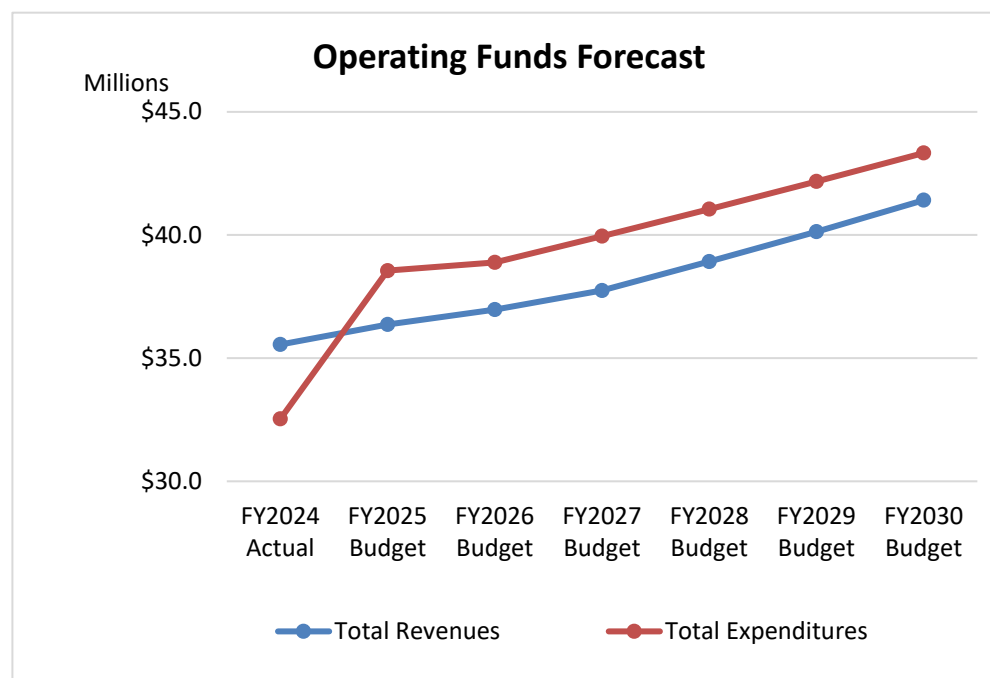
Future Outlook

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 9.9% proposed increase in property tax revenue, along with a reduced Corporate Personal Property Replacement Tax revenue with funding levels anticipated to be similar to pre-COVID, provides a 1.7% reduction 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 27.1% 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 state minimum wage increases and the Black Hawk College starting wage. 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 10.0%. Non-salary and benefit expenditures have been calculated based on a 2.0% increase annually.

Enrollment had been declining, but FY2024 and FY2025 reversed that trend and moving forward the College is forecasting a modest 3.0% increase. The anticipated increase in tuition of \$10.00, \$3.00 and \$3.00 per in-district credit hour effective for FY2026, FY2027 and FY2028 respectively 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. The college requires an additional 10,000 credit hours, a reduction of operating costs, additional fund transfers or a combination thereof.



Operating Funds Forecast

	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2027 Budget	FY2028 Budget	FY2029 Budget
Inflows:						
Local governmental sources	\$ 16,014,677	\$ 16,923,300	\$ 16,631,700	\$ 17,082,000	\$ 17,545,000	\$ 18,022,000
State governmental sources	4,691,279	4,691,000	3,421,000	3,489,000	3,559,000	3,630,000
Student tuition and fees	12,475,375	13,434,717	15,326,325	15,679,000	16,423,000	17,197,000
Other sources	2,373,973	1,314,515	1,588,469	1,495,000	1,393,000	1,282,000
Total inflows	35,555,304	36,363,532	36,967,494	37,745,000	38,920,000	40,131,000
Outflows:						
Salaries & Benefits	23,228,068	28,164,445	28,722,647	29,585,000	30,473,000	31,388,000
Non-Salaries & Benefits	9,306,986	10,384,593	10,163,156	10,366,000	10,573,000	10,784,000
Total outflows	32,535,054	38,549,038	38,885,803	39,951,000	41,046,000	42,172,000
Net Transfers:	(2,099,934)	(75,000)	(700,000)	2,000,000	2,000,000	2,000,000
Excess (deficiency) of inflows over outflows	920,316	(2,260,506)	(2,618,309)	(206,000)	(126,000)	(41,000)
Fund balance						
Beginning (estimated)	15,449,348	16,369,664	14,109,158	11,490,849	11,284,849	11,158,849
Ending (estimated)*	\$ 16,369,664	\$ 14,109,158	\$ 11,490,849	\$ 11,284,849	\$ 11,158,849	\$ 11,117,849

Enrollment Forecast

	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2027 Budget	FY2028 Budget	FY2029 Budget
Credit Hours	80,014	83,113	86,000	88,580	91,237	93,975
Change from Prior Year	4.19%	3.87%	3.47%	3.00%	3.00%	3.00%

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BUDGET DETAILS



**All Funds - Combining Statement of Revenues, Expenditures, and Changes In Fund Balances
FY2017 through FY2026**

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Revenues:										
Local Governmental Sources										
Property Taxes	\$ 21,077,895	\$ 22,304,048	\$ 23,116,343	\$ 23,354,222	\$ 24,145,463	\$ 24,474,478	\$ 25,322,952	\$ 26,303,855	\$ 26,840,800	\$ 31,284,125
Corporate Personal Property Replacement Tax	1,480,910	1,219,068	1,356,578	1,466,854	2,043,762	4,418,980	4,611,826	2,778,995	3,283,000	1,637,000
Other	3,291	-	-	-	-	-	-	-	-	-
Total Local Government Sources	22,562,096	23,523,116	24,472,921	24,821,076	26,189,225	28,893,458	29,934,778	29,082,850	30,123,800	32,921,125
State Governmental Sources	10,815,284	8,306,752	7,719,341	7,683,931	7,471,900	8,989,493	8,013,013	9,772,254	8,334,056	6,521,101
Federal Governmental Sources	7,431,615	7,234,806	6,501,114	7,911,547	12,252,303	14,401,804	6,205,709	9,587,906	9,642,164	9,044,694
Student Tuition and Fees	16,903,529	16,485,330	15,351,828	14,023,004	12,048,041	11,826,491	13,126,528	13,200,900	14,161,717	16,181,325
Sales and Services	2,783,869	2,398,612	2,053,383	1,783,384	1,154,910	1,285,343	1,626,230	1,559,752	1,317,987	1,470,845
Rental of Facilities and Equipment	276,622	164,611	183,147	222,421	154,556	163,263	250,828	148,560	163,088	158,729
Investment Earnings	394,887	908,951	1,372,995	807,639	370,837	400,634	4,072,015	6,568,579	1,400,000	1,708,000
Other Sources	820,175	447,739	495,300	357,667	728,480	492,785	487,426	560,589	1,184,264	668,900
Contingency	-	-	-	-	-	-	-	-	2,430,655	3,297,154
Total Revenues	61,988,077	59,469,917	58,150,029	57,610,669	60,370,252	66,453,272	63,716,527	70,481,390	68,757,731	71,971,873
Expenditures:										
Instruction	12,182,477	11,179,208	10,946,151	10,793,307	10,625,206	10,505,570	10,897,022	11,239,833	12,560,480	12,318,034
Academic Support	4,469,817	4,288,440	4,317,768	4,580,647	4,614,262	4,927,028	5,951,330	6,757,826	5,829,695	6,881,503
Student Services	3,318,137	3,031,118	3,161,936	3,093,546	2,993,741	3,221,754	3,652,863	3,856,363	4,247,482	4,303,735
Public Services	1,299,223	1,404,315	1,376,082	1,261,612	946,980	968,720	1,063,170	1,162,730	1,480,388	1,497,384
Institutional Support	14,982,030	13,842,654	15,453,270	16,175,234	14,691,615	16,822,754	20,314,072	20,389,202	27,268,760	26,033,236
Auxiliary Services	2,548,671	2,243,959	2,025,902	1,877,111	1,706,048	1,743,604	1,793,017	1,898,342	1,867,098	1,988,148
Scholarships, Student Grants, and Waivers	11,562,505	10,496,492	9,615,614	9,919,285	9,979,544	11,916,459	9,266,493	12,086,197	12,771,618	13,058,770
Operation of Physical Facilities	10,838,967	15,927,817	21,512,428	10,182,495	6,167,330	9,986,422	28,150,350	39,872,664	44,150,787	12,501,096
Contingency & Other	-	-	-	-	-	-	-	-	726,000	676,000
Total Expenditures	61,201,827	62,414,003	68,409,151	57,883,237	51,724,726	60,092,311	81,088,317	97,263,157	110,902,308	79,257,906
Excess (Deficiency) of Revenues over Expenditures	786,250	(2,944,086)	(10,259,122)	(272,568)	8,645,525	6,360,961	(17,371,790)	(26,781,767)	(42,144,577)	(7,286,033)
Other Financing Sources (Uses):										
Transfers In	-	9,860,000	1,521,305	3,841,696	8,780,336	6,114,779	5,400,000	5,678,938	2,075,000	700,000
Transfers (Out)	-	(9,860,000)	(1,521,305)	(3,841,696)	(8,780,336)	(6,079,000)	(5,400,000)	(5,678,938)	(2,075,000)	(700,000)
Bond & Debt Certificate Proceeds	28,955,000	-	-	-	-	-	67,735,000	-	-	-
Bond Premium (Discount)	3,023,591	-	-	-	-	-	10,001,455	-	-	-
Interest Expense	-	-	-	-	-	-	-	(7,743)	-	-
SBITA Issuance	-	-	-	-	-	-	946,645	977,935	-	-
Total Other Financing Sources (Uses)	31,978,591	-	-	-	-	35,779	78,683,100	970,192	-	-
Excess (Deficiency) of Revenues and Other Financing Resources over Expenditures and Other Financing Uses	32,764,841	(2,944,086)	(10,259,122)	(272,568)	8,645,525	6,396,740	61,311,310	(25,811,575)	(42,144,577)	(7,286,033)
Fund balance										
Beginning (Estimated)	38,174,695	70,609,489	67,665,403	57,406,282	57,133,714	65,805,304	72,202,044	133,513,354	107,701,779	65,557,202
Ending (Estimated)	\$ 70,939,536	\$ 67,665,403	\$ 57,406,282	\$ 57,133,714	\$ 65,779,239	\$ 72,202,044	\$ 133,513,354	\$ 107,701,779	\$ 65,557,202	\$ 58,271,169

Combining All Funds FY2026 Budget

	Operating Funds					Liability, Protection, and Settlement		Bond & Interest	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds	Audit Fund	Fund	Working Cash Fund	Fund		
Revenues:										
Local Governmental Sources										
Property Taxes	\$ 9,470,400	\$ 5,524,300	\$ -	\$ -	\$ 156,125	\$ 3,769,100	\$ -	\$ 9,762,200	\$ 2,602,000	\$ 31,284,125
Corporate Personal Property Replacement Tax	1,637,000	-	-	-	-	-	-	-	-	1,637,000
Total Local Government Sources	11,107,400	5,524,300	-	-	156,125	3,769,100	-	9,762,200	2,602,000	32,921,125
State Governmental Sources	2,930,000	491,000	-	3,100,101	-	-	-	-	-	6,521,101
Federal Governmental Sources	6,500	-	-	9,038,194	-	-	-	-	-	9,044,694
Student Tuition and Fees	15,258,325	68,000	183,000	672,000	-	-	-	-	-	16,181,325
Sales and Services	373,490	3,000	1,093,500	855	-	-	-	-	-	1,470,845
Rental of Facilities and Equipment	-	158,729	-	-	-	-	-	-	-	158,729
Investment Earnings	735,000	280,000	17,500	-	3,500	105,000	567,000	-	-	1,708,000
Other Sources	27,250	4,500	12,150	625,000	-	-	-	-	-	668,900
Contingency	-	-	-	3,297,154	-	-	-	-	-	3,297,154
Total Revenues	30,437,965	6,529,529	1,306,150	16,733,304	159,625	3,874,100	567,000	9,762,200	2,602,000	71,971,873
Expenditures:										
Instruction	12,007,667	-	-	310,367	-	-	-	-	-	12,318,034
Academic Support	4,393,745	-	-	2,487,758	-	-	-	-	-	6,881,503
Student Services	3,497,498	-	-	806,237	-	-	-	-	-	4,303,735
Public Services	640,117	-	-	857,267	-	-	-	-	-	1,497,384
Institutional Support	9,486,230	-	-	2,972,154	195,680	2,872,184	-	9,756,988	750,000	26,033,236
Auxiliary Services	-	-	1,988,148	-	-	-	-	-	-	1,988,148
Scholarships, Student Grants, and Waivers	3,121,000	-	-	9,937,770	-	-	-	-	-	13,058,770
Operation of Physical Facilities	-	5,338,546	-	-	-	1,060,550	-	-	6,102,000	12,501,096
Contingency & Other	-	401,000	-	275,000	-	-	-	-	-	676,000
Total Expenditures	33,146,257	5,739,546	1,988,148	17,646,553	195,680	3,932,734	-	9,756,988	6,852,000	79,257,906
Excess (Deficiency) of Revenues over Expenditures	(2,708,292)	789,983	(681,998)	(913,249)	(36,055)	(58,634)	567,000	5,212	(4,250,000)	(7,286,033)
Other Financing Sources (Uses):										
Transfers In	-	-	700,000	-	-	-	-	-	-	700,000
Transfers (Out)	-	(700,000)	-	-	-	-	-	-	-	(700,000)
Bond & Debt Certificate Proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Interest Expense	-	-	-	-	-	-	-	-	-	-
SBITA Issuance	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	(700,000)	700,000	-	-	-	-	-	-	-
Excess (Deficiency) of Revenues and Other Financing Resources over Expenditures and Other Financing Uses	(2,708,292)	89,983	18,002	(913,249)	(36,055)	(58,634)	567,000	5,212	(4,250,000)	(7,286,033)
Fund balance										
Beginning (Estimated)	8,880,470	5,228,688	683,977	14,890,511	63,393	1,875,599	16,104,465	5,007,546	12,822,553	65,557,202
Ending (Estimated)	\$ 6,172,178	\$ 5,318,671	\$ 701,979	\$ 13,977,262	\$ 27,338	\$ 1,816,965	\$ 16,671,465	\$ 5,012,758	\$ 8,572,553	\$ 58,271,169

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
Total Local Government Sources	11,563,500	5,359,800	-	-	-	1,222,900	-	9,571,600	2,406,000	30,123,800
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
Total Revenues	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
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	-	5,386,100	-	-	-	1,016,687	-	-	37,748,000	44,150,787
Contingency & Other	-	401,000	-	325,000	-	-	-	-	-	726,000
Total Expenditures	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
Excess (Deficiency) of Revenues over Expenditures	(2,726,494)	540,988	(691,498)	(467,264)	(172,000)	(2,376,226)	534,000	5,917	(36,792,000)	(42,144,577)
Other Financing Sources (Uses):										
Transfers In	2,000,000	-	-	-	75,000	-	-	-	-	2,075,000
Transfers (Out)	-	(2,075,000)	-	-	-	-	-	-	-	(2,075,000)
Bond & Debt Certificate Proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Interest Expense	-	-	-	-	-	-	-	-	-	-
SBITA Issuance	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	2,000,000	(2,075,000)	-	-	75,000	-	-	-	-	-
Excess (Deficiency) of Revenues and Other Financing Resources over Expenditures and Other Financing Uses	(726,494)	(1,534,012)	(691,498)	(467,264)	(97,000)	(2,376,226)	534,000	5,917	(36,792,000)	(42,144,577)
Fund balance										
Beginning	9,606,964	6,762,700	1,375,475	15,357,775	160,393	4,251,825	15,570,465	5,001,629	49,614,553	107,701,779
Ending (Estimated)	\$ 8,880,470	\$ 5,228,688	\$ 683,977	\$ 14,890,511	\$ 63,393	\$ 1,875,599	\$ 16,104,465	\$ 5,007,546	\$ 12,822,553	\$ 65,557,202

**Combining All Funds
FY2024 Actual**

	Operating Funds					Liability, Protection, and Settlement Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds	Audit Fund					
Revenues:										
Local Governmental Sources										
Property Taxes	\$ 8,357,947	\$ 4,877,735	\$ -	\$ -	\$ -	\$ 1,189,527	\$ -	\$ 9,537,013	\$ 2,341,633	\$ 26,303,855
Corporate Personal Property Replacement Tax	2,315,789	463,206	-	-	-	-	-	-	-	2,778,995
Total Local Government Sources	10,673,736	5,340,941	-	-	-	1,189,527	-	9,537,013	2,341,633	29,082,850
State Governmental Sources	4,199,914	491,365	-	3,306,641	-	-	-	-	1,774,334	9,772,254
Federal Governmental Sources	6,025	-	-	9,581,881	-	-	-	-	-	9,587,906
Student Tuition and Fees	12,405,741	69,634	146,370	579,155	-	-	-	-	-	13,200,900
Sales and Services	489,277	5,217	1,065,258	-	-	-	-	-	-	1,559,752
Rental of Facilities and Equipment	3,350	145,210	-	-	-	-	-	-	-	148,560
Investment Earnings	1,241,388	370,084	47,407	-	12,287	259,554	800,524	199,982	3,637,353	6,568,579
Other Sources	108,539	4,883	9,480	436,189	-	1,498	-	-	-	560,589
Contingency	-	-	-	-	-	-	-	-	-	-
Total Revenues	29,127,970	6,427,334	1,268,515	13,903,866	12,287	1,450,579	800,524	9,736,995	7,753,320	70,481,390
Expenditures:										
Instruction	10,660,745	-	-	579,088	-	-	-	-	-	11,239,833
Academic Support	3,903,928	-	-	2,853,898	-	-	-	-	-	6,757,826
Student Services	2,799,100	-	-	1,057,263	-	-	-	-	-	3,856,363
Public Services	492,989	-	-	669,741	-	-	-	-	-	1,162,730
Institutional Support	7,507,622	-	-	81,081	132,700	2,221,297	-	8,808,470	1,638,032	20,389,202
Auxiliary Services	-	-	1,898,342	-	-	-	-	-	-	1,898,342
Scholarships, Student Grants, and Waivers	3,028,669	-	-	9,057,528	-	-	-	-	-	12,086,197
Operation of Physical Facilities	-	4,142,002	-	-	-	1,044,162	-	-	34,686,500	39,872,664
Contingency & Other	-	-	-	-	-	-	-	-	-	-
Total Expenditures	28,393,053	4,142,002	1,898,342	14,298,599	132,700	3,265,459	-	8,808,470	36,324,532	97,263,157
Excess (Deficiency) of Revenues over Expenditures	734,917	2,285,332	(629,827)	(394,733)	(120,413)	(1,814,880)	800,524	928,525	(28,571,212)	(26,781,767)
Other Financing Sources (Uses):										
Transfers In	182,000	-	-	2,400,000	-	-	-	-	3,096,938	5,678,938
Transfers (Out)	(1,600,000)	(1,582,000)	-	-	-	-	-	-	(2,496,938)	(5,678,938)
Bond & Debt Certificate Proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Interest Expense	(2,775)	-	-	(3,257)	-	(1,711)	-	-	-	(7,743)
SBITA Issuance	902,841	-	-	57,411	-	17,683	-	-	-	977,935
Total Other Financing Sources (Uses)	(517,934)	(1,582,000)	-	2,454,154	-	15,972	-	-	600,000	970,192
Excess (Deficiency) of Revenues and Other Financing Resources over Expenditures and Other Financing Uses	216,983	703,332	(629,827)	2,059,421	(120,413)	(1,798,908)	800,524	928,525	(27,971,212)	(25,811,575)
Fund balance										
Beginning	9,389,981	6,059,368	2,005,302	13,298,354	280,806	6,050,733	14,769,941	4,073,104	77,585,765	133,513,354
Ending	\$ 9,606,964	\$ 6,762,700	\$ 1,375,475	\$ 15,357,775	\$ 160,393	\$ 4,251,825	\$ 15,570,465	\$ 5,001,629	\$ 49,614,553	\$ 107,701,779

**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
Total Local Government Sources	12,218,464	5,183,507	-	-	67,069	2,182,426	-	8,054,769	2,228,543	29,934,778
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	-	-	-	-	-	-	-	-	-	-
Total Revenues	30,626,807	6,131,628	1,215,602	9,939,733	78,541	2,428,102	563,891	8,134,134	4,598,089	63,716,527
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 & Other	-	-	-	-	-	-	-	-	-	-
Total Expenditures	26,752,762	4,143,563	1,793,017	10,801,779	76,175	3,266,856	-	8,857,708	25,396,457	81,088,317
Excess (Deficiency) of Revenues over Expenditures	3,874,045	1,988,065	(577,415)	(862,046)	2,366	(838,754)	563,891	(723,574)	(20,798,368)	(17,371,790)
Other Financing Sources (Uses):										
Transfers In	-	-	1,400,000	1,900,000	-	-	-	-	2,100,000	5,400,000
Transfers (Out)	(3,900,000)	(1,500,000)	-	-	-	-	-	-	-	(5,400,000)
Bond & Debt Certificate Proceeds	-	-	-	-	-	-	-	-	67,735,000	67,735,000
Bond Premium (Discount)	-	-	-	-	-	-	-	1,458,486	8,542,969	10,001,455
Interest Expense	-	-	-	-	-	-	-	-	-	-
SBITA Issuance	264,799	-	-	371,999	-	309,847	-	-	-	946,645
Total Other Financing Sources (Uses)	(3,635,201)	(1,500,000)	1,400,000	2,271,999	-	309,847	-	1,458,486	78,377,969	78,683,100
Excess (Deficiency) of Revenues and Other Financing Resources over Expenditures and Other Financing Uses	238,844	488,065	822,585	1,409,953	2,366	(528,907)	563,891	734,912	57,579,601	61,311,310
Fund balance										
Beginning	9,151,137	5,571,303	1,182,717	11,888,401	278,440	6,579,640	14,206,050	3,338,192	20,006,164	72,202,044
Ending	\$ 9,389,981	\$ 6,059,368	\$ 2,005,302	\$ 13,298,354	\$ 280,806	\$ 6,050,733	\$ 14,769,941	\$ 4,073,104	\$ 77,585,765	\$ 133,513,354

**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	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
Total Local Government Sources	11,849,456	5,050,159	-	-	129,825	3,132,645	-	6,585,919	2,145,454	28,893,458
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	-	-	-	-	-	-	-	-	-	-
Total Revenues	30,323,146	5,801,342	1,107,790	15,125,980	131,368	3,218,968	86,600	6,598,092	4,059,986	66,453,272
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 & Other	-	-	-	-	-	-	-	-	-	-
Total Expenditures	26,532,743	4,002,268	1,743,604	13,163,202	97,325	2,752,275	-	6,527,726	5,273,168	60,092,311
Excess (Deficiency) of Revenues over Expenditures	3,790,403	1,799,074	(635,814)	1,962,778	34,043	466,693	86,600	70,366	(1,213,182)	6,360,961
Other Financing Sources (Uses):										
Transfers In	-	-	750,000	1,280,779	-	-	-	-	4,084,000	6,114,779
Transfers (Out)	(4,395,000)	(1,684,000)	-	-	-	-	-	-	-	(6,079,000)
Bond & Debt Certificate Proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Interest Expense	-	-	-	-	-	-	-	-	-	-
SBITA Issuance	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	(4,395,000)	(1,684,000)	750,000	1,280,779	-	-	-	-	4,084,000	35,779
Excess (Deficiency) of Revenues and Other Financing Resources over Expenditures and Other Financing Uses	(604,597)	115,074	114,186	3,243,557	34,043	466,693	86,600	70,366	2,870,818	6,396,740
Fund balance										
Beginning	9,755,734	5,456,229	1,068,531	8,644,844	244,397	6,112,947	14,119,450	3,267,826	17,135,346	65,805,304
Ending	\$ 9,151,137	\$ 5,571,303	\$ 1,182,717	\$ 11,888,401	\$ 278,440	\$ 6,579,640	\$ 14,206,050	\$ 3,338,192	\$ 20,006,164	\$ 72,202,044

**Combining All Funds
FY2021 Actual**

	Operating Funds					Liability, Protection, and Settlement		Bond & Interest	Operations & Maintenance Restricted	
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds	Audit Fund	Fund	Working Cash Fund	Fund	Fund	Total
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
Total Local Government Sources	9,665,783	4,748,125	-	-	126,493	3,035,050	-	6,509,956	2,103,818	26,189,225
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	-	-	-	-	-	-	-	-	-	-
Total Revenues	31,105,082	5,621,130	2,337,993	9,188,966	127,760	3,070,205	94,277	6,523,793	2,301,046	60,370,252
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 & Other	-	-	-	-	-	-	-	-	-	-
Total Expenditures	24,029,622	3,798,275	1,648,555	11,609,701	62,927	2,411,749	-	6,464,235	1,699,662	51,724,726
Excess (Deficiency) of Revenues over Expenditures	7,075,460	1,822,855	689,438	(2,420,735)	64,833	658,456	94,277	59,558	601,384	8,645,525
Other Financing Sources (Uses):										
Transfers In	-	-	-	500,000	-	-	-	-	8,280,336	8,780,336
Transfers (Out)	(5,800,000)	(1,700,000)	-	(1,280,336)	-	-	-	-	-	(8,780,336)
Bond & Debt Certificate Proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Interest Expense	-	-	-	-	-	-	-	-	-	-
SBITA Issuance	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	(5,800,000)	(1,700,000)	-	(780,336)	-	-	-	-	8,280,336	-
Excess (Deficiency) of Revenues and Other Financing Resources over Expenditures and Other Financing Uses	1,275,460	122,855	689,438	(3,201,071)	64,833	658,456	94,277	59,558	8,881,720	8,645,525
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	\$ 3,267,826	\$ 17,135,346	\$ 65,779,239

**Combining All Funds
FY2020 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	\$ 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
Total Local Government Sources	8,945,269	4,553,821	-	-	114,356	2,788,797	-	6,380,700	2,038,133	24,821,076
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	-	-	-	-	-	-	-	-	-	-
Total Revenues	28,263,928	5,488,871	1,592,233	10,453,135	116,996	2,856,641	206,915	6,417,214	2,214,736	57,610,669
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 & Other	-	-	-	-	-	-	-	-	-	-
Total Expenditures	26,739,609	3,690,406	1,853,560	10,570,873	140,490	2,103,971	-	6,405,279	6,379,049	57,883,237
Excess (Deficiency) of Revenues over Expenditures	1,524,319	1,798,465	(261,327)	(117,738)	(23,494)	752,670	206,915	11,935	(4,164,313)	(272,568)
Other Financing Sources (Uses):										
Transfers In	-	-	600,000	1,170,696	-	-	-	-	2,071,000	3,841,696
Transfers (Out)	(1,602,000)	(1,169,000)	-	-	-	-	-	-	(1,070,696)	(3,841,696)
Bond & Debt Certificate Proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Interest Expense	-	-	-	-	-	-	-	-	-	-
SBITA Issuance	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	(1,602,000)	(1,169,000)	600,000	1,170,696	-	-	-	-	1,000,304	-
Excess (Deficiency) of Revenues and Other Financing Resources over Expenditures and Other Financing Uses	(77,681)	629,465	338,673	1,052,958	(23,494)	752,670	206,915	11,935	(3,164,009)	(272,568)
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 Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds	Audit Fund					
Revenues:										
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
Total Local Government Sources	8,805,826	4,521,060	-	-	105,748	2,593,117	-	6,431,686	2,015,484	24,472,921
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	-	-	-	-	-	-	-	-	-	-
Total Revenues	29,597,625	5,452,161	1,786,779	9,276,069	109,360	2,682,935	306,736	6,478,754	2,459,610	58,150,029
Expenditures:										
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 & Other	-	-	-	-	-	-	-	-	-	-
Total Expenditures	26,621,340	3,791,139	2,025,902	9,313,285	63,500	2,051,476	-	6,342,383	18,200,126	68,409,151
Excess (Deficiency) of Revenues over Expenditures	2,976,285	1,661,022	(239,123)	(37,216)	45,860	631,459	306,736	136,371	(15,740,516)	(10,259,122)
Other Financing Sources (Uses):										
Transfers In	-	-	-	309,640	-	-	-	-	1,211,665	1,521,305
Transfers (Out)	(600,000)	(700,000)	-	-	-	-	-	(11,665)	(209,640)	(1,521,305)
Bond & Debt Certificate Proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Interest Expense	-	-	-	-	-	-	-	-	-	-
SBITA Issuance	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	(600,000)	(700,000)	-	309,640	-	-	-	(11,665)	1,002,025	-
Excess (Deficiency) of Revenues and Other Financing Resources over Expenditures and Other Financing Uses	2,376,285	961,022	(239,123)	272,424	45,860	631,459	306,736	124,706	(14,738,491)	(10,259,122)
Fund balance										
Beginning	6,181,670	3,716,822	279,543	10,520,533	157,198	4,070,362	13,511,522	3,071,627	26,156,126	67,665,403
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	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	\$ 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
Total Local Government Sources	8,399,367	4,354,522	-	-	100,200	2,534,892	-	6,344,299	1,789,836	23,523,116
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	-	-	-	-	-	-	-	-	-	-
Total Revenues	30,498,506	5,209,512	2,153,989	10,143,643	101,692	2,578,093	180,216	6,367,977	2,236,289	59,469,917
Expenditures:										
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 & Other	-	-	-	-	-	-	-	-	-	-
Total Expenditures	26,500,371	3,653,944	2,243,959	10,056,967	51,150	1,782,695	-	5,685,542	12,439,375	62,414,003
Excess (Deficiency) of Revenues over Expenditures	3,998,135	1,555,568	(89,970)	86,676	50,542	795,398	180,216	682,435	(10,203,086)	(2,944,086)
Other Financing Sources (Uses):										
Transfers In	-	-	-	9,240,000	-	-	-	-	620,000	9,860,000
Transfers (Out)	(9,440,000)	(420,000)	-	-	-	-	-	-	-	(9,860,000)
Bond & Debt Certificate Proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Interest Expense	-	-	-	-	-	-	-	-	-	-
SBITA Issuance	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	(9,440,000)	(420,000)	-	9,240,000	-	-	-	-	620,000	-
Excess (Deficiency) of Revenues and Other Financing Resources over Expenditures and Other Financing Uses	(5,441,865)	1,135,568	(89,970)	9,326,676	50,542	795,398	180,216	682,435	(9,583,086)	(2,944,086)
Fund balance										
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	\$ 3,071,627	\$ 26,156,126	\$ 67,665,403

**Combining All Funds
FY2017 Actual**

	Operating Funds						Liability, Protection, and Settlement Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds	Audit Fund						
Revenues:											
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
Total Local Government Sources	8,101,097	4,059,954	-	-	70,070	2,100,118	-	-	6,272,429	1,958,428	22,562,096
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	-	-	-	-	-	-	-	-	-	-	-
Total Revenues	32,873,287	5,100,032	2,429,678	10,774,410	70,670	2,119,014	93,051	6,284,843	2,243,092	61,988,077	
Expenditures:											
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 & Other	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	27,326,762	3,976,708	2,437,964	10,806,926	68,550	1,642,275	-	6,944,352	7,998,290	61,201,827	
Excess (Deficiency) of Revenues over Expenditures	5,546,525	1,123,324	(8,286)	(32,516)	2,120	476,739	93,051	(659,509)	(5,755,198)	786,250	
Other Financing Sources (Uses):											
Transfers In	-	-	-	-	-	-	-	-	-	-	-
Transfers (Out)	-	-	-	-	-	-	-	-	-	-	-
Bond & Debt Certificate Proceeds	-	-	-	-	-	-	-	-	28,955,000	28,955,000	
Bond Premium (Discount)	-	-	-	-	-	-	-	-	3,023,591	3,023,591	
Interest Expense	-	-	-	-	-	-	-	-	-	-	-
SBITA Issuance	-	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-	-	-	-	31,978,591	31,978,591	
Excess (Deficiency) of Revenues and Other Financing Resources over Expenditures and Other Financing Uses	5,546,525	1,123,324	(8,286)	(32,516)	2,120	476,739	93,051	(659,509)	26,223,393	32,764,841	
Fund balance											
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	

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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 FY2026 with a \$2,618,309 excess of expenditures over revenue after fund transfers.

Total revenue in the General Fund is budgeted to increase by \$603,962 or 1.66% from the FY2025 Budget and is comprised of the following changes:

- 14.08% increase in student tuition and fees due to an increase in enrollment and increased tuition rates effective in June 2025
- 9.93% increase in property taxes due to increased property tax levy rate and equalized assessed valuation
- 50.14% decrease in Corporate Personal Property Replacement Tax due to budget being based on estimates presented by the Illinois Department of Revenue
- 27.07% decrease in state governmental sources due to reduced Equalization funding from the State of Illinois

Total expenditures in the General Fund are budgeted to increase \$336,765 or 0.87% from the FY2025 Budget and are comprised of the following changes:

- 14.17% increase in benefits as a result of changes in contractual agreements and increased insurance premiums
- 2.18% decrease in salaries as a result of changes in staffing needs and restructuring
- 4.54% decrease in materials and supplies due to a reduction in printing and general supplies
- 19.24% decrease in conferences and meetings due to a reduction in necessary travel and leveraging restricted professional development funds
- 5.33% increase in contingency & other due to increased waived application fees

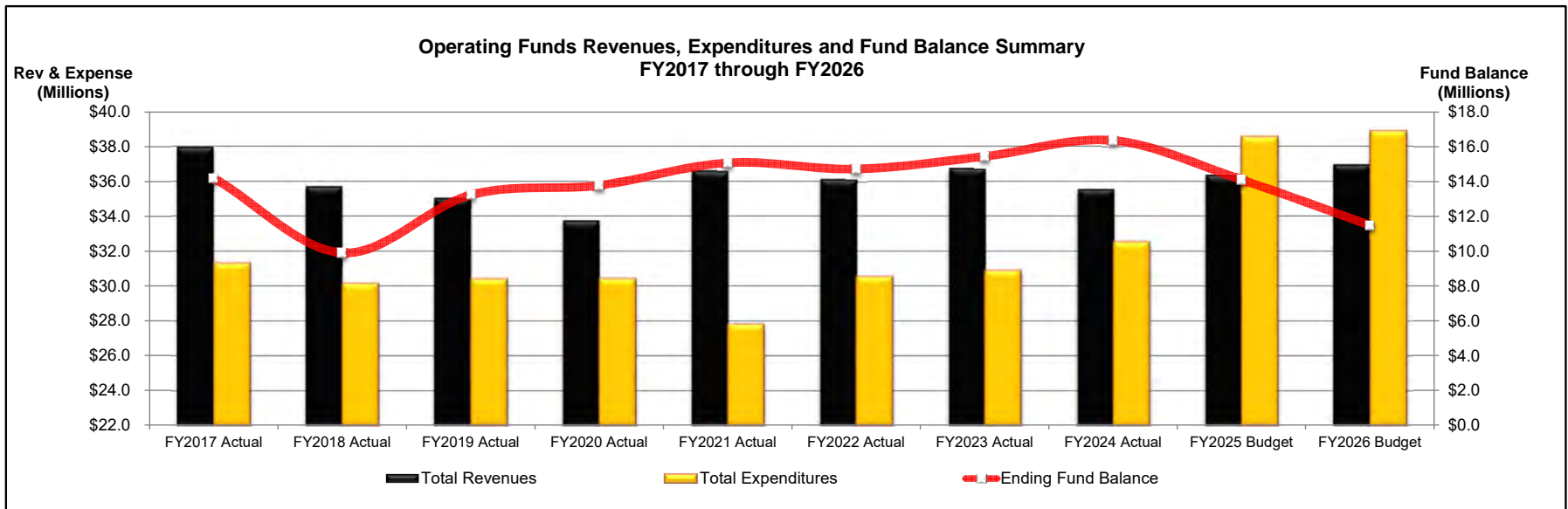
Overall Trend

Total revenue is projected to decrease \$1,005,825 or 2.65% from FY2017 actuals, driven primarily by a 61.10% decrease in state funding and a 4.86% decrease in tuition & fees offset by a 40.44% increase in property taxes and a 1648.55% increase in investment earnings.

Total expenditures are projected to increase \$7,582,333 or 24.22% from FY2017 actuals, driven primarily by a 23.76% increase in salaries and benefits, a 90.58% increase in contractual services, a 66.08% increase in materials and supplies, and a 39.00% increase in utilities.

**Operating Funds Revenue and Expenditure Summary
FY2017 through FY2026**

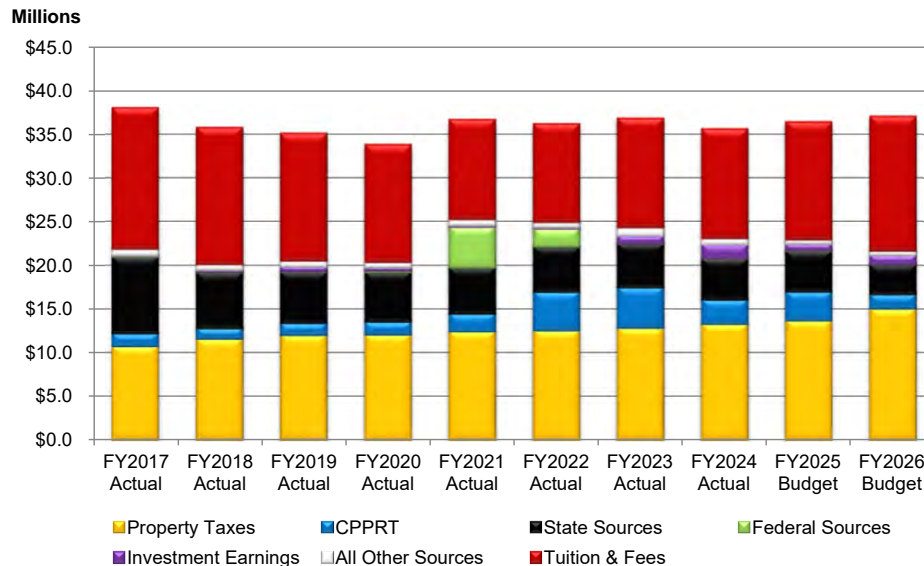
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Total Revenues	\$ 37,973,319	\$ 35,708,018	\$ 35,049,786	\$ 33,752,799	\$ 36,620,029	\$ 36,124,488	\$ 36,758,435	\$ 35,555,304	\$ 36,363,532	\$ 36,967,494
Total Expenditures	31,303,470	30,154,315	30,412,479	30,430,015	27,827,897	30,535,011	30,896,325	32,535,055	38,549,038	38,885,803
Excess (Deficiency) of Revenues over Expenditures	6,669,849	5,553,703	4,637,307	3,322,784	8,792,132	5,589,477	5,862,110	3,020,249	(2,185,506)	(1,918,309)
Other Financing Sources (Uses):										
Transfers In	-	-	-	-	-	-	-	182,000	2,000,000	-
Transfers (Out)	-	(9,860,000)	(1,300,000)	(2,771,000)	(7,500,000)	(6,079,000)	(5,400,000)	(3,182,000)	(2,075,000)	(700,000)
Bond & Debt Certificate Proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Interest Expense	-	-	-	-	-	-	-	(2,775)	-	-
SBITA Issuance	-	-	-	-	-	-	264,799	902,841	-	-
Total Other Financing Sources (Uses)	-	(9,860,000)	(1,300,000)	(2,771,000)	(7,500,000)	(6,079,000)	(5,135,201)	(2,099,934)	(75,000)	(700,000)
Excess (Deficiency) of Revenues and Other Financing Resources over Expenditures and Other Financing Uses	6,669,849	(4,306,297)	3,337,307	551,784	1,292,132	(489,523)	726,909	920,315	(2,260,506)	(2,618,309)
Fund balance										
Beginning (Estimated)	7,534,940	14,204,789	9,898,492	13,235,799	13,787,583	15,211,963	14,722,439	15,449,348	16,369,663	14,109,157
Ending (Estimated)	\$ 14,204,789	\$ 9,898,492	\$ 13,235,799	\$ 13,787,583	\$ 15,079,715	\$ 14,722,439	\$ 15,449,348	\$ 16,369,663	\$ 14,109,157	\$ 11,490,848



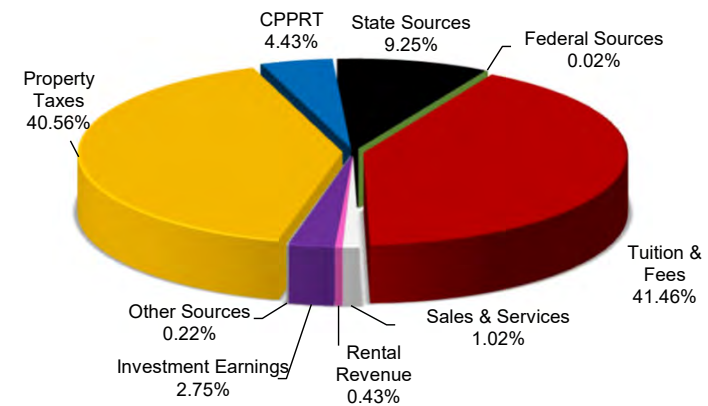
Operating Funds Revenue by Source FY2017 through FY2026

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Revenues:										
Local Governmental Sources										
Property Taxes	\$ 10,676,850	\$ 11,534,821	\$ 11,970,308	\$ 12,032,236	\$ 12,370,146	\$ 12,480,635	\$ 12,790,145	\$ 13,235,682	\$ 13,640,300	\$ 14,994,700
Corporate Personal Property Replacement Tax	1,480,910	1,219,068	1,356,578	1,466,854	2,043,762	4,418,980	4,611,826	2,778,995	3,283,000	1,637,000
Other Local Sources	3,291	-	-	-	-	-	-	-	-	-
Total Local Government Sources	12,161,051	12,753,889	13,326,886	13,499,090	14,413,908	16,899,615	17,401,971	16,014,677	16,923,300	16,631,700
State Governmental Sources										
State Governmental Sources	8,795,240	6,381,672	5,894,056	5,689,659	5,290,305	5,172,116	5,040,131	4,691,279	4,691,000	3,421,000
Federal Governmental Sources	38,234	40,803	44,444	149,768	4,635,752	2,043,319	5,440	6,025	5,500	6,500
Student Tuition and Fees	16,108,439	15,619,828	14,561,213	13,417,560	11,394,757	11,210,904	12,452,510	12,475,375	13,434,717	15,326,325
Sales and Services	457,656	455,760	459,502	368,949	144,114	324,662	576,263	494,494	332,037	376,490
Rental of Facilities and Equipment	276,622	164,611	183,147	222,421	154,556	163,263	250,828	148,560	163,088	158,729
Investment Earnings	58,048	215,330	480,873	348,781	169,089	171,164	877,883	1,611,472	735,000	1,015,000
Other Sources	78,029	76,125	99,665	56,571	417,548	139,444	153,409	113,422	78,890	31,750
Total Revenues	\$ 37,973,319	\$ 35,708,018	\$ 35,049,786	\$ 33,752,799	\$ 36,620,029	\$ 36,124,488	\$ 36,758,435	\$ 35,555,304	\$ 36,363,532	\$ 36,967,494

**Operating Funds Revenue by Source Trend
FY2017 through FY2026**

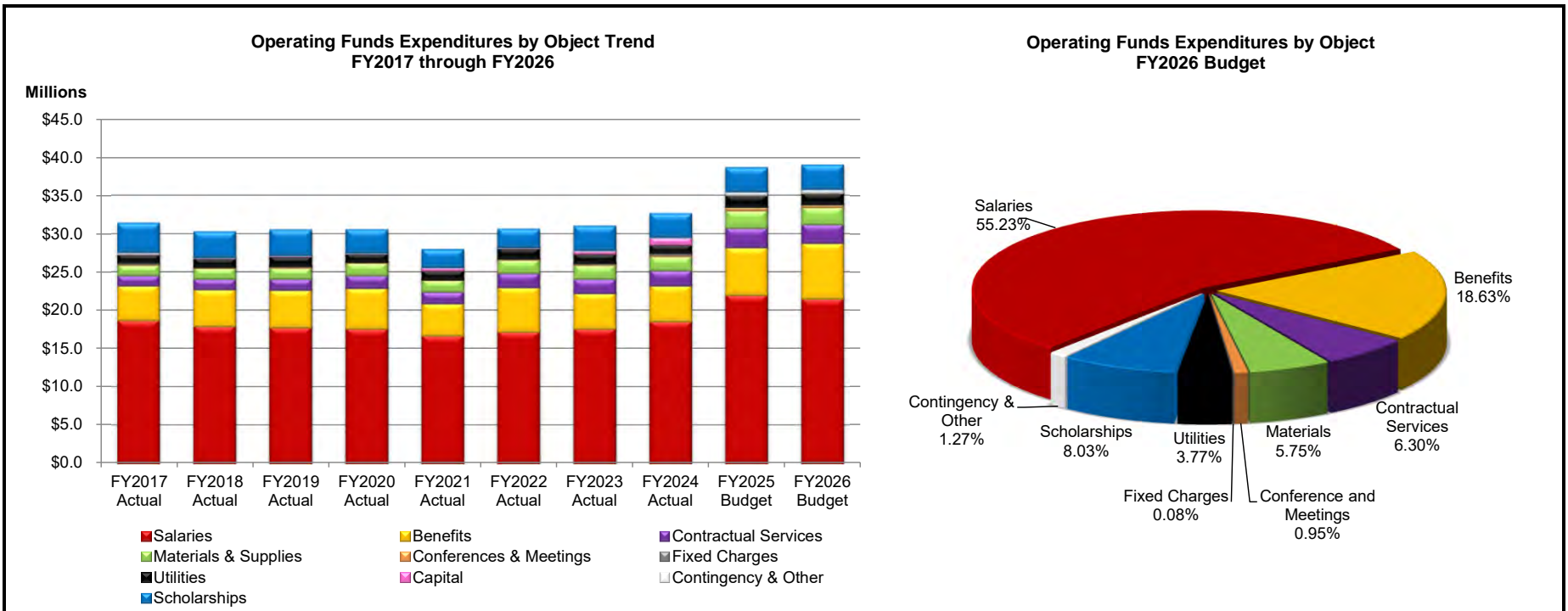


**Operating Funds Revenue by Source
FY2026 Budget**



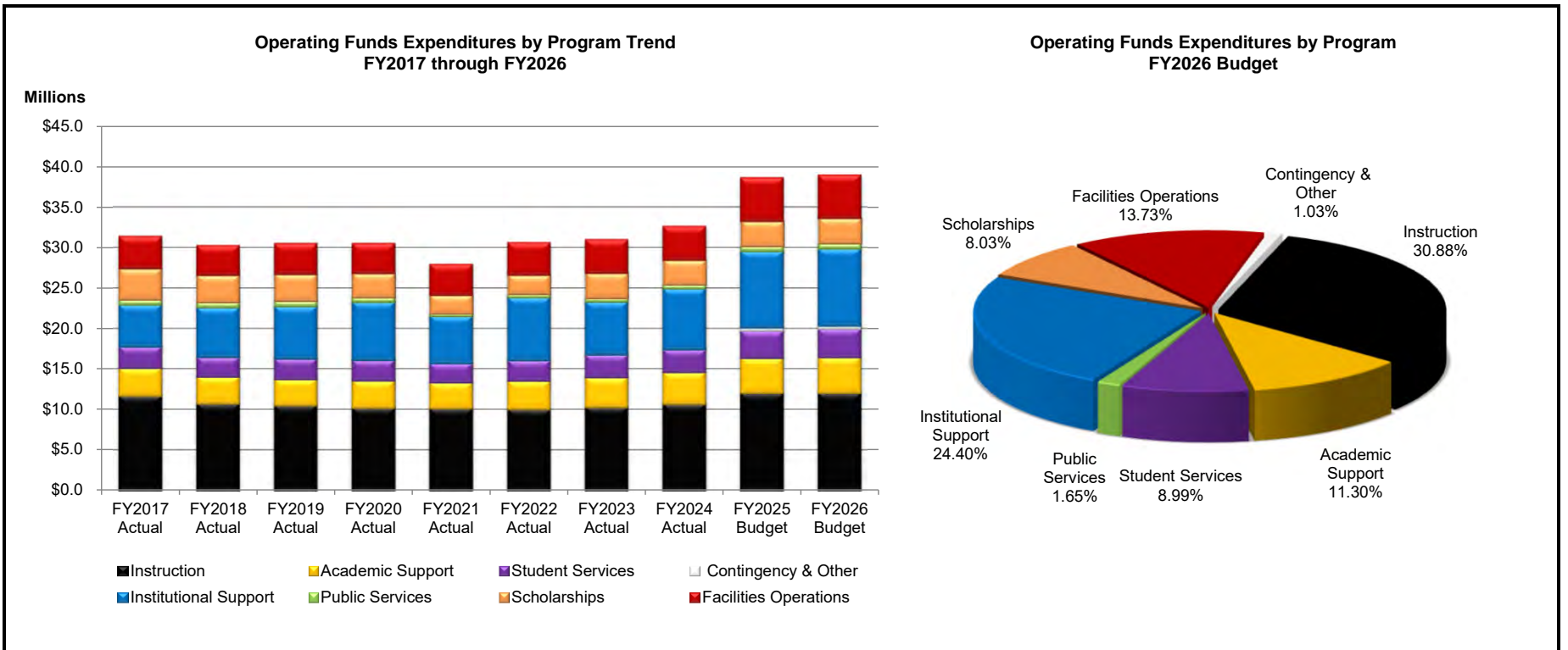
Operating Funds Expenditures by Object FY2017 through FY2026

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Expenditures:										
Salaries	\$ 18,648,382	\$ 17,868,795	\$ 17,710,114	\$ 17,529,900	\$ 16,665,820	\$ 17,144,183	\$ 17,549,450	\$ 18,509,667	\$ 21,945,853	\$ 21,477,409
Benefits	4,559,838	4,859,930	4,934,570	5,374,045	4,230,048	5,841,493	4,681,085	4,718,401	6,218,592	7,245,238
Contractual Services	1,284,714	1,305,706	1,386,364	1,606,625	1,463,388	1,788,726	1,794,379	1,909,095	2,479,376	2,448,362
Materials and Supplies	1,345,234	1,407,717	1,477,455	1,630,136	1,565,004	1,778,334	1,807,738	1,861,408	2,335,687	2,234,201
Conference and Meetings	149,795	148,406	202,972	144,639	60,538	153,299	189,100	185,826	439,494	368,593
Fixed Charges	217,727	37,335	39,406	26,672	23,330	35,105	115,493	275,756	48,850	30,300
Utilities	1,055,578	1,149,561	1,233,201	1,087,128	1,153,763	1,346,463	1,217,256	1,068,739	1,504,086	1,467,300
Capital Outlay	33,854	18,513	128,098	32,598	386,997	28,222	372,753	902,841	-	-
Scholarships, Student Grants, and Waivers	3,792,675	3,323,384	3,281,568	2,960,870	2,253,280	2,359,906	3,077,241	3,027,574	3,110,000	3,121,000
Contingency & Other	215,673	34,968	18,731	37,402	25,729	59,281	91,830	75,748	467,100	493,400
Total Expenditures	\$ 31,303,470	\$ 30,154,315	\$ 30,412,479	\$ 30,430,015	\$ 27,827,897	\$ 30,535,011	\$ 30,896,325	\$ 32,535,055	\$ 38,549,038	\$ 38,885,803



Operating Funds Expenditures by Program FY2017 through FY2026

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Expenditures:										
Instruction	\$ 11,668,177	\$ 10,681,613	\$ 10,489,243	\$ 10,182,611	\$ 10,115,281	\$ 10,026,882	\$ 10,275,017	\$ 10,660,745	\$ 11,998,298	\$ 12,007,667
Academic Support	3,416,922	3,311,281	3,220,271	3,362,909	3,201,959	3,486,198	3,679,750	3,903,928	4,296,111	4,393,745
Student Services	2,629,782	2,417,583	2,504,753	2,524,373	2,351,635	2,509,106	2,770,786	2,799,100	3,362,375	3,497,498
Public Services	615,735	616,578	628,411	542,239	281,725	364,883	406,786	492,989	635,249	640,117
Institutional Support	5,185,197	6,148,812	6,490,087	7,165,397	5,825,742	7,784,718	6,543,137	7,507,622	9,409,905	9,486,230
Scholarships, Student Grants, and Waivers	3,810,949	3,324,504	3,288,575	2,962,080	2,253,280	2,360,956	3,077,286	3,028,669	3,060,000	3,121,000
Operation of Physical Facilities	3,975,493	3,652,469	3,790,001	3,689,419	3,798,056	4,001,724	4,143,227	4,141,812	5,386,100	5,338,546
Contingency & Other	1,215	1,475	1,138	987	219	544	336	190	401,000	401,000
Total Expenditures	\$ 31,303,470	\$ 30,154,315	\$ 30,412,479	\$ 30,430,015	\$ 27,827,897	\$ 30,535,011	\$ 30,896,325	\$ 32,535,055	\$ 38,549,039	\$ 38,885,805



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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 FY2026 with a deficit of \$2,708,292 after fund transfers.

Total revenue in the Education Fund is budgeted to increase \$402,521 or 1.34% from the FY2025 Budget and is comprised of the following changes:

- 14.17% increase in tuition & fee revenue based on increased enrollment and higher tuition rates effective June 2025
- 50.00% increase in investment earnings due to higher yields
- 30.24% decrease in state sources as a result of funding reductions from the Illinois' Community College Board
- 3.94% decrease in local government sources due to increased property tax revenue offset by lower Corporate Personal Property Replacement tax revenue

Total expenditures in the Education Fund are budgeted to increase \$384,319 or 1.17% from the FY2025 Budget and are comprised of the following changes:

- 18.36% increase in benefits as a result of higher medical insurance premiums
- 2.34% decrease in salaries due to personnel changes and restructuring
- 5.13% decrease in materials and supplies due to departmental cost savings targets
- 39.79% increase in contingency & other due to increased waived application fees

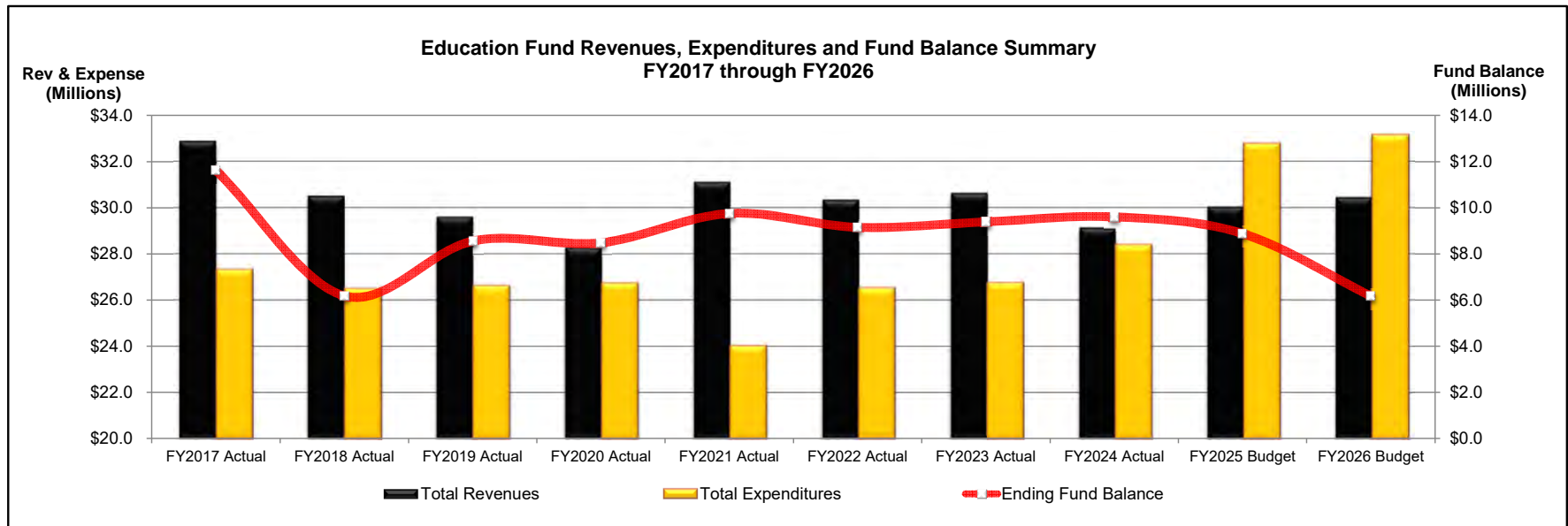
Overall Trend

Total revenue is projected to decrease \$2,435,322 or 7.41% from FY2017 actuals, driven primarily by a 64.13% decrease in state funding, a 4.53% decrease in tuition & fees offset by a 37.11% increase in local government sources, and a 1440.75% increase in investment earnings.

Total expenditures are projected to increase \$5,819,495 or 21.30% from FY2017 actuals, driven primarily by a 23.05% increase in salaries and benefits, a 103.09% increase in contractual services, a 62.75% increase in materials and supplies, and a 145.77% increase in conferences and meetings partially offset by a 17.71% decrease in scholarships, grants, and waivers and a 56.91% decrease in contingency & other.

Education Fund Revenue and Expenditure Summary FY2017 through FY2026

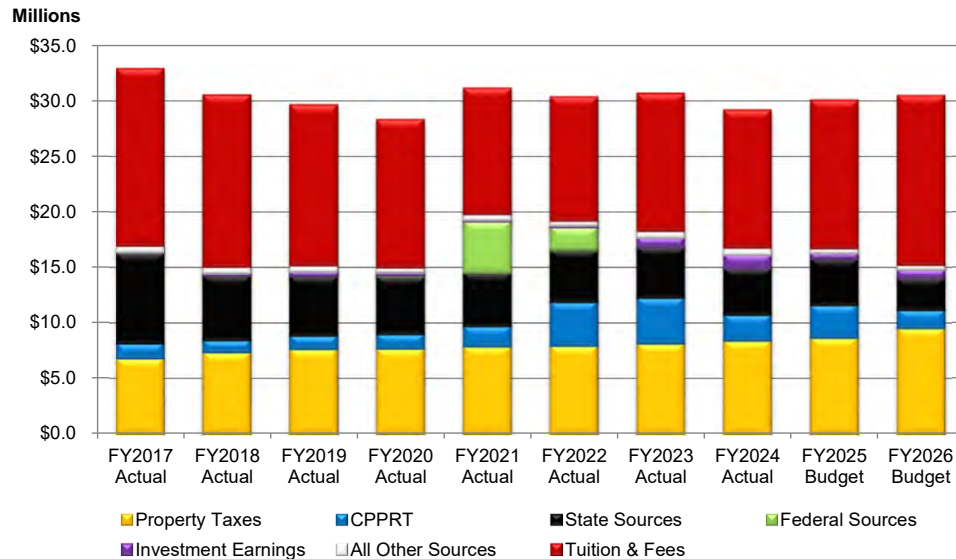
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Total Revenues	\$ 32,873,287	\$ 30,498,506	\$ 29,597,625	\$ 28,263,928	\$ 31,105,082	\$ 30,323,146	\$ 30,626,807	\$ 29,127,970	\$ 30,035,444	\$ 30,437,965
Total Expenditures	27,326,762	26,500,371	26,621,340	26,739,609	24,029,622	26,532,743	26,752,762	28,393,053	32,761,938	33,146,257
Excess (Deficiency) of Revenues over Expenditures	5,546,525	3,998,135	2,976,285	1,524,319	7,075,460	3,790,403	3,874,045	734,917	(2,726,494)	(2,708,292)
Other Financing Sources (Uses):										
Transfers In	-	-	-	-	-	-	-	182,000	2,000,000	-
Transfers (Out)	-	(9,440,000)	(600,000)	(1,602,000)	(5,800,000)	(4,395,000)	(3,900,000)	(1,600,000)	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Interest Expense	-	-	-	-	-	-	-	(2,775)	-	-
SBITA Issuance	-	-	-	-	-	-	264,799	902,841	-	-
Total Other Financing Sources (Uses)	-	(9,440,000)	(600,000)	(1,602,000)	(5,800,000)	(4,395,000)	(3,635,201)	(517,934)	2,000,000	-
Excess (Deficiency) of Revenues and Other Financing Resources over Expenditures and Other Financing Uses	5,546,525	(5,441,865)	2,376,285	(77,681)	1,275,460	(604,597)	238,844	216,983	(726,494)	(2,708,292)
Fund balance										
Beginning (Estimated)	6,077,010	11,623,535	6,181,670	8,557,955	8,480,274	9,755,734	9,151,137	9,389,981	9,606,964	8,880,470
Ending (Estimated)	\$ 11,623,535	\$ 6,181,670	\$ 8,557,955	\$ 8,480,274	\$ 9,755,734	\$ 9,151,137	\$ 9,389,981	\$ 9,606,964	\$ 8,880,470	\$ 6,172,178



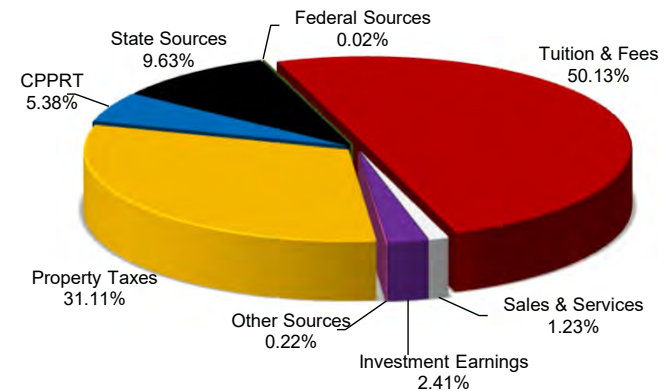
Education Fund Revenue by Source FY2017 through FY2026

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Revenues:										
Local Governmental Sources										
Property Taxes	\$ 6,764,987	\$ 7,302,206	\$ 7,584,658	\$ 7,625,244	\$ 7,826,598	\$ 7,881,392	\$ 8,075,748	\$ 8,357,947	\$ 8,614,500	\$ 9,470,400
Corporate Personal Property Replacement Tax	1,332,819	1,097,161	1,221,168	1,320,025	1,839,185	3,968,064	4,142,716	2,315,789	2,949,000	1,637,000
Other Local Sources	3,291	-	-	-	-	-	-	-	-	-
Total Local Government Sources	8,101,097	8,399,367	8,805,826	8,945,269	9,665,783	11,849,456	12,218,464	10,673,736	11,563,500	11,107,400
State Governmental Sources	8,168,094	5,843,222	5,374,085	5,185,657	4,799,182	4,686,658	4,573,859	4,199,914	4,200,000	2,930,000
Federal Governmental Sources	38,234	40,803	44,444	149,768	4,635,752	2,043,319	5,440	6,025	5,500	6,500
Student Tuition and Fees	15,982,052	15,508,475	14,458,028	13,319,831	11,366,392	11,163,682	12,390,030	12,405,741	13,364,717	15,258,325
Sales and Services	450,367	449,047	453,942	364,017	141,347	318,461	414,417	489,277	328,837	373,490
Rental of Facilities and Equipment	22,706	17,153	15,718	13,558	720	-	-	3,350	8,000	-
Investment Earnings	47,704	178,277	384,540	270,437	127,950	131,881	871,188	1,241,388	490,000	735,000
Other Sources	63,033	62,162	61,042	15,391	367,956	129,689	153,409	108,539	74,890	27,250
Total Revenues	\$ 32,873,287	\$ 30,498,506	\$ 29,597,625	\$ 28,263,928	\$ 31,105,082	\$ 30,323,146	\$ 30,626,807	\$ 29,127,970	\$ 30,035,444	\$ 30,437,965

**Education Fund Revenue by Source Trend
FY2017 through FY2026**

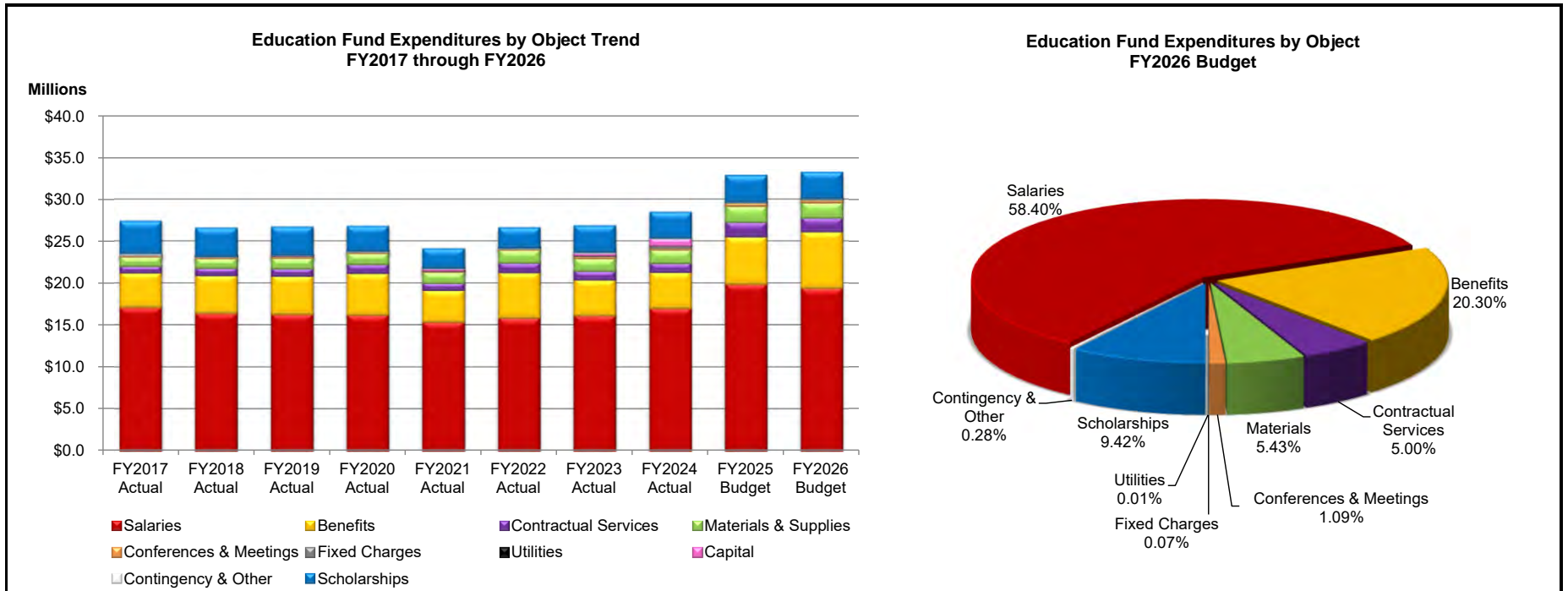


**Education Fund Revenue by Source
FY2026 Budget**



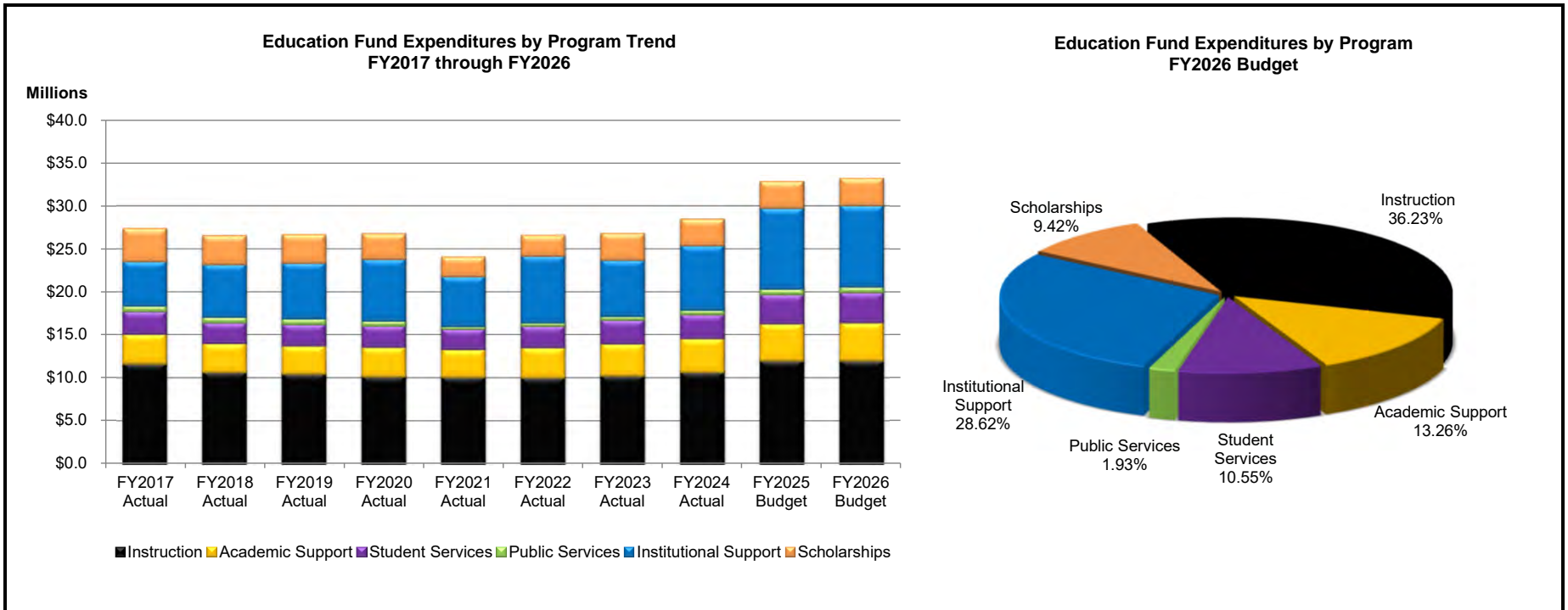
Education Fund Expenditures by Object FY2017 through FY2026

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Expenditures:										
Salaries	\$ 17,075,669	\$ 16,366,482	\$ 16,224,852	\$ 16,129,454	\$ 15,288,842	\$ 15,774,701	\$ 16,074,016	\$ 16,961,342	\$ 19,822,746	\$ 19,358,424
Benefits	4,125,960	4,493,781	4,573,700	5,003,202	3,830,424	5,454,063	4,274,162	4,284,215	5,685,229	6,729,216
Contractual Services	815,963	901,911	914,723	1,088,014	874,292	1,164,851	1,086,117	1,126,206	1,707,778	1,657,140
Materials and Supplies	1,106,654	1,183,622	1,253,389	1,351,129	1,338,404	1,535,831	1,509,641	1,560,200	1,898,483	1,801,083
Conference and Meetings	146,353	146,050	201,664	142,083	58,256	151,573	187,673	184,661	425,752	359,694
Fixed Charges	27,993	31,935	32,642	20,922	17,930	29,726	104,982	269,256	42,850	24,300
Utilities	1,930	1,200	510	885	2,184	3,356	1,890	1,200	3,000	3,000
Capital Outlay	19,107	18,513	120,699	6,635	340,500	-	345,546	902,841	-	-
Scholarships, Student Grants, and Waivers	3,792,675	3,323,384	3,281,568	2,960,870	2,253,280	2,359,906	3,077,241	3,027,574	3,110,000	3,121,000
Contingency & Other	214,458	33,493	17,593	36,415	25,510	58,737	91,494	75,558	66,100	92,400
Total Expenditures	\$ 27,326,762	\$ 26,500,371	\$ 26,621,340	\$ 26,739,609	\$ 24,029,622	\$ 26,532,743	\$ 26,752,762	\$ 28,393,053	\$ 32,761,938	\$ 33,146,257



Education Fund Expenditures by Program FY2017 through FY2026

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Expenditures:										
Instruction	\$ 11,668,177	\$ 10,681,613	\$ 10,489,243	\$ 10,182,611	\$ 10,115,281	\$ 10,026,882	\$ 10,275,017	\$ 10,660,745	\$ 11,998,298	\$ 12,007,667
Academic Support	3,416,922	3,311,281	3,220,271	3,362,909	3,201,959	3,486,198	3,679,750	3,903,928	4,296,111	4,393,745
Student Services	2,629,782	2,417,583	2,504,753	2,524,373	2,351,635	2,509,106	2,770,786	2,799,100	3,362,375	3,497,498
Public Services	615,735	616,578	628,411	542,239	281,725	364,883	406,786	492,989	635,249	640,117
Institutional Support	5,185,197	6,148,812	6,490,087	7,165,397	5,825,742	7,784,718	6,543,137	7,507,622	9,409,905	9,486,230
Scholarships, Student Grants, and Waivers	3,810,949	3,324,504	3,288,575	2,962,080	2,253,280	2,360,956	3,077,286	3,028,669	3,060,000	3,121,000
Total Expenditures	\$ 27,326,762	\$ 26,500,371	\$ 26,621,340	\$ 26,739,609	\$ 24,029,622	\$ 26,532,743	\$ 26,752,762	\$ 28,393,053	\$ 32,761,938	\$ 33,146,257



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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 FY2026 with a surplus of \$89,983 after fund transfers.

Total revenue in the Operations and Maintenance Fund is budgeted to increase \$201,441 or 3.18% from the FY2025 Budget and is comprised of the following changes:

- 3.07% increase in local government sources due to increased property tax revenue partially offset by decreased Corporate Personal Property Replacement Tax
- 14.29% or \$35,000 increase in investment earnings due to higher yields

Total expenditures in the Operations and Maintenance Fund are budgeted to decrease \$47,554 or 0.83% from the FY2025 Budget and are comprised of the following changes:

- 2.51% decrease in utilities expense
- 0.81% decrease in salaries and benefits due to changes and restructuring in personnel
- 2.48% increase in contractual services associated with facilities

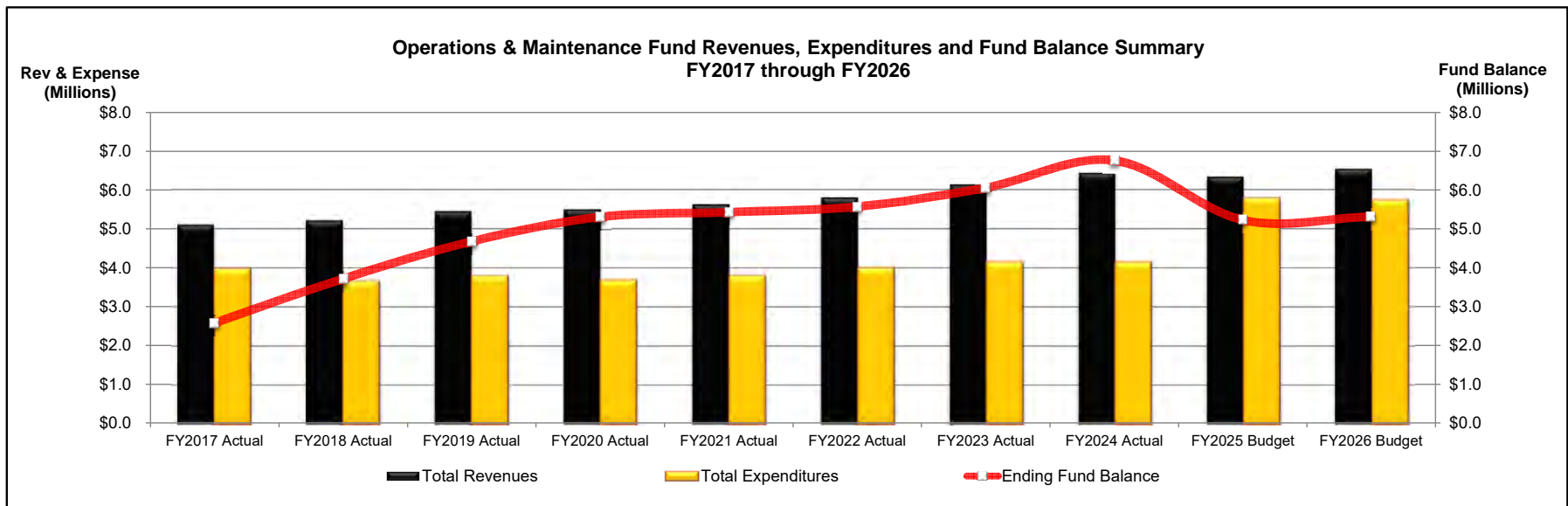
Overall Trend

Total revenue is projected to increase \$1,429,497 or 28.03% from FY2017 actuals, driven primarily by a 36.07% increase in local government sources, a 2606.88% increase in investment earnings partially offset by a 21.71% decrease in state funding, a 37.49% decrease in rental of facilities and equipment and a 46.20% decrease in student tuition and fees.

Total expenditures are projected to increase \$1,762,838 or 44.33% from FY2017 actuals, driven primarily by a 31.32% increase in salaries and benefits, a 38.97% increase in utilities, a 68.79% increase in contractual services, and an 81.54% increase in materials and supplies. These increases are partially offset by a 96.84% decrease in fixed charges.

**Operations and Maintenance Revenue and Expenditure Summary
FY2017 through FY2026**

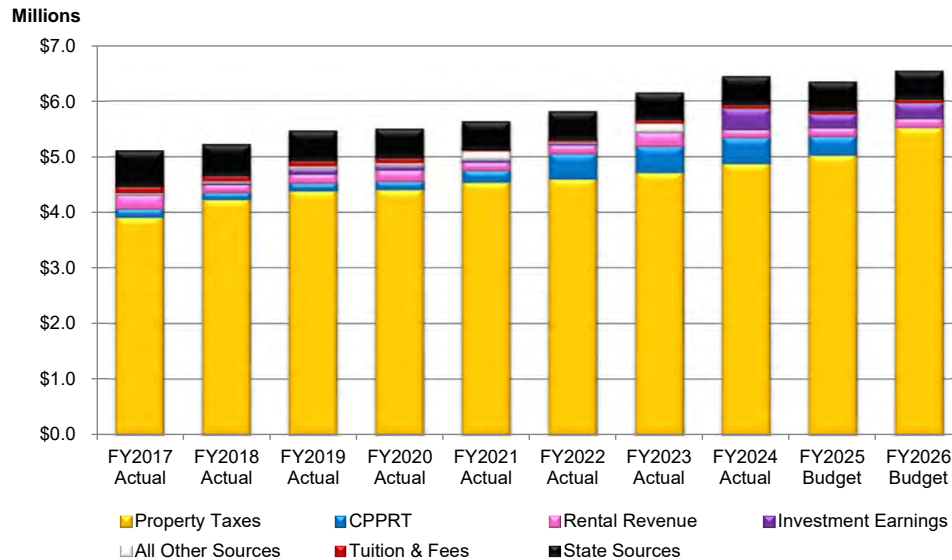
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Total Revenues	\$ 5,100,032	\$ 5,209,512	\$ 5,452,161	\$ 5,488,871	\$ 5,621,130	\$ 5,801,342	\$ 6,131,628	\$ 6,427,334	\$ 6,328,088	\$ 6,529,529
Total Expenditures	3,976,708	3,653,944	3,791,139	3,690,406	3,798,275	4,002,268	4,143,563	4,142,002	5,787,100	5,739,546
Excess (Deficiency) of Revenues over Expenditures	1,123,324	1,555,568	1,661,022	1,798,465	1,822,855	1,799,074	1,988,065	2,285,332	540,988	789,983
Other Financing Sources (Uses):										
Transfers In	-	-	-	-	-	-	-	-	-	-
Transfers (Out)	-	(420,000)	(700,000)	(1,169,000)	(1,700,000)	(1,684,000)	(1,500,000)	(1,582,000)	(2,075,000)	(700,000)
Bond & Debt Certificate Proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Interest Expense	-	-	-	-	-	-	-	-	-	-
SBITA Issuance	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	(420,000)	(700,000)	(1,169,000)	(1,700,000)	(1,684,000)	(1,500,000)	(1,582,000)	(2,075,000)	(700,000)
Excess (Deficiency) of Revenues and Other Financing Resources over Expenditures and Other Financing Uses	1,123,324	1,135,568	961,022	629,465	122,855	115,074	488,065	703,332	(1,534,012)	89,983
Fund balance										
Beginning (Estimated)	1,457,930	2,581,254	3,716,822	4,677,844	5,307,309	5,456,229	5,571,303	6,059,368	6,762,700	5,228,688
Ending (Estimated)	\$ 2,581,254	\$ 3,716,822	\$ 4,677,844	\$ 5,307,309	\$ 5,430,164	\$ 5,571,303	\$ 6,059,368	\$ 6,762,700	\$ 5,228,688	\$ 5,318,671



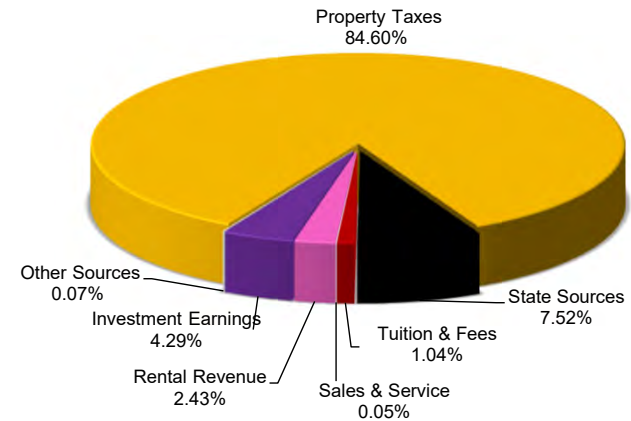
**Operations and Maintenance Fund Revenue by Source
FY2017 through FY2026**

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Revenues:										
Local Governmental Sources										
Property Taxes	\$ 3,911,863	\$ 4,232,615	\$ 4,385,650	\$ 4,406,992	\$ 4,543,548	\$ 4,599,243	\$ 4,714,397	\$ 4,877,735	\$ 5,025,800	\$ 5,524,300
Corporate Personal Property Replacement Tax	148,091	121,907	135,410	146,829	204,577	450,916	469,110	463,206	334,000	-
Total Local Government Sources	4,059,954	4,354,522	4,521,060	4,553,821	4,748,125	5,050,159	5,183,507	5,340,941	5,359,800	5,524,300
State Governmental Sources	627,146	538,450	519,971	504,002	491,123	485,458	466,272	491,365	491,000	491,000
Federal Governmental Sources	-	-	-	-	106,183	-	-	-	-	-
Student Tuition and Fees	126,387	111,353	103,185	97,729	28,365	47,222	62,480	69,634	70,000	68,000
Sales and Services	7,289	6,713	5,560	4,932	2,767	6,201	161,846	5,217	3,200	3,000
Rental of Facilities and Equipment	253,916	147,458	167,429	208,863	153,836	163,263	250,828	145,210	155,088	158,729
Investment Earnings	10,344	37,053	96,333	78,344	41,139	39,283	6,695	370,084	245,000	280,000
Other Sources	14,996	13,963	38,623	41,180	49,592	9,755	-	4,883	4,000	4,500
Total Revenues	\$ 5,100,032	\$ 5,209,512	\$ 5,452,161	\$ 5,488,871	\$ 5,621,130	\$ 5,801,342	\$ 6,131,628	\$ 6,427,334	\$ 6,328,088	\$ 6,529,529

**Operations & Maintenance Fund Revenue by Source Trend
FY2017 through FY2026**

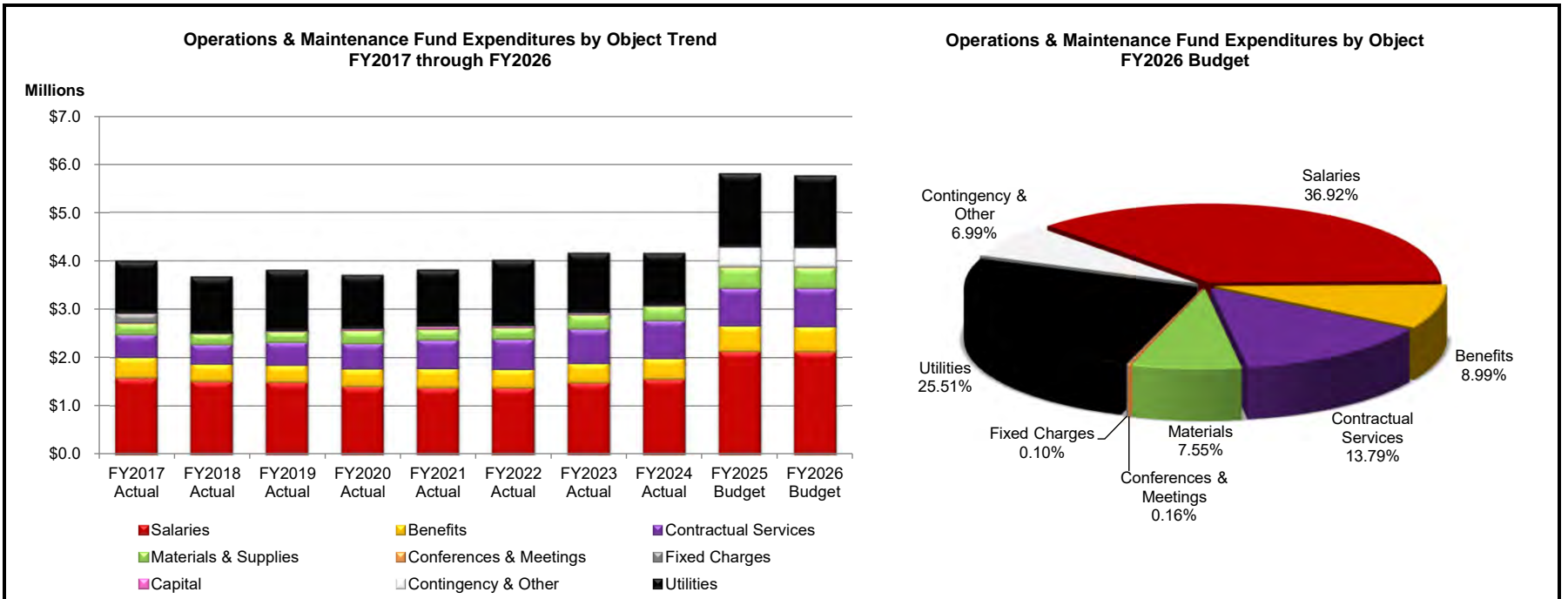


**Operations & Maintenance Fund Revenue by Source
FY2026 Budget**



**Operations and Maintenance Fund Expenditure by Object
FY2017 through FY2026**

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Expenditures:										
Salaries	\$ 1,572,713	\$ 1,502,313	\$ 1,485,262	\$ 1,400,446	\$ 1,376,978	\$ 1,369,482	\$ 1,475,434	\$ 1,548,325	\$ 2,123,107	\$ 2,118,985
Benefits	433,878	366,149	360,870	370,843	399,624	387,430	406,923	434,186	533,363	516,022
Contractual Services	468,751	403,795	471,641	518,611	589,096	623,875	708,262	782,889	771,598	791,222
Materials and Supplies	238,580	224,095	224,066	279,007	226,600	242,503	298,097	301,208	437,204	433,118
Conference and Meetings	3,442	2,356	1,308	2,556	2,282	1,726	1,427	1,165	13,742	8,899
Fixed Charges	189,734	5,400	6,764	5,750	5,400	5,379	10,511	6,500	6,000	6,000
Utilities	1,053,648	1,148,361	1,232,691	1,086,243	1,151,579	1,343,107	1,215,366	1,067,539	1,501,086	1,464,300
Capital Outlay	14,747	-	7,399	25,963	46,497	28,222	27,207	-	-	-
Contingency & Other	1,215	1,475	1,138	987	219	544	336	190	401,000	401,000
Total Expenditures	\$ 3,976,708	\$ 3,653,944	\$ 3,791,139	\$ 3,690,406	\$ 3,798,275	\$ 4,002,268	\$ 4,143,563	\$ 4,142,002	\$ 5,787,100	\$ 5,739,546



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 FY2026 with a surplus of \$18,002 after fund transfers.

Total revenue in the Auxiliary Fund is budgeted to increase \$130,550 or 11.10% from the FY2025 Budget and is comprised of the following changes:

- 10.91% increase in sales and service revenues associated with a projected increase in enrollment and district-wide bookstore activity
- 17.31% increase in student tuition and fees due to increased enrollment and higher tuition rates effective June 2025

Total expenditures in the Auxiliary Fund are budgeted to increase \$121,050 or 6.48% from the FY2025 Budget and are comprised of the following changes:

- 7.90% increase in materials & supplies associated with a projected increase in district-wide bookstore activity
- 8.15% increase in salaries and benefits as a result of changes in personnel and BHC minimum starting wage

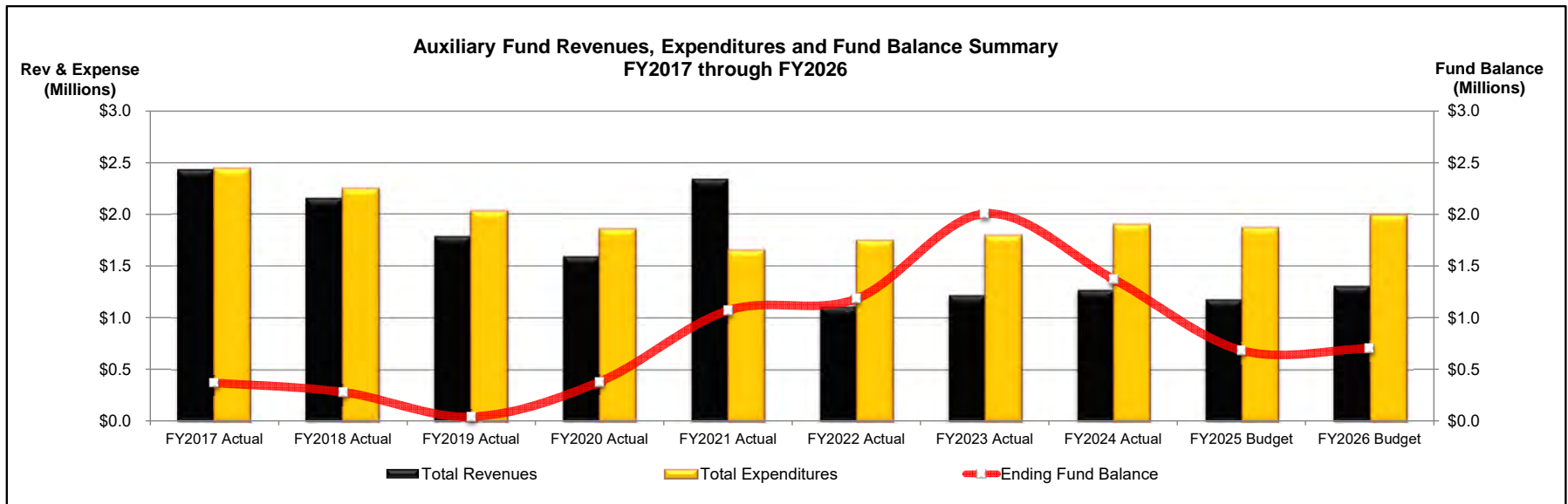
Overall Trend

Total revenue is projected to decrease \$1,123,528 or 46.24% from FY2017 actuals, driven primarily by a 50.20% decrease in sales & service revenue associated with bookstore sales, and a decrease of 74.51% associated with food service and commission revenues partially offset by an increase of 3111.01% in investment earnings.

Total expenditures are projected to decrease \$449,816 or 18.45% from FY2017 actuals, driven primarily by a 41.89% decrease in materials and supplies related to bookstore sales.

**Auxiliary Enterprises Fund Revenue and Expenditure Summary
FY2017 through FY2026**

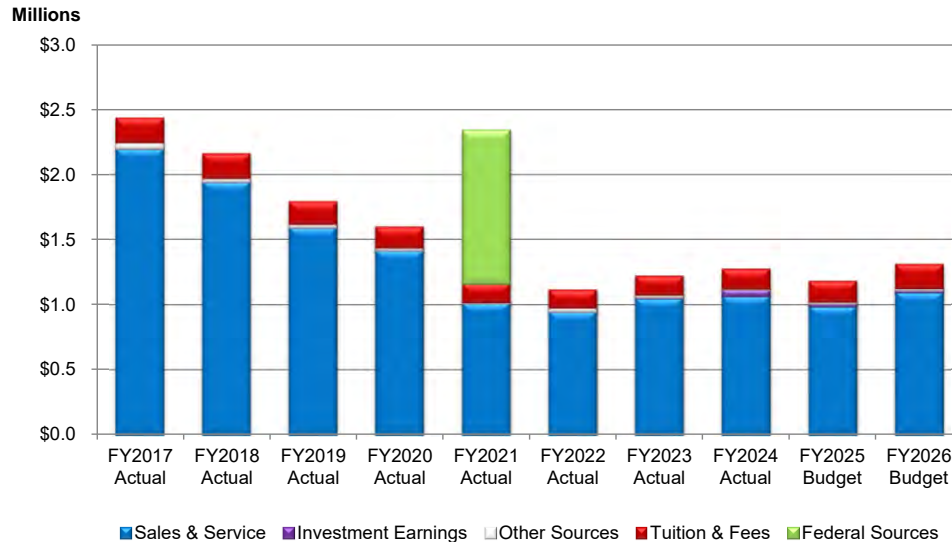
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Total Revenues	\$ 2,429,678	\$ 2,153,989	\$ 1,786,779	\$ 1,592,233	\$ 2,337,993	\$ 1,107,790	\$ 1,215,602	\$ 1,268,515	\$ 1,175,600	\$ 1,306,150
Total Expenditures	2,437,964	2,243,959	2,025,902	1,853,560	1,648,555	1,743,604	1,793,017	1,898,342	1,867,098	1,988,148
Excess (Deficiency) of Revenues over Expenditures	(8,286)	(89,970)	(239,123)	(261,327)	689,438	(635,814)	(577,415)	(629,827)	(691,498)	(681,998)
Other Financing Sources (Uses):										
Transfers In	-	-	-	600,000	-	750,000	1,400,000	-	-	700,000
Transfers (Out)	-	-	-	-	-	-	-	-	-	-
Bond & Debt Certificate Proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Interest Expense	-	-	-	-	-	-	-	-	-	-
SBITA Issuance	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	600,000	-	750,000	1,400,000	-	-	700,000
Excess (Deficiency) of Revenues and Other Financing Resources over Expenditures and Other Financing Uses	(8,286)	(89,970)	(239,123)	338,673	689,438	114,186	822,585	(629,827)	(691,498)	18,002
Fund balance										
Beginning (Estimated)	377,799	369,513	279,543	40,420	379,093	1,068,531	1,182,717	2,005,302	1,375,475	683,977
Ending (Estimated)	\$ 369,513	\$ 279,543	\$ 40,420	\$ 379,093	\$ 1,068,531	\$ 1,182,717	\$ 2,005,302	\$ 1,375,475	\$ 683,977	\$ 701,979



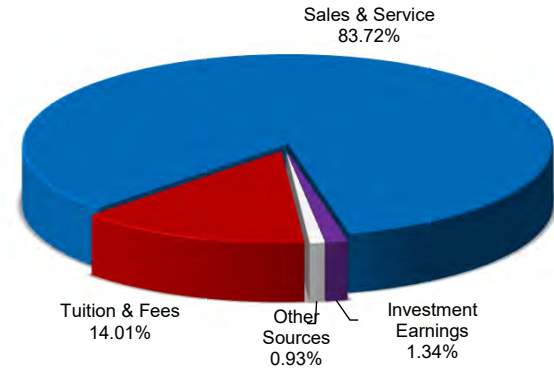
Auxiliary Enterprises Fund Revenue by Source FY2017 through FY2026

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Revenues:										
Federal Governmental Sources	\$ -	\$ -	\$ -	\$ -	\$ 1,180,903	\$ -	\$ -	\$ -	\$ -	\$ -
Student Tuition and Fees	185,650	184,997	169,401	158,429	139,974	131,910	142,283	146,370	156,000	183,000
Sales and Services	2,195,816	1,940,684	1,589,314	1,414,435	1,009,068	945,296	1,046,949	1,065,258	985,950	1,093,500
Investment Earnings	545	767	1,022	690	237	1,205	8,168	47,407	21,000	17,500
Other Sources	47,667	27,541	27,042	18,679	7,811	29,379	18,202	9,480	12,650	12,150
Total Revenues	\$ 2,429,678	\$ 2,153,989	\$ 1,786,779	\$ 1,592,233	\$ 2,337,993	\$ 1,107,790	\$ 1,215,602	\$ 1,268,515	\$ 1,175,600	\$ 1,306,150

**Auxiliary Fund Revenue by Source Trend
FY2017 through FY2026**



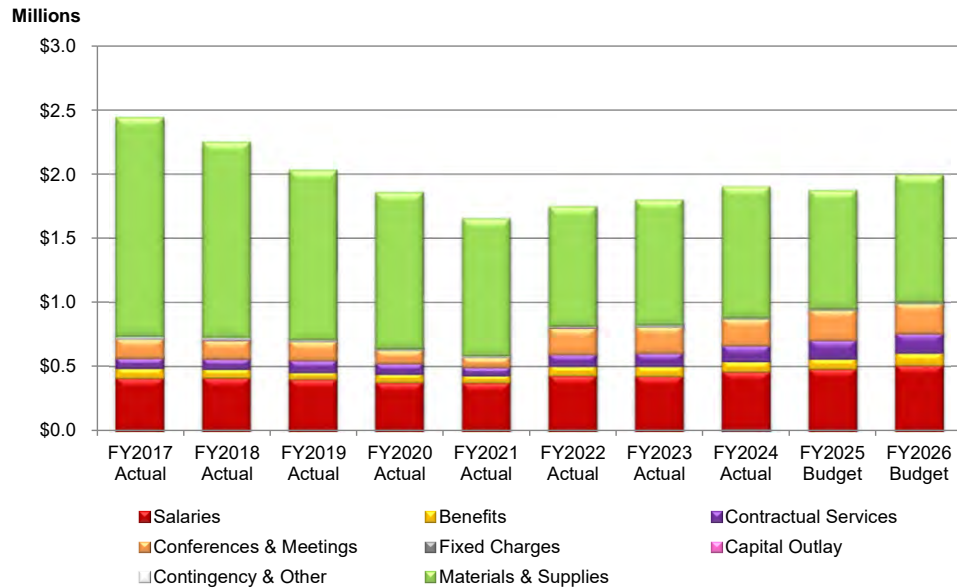
**Auxiliary Fund Revenue by Source
FY2026 Budget**



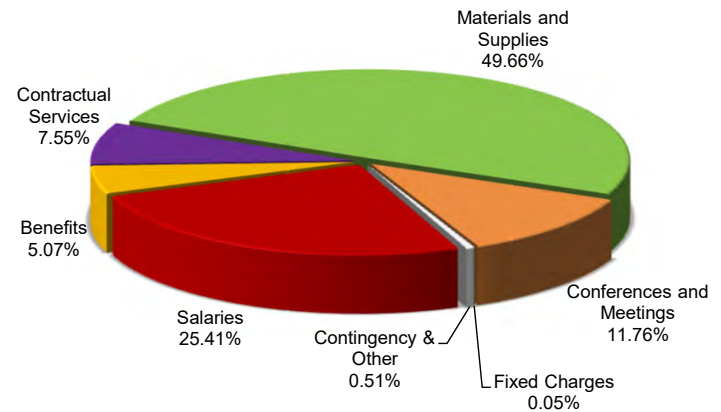
Auxiliary Enterprises Expenditures by Object FY2017 through FY2026

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Expenditures:										
Salaries	\$ 406,603	\$ 408,935	\$ 398,156	\$ 374,250	\$ 372,257	\$ 426,828	\$ 420,881	\$ 457,035	\$ 479,017	\$ 505,132
Benefits	82,960	71,748	59,208	69,618	57,782	76,403	82,432	83,386	81,210	100,764
Contractual Services	76,537	81,011	91,706	81,572	65,909	92,666	101,821	122,115	143,971	150,009
Materials and Supplies	1,699,294	1,514,050	1,313,818	1,211,593	1,061,885	927,167	966,546	1,018,460	915,135	987,412
Conferences and Meetings	149,792	145,015	145,845	105,642	77,485	203,005	205,048	207,264	237,765	233,781
Fixed Charges	-	-	-	751	-	-	1,937	(281)	1,000	1,000
Capital Outlay	-	3,506	-	-	-	6,246	-	-	-	-
Contingency & Other	22,778	19,694	17,169	10,134	13,237	11,289	14,352	10,363	9,000	10,050
Total Expenditures	\$ 2,437,964	\$ 2,243,959	\$ 2,025,902	\$ 1,853,560	\$ 1,648,555	\$ 1,743,604	\$ 1,793,017	\$ 1,898,342	\$ 1,867,098	\$ 1,988,148

**Auxiliary Fund Expenditures by Object Trend
FY2017 through FY2026**



**Auxiliary Fund Expenditures by Object
FY2026 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 FY2026 with a deficit of \$913,249 after fund transfers.

Total revenue in the Restricted Purposes Fund is budgeted to decrease \$640,795 or 3.69% from the FY2025 Budget and is comprised of the following changes:

- 8.60% decrease in state and federal funding due to anticipated revenue projections based on FY2025 actuals
- 11.32% increase in other sources and contingency to better align with actual anticipated revenue
- 17.69% increase in student tuition and fees due to increased enrollment and higher tuition rates effective June 2025

Total expenditures in the Restricted Purposes Fund are budgeted to decrease \$194,810 or 1.36% from the FY2025 Budget and are comprised of the following changes:

- 95.10% decrease in contractual services due to fund balances transferred from the prior year and estimated future grant opportunities
- 62.58% decrease in utilities due to a lower contingency budget to better align with anticipated expenditures
- 25.80% increase in salaries and benefits as a result of changes in personnel and an increase to BHC's starting wage
- 1.93% increase in scholarships, student grants and waivers due to an increase in direct loan grants

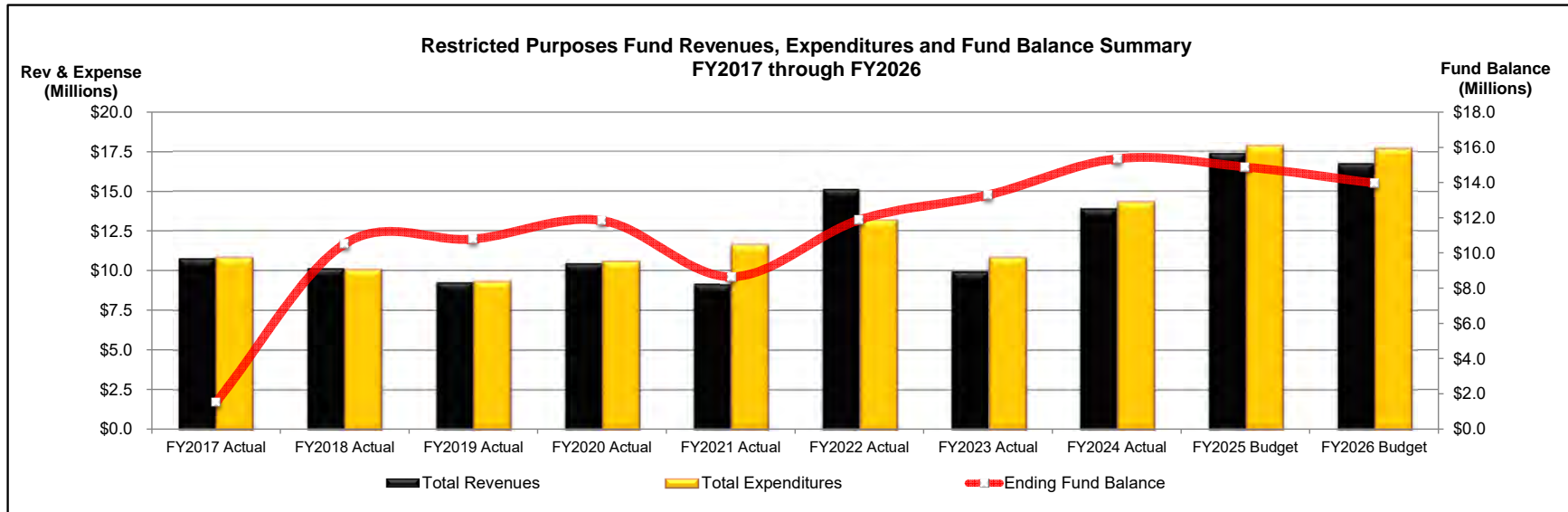
Overall Trend

Total revenue is projected to increase \$5,958,894 or 55.31% from FY2017 actuals, driven primarily by a 523.99% increase in other sources and contingency, a 22.25% increase in federal sources, and a 54.03% increase in state funding offset slightly by a 99.34% decrease in sales and services.

Total expenditures are projected to increase by \$6,839,627 or 63.29% from FY2017 actuals, driven by a 43.73% increase in scholarships, student grants and other, a 104.49% increase in salaries and benefits, a 114.40% increase in contractual services, a 151.65% increase in materials and supplies and a 143.53% increase in conferences and meetings.

**Restricted Purposes Funds Revenue and Expenditure Summary
FY2017 through FY2026**

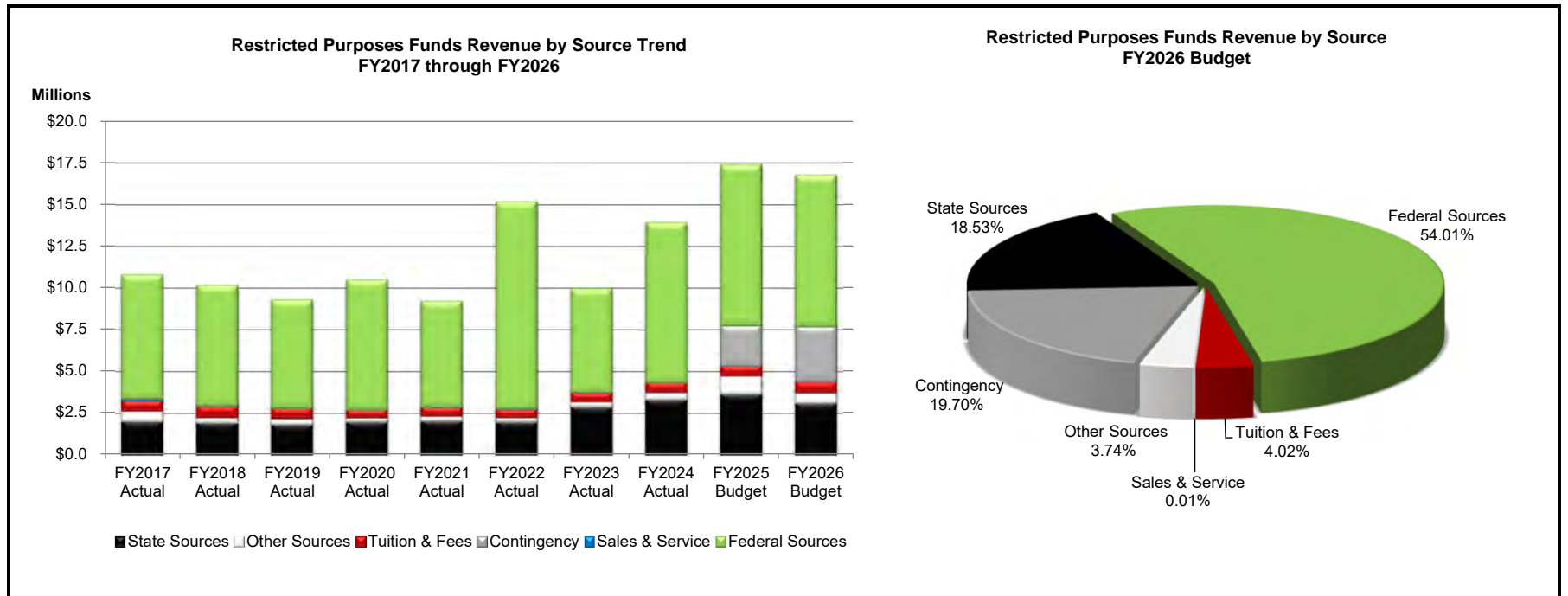
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual*	FY2025 Budget	FY2026 Budget
Total Revenues	\$ 10,774,410	\$ 10,143,643	\$ 9,276,069	\$ 10,453,135	\$ 9,188,966	\$ 15,125,980	\$ 9,939,733	\$ 13,903,866	\$ 17,374,099	\$ 16,733,304
Total Expenditures	10,806,926	10,056,967	9,313,285	10,570,873	11,609,701	13,163,202	10,801,779	14,298,599	17,841,363	17,646,553
Excess (Deficiency) of Revenues over Expenditures	(32,516)	86,676	(37,216)	(117,738)	(2,420,735)	1,962,778	(862,046)	(394,733)	(467,264)	(913,249)
Other Financing Sources (Uses):										
Transfers In	-	9,240,000	309,640	1,170,696	500,000	1,280,779	1,900,000	2,400,000	-	-
Transfers (Out)	-	-	-	-	(1,280,336)	-	-	-	-	-
Bond & Debt Certificate Proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Interest Expense	-	-	-	-	-	-	-	(3,257)	-	-
SBITA Issuance	-	-	-	-	-	-	371,999	57,411	-	-
Total Other Financing Sources (Uses)	-	9,240,000	309,640	1,170,696	(780,336)	1,280,779	2,271,999	2,454,154	-	-
Excess (Deficiency) of Revenues and Other Financing Resources over Expenditures and Other Financing Uses	(32,516)	9,326,676	272,424	1,052,958	(3,201,071)	3,243,557	1,409,953	2,059,421	(467,264)	(913,249)
Fund balance										
Beginning (Estimated)	1,556,420	1,193,857	10,520,533	10,792,957	11,845,915	8,644,844	11,888,401	13,298,354	15,357,775	14,890,511
Ending (Estimated)	\$ 1,523,904	\$ 10,520,533	\$ 10,792,957	\$ 11,845,915	\$ 8,644,844	\$ 11,888,401	\$ 13,298,354	\$ 15,357,775	\$ 14,890,511	\$ 13,977,262



* FY2024 Actuals excludes SURS and OPEB CIP on-behalf amounts totaling \$5,052,419 provided by the State of Illinois that were in our audited financial statements in revenue and expenditures.

Restricted Purposes Funds Revenue by Source FY2017 through FY2026

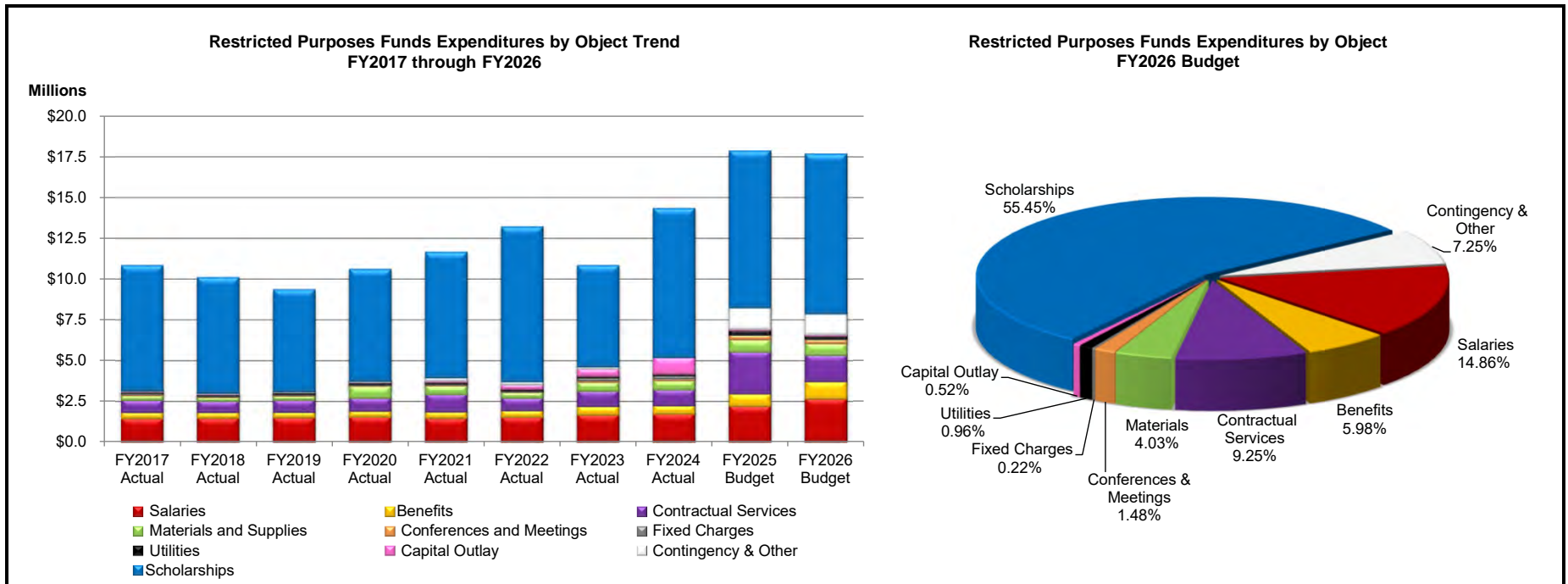
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Revenues:										
Local Governmental Sources										
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Local Government Sources	-	-	-	-	-	-	-	-	-	-
State Governmental Sources*	2,012,628	1,925,080	1,825,285	1,994,272	2,041,342	1,994,645	2,888,896	3,306,641	3,643,056	3,100,101
Federal Governmental Sources	7,393,381	7,194,003	6,456,670	7,761,779	6,329,465	12,358,485	6,200,269	9,581,881	9,636,664	9,038,194
Student Tuition and Fees	609,440	680,505	621,214	447,015	513,310	483,677	531,735	579,155	571,000	672,000
Sales and Services	130,397	2,168	4,567	-	1,728	15,385	3,018	-	-	855
Other Sources	628,564	341,887	368,333	250,069	303,121	273,788	315,815	436,189	1,092,724	625,000
Contingency	-	-	-	-	-	-	-	-	2,430,655	3,297,154
Total Revenues	\$ 10,774,410	\$ 10,143,643	\$ 9,276,069	\$ 10,453,135	\$ 9,188,966	\$ 15,125,980	\$ 9,939,733	\$ 13,903,866	\$ 17,374,099	\$ 16,733,304



*Actuals excludes SURS and OPEB CIP amounts provided by the State. Additional information is provided in the Notes to Financial Information by Fund page.

**Restricted Purposes Funds Expenditures by Object
FY2017 through FY2026**

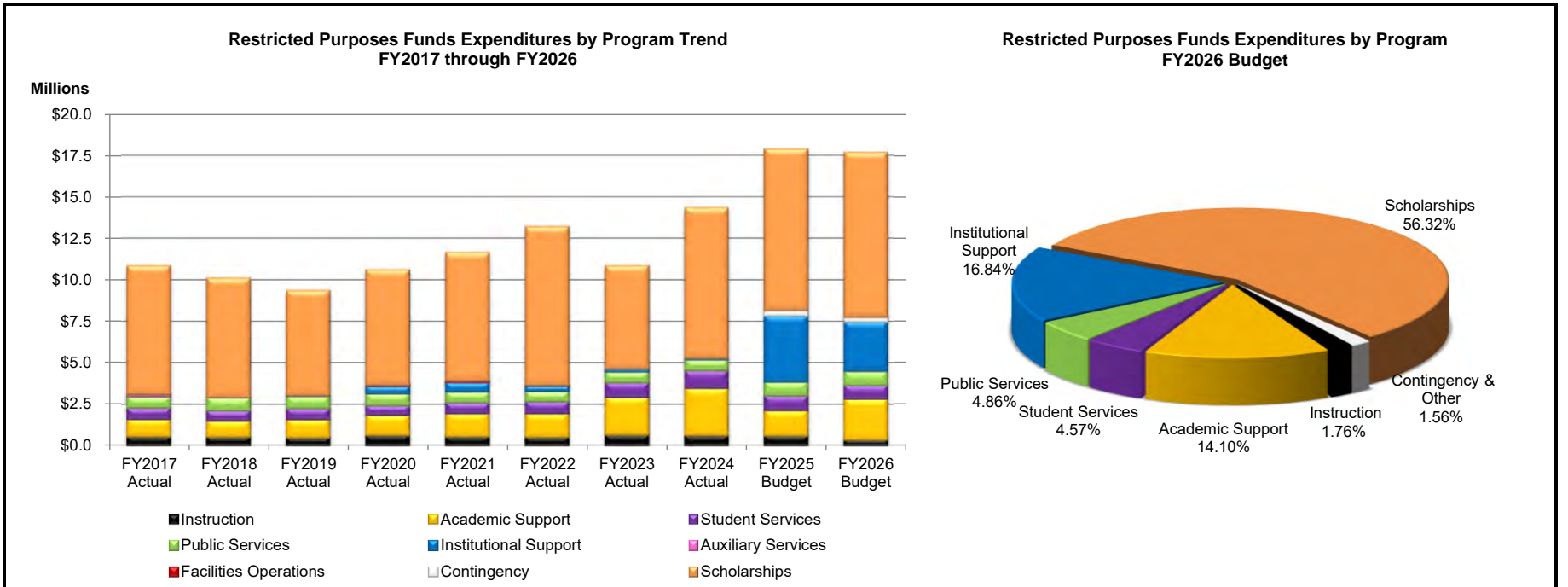
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Expenditures:										
Salaries	\$ 1,417,450	\$ 1,436,351	\$ 1,468,858	\$ 1,516,637	\$ 1,436,178	\$ 1,499,725	\$ 1,645,898	\$ 1,702,250	\$ 2,167,435	\$ 2,621,704
Benefits*	380,781	347,133	346,539	350,672	388,071	412,876	520,211	510,397	755,755	1,055,568
Contractual Services	761,727	730,142	759,929	829,157	1,094,038	776,991	953,512	995,747	2,580,114	1,633,140
Materials and Supplies	282,684	216,625	226,535	723,822	523,372	349,621	532,862	551,377	756,690	711,362
Conferences and Meetings	107,077	62,472	91,129	78,332	87,208	60,615	128,964	138,846	277,550	260,769
Fixed Charges	38,128	33,255	33,311	31,448	32,395	32,296	152,833	153,330	40,350	39,350
Utilities	107,472	106,459	110,074	121,568	115,190	106,758	106,393	128,812	249,963	169,353
Capital Outlay	13,385	7,900	-	5,206	60,609	270,947	440,582	995,339	91,000	91,000
Scholarships, Student Grants, and Waivers	7,669,033	7,059,697	6,213,005	6,849,403	7,661,999	9,472,758	6,189,205	9,122,501	9,608,401	9,784,553
Contingency & Other	29,189	56,933	63,905	64,628	210,641	180,615	131,319	-	1,314,105	1,279,754
Total Expenditures	\$ 10,806,926	\$ 10,056,967	\$ 9,313,285	\$ 10,570,873	\$ 11,609,701	\$ 13,163,202	\$ 10,801,779	\$ 14,298,599	\$ 17,841,363	\$ 17,646,553



*Actuals excludes SURS and OPEB CIP amounts provided by the State. Additional information is provided in the Notes to Financial Information by Fund page.

Restricted Purposes Funds Expenditures by Program FY2017 through FY2026

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual*	FY2025 Budget	FY2026 Budget
Expenditures:										
Instruction	\$ 514,300	\$ 497,595	\$ 456,908	\$ 604,755	\$ 509,925	\$ 478,688	\$ 622,005	\$ 579,088	\$ 562,182	\$ 310,367
Academic Support	1,052,895	977,159	1,097,497	1,217,738	1,412,303	1,440,830	2,271,580	2,853,898	1,533,584	2,487,758
Student Services	688,355	613,535	657,183	569,173	642,106	712,648	882,077	1,057,263	885,107	806,237
Public Services	683,488	787,737	747,671	719,373	665,255	603,837	656,384	669,741	845,139	857,267
Institutional Support	3,031	8,953	26,987	434,894	537,621	340,304	180,526	81,081	3,978,733	2,972,154
Auxiliary Services	110,707	-	-	23,551	57,493	-	-	-	-	-
Scholarships, Student Grants, and Waivers	7,751,556	7,171,988	6,327,039	6,957,205	7,726,264	9,555,503	6,189,207	9,057,528	9,711,618	9,937,770
Operation of Physical Facilities	2,594	-	-	44,184	58,734	31,392	-	-	-	-
Contingency & Other	-	-	-	-	-	-	-	-	325,000	275,000
Total Expenditures	\$ 10,806,926	\$ 10,056,967	\$ 9,313,285	\$ 10,570,873	\$ 11,609,701	\$ 13,163,202	\$ 10,801,779	\$ 14,298,599	\$ 17,841,363	\$ 17,646,553



*Actuals excludes SURS and OPEB CIP amounts provided by the State. Additional information is provided in the Notes to Financial Information by Fund page.

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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 FY2026 with a deficit of \$36,055 reflecting the College, information technology, and foundation audit expenses, while maintaining a stable total tax levy rate. Tax levy rates will continue to be revised to fund audit expenditures as needed.

Total revenue in the Audit Fund is budgeted to increase \$154,625 from the FY2025 Budget primarily due to property taxes.

Total expenditures in the Audit Fund are budgeted to increase \$18,680 or 10.55%, from the FY2025 budget due to a new contractual rate associated with the change in auditors that occurred in FY2025.

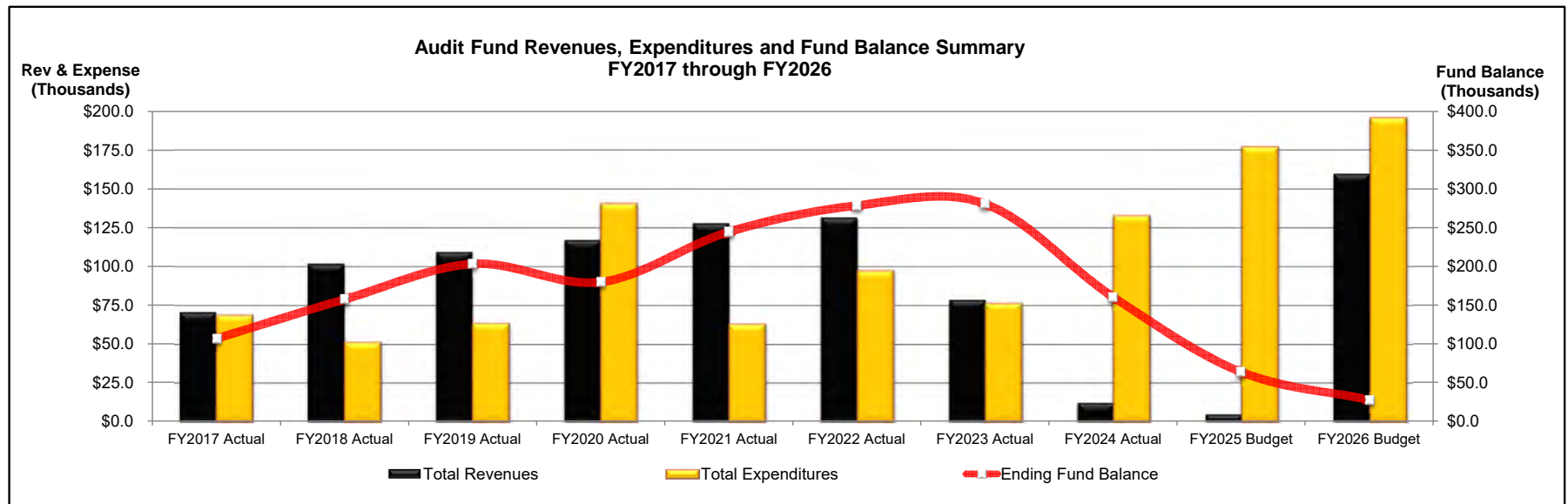
Overall Trend

Total revenue is projected to increase \$88,955 or 125.87% from FY2017 actuals, driven by levy component changes to manage the accumulated fund balance necessary to fund audit expenditures.

Total expenditures are projected to increase \$127,130 or 185.46% from FY2017 actuals, driven by changes in financial audit fees, and the addition of foundation and IT audits.

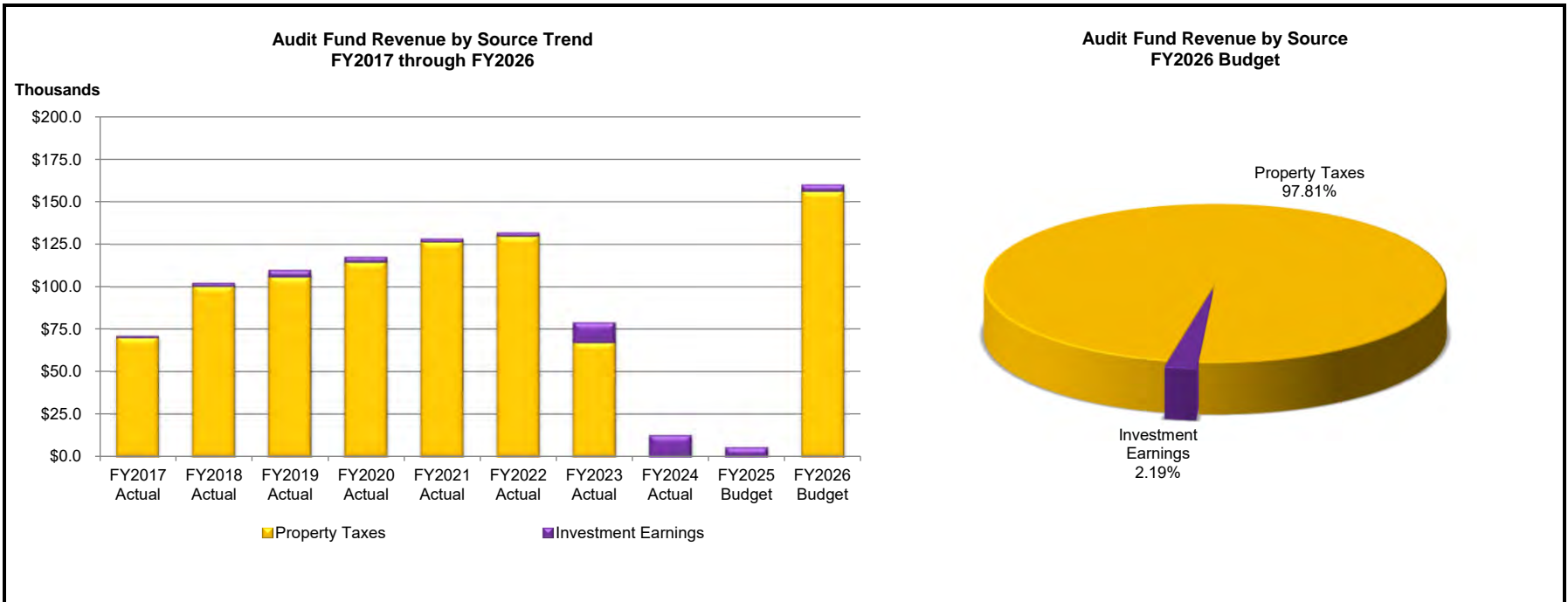
**Audit Fund Revenue and Expenditure Summary
FY2017 through FY2026**

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Total Revenues	\$ 70,670	\$ 101,692	\$ 109,360	\$ 116,996	\$ 127,760	\$ 131,368	\$ 78,541	\$ 12,287	\$ 5,000	\$ 159,625
Total Expenditures	68,550	51,150	63,500	140,490	62,927	97,325	76,175	132,700	177,000	195,680
Excess (Deficiency) of Revenues over Expenditures	2,120	50,542	45,860	(23,494)	64,833	34,043	2,366	(120,413)	(172,000)	(36,055)
Other Financing Sources (Uses):										
Transfers In	-	-	-	-	-	-	-	-	75,000	-
Transfers (Out)	-	-	-	-	-	-	-	-	-	-
Bond & Debt Certificate Proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Interest Expense	-	-	-	-	-	-	-	-	-	-
SBITA Issuance	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-	-	-	-	75,000	-
Excess (Deficiency) of Revenues and Other Financing Resources over Expenditures and Other Financing Uses	2,120	50,542	45,860	(23,494)	64,833	34,043	2,366	(120,413)	(97,000)	(36,055)
Fund balance										
Beginning (Estimated)	104,536	106,656	157,198	203,058	179,564	244,397	278,440	280,806	160,393	63,393
Ending (Estimated)	\$ 106,656	\$ 157,198	\$ 203,058	\$ 179,564	\$ 244,397	\$ 278,440	\$ 280,806	\$ 160,393	\$ 63,393	\$ 27,338



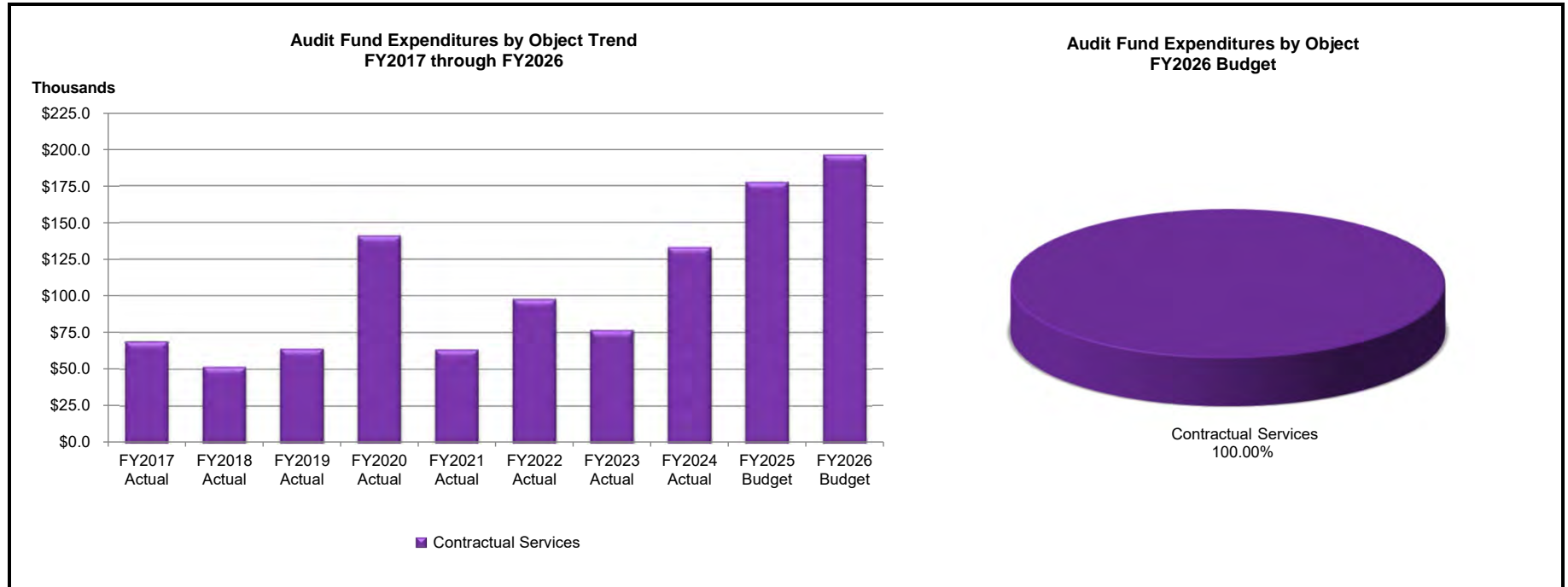
Audit Fund Revenue by Source FY2017 through FY2026

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Revenues:										
Local Governmental Sources										
Property Taxes	\$ 70,070	\$ 100,200	\$ 105,748	\$ 114,356	\$ 126,493	\$ 129,825	\$ 67,069	\$ -	\$ -	\$ 156,125
Investment Earnings	600	1,492	3,612	2,640	1,267	1,543	11,472	12,287	5,000	3,500
Total Revenues	\$ 70,670	\$ 101,692	\$ 109,360	\$ 116,996	\$ 127,760	\$ 131,368	\$ 78,541	\$ 12,287	\$ 5,000	\$ 159,625



Audit Fund Expenditures by Object FY2017 through FY2026

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Expenditures:										
Contractual Services	\$ 68,550	\$ 51,150	\$ 63,500	\$ 140,490	\$ 62,927	\$ 97,325	\$ 76,175	\$ 132,700	\$ 177,000	\$ 195,680
Total Expenditures	\$ 68,550	\$ 51,150	\$ 63,500	\$ 140,490	\$ 62,927	\$ 97,325	\$ 76,175	\$ 132,700	\$ 177,000	\$ 195,680



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 and the Risk Management Plan. 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 FY2026 with a deficit of \$58,634 after fund transfers.

Total revenue in the Liability, Protection, and Settlement Fund is budgeted to increase \$2,546,200 or 191.75% from the FY2025 Budget primarily due to a increase in property tax revenue.

Total expenditures in the Liability, Protection, and Settlement Fund are budgeted to increase \$228,608 or 6.17% from the FY2025 Budget and are comprised of the following changes:

- 12.56% increase in salaries and benefits due to staffing changes and a revised risk management plan from prior year.
- 2.26% decrease in contractual services due to reduced insurance deductibles and an outsourced service that moved to a staffed position

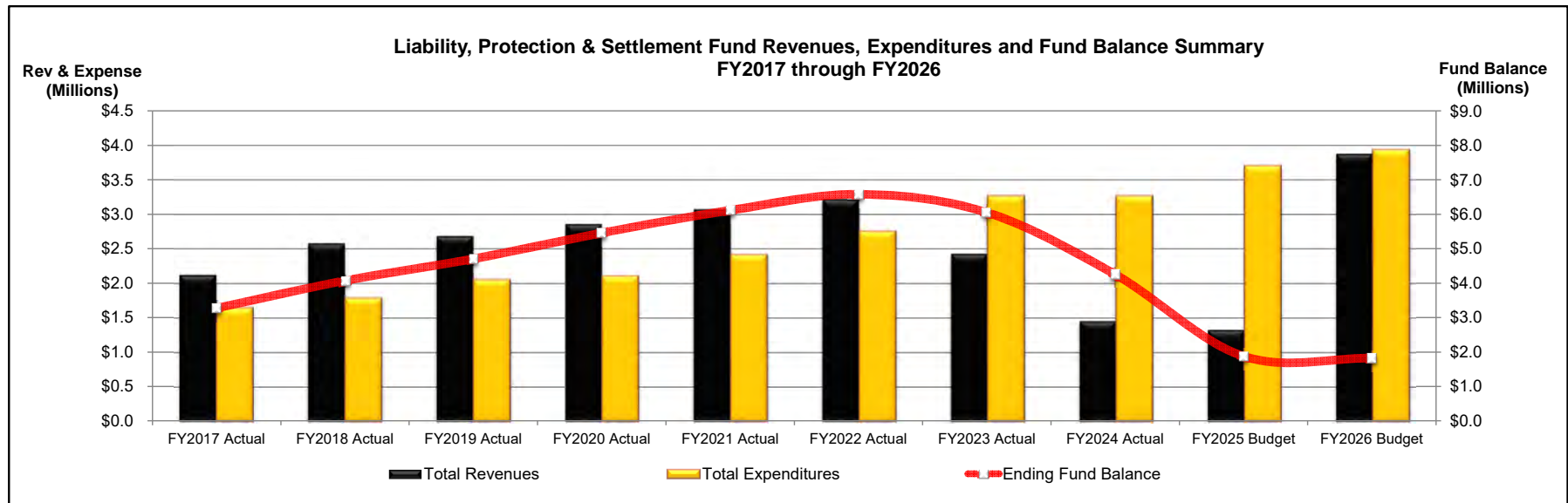
Overall Trend

Total revenue is projected to increase \$1,755,086 or 82.83% from FY2017 actuals, driven primarily by changes in property tax revenue resulting from levy component changes.

Total expenditures are projected to increase \$2,290,459 or 139.47% from FY2017 actuals, driven by an 85.49% increase in salaries and benefits, a 603.42% increase in contractual services related to the risk management plan and a 167.61% increase in fixed charges.

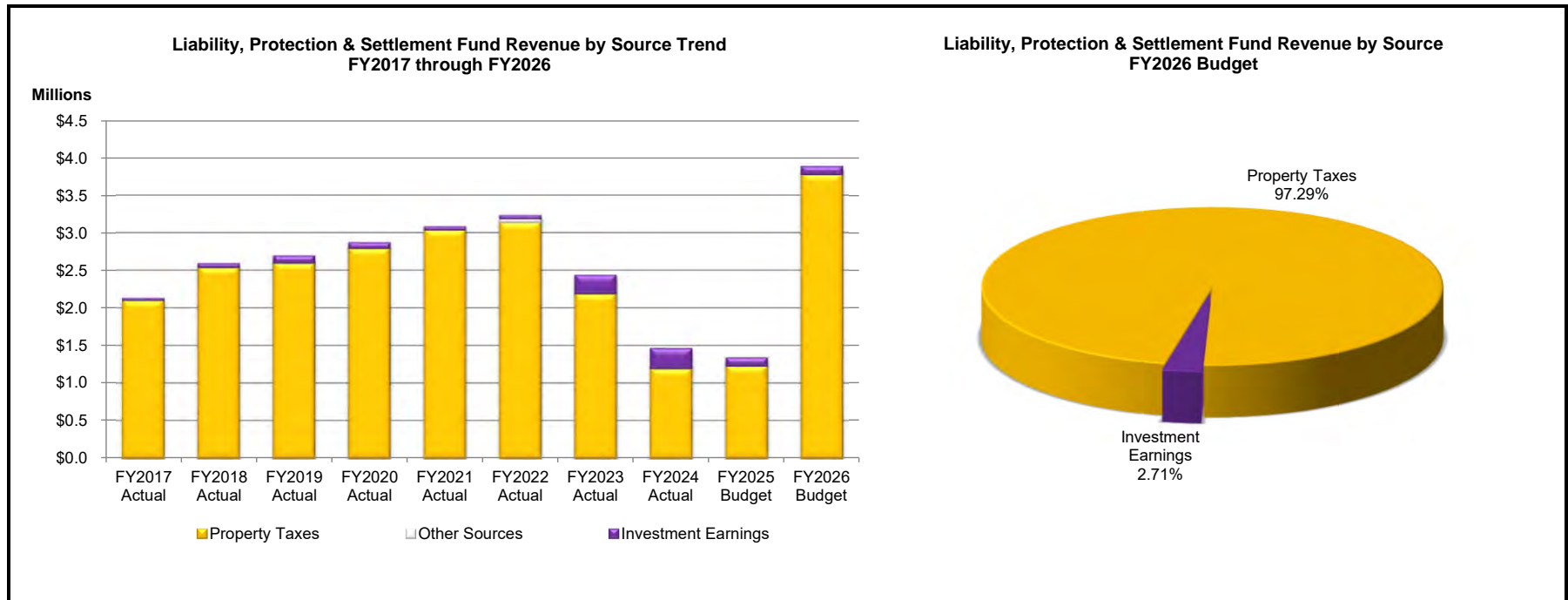
**Liability, Protection, and Settlement Fund Revenue and Expenditure Summary
FY2017 through FY2026**

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Total Revenues	\$ 2,119,014	\$ 2,578,093	\$ 2,682,935	\$ 2,856,641	\$ 3,070,205	\$ 3,218,968	\$ 2,428,102	\$ 1,450,579	\$ 1,327,900	\$ 3,874,100
Total Expenditures	1,642,275	1,782,695	2,051,476	2,103,971	2,411,749	2,752,275	3,266,856	3,265,459	3,704,126	3,932,734
Excess (Deficiency) of Revenues over Expenditures	476,739	795,398	631,459	752,670	658,456	466,693	(838,754)	(1,814,880)	(2,376,226)	(58,634)
Other Financing Sources (Uses):										
Transfers In	-	-	-	-	-	-	-	-	-	-
Transfers (Out)	-	-	-	-	-	-	-	-	-	-
Bond & Debt Certificate Proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Interest Expense	-	-	-	-	-	-	-	(1,711)	-	-
SBITA Issuance	-	-	-	-	-	-	309,847	17,683	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-	-	309,847	15,972	-	-
Excess (Deficiency) of Revenues and Other Financing Resources over Expenditures and Other Financing Uses	476,739	795,398	631,459	752,670	658,456	466,693	(528,907)	(1,798,908)	(2,376,226)	(58,634)
Fund balance										
Beginning (Estimated)	2,798,225	3,274,964	4,070,362	4,701,821	5,454,491	6,112,947	6,579,640	6,050,733	4,251,825	1,875,599
Ending (Estimated)	\$ 3,274,964	\$ 4,070,362	\$ 4,701,821	\$ 5,454,491	\$ 6,112,947	\$ 6,579,640	\$ 6,050,733	\$ 4,251,825	\$ 1,875,599	\$ 1,816,965



**Liability, Protection, and Settlement Fund Revenue by Source
FY2017 through FY2026**

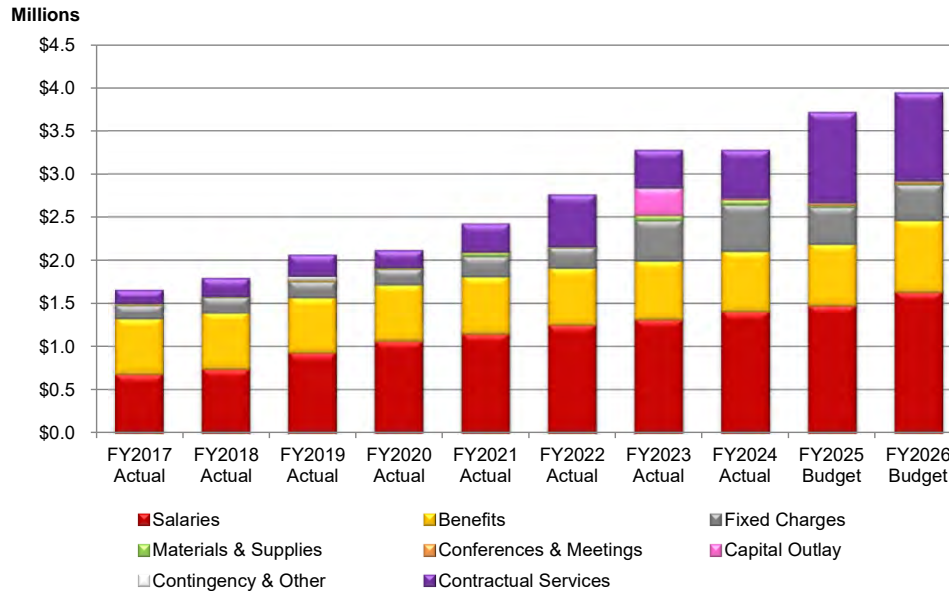
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Revenues:										
Property Taxes	\$ 2,100,118	\$ 2,534,892	\$ 2,593,117	\$ 2,788,797	\$ 3,035,050	\$ 3,132,645	\$ 2,182,426	\$ 1,189,527	\$ 1,222,900	\$ 3,769,100
Investment Earnings	18,896	43,201	89,558	67,844	35,155	36,149	245,676	259,554	105,000	105,000
Other Sources	-	-	260	-	-	50,174	-	1,498	-	-
Total Revenues	\$ 2,119,014	\$ 2,578,093	\$ 2,682,935	\$ 2,856,641	\$ 3,070,205	\$ 3,218,968	\$ 2,428,102	\$ 1,450,579	\$ 1,327,900	\$ 3,874,100



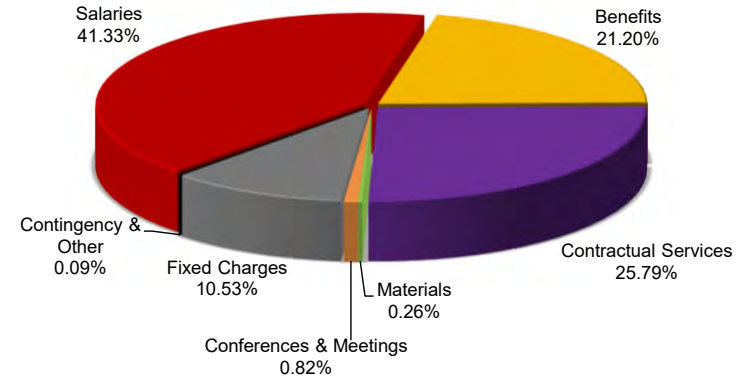
**Liability, Protection, and Settlement Fund Expenditures by Object
FY2017 through FY2026**

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Expenditures										
Salaries	\$ 671,773	\$ 731,311	\$ 921,415	\$ 1,060,170	\$ 1,140,509	\$ 1,247,107	\$ 1,309,449	\$ 1,403,118	\$ 1,467,904	\$ 1,625,308
Benefits	653,924	662,297	647,729	657,568	670,898	662,144	681,544	699,667	716,666	833,701
Contractual Services	144,168	203,105	236,961	187,793	315,169	595,254	430,594	539,715	1,037,575	1,014,100
Materials and Supplies	3,841	3,950	2,548	4,204	42,554	3,708	59,922	58,248	18,370	10,075
Conference and Meetings	10,437	3,833	12,492	12,468	6,468	3,515	6,591	7,897	33,511	32,150
Fixed Charges	154,700	177,388	183,779	181,768	231,604	236,274	466,110	536,294	427,000	414,000
Utilities	395	395	-	-	790	395	-	-	-	-
Capital Outlay	-	-	-	-	-	-	309,847	17,683	-	-
Contingency & Other	3,037	416	46,552	-	3,757	3,878	2,799	2,837	3,100	3,400
Total Expenditures	\$ 1,642,275	\$ 1,782,695	\$ 2,051,476	\$ 2,103,971	\$ 2,411,749	\$ 2,752,275	\$ 3,266,856	\$ 3,265,459	\$ 3,704,126	\$ 3,932,734

**Liability, Protection, and Settlement Fund Expenditures by Object Trend
FY2017 through FY2026**



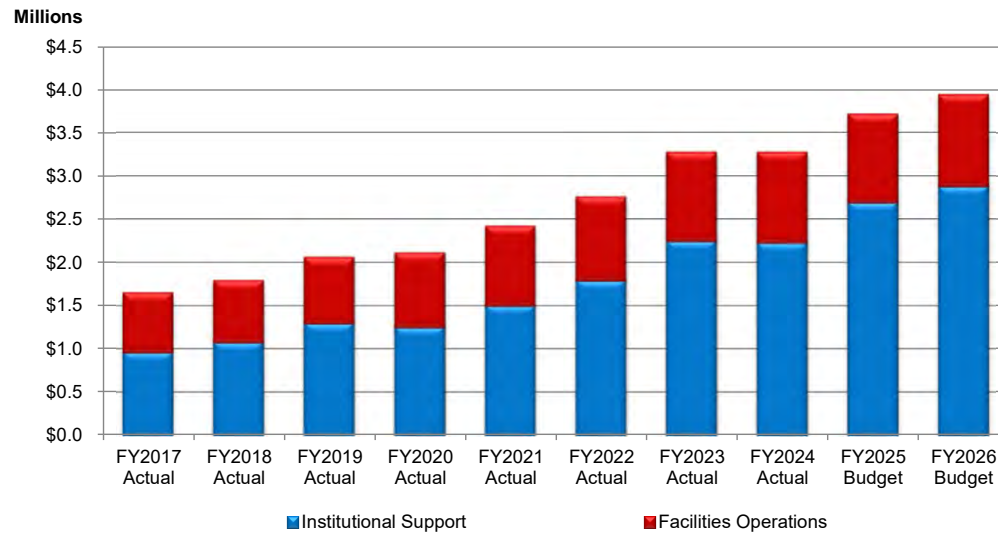
**Liability, Protection, and Settlement Fund
Expenditures by Object
FY2026 Budget**



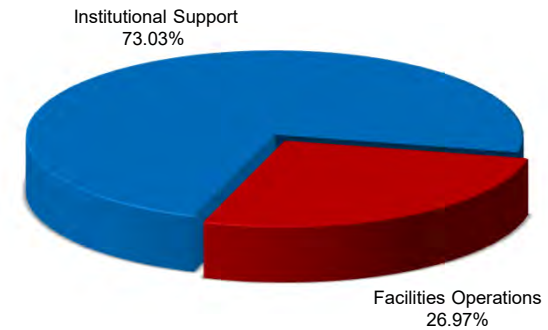
**Liability, Protection, and Settlement Fund Expenditures by Program
FY2017 through FY2026**

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Expenditures:										
Institutional Support	\$ 957,104	\$ 1,070,341	\$ 1,291,987	\$ 1,245,796	\$ 1,493,718	\$ 1,782,926	\$ 2,242,638	\$ 2,221,297	\$ 2,687,439	\$ 2,872,184
Operation of Physical Facilities	685,171	712,354	759,489	858,175	918,031	969,349	1,024,218	1,044,162	1,016,687	1,060,550
Total Expenditures	\$ 1,642,275	\$ 1,782,695	\$ 2,051,476	\$ 2,103,971	\$ 2,411,749	\$ 2,752,275	\$ 3,266,856	\$ 3,265,459	\$ 3,704,126	\$ 3,932,734

**Liability, Protection & Settlement Fund Expenditures by Program Trend
FY2017 through FY2026**



**Liability, Protection & Settlement Fund
Expenditures by Program
FY2026 Budget**



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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 transfers, the Working Cash Fund is available as a source of working capital by other funds. These transfers assist operating funds in meeting the demands for ordinary and necessary expenditures during periods of low cash balances. Any 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

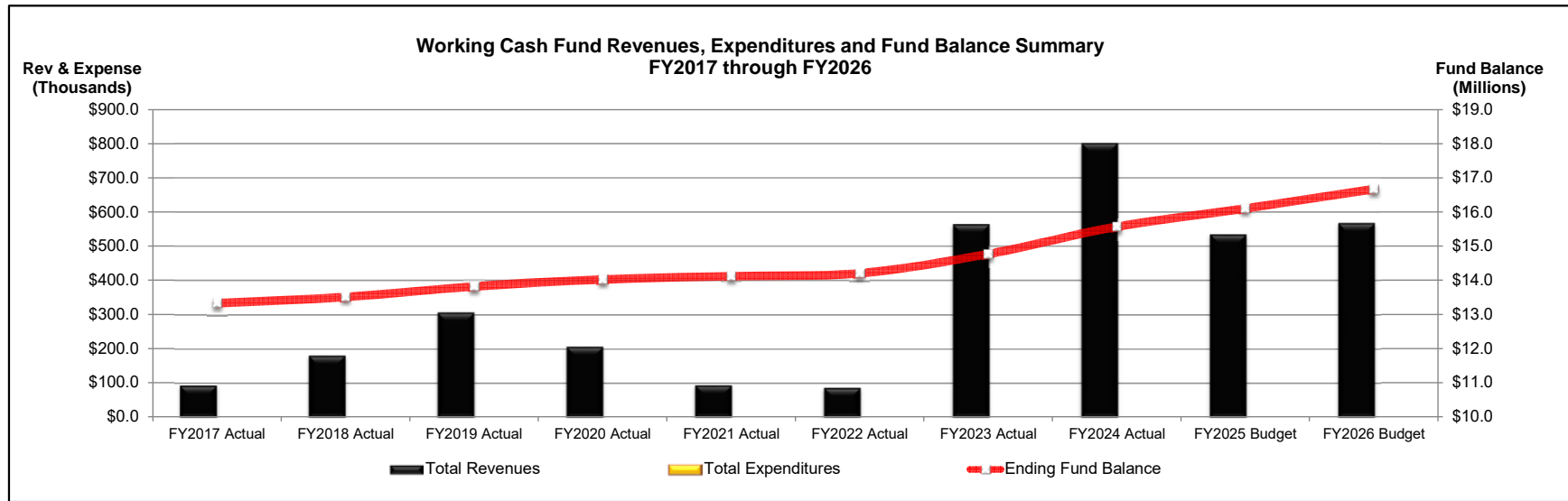
The Working Cash Fund is budgeted to end FY2026 with an excess of \$567,000 due to investment earnings and no transfers being budgeted in the upcoming fiscal year. This is an increase in revenue of \$33,000 from FY2025 revenue and is based on current interest yields.

Overall Trend

Total revenue is projected to increase \$473,949 or 509.34% from FY2017 actuals as a direct result of higher interest yields and account balance.

**Working Cash Fund Revenue and Transfer Summary
FY2017 through FY2026**

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Revenues:										
Investment Earnings	\$ 93,051	\$ 180,216	\$ 306,736	\$ 206,915	\$ 94,277	\$ 86,600	\$ 563,891	\$ 800,524	\$ 534,000	\$ 567,000
Total revenue	\$ 93,051	\$ 180,216	\$ 306,736	\$ 206,915	\$ 94,277	\$ 86,600	\$ 563,891	\$ 800,524	\$ 534,000	\$ 567,000
Total Expenditures	-	-	-	-	-	-	-	-	-	-
Net Increase (decrease) In fund balance	93,051	180,216	306,736	206,915	94,277	86,600	563,891	800,524	534,000	567,000
Other Financing Sources (Uses):										
Transfers In	-	-	-	-	-	-	-	-	-	-
Transfers (Out)	-	-	-	-	-	-	-	-	-	-
Bond & Debt Certificate Proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Interest Expense	-	-	-	-	-	-	-	-	-	-
SBITA Issuance	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-	-	-	-	-	-
Excess (Deficiency) of Revenues and Other Financing Resources over Expenditures and Other Financing Uses	93,051	180,216	306,736	206,915	94,277	86,600	563,891	800,524	534,000	567,000
Fund balance										
Beginning (Estimated)	13,238,255	13,331,306	13,511,522	13,818,258	14,025,173	14,119,450	14,206,050	14,769,941	15,570,465	16,104,465
Ending (Estimated)	<u>\$ 13,331,306</u>	<u>\$ 13,511,522</u>	<u>\$ 13,818,258</u>	<u>\$ 14,025,173</u>	<u>\$ 14,119,450</u>	<u>\$ 14,206,050</u>	<u>\$ 14,769,941</u>	<u>\$ 15,570,465</u>	<u>\$ 16,104,465</u>	<u>\$ 16,671,465</u>



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 FY2026 with an excess of revenues over expenditures of \$5,212 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 \$190,600 or 1.99% from the FY2025 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 increase \$191,305 or 2.00% from the FY2025 budget as a direct result of budgeting for debt payments on the accrual basis.

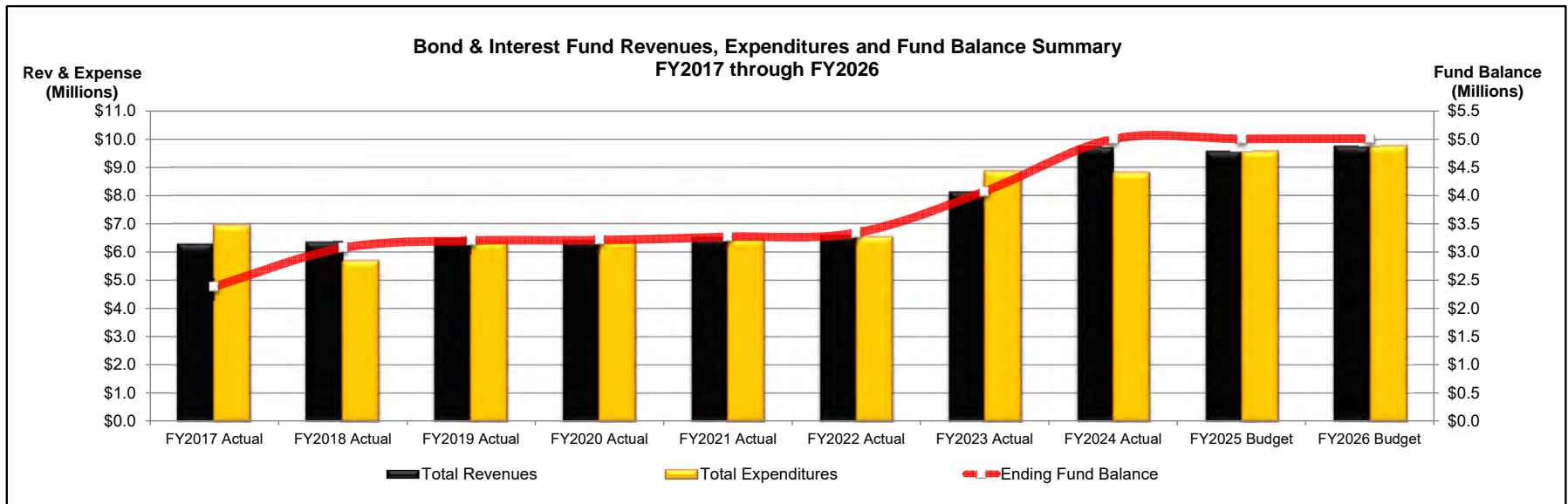
Overall Trend

Total revenue is projected to increase \$3,477,357 or 55.33% from FY2017 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 \$2,812,636 or 40.50% from FY2017 actuals due to debt maturities.

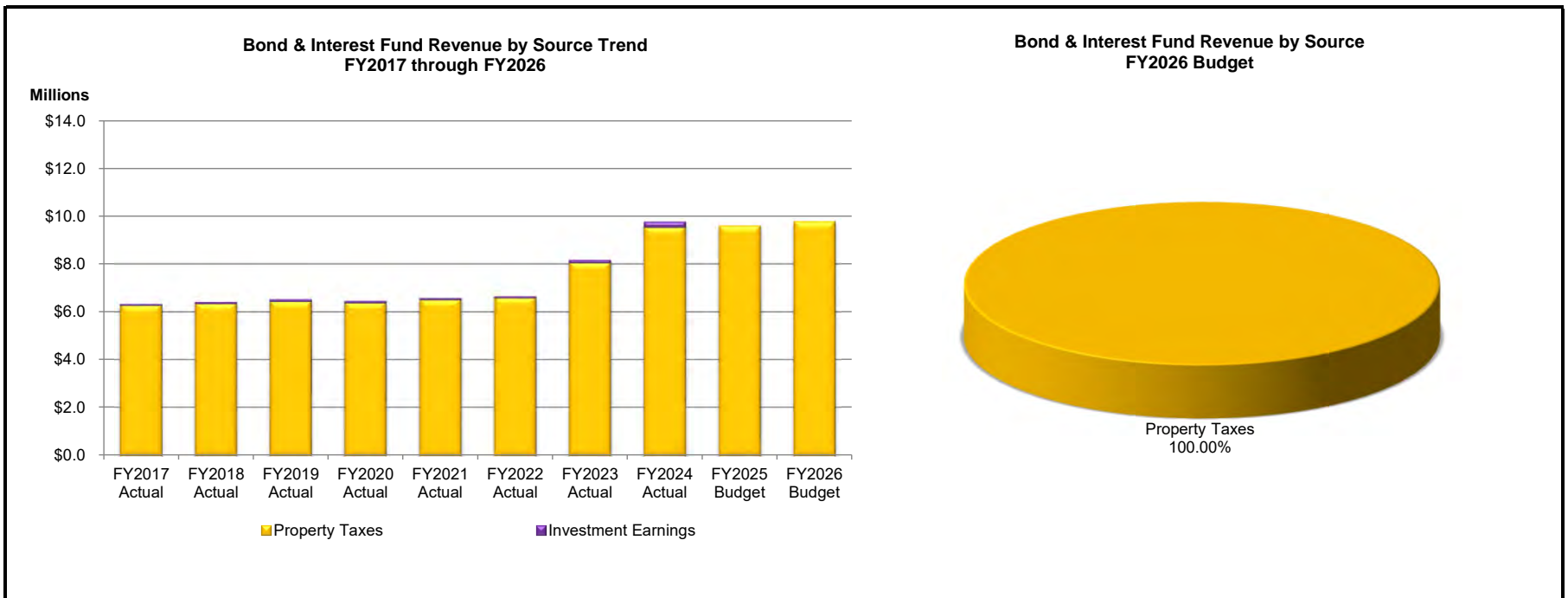
**Bond and Interest Fund Revenue and Expenditure Summary
FY2017 through FY2026**

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Total Revenues	\$ 6,284,843	\$ 6,367,977	\$ 6,478,754	\$ 6,417,214	\$ 6,523,793	\$ 6,598,092	\$ 8,134,134	\$ 9,736,995	\$ 9,571,600	\$ 9,762,200
Total Expenditures	6,944,352	5,685,542	6,342,383	6,405,279	6,464,235	6,527,726	8,857,708	8,808,470	9,565,683	9,756,988
Excess (Deficiency) of Revenues over Expenditures	(659,509)	682,435	136,371	11,935	59,558	70,366	(723,574)	928,525	5,917	5,212
Other Financing Sources (Uses):										
Transfers In	-	-	-	-	-	-	-	-	-	-
Transfers (Out)	-	-	(11,665)	-	-	-	-	-	-	-
Bond & Debt Certificate Proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	1,458,486	-	-	-
Interest Expense	-	-	-	-	-	-	-	-	-	-
SBITA Issuance	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	(11,665)	-	-	-	1,458,486	-	-	-
Excess (Deficiency) of Revenues and Other Financing Resources over Expenditures and Other Financing Uses	(659,509)	682,435	124,706	11,935	59,558	70,366	734,912	928,525	5,917	5,212
Fund balance										
Beginning (Estimated)	3,048,701	2,389,192	3,071,627	3,196,334	3,208,269	3,267,826	3,338,192	4,073,104	5,001,629	5,007,546
Ending (Estimated)	\$ 2,389,192	\$ 3,071,627	\$ 3,196,334	\$ 3,208,269	\$ 3,267,826	\$ 3,338,192	\$ 4,073,104	\$ 5,001,629	\$ 5,007,546	\$ 5,012,758



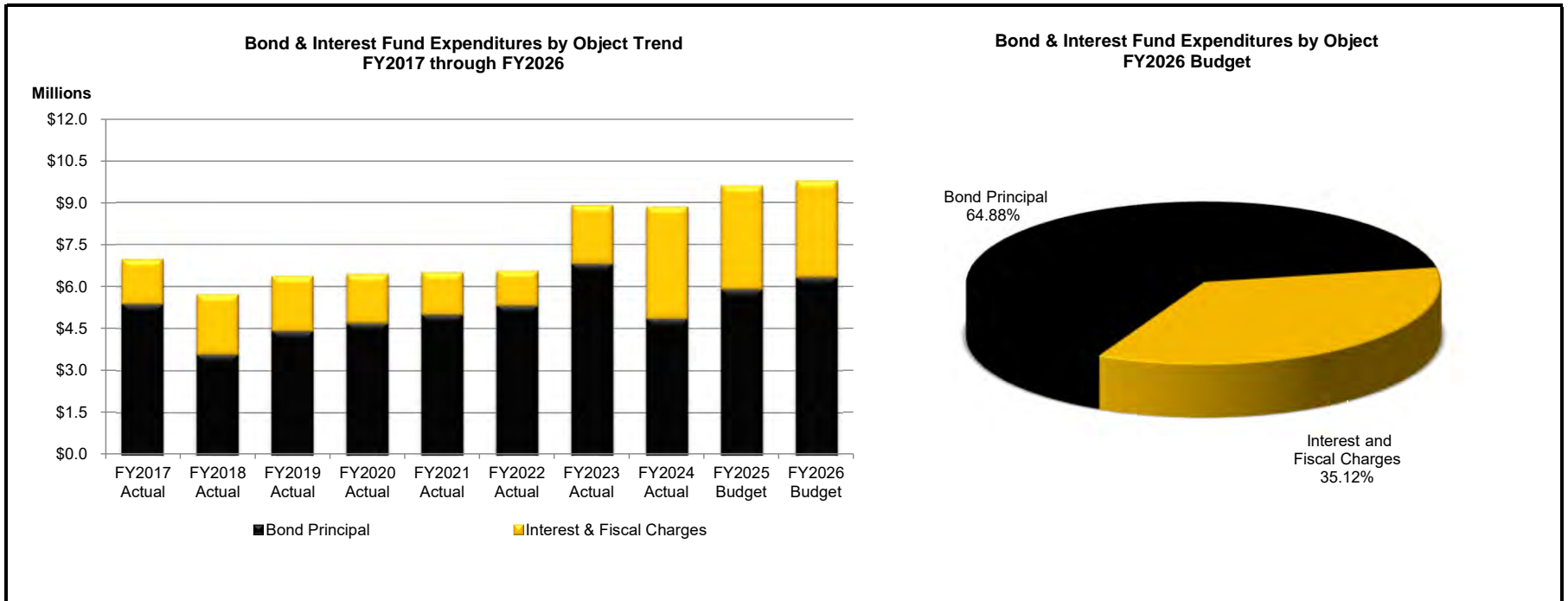
Bond and Interest Fund Revenue by Source FY2017 through FY2026

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Revenues:										
Local Governmental Sources										
Property Taxes	\$ 6,272,429	\$ 6,344,299	\$ 6,431,686	\$ 6,380,700	\$ 6,509,956	\$ 6,585,919	\$ 8,054,769	\$ 9,537,013	\$ 9,571,600	\$ 9,762,200
Total Local Government Sources	6,272,429	6,344,299	6,431,686	6,380,700	6,509,956	6,585,919	8,054,769	9,537,013	9,571,600	9,762,200
Investment Earnings	12,414	23,678	47,068	36,514	13,837	12,173	79,365	199,982	-	-
Total Revenues	\$ 6,284,843	\$ 6,367,977	\$ 6,478,754	\$ 6,417,214	\$ 6,523,793	\$ 6,598,092	\$ 8,134,134	\$ 9,736,995	\$ 9,571,600	\$ 9,762,200



**Bond and Interest Fund Expenditures by Object
FY2017 through FY2026**

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Expenditures:										
Bond Principal	\$ 5,365,000	\$ 3,570,000	\$ 4,410,000	\$ 4,695,000	\$ 4,995,000	\$ 5,315,000	\$ 6,805,000	\$ 4,851,100	\$ 5,907,800	\$ 6,330,000
Interest and Fiscal Charges	1,579,352	2,115,542	1,932,383	1,710,279	1,469,235	1,212,726	2,052,708	3,957,370	3,657,883	3,426,988
Total Expenditures	\$ 6,944,352	\$ 5,685,542	\$ 6,342,383	\$ 6,405,279	\$ 6,464,235	\$ 6,527,726	\$ 8,857,708	\$ 8,808,470	\$ 9,565,683	\$ 9,756,988



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 FY2026 with a deficit of \$4,250,000 after fund transfers. This deficit is a result of finalizing the QC Building 3, 2, and Sustainable Technologies Building renovations which were funded by building bond proceeds issued in 2023. 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 \$196,000 or 8.15% from the FY2025 Budget due to an increase in property tax revenue.

Total expenditures in the Operations and Maintenance Restricted Fund are budgeted to decrease \$32,346,000 or 82.52% from the FY2025 Budget as a result of major capital projects being completed. The last major bond issuance for capital projects occurred in 2023.

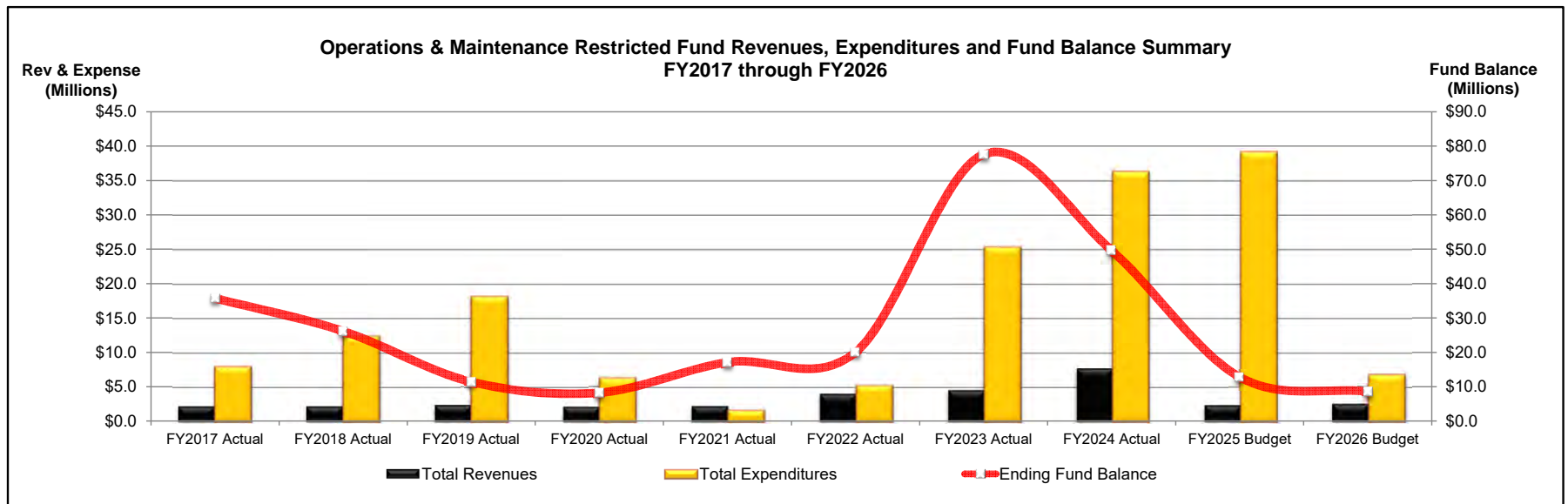
Overall Trend

Total revenue is projected to increase \$358,908 or 16.00% from FY2017 actuals, driven mainly by a 32.86% increase in property tax revenue offset by a \$211,333 reduction in investment earnings.

Total expenditures are projected to decrease \$1,146,290 or 14.33% from FY2017 actuals as a direct result of reduced capital projects.

**Operations and Maintenance Restricted Fund Revenue and Expenditure Summary
FY2017 through FY2026**

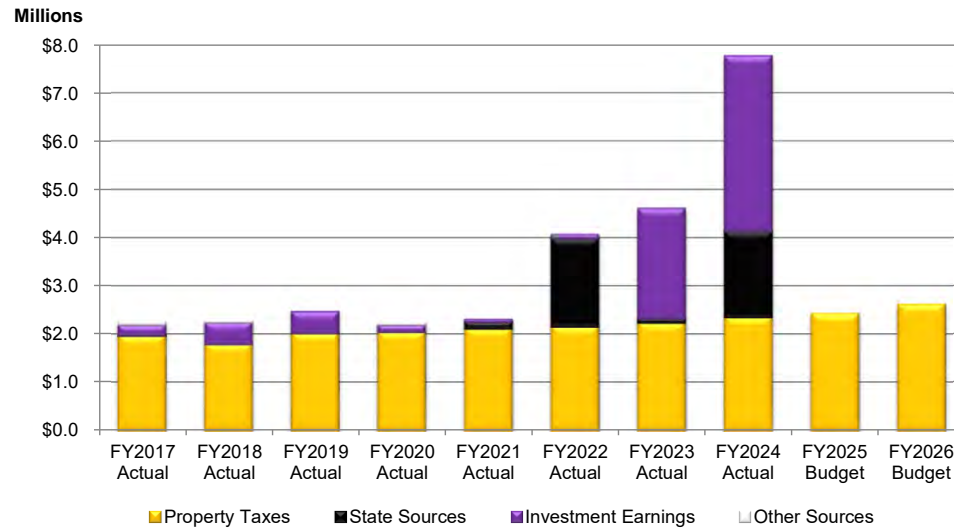
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Total Revenues	\$ 2,243,092	\$ 2,236,289	\$ 2,459,610	\$ 2,214,736	\$ 2,301,046	\$ 4,059,986	\$ 4,598,089	\$ 7,753,320	\$ 2,406,000	\$ 2,602,000
Total Expenditures	7,998,290	12,439,375	18,200,126	6,379,049	1,699,662	5,273,168	25,396,457	36,324,532	39,198,000	6,852,000
Excess (Deficiency) of Revenues over Expenditures	(5,755,198)	(10,203,086)	(15,740,516)	(4,164,313)	601,384	(1,213,182)	(20,798,368)	(28,571,212)	(36,792,000)	(4,250,000)
Other Financing Sources (Uses):										
Transfers In	-	620,000	1,211,665	2,071,000	8,280,336	4,084,000	2,100,000	3,096,938	-	-
Transfers (Out)	-	-	(209,640)	(1,070,696)	-	-	-	(2,496,938)	-	-
Bond & Debt Certificate Proceeds	28,955,000	-	-	-	-	-	67,735,000	-	-	-
Bond Premium (Discount)	3,023,591	-	-	-	-	-	8,542,969	-	-	-
Interest Expense	-	-	-	-	-	-	-	-	-	-
SBITA Issuance	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	31,978,591	620,000	1,002,025	1,000,304	8,280,336	4,084,000	78,377,969	600,000	-	-
Excess (Deficiency) of Revenues and Other Financing Resources over Expenditures and Other Financing Uses	26,223,393	(9,583,086)	(14,738,491)	(3,164,009)	8,881,720	2,870,818	57,579,601	(27,971,212)	(36,792,000)	(4,250,000)
Fund balance										
Beginning (Estimated)	9,515,819	35,739,212	26,156,126	11,417,635	8,253,626	17,135,346	20,006,164	77,585,765	49,614,553	12,822,553
Ending (Estimated)	\$ 35,739,212	\$ 26,156,126	\$ 11,417,635	\$ 8,253,626	\$ 17,135,346	\$ 20,006,164	\$ 77,585,765	\$ 49,614,553	\$ 12,822,553	\$ 8,572,553



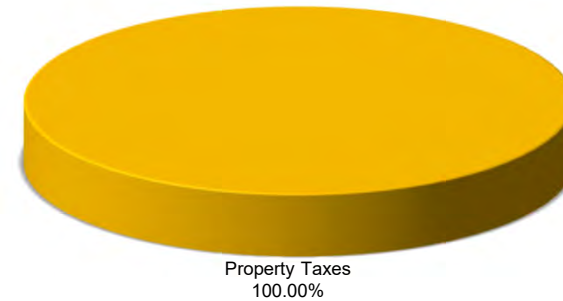
**Operations and Maintenance Restricted Fund Revenue by Source
FY2017 through FY2026**

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Revenues:										
Local Governmental Sources										
Property Taxes	\$ 1,958,428	\$ 1,789,836	\$ 2,015,484	\$ 2,038,133	\$ 2,103,818	\$ 2,145,454	\$ 2,228,543	\$ 2,341,633	\$ 2,406,000	\$ 2,602,000
Other Sources	-	-	-	-	-	-	-	-	-	-
Total Local Government Sources	1,958,428	1,789,836	2,015,484	2,038,133	2,103,818	2,145,454	2,228,543	2,341,633	2,406,000	2,602,000
State Governmental Sources	7,416	-	-	-	140,253	1,822,732	83,986	1,774,334	-	-
Investment Earnings	211,333	444,267	444,126	144,255	56,975	91,800	2,285,560	3,637,353	-	-
Other Sources	65,915	2,186	-	32,348	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-	-
Total Revenues	\$ 2,243,092	\$ 2,236,289	\$ 2,459,610	\$ 2,214,736	\$ 2,301,046	\$ 4,059,986	\$ 4,598,089	\$ 7,753,320	\$ 2,406,000	\$ 2,602,000

**Operations & Maintenance Restricted Fund Revenue by Source Trend
FY2017 through FY2026**

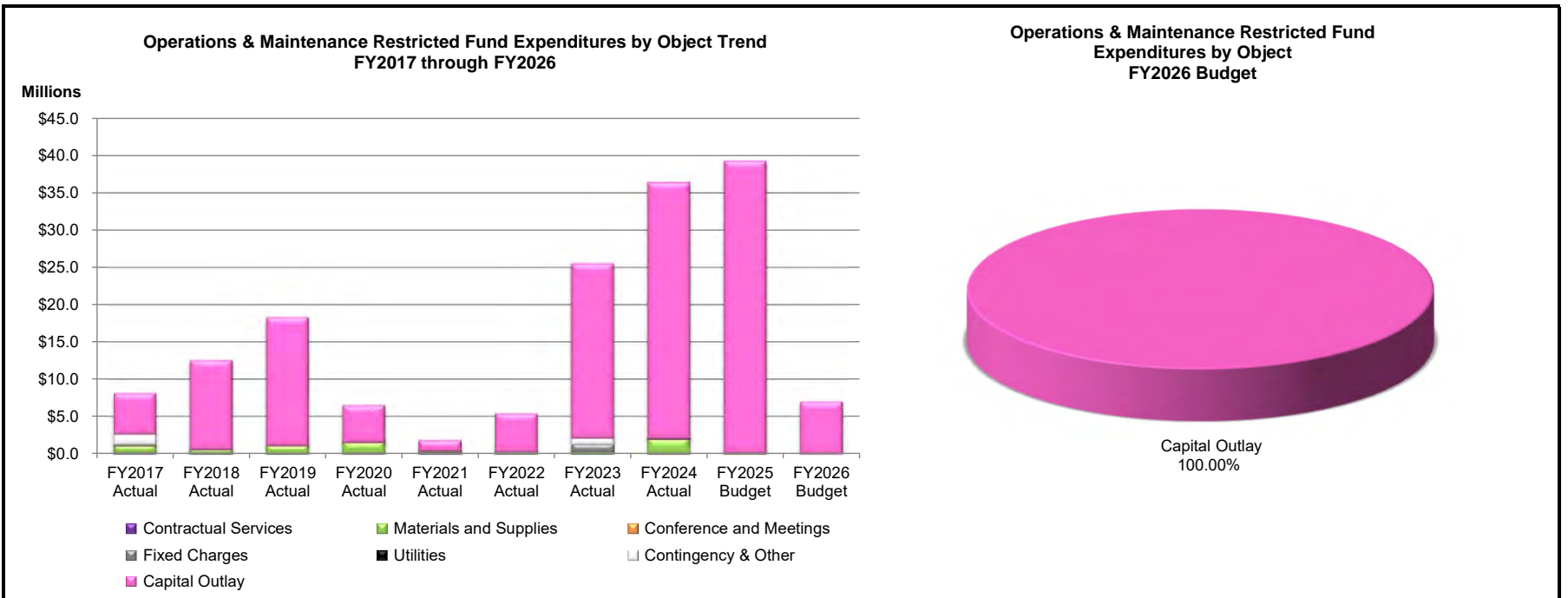


**Operations & Maintenance Restricted Fund
Revenue by Source
FY2026 Budget**



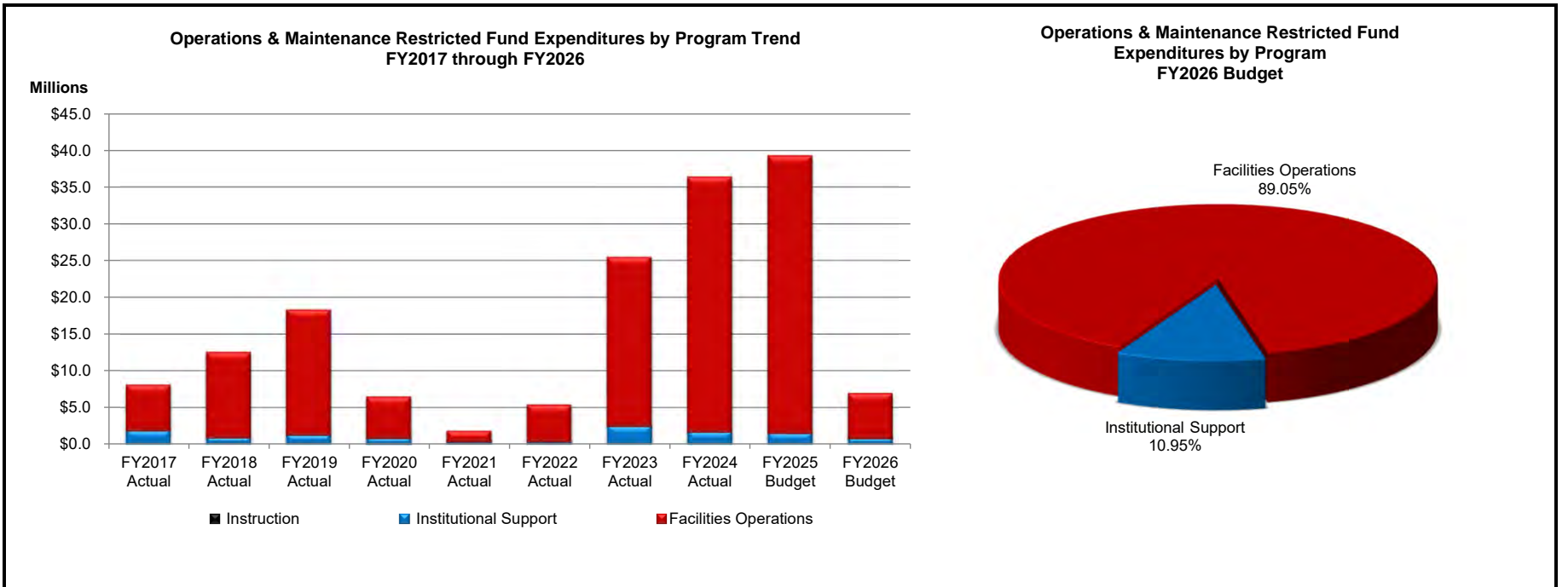
**Operations and Maintenance Restricted Fund Expenditures by Object
FY2017 through FY2026**

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Expenditures:										
Contractual Services	\$ 120,125	\$ 27,964	\$ 48,919	\$ 74,051	\$ 162,845	\$ 49,050	\$ 55,169	\$ 57,599	\$ -	\$ -
Materials and Supplies	978,064	543,053	1,021,646	1,463,048	168,145	149,570	234,610	1,895,564	40,000	-
Conference and Meetings	238	-	-	191	-	-	-	-	-	-
Fixed Charges	136,831	9,781	3,750	2,078	4,991	-	932,711	20,330	-	-
Utilities	-	-	-	-	-	-	-	43,077	-	-
Capital Outlay	5,390,339	11,857,577	17,125,811	4,839,681	1,363,681	5,074,549	23,312,227	34,307,962	39,158,000	6,852,000
Contingency & Other	1,372,693	1,000	-	-	-	-	861,740	-	-	-
Total Expenditures	\$ 7,998,290	\$ 12,439,375	\$ 18,200,126	\$ 6,379,049	\$ 1,699,662	\$ 5,273,169	\$ 25,396,457	\$ 36,324,532	\$ 39,198,000	\$ 6,852,000



**Operations and Maintenance Restricted Fund Expenditures by Program
FY2017 through FY2026**

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Expenditures:										
Instruction	\$ -	\$ -	\$ -	\$ 5,941	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Institutional Support	1,823,796	877,856	1,238,326	783,378	307,372	289,755	2,413,888	1,638,032	1,450,000	750,000
Operation of Physical Facilities	6,174,494	11,561,519	16,961,800	5,589,730	1,392,290	4,983,413	22,982,569	34,686,500	37,748,000	6,102,000
Total Expenditures	\$ 7,998,290	\$ 12,439,375	\$ 18,200,126	\$ 6,379,049	\$ 1,699,662	\$ 5,273,168	\$ 25,396,457	\$ 36,324,532	\$ 39,198,000	\$ 6,852,000



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 FY2024 financial statements, adjusted to reflect budgeted FY2025 results at the time of publication. The combined fund balance in all funds as shown on the FY2026 Budget Combining All Funds page in this document is budgeted to decrease by 11.11%. An analysis is presented below for each fund with a budgeted change in fund balance of 10% or more.

Education Fund

The Education fund is budgeted to end FY2026 with a \$2,708,292 or 30.50% decrease in fund balance. This decrease is primarily a result of reduced funding from the State and an increase in medical insurance premiums for employees.

Audit Fund

The Audit Fund is budgeted to end FY2026 with a \$36,055 or 56.88% decrease in fund balance. The tax levy rates were revised in FY2026 to primarily fund audit expenditures as needed while continuing to spend down the balance accumulated from prior years at a lower rate.

Operations & Maintenance Restricted Fund

The fund balance for the Operations & Maintenance Restricted Fund is budgeted to end FY2026 with a \$4,250,000 or 33.14% decrease in fund balance. This decrease is due to a reduced number of construction projects as our bond funded construction projects are nearing completion.

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 FY2017 through FY2024 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. FY2025 Fund Balance Presentation

For budget document reporting purposes, the projected ending fund balance for FY2025 is based on audited ending fund balance from June 30, 2024 and adjusted to reflect budgeted FY2025 results. This approach was elected to represent a conservative beginning balance for FY2026 budget development as year end performance will be favorable to budget.

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				Operations & Maint. Fund (Restricted)	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Enterprises Fund	Restricted Purposes Fund	Audit Fund			Working Cash Fund	Bond & Interest Fund			
Cash & Equivalents - 6/30/25	\$ 12,823,076	\$ 8,770,776	\$ 112,668	\$ 10,361,621	\$ 77,953	\$ 3,363,153	\$ 16,287,389	\$ 4,665,893	\$ 25,734,429	\$ 82,196,958		
Cash Receipts - FY26	30,437,965	6,529,529	2,006,150	16,733,304	159,625	3,874,100	567,000	9,762,200	2,602,000	72,671,873		
Cash Disbursements - FY26	(33,146,257)	(6,439,546)	(1,988,148)	(17,646,553)	(195,680)	(3,932,734)	-	(9,756,988)	(6,852,000)	(79,957,906)		
Cash & Equivalents - 6/30/26	<u>\$ 10,114,784</u>	<u>\$ 8,860,759</u>	<u>\$ 130,670</u>	<u>\$ 9,448,372</u>	<u>\$ 41,898</u>	<u>\$ 3,304,519</u>	<u>\$ 16,854,389</u>	<u>\$ 4,671,105</u>	<u>\$ 21,484,429</u>	<u>\$ 74,910,925</u>		

NOTE: "Cash & Equivalents - 6/30/25" amounts are estimates based on the best available information at time of publication and FY2026 amounts are estimates for the future fiscal year.

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STATISTICS & APPENDICES



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 23.8
- Majority of students are female
- Majority of apportionment generating students attend part-time
- 18.0% of area high school graduates attended Black Hawk College in the fall of FY2024
- Non-apportionment generating students under the age of 20 and over the age of 40 both increased from FY2023
- Roughly 4,000 students received some form of financial aid in FY2024, lower than the average of about 4,250 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
- FY2026 tuition of \$174.00 per credit hour is an increase of \$10 per credit hour from FY2025
- 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 FY2025
- Total property tax levy remains stable with moderate growth and recurring growth in EAV which continues to represent approximately one-third of the College's total revenue

Staffing Trends

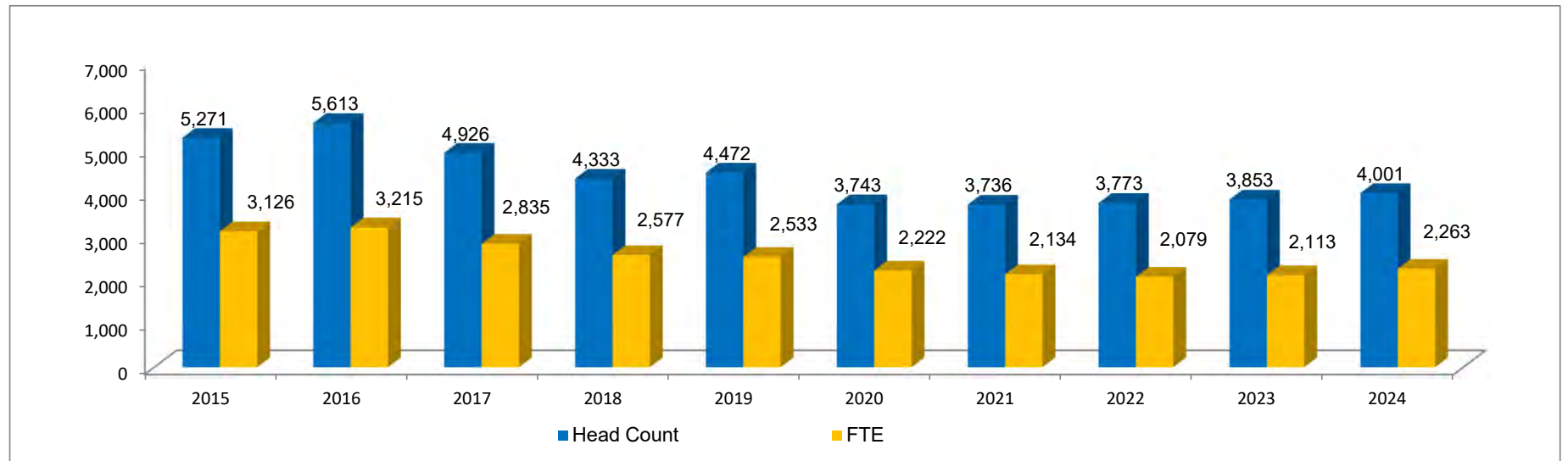
Staffing trends describes the Operating Fund staffing levels and categorizations at the College. The total number of Operating Fund employees has slightly increased over the past couple years. For FY2026, there is an overall decrease in staffing levels through a voluntary termination plan offered for retirement eligible employees at the end of June 2025. Despite these changes, the College is maintaining the staffing levels necessary to better support the functions and the mission of Black Hawk College now and positioning us for the future.

Fund Balance Trends

Fund balance trends illustrate the fund balance levels for seven major funds of the College from FY2015 through FY2024. 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 2015 through Fall 2024

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
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
2024	4,001	3.8%	2,263	7.1%	38.1%	61.9%	33.6%	66.4%	33.60%	23.00%	4.50%	6.60%	3.80%	28.50%	23.8
Average:	4,372	-4.1%	2,510	-4.4%											



NR = Not Reported
Source: ICCB Fall (E1) Enrollment Report



Students at a Glance (State Support Generating)
Fall 2015 through Fall 2024

Fall Semester	Head Count		FTE	
	BHC	All Illinois	BHC	All Illinois
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	246,931	2,113	140,029
2024	4,001	265,227	2,263	149,469

Change Fall 2015 to Fall 2024	Head Count		FTE	
	BHC	All Illinois	BHC	All Illinois
Change, in Real Numbers	(1,270)	(50,928)	(863)	(34,401)
Change, by Percentage	-24.1%	-16.1%	-27.6%	-18.7%

FALL 2015 TO FALL 2024 ENROLLMENT BY STATUS, GENDER, AGE, & RACE										
Fall Semester	Full-time	Part-time	Male	Female	Avg. Age	African-Am.	Asian	Latino	White	All Minorities
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
2024	1,343	2,658	1,525	2,476	23.8	548	117	687	2,271	1,541

Change Fall 15 to Fall 24	Full-time	Part-time	Male	Female	Avg. Age	African-Am.	Asian	Latino	White	All Minorities
Change, in Real Numbers	(678)	(592)	(649)	(621)	(1)	(25)	(20)	105	(1,546)	194
Change, by Percentage	-33.5%	-18.2%	-29.9%	-20.1%	-5.6%	-4.4%	-14.6%	18.0%	-40.5%	14.4%

Source: ICCB Fall (E1) Enrollment Report



**District High School Enrollment
Fall 2020 through Fall 2024**

	Fall 2020			Fall 2021			Fall 2022			Fall 2023			Fall 2024		
	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	100	8	8.0%	101	13	12.9%	77	13	16.9%	66	9	13.6%	61	8	13.1%
Alwood	18	2	11.1%	29	4	13.8%	36	5	13.9%	18	3	16.7%	32	3	9.4%
Annawan	22	7	31.8%	26	8	30.8%	22	7	31.8%	27	6	22.2%	16	-	0.0%
Cambridge	30	3	10.0%	27	6	22.2%	32	10	31.3%	32	8	25.0%	30	7	23.3%
Erie	44	8	18.2%	54	13	24.1%	37	2	5.4%	34	4	11.8%	45	9	20.0%
Galva	41	16	39.0%	33	3	9.1%	27	1	3.7%	26	8	30.8%	31	9	29.0%
Geneseo	190	42	22.1%	232	34	14.7%	185	36	19.5%	232	40	17.2%	194	32	16.5%
Kewanee	112	21	18.8%	129	38	29.5%	126	22	17.5%	131	27	20.6%	133	21	15.8%
Mercer County	85	10	11.8%	91	10	11.0%	79	17	21.5%	93	14	15.1%	86	6	7.0%
Moline	498	81	16.3%	515	106	20.6%	446	97	21.7%	499	94	18.8%	494	107	21.7%
Orion	72	17	23.6%	83	15	18.1%	69	16	23.2%	79	15	19.0%	73	22	30.1%
Riverdale	77	13	16.9%	79	10	12.7%	79	16	20.3%	77	10	13.0%	70	5	7.1%
Rock Island	372	61	16.4%	370	51	13.8%	366	49	13.4%	322	63	19.6%	371	76	20.5%
Rockridge	90	22	24.4%	79	8	10.1%	100	14	14.0%	87	17	19.5%	74	6	8.1%
Sherrard	104	20	19.2%	106	18	17.0%	98	11	11.2%	89	22	24.7%	119	18	15.1%
Stark County	47	10	21.3%	48	13	27.1%	44	8	18.2%	37	11	29.7%	53	12	22.6%
UTHS	409	94	23.0%	381	68	17.8%	367	81	22.1%	339	51	15.0%	475	84	17.7%
Wethersfield	40	17	42.5%	35	9	25.7%	36	5	13.9%	28	4	14.3%	38	5	13.2%
Totals	2,351	452	19.2%	2,418	427	17.7%	2,226	410	18.4%	2,216	406	18.3%	2,395	430	18.0%

Source: Office of Planning and Institutional Effectiveness

**Non Credit Student Demographic Statistics (Non State Support)
FY2024 Compared to FY2023**

	Business & Industry		Professional & Vocational		Personal & Social Development		Youth		FY2024 Total		FY2023 Totals	Percent Change
Age	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent		
<17	-	0.0%	3	0.4%	9	1.1%	408	100.0%	419	19.8%	368	13.9%
17-20	8	3.9%	12	1.5%	7	0.9%	-	0.0%	27	1.3%	30	-10.0%
21-24	14	6.9%	30	3.7%	12	1.5%	-	0.0%	54	2.6%	51	5.9%
25-30	28	13.8%	71	8.7%	30	3.8%	-	0.0%	120	5.7%	113	6.2%
31-39	61	30.0%	122	14.9%	37	4.6%	-	0.0%	197	9.3%	164	20.1%
40-55	63	31.0%	241	29.5%	112	14.0%	-	0.0%	397	18.8%	360	10.3%
56+	29	14.3%	310	37.9%	586	73.4%	-	0.0%	863	40.9%	816	5.8%
Unknown	-	0.0%	29	3.5%	5	0.6%	-	0.0%	34	1.6%	16	112.5%
Total	203	100.0%	818	100.0%	798	100.0%	408	100.0%	2,111	100.0%	1,918	10.06%

	Business & Industry		Professional & Vocational		Personal & Social Development		Youth		FY2024 Total		FY2023 Totals	Percent Change
Ethnicity	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent		
Asian	1	0.5%	17	2.1%	7	0.9%	8	2.0%	32	1.5%	31	3.2%
American Indian	-	0.0%	3	0.4%	1	0.1%	-	0.0%	4	0.2%	7	-42.9%
Black	24	11.8%	35	4.3%	13	1.6%	7	1.7%	78	3.7%	63	23.8%
Hispanic	10	4.9%	102	12.5%	27	3.4%	36	8.8%	172	8.1%	147	17.0%
White	84	41.4%	461	56.4%	670	84.0%	308	75.5%	1,447	68.5%	1,360	6.4%
Nat. Hawaii/Pac. Islander	1	0.5%	2	0.2%	-	0.0%	-	0.0%	2	0.1%	-	N/A
Multiracial	2	1.0%	7	0.9%	7	0.9%	10	2.5%	26	1.2%	26	0.0%
Unknown	81	39.9%	191	23.3%	73	9.1%	39	9.6%	350	16.6%	284	23.2%
Total	203	100.0%	818	100.0%	798	100.0%	408	100.0%	2,111	100.0%	1,918	10.06%

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*
FY2024 Compared to FY2023

	Business & Industry		Professional & Vocational		Personal & Social Development		Youth		FY2024 Total		FY2023 Totals	Percent Change
Highest Degree	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent		
Associates	11	5.4%	68	8.3%	70	8.8%	-	0.0%	143	6.8%	131	9.2%
Bachelors	14	6.9%	141	17.2%	212	26.6%	-	0.0%	343	16.2%	319	7.5%
Certificate	9	4.4%	24	2.9%	16	2.0%	-	0.0%	49	2.3%	46	6.5%
Doctorate	-	0.0%	12	1.5%	38	4.8%	-	0.0%	41	1.9%	51	-19.6%
GED	6	3.0%	20	2.4%	5	0.6%	-	0.0%	30	1.4%	25	20.0%
High School	47	23.2%	108	13.2%	65	8.1%	-	0.0%	212	10.0%	202	5.0%
Masters	-	0.0%	105	12.8%	197	24.7%	-	0.0%	284	13.5%	235	20.9%
None	1	0.5%	6	0.7%	8	1.0%	19	4.7%	34	1.6%	41	-17.1%
Other	88	43.3%	218	26.7%	89	11.2%	389	95.3%	745	35.3%	658	13.2%
Professional	-	0.0%	8	1.0%	5	0.6%	-	0.0%	11	0.5%	9	22.2%
Some	27	13.3%	108	13.2%	93	11.7%	-	0.0%	219	10.4%	199	10.1%
Unknown	-	0.0%	-	0.0%	-	0.0%	-	0.0%	0	0.0%	2	-100.0%
Total	203	100.0%	818	100.0%	798	100.0%	408	100.0%	2,111	100.0%	1,918	10.1%

	Business & Industry		Professional & Vocational		Personal & Social Development		Youth		FY2024 Total		FY2023 Totals	Percent Change
Gender	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent		
Male	116	57.1%	301	36.8%	181	22.7%	216	52.9%	779	36.9%	619	25.8%
Female	87	42.9%	517	63.2%	617	77.3%	192	47.1%	1,332	63.1%	1,299	2.5%
Unknown	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	N/A
Total	203	100.0%	818	100.0%	798	100.0%	408	100.0%	2,111	100.0%	1,918	10.1%

Source: ICCB N1 Report

Note: Students may be listed in more than one category. Totals are unduplicated.

**Financial Aid Awards - All Students
FY2016 through FY2025**

Type of Aid	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024*	FY2025**
Federal Aid										
College Work Study	73	68	71	67	67	28	42	49	48	38
PELL Grant	1,944	1,787	1,741	1,455	1,451	1,197	1,126	1,084	1,167	1,248
SEOG	298	387	319	320	314	185	124	207	276	325
Stafford Loan - subsidized	453	403	384	326	307	243	194	181	207	185
Stafford Loan - unsubsidized	428	450	420	357	308	257	215	236	209	208
PLUS (Parent) Student Loan	14	16	13	18	21	18	8	18	11	14
Chapter 33 (a GI Bill fund)	77	88	94	67	61	34	39	29	28	25
Other Federal Military/Veteran's Aid ¹	0	104	75	77	63	55	57	38	42	48
State Aid										
MAP Grant	494	694	672	654	839	811	821	827	863	808
ECACE Scholarship	0	0	0	0	0	0	5	22	48	7
ECEG Grant	0	0	0	0	0	0	0	21	32	-
PATH Grant	0	0	0	0	0	0	0	52	114	123
iGrow Tech Scholarship	0	0	0	0	0	0	0	0	0	1
WEI Grant	0	0	0	0	0	0	0	0	0	2
State Basic ICAPS	0	0	0	0	0	0	0	0	5	5
IL Veterans Grant (IVG)	73	60	33	27	22	12	10	2	6	8
National Guard	17	21	25	23	31	18	30	28	19	25
POW/MIA Dependents	6	5	3	5	4	8	9	10	10	11
DORS	49	48	37	22	21	28	27	23	21	26
Policeman/Fireman Dependents Grant	0	0	0	1	0	0	0	0	0	0
Local Aid										
Private Grant/Scholarship	277	239	215	256	257	232	229	193	221	216
Achievement Awards	286	258	251	270	246	232	263	273	261	301
Foundation Scholarships	268	245	267	529	489	353	321	319	413	396
Donor Scholarships	17	12	10	27	30	25	9	71	12	12
TOTAL	4,774	4,885	4,630	4,501	4,531	3,736	3,529	3,683	4,013	4,032

* FY2024 YTD payments are final.

**FY2025 reflects YTD payments through 03/28/2025 and do not include any continuing Spring 2025 disbursements nor any Summer 2025 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

**Illinois Community College Tuition & Fees Analysis
FY2021 through FY2025**

	Fall FY2021			FY2020 TO FY2021			Fall FY2022			FY2021 TO FY2022			Fall FY2023			FY2022 TO FY2023			Fall FY2024			FY2023 TO FY2024			Fall FY2025			FY2024 TO FY2025		
	Tuition & Fees	\$	%	Change			Tuition & Fees	\$	%	Change			Tuition & Fees	\$	%	Change			Tuition & Fees	\$	%	Change			Tuition & Fees	\$	%	Change		
BLACK HAWK	\$ 149.00	\$ -	0.0%				\$ 149.00	\$ -	0.0%				\$ 164.00	\$ 15.00	10.1%				\$ 164.00	\$ -	0.0%				\$ 164.00	\$ -	0.0%			
CHICAGO	146.00	-	See Note				146.00	-	See Note				146.00	-	See Note				146.00	-	See Note				153.00	\$ 7.00	See Note			
DANVILLE	160.00	-	0.0%				170.00	10.00	6.3%				175.00	5.00	2.9%				180.00	5.00	2.9%				185.00	\$ 5.00	2.8%			
DUPAGE	137.00	-	0.0%				138.00	1.00	0.7%				140.00	2.00	1.4%				144.00	4.00	2.9%				152.00	\$ 8.00	5.6%			
ELGIN	132.00	-	0.0%				132.00	-	0.0%				132.00	-	0.0%				132.00	-	0.0%				135.00	\$ 3.00	2.3%			
HARPER	152.50	-	0.0%				152.50	-	0.0%				152.50	-	0.0%				154.50	2.00	1.3%				157.50	\$ 3.00	1.9%			
HEARTLAND	158.00	-	0.0%				169.00	11.00	7.0%				174.00	5.00	3.0%				182.00	8.00	4.6%				185.00	\$ 3.00	1.6%			
HIGHLAND	178.00	-	0.0%				186.00	8.00	4.5%				191.00	5.00	2.7%				194.00	3.00	1.6%				204.00	\$ 10.00	5.2%			
ILLINOIS CENTRAL	150.00	-	0.0%				155.00	5.00	3.3%				155.00	-	0.0%				155.00	-	0.0%				160.00	\$ 5.00	3.2%			
ILLINOIS EASTERN	124.00	-	0.0%				132.00	8.00	6.5%				132.00	-	0.0%				142.00	10.00	7.6%				171.00	\$ 29.00	20.4%			
ILLINOIS VALLEY	133.00	-	0.0%				133.00	-	0.0%				133.00	-	0.0%				135.00	2.00	1.5%				140.00	\$ 5.00	3.7%			
JOLIET	148.00	-	0.0%				148.00	-	0.0%				151.00	3.00	2.0%				151.00	-	0.0%				151.00	\$ -	0.0%			
KANKAKEE	161.00	-	0.0%				165.00	4.00	2.5%				165.00	-	0.0%				169.00	4.00	2.4%				174.00	\$ 5.00	3.0%			
KASKASKIA	152.00	-	0.0%				152.00	-	0.0%				152.00	-	0.0%				160.00	8.00	5.3%				160.00	\$ -	0.0%			
KISHWAUKEE	161.00	-	0.0%				164.00	3.00	1.9%				164.00	-	0.0%				164.00	-	0.0%				152.00	\$ (12.00)	-7.3%			
LAKE COUNTY	144.00	-	0.0%				147.00	3.00	2.1%				150.00	3.00	2.0%				160.50	10.50	7.0%				171.00	\$ 10.50	6.5%			
LAKE LAND	137.67	-	0.0%				142.67	5.00	3.6%				132.17	(10.50)	-7.4%				142.67	10.50	7.9%				147.17	\$ 4.50	3.2%			
LEWIS & CLARK	148.00	-	0.0%				148.00	-	0.0%				155.00	7.00	4.7%				155.00	-	0.0%				155.00	\$ -	0.0%			
LINCOLN LAND	140.50	-	0.0%				150.50	10.00	7.1%				153.00	2.50	1.7%				153.00	-	0.0%				156.00	\$ 3.00	2.0%			
LOGAN	120.00	-	0.0%				138.00	18.00	15.0%				145.00	7.00	5.1%				150.00	5.00	3.4%				150.00	\$ -	0.0%			
MC HENRY	126.75	-	0.0%				128.25	1.50	1.2%				128.25	-	0.0%				133.25	5.00	3.9%				138.25	\$ 5.00	3.8%			
MORAIN VALLEY	148.00	-	0.0%				153.00	5.00	3.4%				156.00	3.00	2.0%				159.00	3.00	1.9%				159.00	\$ -	0.0%			
MORTON	144.00	-	0.0%				148.00	4.00	2.8%				148.00	-	0.0%				152.00	4.00	2.7%				152.00	\$ -	0.0%			
OAKTON	141.25	-	0.0%				141.25	-	0.0%				141.25	-	0.0%				141.25	-	0.0%				141.25	\$ -	0.0%			
PARKLAND	171.00	-	0.0%				171.00	-	0.0%				171.00	-	0.0%				178.50	7.50	4.4%				178.50	\$ -	0.0%			
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	-	0.0%				135.00	-	0.0%				150.00	15.00	11.1%				150.00	-	0.0%				150.00	\$ -	0.0%			
RICHLAND	150.00	-	0.0%				153.00	3.00	2.0%				153.00	-	0.0%				153.00	-	0.0%				154.00	\$ 1.00	0.7%			
ROCK VALLEY	130.00	-	0.0%				132.00	2.00	1.5%				137.00	5.00	3.8%				142.00	5.00	3.6%				144.00	\$ 2.00	1.4%			
SANDBURG	170.00	-	0.0%				175.00	5.00	2.9%				175.00	-	0.0%				175.00	-	0.0%				178.00	\$ 3.00	1.7%			
SAUK VALLEY	146.00	-	0.0%				155.00	9.00	6.2%				159.00	4.00	2.6%				163.00	4.00	2.5%				168.00	\$ 5.00	3.1%			
SHAWNEE	125.00	-	0.0%				140.00	15.00	12.0%				140.00	-	0.0%				155.00	15.00	10.7%				155.00	\$ -	0.0%			
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	-	0.0%				138.00	4.00	3.0%				142.00	4.00	2.9%				144.00	2.00	1.4%				152.00	\$ 8.00	5.6%			
SOUTHWESTERN	122.00	-	0.0%				122.00	-	0.0%				127.00	5.00	4.1%				129.00	2.00	1.6%				132.00	\$ 3.00	2.3%			
SPOON RIVER	170.00	-	0.0%				174.00	4.00	2.4%				183.00	9.00	5.2%				193.00	10.00	5.5%				203.00	\$ 10.00	5.2%			
TRITON	144.00	-	0.0%				154.00	10.00	6.9%				159.00	5.00	3.2%				164.00	5.00	3.1%				169.00	\$ 5.00	3.0%			
WAUBONSEE	138.00	-	0.0%				140.00	2.00	1.4%				140.00	-	0.0%				143.00	3.00	2.1%				146.00	\$ 3.00	2.1%			
WOOD	163.00	-	0.0%				163.00	-	0.0%				170.00	7.00	4.3%				170.00	-	0.0%				170.00	\$ -	0.0%			
STATE AVERAGE/TOTAL	\$ 147.01	\$ -	0.0%				\$ 150.87	\$ 3.86	2.6%				\$ 153.46	\$ 2.59	1.7%				\$ 156.99	\$ 3.53	2.3%				\$ 160.42	\$ 3.44	2.2%			
ICCB PEER GROUP AVERAGE/TOTAL	\$ 146.31	\$ -	0.0%				\$ 150.19	\$ 3.88	2.6%				\$ 154.25	\$ 4.06	2.7%				\$ 157.06	\$ 2.81	1.8%				\$ 159.19	\$ 2.13	1.4%			

Source: ICCB Survey of Community Colleges

**Credit Hour Information
FY2015 through FY2024**

CREDIT HOURS

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	% Change FY2024 vs. FY2023	% Change FY2024 vs. FY2015
BACCALAUREATE	58,181	52,849	50,449	48,077	46,553	44,301	39,994	36,519	37,288	38,135	2.3%	-34.5%
BUSINESS OCCUPATIONAL	5,162	4,096	3,883	3,770	3,177	3,510	3,141	2,807	2,699	3,297	22.2%	-36.1%
TECHNICAL OCCUPATIONAL	15,326	13,994	12,021	10,506	9,611	8,134	7,390	7,576	7,387	8,126	10.0%	-47.0%
HEALTH OCCUPATIONAL	9,826	8,323	8,445	8,624	8,577	7,731	6,891	7,095	6,467	6,368	-1.5%	-35.2%
REMEDIAL	9,051	7,763	7,289	5,573	4,495	3,979	2,275	2,151	1,784	1,742	-2.4%	-80.8%
ABE/ADULT SECONDARY	22,751	20,284	18,771	16,778	15,675	14,839	10,305	9,814	12,932	13,556	4.8%	-40.4%
TOTAL	120,297	107,309	100,858	93,328	88,088	82,494	69,997	65,963	68,557	71,223	3.9%	-40.8%

CREDIT HOUR PERCENTAGE OF TOTAL

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	% Change FY2024 vs. FY2023	% Change FY2024 vs. FY2015
BACCALAUREATE	48.36%	49.25%	50.02%	51.51%	52.85%	53.70%	57.14%	55.36%	54.39%	53.54%	-1.6%	10.7%
BUSINESS OCCUPATIONAL	4.29%	3.82%	3.85%	4.04%	3.61%	4.25%	4.49%	4.26%	3.94%	4.63%	17.6%	7.9%
TECHNICAL OCCUPATIONAL	12.74%	13.04%	11.92%	11.26%	10.91%	9.86%	10.56%	11.49%	10.77%	11.41%	5.9%	-10.5%
HEALTH OCCUPATIONAL	8.17%	7.76%	8.37%	9.24%	9.74%	9.37%	9.84%	10.76%	9.43%	8.94%	-5.2%	9.5%
REMEDIAL	7.52%	7.23%	7.23%	5.97%	5.10%	4.82%	3.25%	3.26%	2.60%	2.45%	-6.0%	-67.5%
ABE/ADULT SECONDARY	18.91%	18.90%	18.61%	17.98%	17.79%	17.99%	14.72%	14.88%	18.86%	19.03%	0.9%	0.6%

ICCB CREDIT HOUR REIMBURSEMENT RATES

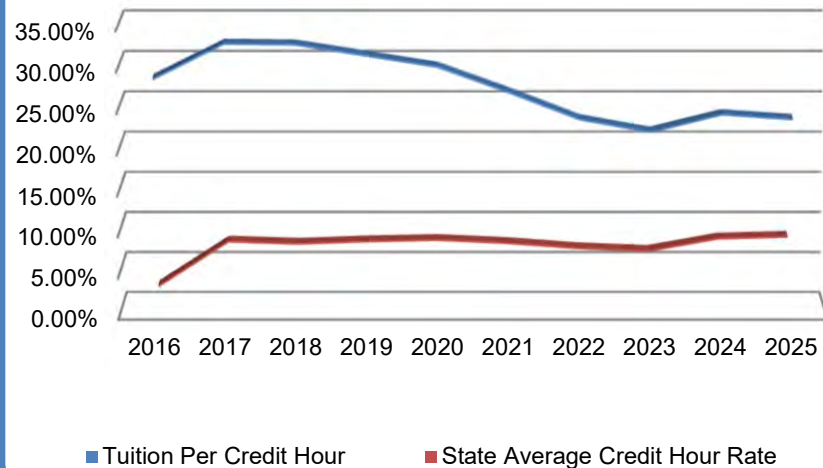
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	% Change FY2024 vs. FY2023	% Change FY2024 vs. FY2015
BACCALAUREATE	\$ 22.46	\$ 6.27	\$ 22.93	\$ 34.08	\$ 34.50	\$ 30.19	\$ 36.63	\$ 44.91	\$ 47.00	\$ 44.43	-5.5%	97.8%
BUSINESS OCCUPATIONAL	\$ 32.25	\$ 9.07	\$ 33.75	\$ 40.51	\$ 45.80	\$ 37.74	\$ 49.73	\$ 64.20	\$ 58.54	\$ 58.16	-0.6%	80.3%
TECHNICAL OCCUPATIONAL	\$ 33.24	\$ 9.55	\$ 35.57	\$ 40.66	\$ 48.15	\$ 37.69	\$ 48.81	\$ 56.56	\$ 48.87	\$ 69.17	41.5%	108.1%
HEALTH OCCUPATIONAL	\$ 54.24	\$ 14.91	\$ 56.20	\$ 61.88	\$ 83.97	\$ 67.34	\$ 81.05	\$ 96.07	\$ 98.10	\$ 93.64	-4.5%	72.6%
REMEDIAL	\$ 9.96	\$ 2.18	\$ 7.21	\$ 14.48	\$ 8.73	\$ 14.26	\$ 19.78	\$ 23.01	\$ 5.03	\$ 27.30	442.7%	174.1%
ABE/ADULT SECONDARY	\$ 65.99	\$ 16.73	\$ 64.42	\$ 122.56	\$ 85.02	\$ 53.66	\$ 76.91	\$ 93.54	\$ 96.46	\$ 88.96	-7.8%	34.8%

Notes: Black Hawk College credit hours includes both unrestricted and restricted credit hours

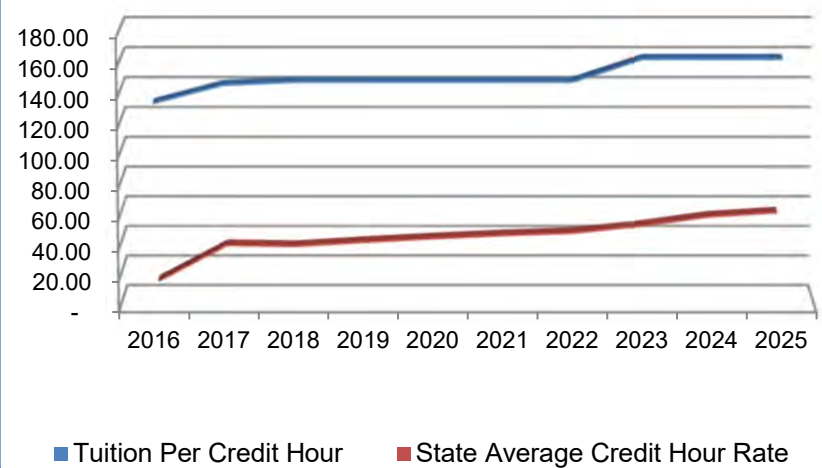
Tuition and State Average Credit Hour Rates Comparison FY2016 through FY2025

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
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%
2025	685.00	164.00	0.00%	54.83	5.50%	23.94%	8.00%

Percent of Per Capita Cost Trend

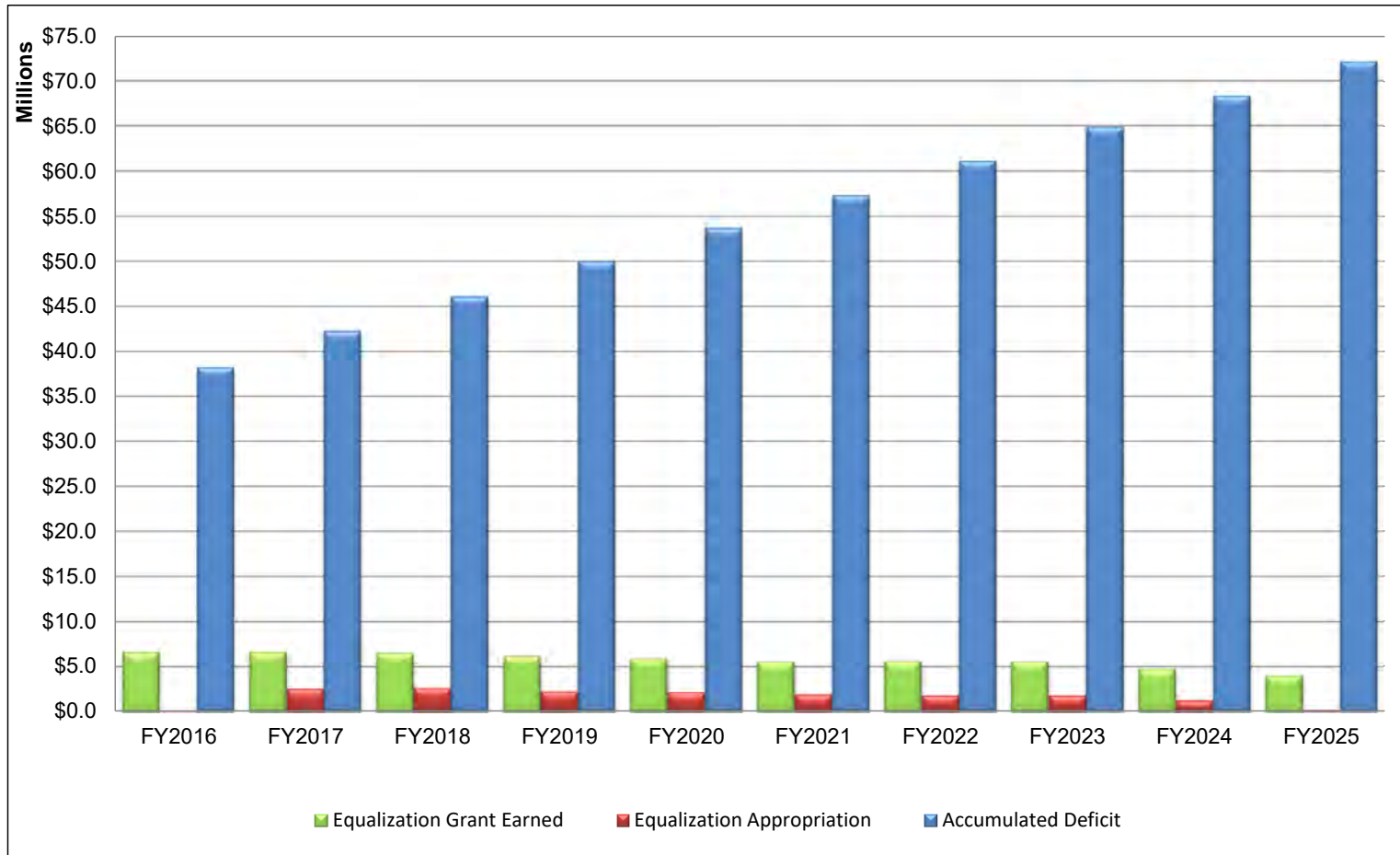


Credit Hour Rate Trend



Sources: Annual College Audits and ICCB Systems Finance

**State Equalization Grant Funding History & Accumulated Deficit
FY2016 through FY2025**



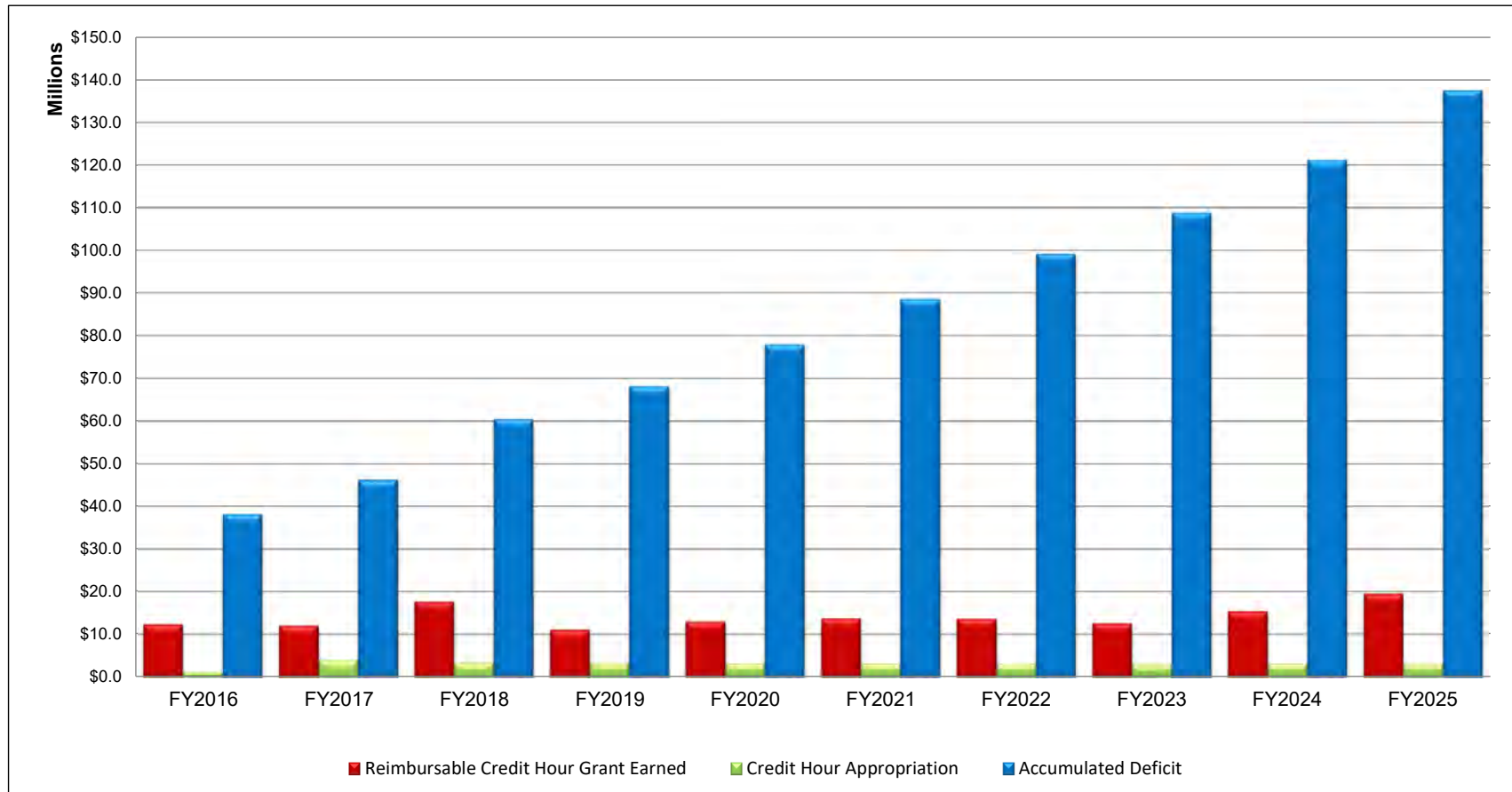
	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Equalization Grant Earned	\$ 6,614,329	\$ 6,614,579	\$ 6,509,795	\$ 6,183,772	\$ 5,901,276	\$ 5,567,779	\$ 5,630,996	\$ 5,587,535	\$ 4,755,647	\$ 4,035,673
Equalization Appropriation	50,000	2,566,390	2,684,210	2,304,020	2,194,790	1,920,695	1,831,720	1,824,840	1,292,860	189,090
Annual Deficit	(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)	(3,846,583)
Accumulated Deficit	\$ 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	\$ 72,198,425
Percentage Received	0.76%	38.80%	41.23%	37.26%	37.19%	34.50%	32.53%	32.66%	27.19%	4.69%

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
FY2016 through FY2025**



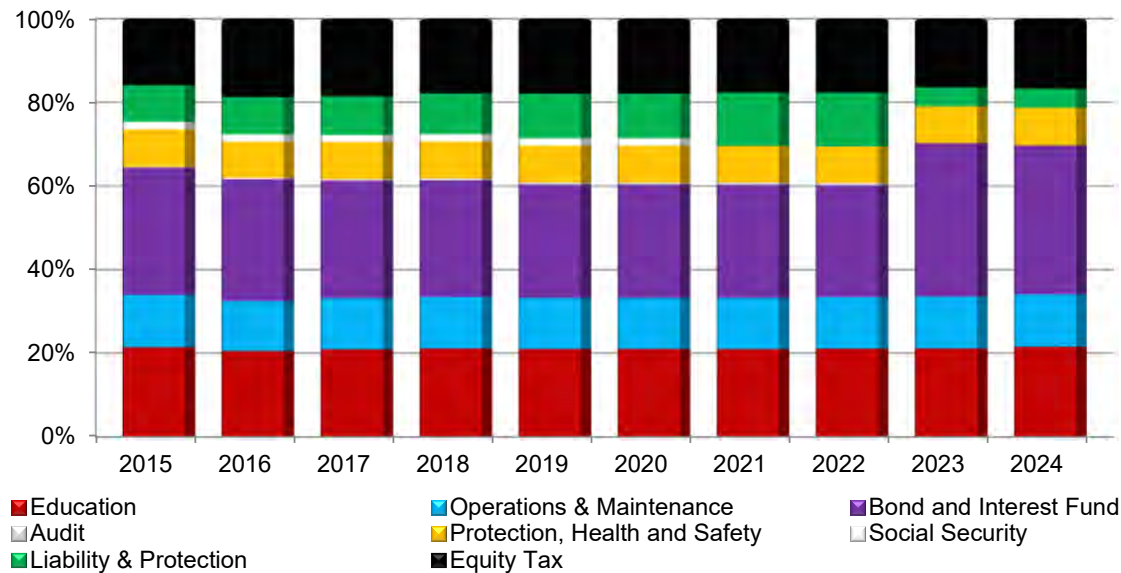
	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Reimbursable Credit Hour Grant Earned	\$ 12,262,006	\$ 11,950,503	\$ 17,568,916	\$ 11,001,848	\$ 12,931,395	\$ 13,723,440	\$ 13,625,027	\$ 12,535,150	\$ 15,359,078	\$ 19,427,854
Credit Hour Appropriation	\$ 1,051,469	\$ 3,919,661	\$ 3,365,310	\$ 3,249,820	\$ 3,150,010	\$ 3,069,520	\$ 3,034,115	\$ 2,914,202	\$ 3,071,031	\$ 3,042,549
Annual Deficit	\$ (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)	\$ (16,385,305)
Accumulated Deficit	\$ 38,157,227	\$ 46,188,069	\$ 60,391,675	\$ 68,143,703	\$ 77,925,088	\$ 88,579,008	\$ 99,169,920	\$ 108,790,868	\$ 121,078,915	\$ 137,464,220
Percentage Received	8.58%	32.80%	19.15%	29.54%	24.36%	22.37%	22.27%	23.25%	19.99%	15.66%

Source: ICCB System's Operating Budgets

District Property Tax Rates By Purpose Tax Levy Years 2015 through 2024

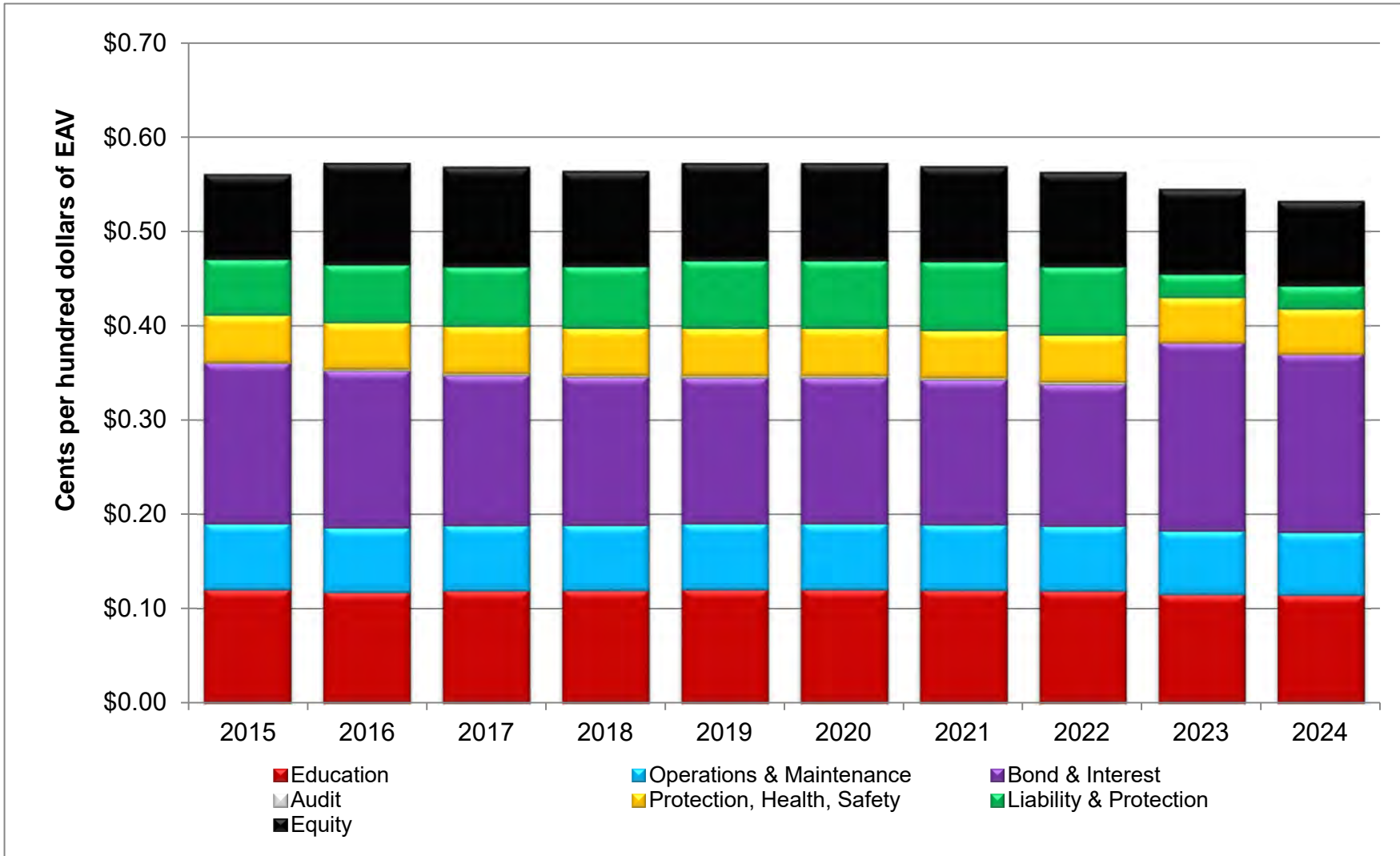
Purpose	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Limit
Education	\$ 0.1200	\$ 0.1172	\$ 0.1188	\$ 0.1190	\$ 0.1200	\$ 0.1200	\$ 0.1193	\$ 0.1185	\$ 0.1151	\$ 0.1143	\$ 0.1200
Operations & Maintenance	0.0700	0.0684	0.0694	0.0694	0.0700	0.0700	0.0696	0.0692	0.0672	0.0667	0.0700
Bond and Interest Fund	0.1704	0.1664	0.1594	0.1572	0.1548	0.1547	0.1537	0.1503	0.1999	0.1894	None
Audit	0.0012	0.0026	0.0026	0.0026	0.0030	0.0030	0.0030	0.0030	-	-	0.0050
Protection, Health and Safety	0.0500	0.0490	0.0496	0.0496	0.0500	0.0500	0.0497	0.0494	0.0480	0.0477	0.0500
Liability & Protection	0.0486	0.0510	0.0526	0.0550	0.0611	0.0611	0.0726	0.0721	0.0244	0.0242	None
Social Security	0.0102	0.0100	0.0100	0.0100	0.0102	0.0102	-	-	-	-	None
Equity Tax	0.0894	0.1072	0.1052	0.1004	0.1024	0.1024	0.1003	0.0995	0.0895	0.0889	0.0933
Total	\$ 0.5598	\$ 0.5718	\$ 0.5676	\$ 0.5632	\$ 0.5715	\$ 0.5714	\$ 0.5682	\$ 0.5620	\$ 0.5441	\$ 0.5312	

Black Hawk College Total Tax Rate Composition Trend



Note: 2024 figures are estimates based on information currently available to the College.

District Property Tax Rate History Tax Levy Years 2015 through 2024



Note: 2024 figures are estimates based on information currently available to the College.

District Equalized Assessed Valuation History by County
Tax Levy Years 2005 through 2024

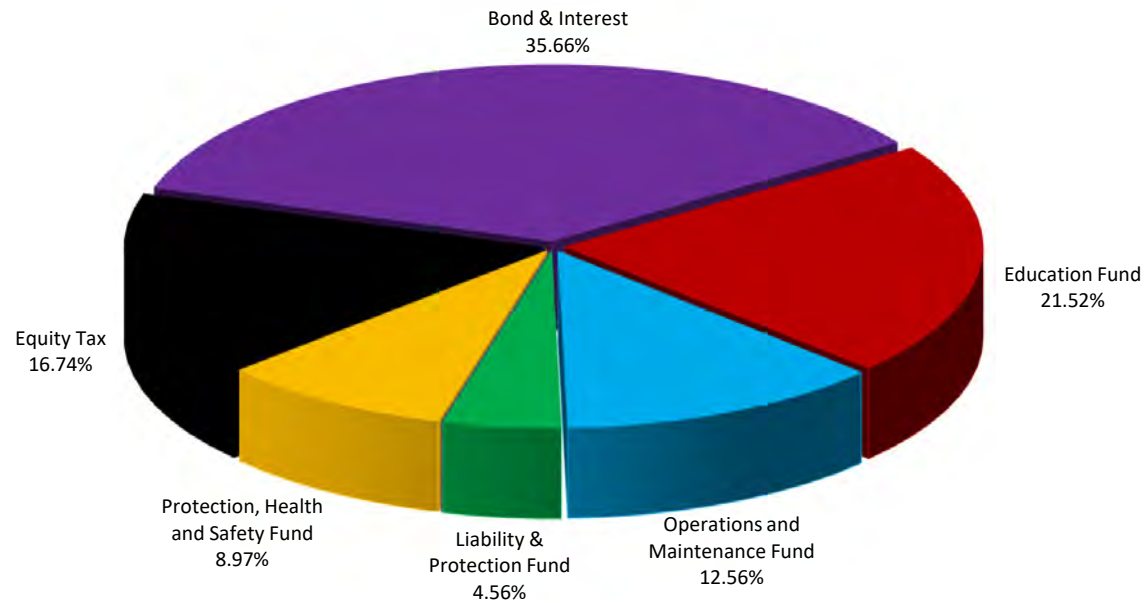
	Rock Island	Henry	Mercer	Bureau	Knox	Marshall	Stark	Whiteside	Henderson	Total	% Change
2005	2,008,795,332	625,801,917	173,762,781	16,973,904	9,038,900	45,445	71,304,662	44,259,906	1,398,043	2,951,380,890	4.43%
2006	2,088,112,573	656,536,725	185,434,646	16,918,621	8,684,903	46,296	69,196,271	44,680,381	1,591,177	3,071,201,593	4.06%
2007	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%
2008	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%
2009	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%
2010	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%
2011	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%
2012	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%
2013	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%
2014	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%
2015	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%
2016	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%
2017	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%
2018	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%
2019	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%
2020	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%
2021	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%
2022	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%
2023	3,190,203,436	1,184,361,366	376,231,152	38,912,248	22,090,186	165,238	147,713,092	95,244,356	3,987,086	5,058,908,160	7.10%
2024	3,511,752,152	1,297,303,505	415,204,912	41,421,307	22,090,186	175,570	160,329,458	101,701,878	4,831,797	5,554,810,765	9.80%

Note: 2024 figures are estimates based on information currently available.

District Property Tax Extensions Tax Levy Years 2015 through 2024

Tax Levy Year	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Education Fund	\$ 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	\$ 5,773,258
Operations and Maintenance Fund	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	3,367,734
Liability & Protection Fund	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	1,222,006
Audit Fund	44,025	92,406	103,430	108,242	123,749	127,012	-	130,430	-	-
Protection, Health and Safety Fund	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	2,405,524
Equity Tax	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	4,488,708
Bond & Interest	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	9,565,032
Totals	\$ 20,537,616	\$ 21,617,734	\$ 22,662,281	\$ 23,326,203	\$ 24,124,738	\$ 24,199,266	\$ 22,793,076	\$ 24,734,078	\$ 25,473,267	\$ 26,822,262

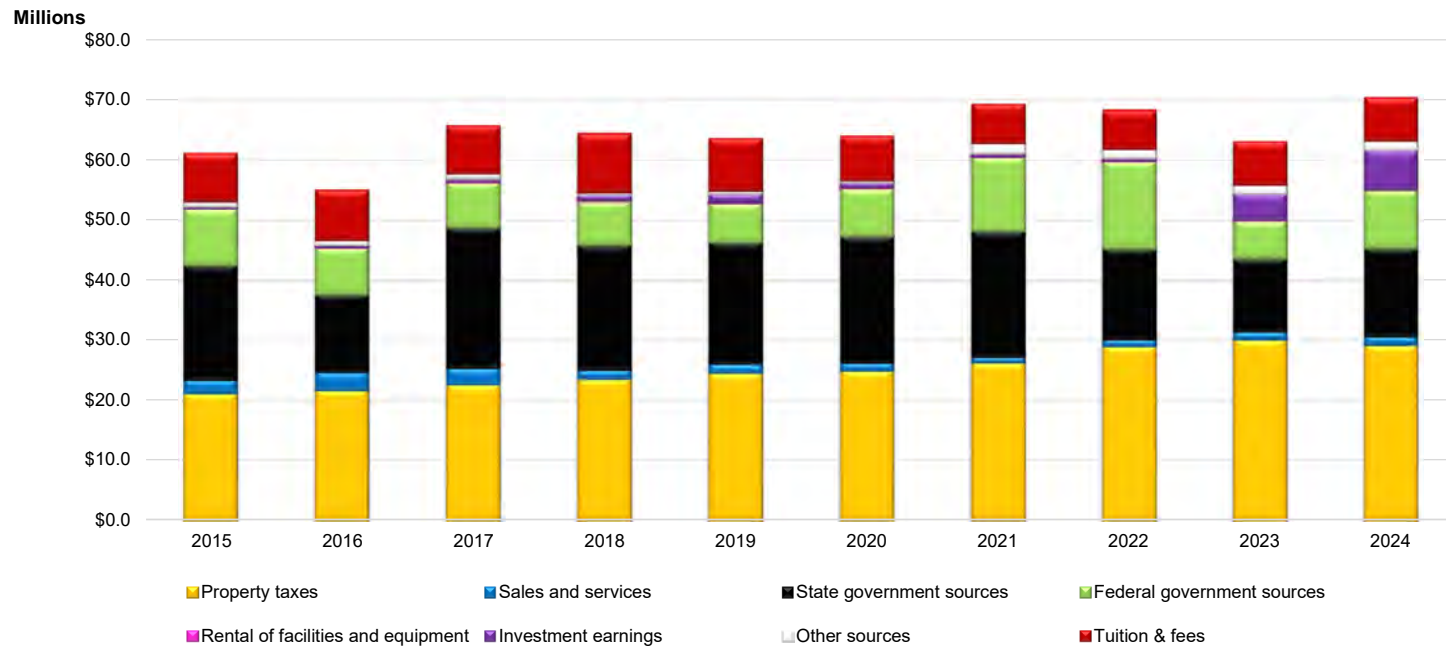
2024 Tax Extension Distribution



Source: Rock Island County Final Tax Computation Report

**Audited Total Revenue by Source
Fiscal Years 2015 through 2024**

Program	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Tuition & fees	\$ 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	\$ 7,072,982
Sales and services	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	1,466,864
Rental of facilities and equipment	156,358	142,492	276,623	164,611	183,146	222,421	154,376	163,263	155,038	148,560
Property taxes	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	29,082,850
State government sources	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	14,824,673
Federal government sources	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	9,587,906
Investment earnings	259,842	232,346	394,887	908,951	1,372,995	807,639	371,200	401,024	4,318,491	6,572,240
Other sources	832,131	838,648	826,757	447,739	495,300	357,667	1,723,627	1,522,157	1,444,209	1,573,269
Total	\$ 61,006,198	\$ 54,930,468	\$ 65,589,187	\$ 64,266,745	\$ 63,444,869	\$ 63,875,929	\$ 69,087,909	\$ 68,126,424	\$ 62,916,161	\$ 70,329,344

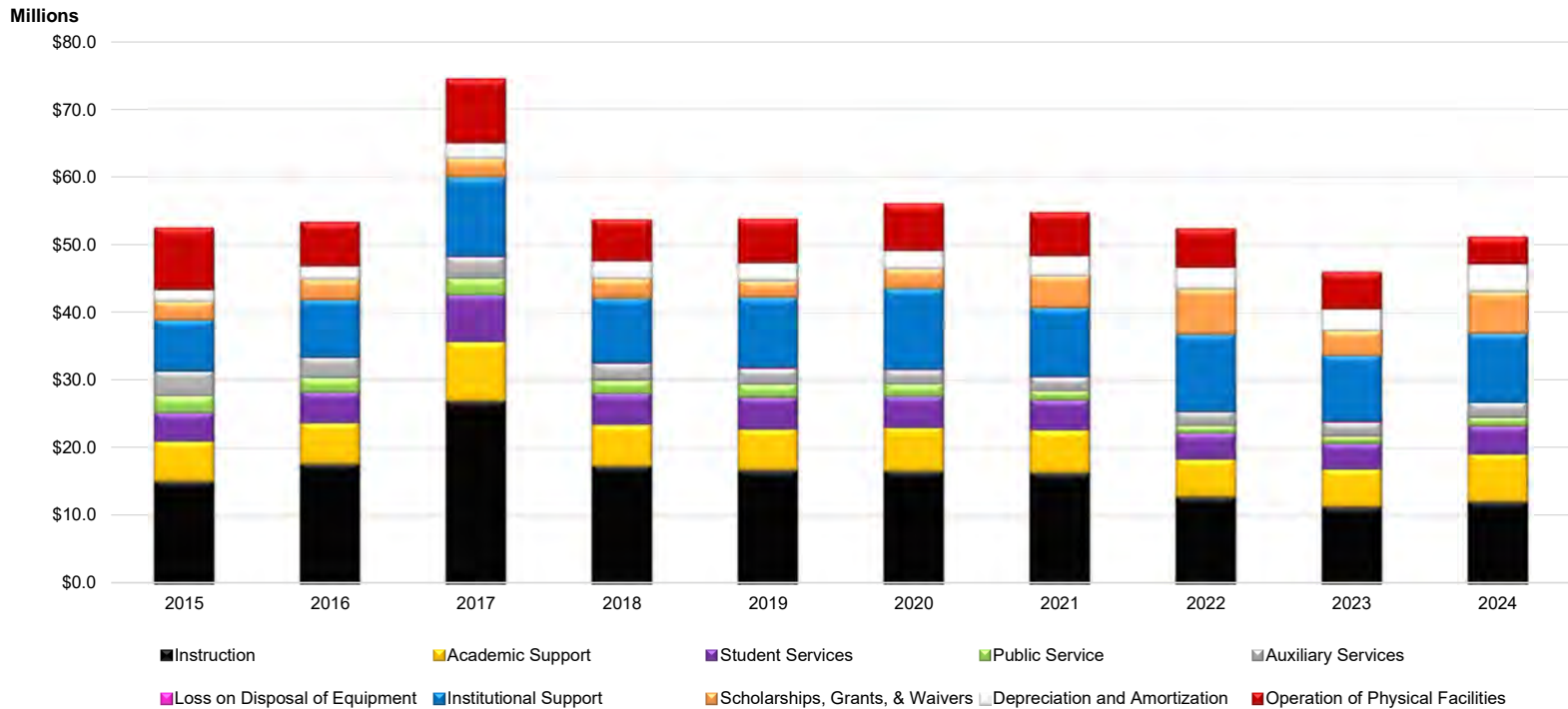


Note: Beginning in Fiscal Year 2015, SURS contribution provided by the state is considered to be a Non-operating revenue and is included in State government sources

Source: College's Annual Audited Financial Statements

**Audited Total Expenditures by Program
Fiscal Years 2015 through 2024**

Program	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Instruction	\$ 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	\$ 12,112,940
Academic Support	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	7,062,171
Student Services	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	4,102,779
Public Service	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	1,238,216
Auxiliary Services	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	2,187,571
Institutional Support	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	10,126,416
Scholarships, Grants, & Waivers	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	6,364,780
Operation of Physical Facilities	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	3,873,478
Loss on Disposal of Equipment	-	2,869	138,692	58,088	164,089	10,108	17,703	10,353	146,914	-
Depreciation and Amortization	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	4,113,621
Total	\$ 52,484,595	\$ 53,299,339	\$ 74,375,325	\$ 53,680,487	\$ 53,758,184	\$ 56,045,422	\$ 54,712,170	\$ 52,359,460	\$ 45,972,795	\$ 51,181,972



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

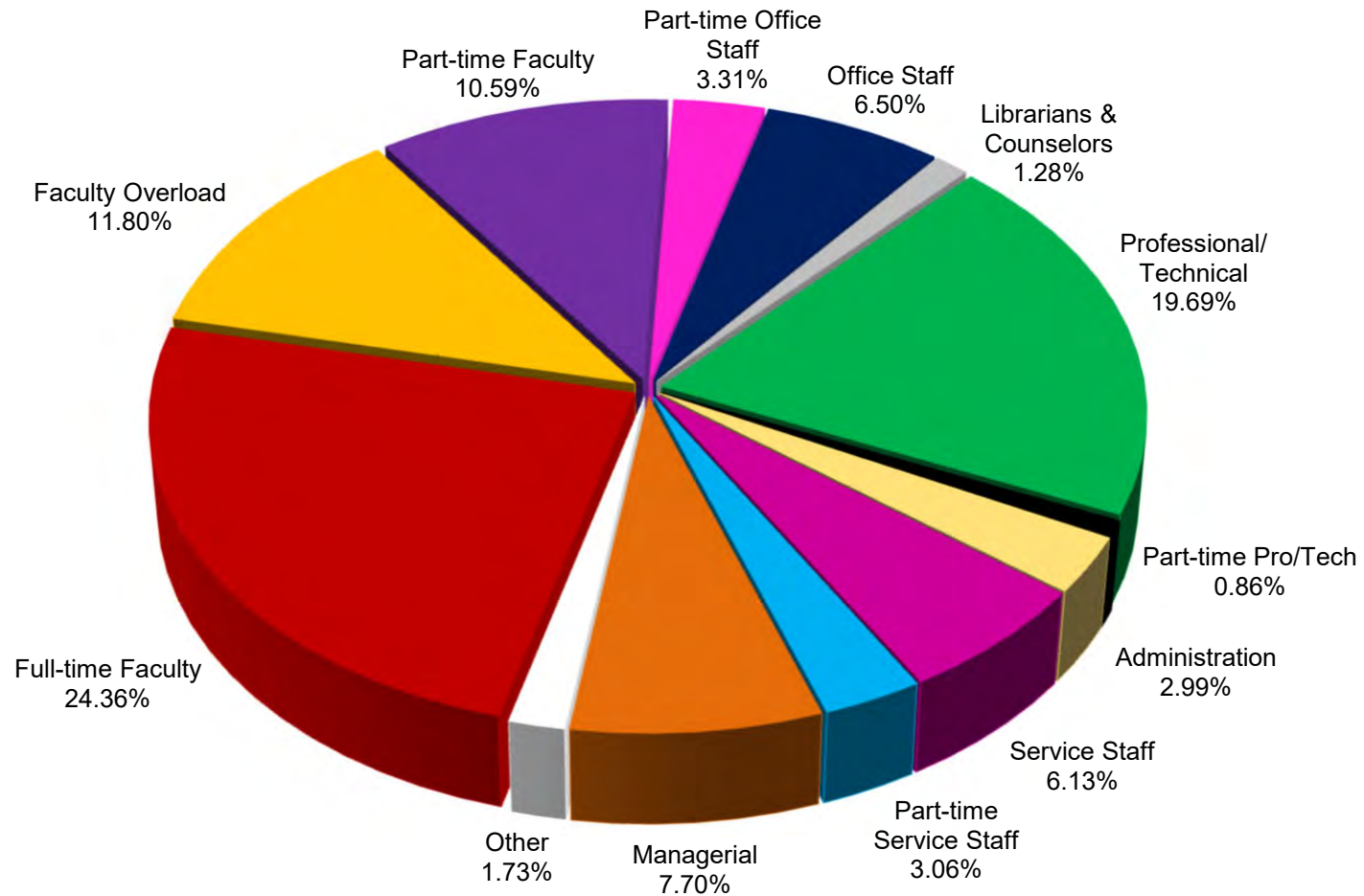


**Operating Funds Budgeted FTE Summary
FY2023 through FY2025**

	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2024 Actual	FY2025 Budgeted	FY2026 Budgeted	YoY Change Inc./Dec.)
Administrative Staff	10.34	9.30	11.35	12.30	8.70	10.90	10.35	11.70	1.35
Managerial Staff	35.62	39.09	39.11	43.61	35.57	44.87	42.51	30.17	(12.34)
Full-time Teaching Faculty	93.00	94.34	94.28	90.88	92.14	102.99	95.55	95.49	(0.06)
Librarians & Counselors	3.00	3.00	3.11	3.00	3.11	5.00	5.00	5.00	0.00
Full-time Professional/Technical Staff	67.11	65.04	66.77	74.04	69.50	87.13	69.05	77.20	8.15
Part-time Professional/Technical Staff	5.30	2.21	4.65	1.84	4.00	1.20	3.35	3.38	0.03
Full-time Office Staff	28.90	31.45	25.47	26.45	24.03	31.45	25.45	25.45	0.00
Part-time Office Staff	13.05	7.05	10.05	7.99	13.01	8.59	12.83	12.95	0.12
Full-time Service Staff	20.00	25.00	24.55	29.00	23.55	28.00	26.00	24.00	(2.00)
Part-time Service Staff	19.73	7.06	8.58	7.70	10.62	5.76	9.37	11.98	2.61
Other Staff	11.19	12.73	6.68	10.30	7.78	10.52	7.36	6.76	(0.60)
SUB-TOTAL FULL-TIME EQUIVALENTS	307.24	296.27	294.60	307.11	292.01	336.40	306.82	304.08	(2.74)
Full-time Teaching Faculty Overload	52.50	43.72	49.50	47.77	43.13	36.39	46.45	46.24	(0.21)
Part-time Teaching Faculty	39.69	31.16	46.32	32.90	36.93	36.57	46.30	41.48	(4.82)
TOTAL FULL-TIME EQUIVALENTS	399.43	371.15	390.42	387.78	372.07	409.36	399.57	391.80	(7.77)

Note: Budgeted numbers are estimates based on all planned courses being filled and the best information available

Comparative Staffing by Employee Classification FY2026 Operating Funds Budgeted FTE



**Operating Funds Budgeted FTE by Reporting Classification
FY2026 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	52.00	24.18	17.30	0.00	1.50	0.00	0.00	0.00	94.98	24.2%
Business Occupational	0.00	0.00	11.00	9.32	3.63	0.00	0.00	0.00	0.00	0.00	23.96	6.1%
Technical Occupational	0.00	0.00	6.00	4.50	5.89	0.00	0.00	0.00	0.00	0.00	16.39	4.2%
Health Occupational	0.00	0.00	24.00	8.14	6.06	0.00	1.00	3.00	2.00	0.00	44.19	11.3%
Remedial	0.00	0.00	2.00	0.00	0.67	0.00	1.00	0.50	0.00	0.00	4.17	1.1%
Adult Basic & Secondary	0.00	0.00	0.49	0.10	7.53	0.00	0.50	0.00	0.00	0.00	8.62	2.2%
Total Instruction	0.00	0.00	95.49	46.24	41.08	0.00	4.00	3.50	2.00	0.00	192.31	49.1%
Academic Support	4.00	8.17	0.00	0.00	0.00	4.00	20.45	11.82	0.00	4.06	52.50	13.4%
Student Services	1.90	4.70	0.00	0.00	0.00	1.00	19.38	11.04	0.00	1.32	39.33	10.0%
Public Services	0.00	1.30	0.00	0.00	0.40	0.00	2.30	0.30	0.00	1.31	5.61	1.4%
Institutional Support	5.80	11.25	0.00	0.00	0.00	0.00	25.75	11.40	0.00	0.08	54.28	13.9%
Total Education Fund	11.70	25.42	95.49	46.24	41.48	5.00	71.88	38.05	2.00	6.76	344.02	87.8%
Operations & Maintenance Fund	0.00	4.75	0.00	0.00	0.00	0.00	8.70	0.35	33.98	0.00	47.78	12.2%
Total Operating Funds	11.70	30.17	95.49	46.24	41.48	5.00	80.58	38.40	35.98	6.76	391.80	100.0%
Classification as a Percentage of Operating Funds	3.0%	7.7%	24.4%	11.8%	10.6%	1.3%	20.6%	9.8%	9.2%	1.7%	100.0%	

**Faculty and Staff at a Glance
FY2018 through FY2025**

Full Time Faculty	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Associate Degree	1	1	4	1	6	5	6	6
Bachelor Degree	18	10	7	10	12	8	8	7
Master's Degree	66	65	63	59	58	59	61	66
Doctoral Degree	18	17	21	18	17	20	20	17
Other Education	5	3	2	2	1	1	1	3
Average Age	49.90	49.18	48.82	48.85	48.83	48.49	49.05	49.07
Average Length of Service	15.09	13.50	13.47	11.66	15.43	13.54	13.80	13.73

Part Time Faculty	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Associate Degree	2	7	5	5	3	0	3	6
Bachelor Degree	37	18	25	16	20	15	16	16
Master's Degree	51	47	32	46	44	33	67	48
Doctoral Degree	11	11	4	11	12	9	12	9
Other Education	13	28	23	18	36	4	6	1
Average Age	52.80	51.52	46.54	54.74	55.66	52.79	48.28	51.48
Average Length of Service	8.51	8.20	5.40	11.03	10.52	8.87	6.85	7.40

Full Time Staff	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Associate Degree	17	29	28	25	18	19	19	22
Bachelor Degree	52	66	66	55	54	58	68	63
Master's Degree	35	43	41	33	46	50	53	47
Doctoral Degree	6	4	6	4	6	5	6	7
Other Education	65	51	54	44	72	65	78	69
Average Age	50.04	50.27	50.03	50.49	50.89	47.55	47.50	47.16
Average Length of Service	13.39	11.50	10.58	12.89	12.94	9.95	9.75	9.60

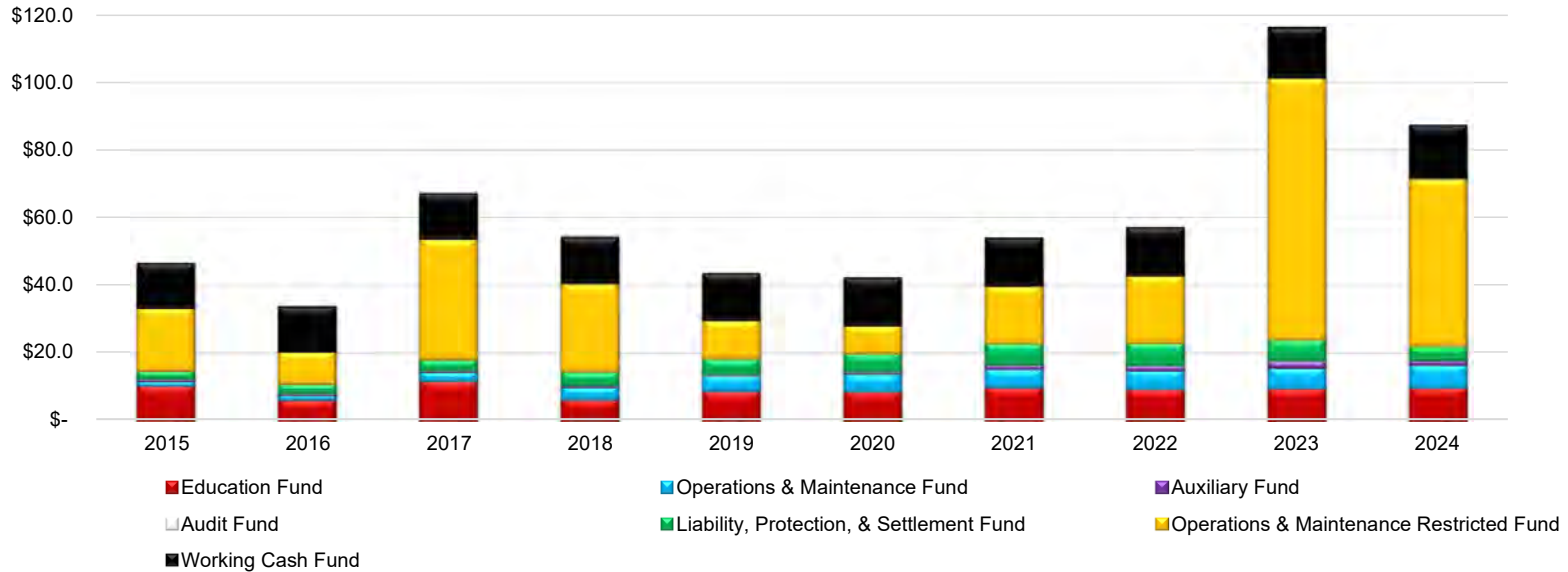
Part Time Staff	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Associate Degree	2	9	7	6	3	5	5	3
Bachelor Degree	5	13	12	12	11	18	23	16
Master's Degree	4	6	7	4	1	5	16	6
Doctoral Degree	1	1	1	0	0	2	4	1
Other Education	72	90	78	64	53	95	118	100
Average Age	48.79	44.71	44.73	48.10	49.76	48.18	50.87	47.33
Average Length of Service	5.69	4.87	4.75	5.38	6.74	5.74	7.38	5.97

Source: Human Resources Data Base

**Fund Balance Trend
FY2015 through FY2024**

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 %
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%
2024	9,606,964	33.8%	6,762,699	163.3%	1,375,475	72.5%	160,393	120.9%	4,251,825	130.1%	15,570,465	N/A	49,614,553	136.6%
10-Year Avg.	\$ 8,902,722		\$ 4,295,369		\$ 753,678		\$ 182,872		\$ 4,568,191		\$ 13,976,286		\$ 27,414,569	

Millions



Source: College Audited Financial Statements

NA = Not Applicable

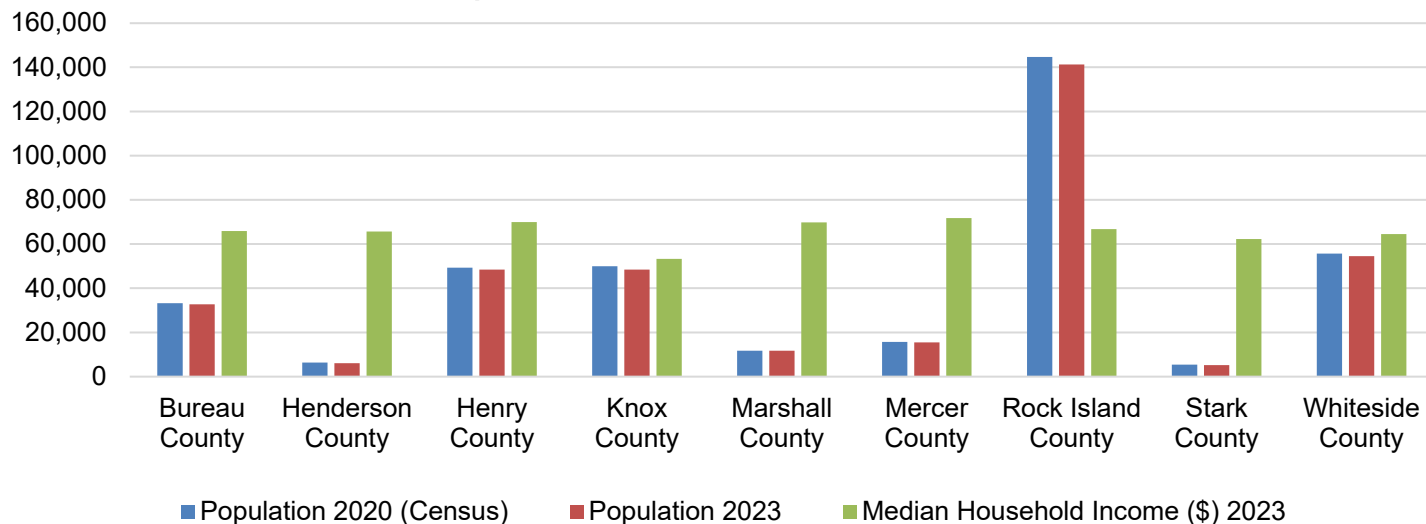
Note: Fund Balance percent is each fund balance as a percentage of its respective annual expenditures

Appendix A – Economic Demographics of the District

Population

The following graph and table provides population data from the 2020 census and 2023 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

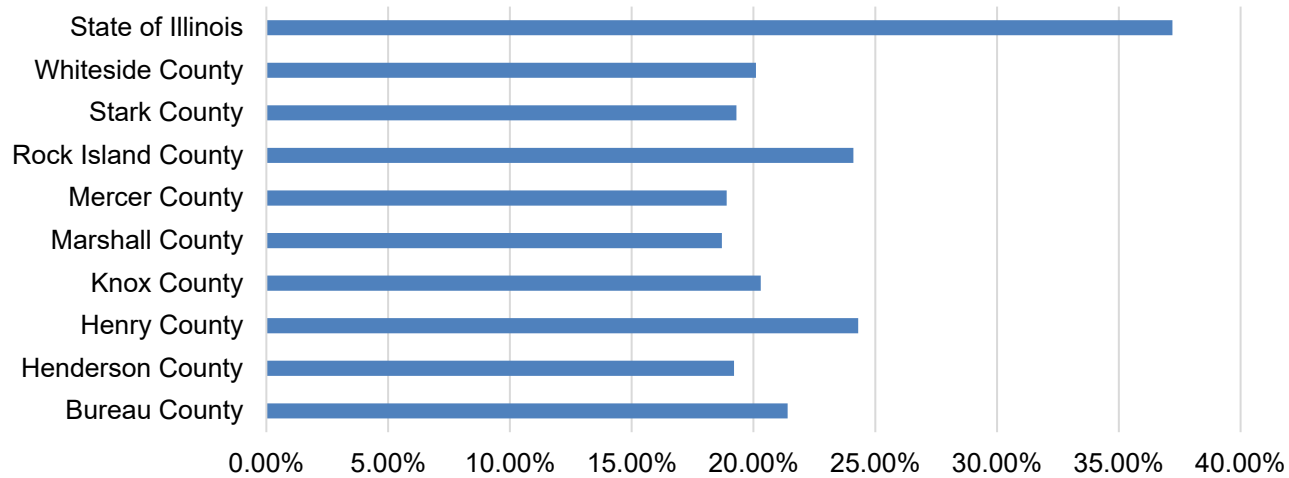


County/State	Population 2020 (Census)	Population 2023	Median Household Income (\$) 2023
Bureau County	33,244	32,729	\$65,894
Henderson County	6,387	6,088	\$65,651
Henry County	49,284	48,448	\$69,912
Knox County	49,967	48,411	\$53,291
Marshall County	11,742	11,683	\$69,818
Mercer County	15,699	15,487	\$71,710
Rock Island County	144,672	141,236	\$66,768
Stark County	5,400	5,218	\$62,284
Whiteside County	55,691	54,498	\$64,536
State of Illinois	12,812,508	12,549,689	\$81,702

Education

The following graph and table provides education level comparisons from the 2020 census and 2023 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 +

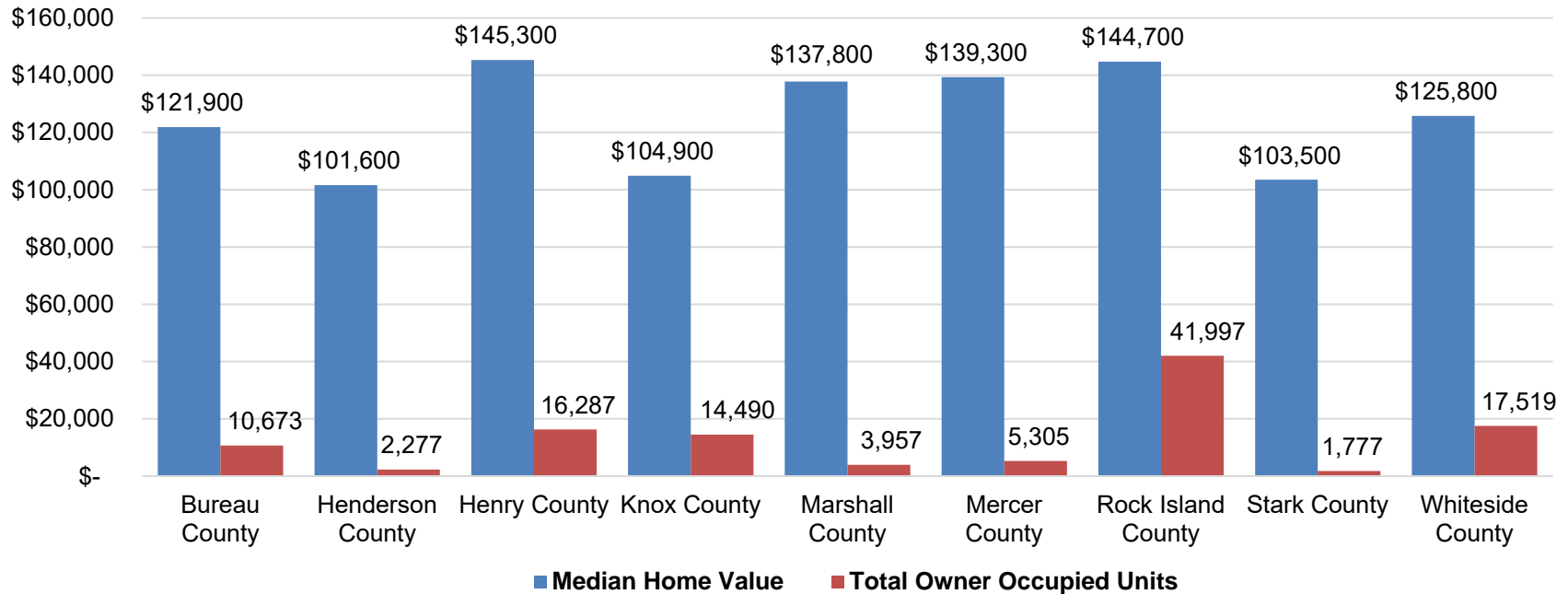


County/State	Bachelor's Degree or Higher Percent of Persons Age 25 Years +
Bureau County	21.4%
Henderson County	19.2%
Henry County	24.3%
Knox County	20.3%
Marshall County	18.7%
Mercer County	18.9%
Rock Island County	24.1%
Stark County	19.3%
Whiteside County	20.1%
State of Illinois	37.2%

Specified Owner Occupied Units

The following graph and table provides the market value of owner-occupied units from the 2020 census and 2023 US Census Quick Facts for all counties within the Black Hawk College district, as well as the State of Illinois.

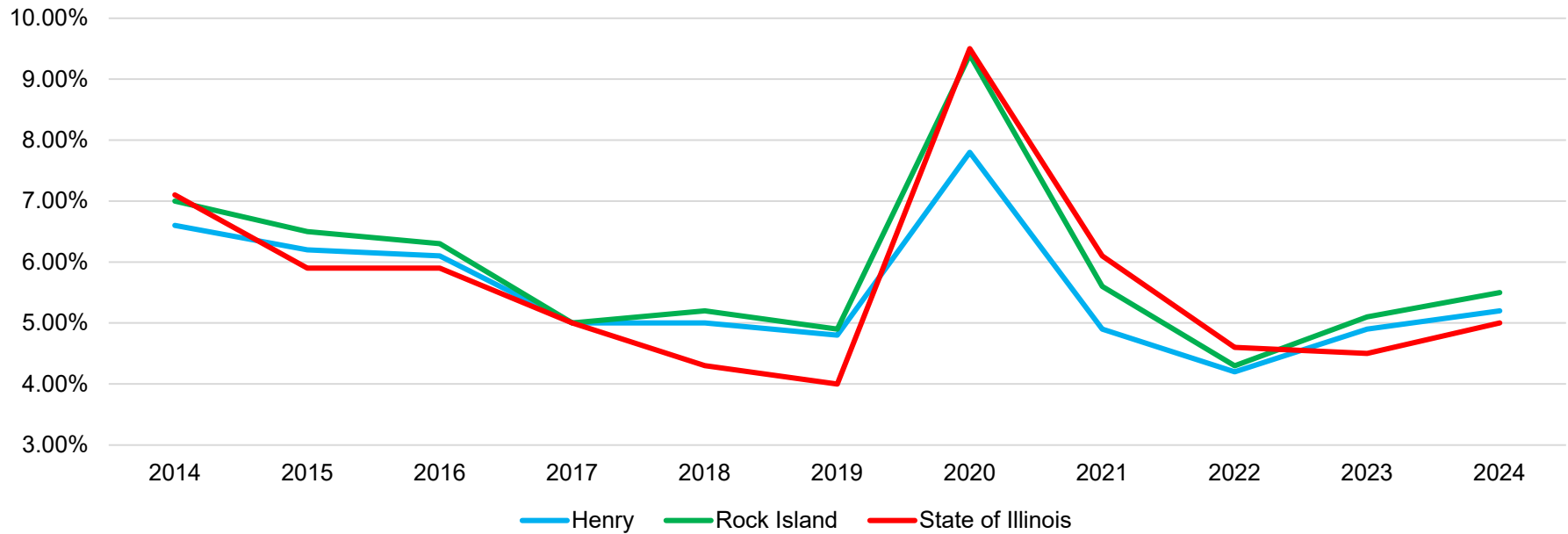
Market Values of Owner Occupied Units



Value of Owner-Occupied Units	Bureau County	Henderson County	Henry County	Knox County	Marshall County	Mercer County	Rock Island County	Stark County	Whiteside County	State of Illinois
Under \$50,000	907	264	1,684	1,857	280	555	2,338	184	1,126	179,713
\$ 50,000 to \$99,999	3,169	852	3,469	5,029	993	1,107	7,845	674	4,537	293,418
\$ 100,000 to \$149,999	2,339	524	3,213	3,131	871	1,229	11,865	373	4,755	373,012
\$ 150,000 to \$199,999	1,745	325	2,539	2,047	833	830	6,953	251	3,050	402,625
\$ 200,000 to \$299,999	1,689	230	3,397	1,275	569	1,100	8,416	189	2,553	796,642
\$ 300,000 to \$499,999	594	70	1,560	894	348	382	3,705	68	1,139	836,453
\$ 500,000 to \$999,999	154	5	389	201	46	77	699	36	288	373,844
\$ 1,000,000 or more	76	7	36	56	17	25	176	2	71	87,327

Unemployment

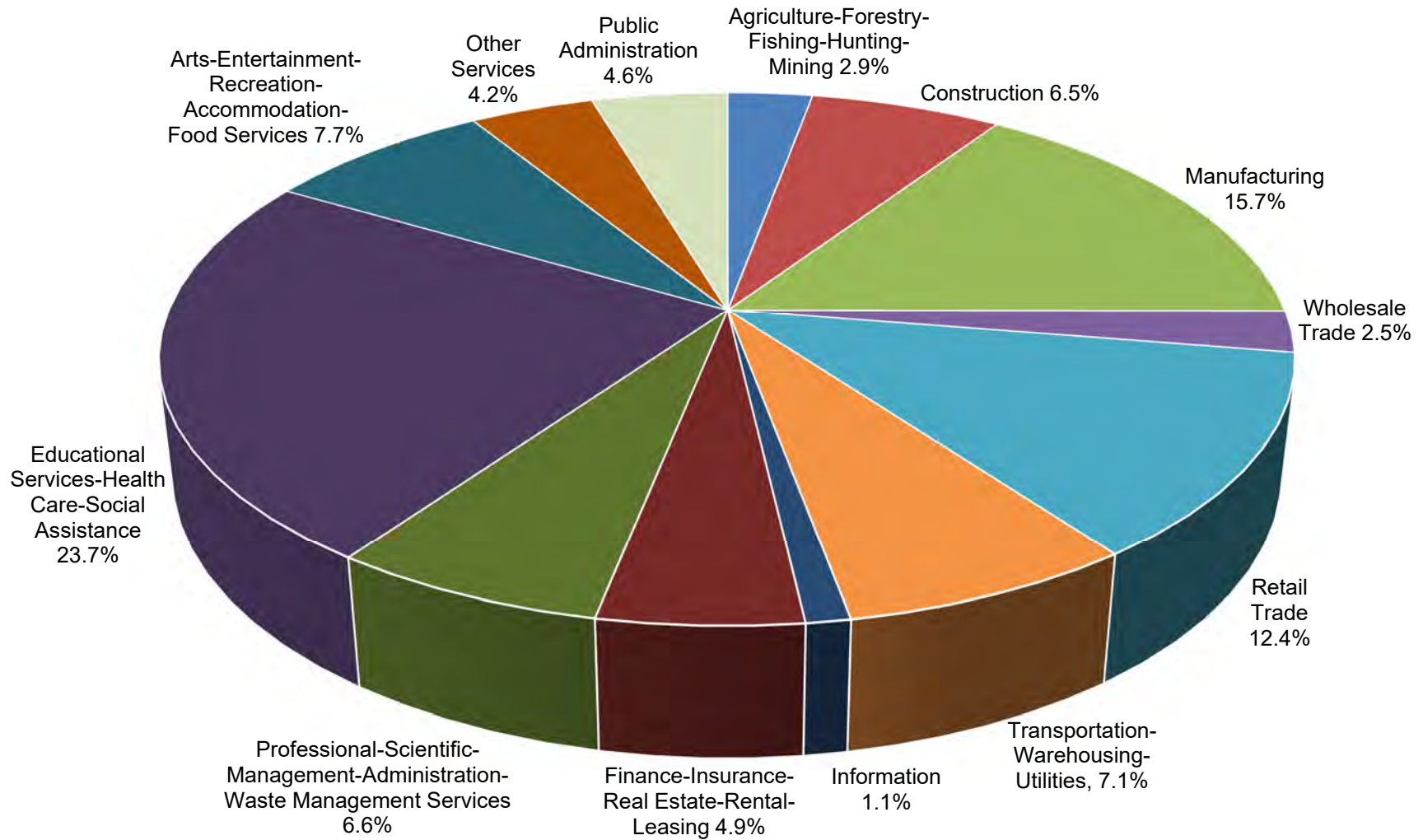
The following graph provides the ten-year unemployment trend from the Illinois Department of Employment Security for the two largest counties within the Black Hawk College district, as well as the State of Illinois.



County	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Bureau	7.3%	6.4%	6.1%	4.9%	4.9%	4.6%	7.6%	5.0%	4.4%	5.5%	5.8%
Henderson	6.3%	6.0%	6.1%	5.2%	4.9%	4.8%	6.9%	4.0%	4.0%	4.2%	4.2%
Henry	6.6%	6.2%	6.1%	5.0%	5%	4.8%	7.8%	4.9%	4.2%	4.9%	5.2%
Knox	6.9%	6.1%	6.2%	5.2%	5.2%	5.0%	8.6%	6.6%	5.2%	5.0%	5.2%
Marshall	7.0%	6.6%	6.6%	5.4%	5.2%	4.8%	7.4%	5.6%	4.6%	5.2%	4.8%
Mercer	7.0%	6.2%	6.2%	5.0%	5.3%	5.0%	8%	4.9%	4.1%	4.7%	5.4%
Rock Island	7.0%	6.5%	6.3%	5.0%	5.2%	4.9%	9.4%	5.6%	4.3%	5.1%	5.5%
Stark	7.4%	6.6%	7.2%	6.0%	6.3%	5.7%	7.3%	5.5%	4.9%	5.6%	5.2%
Whiteside	6.9%	6.2%	5.8%	4.8%	4.4%	4.3%	8%	4.8%	4.0%	4.7%	4.7%
State of Illinois	7.1 %	5.9 %	5.9 %	5.0 %	4.3 %	4.0 %	9.5 %	6.1 %	4.6 %	4.5%	5.0%

Employment by Industry

The following chart provides the employment by industry from the 2020 Census and 2023 US Census Quick Facts for all counties within the Black Hawk College District.



Major Employers Quad-Cities Region

Company	Product/Service	Employees
John Deere Global Headquarters	Agricultural, Construction & Forestry Manufacturing	6,700
Rock Island Arsenal	Defense Manufacturing	6,300
Unity Point Health – Trinity	Healthcare	6,100
MercyOne Genesis	Healthcare	4,700
Hy-Vee	Retail Grocery	4,200
Walmart	Warehouse Clubs and Supercenters	3,600
HNI Corporation/HON Company/Allsteel Global Headquarters	Office Furniture Manufacturing	3,100
Arconic	Aerospace and Defense Aluminum Manufacturing	2,550
Tyson Fresh Meats	Food Manufacturing	2,400
Amazon	Warehouse & Logistics	1,500
Tri-City Electric Company	Electrical Contractor	1,200
Kraft Heinz	Food Manufacturing	1,100
Kent Corporation Global Headquarters	Animal Feed & Food Manufacturing	1,000
Nestle Purina PetCare Company	Pet Food Manufacturing	1,000
XPAC	Supply Chain Management and Logistics	1,000
Isle Casino & Hotel	Casino, Hotel, Entertainment	923
Constellation – Quad-Cities Generating Station	Utility/Energy Delivery	800
Eaton: Cobham Mission Systems	Defense and Aerospace Manufacturing	800
West Liberty Foods	Food Manufacturing	750
Archer Daniel Midland (ADM)	Food Manufacturing	750

Source: Quad-Cities Chamber of Commerce

Appendix B – Black Hawk College Employee Headcount

Institution-Wide Full-time Employee Headcount

	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Projected Actual	FY2026 Budgeted
Administrative	12	12	12	12	12	12	14	14
Managerial	47	47	47	51	48	52	52	39
Faculty	103	97	97	102	94	94	98	99
Professional	82	84	90	88	93	95	104	106
Classified	63	60	54	61	54	58	59	56
Other	3	3	3	1	0	0	0	0
Total	307	303	303	315	301	311	327	314

Institution-Wide Part-Time Employee Headcount

	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Projected Actual	FY2026 Budgeted
Administrative	0	0	0	0	0	0	0	0
Managerial	0	0	0	0	0	0	0	2
Faculty	189	156	135	125	163	160	127	131
Professional	13	9	9	10	7	8	7	5
Classified	71	66	55	59	53	48	53	60
Other	121	102	69	84	85	85	139	126
Total	378	333	268	277	308	307	326	324

For FY2026 Budgeted Headcount, we reviewed and revised how we classify employees. These revisions, in addition with an early retirement and voluntary separation plan offered for eligible employees effective at the end of FY2025, is the primary reason for the reduction in headcount from FY2025 projected actuals to FY2026 budgeted headcount.

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/Public>

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

Policy Name and Number	Policy Summary
Section II – Financial Reporting and Financial Requirements	
A. Financial Reporting	
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. Requirements for Financial Transactions	
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. 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	ESL	English as a Second Language
AAS	Associate in Applied Science	ESLTP	Early School Leaver Transition Programming
ABE	Adult Basic Education	FAFSA	Free Application for Federal Student Aid
ADA	Americans with Disabilities Act	FASB	Financial Accounting Standards Board
AQIP	Academic Quality Improvement Program	FMM	Fiscal Management Manual
ASE	Adult Secondary Education	FMP	Facilities Master Plan
AVL	Adult Volunteer Literacy	FT	Full-Time Employee
BCP	Business Continuity Plan	FTE	Full-time Equivalent
BFO	Budgeting for Outcomes	FY	Fiscal Year
BHC	Black Hawk College	GAAP	Generally Accepted Accounting Principles
BTC	Business Training Center	GASB	Governmental Accounting Standards Board
CAO	Chief Academic Officer	GED	General Education Diploma
CARES	Coronavirus Aid, Relief, and Economic Security Act	GFOA	Government Finance Officers Association
CDB	Capital Development Board	GPTW	Great Places To Work
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
ERP	Enterprise Resource Planning	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



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