



Community College District 532
Grayslake, Illinois

ANNUAL BUDGET FISCAL YEAR 2023

JULY 1, 2022 THROUGH JUNE 30, 2023

MISSION

The College of Lake County is a comprehensive community college committed to equitable high-quality education, cultural enrichment and partnerships to advance the diverse communities we serve.

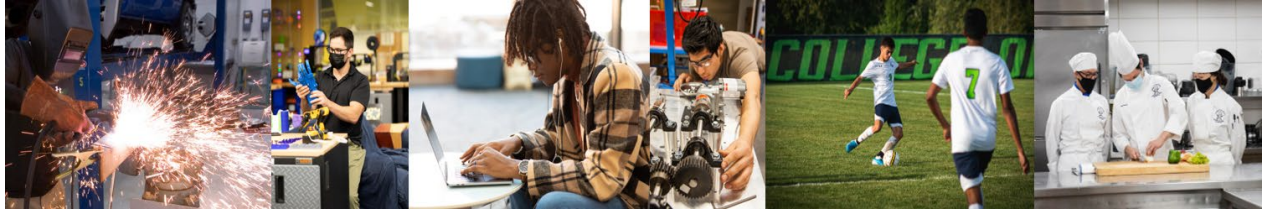
VISION

The College of Lake County is a leader in providing innovative education and workforce solutions.

STRATEGIC PILLARS

- Access and Success for Students
- Equity and Inclusion
- Teaching and Learning Excellence
- Community and Workforce Partnerships
- Collaborative Culture
- Strategic Use of Resources





Annual Budget

For Fiscal Year July 1, 2022 through June 30, 2023

COLLEGE OF LAKE COUNTY
Community College District 532



COLLEGE OF LAKE COUNTY
Community College District 532

TABLE OF CONTENTS

Message from the Board Chair and President.....	1
INTRODUCTION & BACKGROUND.....	3
College Overview	5
Principal Officials & Chart of Organization	9
Planning and Accountability	10
FY2023 Plan Priorities.....	15
ORGANIZATIONAL OVERVIEW.....	21
BUDGET INFORMATION	37
Fund Descriptions	39
Operating Fund Revenue Summary.....	46
Operating Fund Expenditure Summary	49
Debt Service Summary.....	52
Transfer Summary	53
Fund Balance Analysis.....	55
FINANCIAL & FUND INFORMATION	57
Revenues, Expenditures, Transfers and Changes in Fund Balances	
All Funds.....	59
All Funds, By Object	60
Operating Funds by Object	61
All Funds - FY2022 Budget and FY2023 Budget	62
All Funds - FY2023 Budget.....	63
All Funds - FY2022 Budget.....	64
All Funds - FY2021 Actuals	65
All Funds - FY2020 Actuals	66
Division Summary – All Fund Expenditures – Four-Year Overview.....	67
Education Fund (01).....	69
Operations and Maintenance Fund (02).....	72
Restricted Purposes Fund (06).....	74
Audit Fund (11)	76
Liability, Protection, and Settlement Fund (12).....	76
Bond and Interest Fund (04).....	77
Operations and Maintenance Fund (Restricted) (03).....	79
Auxiliary Enterprise Fund (05)	80
Insurance Reserve Fund (21)	82
Working Cash Fund (07).....	83
Trust and Agency Fund (10).....	84

STATISTICAL INFORMATION 85

Tuition and Fee History 87

Student Enrollment and Demographic Statistics History..... 88

State Funding History..... 89

Assessed Value and Tax Levy of Taxable Property History (Unaudited)..... 90

This page is left intentionally blank.



To the Residents of Illinois Community College District 532:


The College of Lake County's (CLC) balanced budget for FY2023 is the result of a rigorous, disciplined budgeting process that ensures strategic and prudent use of existing resources to achieve institutional priorities. The ambitious and aspirational body of work outlined in the 2024 Strategic Plan guides decision making throughout the budget process. As the community's open access higher education organization, CLC aims to be a leader in providing innovative education and workforce solutions. This vision acknowledges the important role CLC plays in the economic well-being of Lake County. To fulfill this vision, long-term fiscal viability is critical. Thus, CLC is proud, once again, to attain a Aaa bond rating, which indicates strong financial policy and financing decisions that support outcomes of the 2024 Strategic Plan.


CLC's efforts are supported by many actively engaged community partners, including non-profit organizations, educational institutions, businesses across every industry sector, government agencies, and community networks. Collaboration with these partners results in meaningful connections that achieve mutually beneficial outcomes across Lake County. Furthermore, although the pandemic continues to require faculty and staff to be agile and steadfast in efforts to keep students engaged in their educational journey, this dedicated workforce remains undeterred from implementing strategic initiatives. Their sustained efforts demonstrate the resolute commitment to ensure that Lake County residents represent a diverse skilled talent pipeline for industry and reach social and economic mobility through educational attainment.

Within a conservative enrollment plan, existing resources were purposefully leveraged to close a projected \$5.2M gap, expand operational contingency, and reallocate over \$400K to critical personnel and non-personnel needs. Key priorities include completing Master Plan Phase 0 facility and technology capital projects; maintaining affordability, access and success for students; extending outreach to businesses and the community; and developing and retaining employees.

Individuals, businesses, and communities of Lake County deserve affordable, high-quality, and accessible education and support services to meet their unique needs. The College of Lake County commits to meet the ever-changing needs of our diverse students and communities by delivering equitable education and services across three campuses. This FY2023 balanced budget demonstrates the commitment to strategic stewardship and reinvestment of public resources, affordability for students, and high performance. These commitments support the economic viability of Lake County and make CLC a valuable return on investment. CLC commits to be an organization where every student succeeds and every employee thrives, while supporting every business to achieve and every community to grow.

In Unity,

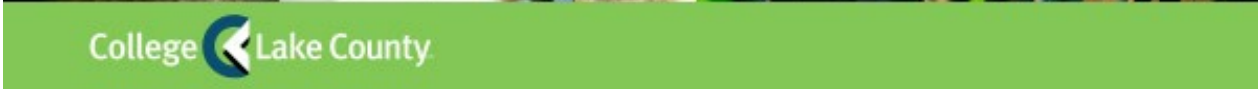

Amanda D. Howland, J.D.
Board of Trustees, Chair


Lori M. Suddick, Ed.D.
President

This page is left intentionally blank.



Introduction & Background



This page is left intentionally blank.

COLLEGE OF LAKE COUNTY
Community College District 532

COLLEGE OVERVIEW

The College of Lake County (CLC) is a separate legal entity established under Illinois Compiled Statutes (ILCS) and governed by a locally elected board of trustees. CLC is fiscally independent and is considered a primary unit of local government pursuant to Government Accounting Standards Board (GASB) Statement No. 13 as amended by GASB Statement No. 61.

The College of Lake County is accredited by the Higher Learning Commission, an agency recognized by the U.S. Department of Education. Accreditation refers to an evaluative process that ensures colleges and universities are delivering high-quality programs and services, have rigorous academic programming, are financially sound, and responsive to the needs of its students, community and workforce.

Mission

The College of Lake County is a comprehensive community college committed to equitable high-quality education, cultural enrichment and partnerships to advance the diverse communities it serves.

Vision

The College of Lake County is a leader in providing innovative education and workforce solutions.

Values

Excellence. We believe every employee is responsible for contributing to the CLC aspiration of being a higher education organization by which others measure themselves.

Purpose. We believe in the transformative power of education and our open access mission by offering workforce solutions to address social, environment and economic issues.

Integrity. We believe in upholding integrity in our words and actions to support our students, our team, and the College.

Compassion. We believe every employee is responsible for the well-being of students and one another.

Unity. We believe in the power of leveraging individual strengths to achieve a common purpose and a collaborative team environment focused on achieving shared goals and upholding shared accountability.

Inclusion. We believe diversity of backgrounds and perspectives is a means to create innovative solutions and achieve College goals by ensuring equity in practice.

Equity Statement

The College of Lake County (CLC) is committed to being equity-minded in how it supports its students and employees. At CLC, equity is defined as providing a high-quality education and employment in a safe, welcoming, and inclusive environment while meeting the particular needs of each community and individual. To achieve this goal, CLC is committed to ensure that all policies, procedures, and processes are free of barriers and provide a seamless experience to all who come to CLC. This includes ensuring each student is provided the tools and support to empower them to achieve their academic, career, and personal goals, and that each employee has the tools and opportunities to provide excellent service, excel in their job, contribute to the CLC community, and progress in their professional development. CLC

recognizes that equity is not resolved by using a one-size-fits-all approach. CLC is devoted to intentionally designing opportunities for students, faculty, staff, and community members to succeed while supporting each person’s unique needs.

Diversity Statement

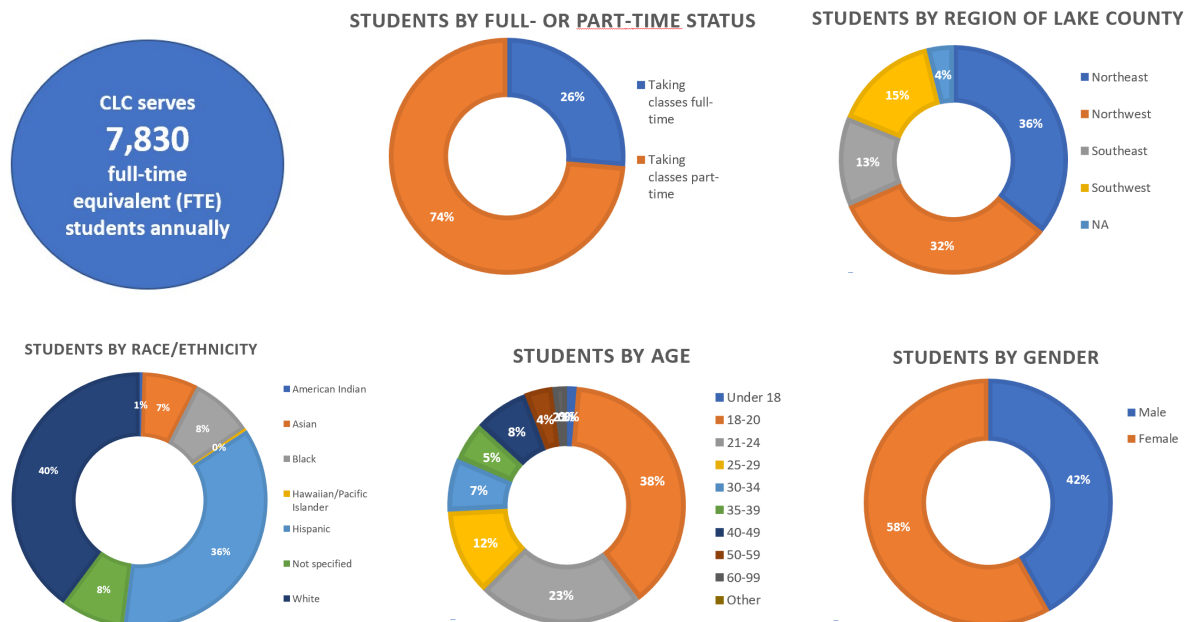
The College of Lake County (CLC) is committed to strengthening the diverse communities we serve. We stand to create an environment that names, embraces, and learns from differences through all policies, practices, and values. We encourage expression of one’s own identity and foster an atmosphere where we learn from others. CLC is dedicated to meeting the needs of everyone in our community, especially those who have been historically underserved. We are committed to being intentional about having crucial conversations to continually develop cultural competence and humility. At CLC, we celebrate and promote diversity because we believe that everyone benefits from being a part of a global society.

Inclusion Statement

The College of Lake County (CLC) is inclusive of all members of our diverse college community. We are committed to providing an inclusive environment where students, faculty, and staff can do their best in all of their endeavors. This is reflected through our policies, practices, beliefs, and actions. Inclusiveness at CLC means that each person’s input is heard and valued. The College is intentional when creating its entire organizational structure to ensure that there is representation of the diverse community it serves. By seeking input from the community as a whole, especially from people who have been traditionally silenced or ignored, CLC creates meaningful inclusion, leading to college-wide decisions, outcomes, and actions.

Profile of College

The College of Lake County first opened for classes on September 25, 1969. Since that time, CLC has grown its student body from 2,360 students to serving over 20,000 students enrolled in credit classes and over 35,000 community members annually. (Source: CLC Data Warehouse)



The College delivers affordable high-quality education through nine fields of interest encompassing 52 associate degrees and 123 certificates. Dual credit is delivered across 24 high schools to over 1,800 students saving time and cost on degree completion. Transfer opportunities to universities are supported through 34 Guaranteed Transfer Admission agreements and hundreds of transfer guides and articulation agreements. Additionally, CLC provides community programming for elementary school students up to centenarians, non-credit and professional development classes, and incumbent workforce training. More than 300 individuals representing over 160 businesses are engaged as advisory members for programs.

CLC has robust programming that engages students outside of the classroom, including 12 intercollegiate sports teams and more than 40 student clubs and organizations. Financial, academic and emotional resources include an estimated \$17M in financial aid awarded to students in fiscal year 2022, plus over \$13M in emergency aid and debt forgiveness. In addition, CLC offers food and supplies distributed through the CLC Share Market, free tutoring, options for free technology, and free wellness and mental health services. Other personalized and culturally relevant support is provided from student onboarding through graduation through academic, career and personal advising.

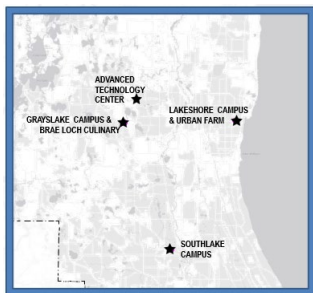
CLC strives to be a leader in sustainability and has continued to make investments with the support of Federal and State grants, as well as College resources. In addition to its recent sustainability efforts, the College is seeking LEED Platinum status, the highest sustainability rating in Illinois, for the Lakeshore Campus Student Center, opening in Fall 2022.

Sustainability Recognition:

- 2020 Green Ribbon Award – US Department of Education
- 2020 CLC Silver Rating from STARS (Sustainability Tracking, Assessment and Rating System) in the Campus Sustainability Index
- 2018: Membership in Bee Campus USA and Tree Campus USA
- 2018 Three Star Certification for sustainability in food service – The Green Restaurant Association
- 2018 Leadership in Energy Efficient Design (LEED) Platinum for Science Building – US Green Building Council (USGBC)
- 2018 Illinois Sustainability Award - University of Illinois' Sustainability Technology Center
- 2017-19 Top 10 Association for the Advancement of Sustainability in Higher Education (AASHE) Sustainable Campus
- 2017 Illinois Chapter Emerald Award for the Science Building – US Green Building Council (USGBC)
- 2016 Green Genome Award – The SEED Center



DISTRICT MAP – Lake County, Illinois



CAMPUSES

Grayslake Campus

19351 W. Washington St.,
Grayslake, IL 60030



Lakeshore Campus

Student Center Opening Fall 2022
33 N. Genesee St., Waukegan, IL
60085



Southlake Campus

1120 S. Milwaukee Ave.,
Vernon Hills, IL 60061



SPECIALTY CENTERS – Opening Fall 2022

Advanced Technology Center

7735 Grand Ave., Gurnee 60031



Brae Loch Culinary

33600 Route 45, Grayslake, IL 60030



Principal Officials

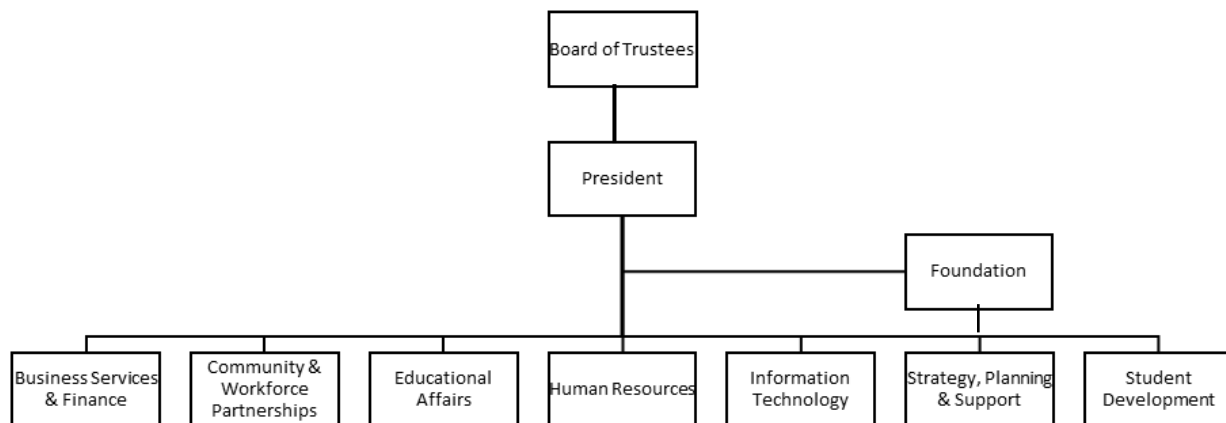
Board of Trustees		Term
Amanda D. Howland, J.D.	Chair	2021-2027
Julie B. Shroka, M.A.	Vice Chair	2019-2025
Torrie Mark Newsome, J.D.	Secretary	2021-2025
Gerri Songer, M.A.	Trustee	2021-2027
Matthew J. Stanton, J.D.	Trustee	2017-2023
Robert Tomei, Jr., J.D.	Trustee	2021-2023
Paul Virgilio, B.S., S.E., P.E.	Trustee	2021-2027
Daniel Blaine	Student Trustee	2022-2023

Trustee Emeriti of the Board	Years of Service
Richard A. Anderson, J.D.	1974-2021
William M. Griffin, Ed.D.	1995-2001, 2003-2021
Patricia Jones	1989-2009
Barbara D. Oilschlager	1989-2019

Officers of the College

- Dr. Lori Suddick, President
- Sue Fay, Executive Director, Human Resources | Ethics Officer
- Kevin Appleton, Vice President, Business Services & Finance | Chief Financial Officer | Treasurer
- Derrick Harden, Vice President, Strategy | Chief of Staff
- Karen Hlavin, Vice President, Student Development | Chief Student Services Officer
- Greg Kozak, Chief Information Officer
- Dr. Ali O’Brien, Vice President, Community & Workforce Partnerships
- Dr. Sonya Williams, Vice President, Education | Chief Academic Officer

Chart of Organization – Community College District 532



COLLEGE OF LAKE COUNTY
Community College District 532

PLANNING AND ACCOUNTABILITY

2024 Strategic Plan

College of Lake County's 2024 Strategic Plan was created in response to input gathered in 2018 and 2019 from hundreds of community members, workforce partners, staff, faculty, and students through listening sessions held across all campus locations. The 2024 Strategic Plan serves as the blueprint for the Board of Trustees and the College to accomplish two over-arching mission-aligned objectives:

1. Ensure economic and social mobility through educational attainment so all Lake County residents may engage in a rewarding family sustaining career
2. Ensure a diverse skilled talent pipeline for businesses to achieve economic growth for the communities of Lake County

Strategic Pillars and Metrics

As a commitment to accountability and continuous improvement, CLC has established metrics aligned to each strategy contained within each of the six pillars of the 2024 Plan. The metrics form the College Scorecard and are evaluated through a process of evidence and inquiry to measure the effectiveness of the strategic initiatives implemented to improve outcomes.

The 2024 Plan and the associated metrics are designed within the planning, budgeting and accountability process that intentionally sets annual priorities that guide decision-making throughout the budget development process. Upon approval of the proposed budget and priorities, the annual college plan is established with goals, milestones, and metrics, and is monitored routinely in a project tracking tool. During the annual State of the College address held in September each year, a progress update is provided regarding outcomes of the 2024 Strategic Plan.

The 2024 Strategic Plan Pillars are defined below:

Pillar 1: Access and Success for Students

Facilitate learning through a student-ready systemic design framework focused on creating an ideal and equitable student experience. Intentionally design curriculum to provide clear paths for all student entry points and a seamless transition to transfer or career.

Pillar 2: Equity & Inclusion

Create success for every student and employee by providing a supportive, barrier-free environment that enables them to achieve academic, career and personal goals.

Pillar 3: Teaching & Learning Excellence

Achieve teaching and learning excellence by empowering full-time and adjunct faculty in their central role in the Lancer Success Framework, including the examination of pedagogy through data, engagement in meaningful professional development and the integration of academic supports with classroom learning and student feedback.

Pillar 4: Community & Workforce Partnerships

Facilitate the economic vitality of Lake County’s diverse communities through collaborative partnerships with workforce and educational partners to ensure a sufficient skilled workforce talent pipeline.

Pillar 5: Collaborative Culture

Facilitate student learning through a values-based, student-focused collaborative culture that upholds individual, team and organizational accountability.

Pillar 6: Strategic Use of Resources

Ensure a sustainable and fiscally sound College through nimble, prudent use of resources focused on maximizing student success outcomes, achieving revenue growth and ensuring state-of-the-art physical and virtual environments to serve the diverse needs of Lake County.

For more detail, visit this link: [CLC 2024 Strategic Plan](#)

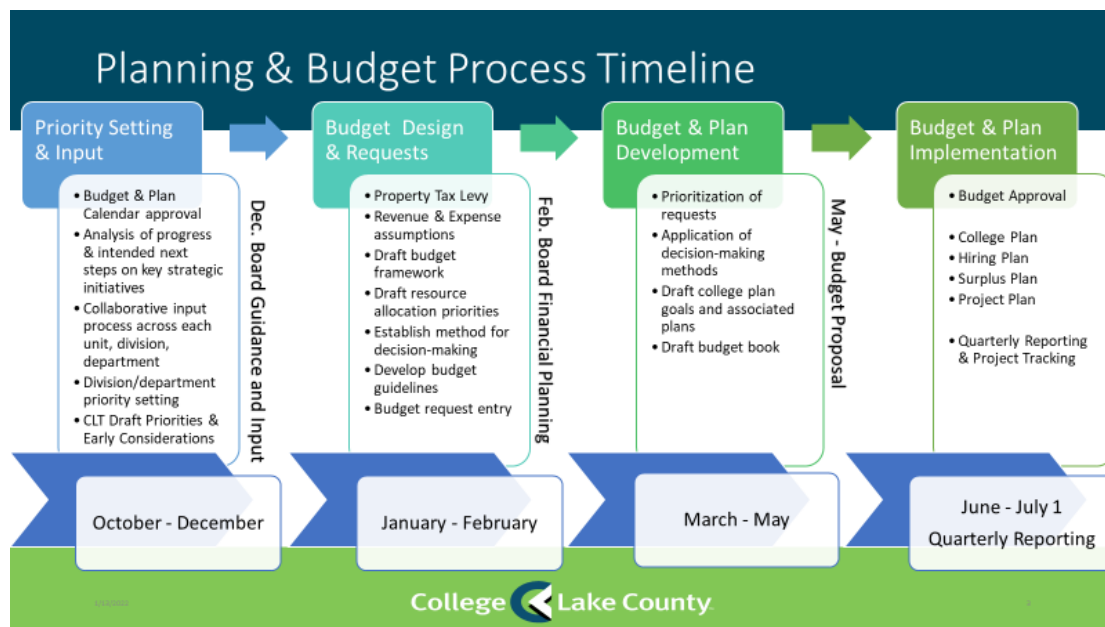
Process and Timeline for Planning and Budget Development

The College aligns its planning and budget process with the Government Finance Officers Association’s best practices in community college budgeting to ensure alignment of resources with student outcomes and continuous improvement. The fiscal year begins July 1 and ends June 30.

The planning and budget process is facilitated transparently and consists of four major phases:

- Phase 1: Collaborative Input and Priority Setting
- Phase 2: Budget Design and Request Process
- Phase 3: Budget and Plan Development
- Phase 4: Budget and Plan Implementation

The details of each phase and the associated timeline, including the intentionally designed checkpoints with the Board for guidance, is represented in the following graphic:



The process begins in October before the applicable fiscal year. The College Leadership Team facilitates an analysis of progress toward current year goals within their respective units and leads college-wide engagement across units, divisions, departments, and shared governance to formulate recommendations for the annual budget design. The College Leadership Team then works in consultation with the Board of Trustees to establish the core components of the budget design. These components include the following:

1. Budget Framework – primary objectives, parameters and boundaries of the budget
2. Resource Allocation Priorities – established priorities that guide decision-making for resource allocation on budget requests during the budget and plan development process to advance the critical needs of the organization
3. Levers – a disciplined proactive methodology to strategically evaluate, leverage and optimize existing resources to close budget gaps, address critical needs and create resources for reinvestment to the established resource allocation priorities.

Highlights of FY2023 Budget and Plan

The FY2023 Budget Framework, Resource Allocation Priorities, and Levers, as presented to and approved by the Board, are outlined here:

Framework	Resource Allocation Priorities	Levers
<ul style="list-style-type: none"> • Uphold financial Board policies (Debt Management, Investment, Fund Balance, Compensation/Benefit) • Align planning and resources to advance 2024 Strategic Plan • Maintain planned safety net to navigate unexpected short-term shifts • Prioritize affordability options for students • Prioritize regulatory and compliance needs • Implement monitoring plan with accountability measures 	<ul style="list-style-type: none"> • Analyze and commit to finish what started • Growth in enrollment, business and community outreach • Equity in student access and success initiatives • Employee Success Framework Retention & Recruitment • Implement Phase 0 and funded major capital investment projects 	<ul style="list-style-type: none"> • Accounts Analysis • Cost Control • Reallocation & Reduction • Revenue Adjustments • Auxiliary Funds Review • Reserves • Alternate Revenue Resources • Budgeted Contingency

The initial revenue and expense forecasts for the FY2023 budget were created under the following key assumptions to ensure a conservative and balanced budget and to sustain short- and long-term fiscal viability within an ongoing unpredictable pandemic environment.

1. A conservative approach to enrollment revenue target setting
2. Adequate planning for the personnel and non-personnel resources for future learning delivery and operations of the capital projects underway
3. Adequate contingency as a safety net to manage the unexpected

Using these assumptions, early revenue and expense assumptions for FY2023 positioned the budget with a projected gap of approximately \$5.2M. The lever process was successfully utilized to solve the budget gap and create over \$800K of available resources. During the prioritization and resource allocation process, \$368K of the available resource was allocated to the operational contingency safety net, leaving approximately \$400K for allocation to critical must-have strategic needs. The FY2023 balanced budget represents a 1.6% increase over FY2022, a net increase of \$1.8M. All personnel and non-personnel priorities outlined in the FY2023 budget were funded through Unit or College resource reallocation accomplished through the lever process. The net increase represents the planned salary increase and healthcare cost increases under the guidance of the Board.

The FY2023 balanced budget honors affordability and support for students through a minimal two percent tuition increase and no fee increases for the second year in a row, as well as expanded holistic academic and support services across all three campuses. This budget plan also sustains current strategic plan initiatives aimed to improve student success outcomes and advance community partnerships, while sustaining strong benefits and salary to support retention and recognition of employees. Given two subsequent years of conservative budget planning in a pandemic environment and to position the College for long-term fiscal viability, this budget plan also requires the commitment of all employees to enact intentional cost savings, cost control strategies and absorb modest increases to employee cost share on health insurance premiums.

Highlights of the Lever Process

Accounts Analysis Right-Sizing Exercise: A three-year trend analysis of budget accounts was completed. Additional budget modifications were made beyond those made in FY2022 (\$2.2M) to address the budget gap. Specific areas of focus for FY2023 included contractual services, material supplies achieving approximately \$3M of cost reductions.

Cost & Risk Control: In FY2022, the College planned for the implementation of a Central Store model to manage the purchase and distribution of standard office supplies, allowing for the centralization and reduction of budget resources. Evaluation of the Central Store model was completed, and results indicated the projected savings were being achieved and further opportunities for cost control were available. The success of the Central Store model provided the framework for the FY2023 planned cost control project for print management and the centralization of these budgeted resources. In alignment with the College's commitment to sustainability efforts, a goal was also established to reduce energy costs by 10 percent. Finally, additional cost control was established through partnership with the Insurance Benefits Committee and proposed changes to employee cost share for health insurance benefits. As a result of the above highlighted measures, the budget gap was significantly reduced.

Reallocation & Reduction: A similar process to the one conducted in FY2022 was done to evaluate vacant positions, to identify Unit budget resources that could be reallocated to support budget-neutral reorganizations, as well as to request personnel and non-personnel needs. As noted previously, all personnel and non-personnel operational priorities funded in the FY2023 budget plan were budget-neutral because they were resourced through the reallocation of Unit-specific or College budgeted resources.

Revenue Adjustments: Over the past several years, the Board of Trustees has supported strategic investments to implement the 2024 Strategic Plan. Prior investments have included building out infrastructure to support the implementation of the Lancer Success Framework and program expansions to meet the high demand industry needs of Lake County. As a result of those investments, prior to the pandemic, CLC had achieved an enrollment increase in Spring 2020 for the first time in a number of

years, which was sustained into Summer 2020. While enrollment struggled through the pandemic in FY2022, the prior investments in the Onboarding and First Year Experience Redesign, including college and career navigators, a new student convocation, a new just-in-time orientation design, academic success advisors, and a college success course, as well as expanded programming helped to mitigate the enrollment challenges for CLC. Based on the analysis of the strategic initiatives over the past year and potential revenue growth through retention of current students and enrollment of new students, a conservative adjustment was made to the planned revenue. A combination of the cost control methods, reallocations and revenue adjustments from enrollment forecasting and PTELL revenue adjustment based on FY2022 actuals, the budget gap was solved and \$800K in available resource was achieved.

One-time Use of Economic Uncertainty Reserve: In August 2015, the CLC Board of Trustees established an Economic Uncertainty Reserve of \$2M and added \$1M to the Reserve in June 2018. The now \$3M Reserve was intended as a safety net for the College to navigate unexpected budget challenges due to external conditions. The FY2023 budget process included the evaluation of whether use of these one-time resources would be necessary to solve the budget gap. In consideration of the FY2023 budget framework objective to maintain a planned safety net and the progress already made in solving the gap through other aspects of the process, the College Leadership Team maintained the Economic Uncertainty Reserve. The Reserve remains as a safety net and contributes to the strong fiscal position of the College.

Modify Budgeted Contingency: In FY2022, the budgeted operational contingency was reduced from \$1.4M to \$400K. This modification to the operational contingency was seen as low risk given the healthy \$3M Economic Uncertainty Reserve and the College's consistent expense to revenue budget controls. The \$1M was reinvested in FY2022 priorities to advance the 2024 Strategic Plan outcomes, which were evaluated during the FY2023 budget development process. However, the FY2023 budget framework objective to maintain a planned safety net, as well as the significant number of capital facilities and technology projects underway, influenced the decision to augment the currently budgeted operational contingency by \$348K.

Strategic Investments in FY2023 Plan Priorities

As mentioned, through an intentional budget process, a budget gap was solved and importantly, resource was created that allowed for decisions on investments in strategic priorities to effect growth, improved student success outcomes and ensure a skilled talent supply for Lake County.

Resourcing Students for Success: Over the past year, the Lancer Success Council has facilitated a critical project to inform the College's planning. The project, Resourcing Students for Success, was designed based on intentional qualitative and quantitative data collected from students. The result of the data collected provided four key problem areas of focus. These problem areas are summarized here:

Key Issue	Problems to Address
Awareness	<ul style="list-style-type: none"> - Student awareness and use is low (< 15%), despite high satisfaction for those using resources (> 9%) - Employee awareness and knowledge of resources
Process	<ul style="list-style-type: none"> - Lack of proactive, systemic collection of student needs and student backgrounds - Ease or difficulty in obtaining resources
Capacity	<ul style="list-style-type: none"> - Equitable distribution across campus locations - Ability to address volume of need and availability of resources at times and places of student need
Policy	<ul style="list-style-type: none"> - When and how CLC provides as well as requires students to have certain resources (textbooks, payment arrangements, etc.)

Resourcing Students for Success Design and Recommendation: Ensuring that all students have the resource needed to succeed in college is a key component of living CLC’s student success definition and building the Lancer Success Framework. CLC offers a robust set of free or low-cost academic and non-academic support resources to help with basic needs, health and wellness, technology, childcare, and financial and academic support. Yet over 9,000 students withdrew from at least one course from 2018 to 2021, and many might not have withdrawn from the courses if they accessed a CLC resource or support service. A cross-functional team has been working to research and design solutions that will improve CLC’s student resources and how they are used to prevent disruptions in students’ paths to success.

The evidence-informed design for improvements noted below are part of the FY2023 budget and incorporate input and data from students, faculty, staff, Board of Trustees, CLC successful practices, and national best practices.

- Maintain robust existing resources and expand capacity in open education resources, student employment, mental health, and sustained hotspot service
- Improve awareness of resources among students, faculty and staff
- Connect students to community assistance for basic needs and public supports
- Identify policies and processes to assess and reimagine in 2022-2023







Note. The FY2023 priorities that integrate design improvements from the Resourcing Students for Success effort are identified by the Lancer graphic logo (at left).

FY2023 Plan Priorities

Through the FY2023 budget plan, the following priorities aligned to the 2024 Strategic Plan will be achieved.

Pillar 1: Access and Student Success

Key Idea	Priorities
Lancer Success Framework	Establish student-focused pathways at full-scale within the Lancer Success Framework to seamlessly guide students through the transitions from access to completion
	Provide equitable student support services through expansion of Welcome & One Stop generalist staffing model to the Lakeshore and Southlake campuses for a “One-College” standard of delivery.
	Evaluation of the Lancer Success Redesign work (student onboarding, first-year experience, CLC 120) on student retention, persistence and closing opportunity gaps to determine modifications and inform next steps
	Provide equitable high-quality specialized tutoring support for students across all campus locations 
	Provide direct referral and support for students in need of food, housing and other emergency services. 
	Provide counseling and psychological services to meet student demand 
Student Momentum	Evaluate policies and processes impacting student success in website project, student portal, and Lancer Pathways projects
Affordability	Expand open educational resources (OER) access for students to include mapping a popular Z-degree option for the Associate in Arts degree 

Pillar 2: Equity & Inclusion

Key Idea	Priorities
Policy and Procedure	Build capacities in student and employee success initiatives through the implementation of an equity-based policy review process
Data-Informed Decisions	Implement college-wide ICAT survey and facilitate Capacity Café to evaluate progress on student-focused culture and inform decision-making on the next set of actions.
Curriculum and Cocurricular Activities	Continued implementation of an integrated programming model in the Student Activities & Inclusion (SAI) office that provides equitable, holistic, balanced, and intentional programming for students through an inclusive excellence lens.
Talent Management	Implement and assess revised staff search processes and marketing of job openings for improved hiring outcomes of diverse, top-qualified talent

Pillar 3: Teaching & Learning Excellence

Key Idea	Priorities
Experiential Learning	Expand experiential hands-on application-based learning through increased student and faculty participation in SKILLSUSA
	Expand into the Brae Loch facility to provide a student-centered learning lab for culinary arts and hospitality management through a faculty/student managed, student staffed restaurant.
Student Effort & Academic Rigor	Develop robust systematic programmatic and college-level assessment and facilitate a revised College Level Outcomes Assessment process
	Complete Programs of Study curriculum design to align competencies and outcomes with industry standards, best practices and to meet ICCB requirements
Professional Development	Improve opportunities and access to faculty professional learning through expanded internal programming to meet full-time and adjunct faculty needs in a variety of structures and modalities.
	Expand faculty development in all five dimensions of the Faculty Success Framework and improve access to internal faculty professional learning programming to meet full-time and adjunct faculty needs in a variety of structures and modalities
	Provide certification for online teaching requirements utilizing new thematic approach and a continuous development cycle. Implement Regular and Substantive Interaction (RSI) professional development and online course quality badging initiatives


Pillar 4: Community & Workforce Partnerships

Key Idea	Priorities
Community Programming	Build capacity for new and expanded markets in Personal Enrichment programming for Grades 1-12 (youth) and adults.
	Create a fine and performing arts outreach and engagement plan aimed at delivering high quality, culturally relevant experiences for students and district residents in Waukegan and surrounding areas
Enrollment and Talent Pipelines	Develop new Bridge to Careers and ICAPS programs based on approved CTE Programs of Study in Welding & Fabrication Technology, Precision Machining Technology, and Hospitality & Culinary Management to provide opportunities for adult education students to earn a short-term credential that can provide living wages
	Ensure faculty positions for program expansions that meet industry and transfer needs.
Talent Pipelines & Workforce Alliances	Launch the Advanced Technology Center with Welding, Fabrication, and Industrial Technology programs.
	Build capacity for Apprenticeship Program expansion to meet workforce demand and scale student and employer support services.
	Implement the Early Childhood Access Consortium for Equity (ECACE) model for Early Childhood Education

Pillar 5: Collaborative Culture

Key Idea	Priorities
Leadership and Talent Management	Launch a Leadership Academy for employees who directly manage others to include core skills, knowledge and confidence building.
Professional Development and Recognition	Expand professional development programming in priority areas of project management, data inquiry and evidence, communication and team-building facilitation.
	Implement the First Year Experience program under the Employee Success Framework. Evaluate program elements and retention outcomes.
Collaborative Team Culture	Facilitate college-wide engagement in Great College to Work For survey data to establish actions for change and improvement to organizational culture.
Innovation	Assess and update performance feedback and evaluation of staff under the Employee Success Framework.
	Design and implement a flexible work arrangement program for employees under the Employee Success Framework.

Pillar 6: Strategic Use of Resources

Key Idea	Priorities
Alignment and Accountability	Master Plan Phase 0 investments for capital projects. Increase internal capacity to maintain, manage expanded of campus facilities (LSC, ATC, Brae Loch).
	Create capacity to support strategic scheduling efficiency that impacts availability, accessibility and flexibility for students. 
Resource and Revenue Development	Align Foundation infrastructure to optimize fundraising to advance college student access and success strategies and capital infrastructure.
Process Improvement	Implement centralized print management system to realize savings and maximize internal college resources.
	Implement a capital project management software solution to establish in-house capacity to manage capital projects, including contractors, subcontractors and trades, budgets, contracts, change orders, schedule, progress, completion and closeout.
	Improve internal capacity for management of major capital projects of the Master Plan and surplus projects. Reduce reliance on external vendor for project management to enhance historical knowledge and sustained project management model.
	Expand capacity to improve efficiency of functional and technical project completion in the Student Records and Financial Aid departments that has direct impact on processes associated with the student experience.
	Implementation of Strategic Sourcing contract management system for centralized and transparent improved tracking and management of projects.
	Develop and implement college-wide strategies to improve energy efficiency and reduce energy costs.
	Explore and implement preventive maintenance strategies to improve operating efficiency and life cycle costs related to major equipment and infrastructure.
	Expand proactive education and programming promoting employee healthy lifestyle choices and improved management of chronic medical conditions.
Health and Wellness	Expand CLC's data capacity through building a culture of inquiry & evidence and the rollout of data dashboards.
	Continue efforts to reduce the risk of a cybersecurity incident by enhancing the College's cybersecurity tools and processes.
	Implement the RFP and vendor selection phase of the ERP project, which aims to advance administrative processes, streamline and integrate features that can transform the experiences of students, faculty, and staff; support CLC's culture of inquiry and evidence through better data analysis and data-based decision making.
	Replace current student portal and public web site to make them more effective at recruiting students and driving them through to achieve their stated outcome
	Create financial capacity for FY24 by aggressively reducing duplicate technology costs throughout the College and by renegotiating high cost contracts for more favorable pricing.

FY2023 Continuous Improvement through Planned Reorganization

In response to community and industry input with the development of the 2024 Strategic Plan, CLC implemented organizational changes to align existing resources to meet external and internal needs. Year 1 (FY2020) organizational changes included the creation of a Community and Workforce Partnerships unit and a Strategy, Planning, and Support unit, which included the first phase build-out of a student success infrastructure. Year 2 (FY2021) organizational changes included a reorganization of Student Development in preparation for the implementation of the redesign of onboarding and first-year experience initiative. Year 3 (FY2022) planned reorganizations built on the continuous improvement and transformative change efforts in prior years and focus on continued capacity-building for equity in access and success for students and managing the implementation of Master Plan 2020 Phase 0 initiatives. In FY2023, planned reorganizations include:

Educational Affairs

- Increase the efficiency of the Educational Affairs Central office by aligning staff to manage the capacity of additional tasks due to growth in programs and overall academic college operations. Support strategic scheduling initiatives to ensure accessibility across campuses and delivery modes of instruction to ensure accessibility for part-time and full-time students.

Foundation

- Refocus existing human resources into key areas of corporate and foundation, principle/major gifts and community giving to increase strategic leadership capacity and drive annual fundraising outcomes in alignment with student scholarship, support and capital goals.

Student Development

- Student Academic Support: Reduce administrative costs to expand direct student tutoring resources, create equitable tutoring support across all campus locations, and establish a lead tutor for each field of interest. This aligns with the Lancer Success Framework holistic student support resources.
- Welcome and One Stop Center: Leverage existing resources to deliver equitable student support services. Create and staff a Welcome and One Stop Center in the new Lakeshore Student Center (opening Fall 2022) and at the Southlake campus in order to improve the student experience and achieve a “one-college” standard of delivery.
- Academic Support: Provide direct referral support for students in need of food, housing, and other emergency services offered through the College or community organizations that aligns with the Illinois Public Benefits Navigator and Homeless Liaison Acts.

Strategy, Planning and Support

- Leverage the capacity of a current employee to support unit initiatives and to align a vacant position with institutional priorities associated with promoting college and external engagement.

Master Plan 2020

The FY2023 budget provides funding for the completion of all Phase 0 Master Plan projects initiated in FY2022 and funded through the 2021 Bond Plan and the Surplus Allocation Plan. The Master Plan Phase 0 projects include:

- **Advanced Technology Center Phase 1** – Project supports skilled workforce talent supply for manufacturing and related industries. Funding plan of \$29M includes: FY2021 Bond \$20M, FY2020 Surplus \$2M and FY2021 surplus \$7M.
 - Fundraising goal - \$20M

- **Brae Loch Culinary** – Project supports experiential learning and community service for Culinary Program through creation of expanded student-run restaurant. Funding plan of \$4.3M includes: FY2020 surplus \$1.5M, FY2021 surplus \$800K, \$1.19 2021 Bond, FY2023 surplus \$810K.
- **Lower Level A Wing Culinary Renovation / Share Market Relocation / Development of Expanded Conference Center** – Project supports the renovation to upgrade and expand the culinary training kitchen, relocates the SHARE Market to a more accessible location for students, and creates an expanded conference center for internal and external use. Funding plan of \$1.3M includes: FY2021 surplus \$1.3M.
- **Outdoor Sports Complex** – Project creates new upgraded baseball, softball, and tennis facilities in support of Athletics and student athletes to meet competition standards and college-level image. Funding plan of \$9.5M includes: 2021 Bond \$9.5M.
- **Lakeshore Campus Student Center – Opening Fall 2022** – Project creates new dynamic environment including a Welcome and One Stop Center, Testing Center, Library, Classroom and Program facilities and a Community Center. Funding plan of \$47.9M achieved through Capital Development Board (CDB) and College resources. Project is funded.
- **Lakeshore Campus Urban Farm** – Project creates an Urban Farm to address local food insecurity, entrepreneurship, and equity and health and wellness efforts in partnership with the community. Project funding plan of \$6M achieved through capital fundraising.
- **Deferred Maintenance** –
 - \$8.8M funded through FY2022 Bond Plan includes (Performing Arts Building CDB roof project underway)
 - \$639K Fund 3 Plan (comprehensive fee revenue budget)

This page is left intentionally blank.



Organizational Overview



This page is left intentionally blank.

COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532

Unit Summary By
All Funds Expenditures

Unit	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Total Business Services & Finance	\$15,083,222	\$16,169,821	\$18,724,860	\$18,645,206
Total Community & Workforce Partnership	5,644,154	6,770,775	6,913,557	7,221,929
Total Educational Affairs	45,668,522	47,260,405	48,346,392	48,948,740
Total Foundation	620,861	659,141	796,387	769,282
Total Human Resources	1,329,035	1,330,496	1,762,923	1,779,613
Total Information Technology	7,392,550	7,744,386	9,130,266	8,957,637
Total Office of the President (Institutional)	33,009,604	49,622,906	97,062,276	71,214,280
Total Strategy, Planning & Support	2,980,709	3,014,225	3,853,791	3,562,665
Total Student Development	35,858,959	35,882,349	37,189,650	36,616,298
Grand Total	\$147,587,616	\$168,454,503	\$223,780,102	\$197,715,650

BUSINESS SERVICES AND FINANCE UNIT

Budget

UNIT/DIVISION	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Business Services & Finance				
Auxiliary Services	\$3,706,757	\$3,717,225	\$4,592,687	\$4,749,448
Business Services & Finance	322,879	334,942	340,334	320,912
Capital Susty and CM Services	0	0	0	484,977
CLC Police Dept	1,924,015	1,988,060	2,263,726	2,231,204
Facilities	6,999,371	7,910,438	8,791,485	8,342,232
Facilities Improvements (From Comp Fee)	665,674	617,977	645,997	639,035
Finance Department	1,107,664	1,183,027	1,308,169	1,236,772
Green Fund	0	8,120	300,000	200,000
Purchasing & Contracts	233,115	296,314	432,462	404,626
Sustainability	123,748	113,717	50,000	36,000
Total Business Services & Finance	\$15,083,222	\$16,169,821	\$18,724,860	\$18,645,206

Vision

The Business Services and Finance (BSF) unit strives to be the premier higher educational business services and finance organization that sets the standards by which other departments measure their success in the following ways: providing student and customer-focused goods and services in a professional, knowledgeable and respectful manner; modeling and encouraging good stewardship of College and taxpayer resources; fostering a collaborative environment; striving for continuous improvement; and leading economic and education transformation for a sustainable future.

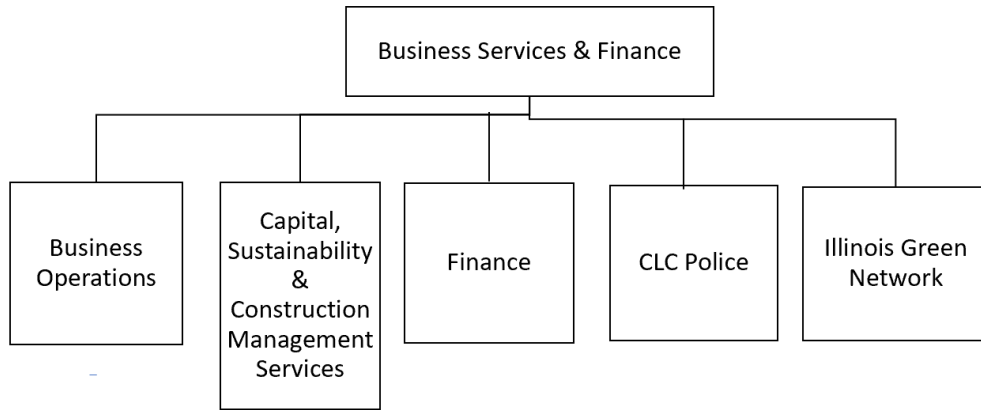
Purpose

The BSF unit is responsible for the organizational viability of the College. Their work aligns with the College's strategic pillars of Access and Success for Students and Strategic Use of Resources by driving a "partners of mission" philosophy with internal stakeholders and a focus on resourcing students. BSF provides for the safety and security of college facilities and fiscal viability through cost efficiencies and savings. Areas reporting to this unit include Finance, CLC Police, Business Operations, and Capital Sustainability and Construction Management. Additionally, the BSF unit supports the College's shared governance, providing guidance and oversight to the Operations and Facilities Commission and the Sustainability Council.

The FY2023 budget will build capacity for capital and master planning project oversight and budget control. Key priorities within the unit will address affordability, policies, and processes that create barriers for students and institutional costs for print services and document management. The BSF unit will implement innovative technology providing for contract management, automation of building systems, and managed printing services. Last, the BSF unit will invest in professional development and training to enable employees to thrive.

(continued on next page)

Organizational Chart



COMMUNITY & WORKFORCE PARTNERSHIPS UNIT

Budget

UNIT/DIVISION	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Community & Workforce Partnership				
Career & Job Placement Cr	\$496,732	\$837,555	\$1,213,031	\$1,122,378
Community & Workforce Partnership	333,771	712,785	911,128	896,010
Community Programming	1,144,366	1,136,075	1,641,438	1,669,689
COVID Relief	0	0	0	146,800
Grants	3,938	198,787	0	0
James Lumber Center/Performing Arts	1,047,573	694,521	1,101,377	1,078,214
P-20 Educational Partnerships	334,568	316,725	516,333	545,306
Urban Farm	0	0	0	140,000
Workforce & Professional Dev	2,283,207	2,874,327	1,530,250	1,623,532
Total Community & Workforce Partnership	\$5,644,154	\$6,770,775	\$6,913,557	\$7,221,929

Vision

The Community & Workforce Partnerships (CWP) unit drives the growth and enrichment of our communities through collaborative relationships and innovative experiences. CWP is the hub for providing premier pathways to education, culture, and workforce prosperity.

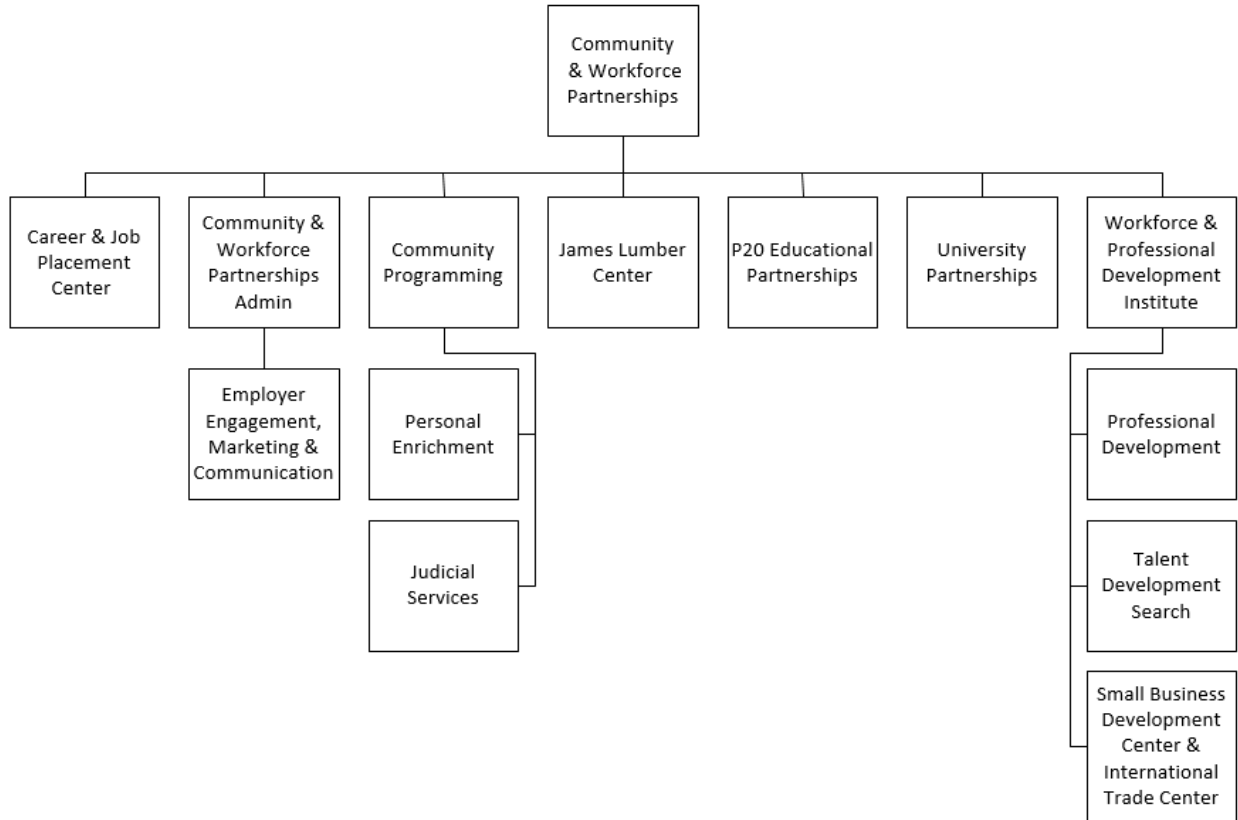
Purpose

The CWP unit leads strategy to engage with external partners in the community, business and industry, and P-20 educational system. CWP enhances the cultural wealth in the community through fine and performing arts, adult personal enrichment, and youth programs. Through collaboration with internal stakeholders, CWP represents the College in building relationships with employers and developing solutions to meet the workforce development needs of Lake County. Additionally, CWP supports seamless pathways from P-12 education through to university transfer to maximize opportunities for students and increase college completion. CWP maintains oversight of key metrics and performance indicators for Pillar 4 (Community & Workforce Partnerships) within the strategic plan.

Investments in the FY2023 budget will build capacity and grow enrollment by meeting the demand from employers for apprenticeship programs and support outreach, recruitment, and case management of apprentices. Key priorities across the unit will complete projects related to employer engagement by maximizing the use of Salesforce and collaborating with the CLC Foundation to build a portfolio driven approach to business outreach. Also, the Advanced Technology Center Phase One will open to students and the community, and the new Industrial Technology program will launch to address workforce gaps and labor market needs.

(continued on next page)

Organizational Chart



EDUCATIONAL AFFAIRS UNIT

Budget

UNIT/DIVISION	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Educational Affairs				
Adult Basic Ed, GED and ESL	\$2,311,199	\$2,172,291	\$2,521,030	\$2,528,414
Biological and Health	9,928,118	10,033,310	10,111,350	10,193,183
Business & Social Sciences Div	9,221,939	9,617,822	9,484,677	9,620,721
CLC Online	128,806	121,219	159,348	118,375
Comm Arts/Humanities/Fine Arts	10,005,595	10,044,621	10,100,632	10,069,097
Educational Affairs	1,026,917	1,161,772	1,851,729	1,840,606
Engineering, Math & Physical Sciences	8,578,130	9,293,295	9,592,187	9,687,625
Grants	2,721,042	3,116,802	2,732,606	3,253,563
Instructional Equipment (From Comp Fee)	616,396	616,527	437,964	433,244
Lakeshore Campus	590,299	576,805	735,119	614,639
Southlake Campus	540,081	505,941	619,750	589,273
Total Educational Affairs	\$45,668,522	\$47,260,405	\$48,346,392	\$48,948,740

Vision

The Educational Affairs (EA) unit provides access to high-quality academic programs; offers top-notch teaching and learning experiences that integrate global perspectives; serves to prepare and train CLC students for successful transitions to transfer institutions and/or achieve gainful employment in high demand jobs in an ever-changing workforce.

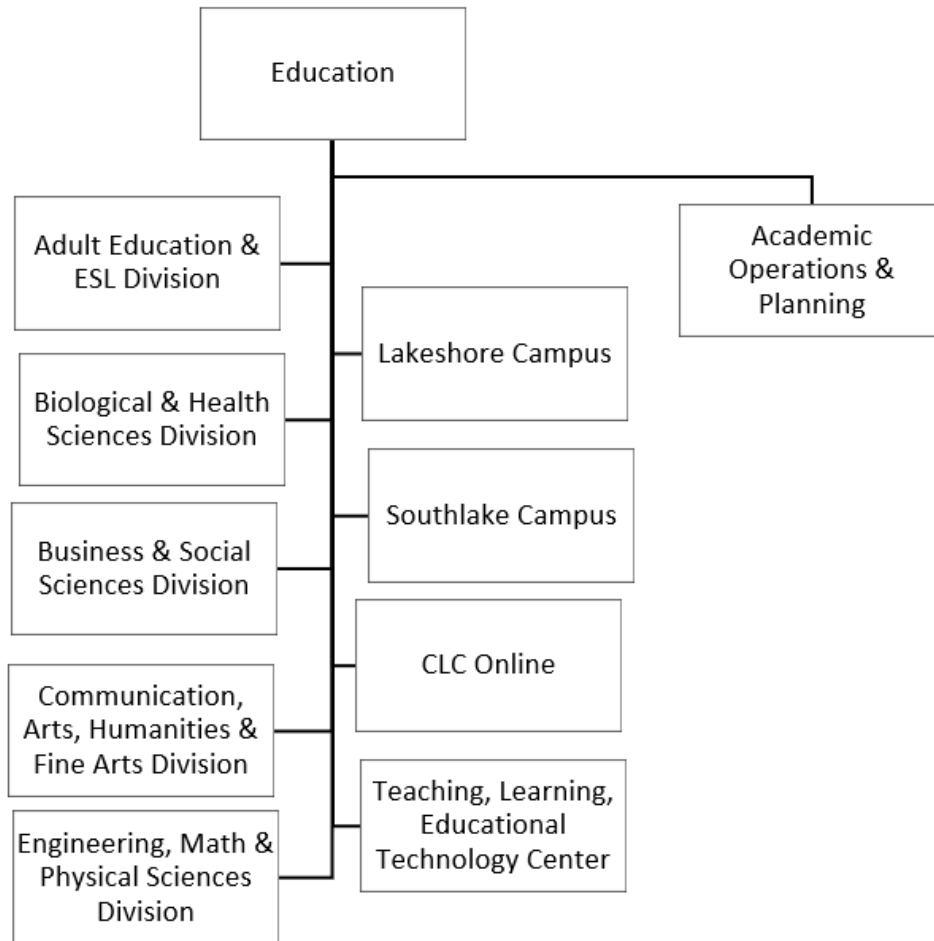
Purpose

As an essential part of the College of Lake County, the EA unit oversees all academic divisions. The EA unit works to ensure coherence and quality of College educational programs and services, and works collaboratively across campuses to remove barriers and help promote success for all students. The unit supports the College mission to be a comprehensive community college committed to equitable high-quality education, cultural enrichment and partnerships to advance the diverse communities it serves. As a leader in providing innovative education and workforce solutions, the EA unit holds the values of CLC to be the cornerstone to fulfilling the College's mission: Excellence, Purpose, Integrity, Compassion, Unity and Inclusion.

The EA unit provides centralized support and direction for academic planning, assessment, program development, and course scheduling. The central office maintains responsibility for business analyst functions related to the student information system, online catalog, and adjunct scheduling application. The EA unit serves a key role in developing strategy across academic divisions and campuses, prioritizing goals, and analyzing progress toward achieving key student success metrics.

(continued on next page)

Organizational Chart



FOUNDATION

Budget

UNIT/DIVISION	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Foundation				
Foundation	\$620,861	\$659,141	\$796,387	\$769,282
Total Foundation	\$620,861	\$659,141	\$796,387	\$769,282

Vision

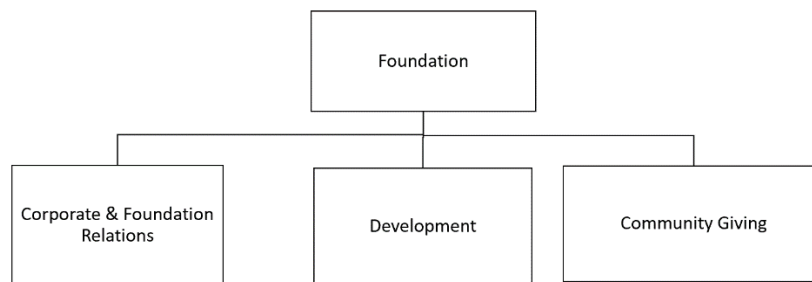
The College of Lake County Foundation strives to make attainment of a higher education credential accessible to every Lake County resident who seeks one.

Purpose

The College of Lake County Foundation inspires philanthropic giving for life-changing impact in support of student scholarships, College programs, and capital projects. We do this by connecting individual donors, foundations and local employers with strategic philanthropic opportunities that promote higher education, remove barriers to career pathways for all Lake County residents, provide vital support services that promote student success and strengthen the Lake County economy by developing an educated workforce.

In accordance with the College’s 2024 Strategic Plan, the Foundation’s priority in FY2023 remains steadfast on developing resources for students in support of equity in access and success. In addition, with implementation of Phase 0 projects of the Master Plan 2020, the Foundation will continue to play an elevated role in supporting CLC’s strategic capital projects in support of community and workforce development. Specifically, the Foundation will build the infrastructure to support the exploration and implementation of a capital campaign as it becomes an intentionally designed funding stream as one part of an overall capital funding strategy with the aim of supporting 20% of the Master Plan 2020 Phase 0 costs.

Organizational Chart



HUMAN RESOURCES UNIT

Budget

UNIT/DIVISION	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Human Resources				
Human Resources	\$1,324,508	\$1,326,350	\$1,662,923	\$1,720,113
Wellness Commission	4,527	4,146	100,000	59,500
Total Human Resources	\$1,329,035	\$1,330,496	\$1,762,923	\$1,779,613

Vision

To provide the CLC experience that is innovative and equitable; where every employee thrives and every student succeeds.

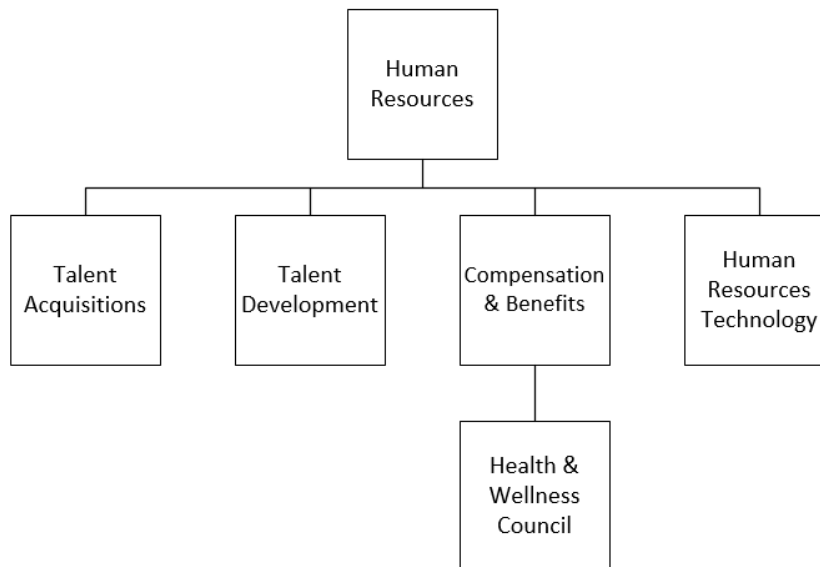
Purpose

Human Resources is committed to recruiting, retaining, recognizing and developing a highly qualified and diverse workforce to serve our students and community, achieve the goals of the strategic plan and live our values of excellence, purpose, integrity, compassion, unity and inclusion.

Human Resources will proactively:

- Attract and retain employees who reflect our diverse student body
- Foster the developmental journey of high performing individuals and teams
- Recognize employee value through our Total Rewards Philosophy
- Provide a safe environment for collaboration and feedback

Organizational Chart



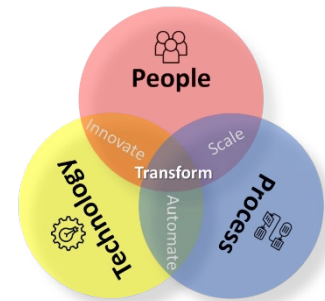
INFORMATION TECHNOLOGY UNIT

Budget

UNIT/DIVISION	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Information Technology				
Application Development	\$2,096,012	\$2,328,290	\$2,600,657	\$2,625,175
Core Systems & Infrastructure	1,439,635	1,589,838	1,868,516	1,923,720
Cybersecurity	156,041	231,339	318,553	369,207
Educational Technology	314,866	392,027	400,551	450,037
Information Technology	1,141,922	1,042,263	1,188,897	645,793
Technology (From Comp Fee)	678,049	607,438	1,094,910	1,083,110
Technology Support	1,566,026	1,553,191	1,658,182	1,860,595
Total Information Technology	\$7,392,550	\$7,744,386	\$9,130,266	\$8,957,637

Vision

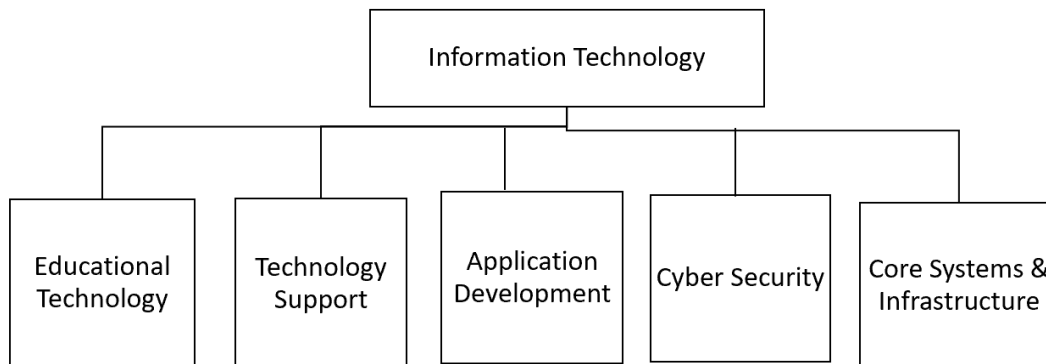
We believe that the interaction between people, processes, and technology is an enabler of incredible transformation in our society, and that we are essential leaders in leveraging technology to help our faculty and staff transform the lives of our students.



Purpose

The Information Technology (IT) unit advances student success, maximizes educational opportunities, and creates a culture of innovation, excellence, and continuous improvement. It does this, in tight collaboration with all areas of the College, by identifying how the combination of people, processes, and technology can enhance each of these areas. The result includes consistently improving student retention and engagement, increasing faculty ability to enhance students’ learning experiences, the ongoing delivery of quality services to all areas of the College, and the stewardship and protection of the information they entrust to the College.

Organizational Chart



OFFICE OF THE PRESIDENT

Budget

UNIT/DIVISION	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Office of the President (Institutional)				
Board of Trustees	316,529	394,169	334,800	394,300
Capital Development	4,164,429	17,882,656	60,000,000	40,000,000
COVID Relief	2,160,872	5,438,472	7,458,518	0
Growth & Innovation Fund	738,835	197,151	120,000	0
Institutional	19,415,356	19,554,211	21,682,584	23,503,754
Master Plan 2.0 Debt Svc	0	0	1,250,000	1,140,613
Master Plan Debt Svc	5,604,428	5,653,234	5,619,345	5,619,625
President's Office	609,154	503,011	597,029	555,988
Total Office of the President	\$ 33,009,604	\$ 49,622,906	\$ 97,062,276	\$ 71,214,280

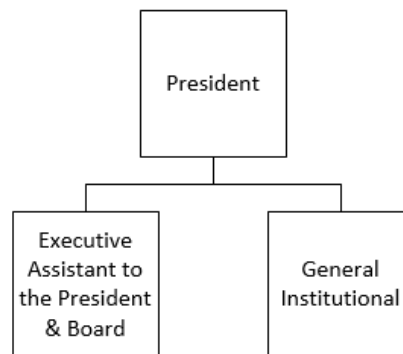
Vision

Every student succeeds and every employee thrives in a collaborative student-focused culture.

Purpose

The Office of the President coordinates administrative and operational oversight of College operations in accordance with policies as established by the Board of Trustees and within the shared governance of the College. The Office of the President ensures organizational alignment across all campuses and locations in the implementation of the strategic plan and fulfillment of the mission, vision, and values. This Office supports the Board of Trustees, including coordination of activities, communications, and meetings.

Organizational Chart



STRATEGY, PLANNING & SUPPORT UNIT

Budget

UNIT/DIVISION	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Strategy, Planning & Support				
Diversity Commission	\$23,902	\$29,304	\$60,000	\$58,500
Grant Matching Funds	149,000	121,635	0	0
Institute Effect/Planning/Research	457,279	589,487	727,683	710,190
Instl Plan,Supplort&Strategy	258,122	301,039	574,541	557,714
Public Relations & Marketing	1,739,808	1,530,788	1,973,508	1,719,237
Resource Development and Legislative Affairs	304,981	318,713	275,155	278,213
Student Success Strategy	47,616	123,259	242,904	238,811
Total Strategy, Planning & Support	\$2,980,709	\$3,014,225	\$3,853,791	\$3,562,665

Vision

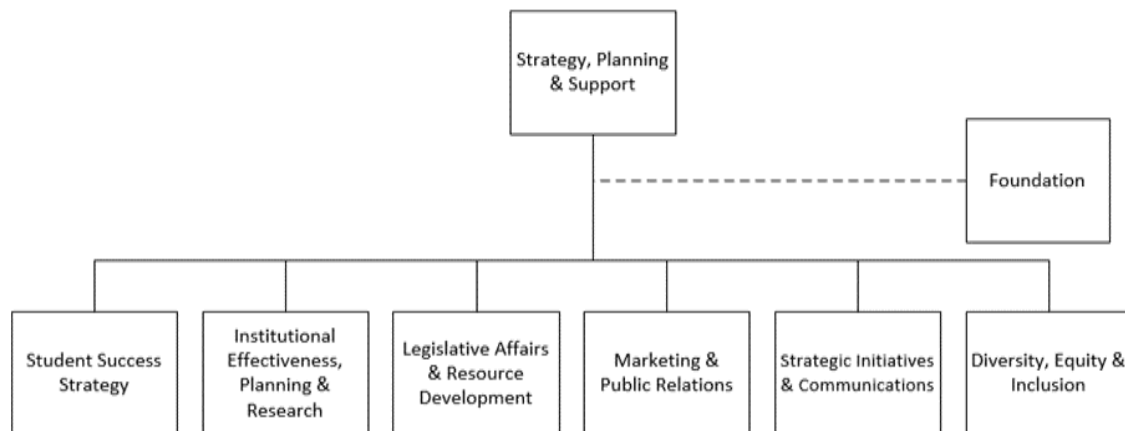
The Strategy, Planning and Support (SPS) unit is a strategic partner in establishing and communicating the College’s strategic direction that inspires innovation and transformative change.

Purpose

The SPS unit collaborates with other CLC internal units and external partners to increase institutional capacity for the purpose of achieving institutional outcomes. In FY2023, the SPS unit will foster a culture to focus on these five strategic goals and priorities:

1. Build capacities in student success initiatives and diversity, equity and inclusion
2. Expand CLC’s data capacity through building a culture of inquiry and evidence
3. Strengthen CLC’s connections and value messages to the communities we serve
4. Streamline CLC’s internal communications and improve collaborations
5. Resource college initiatives with external funding opportunities

Organizational Chart



STUDENT DEVELOPMENT

Budget

UNIT/DIVISION	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Student Development				
Athletics	\$749,535	\$863,055	\$815,279	\$828,648
Children's Learning Centers	675,314	567,405	853,470	862,924
COVID Relief	782,000	3,843,495	1,657,681	0
Enrollment Services	3,341,180	3,725,359	4,621,738	4,642,039
Financial Aid Disbursement	18,154,297	16,041,486	18,056,471	18,964,523
Grants	757,419	898,607	390,751	802,149
Library, Testing & Acad. Success	7,489,280	6,689,763	6,505,773	6,493,644
Student Development Administration	518,980	448,543	567,839	460,804
Student Life	1,529,725	1,660,327	2,017,718	2,143,187
Student Senate	727,170	612,157	421,919	371,051
Student Support (from Comp Fee)	573,915	304,893	437,964	433,244
Trips and Clubs	560,143	227,259	843,047	614,085
Total Student Development	\$35,858,959	\$35,882,349	\$37,189,650	\$36,616,298

Vision

Every student succeeds.

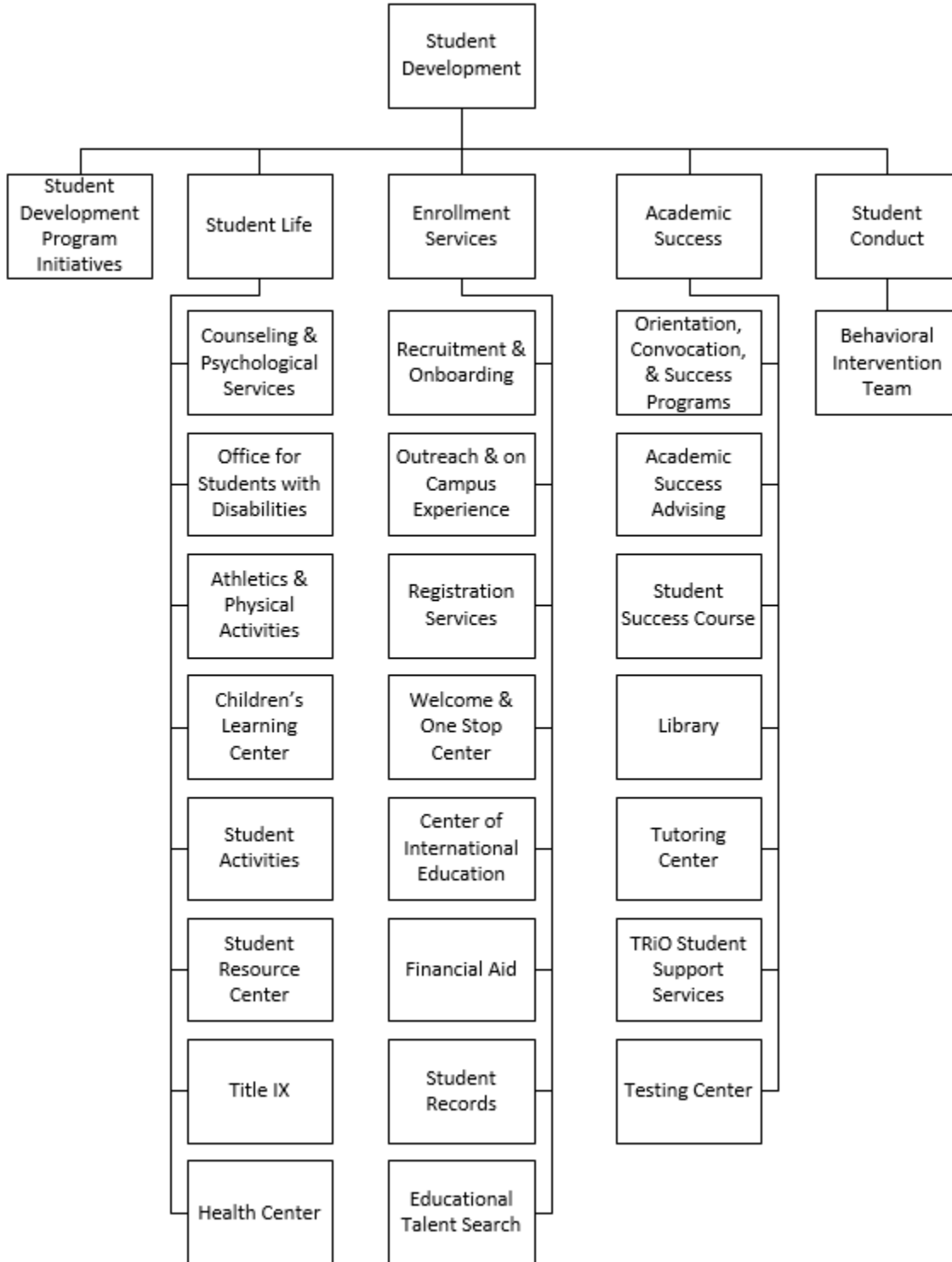
Purpose

The Student Development unit provides equitable access to education, advances learning and development, and fosters inclusive engagement to achieve success for all students. This unit provides a variety of programs and services that align with the CLC definition of student success to provide personalized, culturally relevant student learning experiences, grounded in equitable practice in an inclusive student-ready environment so that every student achieves their degree attainment.

The Student Development unit contributes to creating a student-ready, equity-minded environment for students to achieve social and economic mobility and become the future leaders of our community. We provide every student the opportunity and the tools to learn and develop outside of the classroom; enhance a student's academic scholarship through a holistic model of student development that ensures a total educational experience and personal goal attainment; provide student services and programs that are crucial in promoting diversity, inclusion and a sense of belonging; remove barriers that are critical to equity and student success; provide continuous improvement of department processes and practices that are essential to a student's access to resources, support and assistance; aspire to provide every student, employee and visitor excellent customer service; and help shape model community leaders and global citizens.

(continued on next page)

Organizational Chart





Budget Information



College  Lake County

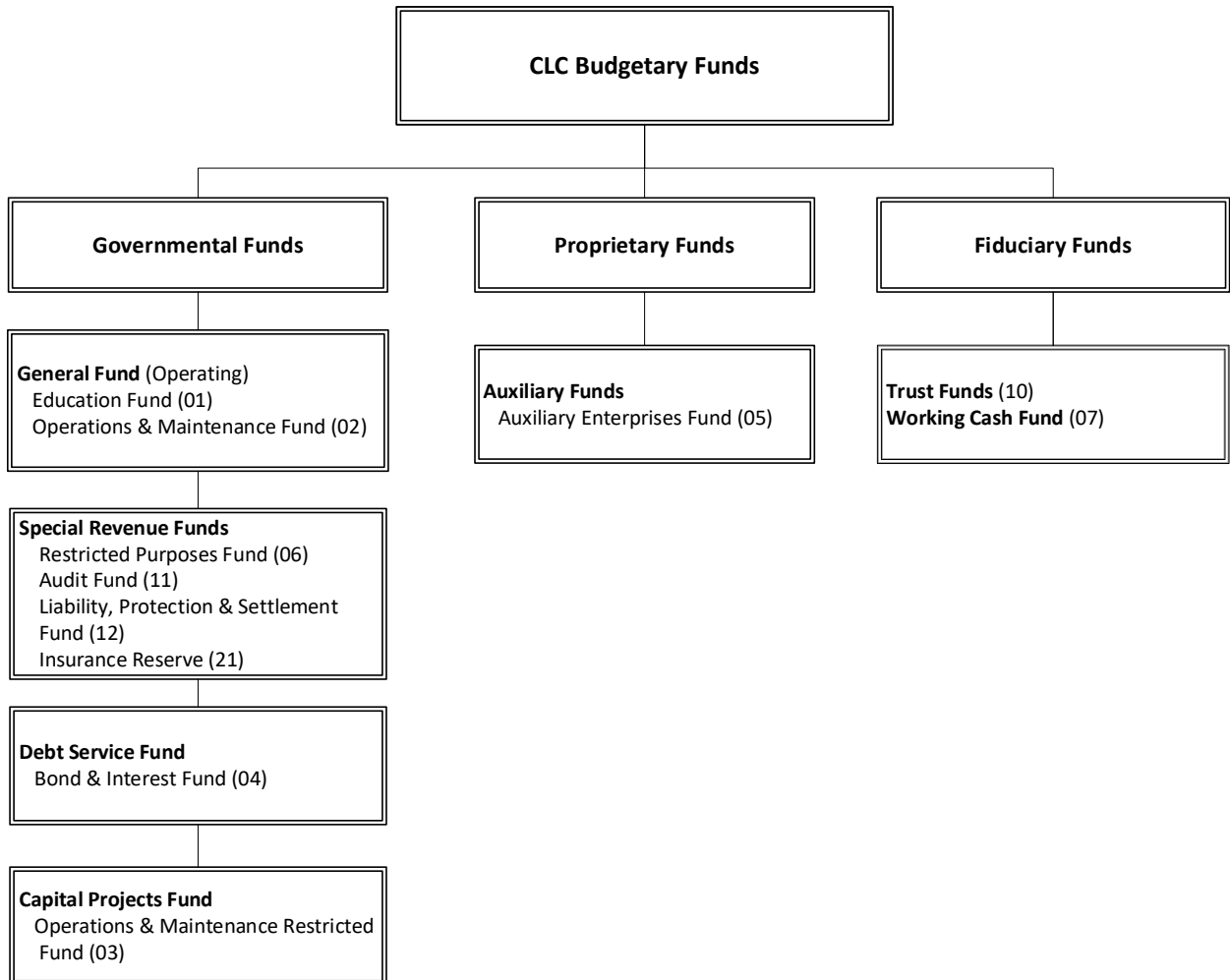
This page is left intentionally blank.

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 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. College resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and how activities are controlled.

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



GOVERNMENTAL FUND TYPES

Governmental type 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 funds—are accounted for through governmental funds (general, special revenue, capital projects, debt service, and permanent funds). The *Illinois Public Community College Act* establishes several funds for community college transactions. Each Fund is comprised of a series of self-balancing accounts. Moreover, community colleges are required to publicly present their financial information using these funds. The budget document and all public financial reports should be segregated using the funds or a subset of the funds defined in the ICCB *Fiscal Management Manual*.

General Fund (Operating Funds)

The General Fund, which consists of the Education Fund and the Operations and Maintenance Fund, are the general operating funds of the College. These are used to account for all financial resources except those required to be accounted for in another fund.

Education Fund (01)

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 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; maintenance of instructional and administrative equipment; and other costs pertaining to the educational program of the College. (See Sections 3-20.3 and 7-18 of the *Illinois Public Community College Act*.)

Operations and Maintenance Fund (02)

The Operations and Maintenance Fund is established by Section 3-1 and 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.

This Fund is used to account for expenditures for the improvement, maintenance, repair, or benefit of buildings and property, including the cost of interior decorating and the installation, improvement, repair, replacement, and maintenance of building fixtures; rental of buildings and property for community college purposes; and payment of all premiums for insurance upon buildings and building fixtures. If approved by resolution of the local board, the payment of salaries of janitors, engineers, or other custodial employees; all costs of fuel, lights, gas, water, telephone service, custodial supplies, and equipment; and professional surveys of the condition of college buildings are allowed. (See Sections 3-20.3 and 7-18 of the *Illinois Public Community College Act*.)

The Education Fund and the Operations & Maintenance Fund are the legally appropriated funds of the College.

Special Revenue Funds

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specific purposes. The Special Revenue Funds include the Restricted Purposes Fund, Audit Fund, and the Liability, Protection and Settlement Fund.

Restricted Purposes Fund (06)

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. Care should be taken in establishing each group of self-balancing accounts so that the accounting and reporting requirements of the grantor are met. If the grantor provides an accounting manual, it should be followed for the group of self-balancing accounts. Additionally, this Fund is used to account for other state, federal, or other funds which are restricted for a specific purpose.

Audit Fund (11)

The Audit Fund is established by 50 ILCS 310/9 of Illinois Compiled Statutes for recording the payment of auditing expenses. The audit tax levy should be recorded in this Fund, and monies in this Fund should be used only for the payment of auditing expenses.

Liability, Protection and Settlement Fund (12)

This Fund is established pursuant to 745 ILCS 10/9-107 and 40 ILCS 5/21-110.1 of the Illinois Compiled Statutes. The tort liability and Medicare insurance/FICA tax 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 under 745 ILCS 10/9-107, for example, the payment of tort liability, unemployment, or worker's compensation insurance or claims, or 40 ILCS 5/21-110.1, i.e., the cost of participation in the federal Medicare/Social Security programs.

Insurance Reserve Fund (21)

The College is self-insured for medical, vision, dental, and workers' compensation claims for its employees. The Insurance Reserve Fund is used to provide a reserve only to be used based on significant overruns in actual claims, both individually and in the aggregate.

Debt Service Fund

The Debt Service Fund is used to account for the accumulation of resources for and the payment of general, long-term debt principal, interest, and related costs. The Debt Service Fund of the College is the Bond and Interest Fund.

Bond and Interest Fund (04)

The Bond and Interest Fund is established by Section 3A-1 of the Illinois Public Community College Act. This Fund is used to account for the 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.

Capital Projects Fund

The Capital Projects Fund is used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary or trust funds). The Capital Projects Fund of the College is the Operations and Maintenance Restricted Fund.

Operations and Maintenance Restricted Fund (03)

This Fund is used to account for monies restricted for building purposes and site acquisition. This Fund was first established 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.

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 to 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 Proprietary Funds include the Auxiliary Enterprise Funds and the Internal Service Funds (Self Insurance Fund).

Auxiliary Enterprises Fund (05)

The Auxiliary Enterprises Fund is established by Section 3-31.1 of the *Illinois Public Community College Act* and accounts for College services where a fee is charged to students/staff and the activity is intended to be self-supporting. Each enterprise/service should be accounted for separately using a group of self-balancing accounts within the Fund. Examples of accounts in this Fund include food services, bookstore, and intercollegiate athletics.

FIDUCIARY FUND TYPES

Fiduciary funds are 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. The fiduciary fund category includes pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds.

Trust Funds (10)

Trust Funds are used to account for assets held by the College in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds. The Nonexpendable Trust Fund of the College is the Working Cash Fund. The Working Cash Fund is used to account for financial resources held by the College to be used for a temporary transfer to the operating funds.

Working Cash Fund (07)

The Working Cash Fund is established by Chapter 110, Act 805, Section 3-33.1 of the *Illinois Public Community College Act*. This Fund was first established without voter approval by the resolution of the local Board of Trustees to enable the district to have on hand at all times sufficient cash to meet the demands for ordinary and necessary expenditures.

This Fund is used to account for the proceeds of working cash bonds. By making temporary transfers, the Working Cash Fund is used as a source of working capital by other funds. Such

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

The Board of Trustees may transfer from the Working Cash Fund in anticipation of the receipt of federal, State or local funds but the debt to the Working Cash Fund must be satisfied annually. Transfers from the Working Cash Fund to the Education or Operations and Maintenance Funds may be made only by board resolution. This section also specifies the terms of such a resolution. The Board of Trustees may also issue a resolution to abolish the Working Cash Fund and direct the treasurer to complete the transfer. If it is abolished, a district may not establish another Working Cash Fund without voter approval. Interest earned by the Fund may be transferred to the Education or Operations and Maintenance Funds by board resolution.

ILLINOIS COMMUNITY COLLEGE BOARD (ICCB) PROGRAM DESCRIPTIONS

The Illinois Community College Board (ICCB) *Fiscal Management Manual* establishes the funds and codification system to be used by all Illinois public community colleges in reporting financial data to the ICCB. Program codes categorize all expenditure accounts.

Instruction

Instruction consists of those activities dealing directly with the teaching of students. It includes faculty activities in the baccalaureate-oriented/transfer, occupational-technical career, general studies, and remedial and Adult Basic Education (ABE) / Adult Secondary Education (ASE) programs (associate degree credit and certificate credit). It includes expenditures for department chairpersons, administrators, and support staff for whom instruction plays an important role. It also consists of all equipment, materials, supplies, and costs necessary to support the instructional program. Instructional salaries ordinarily will be allocated among the subprograms (instructional area) according to teaching assignment. If this is not possible (or immaterial), report instructional salaries under the subprogram (instructional area) that best reflects the employee's primary area of assignment.

Academic Support

This category includes activities designed to provide support services for the institution's primary missions of instruction, public service, and research. Academic support consists of the operation of the library, educational media services, instructional materials center, and academic computing used in the learning process. Other activities include tutoring, learning skills centers, and reading and writing centers, reported in the "2090 Other" category. It also includes expenditures for all equipment, materials, supplies, and necessary costs to support this function.

Student Services

The student services function assists in financial aid, admissions & records, health, placement, testing, counseling, and student activities. It includes all equipment, materials, supplies, and costs that are necessary to support this function.

Public Service/Continuing Education

Public service consists of noncredit classes and other activities of an educational nature, such as workshops, seminars, forums, exhibits, and the provision of college facilities and expertise to the community designed to be of service to the public.

Organized Research

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

Operation and Maintenance of Plant

Operation of the plant consists of housekeeping activities necessary to keep the physical facilities open and ready for use. Maintenance of the plant consists of those activities required to keep the grounds, buildings, and equipment operating efficiently. This function also provides for campus security and plant utilities, equipment, materials, supplies, fire protection, property insurance, and other costs necessary to support this function.

Institutional Support

Institutional support includes expenditures for central executive-level activities and support services that benefit the entire institution. Examples include expenses for the governing board, administrative data processing, fiscal operations, legal services, etc.

Scholarships, Student Grants (Scholarships), 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.

ADJUSTMENTS TO THE BUDGET

A budget adjustment process is used throughout a fiscal year to address modifications needed for the fluid management of resources. All budgets must be planned to allow for changes in revenue and expenditure levels or shifts in resource requirements between lines.

Accounting controls depend, in part, upon monitoring spending levels against budget levels. Monies budgeted for one purpose should not be expended for another. Spending in some accounts may stop unnecessarily only because funds are not budgeted sufficiently in those accounts or because extenuating circumstances arise, such as the need to replace a major piece of equipment. Monitoring the status of the funds is dependent on amendments to budgeted amounts to reflect appropriate levels of spending authorization.

Procedurally, the budget, once published, can only be amended through a budget adjustment. The budget adjustment reflects which account(s) to increase or decrease accompanied by the reason for the needed change. Adjustments must be approved in accordance with Board policy.

Budgetary control is guided by Board policy based on the account classification level within each Fund. Account classifications include salaries, benefits, contractual services, materials and supplies, travel and conference/meeting expense, fixed charges, utilities, capital outlay, other expenditures, and contingency.

BASIS OF BUDGETING

The College's Basis of Budgeting is modified accrual for governmental funds and full accrual for proprietary and fiduciary funds.

- **Modified accrual** is the method under which revenues are recognized when they become susceptible to accrual; that is when they become both measurable and available to finance expenditures of the current period. Available means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period.
- **Full accrual** is the method under which revenues are recognized when earned. For all types of funds, expenditures are budgeted and accounted for according to when the liability is incurred regardless of the timing of related cash flow.

Refer to the beginning of this Budget Information section for detailed descriptions of the College's funds.

The basis of budgeting for governmental funds in the College's budget document is different from the basis of accounting required per Generally Accepted Accounting Principles (GAAP). For community colleges, GAAP requires that general-purpose external financial statements be presented on the full accrual basis. Revenues, expenses, assets, liabilities, and net assets are presented solely at the government-wide level without segregation by the Fund. Per full accrual accounting, revenue is recognized when earned and expenses are recognized when incurred.

BALANCED BUDGET

The operating budget is structurally balanced. Reserves or one-time revenue sources have not been used to bring expenditures in line with resources.

FY 2023 Operating Fund Budget

	<u>EDUCATION</u>	<u>O&M</u>	<u>TOTAL</u>
REVENUES			
Revenues	\$ 101,361,651	\$ 16,029,985	\$ 117,391,636
Transfers In	248,450	0	248,450
TOTAL REVENUES	<u>\$ 101,610,101</u>	<u>\$ 16,029,985</u>	<u>\$ 117,640,086</u>
EXPENDITURES			
Expenditures	\$ 97,154,034	\$ 12,650,691	\$ 109,804,725
Transfers Out	4,456,067	3,379,294	7,835,361
TOTAL APPROPRIATION	<u>\$ 101,610,101</u>	<u>\$ 16,029,985</u>	<u>\$ 117,640,086</u>

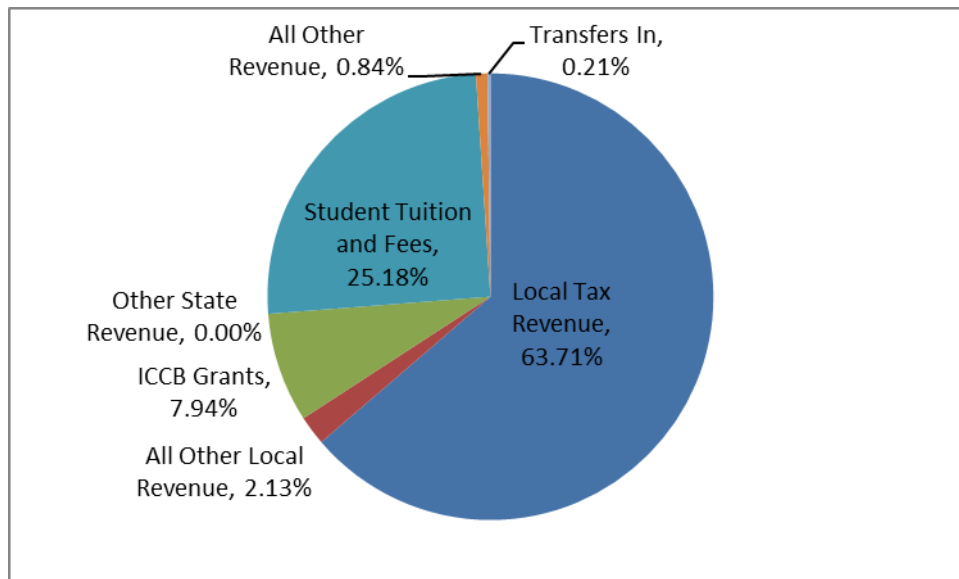
OPERATING FUND REVENUE SUMMARY

The following describes the forecasting method and overall revenue assumptions used in preparing the FY2023 budget, along with additions and initiatives planned for FY2023.

The College utilizes financial forecasting during the Budget Design and Request Phase of the process. The purpose of the financial forecast is to evaluate current and future fiscal conditions for improved decision making in maintaining fiscal discipline. A financial forecast is a fiscal management tool that presents estimated information based on past, current, and projected financial conditions. This helps identify future revenue and expenditure trends that may have an immediate or long-term influence on the College’s operations, learning and service delivery.

Three major sources of operating revenue are available to the College: tuition, state funding, and property taxes. These three sources make up about 99.0% of the operating revenues. The remaining sources primarily include interest earnings and facilities rental income. Operating revenues and transfers (Education and Operations & Maintenance Funds) are projected at \$117,640,086 compared to the prior year of \$115,770,964 or a 1.6% increase. In the FY2023 budget, property tax revenue increase by 1.6%, student tuition and fees increase by 4.6%, and state revenues increase by 11.6%.

**Operating Fund Revenues FY2023
\$117,640,086**



Property Taxes

Property taxes are levied each year based on the equalized assessed property values in the district as of January 1 of that year. Assessed values are established and property taxes billed and collected by Lake County. These taxes are assessed in December and become an enforceable lien on the property as of the preceding January 1. A reduction for collection losses, based on historical collection experience, has been provided to reduce the taxes receivable to the estimated amount to be collected.

The overall property tax rate of the College is affected by the Property Tax Extension Limitation Law (PTELL) imposed by Illinois Public Act 87-17. This law was effective for the 1991 tax levy year and limits the annual growth in property tax revenue to either 5% or the percentage increase of the consumer price index (CPI), whichever is less.

PTELL allows a taxing district to receive a limited inflationary increase in the tax extension on existing property and plan an additional amount for new construction and voter-approved rate increases. The limitation slows the growth of property tax revenues to taxing districts when property values and assessments are increasing faster than the rate of inflation.

For the calculation of property taxes, each fiscal year contains one-half of two separate tax years. For example, FY2023 includes the second half of the tax year 2021 and the first half of the tax year 2022. Each year the College receives a majority of taxes for the first half of the fiscal year in September and October. Most of the second half of the tax payments are received in May and June.

The tax rate for the 2021 tax levy is 0.284314 per \$100 of assessed valuation. The assessed value will be 33.33% of the property's market value. A home with a market value of \$300,000 will pay approximately \$284.31 in taxes to the College for 2022 taxes collected in the calendar year 2023.

FY2023 property tax revenues are anticipated to increase by 1.6% due to the following factors: Consumer Price Index (CPI) of 1.4% for the tax year 2021; a capped CPI of 5.0% for the tax year 2022; and new property of \$153 million. The Equalized Assessed Valuation (EAV) increased by 1.3% for the tax year 2021. The 1.6% property tax increase is a realistic assumption based on inflation trends.

The following table shows the changes in EAV for the last five years.

Tax Year	EAV	Annual % Change
2017	\$24,711,256,642	+4.50%
2018	\$25,273,938,682	+2.28%
2019	\$25,927,390,217	+2.59%
2020	\$25,889,545,239	-0.15%
2021	\$26,222,377,910	+1.29%

The projected budget for Fiscal Year 2023 property taxes, by Fund, is as follows:

	Property Tax Revenue			
	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Education Fund	\$ 55,057,186	\$ 56,362,261	\$ 58,260,282	\$ 59,198,679
Operations and Maintenance	14,647,079	14,994,350	15,500,216	15,750,145
Liability, Protection, and Settlement	479,734	491,208	507,563	516,009
Bond and Interest	1,849,391	1,870,961	1,871,975	1,920,200
Total	\$ 72,033,390	\$ 73,718,780	\$ 76,140,036	\$ 77,385,033

Tuition and Fees

FY2023 total tuition and fees will increase 2.0% starting in the fall 2022 semester; however, fees will remain flat. Total tuition is made up of tuition and comprehensive fees, as outlined in the table below.

	Actual Fall 2021	Budget Fall 2022	Dollar Change	Percentage Change
Tuition	\$125.00	\$128.00	\$3.00	2.4%
Comprehensive Fees:				
Technology	5.00	5.00	0	0.0%
Instructional Equipment	2.00	2.00	0	0.0%
James Lumber Center	0.50	0.50	0	0.0%
Student Senate	3.65	3.65	0	0.0%
Student Activity	2.00	2.00	0	0.0%
Master Plan	3.00	3.00	0	0.0%
Parking Lot/Site Improvement	2.95	2.95	0	0.0%
CLC Student Success	2.50	2.50	0	0.0%
Operating	0.40	0.40	0	0.0%
Total Comprehensive Fees	22.00	22.00	0	0.0%
TOTAL	\$147.00	\$150.00	\$3.00	2.0%

State Sources

State funding is based on credit hours earned during the two years before the current year, multiplied by the current year reimbursement rate. The State categorizes credit hours into one of six classifications: Baccalaureate, Business Occupational, Technical Occupational, Health Occupational, Remedial/Development, and Adult Basic Education/Adult Secondary Education. The original concept of state funding for community colleges was that the State would fund one-third of the costs, with tuition and local sources funding the other two-thirds. That balance has not been achieved since 1981.

State apportionment funding for enrollment reimbursement in FY2023 is budgeted to remain consistent with the State's Budget allocated to the College in FY2022 with a 5% increase of \$8,761,785. Also, the College is projected to receive from the State \$557,894 for career and technical education, which also reflects the FY2022 State's allocated amount plus 5%. This grant encourages instructional

spending for career programs but does not impose spending restrictions. Both of these grants are in the Operating Funds where as other State funding is recognized in the Restricted Purposes Funds.

Corporate Personal Property Replacement Tax

Corporate Personal Property Replacement Tax (CPPRT) is a small portion of local revenue. CPPRT are revenues collected by the State of Illinois and paid to local governments to replace money that was lost by local governments when their powers to impose personal property taxes on corporations, partnerships, and other business entities were taken away. The replacement tax is assessed on a 2.5% on incomes for corporations, an 1.5% on incomes for partnerships, trusts and S corporations as well as an 0.8% tax on the invested capital of a public utilities in Illinois and then distributed to local governments and municipalities through a formula determined by statute. The law provided for the Illinois Department of Revenue (IDOR) to collect these taxes and allocate to local governments. The allocation for each local government was to be based on their share of the total personal property tax collected in 1977.

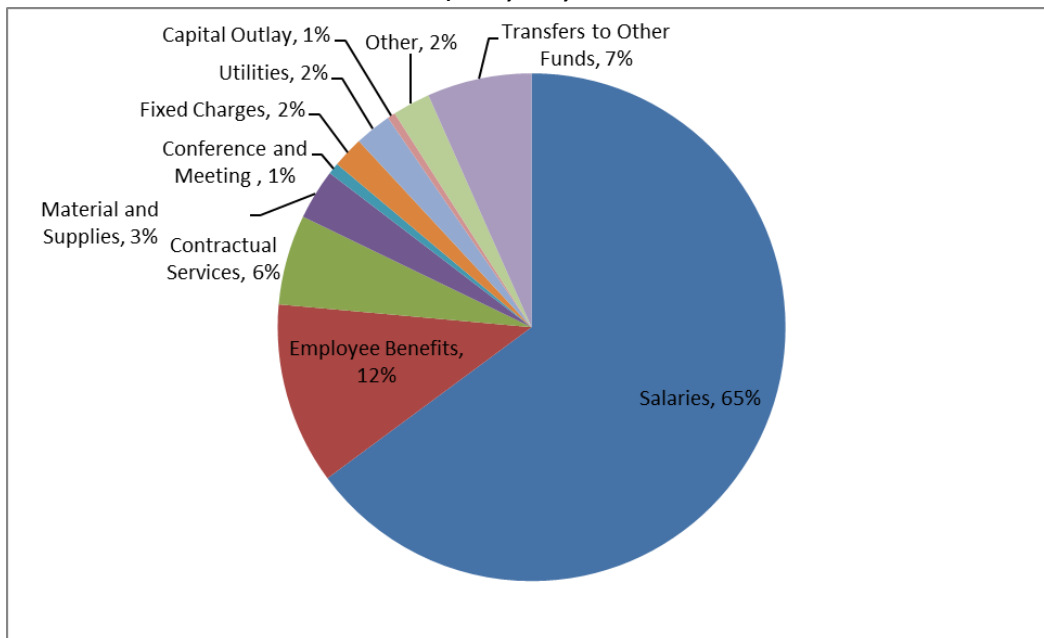
The CPPRT has been increasing over the past several years and the College has increased the FY 2023 allocation from IDOR from \$1.25 million to \$2.50 million. The CPPRT allocations are estimated to be higher as legislative changes affecting corporate taxpayers and continued improvement of economic conditions are expected to translate into strong deposits into the CPPRT fund.

OPERATING FUND EXPENDITURE SUMMARY

The operating funds of the College are comprised of the Education Fund and the Operations & Maintenance Fund. The largest expenditure is personnel costs, representing 76.4% of total operating in FY2023, similar to the FY2022 amount of 75.5% for salaries and employee benefits. In FY2023, personnel costs are increased by 2.9%, from \$87,363,137 (in FY2022) to \$89,921,569 (in FY2023). Non-personnel expenditures are decreased by 2.9%, with health insurance and employee benefits costs decreased by 1.7%, well below trend.

Operating Fund Expenditures FY2023

\$117,640,086



Personnel expenditures include non-bargaining and bargaining employees. There are five bargaining units at the College of Lake County:

1. Full-time faculty, represented by the Lake County Federation of Teachers, Local No. 2394 (AFT)
2. Adjunct faculty, represented by the Lake County Federation of Teachers, Local No. 504 (IFT-AFT/AFL-CIO)
3. Facilities employees, represented by the Lake County Staff Council, Lake County Federation of Teachers, Local No. 504 (IFT-AFT/AFL-CIO) (facilities union)
4. CLC police and public safety employees, represented by the Fraternal Order of Police Labor Council
5. Backstage technicians (James Lumber Center for the Performing Arts), represented by the International Alliance of Theatrical Stage Employees (IATSE) Union Local 2

The College is self-insured for health insurance, dental insurance, and worker's compensation claims and accounts for claim payments in the Education Fund. A \$1,200,000 reserve is available to pay claims over budget in the insurance reserve fund.

The College provides group medical coverage through Blue Cross Blue Shield of Illinois offering employees a choice between a PPO Plan and an HMO Plan using the HMO Illinois network.

- The PPO plan offers comprehensive coverage with a large network of providers allowing flexibility for employees and their families. This plan provides in-network and out-of-network coverage and includes providers in Wisconsin.
- The HMO Illinois plan offers a rich in-network plan design with low out-of-pocket costs to each employee, along with a narrow HMO network that is only available in Illinois.

POSITION CHANGES

Deleted positions: As noted previously, a disciplined lever process is used annually to evaluate existing resources and determine reallocation opportunities. Through this process, vacant positions may be eliminated to create necessary resources to fund current priorities. The FY2023 deleted positions below contributed to the budget-neutral reorganizations achieved in this budget.

DELETED POSITIONS FY 2023 BUDGET

Area, Division/Department	Position	Detail	Totals
STUDENT DEVELOPMENT:			
Library	Library Services Assistant - PT	7,107	
	Total Library		7,107
	TOTAL STUDENT DEVELOPMENT DELETED POSITIONS		7,107
EDUCATIONAL AFFAIRS			
Southlake	Office Associate	19,510	
	Total Southlake		19,510
Communication Arts	Art Gallery Assistant - PT	23,909	
	Total Communication Arts		23,909
Biological & Health Sciences	Laboratory Specialist - PT	17,181	
	Total Biological & Health Sciences		17,181
	TOTAL EDUCATIONAL AFFAIRS		60,600
GRAND TOTAL DELETED POSITIONS			<u>\$67,707</u>

New positions: As noted in the budget process overview, all of the following new non-personnel and personnel resource allocation priorities were funded through the reallocation of Unit and College resources.

NEW POSITIONS INCLUDED IN FY 2023 TENTATIVE BUDGET

Area, Division/Department	Position	Proposed FY2023	
		Detail	Totals
EDUCATIONAL AFFAIRS DEPTS:			
Biological & Health Sciences	Laboratory Specialist Biology LSC/SLC	39,000	
	Total Biological & Health Sciences		39,000
Educational Affairs	Academic Scheduling Coordinator	54,000	
	Total Educational Affairs		54,000
TOTAL EDUCATIONAL AFFAIRS NEW POSITIONS			93,000
STUDENT DEVELOPMENT DEPTS			
Advising & Retention	Community Resource Advisor	49,388	
	Total Advising & Retention		49,388
Financial Aid	Technical Analyst	56,000	
	Total Financial Aid		56,000
Tutoring Center	Lead Tutor - Engineering/ Physics	3,234	
	Lead Tutor - Biology/Chemistry	3,234	
	Lead Tutor - Accounting/Economics	3,234	
	Lead Tutor - Writing	3,234	
	Lead Tutor - Math	3,234	
	Total Tutoring Center		16,170
TOTAL STUDENT DEVELOPMENT NEW POSITIONS			121,558
COMMUNITY & WORKFORCE PARTNERSHIPS DEPTS			
Apprenticeship Program	Apprenticeship Program Specialist*	47,488	
	Total Apprenticeship Program		47,488
TOTAL COMMUNITY & WORKFORCE PARTNERSHIPS NEW POSITIONS			47,488
BUSINESS SERVICES & FINANCE DEPTS			
Facilities	Maintenance Engineer - Lakeshore	45,209	
	Maintenance Engineer	45,209	
	Total Facilities		90,418
Capital, Susty, Construction	Capital Project Manager	80,000	
	Total Capital, Susty, Construction		80,000
TOTAL BUSINESS SERVICES & FINANCE NEW POSITIONS			170,418
INFORMATION TECHNOLOGY			
Technology Support	Senior IT Technician/ ATC	46,200	
	Total Technology Support		46,200
TOTAL INFORMATION TECHNOLOGY NEW POSITIONS			46,200
GRAND TOTAL NEW POSITIONS			<u>\$478,664</u>
NET TOTAL NEW/DELETED POSITIONS			<u>\$410,957</u>

* Funded with Auxiliary Funds

DEBT SERVICE SUMMARY**Debt Service Payments for FY 2023**

Total General Obligation (GO) debt service and interest payable as of June 30, 2022 is \$96,991,410. In FY2023, Debt Service, or the amount budgeted for payment of principal and interest, is \$6,760,238. Of this amount, \$4,700,000 is for the payment of principal and \$2,060,238 is for the payment of interest. No additional proposed debt is planned within this budget.

The summary of future debt service requirements as of June 15, 2022 is as follows:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023	4,700,000	2,060,238	6,760,238
2024	4,885,000	1,873,363	6,758,363
2025	3,195,000	1,714,888	4,909,888
2026	3,275,000	1,663,278	4,908,278
2027	3,360,000	1,549,518	4,909,518
2028	3,445,000	1,463,508	4,908,508
2029	3,535,000	1,375,193	4,910,193
2030	3,625,000	1,284,528	4,909,528
2031	3,720,000	1,191,458	4,911,458
2032	3,815,000	1,095,828	4,910,828
2033	3,915,000	997,638	4,912,638
2034	4,015,000	894,873	4,909,973
2035	4,152,000	787,463	4,912,463
2036	4,215,000	692,588	4,907,588
2037	4,320,000	591,428	4,911,428
2038	4,425,000	483,428	4,908,428
2039	4,540,000	370,590	4,910,590
2040	4,660,000	252,550	4,912,550
2044	4,780,000	129,060	4,909,060
Total	<u>\$76,550,000</u>	<u>\$20,441,410</u>	<u>\$ 96,991,410</u>

Proposed Debt

No additional debt is planned to be issued in FY 2023.

TRANSFER SUMMARY**Inter-fund Transfers for FY 2023**

The College transparently accounts for transactions that involve the transfer of cash between funds. These legal exchanges are known as inter-fund transfers. The budgeted amounts and explanations for each transfer included in the FY 2023 budget are outlined below:

- A transfer of \$1,590,465 from the Education Fund to the Operations & Maintenance Fund (Restricted) to pay annual debt service related to the Series 2013A and Series 2017 Bonds
- A transfer of \$3,379,294 from the Operations & Maintenance Fund to the Operations & Maintenance Fund (Restricted) to pay annual debt service related to the Series 2013A and Series 2017 Bonds
- A transfer of \$1,140,613 from the Education Fund to the Operations & Maintenance Fund (Restricted) to pay annual debt service related to Series 2021 Bonds
- A transfer of \$641,008 from the Education Fund to the Auxiliary Fund to subsidize health insurance expenses on the Auxiliary Fund
- A transfer of \$299,000 from the Education Fund to the Restricted Purpose Fund for Illinois Veteran Grant expenditures (tuition for veterans attending CLC) as required by the State of Illinois but no longer funded by the State
- A transfer of \$201,326 from the Education Fund to the Liability, Protection, and Settlement Fund to pay for tort liability, unemployment insurance, workers compensation insurance, and other general insurance costs
- A transfer of \$291,250 from the Trust & Agency Fund to the Auxiliary Fund, to subsidize Athletics
- A transfer of \$180,000 from the Education Fund to the Audit Fund to pay for audit services
- A transfer of \$69,206 from the Education Fund to the Restricted Purpose Fund to pay for the College Scholars Program
- A transfer of \$175,350 from the Education Fund to the Auxiliary Fund to subsidize Athletics
- A transfer of \$127,099 from the Education Fund to the Restricted Purpose Fund for grant matches
- A transfer of \$128,369 from the Trust and Agency Fund to the Auxiliary Fund, to subsidize Children's Learning Center operations
- A transfer of \$248,450 from the Working Cash Fund to move interest revenue to the Education Fund
- A transfer of \$32,000 from the Education Fund to the Restricted Purpose fund to fund the Salute to Gospel event

COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532

INTERFUND TRANSFERS BY FUND
FY 2023

	Educaton Fund	Operations & Maintenance Fund	Oper Bldg & Maint Fund (Restr)	Restricted Purposes Fund	Working Cash Fund	Trust and Agency Fund	Audit Fund	Liability, Protection, and Settlement Fund	Auxiliary Services	Grand Total
Revenues:										
Transfer from Other Funds										
Athletics	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$530,321	\$530,321
Children's Learning Centers	0	0	0	0	0	0	0	0	308,430	308,430
Community Programming	0	0	0	0	0	0	0	0	257,603	257,603
COVID Relief	0	0	0	63,550	0	0	0	0	0	63,550
Grants	0	0	0	63,550	0	0	0	0	0	63,550
James Lumber Center/Performing	0	0	0	32,000	0	0	0	0	0	32,000
Master Plan 2.0 Debt Svc	0	0	1,140,613	0	0	0	0	0	0	1,140,613
Master Plan Debt Svc	0	0	4,969,759	0	0	0	0	0	0	4,969,759
Organization	248,450	0	0	368,206	0	0	180,000	201,326	0	997,982
Workforce & Professional Dev	0	0	0	0	0	0	0	0	139,623	139,623
Total Revenues:	248,450	0	6,110,372	527,305	0	0	180,000	201,326	1,235,977	8,503,430
Expenditures:										
Transfers to Other Funds										
Compensation & Benefits	641,008	0	0	0	0	0	0	0	0	641,008
Division of Student Life	0	0	0	0	0	419,619	0	0	0	419,619
Grant Matching Funds	127,099	0	0	0	0	0	0	0	0	127,099
Institutional Expense	3,655,960	3,379,294	0	0	248,450	0	0	0	0	7,283,704
James Lumber Ctr/PerformingArt	32,000	0	0	0	0	0	0	0	0	32,000
Total Expenditures:	\$4,456,067	\$3,379,294	\$0	\$0	\$248,450	\$419,619	\$0	\$0	\$0	\$8,503,430

FUND BALANCE ANALYSIS

Policy 704, Fund Balance, establishes the expectation to maintain a fund balance in the Operating Fund “equal to or greater than 30 percent of budgeted operating revenues.”

The College’s Fund Balance policy addresses the need for adequate operating fund balance to ensure financial stability and minimizes the need for any short-term borrowing to meet the College's daily needs and financial obligations. Administration has maintained operating fund balances over 30% to meet the highest "Aaa/AAA" bond rating category standard. The table below illustrates the Moody's Investor Services fund balance criteria.

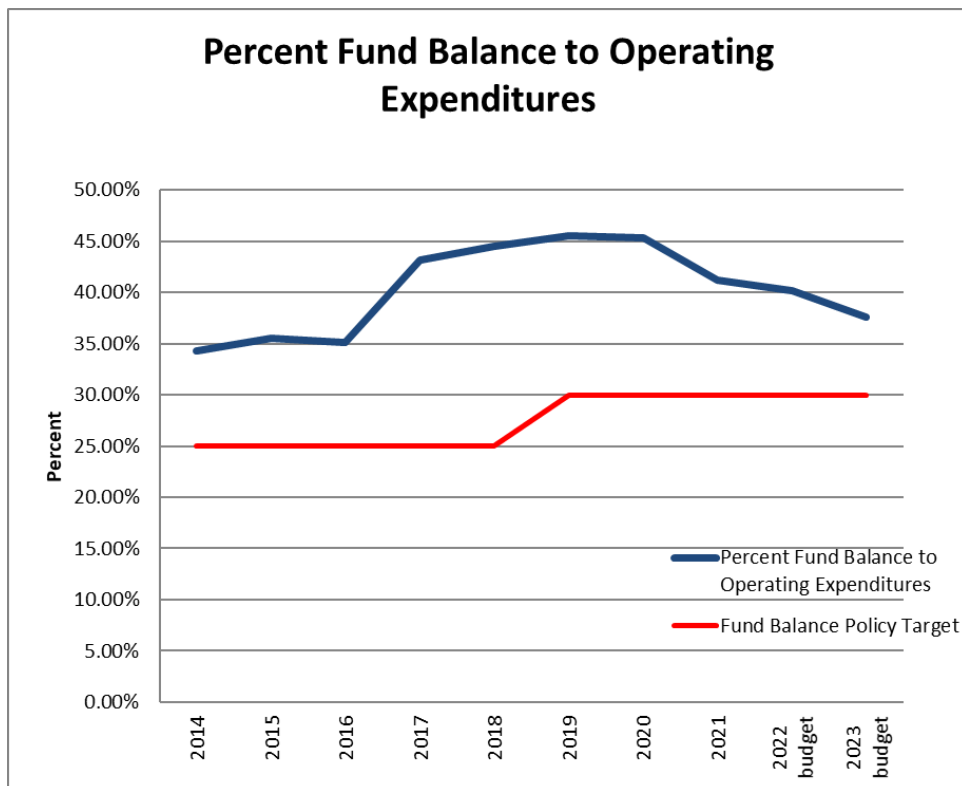
Factor 2: Finances (30%)

	Aaa	Aa	A	Baa	Ba	B & Below	Weight
Fund Balance as % of Revenues	> 30%	30% ≥ n > 15%	15% ≥ n > 5%	5% ≥ n > 0%	0% ≥ n > -2.5%	≤ -2.5%	10%
	> 25% for School Districts	25% ≥ n > 10% for SD	10% ≥ n > 2.5% for SD	2.5% ≥ n > 0% for SD	0% ≥ n > -2.5% for SD	≤ -2.5% for SD	

(Source: Moody's Investor Services, Rating Methodology for US Local Government General Obligation Debt, 12/16/2016, page 10.)

Fund balance is important to offset any unexpected adverse revenue or expenditure events. It is also necessary for cash-flow purposes, the College's bond rating, and investment income.

Fund balance represents the difference between fund liabilities and fund assets (the net resources of the Fund). The fund balance at the end of FY2023 for the operating funds is budgeted at 37.6% of operating expenditures.



At the end of each fiscal year, the College reviews the Operating Funds balance to ensure that a 30% reserve is achieved. If the fund balance is over the 30% reserve, the additional balance can be recognized as a surplus. Administration then recommends the Board to transfer the surplus to the O & M Restricted Fund to address the College's urgent needs and advancement of strategic priorities. In September 2021, \$6,731,844 was transferred for capital projects and growth initiatives from the FY2021 Operating Funds surplus. Following is a chart with the last eight years of history, a projection for FY2022 and FY2023 budgets projected of the percent of the fund balance to total expenditures.

Ending fund balances across all funds except for the Operations & Maintenance Restricted fund balance are budgeted to remain level from FY2022 to FY2023. The fund balance in the O & M Restricted Fund will decrease over the next three years as bond proceeds are spent for construction as outlined in the Master Plan 2020. The Revenues, Expenditures, Transfers and Changes in Fund Balances – All Funds schedule in the Financial Section indicate the fund balance changes by Fund for FY2022 and FY2023.



Financial & Fund Information



College  Lake County

This page is left intentionally blank.

Annual Budget FY 2023 College of Lake County, Community College District 532

COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532

REVENUES, EXPENDITURES, TRANSFERS AND CHANGES IN FUND BALANCES - ALL FUNDS

	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023	% Change From FY 2022
Revenues:					
Local Tax Revenue	\$72,033,390	\$73,718,780	\$76,140,036	\$77,385,033	1.6%
All Other Local Revenue	1,671,304	1,932,154	1,810,072	3,067,705	69.5%
ICCB Grants	11,322,718	11,772,241	10,051,306	11,315,616	12.6%
Other State Revenue	2,590,218	3,243,375	1,415,832	2,652,522	87.3%
Federal Revenue	20,387,624	20,513,892	27,000,111	15,874,529	-41.2%
Student Tuition and Fees	36,718,553	36,410,018	34,612,907	36,094,692	4.3%
All Other Revenue	11,943,680	9,819,397	11,473,912	10,088,271	-12.1%
Total Revenues	156,667,486	157,409,857	162,504,176	156,478,368	-3.7%
Expenditures:					
Instruction	42,487,137	43,940,923	45,701,317	45,786,189	0.2%
Academic Support	4,148,114	3,589,458	4,342,318	4,508,040	3.8%
Student Services	9,386,523	10,251,377	10,821,297	10,737,772	-0.8%
Public Service	10,732,703	12,981,045	12,531,272	9,505,179	-24.1%
Auxiliary Services	5,274,243	4,698,369	6,473,466	5,987,643	-7.5%
Operations and Maintenance	8,726,858	9,486,060	10,755,211	10,799,117	0.4%
Institutional Support	46,499,090	59,589,721	108,533,593	90,063,745	-17.0%
Scholarships and Student Grants	20,332,948	23,917,551	24,621,628	20,327,964	-17.4%
Total Expenditures	147,587,616	168,454,503	223,780,102	197,715,649	-11.6%
Excess (Deficiency) of Revenues Over Expenditures	9,079,870	(11,044,646)	(61,275,926)	(41,237,281)	-32.7%
Other Financing Sources (Uses):					
Bond Proceeds	0	9,000,000	50,000,000	0	
Transfers In	16,912,587	15,357,516	11,136,908	8,503,430	-23.6%
Transfers Out	(16,912,587)	(15,357,516)	(11,136,908)	(8,503,430)	-23.6%
Total Other Financing Sources (Uses)	0	9,000,000	50,000,000	0	
(Deficit)/Surplus	9,079,870	(2,044,646)	(11,275,926)	(41,237,281)	265.7%
Prior Year Fund Balance Resource	0	0	0	0	
Net Change	9,079,870	(2,044,646)	(11,275,926)	(41,237,281)	265.7%
Beginning Fund Balance	104,898,738	113,978,608	111,933,962	100,658,036	
Ending Fund Balance	\$113,978,608	\$111,933,962	\$100,658,036	\$59,420,755	-41.0%

**COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532**

**REVENUES, EXPENDITURES, TRANSFERS AND CHANGES IN FUND BALANCES - ALL FUNDS
BY OBJECT**

Revenues:	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023	% Change From FY 2022
Local Tax Revenue	\$ 72,033,390	\$ 73,718,780	\$ 76,140,036	\$ 77,385,033	1.6%
All Other Local Revenue	1,671,304	1,932,154	1,810,072	3,067,705	69.5%
ICCB Grants	11,322,718	11,772,241	10,051,306	11,315,616	12.6%
Other State Revenue	2,590,218	3,243,375	1,415,832	2,652,522	87.3%
Federal Revenue	20,387,624	20,513,892	27,000,111	15,874,529	-41.2%
Student Tuition and Fees	36,718,553	36,410,018	34,612,907	36,094,692	4.3%
All Other Revenue	11,943,680	9,819,397	11,473,912	10,088,271	-12.1%
Total Revenues	<u>156,667,486</u>	<u>157,409,857</u>	<u>162,504,176</u>	<u>156,478,368</u>	-3.7%
Expenditures:					
Salaries	76,363,265	77,406,939	80,219,816	83,440,089	4.0%
Health Insurance	9,405,485	10,375,964	12,547,745	12,273,059	-2.2%
Other Benefits	3,476,459	3,318,996	2,696,382	2,857,975	6.0%
Contractual Services	7,415,231	9,607,941	9,533,700	8,787,808	-7.8%
Material and Supplies	7,577,168	7,757,721	8,913,804	8,373,415	-6.1%
Travel and Meeting	847,626	368,708	1,182,624	1,101,994	-6.8%
Fixed Charges	9,681,899	9,818,115	11,242,513	11,359,420	1.0%
Utilities	2,512,170	3,082,287	2,811,530	2,750,530	-2.2%
Capital Outlay	6,032,794	18,309,988	63,339,049	42,203,245	-33.4%
Other	24,275,396	28,407,845	29,623,957	22,580,308	-23.8%
Contingency	124	0	1,668,982	1,987,807	19.1%
Total Expenditures	<u>147,587,616</u>	<u>168,454,508</u>	<u>223,780,102</u>	<u>197,715,649</u>	-11.6%
Excess (Deficiency) of Revenues Over Expenditures	9,079,870	(11,044,646)	(61,275,926)	(41,237,281)	-32.7%
Other Financing Sources (Uses):					
Bond Proceeds	0	9,000,000	50,000,000	0	
Transfers In	16,912,587	15,357,516	11,136,908	8,503,430	-23.6%
Transfers Out	(16,912,587)	(15,357,516)	(11,136,908)	(8,503,430)	-23.6%
Total Other Financing Sources (Uses)	<u>0</u>	<u>9,000,000</u>	<u>50,000,000</u>	<u>0</u>	
(Deficit)/Surplus	<u>9,079,870</u>	<u>(2,044,646)</u>	<u>(11,275,926)</u>	<u>(41,237,281)</u>	265.7%
Prior Year Fund Balance Resource	0	0	0	0	
Net Change	<u>9,079,870</u>	<u>(2,044,646)</u>	<u>(11,275,926)</u>	<u>(41,237,281)</u>	265.7%
Beginning Fund Balance	104,898,738	113,978,608	111,933,962	100,658,036	
Ending Fund Balance	<u>\$ 113,978,608</u>	<u>\$ 111,933,962</u>	<u>\$ 100,658,036</u>	<u>\$ 59,420,755</u>	-41.0%

Annual Budget FY 2023 College of Lake County, Community College District 532

COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532

REVENUES, EXPENDITURES, TRANSFERS AND CHANGES IN FUND BALANCES - OPERATING FUNDS
BY OBJECT

	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023	% Change From FY 2022
Revenues:					
Taxes	\$ 69,597,936	\$ 71,246,400	\$ 73,650,298	\$ 74,838,624	1.6%
Back Taxes	0	0	2,700	2,700	0.0%
Personal Property Replacement Tax	1,268,698	1,767,670	1,250,000	2,500,000	100.0%
Tax Increment Financing	106,329	110,211	107,500	107,500	0.0%
ICCB Grants	7,838,950	8,104,055	7,827,810	8,761,785	11.9%
Board of Vocational Education	537,850	550,717	537,850	575,571	7.0%
Tuition	28,918,637	27,913,894	26,382,969	27,271,777	3.4%
Lab Fees	464,663	449,009	537,355	557,894	3.8%
Comprehensive Fee	4,954,038	612,117	635,048	628,201	-1.1%
Comprehensive Fee Allocations	(4,863,965)	0	0	0	
Other Student Fees	445,494	1,578,866	754,558	1,161,500	53.9%
Interest	1,445,925	8,741	932,500	604,242	-35.2%
Other Revenue	422,706	321,991	375,842	381,842	1.6%
Total Revenues	111,137,261	112,663,671	112,994,430	117,391,636	3.9%
Expenditures:					
Salaries	67,534,819	70,933,536	73,503,202	76,303,490	3.8%
Health Insurance	8,727,311	9,670,735	11,795,095	11,524,801	-2.3%
Other Benefits	2,480,959	2,503,572	2,064,840	2,093,278	1.4%
Contractual Services	4,672,889	5,234,707	6,956,512	6,799,231	-2.3%
Material and Supplies	3,148,901	2,966,337	3,968,116	3,778,875	-4.8%
Travel and Meeting	672,016	280,201	941,067	854,684	-9.2%
Fixed Charges	1,961,387	2,034,883	2,171,204	2,339,047	7.7%
Utilities	2,512,170	2,986,228	2,703,530	2,750,530	1.7%
Capital Outlay	1,025,174	1,168,194	1,178,500	593,500	-49.6%
Other	2,788,864	2,425,465	2,110,087	2,021,763	-4.2%
Contingency	124	0	438,056	745,526	70.2%
Total Expenditures	95,524,614	100,203,857	107,830,209	109,804,725	1.8%
Excess (Deficiency) of Revenues Over Expenditures	15,612,647	12,459,814	5,164,221	7,586,911	46.9%
Other Financing Sources (Uses):					
Transfers In	724,818	455,501	2,776,534	248,450	-91.1%
Transfers Out	(15,029,987)	(14,902,015)	(7,940,755)	(7,835,361)	-1.3%
Total Other Financing Sources (Uses)	(14,305,169)	(14,446,514)	(5,164,221)	(7,586,911)	
(Deficit)/Surplus	1,307,478	(1,986,700)	0	0	
Prior Year Fund Balance Resource	0	0	0	0	
Net Change	1,307,478	(1,986,700)	0	0	
Beginning Fund Balance	42,004,576	43,312,053	41,325,353	41,325,353	
Ending Fund Balance	\$ 43,312,053	\$ 41,325,353	\$ 41,325,353	\$ 41,325,353	0.0%

Annual Budget FY 2023 College of Lake County, Community College District 532

COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532

REVENUES, EXPENDITURES, TRANSFERS AND CHANGES IN FUND BALANCES - ALL FUNDS
FY2022 BUDGET

	Education Fund	Operations & Maintenance Fund	Restricted Purposes Fund	Working Cash Fund	Trust and Agency Fund	Audit Fund	Liability, Protection, and Settlement Fund	Insurance Reserve Fund	Bond & Interest Fund	Operations & Maintenance Restricted Fund	Auxiliary Enterprises Fund	Total All Funds
Beginning Fund Balance	\$35,908,207	\$5,417,144	\$3,081,851	\$17,568,215	\$1,131,512	\$24,995	\$3,791	\$1,242,281	\$1,825,264	\$44,865,800	\$864,901	\$111,933,961
Total Revenues	97,220,374	15,774,056	33,560,638	307,125	841,538	0	507,563	0	1,871,975	3,225,817	9,195,090	162,504,176
Total Expenditures	96,059,366	11,770,843	31,834,844	0	421,919	180,000	708,889	1,230,926	1,871,975	69,483,216	10,218,124	223,780,102
Total Other Financing Sources (Uses)	(1,161,008)	(4,003,213)	(1,725,794)	(307,125)	(419,619)	180,000	201,326	0	0	56,212,399	1,023,034	50,000,000
Ending Fund Balance	<u>\$35,908,207</u>	<u>\$5,417,144</u>	<u>\$3,081,851</u>	<u>\$17,568,215</u>	<u>\$1,131,512</u>	<u>\$24,995</u>	<u>\$3,791</u>	<u>\$11,355</u>	<u>\$1,825,264</u>	<u>\$34,820,800</u>	<u>\$864,901</u>	<u>\$100,658,035</u>

COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532

REVENUES, EXPENDITURES, TRANSFERS AND CHANGES IN FUND BALANCES - ALL FUNDS
FY2023 BUDGET

	Education Fund	Operations & Maintenance Fund	Restricted Purposes Fund	Working Cash Fund	Trust and Agency Fund	Audit Fund	Liability, Protection, and Settlement Fund	Insurance Reserve Fund	Bond & Interest Fund	Operations & Maintenance Restricted Fund	Auxiliary Enterprises Fund	Total All Funds
Beginning Fund Balance	\$35,908,207	\$5,417,144	\$3,081,851	\$17,568,215	\$1,131,512	\$24,995	\$3,791	\$11,355	\$1,825,264	\$34,820,800	\$864,901	\$100,658,035
Total Revenues	101,361,651	16,029,985	23,961,394	248,450	790,670	0	516,009	0	1,920,200	3,165,255	8,484,754	156,478,368
Total Expenditures	97,154,034	12,650,691	24,488,699	0	371,051	180,000	717,335	1,242,281	1,920,200	49,270,627	9,720,731	197,715,649
Total Other Financing Sources (Uses)	(4,207,617)	(3,379,294)	527,305	(248,450)	(419,619)	180,000	201,326	0	0	6,110,372	1,235,977	0
Ending Fund Balance	<u>\$35,908,207</u>	<u>\$5,417,144</u>	<u>\$3,081,851</u>	<u>\$17,568,215</u>	<u>\$1,131,512</u>	<u>\$24,995</u>	<u>\$3,791</u>	<u>(\$1,230,926)</u>	<u>\$1,825,264</u>	<u>(\$5,174,200)</u>	<u>\$864,901</u>	<u>\$59,420,754</u>

Annual Budget FY 2023 College of Lake County, Community College District 532

COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532

REVENUES, EXPENDITURES, TRANSFERS AND CHANGES IN FUND BALANCES - ALL FUNDS
FY2023 BUDGET

	GENERAL FUND		SPECIAL REVENUE FUNDS						DEBT SERVICE FUND	CAPITAL PROJECTS FUND	ENTERPRISE FUND	Total All Funds
	Education Fund	Operations & Maintenance Fund	Restricted Purposes Fund	Working Cash Fund	Trust and Agency Fund	Audit Fund	Liability, Protection, and Settlement Fund	Insurance Reserve Fund	Bond & Interest Fund	Operations & Maintenance Restricted Fund	Auxiliary Enterprises Fund	
Revenues:												
Local Tax Revenue	\$59,198,679	\$15,750,145	\$0	\$0	\$0	\$0	\$516,009	\$0	\$1,920,200	\$0	\$0	\$77,385,033
All Other Local Revenue	2,500,000	0	567,705	0	0	0	0	0	0	0	0	3,067,705
ICCB Grants	9,337,356	0	1,978,260	0	0	0	0	0	0	0	0	11,315,616
Other State Revenue	0	0	2,652,522	0	0	0	0	0	0	0	0	2,652,522
Federal Revenue	0	0	15,874,529	0	0	0	0	0	0	0	0	15,874,529
Student Tuition and Fees	29,619,372	0	2,090,234	0	790,670	0	0	0	0	2,805,255	789,161	36,094,692
All Other Revenue	706,244	279,840	798,144	248,450	0	0	0	0	0	360,000	7,695,593	10,088,271
Total Revenues	101,361,651	16,029,985	23,961,394	248,450	790,670	0	516,009	0	1,920,200	3,165,255	8,484,754	156,478,368
Expenditures:												
Instruction	45,786,189	0	0	0	0	0	0	0	0	0	0	45,786,189
Academic Support	4,311,886	0	196,154	0	0	0	0	0	0	0	0	4,508,040
Student Services	10,317,784	0	0	0	371,051	0	0	0	0	0	48,937	10,737,772
Public Service	1,500,387	0	4,521,704	0	0	0	0	0	0	0	3,483,088	9,505,179
Auxiliary Services	0	0	0	0	0	0	0	0	0	0	5,987,643	5,987,643
Operations and Maintenance	2,231,204	8,567,913	0	0	0	0	0	0	0	0	0	10,799,117
Institutional Support	32,650,524	4,082,778	0	0	0	180,000	717,335	1,242,281	1,920,200	49,270,627	0	90,063,745
Scholarships and Student Grants	356,060	0	19,770,841	0	0	0	0	0	0	0	201,063	20,327,964
Total Expenditures	97,154,034	12,650,691	24,488,699	0	371,051	180,000	717,335	1,242,281	1,920,200	49,270,627	9,720,731	197,715,649
Excess (Deficiency) of Revenues Over/(Under) Expenditures	4,207,617	3,379,294	(527,305)	248,450	419,619	(180,000)	(201,326)	(1,242,281)	0	(46,105,372)	(1,235,977)	(41,237,281)
Other Financing Sources (Uses)												
Bond Proceeds	0	0	0	0	0	0	0	0	0	0	0	0
Transfer In	248,450	0	527,305	0	0	180,000	201,326	0	0	6,110,372	1,235,977	8,503,430
Transfers Out	(4,456,067)	(3,379,294)	0	(248,450)	(419,619)	0	0	0	0	0	0	(8,503,430)
Total Other Financing Sources (Uses)	(4,207,617)	(3,379,294)	527,305	(248,450)	(419,619)	180,000	201,326	0	0	6,110,372	1,235,977	0
(Deficit)/Surplus	0	0	0	0	0	0	0	(1,242,281)	0	(39,995,000)	0	(41,237,281)
Prior Year Fund Balance Resource	0	0	0	0	0	0	0	0	0	0	0	0
Net Change	0	0	0	0	0	0	0	(1,242,281)	0	(39,995,000)	0	(41,237,281)
Beginning Fund Balance	35,908,206	5,417,144	3,081,851	17,568,215	1,131,512	24,995	3,791	11,355	1,825,264	34,820,800	864,901	100,658,036
Ending Fund Balance	\$35,908,206	\$5,417,144	\$3,081,851	\$17,568,215	\$1,131,512	\$24,995	\$3,791	(\$1,230,926)	\$1,825,264	(\$5,174,200)	\$864,901	\$59,420,755

Annual Budget FY 2023 College of Lake County, Community College District 532

COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532

REVENUES, EXPENDITURES, TRANSFERS AND CHANGES IN FUND BALANCES - ALL FUNDS
FY2022 BUDGET

	GENERAL FUND		SPECIAL REVENUE FUNDS					DEBT SERVICE FUND	CAPITAL PROJECTS FUND	ENTERPRISE FUND		
	Education Fund	Operations & Maintenance Fund	Restricted Purposes Fund	Working Cash Fund	Trust and Agency Fund	Audit Fund	Liability, Protection, and Settlement Fund	Insurance Reserve Fund	Bond & Interest Fund	Operations & Maintenance Restricted Fund	Auxiliary Enterprises Fund	Total All Funds
Revenues:												
Local Tax Revenue	\$58,260,282	\$15,500,216	\$0	\$0	\$0	\$0	\$507,563	\$0	\$1,871,975	\$0	\$0	\$76,140,036
All Other Local Revenue	1,250,000	0	560,072	0	0	0	0	0	0	0	0	1,810,072
ICCB Grants	8,365,660	0	1,685,646	0	0	0	0	0	0	0	0	10,051,306
Other State Revenue	0	0	1,415,832	0	0	0	0	0	0	0	0	1,415,832
Federal Revenue	0	0	27,000,111	0	0	0	0	0	0	0	0	27,000,111
Student Tuition and Fees	28,309,930	0	1,954,535	0	799,284	0	0	0	0	2,835,817	713,341	34,612,907
All Other Revenue	1,034,502	273,840	944,442	307,125	42,254	0	0	0	0	390,000	8,481,749	11,473,912
Total Revenues	97,220,374	15,774,056	33,560,638	307,125	841,538	0	507,563	0	1,871,975	3,225,817	9,195,090	162,504,176
Expenditures:												
Instruction	45,701,317	0	0	0	0	0	0	0	0	0	0	45,701,317
Academic Support	3,953,254	0	196,154	0	0	0	0	0	0	0	0	4,149,408
Student Services	10,321,378	0	0	0	421,919	0	0	0	0	0	78,000	10,821,297
Public Service	1,476,492	0	7,658,299	0	0	0	0	0	0	0	3,402,658	12,537,449
Auxiliary Services	0	0	0	0	0	0	0	0	0	0	6,473,466	6,473,466
Operations and Maintenance	2,263,726	8,491,485	0	0	0	0	0	0	0	0	0	10,755,211
Institutional Support	31,972,139	3,279,358	0	0	0	180,000	708,889	1,230,926	1,871,975	69,483,216	0	108,726,503
Scholarships and Student Grants	371,060	0	23,980,391	0	0	0	0	0	0	0	264,000	24,615,451
Total Expenditures	96,059,366	11,770,843	31,834,844	0	421,919	180,000	708,889	1,230,926	1,871,975	69,483,216	10,218,124	223,780,102
Excess (Deficiency) of Revenues Over/(Under) Expenditures	1,161,008	4,003,213	1,725,794	307,125	419,619	(180,000)	(201,326)	(1,230,926)	0	(66,257,399)	(1,023,034)	(61,275,926)
Other Financing Sources (Uses)												
Bond Proceeds	0	0	0	0	0	0	0	0	0	50,000,000	0	50,000,000
Transfer In	2,776,534	0	524,206	0	0	180,000	201,326	0	0	6,212,399	1,242,443	11,136,908
Transfers Out	(3,937,542)	(4,003,213)	(2,250,000)	(307,125)	(419,619)	0	0	0	0	0	(219,409)	(11,136,908)
Total Other Financing Sources (Uses)	(1,161,008)	(4,003,213)	(1,725,794)	(307,125)	(419,619)	180,000	201,326	0	0	56,212,399	1,023,034	50,000,000
(Deficit)/Surplus	0	0	0	0	0	0	0	(1,230,926)	0	(10,045,000)	0	(11,275,926)
Prior Year Fund Balance Resource	0	0	0	0	0	0	0	0	0	0	0	0
Net Change	0	0	0	0	0	0	0	(1,230,926)	0	(10,045,000)	0	(11,275,926)
Beginning Fund Balance	35,908,206	5,417,144	3,081,851	17,568,215	1,131,512	24,995	3,791	1,242,281	1,825,264	44,865,800	864,901	111,933,962
Ending Fund Balance	\$35,908,206	\$5,417,144	\$3,081,851	\$17,568,215	\$1,131,512	\$24,995	\$3,791	\$11,355	\$1,825,264	\$34,820,800	\$864,901	\$100,658,036

Annual Budget FY 2023 College of Lake County, Community College District 532

COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532

REVENUES, EXPENDITURES, TRANSFERS AND CHANGES IN FUND BALANCES - ALL FUNDS
FY2021 ACTUALS

	GENERAL FUND		SPECIAL REVENUE FUNDS					DEBT SERVICE FUND	CAPITAL PROJECTS FUND	ENTERPRISE FUND		
	Education Fund	Operations & Maintenance Fund	Restricted Purposes Fund	Working Cash Fund	Trust and Agency Fund	Audit Fund	Liability, Protection, and Settlement Fund	Insurance Reserve Fund	Bond & Interest Fund	Operations & Maintenance Restricted Fund	Auxiliary Enterprises Fund	Total All Funds
Revenues:												
Local Tax Revenue	\$56,362,261	\$14,994,350	\$0	\$0	\$0	\$0	\$491,208	\$0	\$1,870,961	\$0	\$0	\$73,718,780
All Other Local Revenue	1,767,670	0	164,484	0	0	0	0	0	0	0	0	1,932,154
ICCB Grants	8,654,772	0	3,117,470	0	0	0	0	0	0	0	0	11,772,241
Other State Revenue	0	0	3,243,375	0	0	0	0	0	0	0	0	3,243,375
Federal Revenue	0	0	20,513,892	0	0	0	0	0	0	0	0	20,513,892
Student Tuition and Fees	30,553,885	0	1,932,736	0	770,417	0	0	0	0	2,733,395	419,585	36,410,018
All Other Revenue	94,289	236,443	2,089,340	167,158	0	0	0	11,355	0	146,878	7,073,933	9,819,397
Total Revenues	97,432,877	15,230,793	31,061,296	167,158	770,417	0	491,208	11,355	1,870,961	2,880,273	7,493,518	157,409,857
Expenditures:												
Instruction	43,940,923	0	0	0	0	0	0	0	0	0	0	43,940,923
Academic Support	3,413,556	0	175,902	0	0	0	0	0	0	0	0	3,589,458
Student Services	9,588,541	0	0	0	612,157	0	0	0	0	0	50,679	10,251,377
Public Service	1,389,975	0	9,028,096	0	0	0	0	0	0	0	2,562,974	12,981,045
Auxiliary Services	0	0	0	0	0	0	0	0	0	0	4,698,369	4,698,369
Operations and Maintenance	1,988,060	7,498,000	0	0	0	0	0	0	0	0	0	9,486,060
Institutional Support	28,787,842	3,252,358	0	0	0	190,647	714,959	0	1,844,163	24,799,752	0	59,589,721
Scholarships and Student Grants	344,604	0	23,570,607	0	0	0	0	0	0	2,340	0	23,917,551
Total Expenditures	89,453,501	10,750,357	32,774,605	0	612,157	190,647	714,959	0	1,844,163	24,802,092	7,312,022	168,454,503
Excess (Deficiency) of Revenues Over/(Under) Expenditures	7,979,376	4,480,435	(1,713,309)	167,158	158,260	(190,647)	(223,751)	11,355	26,798	(21,921,819)	181,496	(11,044,646)
Other Financing Sources (Uses)												
Bond Proceeds	0	0	0	0	0	0	0	0	0	9,000,000	0	9,000,000
Transfer In	455,501	0	0	0	0	180,000	428,940	0	0	14,293,075	0	15,357,516
Transfers Out	(9,451,618)	(5,450,397)	0	(236,092)	0	0	0	0	0	0	(219,409)	(15,357,516)
Total Other Financing Sources (Uses)	(8,996,117)	(5,450,397)	0	(236,092)	0	180,000	428,940	0	0	23,293,075	(219,409)	9,000,000
(Deficit)/Surplus	(1,016,741)	(969,962)	(1,713,309)	(68,934)	158,260	(10,647)	205,189	11,355	26,798	1,371,256	(37,913)	(2,044,646)
Net Change	(1,016,741)	(969,962)	(1,713,309)	(68,934)	158,260	(10,647)	205,189	11,355	26,798	1,371,256	(37,913)	(2,044,646)
Beginning Fund Balance	36,924,946	6,387,106	4,795,160	17,637,149	973,252	35,642	(201,398)	1,230,926	1,798,466	43,494,544	902,814	113,978,608
Ending Fund Balance	\$35,908,206	\$5,417,144	\$3,081,851	\$17,568,215	\$1,131,512	\$24,995	\$3,791	\$1,242,281	\$1,825,264	\$44,865,801	\$864,901	\$111,933,962

Annual Budget FY 2023 College of Lake County, Community College District 532

COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532

REVENUES, EXPENDITURES, TRANSFERS AND CHANGES IN FUND BALANCES - ALL FUNDS
FY2020 Actual

	GENERAL FUND		SPECIAL REVENUE FUNDS					DEBT SERVICE FUND	CAPITAL PROJECTS FUND	ENTERPRISE FUND	Total All Funds	
	Education Fund	Operations & Maintenance Fund	Restricted Purposes Fund	Working Cash Fund	Trust and Agency Fund	Audit Fund	Liability, Protection, and Settlement Fund	Insurance Reserve Fund	Bond & Interest Fund	Operations & maintenance Restricted Fund		Auxiliary Enterprises Fund
Revenues:												
Local Tax Revenue	\$55,057,186	\$14,647,079	\$0	\$0	\$0	\$0	\$479,735	\$0	\$1,849,391	\$0	\$0	\$72,033,391
All Other Local Revenue	1,268,698	0	402,607	0	0	0	0	0	0	0	0	1,671,305
ICCB Grants	8,376,800	0	2,945,918	0	0	0	0	0	0	0	0	11,322,718
Other State Revenue	0	0	2,590,218	0	0	0	0	0	0	0	0	2,590,218
Federal Revenue	0	0	20,429,147	0	0	0	0	0	0	0	0	20,429,147
Student Tuition and Fees	29,918,867	0	2,494,938	0	821,920	0	0	0	0	2,916,128	566,699	36,718,552
All Other Revenue	1,481,353	387,277	1,460,257	692,647	0	0	0	45,113	0	766,573	7,068,934	11,902,155
Total Revenues	96,102,904	15,034,356	30,323,085	692,647	821,920	0	479,735	45,113	1,849,391	3,682,701	7,635,634	156,667,486
Expenditures:												
Instruction	42,487,137	0	0	0	0	0	0	0	0	0	0	42,487,137
Academic Support	3,336,687	0	811,427	0	0	0	0	0	0	0	0	4,148,114
Student Services	8,659,353	0	0	0	727,170	0	0	0	0	0	12,905	9,399,428
Public Service	1,363,923	0	6,784,450	0	0	0	0	0	0	0	2,584,329	10,732,702
Auxiliary Services	0	0	0	0	0	0	0	0	0	0	5,274,243	5,274,243
Operations and Maintenance	1,924,015	6,802,843	0	0	0	0	0	0	0	0	0	8,726,858
Institutional Support	27,963,337	2,647,324	0	0	0	143,765	911,687	0	1,817,758	13,015,219	0	46,499,090
Scholarships and Student Grants	389,995	0	19,905,784	0	0	0	0	0	0	24,264	50,000	20,320,043
Total Expenditures	86,074,447	9,450,167	27,501,661	0	727,170	143,765	911,687	0	1,817,758	13,039,483	7,921,477	147,587,615
Excess (Deficiency) of Revenues Over/(Under) Expenditures	10,028,456	5,584,189	2,821,424	692,647	94,750	(143,765)	(431,952)	45,113	31,633	(9,356,782)	(285,843)	9,079,870
Other Financing Sources (Uses)												
Transfer In	724,818	0	144,537	0	0	145,000	225,157	0	0	15,673,075	0	16,912,587
Transfers Out	(10,029,708)	(5,000,279)	0	(724,818)	0	0	0	0	0	(294,537)	(863,245)	(16,912,587)
Total Other Financing Sources (Uses)	(9,304,890)	(5,000,279)	144,537	(724,818)	0	145,000	225,157	0	0	15,378,537	(863,245)	0
(Deficit)/Surplus	723,566	583,910	2,965,961	(32,171)	94,750	1,235	(206,795)	45,113	31,633	6,021,755	(1,149,088)	9,079,870
Prior Year Fund Balance Resource	0	0	0	0	0	0	0	0	0	0	0	0
Net Change	723,566	583,910	2,965,961	(32,171)	94,750	1,235	(206,795)	45,113	31,633	6,021,755	(1,149,088)	9,079,870
Beginning Fund Balance	36,201,380	5,803,196	1,829,199	17,669,320	878,502	34,407	5,397	1,185,813	1,766,833	37,472,789	2,051,902	104,898,738
Ending Fund Balance	\$36,924,946	\$6,387,106	\$4,795,160	\$17,637,149	\$973,252	\$35,642	(\$201,398)	\$1,230,926	\$1,798,466	\$43,494,544	\$902,814	\$113,978,608

Annual Budget FY 2023 College of Lake County, Community College District 532

COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532

Division Summary
All Funds Expenditures

UNIT/DIVISION	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Educational Affairs				
Adult Basic Ed, GED and ESL	\$2,311,199	\$2,172,291	\$2,521,030	\$2,528,414
Biological and Health	9,928,118	10,033,310	10,111,350	10,193,183
Business & Social Sciences Div	9,221,939	9,617,822	9,484,677	9,620,721
CLC Online	128,806	121,219	159,348	118,375
Comm Arts/Humanities/Fine Arts	10,005,595	10,044,621	10,100,632	10,069,097
Educational Affairs	1,026,917	1,161,772	1,851,729	1,840,606
Engineering, Math & Physical Sciences	8,578,130	9,293,295	9,592,187	9,687,625
Grants	2,721,042	3,116,802	2,732,606	3,253,563
Instructional Equipment (From Comp Fee)	616,396	616,527	437,964	433,244
Lakeshore Campus	590,299	576,805	735,119	614,639
Southlake Campus	540,081	505,941	619,750	589,273
Total Educational Affairs	\$45,668,522	\$47,260,405	\$48,346,392	\$48,948,740

UNIT/DIVISION	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Student Development				
Athletics	\$749,535	\$863,055	\$815,279	\$828,648
Children's Learning Centers	675,314	567,405	853,470	862,924
COVID Relief	782,000	3,843,495	1,657,681	0
Enrollment Services	3,341,180	3,725,359	4,621,738	4,642,039
Financial Aid Disbursement	18,154,297	16,041,486	18,056,471	18,964,523
Grants	757,419	898,607	390,751	802,149
Library, Testing & Acad. Success	7,489,280	6,689,763	6,505,773	6,493,644
Student Development Administration	518,980	448,543	567,839	460,804
Student Life	1,529,725	1,660,327	2,017,718	2,143,187
Student Senate	727,170	612,157	421,919	371,051
Student Support (from Comp Fee)	573,915	304,893	437,964	433,244
Trips and Clubs	560,143	227,259	843,047	614,085
Total Student Development	\$35,858,959	\$35,882,349	\$37,189,650	\$36,616,298

UNIT/DIVISION	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Community & Workforce Partnership				
Career & Job Placement Cr	\$496,732	\$837,555	\$1,213,031	\$1,122,378
Community & Workforce Partnership	333,771	712,785	911,128	896,010
Community Programming	1,144,366	1,136,075	1,641,438	1,669,689
COVID Relief	0	0	0	146,800
Grants	3,938	198,787	0	0
James Lumber Center/Performing Arts	1,047,573	694,521	1,101,377	1,078,214
P-20 Educational Partnerships	334,568	316,725	516,333	545,306
Urban Farm	0	0	0	140,000
Workforce & Professional Dev	2,283,207	2,874,327	1,530,250	1,623,532
Total Community & Workforce Partnership	\$5,644,154	\$6,770,775	\$6,913,557	\$7,221,929

UNIT/DIVISION	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Strategy, Planning & Support				
Diversity Commission	\$23,902	\$29,304	\$60,000	\$58,500
Grant Matching Funds	149,000	121,635	0	0
Institute Effect/Planning/Research	457,279	589,487	727,683	710,190
Instl Plan, Support & Strategy	258,122	301,039	574,541	557,714
Public Relations & Marketing	1,739,808	1,530,788	1,973,508	1,719,237
Resource Development and Legislative Affairs	304,981	318,713	275,155	278,213
Student Success Strategy	47,616	123,259	242,904	238,811
Total Strategy, Planning & Support	\$2,980,709	\$3,014,225	\$3,853,791	\$3,562,665

Annual Budget FY 2023 College of Lake County, Community College District 532

Division Summary Cont.
All Funds Expenditures

UNIT/DIVISION	2020 Actual	2021 Actual	2022 Budget	2023 Budget
Business Services & Finance				
Auxiliary Services	3,706,757	3,717,225	4,592,687	4,749,448
Business Services & Finance	322,879	334,942	340,334	320,912
Capital Sust and CM Services	0	0	0	484,977
CLC Police Dept	1,924,015	1,988,060	2,263,726	2,231,204
Facilities	6,999,371	7,910,438	8,791,485	8,342,232
Facilities Improvements (From Comp Fee)	665,674	617,977	645,997	639,085
Finance Department	1,107,664	1,183,027	1,308,169	1,236,772
Green Fund	0	8,120	300,000	200,000
Purchasing & Contracts	233,115	296,314	432,462	404,626
Sustainability	123,748	113,717	50,000	36,000
Total Business Services & Finance	\$ 15,083,222	\$ 16,169,821	\$ 18,724,860	\$ 18,645,206
Human Resources				
Human Resources	1,324,508	1,326,350	1,662,923	1,720,113
Wellness Commission	4,527	4,146	100,000	59,500
Total Human Resources	\$ 1,329,035	\$ 1,330,496	\$ 1,762,923	\$ 1,779,613
Information Technology				
Application Development	2,096,012	2,328,290	2,600,657	2,625,175
Core Systems & Infrastructure	1,439,635	1,589,838	1,868,516	1,923,720
Cybersecurity	156,041	231,339	318,553	369,207
Educational Technology	314,866	392,027	400,551	450,087
Information Technology	1,141,922	1,042,263	1,188,897	645,793
Technology (From Comp Fee)	678,049	607,438	1,094,910	1,083,110
Technology Support	1,566,026	1,553,191	1,658,182	1,860,595
Total Information Technology	\$ 7,392,550	\$ 7,744,386	\$ 9,130,266	\$ 8,957,637
Foundation				
Foundation	620,861	659,141	796,387	769,282
Total Foundation	\$ 620,861	\$ 659,141	\$ 796,387	\$ 769,282
Office of the President (Institutional)				
Board of Trustees	316,529	394,169	334,800	394,300
Capital Development	4,164,429	17,882,656	60,000,000	40,000,000
COVID Relief	2,160,872	5,438,472	7,458,518	0
Growth & Innovation Fund	738,835	197,151	120,000	0
Institutional	19,415,356	19,554,211	21,682,584	23,503,754
Master Plan 2.0 Debt Svc	0	0	1,250,000	1,140,613
Master Plan Debt Svc	5,604,428	5,653,234	5,619,345	5,619,625
President's Office	609,154	503,011	597,029	555,988
Total Office of the President	\$ 33,009,604	\$ 49,622,906	\$ 97,062,276	\$ 71,214,280
Transfers				
Transfers to Other Funds	(16,912,587)	(15,357,516)	(11,136,908)	(8,503,430)
Total Transfers	\$ (16,912,587)	\$ (15,357,516)	\$ (11,136,908)	\$ (8,503,430)
Grand Total	\$ 164,500,203	\$ 183,812,019	\$ 234,917,010	\$ 206,219,079

EDUCATION FUND

The Education Fund is established by Section 3-1 of the Public Community College Act. It is used to account for revenues and expenditures of the academic and service programs of the College. It includes the costs of instructional, administrative and professional salaries, supplies and movable equipment; library books and materials; maintenance of instructional and administrative equipment; and other costs pertaining to the educational program of the College.

**COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532**

EDUCATION FUND REVENUE
Year Ended June 30, 2023

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Local Tax Revenue			
Current Taxes	\$56,275,209	\$58,174,082	\$59,112,479
Back Taxes	0	1,700	1,700
T.I.F.A.	87,052	84,500	84,500
Total Local Tax Revenue	<u>56,362,261</u>	<u>58,260,282</u>	<u>59,198,679</u>
ICCB Grants			
ICCB Credit Hour Grants	8,104,055	7,827,810	8,761,785
Vocational Education	550,717	537,850	575,571
Total ICCB Grants	<u>8,654,772</u>	<u>8,365,660</u>	<u>9,337,356</u>
Other State Revenue			
CPPRT Corp Pers Prop Repl Tax	1,767,670	1,250,000	2,500,000
Total Other State Revenue	<u>1,767,670</u>	<u>1,250,000</u>	<u>2,500,000</u>
Student Tuition and Fees			
Activity Fee Adjustment	(4,031,494)	(4,182,555)	(4,137,461)
Comprehensive Fees	4,643,611	4,817,603	4,765,662
Credit By Exam Fees	1,550	2,000	2,000
Graduation Fees	405	9,500	9,500
Laboratory Fees	449,009	537,355	557,894
On-line Course Fee	1,397,271	593,058	1,000,000
Payment Plan Enrollment Fee	65,640	50,000	50,000
Transcript Fees	114,000	100,000	100,000
Tuition	27,913,894	26,382,969	27,271,777
Total Student Tuition and Fees	<u>30,553,886</u>	<u>28,309,930</u>	<u>29,619,372</u>
All Other Revenue			
Gain (Loss) on Investment	(13)	750,000	421,742
Library Fines	61	7,002	7,002
Miscellaneous Revenue	46,126	90,000	90,000
Other Revenue/Rebates	39,362	5,000	5,000
Sweep Accounts	8,754	182,500	182,500
Total All Other Revenue	<u>94,290</u>	<u>1,034,502</u>	<u>706,244</u>
Transfer in from Other Funds			
	455,501	2,776,534	248,450
	<u>455,501</u>	<u>2,776,534</u>	<u>248,450</u>
Total Revenues and Transfers In	<u>\$97,888,379</u>	<u>\$99,996,908</u>	<u>\$101,610,101</u>

Annual Budget FY 2023 College of Lake County, Community College District 532

COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532

EDUCATION FUND EXPENDITURES
Year Ended June 30, 2023

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Instruction			
Salaries	\$42,650,124	\$43,540,373	\$44,168,758
Employee Benefits	219	0	0
Contractual Services	399,839	663,095	532,544
Material and Supplies	759,479	1,218,964	878,860
Conference and Meeting	28,978	183,310	132,452
Capital Outlay	53,123	1,300	800
Other	49,161	94,275	72,775
Total Instruction	43,940,923	45,701,317	45,786,189
Academic Support			
Salaries	2,674,485	2,977,267	3,009,042
Contractual Services	514,962	778,230	903,030
Material and Supplies	207,032	355,269	369,576
Conference and Meeting	2,452	20,588	25,038
Utilities	3,637	3,000	0
Capital Outlay	10,503	10,000	4,500
Other	485	1,810	700
Total Academic Support	3,413,556	4,146,164	4,311,886
Student Services			
Salaries	8,821,996	9,063,638	9,426,659
Contractual Services	450,316	564,933	416,382
Material and Supplies	191,270	379,419	177,989
Conference and Meeting	33,082	128,482	125,212
Fixed Charges	2,364	40,250	37,750
Capital Outlay	3,101	1,500	1,500
Other	86,412	143,156	132,292
Total Student Services	9,588,541	10,321,378	10,317,784

**COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532**

**EDUCATION FUND EXPENDITURES
Year Ended June 30, 2023**

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Public Service			
Salaries	1,121,473	1,231,755	1,252,859
Contractual Services	57,917	69,274	63,824
Material and Supplies	85,242	130,363	148,154
Conference and Meeting	1,729	40,550	31,000
Capital Outlay	1,977	4,550	4,550
Other	121,635	0	0
Total Public Service	1,389,975	1,476,492	1,500,387
Operations and Maintenance			
Salaries	1,783,028	1,988,976	1,969,289
Contractual Services	136,484	175,120	173,285
Material and Supplies	54,361	75,195	64,195
Conference and Meeting	6,692	23,035	23,035
Utilities	824	1,400	1,400
Capital Outlay	6,670	0	0
Total Operations and Maintenance	1,988,060	2,263,726	2,231,204
Institutional Support			
Salaries	9,780,191	9,654,614	11,257,275
Employee Benefits	10,733,619	12,376,064	12,134,208
Contractual Services	2,754,294	3,847,924	3,897,539
Material and Supplies	1,191,968	1,618,611	1,389,646
Conference and Meeting	206,426	534,671	495,516
Fixed Charges	1,194,239	1,119,500	1,148,875
Utilities	380,564	38,300	38,300
Capital Outlay	719,747	719,150	155,150
Other	1,826,794	1,870,395	2,134,015
Total Institutional Support	28,787,842	31,779,229	32,650,524
Scholarships and Student Grants			
Other	344,604	371,060	356,060
Total Scholarships and Student Grants	344,604	371,060	356,060
Transfers to Other Funds	9,451,618	3,937,542	4,456,067
Total Expenditures and Transfers Out	\$ 98,905,119	\$ 99,996,908	\$ 101,610,101

OPERATIONS AND MAINTENANCE FUND

The Operations and Maintenance fund is established by Section 3-1 and Section 3-20.3 of the Public Community College Act. It is used to account for expenditures for the improvement, maintenance, repair or benefit of buildings and property, including the cost of interior decorating, and the installation, improvement, repair, replacement, and maintenance of building fixtures, rental of buildings and property for community and college purposes; salaries of custodians, engineers and related support staff; all costs of fuel, lights, gas, water, telephone services, and custodial supplies and equipment; and the costs of professional surveys of the condition of college buildings.

**COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532**

OPERATIONS AND MAINTENANCE FUND REVENUE
Year Ending June 30, 2023

	2021	2022	2023
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Local Tax Revenue			
Current Taxes	\$14,971,191	\$15,476,216	\$15,726,145
Back Taxes		1,000	1,000
T.I.F.A.	23,159	23,000	23,000
Total Local Tax Revenue	<u>14,994,350</u>	<u>15,500,216</u>	<u>15,750,145</u>
All Other Revenue			
Other Revenue	<u>236,443</u>	<u>273,840</u>	<u>279,840</u>
Total All Other Revenue	236,443	273,840	279,840
Total Revenue	\$15,230,793	\$15,774,056	\$16,029,985

**COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532**

OPERATIONS AND MAINTENANCE FUND EXPENDITURES
Year Ending June 30, 2023

	2021	2022	2023
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Operations and Maintenance			
Salaries	\$3,844,481	\$4,689,200	\$4,732,777
Contractual Services	754,475	745,611	725,302
Material and Supplies	503,280	673,170	625,330
Conference and Meeting	500	8,724	20,724
Fixed Charges	27,156	27,800	27,800
Utilities	2,306,234	2,290,830	2,390,830
Capital Outlay	32,698	32,000	17,000
Other	29,176	24,150	28,150
Total Operations and Maintenance	7,498,000	8,491,485	8,567,913
Institutional Support			
Salaries	257,757	357,379	486,831
Employee Benefits	1,440,468	1,483,871	1,483,871
Contractual Services	166,420	112,325	87,325
Material and Supplies	(26,295)	(482,875)	125,125
Conference and Meeting	343	1,707	1,707
Fixed Charges	811,124	983,654	1,124,622
Utilities	294,970	370,000	320,000
Capital Outlay	340,373	410,000	410,000
Other	(32,803)	43,297	43,297
Total Institutional Support	3,252,358	3,279,358	4,082,778
Total Expenditures	10,750,357	11,770,843	12,650,691
Transfers to Other Funds	5,450,397	4,003,213	3,379,294
Total Expenditures with Transfers Out	\$16,200,754	\$15,774,056	\$16,029,985

RESTRICTED PURPOSES FUND

The Restricted Purposes Fund is established by ICCB Rules 1501.508 and 1501.509. It is used for the purpose of accounting for monies that have external restrictions regarding their use. Examples of accounts in this fund are Illinois Community College Board (ICCB) grants and federal and state student financial assistance grants. It is the College's practice to not budget for grants until authorization is received from the granting agency.

COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532
 RESTRICTED PURPOSES FUND REVENUE
 Year Ending June 30, 2023

	<u>2021</u> <u>Actual</u>	<u>2022</u> <u>Budget</u>	<u>2023</u> <u>Budget</u>
All Other Local Revenue			
All Other Local Revenue	\$164,484	\$560,072	\$567,705
Total All Other Local Revenue	<u>164,484</u>	<u>560,072</u>	<u>567,705</u>
ICCB Grants			
Board of Vocational Ed	636,621	454,541	467,068
ICCB Credit Hour Grants	<u>2,480,848</u>	<u>1,231,105</u>	<u>1,511,192</u>
Total ICCB Grants	3,117,470	1,685,646	1,978,260
Other State Revenue			
Board of Vocational Ed	158,518	108,250	143,782
Other Revenue	<u>3,084,857</u>	<u>1,307,582</u>	<u>2,508,740</u>
Total Other State Revenue	3,243,375	1,415,832	2,652,522
Federal Revenue			
Department of Education	19,628,040	26,084,797	14,609,399
Department of Labor	165,750	84,000	0
Other Revenue	<u>720,102</u>	<u>831,314</u>	<u>1,265,131</u>
Total Federal Revenue	20,513,892	27,000,111	15,874,529
Student Tuition and Fees			
Comprehensive Fees	422,146	437,964	433,244
Scholarships	<u>1,510,590</u>	<u>1,516,571</u>	<u>1,656,990</u>
Total Student Tuition and Fees	1,932,736	1,954,535	2,090,234
All Other Revenue			
Interest on Investments	6,565	0	0
Other Revenue	<u>2,082,775</u>	<u>944,442</u>	<u>798,144</u>
Total All Other Revenue	2,089,340	944,442	798,144
Transfer in from Other Funds	<u>0</u>	<u>524,206</u>	<u>527,305</u>
Total Revenue	\$31,061,296	\$34,084,844	\$24,488,699

COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532
 RESTRICTED PURPOSES FUND EXPENDITURES
 Year Ending June 30, 2023

	2021	2022	2023
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Academic Support			
Salaries	\$175,902	\$186,154	\$186,154
Contractual Services	0	0	0
Material and Supplies	0	10,000	10,000
Total Academic Support	175,902	196,154	196,154
Public Service			
Salaries	3,241,868	2,428,002	2,626,098
Employee Benefits	482,284	325,232	445,899
Contractual Services	477,765	749,473	232,444
Material and Supplies	913,705	476,226	350,153
Conference and Meeting	16,523	61,704	94,543
Fixed Charges	14,381	10,000	10,000
Utilities	96,058	108,000	0
Capital Outlay	2,172,680	235,653	137,131
Other	1,612,831	3,257,832	625,437
Total Public Service	9,028,096	7,652,122	4,521,704
Scholarships and Student Grants			
Salaries	296	471,450	558,450
Other	23,570,312	23,515,118	19,212,391
Total Scholarships and Student Grants	23,570,607	23,986,568	19,770,841
Total Expenditures	32,774,605	31,834,844	24,488,699
Transfers to Other Funds	0	2,250,000	0
Total Expenditures with Transfers Out	\$32,774,605	\$34,084,844	\$24,488,699

AUDIT FUND

The Audit Fund is established by 50 ILCS 310/9 of the Illinois Compiled Statutes for recording the payment of auditing expenses. Annually, the College collects property taxes in the Education Fund and budgets a transfer from the Education Fund to the Audit Fund for the payment of the annual audit of the financial statements.

**COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532**

AUDIT FUND REVENUE AND EXPENDITURES
Year Ended June 30, 2023

	<u>2021 Actual</u>	<u>2022 Budget</u>	<u>2023 Budget</u>
REVENUE			
Transfer in from Other Funds	\$145,000	\$180,000	\$180,000
EXPENDITURES			
Institutional Support	\$143,765	\$180,000	\$180,000

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 Illinois Compiled Statutes. It includes the tort liability, property insurance, Medicare taxes, Social Security Taxes (FICA), and unemployment insurance.

**COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532**

Liability, Protection, and Settlement Fund
Year Ended June 30, 2023

	<u>2021 Actual</u>	<u>2022 Budget</u>	<u>2023 Budget</u>
REVENUE			
Local Tax Revenue	\$491,208	\$507,563	\$516,009
Transfer in from Other Funds	0	201,326	201,326
Total Revenue	<u>491,208</u>	<u>708,889</u>	<u>717,335</u>
EXPENDITURES			
Employee Benefits	309,628	280,000	280,000
Contractual Services	140,000	140,000	140,000
Fixed Charges	215,331	288,889	297,335
Other	50,000	0	0
Total Expenditures	<u>\$714,959</u>	<u>\$708,889</u>	<u>\$717,335</u>

BOND AND INTEREST FUND

The Bond and Interest Fund is established by Section 3A-1 of the Public Community College Act. The Bond and Interest Fund is property tax-supported and used to account for payment of principle, interest, and related charges on any outstanding bonds or debt.

General Obligation Bonds, Series 2012, proceeds were used to fund 25% of construction costs for the Grayslake science building and Waukegan student services building. In December 2021, the Series 2012 were refunded with new debt issues. The debt issuance did not increase the Debt Service Extension Base (DSEB), resulting in no additional taxpayer burden. Refunding allowed for available DSEB to increase by \$602,025 and enabled the capacity to issue bonds to pay off the 2020 debt certificates.

**COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532**

BOND AND INTEREST FUND REVENUE AND EXPENDITURES
Year Ending June 30, 2023

	2021 <u>Actual</u>	2022 <u>Budget</u>	2023 <u>Budget</u>
<u>REVENUES</u>			
Local Tax Revenue			
Current Taxes	\$1,868,050	\$1,869,975	\$1,918,200
T.I.F.A.	2,911	2,000	2,000
Total Local Tax Revenue	<u>1,870,961</u>	<u>1,871,975</u>	<u>1,920,200</u>
All Other Revenue			
Other Revenue	0	0	0
Total Other Revenue	<u>0</u>	<u>0</u>	<u>0</u>
Total Revenue	1,870,961	1,871,975	1,920,200
<u>EXPENDITURES</u>			
Institutional Support			
Fixed Charges	1,844,163	1,874,975	1,920,200
Total Institutional Support	<u>1,844,163</u>	<u>1,874,975</u>	<u>1,920,200</u>
Total Expenditures	\$1,844,163	\$1,874,975	\$1,920,200

**COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532**

BOND AND INTEREST FUND REVENUE AND EXPENDITURES
Year Ending June 30, 2023

	<u>2021</u> <u>Actual</u>	<u>2022</u> <u>Budget</u>	<u>2023</u> <u>Budget</u>
<u>REVENUES</u>			
Local Tax Revenue			
Current Taxes	\$ 1,868,050	\$ 1,869,975	\$ 1,918,200
T.I.F.A.	2,911	2,000	2,000
Total Local Tax Revenue	<u>1,870,961</u>	<u>1,871,975</u>	<u>1,920,200</u>
All Other Revenue			
Other Revenue	<u>0</u>	<u>0</u>	<u>0</u>
Total Other Revenue	<u>0</u>	<u>0</u>	<u>0</u>
Total Revenue	1,870,961	1,871,975	1,920,200
<u>EXPENDITURES</u>			
Institutional Support			
Fixed Charges	<u>1,844,163</u>	<u>1,874,975</u>	<u>1,920,200</u>
Total Institutional Support	<u>1,844,163</u>	<u>1,874,975</u>	<u>1,920,200</u>
Total Expenditures	\$ 1,844,163	\$ 1,874,975	\$ 1,920,200

OPERATIONS AND MAINTENANCE FUND (RESTRICTED)

The Operations and Maintenance Fund (Restricted) is used to account for monies restricted for building purposes and site acquisition. "Construction Fund" is another term often used to refer to this fund. Various types of restricted funding are accounted for within this fund. This includes Health, Life Safety Funds, per credit hour capital fees, Capital Development Board grants and funds restricted by board resolution to be used for building purposes. The College budgets expenditures equal to all available funds including estimated fund balances.

**COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532**

OPERATIONS AND MAINTENANCE (RESTRICTED) FUND REVENUE AND EXPENDITURES
Year Ending June 30, 2023

	<u>2021</u> <u>Actual</u>	<u>2022</u> <u>Budget</u>	<u>2023</u> <u>Budget</u>
REVENUES			
Student Tuition and Fees			
Comprehensive Fees	\$2,733,395	\$2,835,817	\$2,805,255
Total Student Tuition and Fees	2,733,395	2,835,817	2,805,255
All Other Revenue			
Gain(Loss) on Investment	141,382	300,000	300,000
Miscellaneous Revenue	1,556	30,000	30,000
Other Interest	3,940	30,000	20,000
Time Deposits	0	30,000	10,000
Total All Other Revenue	146,878	390,000	360,000
Total Revenue	2,880,273	3,225,817	3,165,255
Other Financing Sources			
Bond Proceeds	9,000,000	50,000,000	0
Transfer in from Other Funds	14,293,075	4,936,399	6,110,372
Total Other Financing Sources	14,293,075	4,936,399	6,110,372
Total Revenue with Other Financing Sources	\$17,173,348	\$8,162,216	\$9,275,627
EXPENDITURES			
Institutional Support			
Salaries	\$294,907	\$50,000	\$97,850
Employee Benefits	0	0	14,600
Contractual Services	2,934,316	345,475	343,975
Material and Supplies	965,177	350,000	639,150
Conference and Meeting	0	0	7,900
Fixed Charges	5,697,789	6,872,345	6,764,738
Capital Outlay	14,843,896	61,861,796	41,398,814
Other	66,008	3,600	3,600
Total Institutional Support	24,802,092	69,483,216	49,270,627
Transfers from Other Funds	294,537	0	0
Total Expenditures with Transfers Out	\$25,096,629	\$69,483,216	\$49,270,627

AUXILIARY ENTERPRISE FUND

The Auxiliary Enterprise Fund is established by Section 3-31.1 of the Public Community College Act. It is used to account for college services where a fee is charged and the activity is intended to be self-supporting. Examples of accounts in this fund include food service, bookstore, childcare, athletics, Community Programming, and Workforce and Professional Development (WPDI).

**COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532**

AUXILIARY FUND REVENUE
Year Ended June 30, 2023

	2021 Actual	2022 Budget	2023 Budget
Student Tuition and Fees			
Comprehensive Fees	\$105,536	\$109,491	\$108,311
Laboratory Fees	227,029	375,000	430,000
Tuition	87,020	228,850	250,850
Total Student Tuition and Fees	419,585	713,341	789,161
All Other Revenue			
Ad Sales	0	2,000	2,000
Athletic Fees	60	2,500	2,500
Beverage Sales	0	2,000	2,000
Bookstore	3,641,346	4,426,254	3,705,098
Bookstore/Course Material Fee	29,069	145,747	145,747
Bookstore/Ventra Sales	506	20,000	20,000
Building Rentals	0	82,022	82,022
Child Care Services	6,935	575,411	575,411
Concession Sales	0	5,000	5,000
Miscellaneous Revenue	(16)	1,000	1,000
Non-gov't Gifts Grants Bequest	120,600	342,000	250,000
Other Misc Fees	0	200	200
Other Revenue/Unrestricted	0	5,800	5,800
Other Sales and Services	80,947	170,000	170,000
Over Short	246	500	500
Sales/Vending	124,356	185,000	185,000
Subsidy Transfer/Students	128,369	0	0
Training Receipts	1,871,967	2,516,315	2,543,315
Total All Other Revenue	6,004,384	8,481,749	7,695,593
Transfer in from Other Funds			
Transfer in from Other Funds	1,182,804	1,242,443	1,235,977
Total Transfer in from Other Funds	1,182,804	1,242,443	1,235,977
Total Revenue	\$7,606,773	\$10,437,533	\$9,720,731

AUXILIARY FUND EXPEDITURES
Year Ended June 30, 2023

	2021 Acutal	2022 Budget	2023 Budget
Student Services			
Salaries	\$0	\$0	\$48,937
Contractual Services	0	9,000	0
Material and Supplies	0	17,000	0
Conference and Meeting	0	19,000	0
Capital Outlay	0	18,000	0
Other	0	15,000	0
Total Student Services	0	78,000	48,937
Public Service			
Salaries	1,447,653	1,870,518	1,904,380
Employee Benefits	350,331	387,402	406,084
Contractual Services	428,223	631,222	665,658
Material and Supplies	332,588	463,916	460,616
Conference and Meeting	2,082	33,400	34,050
Fixed Charges	274	9,700	9,700
Capital Outlay	0	3,500	1,000
Other	1,823	3,000	1,600
Total Public Service	2,562,974	3,402,658	3,483,088
Auxiliary Services			
Salaries	1,258,410	1,624,076	1,669,760
Employee Benefits	378,410	391,558	366,372
Contractual Services	128,424	394,000	389,000
Material and Supplies	2,579,508	3,620,412	3,089,071
Conference and Meeting	64,461	82,053	82,053
Fixed Charges	11,294	18,400	18,400
Capital Outlay	125,218	41,600	72,800
Other	152,643	301,367	300,187
Total Auxiliary Services	4,698,369	6,473,466	5,987,643
Scholarships and Student Grants			
Other	50,679	264,000	201,063
Total Auxiliary Services	50,679	264,000	201,063
Total Auxiliary Services	7,312,022	10,218,124	9,720,731
Transfers to Other Funds	219,409	219,409	0
Total Expenditures and Transfers Out	\$7,531,431	\$10,437,533	\$9,720,731

INSURANCE RESERVE FUND

The College is self-insured for medical, vision, dental insurance, and workers’ compensation claims for its employees. The Self-insurance fund was established at the end of the FY2011 with \$1.2 million and provides a reserve only to be used based on significant overruns in actual claims, both individually and in the aggregate. The College maintains stop-loss coverage for individual medical claims over \$175,000.

The College will increase the balance in the self-insurance fund as operating fund surpluses allow. While the College does not anticipate expending the fund balance, it is budgeted as an expense to provide authority if the College should need it. The College would notify the Board of Trustees should the monies be necessary if significant overruns occur.

**COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532**

INSURANCE RESERVE FUND
Year Ending June 30, 2023

	2021	2022	2023
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
REVENUES			
Other Financing Sources (Used)			
Gain(Loss) on Investment	\$0	\$0	\$0
Sweep Accounts	0	0	0
Total Other Financing Sources (Used)	<u>0</u>	<u>0</u>	<u>0</u>
Use of Prior Year Fund Balance	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>
Total Revenues	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
EXPENDITURES			
Institutional			
Institutional Support	\$0	\$1,230,926	\$1,242,281
Total Expenditures	<u>0</u>	<u>1,230,926</u>	<u>1,242,281</u>
Beginning Fund Balance	1,242,281	1,242,281	11,355
Ending Fund Balance	<u>\$1,242,281</u>	<u>\$11,355</u>	<u>(\$1,230,926)</u>

WORKING CASH FUND

The Working Cash Fund is established by Section 3-33.1 of the Public Community College Act. It accounts for the proceeds of four working cash bond issues. In 1983, 1987, 1990, and 1992, the College issued at total of \$17.55 million in working cash bonds. The bonds were levied for and repaid through property tax revenue. The bonds have been fully repaid.

The purpose of the Working Cash Fund is to give the College resources to meet payroll and operating expenses while waiting for receipts from property tax levies. The Board of Trustees can vote on a resolution annually to allow the college treasurer to borrow from this fund.

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 operations and maintenance funds with no restrictions and no requirement for repayment.

**COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532**

WORKING CASH FUND REVENUE AND EXPENDITURES
Year Ending June 30, 2023

	2021 <u>Actual</u>	2022 <u>Budget</u>	2023 <u>Budget</u>
REVENUES			
Gain(Loss) on Investment	\$167,158	\$307,125	\$248,450
Total Revenues	167,158	307,125	248,450
EXPENDITURES			
Transfers to Other Funds	236,092	307,125	248,450
Total Expenditures	\$236,092	\$307,125	\$248,450

TRUST AND AGENCY FUND

The Trust and Agency Fund, established by Section 3-27c of the Public Community College Act, is used to receive and hold funds when the College serves as a custodian for another body. This fund includes accounts for the student government and clubs.

**COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532**

TRUST AND AGENCY FUND REVENUE AND EXPENDITURES
Year Ending June 30, 2023

	2021	2022	2023
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
<u>REVENUES</u>			
Student Tuition and Fees			
Comprehensive Fees	\$770,417	\$799,284	\$790,670
Total Local Tax Revenue	<u>770,417</u>	<u>799,284</u>	<u>790,670</u>
Miscellaneous Revenue			
All Other Revenue	<u>0</u>	<u>42,254</u>	<u>0</u>
Total Revenue	770,417	799,284	790,670
<u>EXPENDITURES</u>			
Student Services			
Clerical Staff Full-time	42,505	43,660	44,970
Clerical Staff Overtime	204	500	0
Clerical Staff Part-time	11,658	0	0
Computer Software	0	0	41,000
Computer Supplies	0	884	0
Consultants	31,055	82,975	17,500
Office Supplies	270	3,000	0
Other Contractual Services	42,803	42,149	20,000
Other Expenditures	58,466	156,847	214,267
Other Materials and Supplies	0	1,500	0
Other Supplies	0	250	0
Printing	36	2,500	0
Publications and Dues	100	0	4,550
Specialist Staff Full-time	0	42,254	0
Travel/Local	547	700	700
Travel/Out-of-District	4,893	44,700	28,064
Total Institutional Support	<u>192,538</u>	<u>421,919</u>	<u>371,051</u>
Transfers to Other Funds	419,619	419,619	419,619
Total Expenditures	\$612,157	\$841,538	\$790,670



Statistical Information



College  Lake County

This page is left intentionally blank.

COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532

TUITION AND FEE HISTORY

Fiscal Year	Tuition	Technology	Instructional Equipment	James Lumber Center	Student Senate	Student Activity	Master Plan	Parking Lot/ Site Improvement	CLC Student Success	Operating	Total	% Incr.	ICCB Average Tuition & Fees	% Incr.	Online Course Fee
2022-23	\$128.00	\$5.00	\$2.00	\$0.50	\$3.65	\$2.00	\$3.00	\$2.95	\$2.50	\$0.40	\$150.00	2.0%	133.43	-7.6%	\$8.00
2021-22	125.00	5.00	2.00	0.50	3.65	2.00	3.00	2.95	2.50	0.40	147.00	0.0%	144.36	0.0%	8.00
2020-21	125.00	5.00	2.00	0.50	3.65	2.00	3.00	2.95	2.50	0.40	147.00	2.1%	144.36	0.0%	8.00
2019-20	122.00	5.00	2.00	0.50	3.65	2.00	3.00	2.95	2.50	0.40	144.00	2.1%	144.36	0.0%	8.00
2018-19	119.00	5.00	2.00	0.50	3.65	2.00	3.00	2.95	2.50	0.40	141.00	2.9%	144.36	2.5%	8.00
2017-18	115.00	5.00	2.00	0.50	3.65	2.00	3.00	2.95	2.50	0.40	137.00	1.5%	140.86	4.9%	8.00
2016-17	112.00	5.00	3.00	0.50	3.65	2.00	3.00	2.95	2.50	0.40	135.00	4.7%	134.26	2.3%	8.00
2015-16	107.00	4.00	3.00	0.50	3.65	2.00	3.00	2.95	2.50	0.40	129.00	6.6%	131.20	10.5%	
2014-15	99.00	4.00	3.00	0.50	3.65	2.00	3.00	2.95	2.50	0.40	121.00	8.0%	118.77	5.4%	
2013-14	93.00	4.00	3.00	0.50	3.15	2.00	3.00	2.95		0.40	112.00	0.0%	112.65	5.3%	

Source: ICCB Data and Characteristics current averages available FY2022

COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532

STUDENT ENROLLMENT AND DEMOGRAPHIC STATISTICS
HISTORY

Fall	Fall Enrollment				Gender		Attendance		Enrollment Status				
	Head Count	% Change	FTE	% Change	Male	Female	Full Time	Part Time	Continuing Student	New	Transfer	Re-Admit	Ave. Age
2020	11,854	-13.75%	6,975	-11.12%	42%	58%	33%	67%	54%	25%	4%	18%	27
2019	13,743	-3.17%	7,848	-2.13%	45%	55%	30%	70%	51%	27%	3%	19%	28
2018	14,193	-2.72%	8,019	-1.76%	47%	55%	29%	71%	51%	26%	3%	20%	28
2017	14,590	-1.21%	8,163	-0.55%	46%	55%	29%	71%	50%	22%	3%	25%	28
2016	14,768	-1.31%	8,208	-1.88%	45%	55%	29%	71%	50%	27%	4%	20%	28
2015	14,964	-2.89%	8,365	-0.68%	46%	54%	29%	71%	53%	24%	4%	19%	28
2014	15,410	-12.86%	8,422	-11.00%	45%	55%	28%	72%	51%	23%	4%	20%	28
2013	17,685	0.61%	9,463	-0.92%	45%	55%	27%	73%	51%	27%	5%	16%	29
2012	17,577	1.08%	9,551	0.56%	45%	55%	28%	72%	52%	25%	6%	17%	29
2011	17,389	-3.88%	9,498	-4.78%	44%	56%	30%	70%	52%	25%	6%	17%	29
2010	18,091	-0.01%	9,975	0.53%	44%	56%	31%	69%	51%	26%	5%	17%	29
10 Year Average		-4.01%		-3.43%									
5 Year Average		-4.43%		-3.49%									

Source: ICCB Data and Characteristics

COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532

STATE FUNDING

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Budget FY 2022	Budget FY 2023
Education Fund										
ICCB Credit Hour Grants	\$8,124,954	\$8,098,451	\$2,184,557	\$3,370,454	\$11,563,534	\$7,146,755	\$7,838,950	\$8,104,055	\$7,827,810	\$8,761,785
Vocational Education	509,241	527,018	0	516,619	1,046,803	534,490	537,850	550,717	537,850	575,571
Total	8,634,196	8,625,469	2,184,557	3,887,073	12,610,337	7,681,245	8,376,800	8,654,772	8,365,660	9,337,356
Restricted Purposes										
ICCB Grants										
College and Career Readiness	0	0	0	0	0	0	0	0	0	0
Adult Education										
Advancing Opportunities FY01	0	0	0	0	0	0	0	0	0	0
ED Affairs budget										
Adult Ed-Performance Revenue	0	0	0	0	154,785	207,930	255,155	295,980	295,980	283,505
Adult Ed-Public Aid Revenue	0	0	0	0	169,060	0	0	0	0	0
Adult Ed-State Basic Revenue	0	0	311,175	311,175	1,002,225	568,465	571,202	650,952	635,194	641,287
Adult Education	313,431	289,866	365,856	399,130	383,735	220,215	449,098	636,621	454,541	467,068
Business & Industry	0	0	0	0	0	0	0	0	0	0
ICCB Grants	10,000	0	82,155	71,962	7,500	58,784	1,641,283	1,535,788	299,931	525,000
ICCB Special Initiative Grants	0	0	0	0	0	0	29,180	0	0	0
ICCB CAP IT	0	0	0	0	0	0	0	0	0	61,400
Other State Revenue										
Career and Technical Ed/CTE										
Carl Perkins Grant	0	0	432,074	444,887	336,772	388,746	460,630	493,982	467,582	508,740
Illinois State Board of Educ.										
Other Illinois State Board of Edu.	19,750	0	20,699	0	17,233	51,904	36,126	44,563	0	0
El Civics	55,393	60,614	60,149	53,815	59,265	50,897	117,013	113,955	108,250	143,782
Other Illinois Government Src										
IGEN	93,795	236,473	150,097	42,448	5,362	0	0	0	0	0
ISEIF	0	0	0	170,152	86,298	68,340	0	0	0	0
Family Violence	20,940	13,661	0	0	0	0	0	0	0	0
IDOT Engineer Tech Training	73,373	2,957	0	0	0	0	0	0	0	0
Illinois State Scholarship	1,015,072	826,908	596,700	62,203	2,296,717	1,344,318	1,844,618	2,028,263	840,000	2,000,000
Illinois State Veterans	0	0	0	0	63,730	0	0	0	0	0
ISAC Police/Firemen Grant	0	0	0	0	5,880	0	0	0	0	0
Small Business Dev	0	0	0	0	0	0	0	0	0	0
Other Ill Gov Src	51,018	298,697	47,049	0	0	6,000	85,367	92,557	0	0
Other State Revenue	0	0	41,250	82,500	302,689	0	46,498	22,246	0	0
Program Improvement Grant	0	0	0	0	53,601	0	0	0	0	0
Total	1,652,772	1,729,176	2,107,204	1,638,272	4,944,852	2,965,598	5,536,169	5,914,908	3,101,478	4,630,782
Total All Funds	\$10,286,968	\$10,354,645	\$4,291,761	\$5,525,345	\$17,555,189	\$10,646,843	\$13,912,969	\$14,569,679	\$11,467,138	\$13,968,138

**COLLEGE OF LAKE COUNTY
COMMUNITY COLLEGE DISTRICT NO. 532**

**ASSESSED VALUE AND TAX LEVY
OF TAXABLE PROPERTY (Unaudited)**

Year of Levy	Tax Rates	Assessed Valuation	% Inc.(Dec)	Tax Levy		Current Year Taxes Collected	Percent of Levy Collected
				\$	% Inc.(Dec)		
2020	0.2897	\$25,889,545,239	-0.15%	\$74,994,505	2.74%	\$76,604,899	102.15%
2019	0.2815	25,927,390,217	2.59%	72,991,048	2.46%	71,923,495	98.54%
2018	0.2819	25,273,938,682	2.28%	71,235,607	2.72%	70,080,243	98.38%
2017	0.2806	24,711,256,642	4.50%	69,349,671	2.76%	68,158,089	98.28%
2016	0.2854	23,646,640,884	6.32%	67,483,966	1.35%	66,879,900	99.10%
2015	0.2994	22,241,243,932	3.54%	66,587,615	1.28%	65,964,905	99.06%
2014	0.3061	21,481,556,144	-1.38%	65,748,169	1.98%	64,873,598	98.67%
2013	0.2960	21,781,279,660	-6.19%	64,472,588	2.09%	63,517,561	98.52%
2012	0.2720	23,218,869,144	-8.48%	63,155,324	3.73%	61,936,464	98.07%
2011	0.2400	25,369,189,665	-6.92%	60,886,055	2.47%	60,014,649	98.57%
Ten Year Average Increase			-0.39%		2.36%		98.93%
Five Year Average Increase			3.11%		2.41%		99.29%

Source: Lake County Clerk's Office

College Lake County™

Community College District No. 532

Grayslake Campus
1935 I West Washington Street, Grayslake, Illinois 60030

Lakeshore Campus
33 North Genesee Street, Waukegan, Illinois 60085

Southlake Campus
1120 South Milwaukee Avenue, Vernon Hills, Illinois 60061

www.clcillinois.edu

