



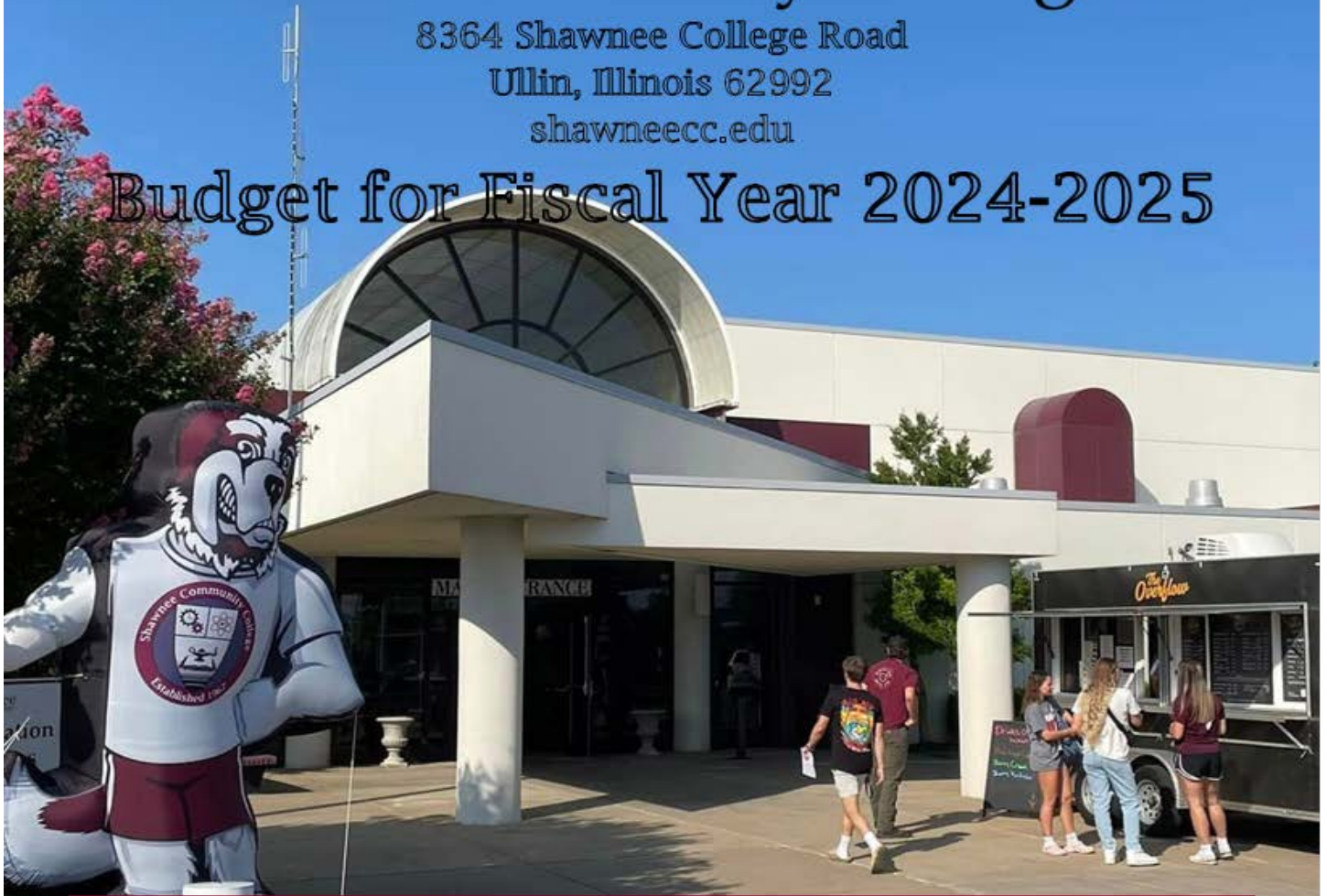
Shawnee Community College

8364 Shawnee College Road

Ullin, Illinois 62992

shawneecc.edu

Budget for Fiscal Year 2024-2025





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

presents this

CERTIFICATE OF RECOGNITION FOR BUDGET PREPARATION

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Administrative Services
Shawnee Community College, Illinois



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

Executive Director

Christopher P. Merrill

Date: **3/19/2024**

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PRESIDENT'S INTRODUCTION

Over the last five years, the College has made extraordinary strides in becoming more agile, transparent, and deeply attuned to the evolving needs of our students and community. As we embark on this new fiscal year, it's a meaningful time to reflect on the challenges and opportunities ahead, envisioning a future that secures our place as a forward-thinking leader in a rapidly changing higher education landscape. By embracing a strategic and adaptive approach to financial planning, we are not only safeguarding innovation, resilience, and relevance but also creating pathways for sustained growth, no matter the economic, demographic, or technological shifts we may face.

This budget is far more than a financial document; it is a vision-driven roadmap, carefully aligning our fiscal priorities with our strategic aspirations. As we make critical decisions, we're committed to investing in initiatives that position the College as a regional beacon of excellence, cultivating an environment in which students, faculty, and staff can thrive. This approach, rooted in proactive thinking and adaptability, prepares us for an inspired future and fuels our continued success.

Within this budget, we prioritize key investments in competency-based education, expand immersive learning opportunities, and strategically explore how artificial intelligence may be leveraged to enhance our business operations. Additionally, we're strengthening our digital infrastructure and developing flexible, innovative learning spaces designed to meet the unique needs of today's students. Recognizing that our people are at the heart of our success, we're also dedicating resources to leadership and employee development, enabling us to provide high-touch, just-in-time, 24/7 customer-focused service that sets us apart and strengthens our competitive edge.

Maintaining a solid and sustainable financial foundation is central to our mission of student success and community service. This budget, along with our long-term financial forecast, reflects our unwavering commitment to a sustainable future, balancing fiscal prudence with bold investments in strategic priorities. The FY25 budget directly addresses critical deferred maintenance needs and lays the foundation for the development of new career and technical education (CTE) programs, including short-term credentials and career-laddering badges, empowering our students to quickly obtain marketable skills for living-wage careers within our local community.

Balancing our civic mission with the imperative to prepare students for meaningful, life-sustaining careers is a profound responsibility, especially amid political and demographic headwinds. Yet Shawnee is emerging stronger than ever, deepening our roots and connections within the community. Together, we are actively advancing our ambitious strategic plan, directing resources to achieve our bold goals, and continually evolving to offer flexible, accessible, and relevant educational experiences. As dedicated stewards of our resources, we are committed to fostering a spirit of collaboration and transparency, inviting feedback and engagement from all as we continue our transformative journey forward.



MISSION

Shawnee Community College's mission is to serve the needs of the students and our diverse community by providing quality higher education, community education, training, and services that are accessible, affordable, and promote life-long learning.

VISION STATEMENT

Student Centered, Community Connected

PHILOSOPHY STATEMENT

Shawnee Community College promotes student learning through the values of the community college concept, recognizing the uniqueness of each individual and the diversity of his/her needs. The College is dedicated to utilizing the resources of the institution to provide a comprehensive program to meet those diverse needs and improve the quality of life for each individual. Education is the key to preparing individuals to confront the economic, social, and multicultural issues of this century.

The College takes pride in providing quality educational and training programs that incorporate the most recent technologies to meet the ever-changing needs of our students and district residents.

Shawnee Community College is dedicated to providing quality, cost-effective, comprehensive programs to all individuals within the district and the region who can benefit from such activities. The College strives for continuous improvement through the evaluation of programs, institutional effectiveness, and through assessment of student academic achievement.

The College maintains an "open-door" admissions policy, thus providing educational, economic, and community service opportunities to all, regardless of race, sex, religion, ethnic origin, marital status, handicap, or socioeconomic level.

To the extent permitted by fiscal resources, technical expertise, and inter-agency cooperation, Shawnee Community College is dedicated to the district's future and being a part of it.

CORE VALUES

- ❖ Life-long Learning
- ❖ Role as a Change Agent for the Public Good
- ❖ Equal Access to Educational Opportunities for all Citizens
- ❖ Multicultural Diversity within a Pluralistic Society
- ❖ The Dignity and Worth of Individuals
- ❖ Systematic and Participatory Management Approach to Decision Making
- ❖ Reciprocal Relationship with the Community
- ❖ Prudent Utilization of Resources

WE ARE SHAWNEE

Shawnee Community College (SCC) was founded in 1967 as Shawnee College to allow students from Community College District #531 the opportunity to receive post-secondary education similar to university curriculum. Authorized by the Illinois General Assembly and signed by Illinois Governor Otto Kerner, Jr. in 1961, the legislation enacted created the Illinois Board of Higher Education (IBHE). The IBHE was tasked by statute with formulating a Master Plan for Higher Education in the state of Illinois. In July 1964, the higher education master plan was published by the IBHE, which led to the Junior College Act of 1965. Soon thereafter, Shawnee Community College was organized as a Class 1 Community College in September 1967. The initial Board of Trustees were selected in December of the same year. The college officially opened on September 24, 1969. It was later renamed in 1987 to Shawnee Community College.

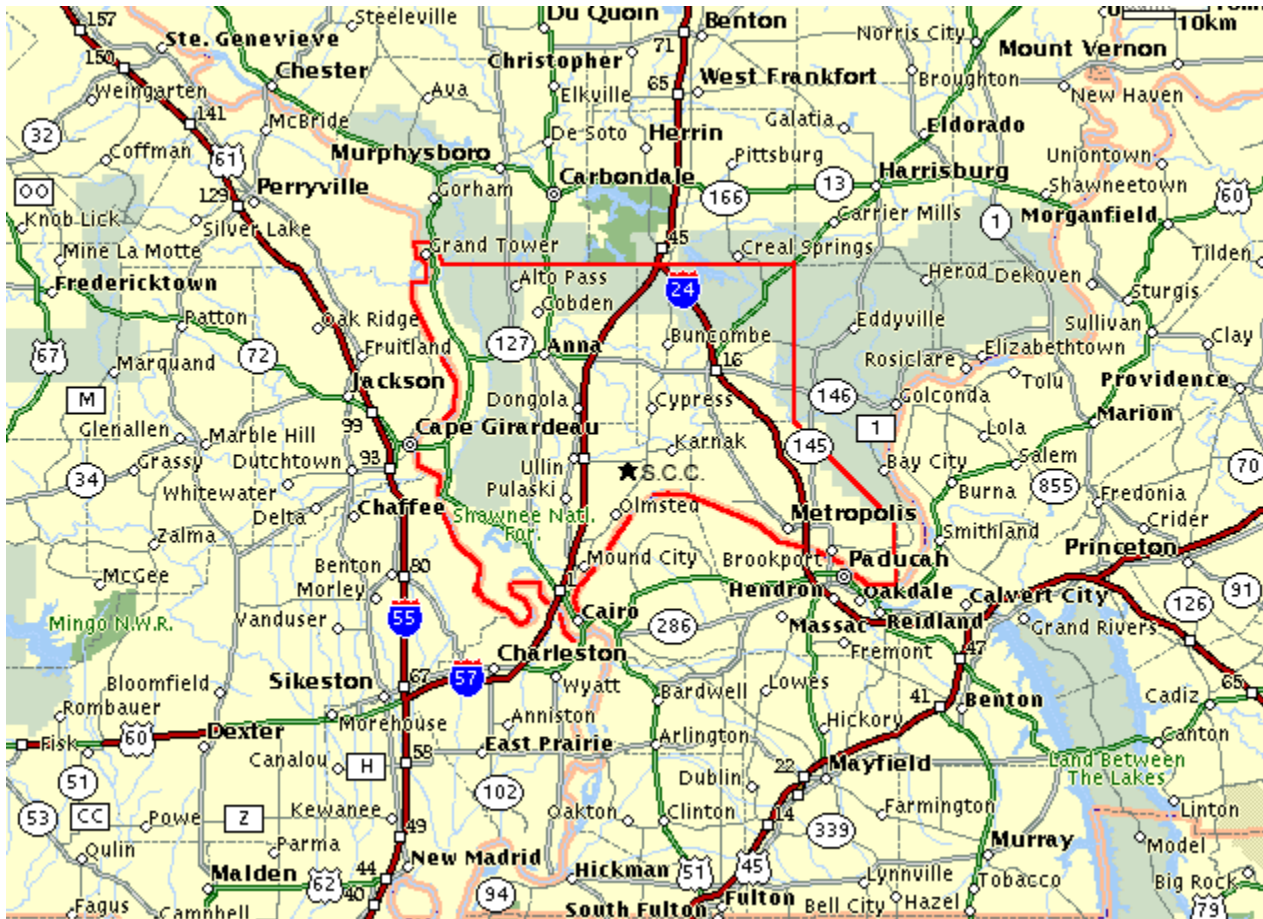
Shawnee College 1970



The main campus of Shawnee Community College is located seven miles east of Interstate 57 at exit 18. The site consists of 153 acres which houses the main campus and facilities. The original campus buildings, now known as the “Rustic Campus” were erected during the summer of 1969. The main campus buildings were later constructed in 1976. A 21,000 square-foot addition was built onto the main campus and completed in January 1989. The new addition included a biology laboratory, a nursing laboratory, general classrooms and large-group meeting room. In 2000, SCC opened a 33,000 square foot Educational Center that serves as both an electronic classroom, meeting room, and theater for performing arts. In 2004, SCC officially opened the Massac County Extension Center located in the Metropolis City Industrial Park. In August 2008, SCC Main Campus began constructing a 22,000 square foot Medical Arts building, which was completed in 2010. SCC was not done growing yet, in 2013, the Main Campus constructed another building which became home to the Technical Educational Center for vocational and trade schools.

COMMUNITIES WE SERVE

Shawnee Community College was organized as a Class I community college in September of 1967. Created to serve Southern Illinois and all who live in our communities, the college covers all of Alexander, Massac, Pulaski, Union, and parts of Johnson and Jackson Counties.



ABOUT SHAWNEE COMMUNITY COLLEGE

Shawnee Community College offers over 40 associate degrees, diplomas, and certificate programs. We provide numerous options for incoming students depending on their career path. SCC offers specialties in healthcare, business, accounting, agri-business and information technology. Recent programs added to SCC's trades program include our CDL Truck Training Program, Welding Program, and Automotive Program. SCC serves approximately 3,500 individuals in both credit and non-credit programs across all locations in the communities of Alexander, Johnson, Massac, Pulaski, and Union Counties.

ILLINOIS COMMUNITY COLLEGE DISTRICT NO. 531 Board of Trustees



Steve Heisner
Chairperson



Andrea Witthoft
Vice - Chairperson
ICCTA Representative



Deborah Shelton-Yates
Liaison to Saints Foundation



Tiffany Schultz
Trustee



Nancy Holt
Trustee



James Darden
Trustee



April Moore
Secretary



Michael Deno
Student Trustee

The members of the Shawnee Community College Board of Trustees comply with the Community College Trustee state law that mandates leadership in accordance with SB 2174 (Public Act 99-0692). The law requires all community college trustees elected and appointed after January 1, 2017 to complete four hours of training during their first, third, and fifth years in office. It is also required by law that each community college district maintain a listing of all board members who have successfully completed the training, as well as those who have not. In order for a community college trustee to obtain credit for training, the program must be offered by the Illinois Community College Trustees Association (ICCTA) or provider of the Illinois Community College Board. (ICCB).

The following trustees have successfully completed their 1st year of term training:

- ❖ Steve Heisner
- ❖ Andrea Witthoft
- ❖ Deborah Shelton-Yates
- ❖ Tiffany Schultz
- ❖ James Darden
- ❖ Nancy Holt
- ❖ April Moore

ORGANIZATIONAL ANALYSIS

Organizational effectiveness in an educational institution is often influenced by the collaboration and synergy among key stakeholders, including the Community, Board of Trustees, President, and Vice Presidents. Each of these entities plays a unique role in shaping the institution's mission, vision, and overall effectiveness. Here's how they contribute to SCC.

1. Community Involvement:

- **Support and Engagement:** A strong relationship with the Community is crucial for SCC. Engaging the community helps in garnering support, building a positive reputation, and ensuring that the institution aligns with the needs and expectations of its stakeholders.
- **Resource Mobilization:** The Community can contribute resources, both financial and non-financial. This support can be vital for the institution's growth and sustainability.

2. Board of Trustees:

- **Governance and Oversight:** The Board of Trustees provides governance and oversight to ensure the institution operates effectively and ethically. They set policies, approve budgets, and make strategic decisions.
- **Financial Stewardship:** Trustees are often responsible for financial oversight, ensuring the institution's fiscal health and sustainability. They play a key role in fundraising and financial planning.

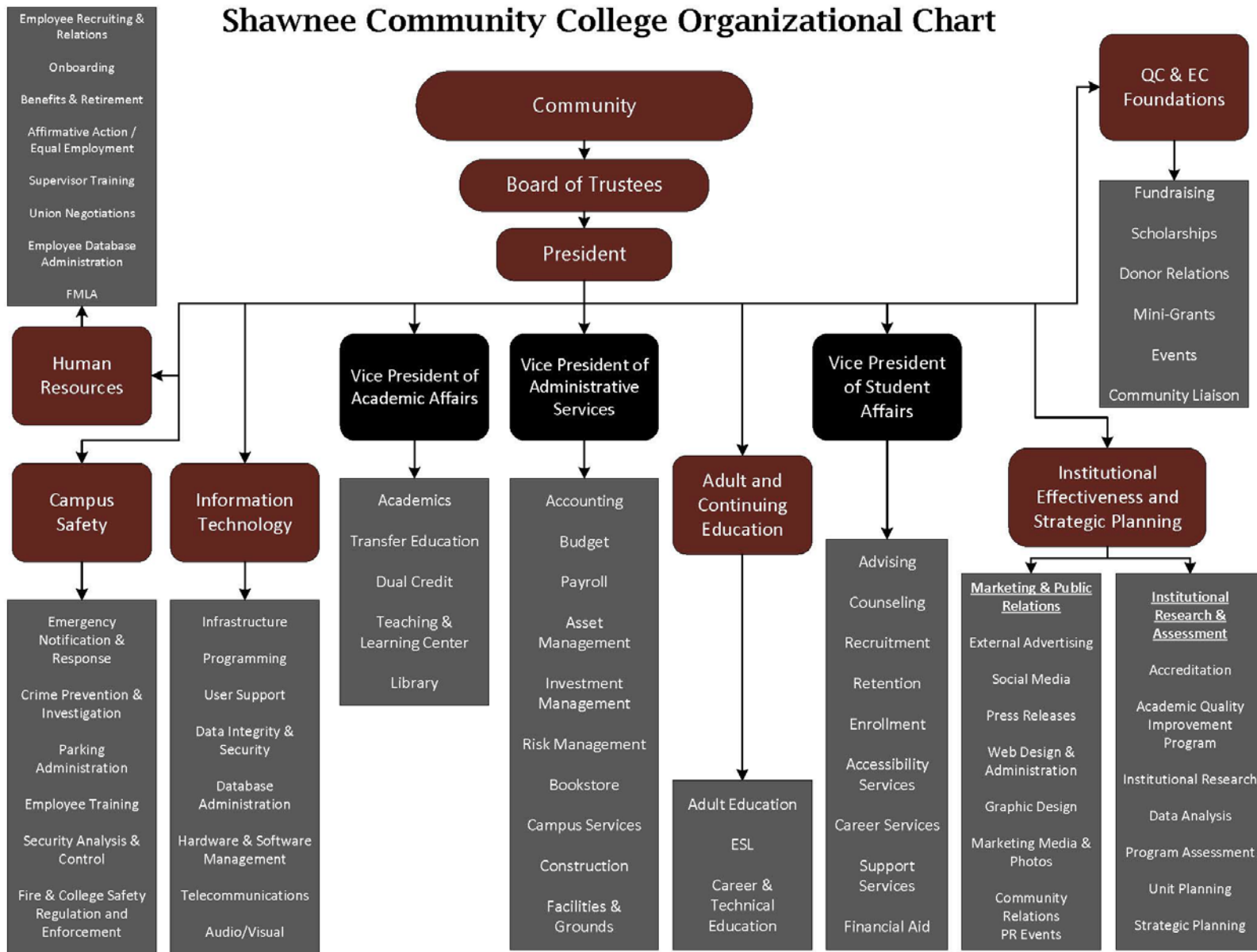
3. President:

- **Leadership and Vision:** The President is a key figure in setting the institution's strategic direction and fostering a shared vision. Effective leadership inspires confidence and motivates stakeholders towards common goals.
- **External Relations:** The President often serves as the face of the institution, representing it to external stakeholders, including government bodies, donors, and the broader community.

4. Vice Presidents:

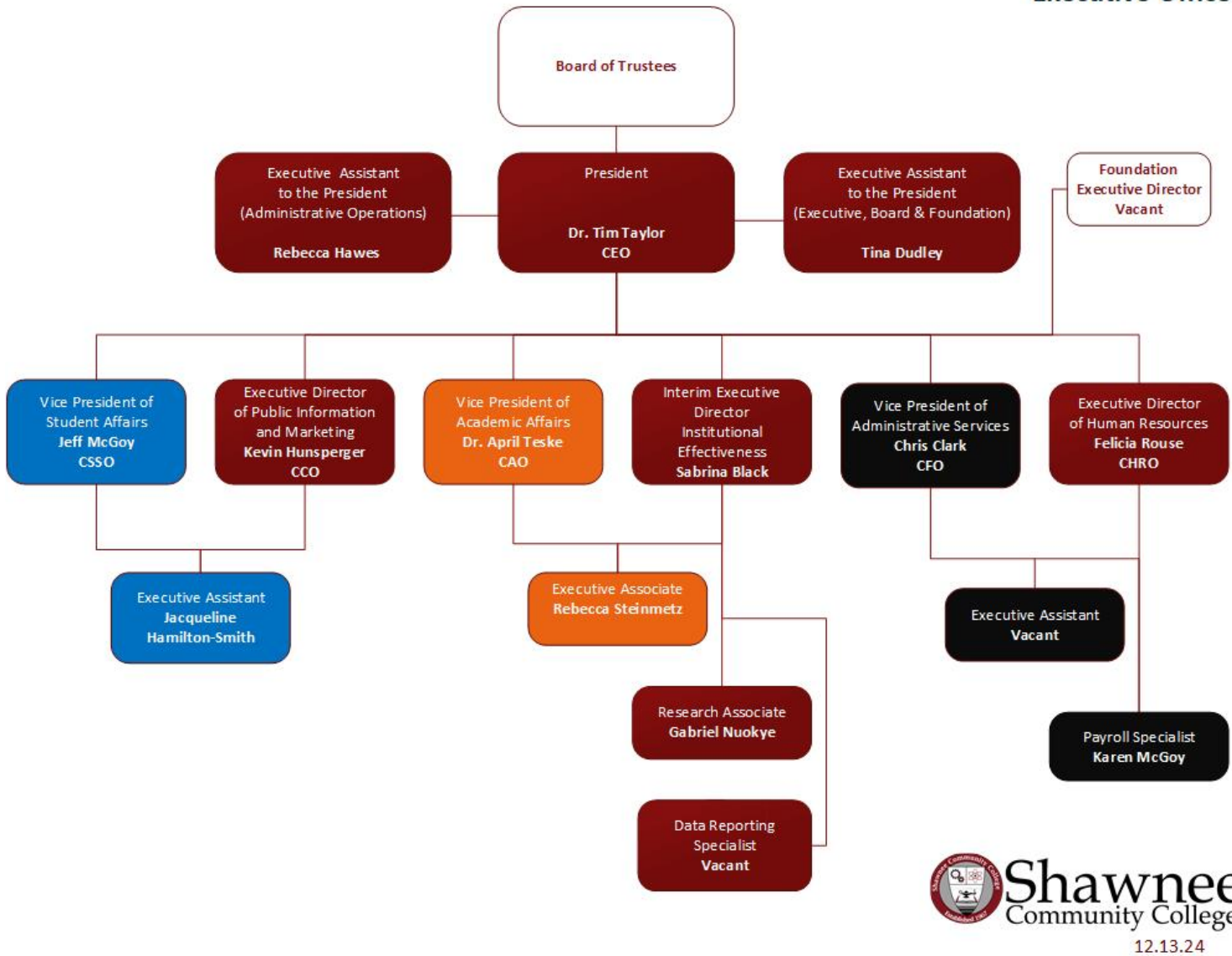
- **Academic Leadership:** Vice President of Academic Affairs (VPAA), is responsible for overseeing academic programs, faculty development, and ensuring the educational quality of the institution.
- **Administrative Functions:** Vice President of Administrative Services (VPAS) is responsible for areas such as finance, information technology, and facilities, contributing to the smooth functioning of the institution within these domains.
- **Student Affairs Leadership:** Vice President of Student Affairs (VPSA) is a key administrative role in educational institutions. This position oversees a range of services and programs that contribute to the overall well-being, development, and success of students, such as advisement, financial aid, accessibility services, and student organizations

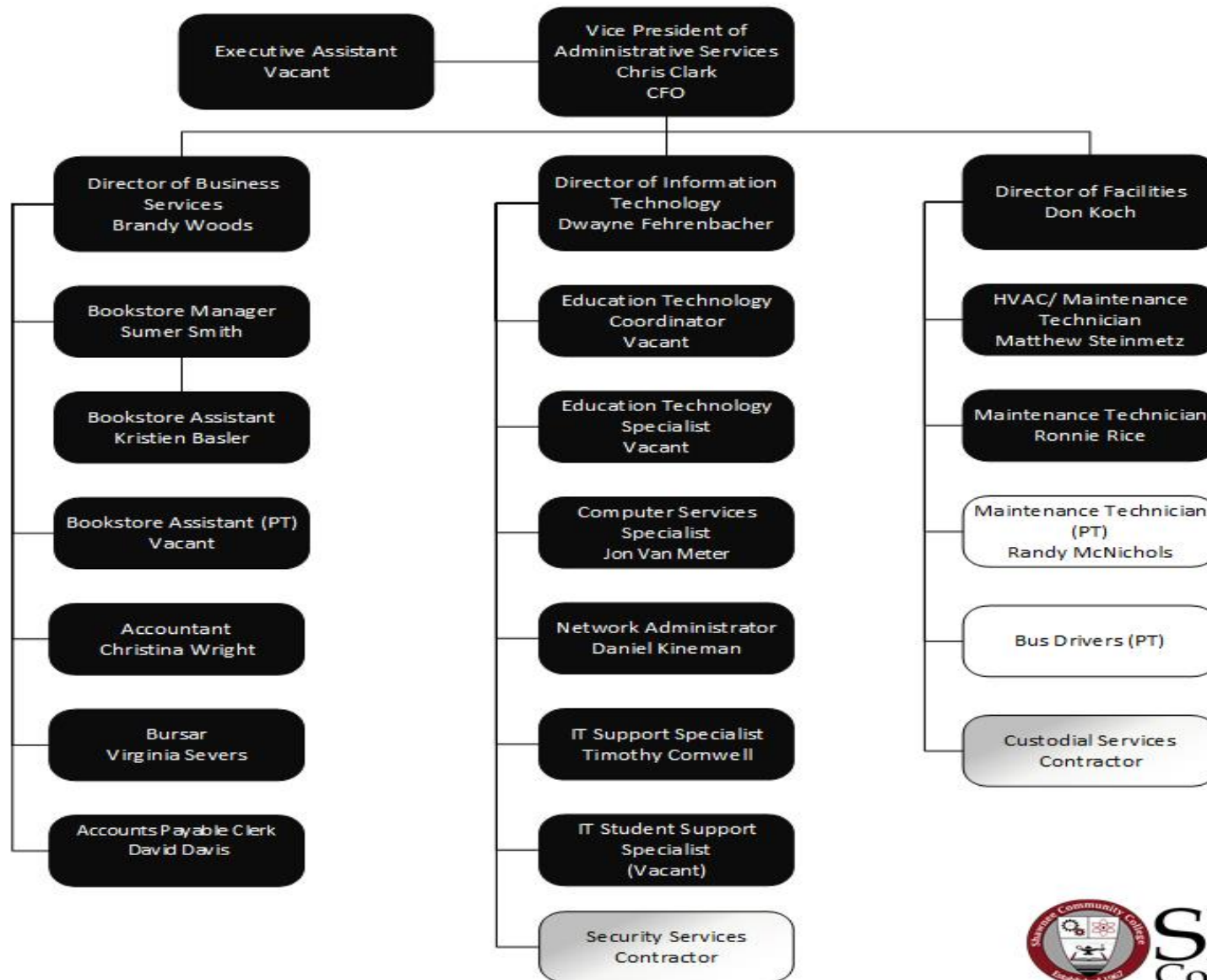
By fostering collaboration, effective governance, and a shared commitment to the institution's mission, SCC can enhance our overall effectiveness and better serve our students and communities.



ORGANIZATIONAL OVERVIEW

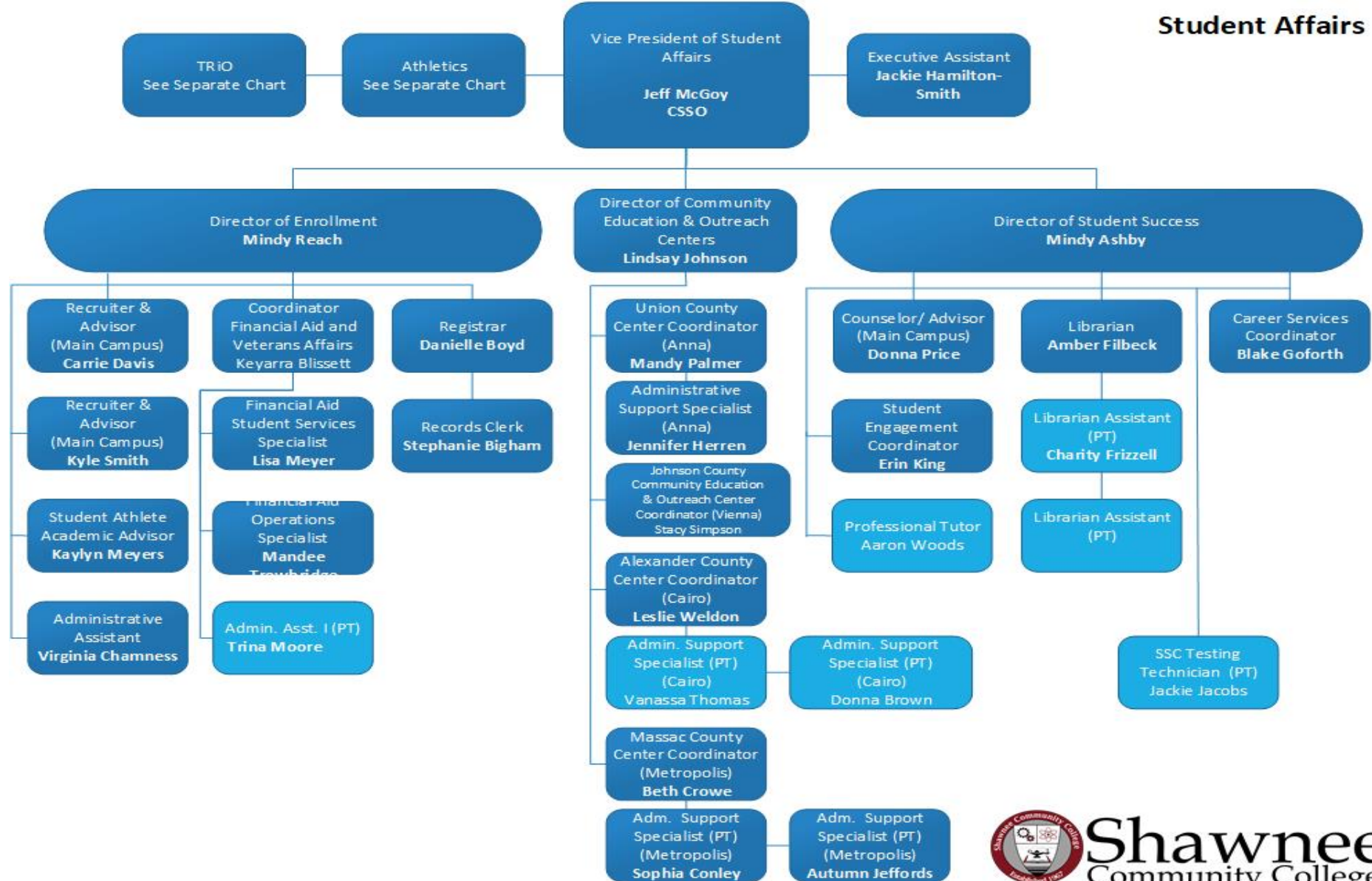
Executive Office





Administrative Services

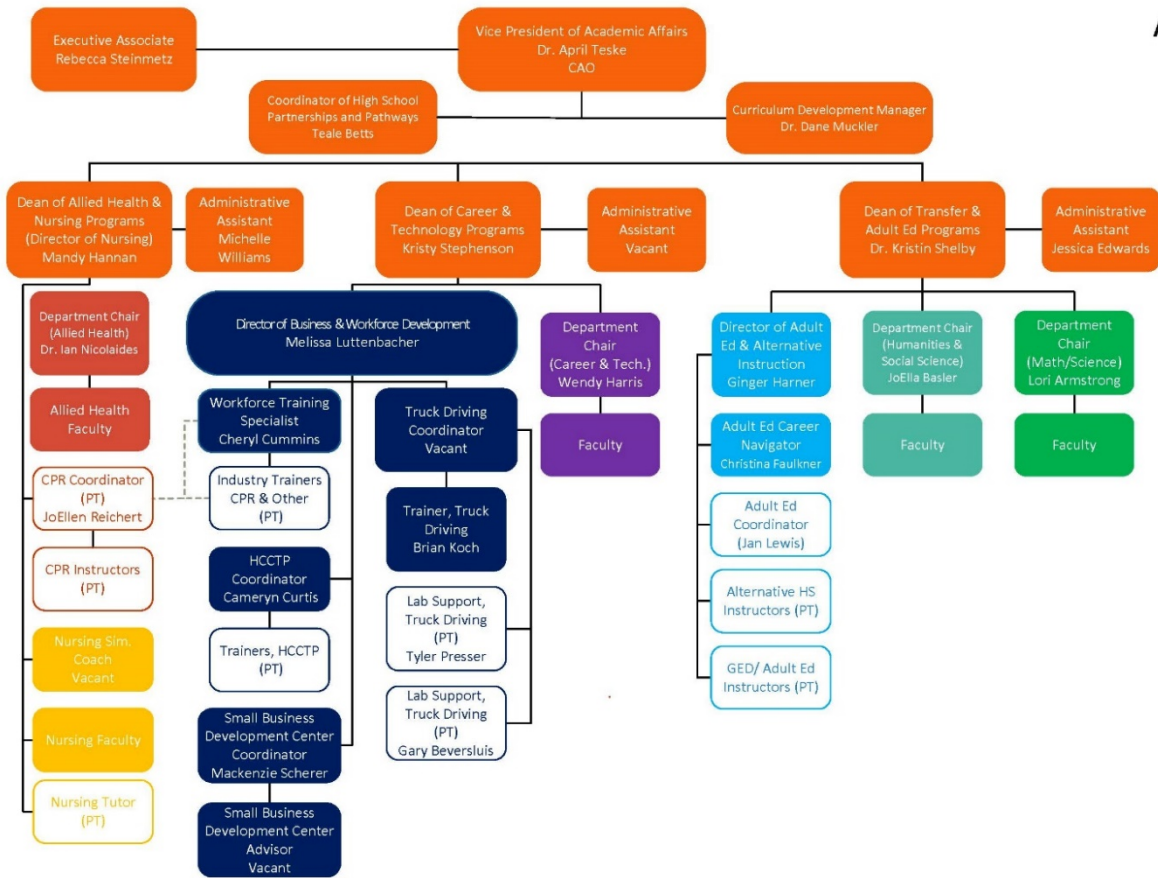
Student Affairs



Shawnee
Community College

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Academic Affairs



For full-time faculty disciplines, see Department Cluster Charts.

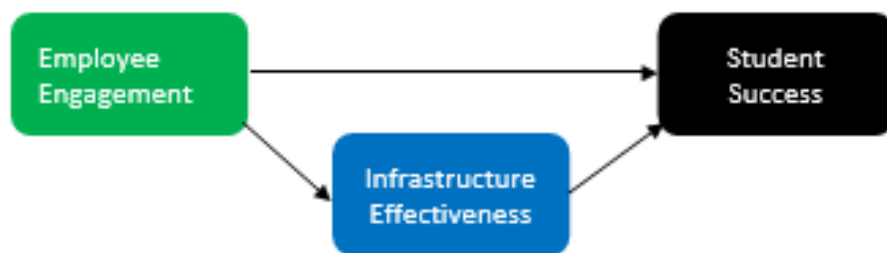
INSTITUTIONAL EFFECTIVENESS

The Office of Institutional Effectiveness collects, analyzes, and disseminates internal and external data/information to support the college in data-informed decision-making along with developing creative solutions that improve institutional effectiveness, accountability, and student success.

Institutional Effectiveness supports services for administration, faculty, staff, students, and the Board of Trustees.

THE EFFECTIVENESS MODEL

The [Shawnee Community College Effectiveness System \(SCCES\)](#) originated from professional research in which thousands of qualitative data points (from community college students and employees) were used to construct the initial instrument. Further, metrics found in the model can be used to create accountability and organizational alignment. In addition, the model can be effectively used to facilitate (and document) the lifecycle of Higher Learning Commission (HLC) activities. The model is inclusive of measures from other community college assessment tools including the Achieving the Dream (ATD) project, the Community College Benchmark Project (CCBP), and the Voluntary Framework of Accountability (VFA). Finally, and most importantly, history has shown that the implementation of just the Student Success elements of the model at other community colleges have demonstrated positive results for students, the College, and the community.



The overarching framework for the model includes three foundational elements: Employee Engagement, Infrastructure Effectiveness, and Student Success. Together, these elements form a simple system – making this a “systems model.” A simple system is generally recognized to have three elements-input, process, output. For SCCES, the input is Employee Engagement; the process is Infrastructure Effectiveness; and the output is Student Success. Understanding the relationship between the system elements and how they potentially interact with each other is critical.

For example, in this system, Engaged Employees (input) working through Effective Infrastructures (process) create Student Success. This relationship suggests that changes made to influence improvements in the employee engagement system, would likely influence both infrastructure effectiveness (i.e., performance) and student success. Further, changes aimed at improving the College’s infrastructure by engaged employees, would also likely improve student success. Knowing these relationships helps the College prioritize potential strategic actions.

The Key Performance Indicators (KPIs) in the SCCES model are the indicators that inform the decision-making, planning, and effectiveness of the College. These KPIs are woven into [Board of Trustee Strategic Outcomes Policies](#), [Strategic Outcomes Policy monitoring reports](#), the College Strategic Plan, and department/program-level assessment and action plan documents.

STRATEGIC PLANNING PROCESS

Development of the Strategic Plan

During the 2021-2020 academic year, the College conducted an in-depth evaluation of its performance from a status (i.e., what's being done), readiness (i.e., what can be done) and best practice (i.e. what should be done) perspective using the [Shawnee Community College Effectiveness System \(SCCES\)](#), explained in the previous section.

The three foundational elements of SCCES, Employee Engagement, Infrastructure Effectiveness, and Student Success, are the pillars of the SCC Strategic Plan, as seen in Table 1, the [Strategic Plan Overview](#), below.

A baseline of the SCCES Key Performance Indicators (KPIs) in these three elements was collected and analyzed, culminating in a [College Status Report](#) in June 2021, to determine strengths and areas for improvement. This College Status Report, combined with the results of stakeholder meetings, consequently led to the revision of the College's 2018-2025 strategic plan. The newly revised [2021-2025 Strategic Plan](#) was adopted, and the KPIs were incorporated as measures of performance and the necessary resources to fund each strategy were initially allocated. Additionally, the Board of Trustees and SCC employees (through a Shared Governance model) are revising all policies, which incorporate the KPIs as performance measures. Therefore, SCC now has a deliberately aligned institutional effectiveness system that is informed by data, a [Strategic Plan](#) appropriate to our [mission](#), and clearly defined goals and strategies that will achieve the ambitious and attainable enrollment target of 40,000 reimbursable credit hours ($\approx 1,350$ FTE).

Integration of Financial and Non-Financial Goals

As can be seen in the [Strategic Plan Tables](#) 2-5, there are both financial and non-financial strategies included. There is a deliberate effort to integrate non-financial elements within the strategies with college budgeting and financial processes. For example, [1.4](#) speaks directly to the Academic Affairs' efforts to develop workforce training opportunities to our service area businesses to promote economic development in the community. In doing so, revenue is generated through workforce contracts that influences decision made in the budgeting process. [2.1](#) speaks to streamlining student intake processes in Student Affairs to empower students to make more informed decisions. These strategies involve employee professional development and the purchase of hardware and software that will be an expense that must be accounted for in the budgeting process and long-term financial plan. The College has implemented a robust [budget timeline and cycle](#) that incorporates the program-level annual Continuous Quality Improvement (CQI) planning to ensure employee involvement in the budget development and financial planning processes, which is explained in the next section. An annual update is made to the Strategic Plan to ensure resources needed to fund each strategy are adjusted to assist with budgeting and long-term decision-making.



Strategic Plan

2021-2025

Mission: SCC provides quality higher education, community education, training, and services that are accessible, affordable, and promote life-long learning.

HLC Criterion Relevant to this Strategic Planning Process:

- 3.A. The rigor of the institution's academic offerings is appropriate to higher education.
- 3.B. The institution offers programs that engage students in collecting, analyzing, and communicating information; in mastering modes of intellectual inquiry or creative work; and in developing skills adaptable to changing environments.
- 3.D. The institution provides support for student learning and resources for effective teaching.
- 4.C. The institution pursues educational improvement through goals and strategies that improve retention, persistence and completion rates in its degree and certificate programs.
- 5.C. The institution engages in systematic and integrated planning and improvement.

Summary of Goals & Objectives

Strategic Plan Overview, Table 1

SCC Strategic Plan 2021-2025 Goals and Objectives		
<u>STUDENT SUCCESS</u>	<u>EMPLOYEE ENGAGEMENT</u>	<u>INFRASTRUCTURE EFFECTIVENESS</u>
Goal 1: Identify and Develop Programs that Meet the Educational Needs of Our Community and Region. 1.1 Articulate baccalaureate and career/technical programs with regional universities; create seamless transfer opportunities for students. 1.2 Enhance academic programs in ways that strengthen the alignment between student learning and employment opportunities in our service area. 1.3 Strengthen partnerships with local business leadership and community stakeholders. 1.4 Develop workforce training partnerships with regional employers to promote economic development and job creation in the community. Goal 2: Increase Student Completion 10% by FY23. 2.1 Streamline student intake processes in ways that empower students to make informed program and course decisions. 2.2 Experiment with classroom delivery strategies to determine impact on enrollment, retention, persistence, and completion. 2.3 Increase non-traditional student enrollment, retention, persistence, and completion. 2.4 Accelerate the time it takes for students to complete development courses and achieve success in college-level gatekeeper courses. 2.5 Accelerate the time it takes for students to complete adult education courses and achieve success in a college-level course.	Goal 3: Strengthen College Processes and Systems in Ways that Create an Institutional Culture of Excellence, Inclusiveness, Engagement, Accountability, and Mutual Respect. 3.1 Integrate elements of diversity, equity, and inclusion into all College systems and processes. 3.2 Increase employee talent, technical capability, and leadership skills. 3.3 Align organizational structure to achieve strategic results. 3.4 Improve shared governance processes. 3.5 Amplify employee recruitment, socialization, and inclusion efforts to facilitate a strong sense of teamwork and community.	Goal 4: Strengthen the College's Infrastructure in Ways that Promotes Student Learning, Completion, and Institutional Sustainability. 4.1 Implement a data-driven institutional effectiveness evaluation model. 4.2 Improve teaching and learning processes. 4.3 Improve course scheduling processes. 4.4 Align marketing & recruiting processes with enrollment goals. 4.5 Improve post-graduate and alumni services. 4.6 Improve budget development and resource allocation processes. 4.7 Ensure technology infrastructure supports student learning, student success, and administrative needs. 4.8 Ensure facilities supports student learning, student success, and administrative needs. 4.9 Develop a long-term financial plan.

Strategic Plan Goal 1, Table 2

SCC Strategic Plan 2021-2025 Goal 1 Objectives and Strategies	
1.1 Articulate baccalaureate and career/technical programs with regional universities; create seamless transfer opportunities for students. Strategy (A): Implement the Saluki Step Ahead initiative. Strategy (B): Articulate ADN program with regional Universities. Strategy (C): Review, renew, and revise (as appropriate) current articulation agreements. Strategy (D): Improve articulation agreement landing page.	1.2 Enhance academic programs in ways that strengthen the alignment between student learning and employment opportunities in our service area. Strategy (A): Expand Truck Driving program to Metropolis and Cairo Extension Centers. Strategy (B): Increase capacity and enhance ADN program. Strategy (C): Improve Automotive Technology program. Strategy (D): Integrate high-definition cadaver training experiences into the College's Life Science courses. Strategy (E): Pilot the use of A/R and/or M/R to enhance learning in select courses. Strategy (F): Implement the Medical Assistant Program. Strategy (G): Evaluate potential expansion of the HVAC program. Strategy (H): Evaluate feasibility of expanding the Diesel Technology program. Strategy (I): Evaluate the feasibility of developing a Construction Equipment Operator program. Strategy (J): Evaluate the feasibility of developing an Industrial Mechanics program. Strategy (K): Explore options to improve relevance of Information Technology programs. Strategy (L): Explore options to improve relevance of the Health Information Technology program. Strategy (M): Evaluate the feasibility of providing academic programming at the Shawnee and Vienna Correctional facilities. Strategy (N): Evaluate and optimize athletic programming. Strategy (O): Develop measures and targets for CTE program performance.
1.3 Strengthen partnerships with local business leadership and community stakeholders. Strategy (A): Strengthen Advisory Committees and ensure all CTE programs conduct at least bi-annual meetings. Strategy (B): Engage President's Community Advisory Committee members to host an annual community forum event. Strategy (C): Strengthen relationships with local Chambers of Commerce. Strategy (D): Establish a College presence at County Board Meetings in all five Counties. Strategy (E): Establish a College presence at City Council Meetings throughout the College's service area. Strategy (F): Strengthen College presence with Southern 5 Regional Planning District & Development Commission. Strategy (G): Strengthen College presence with Southern 14 Workforce Investment Board. Strategy (H): Strengthen College presence with Local K-12 School Boards.	
1.4 Develop workforce training partnerships with regional employers to promote economic development and job creation in the community. Strategy (A): Assist Aeriz with the development of their workforce. Strategy (B): Assist Harrah's Casino with the development of their workforce. Strategy (C): Develop a proposal for the Illinois Department of Corrections to train employees at the Shawnee and Vienna Correctional Centers. Strategy (D): Establish a Minority Business Council to facilitate business growth and development throughout our service area. Strategy (E): Implement a plan to provide professional development opportunities for workers who need to maintain licensure and certifications.	

Strategic Plan Goal 2, Table 3

SCC Strategic Plan 2021-2025 Goal 2 Objectives and Strategies	
2.1 Streamline student intake processes in ways that empower students to make informed program and course decisions. Strategy (A): Develop digital career pathway blueprints (Program Planning Guides) for each program of study. Strategy (B): Evaluate placement exam cutoff scores and develop standards that reflect the knowledge and skills needed for program success. Strategy (C): Develop a student orientation process to include a First Year Experience (FYE) initiative. Strategy (D): Create a seamless and consistent advisement and registration experience for students. Strategy (E): Implement an online catalog and student handbook. Strategy (F): Identify and reduce the time it takes to package financial aid awards letters, including online students, and inform student of financial aid options. Strategy (G): Strengthen recruitment messaging focus on student success, academic quality, and value. Strategy (H): Develop a system for managing recruitment processes.	2.2 Experiment with classroom delivery strategies to determine impact on enrollment, retention, persistence, and completion. Strategy (A): Experiment with classroom delivery strategies to determine impact on enrollment, retention, persistence, and completion. Strategy (B): Accelerate student completion of gatekeeper courses. Strategy (C): Encourage and educate transfer students (and family) about the value of completing the IAI GECC core and additional IAI courses prior to transfer. Strategy (D): Expand the utilization of the Retention Alert System to assist students with academic and attendance concerns. Strategy (E): Increase the accuracy, timeliness, and frequency of student contact with Financial Aid office. Strategy (F): Evaluate and optimize student engagement program.
2.3 Increase non-traditional student enrollment, retention, persistence, and completion. Strategy (A): Increase the number of courses offered at each Extension Center Strategy (B): Increase the number of evening and weekend courses offered. Strategy (C): Increase the number of intersession courses offered. Strategy (D): Experiment with different options aimed at accelerating the completion of an AA/AS degree. Strategy (E): Create and execute an enrollment plan that creates financial sustainability for each Extension Center. Strategy (F): Ensure a full spectrum of student support services are continuously available at all Extension Centers.	2.4 Accelerate the time it takes for students to complete development courses and achieve success in college-level gatekeeper courses. Strategy (A): Develop and provide free access to math, reading, and writing refresher modules that could prepare individuals for taking the College Placement Exam. Strategy (B): Work with K-12 institutions to ensure High School graduates test as "college ready" on the Accuplacer entrance exam. Strategy (C): Accelerate developmental reading course sequence. Strategy (D): Accelerate developmental math course sequence. Strategy (E): Accelerate developmental English course sequence. Strategy (F): Develop an alternative pathway for students to complete the developmental sequence. Strategy (G): Bundle developmental units of instruction with college-level courses.
2.5 Accelerate the time it takes for students to complete adult education courses and achieve success in a college-level course. Strategy (A): Expand bridge programming initiatives (BOUNCE) in Adult Education. Strategy (B): Implement Career Cluster Framework throughout ABE & ASE programs. Strategy (C): Design pathways for learners interested in employment or further education, regardless of their skill level at the point of entry. Strategy (D): Integrate financial literacy, life skills, technology, and study skills into all levels of the curriculum. Strategy (E): Align adult education programming with career ladder CTE credentials, certificates and/or degrees that lead to living wage jobs and ensure multiple entry. Strategy (F): Implement an assessment model that considers learners past experiences and workplace skills. Strategy (G): Explore opportunities to link with (and scale) the College's TRiO SSS learner support efforts aimed at reducing barriers to retention, improving progress, and facilitating transition to postsecondary CTE programs.	

Strategic Plan Goal 3, Table 4

SCC Strategic Plan 2021-2025 Goal 3 Objectives and Strategies	
3.1 Integrate elements of diversity, equity, and inclusion into all College systems and processes. Strategy (A): Establish a Diversity, Equity, and Inclusion (DEI) Committee Strategy (B): Adopt a DEI Board policy. Strategy (C): Increase awareness of diversity, equity, and inclusion through multicultural activities in classrooms and throughout campus. Strategy (D): Link student assessment outcomes of global and cultural awareness core competency to plan future DEI events. Strategy (E): Review administrative policies and procedures to ensure they are free of implicit and explicit biases. Strategy (F): Review and revise HR procedures to ensure equity.	3.2 Increase employee talent, technical capability, and leadership skills. Strategy (A): Provide advanced ERP (Colleague) and CROA training. Strategy (B): Provide customer service training. Strategy (C): Provide advanced training for Microsoft Office products. Strategy (D): Explore the possibility of a establishing an externship (or exchange) experience for interested employees.
3.3 Align organizational structure to achieve strategic results. Strategy (A): Streamline college organizational structure to achieve strategic results. Strategy (B): Perform an organization skills assessment to identify talent gaps. Strategy (C): Create opportunities for cross-skill training.	3.4 Improve shared governance processes. Strategy (A): Establish a formal shared governance structure for <u>College</u> operations. Strategy (B): Revise college policy manual with an emphasis of separating Board policy from administrative policy, procedures, and guidelines. Strategy (C): Implement an inclusive communication plan to support shared governance processes. Strategy (D): Foster a culture that supports open communication, transparency, mutual respect, and personal accountability.
3.5 Amplify employee recruitment, socialization, and inclusion efforts to facilitate a strong sense of teamwork and community. Strategy (A): Establish a new employee orientation process. Strategy (B): Implement an employee exit interview process. Strategy (C): Implement a formal tenure process for full-time faculty. Strategy (D): Create consistent employee recognition processes. Strategy (E): Develop events that promote inclusive employee interaction.	

Strategic Plan Goal 4, Table 5

SCC Strategic Plan 2021-2025 Goal 4 Objectives and Strategies	
4.1 Implement a data-driven institutional effectiveness evaluation model. Strategy (A): Customize Shawnee Community College Effectiveness System (SCCES) to reflect institutional need. Strategy (B): Strengthen SCCES linkage with budget development and reporting processes. Strategy (C): Strengthen SCCES linkage with academic assessment process. Strategy (D): Strengthen SCCES linkage with Capital Improvement process. Strategy (E): Strengthen SCCES linkage with IT infrastructure development process. Strategy (F): Develop data structures to support strategic improvement needs. Strategy (G): Implement Monitoring Reports to support Board Policy Governance process. Strategy (H): Implement a dashboard process to publicly communicate results of <u>College</u> performance. Strategy (I): Create an institutional data book and post on web.	4.2 Improve teaching and learning processes. Strategy (A): Strengthen core competency assessment practices. Strategy (B): Strengthen CTE program review practices. Strategy (C): Strengthen academic discipline program review practices. Strategy (D): Create and implement CTE program development standards. Strategy (E): Perform a dual credit program impact study. Strategy (F): Examine student success in light of course delivery methodology 4.3 Improve course scheduling processes. Strategy (A): Develop guidelines for course schedule development. Strategy (B): Expand Hybrid Course delivery. Strategy (C): Improve the accuracy and timeliness of the course scheduling process.
4.4 Align marketing & recruiting processes with enrollment goals. Strategy (A): Strengthen recruitment messaging focus on student success, academic quality, and value. Strategy (B): Optimize website for eCommerce, strengthen interaction with mobile technology, and increase integration with social media. Strategy (C): Develop a virtual campus tour. Strategy (D): Align College's branding with enrollment goals.	4.5 Improve post-graduate and alumni services. Strategy (A): Enhance career placement services for student graduates. Strategy (B): Improve graduate response rates for 6-month graduate follow-up process. Strategy (C): Survey employers of graduates to determine their perception and satisfaction of graduate's preparedness for the workplace. Strategy (D): Implement a 5-year longitudinal study of graduate earnings and job performance Strategy (E): Implement post-graduate findings with marketing and recruitment processes. Strategy (F): Establish an alumni development process.
4.6 Improve budget development and resource allocation processes. Strategy (A): Engage Board Finance Committee in the budget development and allocation process. Strategy (B): Revise budget submission document to reflect Board preferences and priorities. Strategy (C): Increase employee involvement in the budget development process. Strategy (D): Submit budget to Government Finance Officers Association (GFOA) for consideration of distinguished budget presentation award.	4.7 Ensure technology infrastructure supports student learning, student success, and administrative needs. Strategy (A): Align Information Technology plan with the College's strategic plan. Strategy (B): Evaluate the possibility of conducting a Technology Readiness Assessment (TRA).
4.8 Ensure facilities supports student learning, student success, and administrative needs. Strategy (A): Align capital projects plan with the College's strategic plan. Strategy (B): Evaluate the possibility of conducting a Facility Conditions Assessment (FCA).	4.9 Develop a long-term financial plan. Strategy (A): Develop a rolling three-year tuition strategy. Strategy (B): Develop a debt-management plan.

BUDGET PROCESS

This [Budget Process](#) was constructed in a way that allows input from every employee at the College and provides a way for departments (Academic Affairs, Student Affairs, Administrative Services, and Executive Office) to monitor the progress of their respective programs/[entities](#) toward meeting the institutional goals and objectives set forth in the Strategic Plan, as is explained in the following section. The Continuous Quality Improvement (CQI) process is the way in which the College systematically accomplishes this. Resources needed, including any budgetary requests for the following fiscal year, are determined in the CQI process.

The completed CQIs are submitted to the respective departmental Budget Officers (BO) who confer with the department Vice-President. Each department Vice-President meets with the Chief Financial Officer (CFO) to discuss budget needs. Individual meetings are, at times, held with individual programs within the departments to discuss specific details and budgetary requests. Once a department develops a tentative budget, it is entered into the College's Enterprise Resource Planning (ERP) system. From there it is reviewed by the CFO and President. Any questions that arise when finalizing the budget are answered by the respective departmental senior leader in consultation with the BO and program-level employees.

Once the balanced budget is developed, the CFO forwards the budget to the President for final review and approval. After the President has reviewed and approved the budget, it is forwarded to the Board of Trustees for review. The budget is then posted for public display for no less than thirty days. After thirty days, a public hearing is held before the Board can take any final action at the next scheduled board meeting.

The budget is built to invest in employee engagement and development and integrates the Shawnee Community College Effectiveness System (SCCES) with budget priorities, as is evidenced in the Strategic Plan [Goal 4, strategies 4.1.B, 4.1.D, and all of 4.6](#). Priorities include:

- Develop a clear relationship between budget allocation and credit hour generation.
- Link budget allocation with academic and operational outcomes.
- Have a multi-year equity-based tuition model.
- Have a multi-year capital equipment list.
- Have a multi-year facility improvement list.
- Use 4.5% of operational funds for capital improvement.
- Use 3.5% of operational funds for technology infrastructure.
- Limit the budget to actual variance to 10%.

DEPARTMENTAL PROGRAM GOALS

As discussed in the previous section, the assessment of the College's departments and programs, referred to as [entities](#), occurs on an annual cycle that is aligned with the [budget cycle](#). At the beginning of each academic year, all entities within the College complete a Continuous Quality Improvement (CQI) plan that details their goals, objectives, and action plans for that year that will help them accomplish their assigned strategic plan initiatives (see [chart below](#)). Each entity is expected to use the analysis of their key performance indicators (KPIs) from the prior year when determining their priorities. Analysis of these key performance indicators focuses on results of their goals and objectives to inform budgetary requests. Academic programs also use their program and course data, including the analysis of the general education core competencies. Objectives and performance measures are aligned to the Strategic Plan and incorporate the College's Effectiveness System (SCCES) KPIs as measures. Budget requests for the following year are also indicated and justified on the CQI. Once completed, the CQI is submitted in WEAVE, the College's assessment program, to allow the assessment team and Budget Officer's access for monitoring.

The diagram below shows the intentional manner in which the College approaches planning to ensure College goals and objectives, daily operations, and budget are fully integrated.

Systematic College Planning.

Shawnee Community College Effectiveness System (SCCES KPIs) Adopted and College Status (Baseline) Determined using SCCES KPIs (2020)

Strategic Plan Developed and Strategies Assigned to VPs of each Department (2021)

Program (Entity)-Level CQIs Developed to Ensure Goals, Objectives, and Action Plans Support Department Strategic Plan Strategies (Annually)

Budget Funding Requests are Submitted and Justified During CQI Planning (Annually)

Strategic Plan Strategies are Updated and Revised, including Resources Requestes, Based on Departmental Progress (Annually)

SCC ASSESSMENT ENTITIES

Department: Executive Offices

Human Resources
Institutional Effectiveness
Public Relations

Department: Academic Affairs

Adult Education
Allied Health (CQI for each program)
Nursing (CQI for each program)
Career & Technical Education Programs (CQI for each program)
Business & Industry: (CQIs for: Workforce Development, Continuing Education, HVAC, and Basic Electricity, HCCTP, Construction Mgt)
Humanities, Social Sciences, and Communication
Math/Science
Truck Driving

Department: Student Affairs

Enrollment Services/Advisement/ Admissions & Records
Recruitment
Career & Placement Services
TRiO-Student Support Services
TRiO-Educational Talent Search
Financial Aid
Student Life (includes Clubs, Organizations, Student Activities, Athletics):
 Clubs identified for Assessment: Ag/Advocates Club, Cosmetology Club, Esports, Student Book Club, Music Club, Phi Theta Kappa, Student Ambassadors, Student Senate
Student Success Center (Learning & Tutoring Centers/Disability Services/ Counseling Services)
Library Services
Community Education & Outreach

Department: Administrative Services

Bookstore
Business Department (A/P, A/R, Payroll, Bursar)
Facilities/Maintenance
IT
Learning Resource Center (Educational Technology)

Departmental Strategic Plan Goals/Shared Governance Alignment		
ACADEMIC AFFAIRS- Dr. Teske (VPAA)		
Team	HLC Criteria	Strategic Plan Strategies <i>*FY24 priority strategies based on recommendations in April 2023 Update</i>
Student Academic Assessment	1.C.1. 4.B.	3.1.D*- Global/Cultural Awareness Outcomes to DEI events- McNally (work with Cultural Awareness) 4.1.C.*- Academic Assessment- McNally 4.2.A.- Core Competencies- McNally
Academic Standards	2.D. 2.E.4 3.A. 3.C.2. 3.C.3 3.C.4 3.C.5 3.C.6 4.A.	1.2.A*-Trucking Driving- Stephenson 1.2.B.*- ADN- Hannan 1.2.C.*- Automotive- Stephenson 1.2.D.*-Cadaver training- Hannan/Shelby 1.2.E.- AR/VR/MR- Stephenson/Shelby/Hannan 1.2.F.*- Medical Assistant- Hannan 1.2.G.- HVAC- Stephenson 1.2.H.- Diesel- Stephenson 1.2.I.- Construction Equipment Operator - Stephenson 1.2.J.- Industrial Mechanics- Stephenson 1.2.K.- Information Technology- Stephenson 1.2.L.*- Health Information Technology- Hannan 1.2.O.- Measures/Targets for CTE programs- Stephenson/Black (work with SAAT) 1.2.P.*- NEW! Welding- Stephenson 1.2.Q.*- NEW! Construction Tech program- Stephenson 1.2.R.*- NEW! Health Sciences Career Pathway certificate- Hannan 1.2.S.*- NEW! Competency-based Business program- Stephenson 1.2.T.*- NEW! OTA program- Hannan 1.3.A.*- CTE Advisory Committees- Stephenson 1.4.A.*- Workforce development-Dover 1.4.D.*- Minority Business Council – Dover 1.4.F.*- Apprenticeships and pre-apprenticeships- Dover

		2.1.B.- Individual Program Placement Scores- Stephenson/Shelby/Reach 2.2.A.*- Classroom Delivery Strategies- Stephenson/Shelby/Hannan 2.3.B.- Course Options for Non-traditional Stephenson/Shelby/Hannan 2.5.F.- Consider credit for past experiences- Stephenson/Harner/Boyd 2.3.G.- Prior Learning Assessment 3.5.C.*- Formal Tenure Process for FT Faculty- Cather (work with Rouse) 4.2.B.*- CTE Program Review Practices- Stephenson/ Black (work with SAAT) 4.2.C.*- Academic Discipline Program Review Practices- Shelby/ Black (work with SAAT) 4.2.D.*- CTE Program Development Standards- Stephenson/ Black (work with SAAT) 4.2.E.- Dual Credit Impact Study- Betts 4.2.F.- Examine Student Success by delivery method- Stephenson/Shelby/Hannan/ Black 4.3.A.*- Scheduling Guidelines- Cather/Stephenson/Shelby/Hannan 4.3.B.- Expand Hybrid Courses- Stephenson/Shelby/Hannan
ADMINISTRATIVE SERVICES- Chris Clark (VPAS)		
Business & Finance	5.B.3 5.B.4 5.C.-all	4.6.A.*- Board Finance Committee- Clark 4.6.B.*- Revised Budget Submission Document- Clark 4.6.C.*- Employee Engagement in Budget Development- Clark 4.6.D.*- Submit GFOA Document- Clark 4.9.A.*- Rolling 3-year Tuition Strategy- Clark 4.9.B.*- Debt-Management Plan- Clark
Facility Management	3.D.4 5.B.1	3.2.A.*- Advanced Ellucian Product Training- Fehrenbacher (work with Teske and Rouse) 4.7.A.*- Align Technology Plan with Strategic Plan- Fehrenbacher 4.7.B.*- Technology Readiness Assessment- Fehrenbacher 4.8.A.*- Align Capital Projects with Strategic Plan- Koch 4.8.B.*- Facility Conditions Assessment- Koch
STUDENT AFFAIRS- Jeff McGoy (VPSA)		
Student Experience	2.B.-all 2.E.3. 3.C.7	1.2.N.*- Athletic Programming-Sparks 2.1.C.*- First Year Experience -Ashby (grant team) 2.1.E.*- Digital catalog & handbook-Jackie/Lisa/IT

	3.D.1 4.C.	2.1.F.*- Financial aid package-Reach/Capps 2.2.D.*- Retention Alert-Ashby/ Black 2.2.F.*- Student Engagement (work with Cultural Awareness & SAAT)-King 2.3.A.- Courses at extension centers-Johnson/AA 2.3.E.*- Enrollment plan for extension centers-Johnson/AA (will include 2.3.A., 2.3.F.) 2.3.F.- Support Services at extension centers-Johnson/Ashby
Recruitment & Enrollment	3.D.2 3.D.3.	1.1.A.- Saluki Step Ahead-Boyd/AA/ Black 1.1.B.- Articulate ADN-Boyd/AA/ Black 1.1.C.*- Articulation agreements-Boyd/AA 1.1.D.*- Articulation landing page-Boyd/AA/IT 2.1.D.- Advisement & Registration-Reach/AA (need pathways) 2.1.G.- Recruitment messaging -Reach/Hunsperger 2.1.H.*- Recruitment process -Reach (will impact 2.1.D.) 2.2.C.- GECC value-Reach/AA (need articulation agreements)
DEI- Felicia Rouse (ED of Human Resources)		
Employee Relations (combined with PD)	3.C.1.	3.1.F.*- Review/revise HR practices 3.2.B.*- Customer service training 3.2.D.- Employee externship/exchange experience 3.3.B.- Organization skills gap 3.3.C.*- Cross-skill training 3.5.A.*- New employee orientation 3.5.B.*- Exit interview process 3.5.D.*- Employee Recognition Process
Cultural Awareness	1.C.2. 1.C.3.	3.1.C.*- Multi-cultural activities in classrooms and campus (work with Student Experience Team & SAAT) 3.1.E.- Policies/procedures free from biases (work with Executive Council) 3.3.A.*- Streamline organizational structure (work with President) 3.5.E.*- Events that promote inclusive employee interaction
EXECUTIVE OFFICE – Dr. Tim Taylor (President)		
		2.1.G.*- Recruitment Messaging 4.1.A.*- Customize SCCES 4.1.B.*- Link SCCES with budgeting and reporting processes

		4.1.C.* - Link SCCES with academic assessment processes 4.1.D.- Link SCCES with Capital improvement process 4.1.E.- Link SCCES with IT infrastructure development process 4.1.F.* - Data structures to support strategic improvement 4.1.G.* - Monitoring reports 4.1.H.* - Data dashboard 4.4.B.*- Optimize website for eCommerce, strengthen interaction with mobile tech & social media 4.4.C.*- Virtual tour 4.4.D.- Align branding with enrollment goals 4.5.B.*- Graduate follow-up surveys 4.5.C.- Employer surveys 4.5.D.- Longitudinal study of graduate earnings and job performance 4.5.E.- Link graduate findings to marketing and recruitment processes
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BUDGETARY PURPOSE

SCC plays a crucial role in providing accessible and affordable higher education to a diverse range of students. The budgetary purposes of community colleges are multifaceted and typically encompass various aspects to ensure the effective operation and fulfillment of their mission. Key budgetary purposes of SCC are:

- ❖ **Instructional Expenses**
 - Faculty Salaries
 - Classroom Materials
- ❖ **Student Support Services**
 - Advising and Counseling
 - Tutoring and Academic Assistance
- ❖ **Administrative Costs**
 - Administrative Salaries
 - Operational Expenses
- ❖ **Technology and Infrastructure**
 - It Services
 - Facility Maintenance
- ❖ **Financial Aid and Scholarships**
 - Student Aid Programs
 - Emergency Assistance
- ❖ **Professional Development**
 - Faculty and Staff Training
- ❖ **Marketing and Outreach**
 - Recruitment Efforts
- ❖ **Research and Development**
 - Program Development
- ❖ **Reserve Funds**
 - Contingency Planning

The College comprises the financial plan by aligning the institution's mission, strategically allocating resources, and fostering a collaborative and transparent budgeting process. The overarching goal is to maintain a balance that ensures that quality of education and support services while keeping education accessible and affordable for a diverse student population.

STATUTORY AUTHORITY IN BUDGET PROCESS AND PUBLIC INVOLVEMENT

The Illinois *Public Community College ACT* (110 ILCS 805/3- 20) states, "...budget shall be prepared in tentative form by some person or persons designated by the board, and in such tentative form shall be made conveniently available to public inspection for at least 30 days prior to final action thereon. At least one public hearing shall be held as to such budget prior to final action thereon. Notice of availability for public inspection and of such public hearing shall be given by publication in a newspaper published in such district, at least 30 days prior to the time of such hearing."

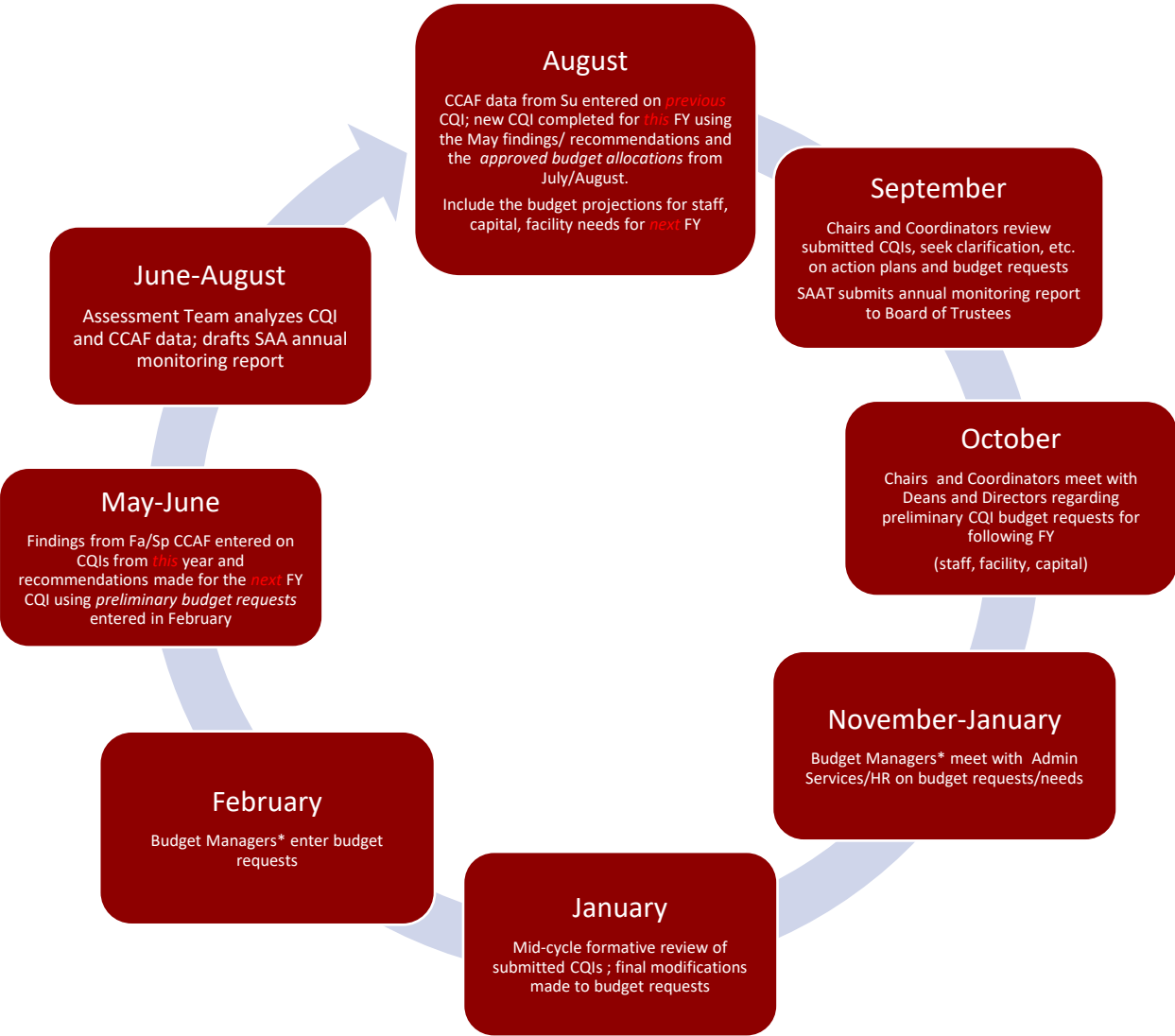
Further, the Illinois Community College Board's (ICCB) Fiscal Manual states, "Each local Board of Trustees must adopt a budget for each fiscal year within or before the first quarter of each fiscal year. Moreover, a tentative budget must be available for public inspection for at least 30 days prior to final adoption; and at least one public hearing must be held on the tentative budget."

Finally, Section 1501.504 of ICCB Administrative Rule states, "an electronic copy of the official district budget shall be filed with ICCB by October 15 of each year in the format prescribed by the ICCB. An electronic copy of amended budgets shall also be filed with ICCB within 30 days after their adoption. Colleges may develop a budget format for internal use that reflects their own individual organizational structures."

The tentative budget is available for public inspection in the Chief Financial Officer's (CFO) office through the scheduled Budget Hearing and regular Board meeting. Publication of the budget's availability and notice of the Public Hearing on the Budget is advertised in a newspaper published in the district and on the College's website.

The tentative budget represents the current and best judgment of the College's administration relative to anticipated revenues for fiscal year 2025. It is based on information available at the time of publication. When new information becomes available, changes will be made to the final budget and those changes will be reviewed with the Board prior to approval of a final budget. As required by law, a Public Hearing on the Budget will be held and following the hearing, a final budget will be presented to the Board for its approval.

BUDGET TIMELINE



Budget Calendar

Milestone description	Assigned to	Start	Days
October			
Chairs and Coordinators meet with Deans and Directors regarding preliminary CQI budget requests for following FY (staff, facility, capital)	Assessment Coord/Deans/VP Academic Affairs	10/1/2023	30
Develop Early Enrollment Estimates	Interim Ex Dir Institutional Effectiveness - Sabrina Black	10/1/2023	30
Annual Budget Financial/Process Goals Developed	VP Admin Services - Chris Clark	10/1/2023	30
November			
Develop Local Property Tax Estimates	Dir Business Services - Brandy Woods	11/1/2023	30
Preparation of Certificate of Tax Levy	Dir Business Services - Brandy Woods	11/1/2023	30
Develop Budget Assumptions for Revenues & Expenses	VP Admin Services - Chris Clark, Dir Business Services - Brandy Woods	11/1/2023	15
Set Date for Truth in Taxation Hearing (if required)	Board of Trustees	11/1/2023	7
Review & Approve Budget Financial/Process Goals	President's Cabinet	11/1/2023	30
Meetings with VP's & President RE: Position Requests and preliminary budget requests	Dir Human Resources – Felicia Rouse VP Admin Services - Chris Clark	11/1/2023	15
Review Certificate of Tax Levy	Board Finance Committee	11/15/2023	15
Review and Consider Impact of Audit on Next Year's Budget	Board Finance Committee	11/15/2023	15
December			
Development of Tuition/Fee Proposal	Business & Finance Team	12/1/2023	20
Conduct Truth in Taxation Hearing (if required)	Board of Trustees	12/1/2023	1
Approval of Certificate of Tax Levy	Board of Trustees	12/1/2023	4
Staffing Requests Finalized & Submitted by VP's & President	VP's & President	12/1/2023	20

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Develop Early Revenue Estimates Fund 01/02	Dir Business Services - Brandy Woods	12/1/2023	20
Development of Annual Capital Plan	Facility Team	12/1/2023	20
Import Financial Data into Budgeting Tool	Accountant - Christina Wright	12/1/2023	20
January			
Review Process and Financial Goals	Board Finance Committee	1/1/2024	15
Consideration of Staffing Requests with Cost Estimates	President's Cabinet	1/1/2024	30
CQI Mid-Cycle Review & Modification for Budgeting	Assessment Coord/Deans/VP Academic Affairs	1/1/2024	30
Refresher Trainings on Budgeting Tool	Accountant - Christina Wright	1/1/2024	30
Big Picture Financial Presentation to Budget Officers	VP Admin Services - Chris Clark	1/1/2024	30
Budget Officers Input Department's Budget into Colleague	Budget Officers	1/1/2024	30
Memo to Budget Officers to Launch Budget Entry	VP Admin Services - Chris Clark	1/1/2024	15
February			
Departmental Budgets Reviewed	Deans and Directors	2/1/2024	30
Budget Scenario Projections for Payroll & Benefits	Payroll Specialist - Karen McGoy	2/1/2024	15
Tuition & Fee Proposal Review by Board Finance Committee	VP Admin Services - Chris Clark	2/1/2024	15
Annual Capital Plan to President	VP Admin Services - Chris Clark	2/1/2024	30
Budget Officers Enter Requests with Strategic Plan Connection and Justification Using Budgeting Tool	Budget Officers	2/1/2024	30
March			
Departmental Budgets Reviewed	Vice-Presidents	3/1/24	30
Act on Tuition & Fee Proposal	Board of Trustees	3/1/2024	7
Present Annual Capital Plan to Board Finance Committee	VP Admin Services - Chris Clark	3/1/2024	10
VP's Review Budget Requests with Budget Officers	VP's	3/1/2024	30

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Enrollment Estimates Updated	Interim Ex Dir Institutional Effectiveness - Sabrina Black	3/15/2024	15
April			
Project Beginning Fund Balances	Dir Business Services - Brandy Woods	4/1/2024	7
Update Revenues based upon Final ICCB Allocations	Dir Business Services - Brandy Woods	4/1/2024	7
Present Annual Capital Plan to Board of Trustees	VP Admin Services - Chris Clark	4/1/2024	7
Budget Message Draft Created	VP Admin Services - Chris Clark	4/1/2024	7
Budget Message Finalized	President - Tim Taylor	4/8/2024	7
Update all Revenues, Including Property Taxes	Dir Business Services - Brandy Woods	4/15/2024	7
Legal Budget Format Prepared	Dir Business Services - Brandy Woods	4/15/2024	15
Tentative Budget Review by Business & Finance Team	President - Tim Taylor, VP Admin Services - Chris Clark	4/22/2024	7
Tentative Budget Review by Administrative Services Council	VP Admin Services - Chris Clark	4/22/2024	7
May			
Tentative Budget Draft Presented to President	VP Admin Services - Chris Clark	5/1/2024	7
Present Compensation Proposal to Board of Trustees	President - Tim Taylor	5/1/2024	10
Review Annual Capital Plan by Board Finance Committee	VP Admin Services - Chris Clark	5/1/2024	7
Present Tentative Budget to Board Finance Committee	President - Tim Taylor	5/15/2024	7
Findings from FA/SP CCAF and PLOs entered on CQIs from this year; recommendations made for the next FY CQI using preliminary budget requests entered in February	VP Academic Affairs- April Teske Assessment Coordinator- Mike McNally	5/15/2024	30
June			
Public Hearing on Budget Set	President - Tim Taylor	6/1/2024	7
Notification in Newspaper for Public Hearing	Executive Asst to President - Tina Dudley	6/1/2024	7
Tentative Budget Presented to Board of Trustees	President - Tim Taylor	6/1/2024	7

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Tentative Budget put on College Website and Monday's Pub	VP Admin Services - Chris Clark	6/1/2024	7
Adjustments Made to Budget, including Beginning and Ending Fund Balances	Dir Business Services - Brandy Woods	6/15/2024	15
July			
Public Hearing on Budget Held	VP Admin Services - Chris Clark	7/1/2024	7
Final Budget Presented to Board of Trustees with Changes Noted	President - Tim Taylor	7/1/2024	7
Development of Risk Management Plan	Safety & Risk Management Team	7/1/2024	30
Complete Structure of Budget in Format Eligible for GFOA Distinguished Budget Award Document	Admin Asst to VP Admin Services	7/1/2024	30
Publishing Requirements Fulfilled	VP Admin Services - Chris Clark	7/7/2024	23
August			
Provide Financial Data for Budget Document (GFOA)	Dir Business Services - Brandy Woods	8/1/2024	15
Include "Organizational Wide" Data, Mission and Goals/Strategies for GFOA Budget Document	Interim Ex Dir Institutional Effectiveness - Sabrina Black	8/1/2024	15
Develop Financial Narrative and Long-Range Financial Plans for Document	VP Admin Services - Chris Clark	8/1/2024	30
Provide Summary Table of Personnel/Position Counts for Budgeted Document	Dir Human Resources - Felicia Rouse	7/18/2024	7
CCAF and PLO data from SU entered on previous FY CQI	VP Academic Affairs- April Teske Assessment Coordinator- Mike McNally	8/1/2024	30
New CQI completed for the new FY using the May findings and the approved budget allocations from July *Include initial budget projections for next FY	VP Academic Affairs- April Teske Assessment Coordinator- Mike McNally Interim Ex Dir Institutional Effectiveness - Sabrina Black	8/1/2024	30
September			
Pre-score GFOA Budget Document Using Provided Evaluation Tool	Community/Financial Peer Review Group Selected by VP Admin Services	9/1/2024	15

Shawnee Community College
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Make Adjustments Resulting from Peer Review	VP Admin Services - Chris Clark	9/15/2024	7
Submit GFOA Budget Document to GFOA Reviewers	VP Admin Services - Chris Clark	9/22/2024	7
Chairs and Coordinators review submitted CQIs, seek clarification, etc. on action plans and budget requests	VP Academic Affairs- April Teske Assessment Coordinator- Mike McNally VP Student Services- Jeff McGoy VP Admin Services - Chris Clark	9/1/2024	30

BUDGET MESSAGE

Comprehensive and Collaborative Budget Development Process

The budget for our college was meticulously crafted through a highly inclusive and data-driven process, ensuring input from every level of the institution. This approach not only fosters transparency but also leverages the collective expertise of our entire staff.

Inclusive Input and Data Analysis

Each department engaged in thorough discussions with the CFO to address their specific budget needs. These conversations were supplemented by individual meetings to delve into the nuances of certain departmental budgets. To inform these discussions, we conducted an extensive review of historical spending patterns, analyzing data from FY19 to the present.

Technological Integration and Strategic Alignment

Our budget officers utilized Colleague, our ERP system, to review departmental budgets, with training provided on exporting data to Excel for further analysis. This integration of technology streamlined the process and enhanced data accessibility. Crucially, the budget was aligned with our strategic goals, incorporating key performance indicators and the necessary expenditures to achieve them. Each department played a vital role in identifying and costing the resources required to meet these objectives.

Continuous Quality Improvement (CQI)

The CQI process forms the backbone of our budgeting approach. It ensures that each program's mission undergoes annual evaluation to maintain relevance and alignment with institutional outcomes, accreditation standards, and industry requirements. This process informs budgetary requests, which are then submitted to the respective Budget Officers for consideration.

Review and Refinement

Once departments formulated their tentative budgets, these were entered into the ERP system for review by the CFO and President. This stage allowed for clarification of any questions, ensuring a thorough understanding of each budget component.

Budget Assumptions and Goals

Our budget is built on a foundation of carefully considered assumptions, including:

- A 2% increase in college credit hours
- No COVID-19 restriction requirements
- A 4.5% increase in local property tax values

- A 10% decrease in personal property replacement tax compared to FY24
- A \$25,000 increase in interest revenue
- Board-approved tuition and fees of \$140 and \$15 respectively
- An 11% increase in Employee Health Insurance costs

Shawnee Community College Effectiveness System (SCCES)

The budget goals are intricately tied to the college's mission and the SCCES. Key objectives include:

- Investing in employee development
- Aligning budget allocation with credit hours for academic programs
- Linking budget allocation to academic and operational outcomes
- Implementing multi-year models for equity-based tuition, capital equipment, and facility improvements
- Allocating 4.5% of operational funds for capital improvement and 3.5% for technology infrastructure
- Maintaining a budget-to-actual variance limit of 10%

Final Approval Process

The tentative budget underwent rigorous scrutiny, first being presented in detail to the Board Finance Committee (BFC). Subsequently, it was presented to the full Board of Trustees (BOT) and made available for public review, ensuring complete transparency in our financial planning process. This comprehensive approach to budget development reflects our commitment to fiscal responsibility, strategic growth, and institutional excellence.

Ramifications of Budget Decision

The budget has been strategically crafted to align with and support the college's key initiatives. This approach is designed to drive enrollment growth as we achieve our strategic plan goals, ultimately leading to increased revenue for the institution.

Notably, this budget was intentionally structured as a deficit budget to ensure compliance with the board's fund balance policy. A strategic transfer of \$1,500,000 from Funds 1 and 2 to Fund 3 will recalibrate the college's fund balance, bringing it back within the desired 4-to-8-month reserve range. This reallocation serves a dual purpose, as the transferred funds will be earmarked for critical deferred maintenance projects.

This deliberate financial strategy not only addresses immediate operational needs but also invests in the college's long-term infrastructure, positioning us for sustainable growth and success.

Budget – In – Brief

The Board of Trustees (BoT) received the first reading of the budget at the June board meeting, which was earlier than the usual July presentation. Due to this early presentation, an updated version was provided at the July board meeting to incorporate all changes.

The primary reason for these updates was the availability of actual revenue figures from the state, replacing the estimated numbers used in the original budget. Additionally, several expense areas required updates or new additions. The second budget reading took place as scheduled at the September board meeting.

Notable budget changes included adjustments to revenue items such as the ICCB Credit Hour Grant, ICCB Equalization Grant, ICCB Career & Tech Ed Formula, and Tuition and Fees. On the expense side, salary and benefit figures were updated to reflect filled positions. Some accounts that were inadvertently omitted during the first reading were also added. Furthermore, transfers totaling \$1,500,000 were incorporated into the budget.

The college's fund balances in both Fund 1 and Fund 2 exceeded the board policy's required reserve amounts. To align these funds more closely with the mandated levels, transfers of \$500,000 from Fund 1 and \$1,000,000 from Fund 2 were made to Fund 3.

Despite the numerous adjustments, the overall changes represented a small percentage of the total budget lines. Both the first and second readings presented a deficit budget to the BoT. As the College continues to refine its budgeting process, it is anticipated that the discrepancies between the two readings will significantly decrease, as Budget Officers become more adept at comprehensive initial assessments.

Public Involvement in Budget Process

The Illinois *Public Community College ACT* (110 ILCS 805/3- 20) states, "...budget shall be prepared in tentative form by some person or persons designated by the board, and in such tentative form shall be made conveniently available to public inspection for at least 30 days prior to final action thereon. At least one public hearing shall be held as to such budget prior to final action thereon. Notice of availability for public inspection and of such public hearing shall be given by publication in a newspaper published in such district, at least 30 days prior to the time of such hearing."

Further, the Illinois Community College Board's (ICCB) Fiscal Manual states, "Each local board of trustees must adopt a budget for each fiscal year within or before the first quarter of each fiscal year. Moreover, a tentative budget must be available for public inspection for at least 30 days prior to final adoption; and at least one public hearing must be held on the tentative budget."

Finally, Section 1501.504 of ICCB Administrative Rule states, "an electronic copy of the official district budget shall be filed with ICCB by October 15 of each year in the format prescribed by the ICCB. An electronic copy of amended budgets shall also be filed with ICCB within 30 days after their adoption. Colleges may develop a budget format for internal use that reflects their own individual organizational structures."

To meet these deadlines, the College's FY25 tentative budget is attached and we will make it available to the public after the July 20th Board meeting. The tentative budget will remain available for public inspection in the CFO's office through the scheduled September 19, 2024 Budget Hearing and the September 19, 2024 regular Board meeting. Publication of the budget's availability and notice of the Public Hearing on the Budget will be placed in the Monday's Pub newspaper.

The FY25 tentative budget is attached and was sent to the Trustees under separate cover. The tentative budget represents the current and best judgment of the College's administration relative to anticipated revenues for FY25. It is based on information available at the time of publication. If new information becomes available, changes will be made to the final budget and those changes will be reviewed with the Board on September 6th prior to approval of a final budget. As required by law, a Public Hearing on the Budget will be held on September 19, 2024 at 5:30 and following the hearing, a final budget will be presented to the Board for its approval on September 19, 2024.

Changes to Shawnee College FY25 Budget Between First Read and Second Read

Revenue

- ICCB Credit Hour Grant was decreased from \$1,017,537 to due to \$949,896 from projected to actual amount
- ICCB Equalization Grant was decreased from \$3,154,756 to due to \$3,115,120 from projected to actual amount
- ICCB Career & Tech Ed Formula was increased from \$1,017 to due to \$949,896 from projected to actual amount
- Fall Tuition Out of State was Increased from \$99,786 to \$126,000 due to increased projection
- Interest Revenue was increased from \$150,000 to \$450,000 due to interest rates on investments

Title	Original		Difference		Updated		Reason
	Debit	Credit	Debit	Credit	Debit	Credit	
General : ICCB Credit Hour Grant	-	1,017,537.00	67,641.00		-	949,896.00	Received final numbers
General : ICCB Equalization Grant		3,154,756.00	39,636.00		-	3,115,120.00	Received final numbers
ICCB Career & Tech Ed Formula		116,852.00		2,113.00	-	118,965.00	Received final numbers
Tuition Resident Fall		1,868,256.00		12,761.00	-	1,881,017.00	Received final numbers
Tuition Resident Spring		2,050,722.00	35,636.00	-	-	2,015,086.00	Received final numbers
Tuition Out of Dist Fall	-	180,173.00		1,346.00	-	181,519.00	Received final numbers
Tuition Out of Dist Spring	-	180,225.00	40,199.00	-	-	140,026.00	Received final numbers
Tuition Out of State Fall	-	105,315.00		1,020.00	-	106,335.00	Received final numbers
Tuition Out of State Spring	-	94,290.00	-	8,348.00	-	102,638.00	Received final numbers
Lab Fees	-	307,000.00	8,368.00	-	-	298,632.00	Received final numbers
Nursing Testing Lab Fees	-	60,000.00	8,368.00	-	-	51,632.00	Received final numbers
Technology Fees	-	372,654.00	810.00	-	-	371,844.00	Received final numbers
Insurance Fees	-	3,991.00	-	33.00	-	4,024.00	Received final numbers
Transcript Fees	-	4,271.00	-	114.00	-	4,385.00	Received final numbers
CPR Fees	-	23,095.00	-	5,617.00	-	28,712.00	Received final numbers
Nurse Entrance Exam Fees	-	6,263.00	-	2,841.00	-	9,104.00	Received final numbers
Traffic Safety Seminars	-	46,052.00	-	2,724.00	-	48,776.00	Received final numbers
Community Service Revenues	-	5,850.00	-	689.00	-	6,539.00	Received final numbers
Other Sales & Services Fees	-	5,109.00	589.00		-	4,520.00	Received final numbers
Other Testing Fees	-	3,205.00	-	482.00	-	3,687.00	Received final numbers
Automotive Revenue	-	1,650.00	1,650.00	-	-	-	Received final numbers
Automotive Taxable Revenue	-	-		2,825.00	-	2,825.00	Received final numbers
Student ID Replacement Fees	-	300.00	300.00		-	-	Received final numbers
LRC Fines	-	300.00	300.00		-	-	Received final numbers
Unreturned/Damaged Equip Fee	-	15,000.00	9,600.00		-	5,400.00	Received final numbers
Miscellaneous Revenue	-	40,000.00		21,017.00	-	61,017.00	Received final numbers
Collection of Old Debt	-	15,000.00	11,521.00	-	-	3,479.00	Received final numbers
Administrative Revenue Grants	-	50,000.00	-	58,516.00	-	108,516.00	Received final numbers
Soda Commissions	-	4,000.00	-	1,748.00	-	5,748.00	Received final numbers

Expenses

- Several Salary and Benefit Adjustments
- Included the Transfers
- Student Scholarship Amount Updated

Shawnee Community College
Fiscal Year 2025 Budget

Teaching Faculty FT	113,137.00		14,260.00		127,397.00	-	Correct salary of new hire included
Medical	-		11,119.00		11,119.00	-	Correct salary of new hire included
Life Insurance	-		105.00		105.00	-	Correct salary of new hire included
Retirement Health Insurance	452.00		631.00		1,083.00	-	Correct salary of new hire included
Faculty FT	79,717.00		7,723.00		87,440.00	-	Correct salary of new hire included
Medical	678.00		65.00		743.00	-	Correct salary of new hire included
Teaching Faculty FT	255,335.00			15,958.00	239,377.00	-	Correct salary of new hire included
Medical	27,546.00			2,001.00	25,545.00	-	Correct salary of new hire included
Life Insurance	206.00			12.00	194.00	-	Correct salary of new hire included
Retirement Health Insurance	2,107.00			69.00	2,038.00	-	Correct salary of new hire included
Teaching Faculty FT	64,340.00			13,881.00	50,459.00	-	Correct salary of new hire included
Medical	8,059.00			1,779.00	6,280.00	-	Correct salary of new hire included
Life Insurance	50.00			11.00	39.00	-	Correct salary of new hire included
Retirement Health Insurance	547.00			118.00	429.00	-	Correct salary of new hire included
Teaching Faculty FT	35,534.00			5,206.00	30,328.00	-	Correct salary of new hire included
Medical	4,447.00			667.00	3,780.00	-	Correct salary of new hire included
Life Insurance	26.00			4.00	22.00	-	Correct salary of new hire included
Retirement Health Insurance	302.00			44.00	258.00	-	Correct salary of new hire included
Teaching Faculty FT	17,423.00		697.00		18,120.00	-	Correct salary of new hire included
Teaching Faculty FT	28,500.00			28,500.00	-	-	Correct salary of new hire included
Medical	7,561.00			7,561.00	-	-	Correct salary of new hire included
Life Insurance	110.00			110.00	-	-	Correct salary of new hire included
Retirement Health Insurance	242.00			242.00	-	-	Correct salary of new hire included
Teaching Faculty FT	100,486.00		1,760.00		102,246.00	-	Correct calculation
Retirement Health Insurance	974.00		15.00		989.00	-	Correct calculation
Medical	10,032.00		1,087.00		11,119.00	-	Correct calculation
Administrative FT	93,583.00		34,702.00		128,285.00	-	Correct calculation
Academic Support Staff FT	20,000.00			20,000.00	-	-	Correct calculation
Medical	21,681.00		4,448.00		26,129.00	-	Correct calculation
Life Insurance	174.00		26.00		200.00	-	Correct calculation
Retirement Health Insurance	1,859.00		26.00		1,885.00	-	Correct calculation
Medical	17,790.00			778.00	17,012.00	-	Correct calculation
Life Insurance	105.00			5.00	100.00	-	Correct calculation
Retirement Health Insurance	891.00			51.00	840.00	-	Correct calculation
Administrative FT	55,019.00		331.00		55,350.00	-	Correct calculation
Teaching Faculty FT Stipends	9,117.00				9,117.00	-	Correct salary of new hire included
Medical	11,119.00			2,002.00	9,117.00	-	Correct salary of new hire included
Life Insurance	66.00			12.00	54.00	-	Correct salary of new hire included
Retirement Health Insurance	574.00			104.00	470.00	-	Correct salary of new hire included
Retirement Health Insurance	1,289.00		14.00		1,303.00	-	Correct calculation
Administrative FT	55,000.00			44,000.00	11,000.00	-	Other slary moved to different fund
Life Insurance	66.00			53.00	13.00	-	Correct calculation
Retirement Health Insurance	468.00			374.00	94.00	-	Correct calculation
Administrative FT	-		10,500.00		10,500.00	-	Correct calculation
Medical	29,807.00			5,559.00	24,248.00	-	Correct calculation
Life Insurance	197.00			33.00	164.00	-	Correct calculation
Retirement Health Insurance	2,320.00			228.00	2,092.00	-	Correct calculation
Executive Office : Contingency	-		20,000.00		20,000.00	-	Added contingency
Retirement Health Insurance	1,590.00		38.00		1,628.00	-	Correct calculation
Administrative FT	90,535.00		3,325.00		93,860.00	-	Correct calculation
Life Insurance	131.00			10.00	121.00	-	Correct calculation
Retirement Health Insurance	1,074.00			29.00	1,103.00	-	Correct calculation
VP of Student Services : Computer Software			6,200.00		6,200.00	-	Adjusted for updated costs
VP of Student Services : Conference & Meeting			2,500.00		2,500.00	-	Adjusted for updated costs
VP of Student Services : Travel-In State			3,500.00		3,500.00	-	Adjusted for updated costs
VP of Student Services : Travel Out-of-State			1,500.00		1,500.00	-	Adjusted for updated costs
Medical	16,062.00			1,000.00	15,062.00	-	Correct calculation
Medical	18,890.00			11,118.00	30,008.00	-	Correct calculation
Life Insurance	138.00			65.00	203.00	-	Correct calculation
Retirement Health Insurance	1,200.00			382.00	1,582.00	-	Correct calculation
Professional Staff FT	91,920.00			6,906.00	98,826.00	-	Correct calculation
Medical	22,994.00			11,119.00	34,113.00	-	Correct calculation
Life Insurance	138.00			65.00	203.00	-	Correct calculation
Retirement Health Insurance	1,085.00			351.00	1,436.00	-	Correct calculation
Medical	-		5,559.00		5,559.00	-	Correct calculation
Life Insurance	-		33.00		33.00	-	Correct calculation
Retirement Health Insurance	-		228.00		228.00	-	Correct calculation
Student Scholarships	318,000.00			88,559.00	229,441.00	-	Correct calculation
Other State Mand Waivers Sum			1,257.00		1,257.00	-	Correct calculation
Metro Extension Center : Clerical S	35,000.00			35,000.00	-	-	Correct calculation
Current Taxes	-	694,878.00	-	19,039.00	-	713,917.00	Correct calculation
General : ICCB Credit Hour Grant		436,087.00	28,989.00		-	407,098.00	Correct calculation
Miscellaneous Revenue				25,000.00	-	25,000.00	Correct calculation
Maintenance Staff FT	182,057.00			17,164.00	164,893.00	-	Correct calculation
Retirement Health Insurance	392.00			364.00	756.00	-	Correct calculation
Administrative FT	99,273.00			2,059.00	101,332.00	-	Correct calculation
Teaching Faculty FT	6,472.00			-	6,472.00	-	Correct calculation
Academic Support Staff FT	4,739.00			539.00	4,200.00	-	Correct calculation
Maintenance Staff FT	17,456.00			8.00	17,464.00	-	Correct calculation
Medical	14,119.00			576.00	13,543.00	-	Correct calculation
Life Insurance	120.00			7.00	113.00	-	Correct calculation
Medicare	105,000.00		25,000.00		130,000.00	-	Correct calculation
Retirement Health Insurance	988.00		90.00		1,078.00	-	Correct calculation
General Insurance	460,000.00			11,595.00	448,405.00	-	Correct calculation
General: Transfer to Other Funds	-		500,000.00		500,000.00	-	Correct calculation
General: Transfer to Other Funds	-		1,000,000.00		1,000,000.00	-	Correct calculation

BASIS OF BUDGETING

The College maintains a financial management system in accordance with Generally Accepted Accounting Principles (GAAP) in the United States, as well as the guidelines set forth by the Illinois Community College Board (ICCB). The basis of accounting refers to the method or set of rules an organization uses to record, recognize, and report financial transactions in financial statements. It determines the timing of when revenue and expenses are recognized and how they are reported, which in turn impacts the financial position and performance of an organization.

The College utilizes the modified accrual basis of accounting for all government funds as the basis of budgeting and accounting. The modified accrual basis of accounting is a hybrid accounting method that combines elements of the accrual basis and the cash basis of accounting. Under the accrual basis revenues are recognized when they are earned and expenditures when they occur. Under the cash basis revenues are recognized when cash is received and expenditures are recognized when cash is paid. The modified accrual basis limits the recognition of revenues to amount that are both measurable and available, and it focuses more on the current financial period for governmental accounting. Expenditures are recognized under the modified accrual basis of accounting when the related liability is incurred.

The College achieves a more accurate representation of its financial position, reflecting the economic substance of transactions rather than simply tracking cash flow by utilizing the modified accrual basis of accounting. This approach allows for better tracking of short-term resources and obligations, ensuring that the College can meet its immediate financial commitments while also providing transparency and accountability to stakeholders. The modified accrual basis thus serves as a reliable method for managing the financial health of governmental entities like the College, aligning with both practical needs and regulatory requirements.

Budget Compliance with Financial Policies

The FY25 budget was meticulously crafted with the board's strategic outcomes as its cornerstone. Funding requests directly aligned with the strategic plan received top priority, ensuring resources were allocated to initiatives that would drive the college's long-term goals.

In order to be within the fund balance range, the college's budget included a \$1,500,000 transfer to a fund that is used for capital projects.

Key Budget Allocations

Plant and Facilities Maintenance

- 12% of the total operating budget allocated
- Exceeds the recommended 4.5%
- Increase due to rising supply costs and aging facilities
- Will be closely monitored for accuracy and efficiency

Electronic and Instructional Equipment

- 2% of the total operating budget allocated
- Falls below the recommended 3.5%
- CFO to encourage more equipment requests in FY25 budget development

This revised budget demonstrates the college's commitment to strategic growth while adapting to financial challenges. By prioritizing essential maintenance and planning for increased investment in instructional equipment, the college aims to balance immediate needs with long-term educational goals.

F5.2 Fund Balance Goals

Fund	Minimum Threshold	Maximum Threshold
Operating	Four (4) Months Operating Expenditures	Eight (8) Months Operating Expenditures
Working Cash	Three (3) Months Operating Expenditures	Six (6) Months Operating Expenditures
Liability, Protection & Settlement	Six (6) Months of Fund Expenditures	Twelve (12) Months of Fund Expenditures

FUND DESCRIPTIONS

The College utilizes funds accounting to disclose its financial status and the outcomes of its activities. Fund accounting assists in financial management by separating transactions related to specific college functions. It also serves legal compliance by providing transparency and accountability in financial reporting.

A fund represents an independent accounting entity that possesses a self-balancing group of accounts, encompassing assets, liabilities, fund balance, revenues, and expenditures. The College resources are assigned to and managed in distinct funds based on their intended purposes and the mechanisms controlling spending activities.

Education Fund

The Education Fund is used to account for the revenues and expenditures of the academic and service programs of the College. It includes the cost of instructional, administrative, and professional salaries; supplies and moveable equipment; library books and materials; maintenance of instructional and administrative equipment; and other costs pertaining to the educational program of the College.

Operations and Maintenance Fund

The Operations and Maintenance Fund is used to account for expenditures for the improvement, maintenance, repair, or benefit of buildings and property, including the cost of interior decorating and the installation, improvement, repair, replacement, and maintenance of building fixtures; rental of buildings property for community college purposes; 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.

Restricted Operations and Maintenance Fund

The Restricted Operations and Maintenance Fund is used to account for monies restricted for building purposes and site acquisition. It is suggested that protection, health, and safety levies; building bond proceeds; capital renewal grants; and accumulation monies restricted from the operations and maintenance levy for building purposes be accounted for in a series of self-balancing accounts in this fund. ICCB grants which should be accounted for in this fund include facilities improvement grants which may from time to time be appropriated to the ICCB on behalf of community colleges.

Bond and Interest Fund

The Bond and Interest Fund is established by Section 3A-1 of the Public Community College Act. This fund is used to account for payment of principal, interest, and related charges on any outstanding bonds.

Auxiliary Enterprise Fund

The Auxiliary Enterprises Fund is established by Section 3-31.1 of the 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, student stores, and intercollegiate athletics

Restricted Purposes Fund

The Restricted Purposes Fund is for the purpose of accounting for monies that have restrictions regarding their use. Each specific project should be accounted for separately using a complete group of self-balancing accounts within the Restricted Purposes Fund. 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. ICCB grants which should be accounted for in this fund include those found in the State Grant Financial Compliance Section III A 12 of this manual. Additionally, this fund should be used to account for other state, federal, or other funds which are restricted for a specific purpose.

Working Cash Fund

The Working Cash 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.

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 or fiscal agent for another body. The College has an agency rather than a beneficial interest in these monies. Each agency's monies should be accounted for by a complete group of self-balancing accounts, or sub fund, within this fund. College club monies, for example, should be accounted for in this fund. The Trust and Agency Fund has no revenues, expenditures, or fund balances of its own.

Audit Fund

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 only should be used for the payment of auditing expenses.

Liability, Protection, and Settlement Fund (Tort Fund)

The Liability, Protection, and Settlement Fund (Tort 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. Revenue and expenditures for each type of insurance coverage should be accounted for separately using a complete set of self-balancing accounts within the Liability, Protection, and Settlement Fund. Only the costs paid from levy funds should be accounted for in this fund.

Fund Organization Chart



COLLEGE PROGRAM DESCRIPTIONS

Within the distinct funds established within the College, resources are assigned to particular functions referred to as programs. This allocation allows for a focused and organized approach to managing financial resources, ensuring that funds are dedicated to specific activities or initiatives within the institution. Within each department are the College's programs.

Instruction (Department: Academic Affairs)

Instruction consists of those activities dealing directly with the teaching of students. It includes the activities of faculty in the baccalaureate-oriented/transfer, occupational-technical career, general studies, and remedial and ABE/ASE programs (associate degree credit and certificate credit). It includes expenditures for department chairpersons, administrators, and support staff for whom instruction is an important role.

Academic Support (Department: Academic Affairs)

This category includes activities designed to provide support services for the institution's primary missions of instruction, public service, and research. Academic support includes the operation of the library, educational media services, instructional materials center, and academic computing used in the learning process.

Student Services (Department: Student Affairs)

The student services function provides assistance in the areas of financial aid, admissions and records, health, placement, testing, counseling, and student activities.

Public Service (Department: Academic Affairs)

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.

Auxiliary Services (Department: Administrative Services)

Auxiliary Services provides for the operation of the cafeteria, bookstore, student organizations, athletics, and other related activities. Activities in this program should be self-supporting.

Operations and Maintenance of Plant (Department: Administrative Services)

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

Institutional Support (Department: Executive Office)

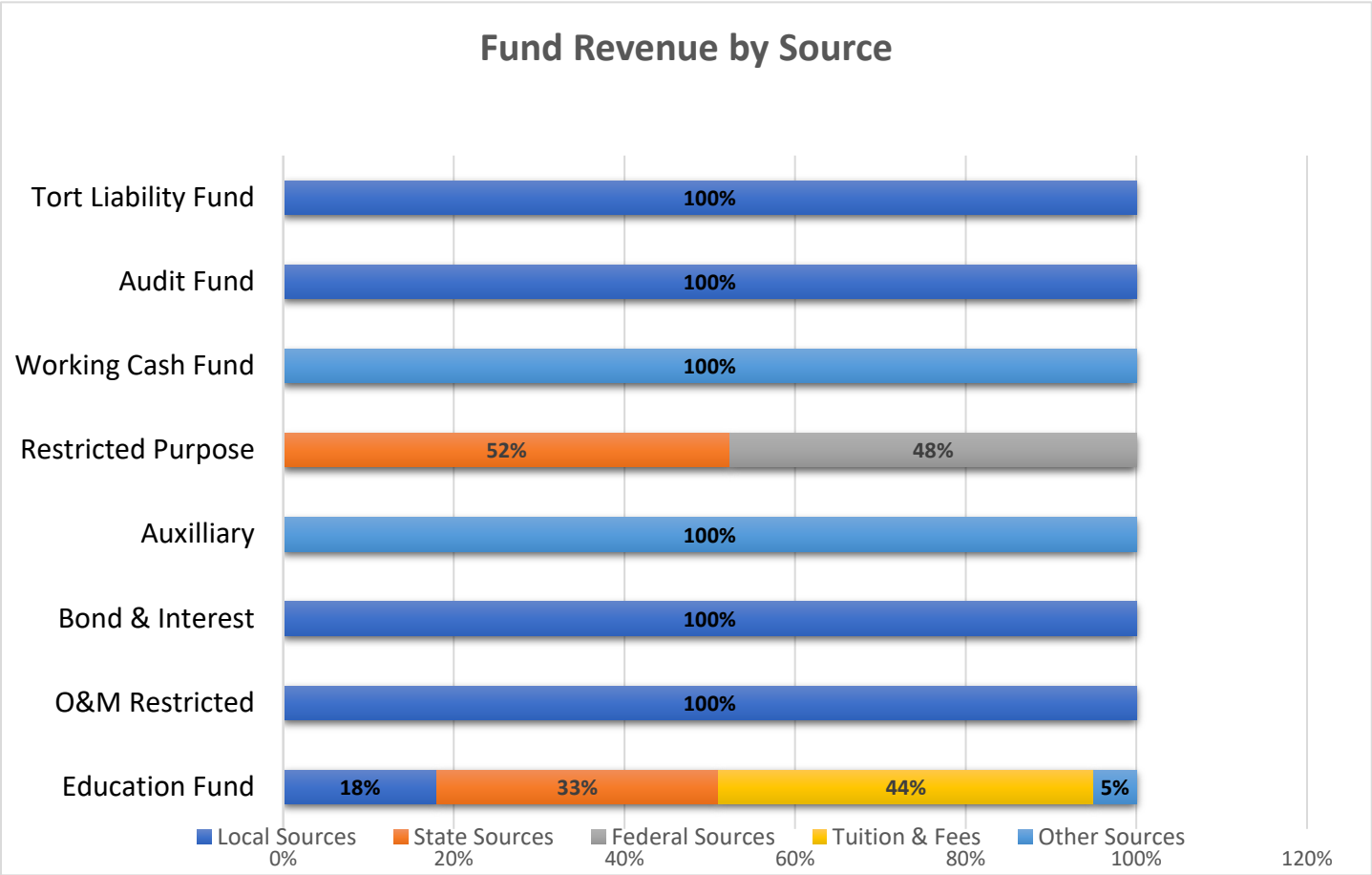
Institutional support includes expenditures for central executive-level activities and support services that benefit the entire institution.

DEPARTMENT TO PROGRAM TO FUND MATRIX

FUNDS	General Fund	Special Revenue	Debt Service	Capital Projects	Auxilliary
MAJOR PROGRAMS					
Instruction					
Academic Instruction	X	X			
Academic Support					
Library	X				
Educational Media Services	X				
Other Support	X	X			
Student Services					
Accessibility Services	X				
Admissions/Records	X				
Advising	X				
Counseling	X				
Financial Aid	X				
Career Services	X				
Student Support & Success	X	X			
Public Service					
Community Education	X				
Continuing Education	X				
Business & Industry Training	X	X			
Auxiliary Services					
Bookstore					X
Student Activities					X
Athletics					X
Operations & Maintenance of Plant					
Building Maintenance	X			X	
Campus Security	X	X			
Custodial	X				
Grounds	X				
Plant Utilities	X				
Institutional Support					
Audit		X			
Board of Trustees	X				
Bond & Interest			X		
Business Office	X				
Executive Administration	X				
Human Resources	X				
Information Technology	X				
Institutional Research	X				
Marketing	X				

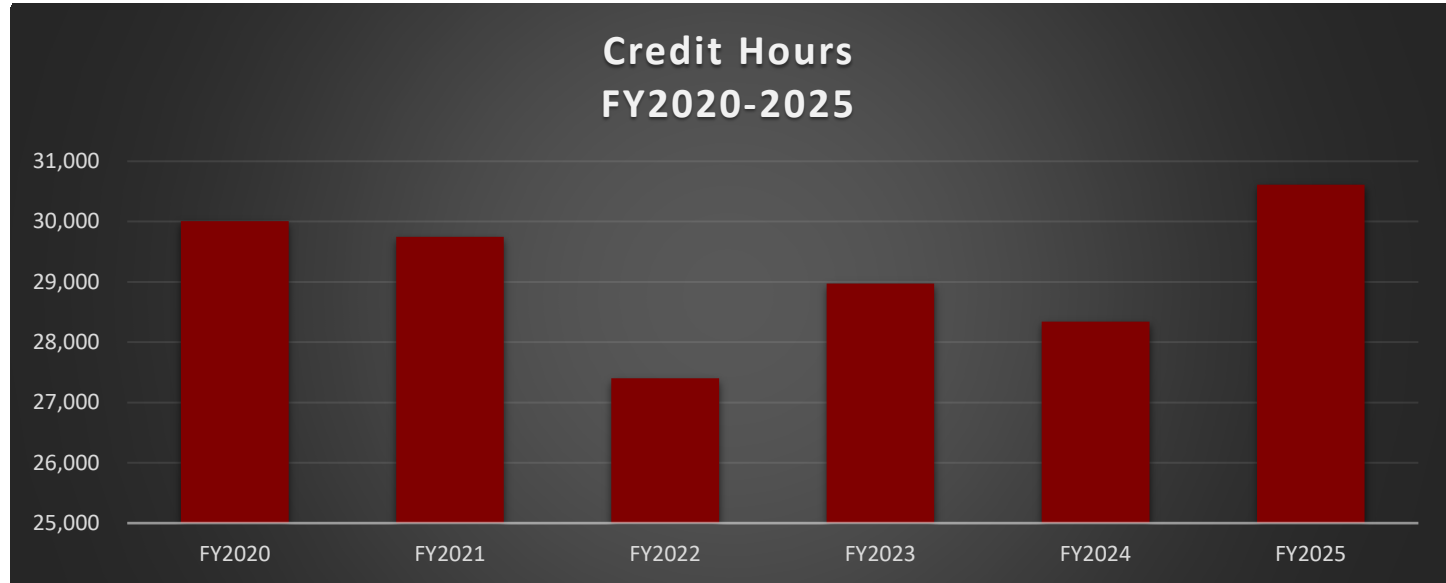
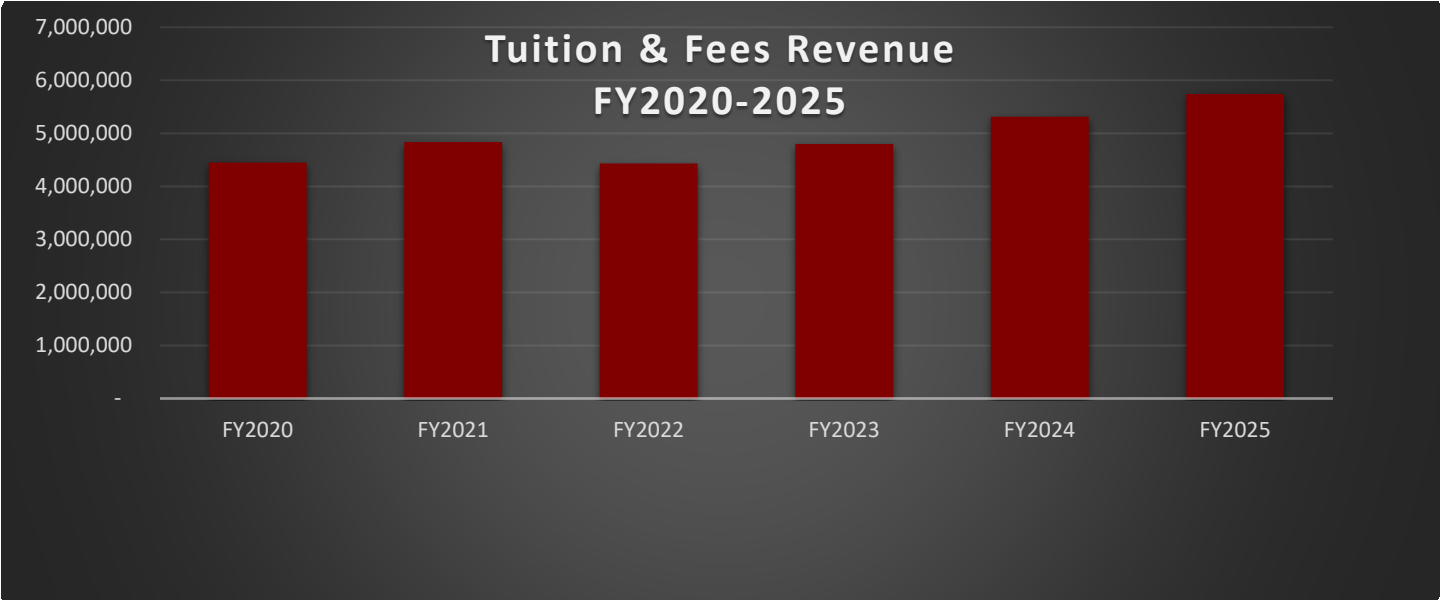
REVENUE

Fund revenues are received from local sources, state sources, federal sources, tuition & fees, and other sources. Local revenue sources comprise almost 18% of the College's operating budget which include Property Taxes and Corporate Personal Property Taxes. Property tax is assessed from real property owned by the taxpayers within the College district. Corporate Personal Property Replacement Tax (CPPRT) is a tax that replaces money lost by local governments when their power to impose personal property taxes was taken away. CPPRT is collected from corporation, subchapter S corporations, partnerships and trust by the State of Illinois. State sources consists of Illinois Community College Board (ICCB) base operating grants and equalization grants. Other state source are restricted purpose grants for educational improvement and student success. Federal sources are typically restricted purpose grants such as Perkins, TRiO grants, and Pell. Tuition and fee revenue are generated by student credit hours and are recognized in the operating funds. Other sources consist investment revenue, auxiliary fund revenue, and reimbursement from the College Foundation for their operating expenditures paid by the College. Federal revenue sources include grant revenue, recognized in the Restricted Purpose fund. other revenue sources include interest income, facility rental income, community education training, and indirect grant revenue. The three primary sources of revenue within the operating funds are ICCB State Grants, Tuition and Fees, Property Tax, and Corporate Personal Property Replacement Tax.



TUITION AND FEE REVENUE

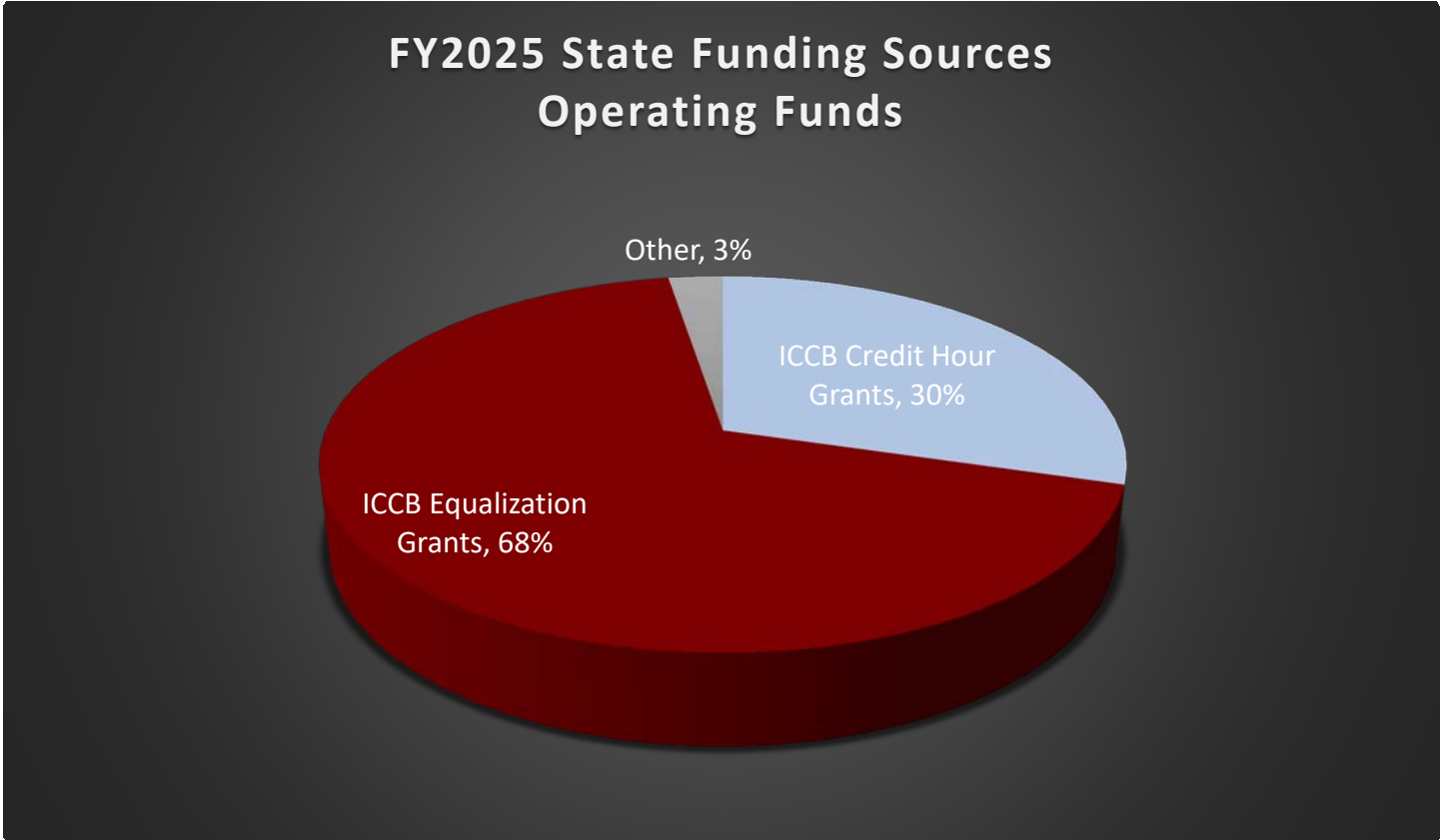
The tuition and fee revenue are roughly 39% of the College’s operating revenue. Tuition and fees are driven from credit hours enrolled. The credit hour for fiscal year 2025 were predicted to increase from fiscal year 2024 by 8%. Credit hours predictions are based on a variety of factors which include historical enrollment, current trends in enrollment, district high school population, and the district population. Included in this budget document are statistical charts from the College’s Institutional Research Department. This department is charged with predicting enrollment trends based on historical and current data (see [Institutional Effectiveness section](#)).



STATE REVENUE

State funding sources primarily encompass the Illinois Community College Board (ICCB) base operating grant (credit hour funding) and ICCB equalization grant. Authorization for ICCB funding grants is specified in Illinois State Statute Chapter 110, Act 805, Section 2-16.02. The ICCB credit hour grant is calculated based on unrestricted credit hours generated in the two years preceding the current fiscal year or the average of the last three fiscal years, whichever is greater. Base operating grants are determined using a multiplier set by the State Board, considering factors like the cost of instruction, enrollment, inflation, and other variables. The ICCB equalization grant aims to mitigate disparities in local property tax funds per student across districts.

State funding grants for the operating fund comprise 30% of the operating funds revenue. The College received a 3.5% increase from fiscal year 2024 to fiscal year 2025 of state funding for the Base Operating Grant and the Equalization Grant. The revenue for the restricted purpose fund is comprised of state grants for Adult Education, Academic Program Improvements, Veterans Grants and other various grants to help support the College functions.



PROPERTY TAXES AND CORPORATE PERSONAL PROPERTY REPLACEMENT TAX

Property taxes are levied by the College every year based on the equalized assessed values within the six counties of the College's district. If the College levies over 105% of the prior year extension, then the College must have at least one public hearing. The College did not levy more than 105% of previous year tax extension for tax year 2023 to be collected in fiscal year 2025. The equalized assessed values have increased over the last several years. Property Tax revenue is recognized in Operating Funds, Restricted Operation and Maintenance Fund, Bond & Interest Fund, Audit Fund, and Tort Liability

Equalized Assessed Value				
County	Tax Year 2020	Tax Year 2021	Tax Year 2022	Tax Year 2023
Alexander	\$47,989,665	\$52,218,574	\$58,862,057	\$65,152,195
Jackson	\$39,134,810	\$40,524,860	\$28,905,799	\$31,399,547
Johnson	\$133,695,477	\$139,990,507	\$154,606,937	\$172,477,019
Massac	\$175,213,037	\$176,529,000	\$183,242,284	\$199,776,407
Pulaski	\$46,177,742	\$50,534,714	\$52,906,794	\$60,411,200
Union	\$217,911,371	\$223,523,249	\$240,897,995	\$262,981,934
TOTAL	\$660,122,102	\$683,320,904	\$719,421,866	\$792,198,302

Local governmental sources Revenue-Operating Funds	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Budget
Property Taxes	\$1,880,298	\$1,897,060	\$1,986,269	\$2,154,518	\$2,128,559
CPPRT	736,567	1,592,593	1,662,094	1,001,545	946,577
Total local governmental sources	\$2,616,865	\$3,489,653	\$3,648,363	\$3,156,063	\$3,075,136

Fiscal Year 2025 Local Government Source Revenue All Funds							
	Education Fund	Operations and Maintenance Fund	Operations and Maintenance Fund Restricted	Bond and Interest Fund	Audit Fund	Liability, Protection, and Settlement Fund	Total
Property Taxes	\$1,414,642	\$713,917	\$250,000	\$1,396,375	\$41,604	\$915,433	\$4,731,971
CPPRT	662,604	283,973	-	-	-	-	946,577
Total local governmental sources	\$2,077,246	\$997,890	\$250,000	\$1,396,375	\$41,604	\$915,433	\$5,678,548

RESTRICTED PURPOSE FUND GRANT REVENUE

Restricted Purpose Fund Grants

Code	Grant Name	Grant Purpose	Funding Agency	Type	FY25 Funded Amount
9003	Educational Talent Search	Th purpose of this grant is to assist first generation/low income students to meet high school graduation requirements while assisting with the enrollment process into a college.	United States Department of Education	Public Service	\$ 277,375
9004	Student Support Services	The purpose of this grant is to offer academic support and transfer assistance to first generation, low income students.	United States Department of Education	Student Services	\$ 352,531
9005	Carl D. Perkins	The purpose of this grant is to facilitate the academic achievement of CTE students.	Illinois Community College Board	Student Services	\$ 287,518
9007	Adult Ed - Federal	The purpose of this grant is to provide services to assist adults in improving skills, achieving their educational goals, and transition to further their education or gain employment.	Illinois Community College Board	Instruction	\$ 74,517
9035	Strengthening Community Colleges	Access to Training Opportunities in Manufacturing and Technology (ATOMAT)	United States Department of Labor-Subagreement through Parkland Community College	Instruction	\$ 135,000
9036	Durbin Truck Driving Grant	This project will expand Shawnee Community College's commercial truck driver training program in the southernmost five counties of the State of Illinois	United States Department of Education	Instruction	\$ 450,000

Restricted Purpose Fund Grants

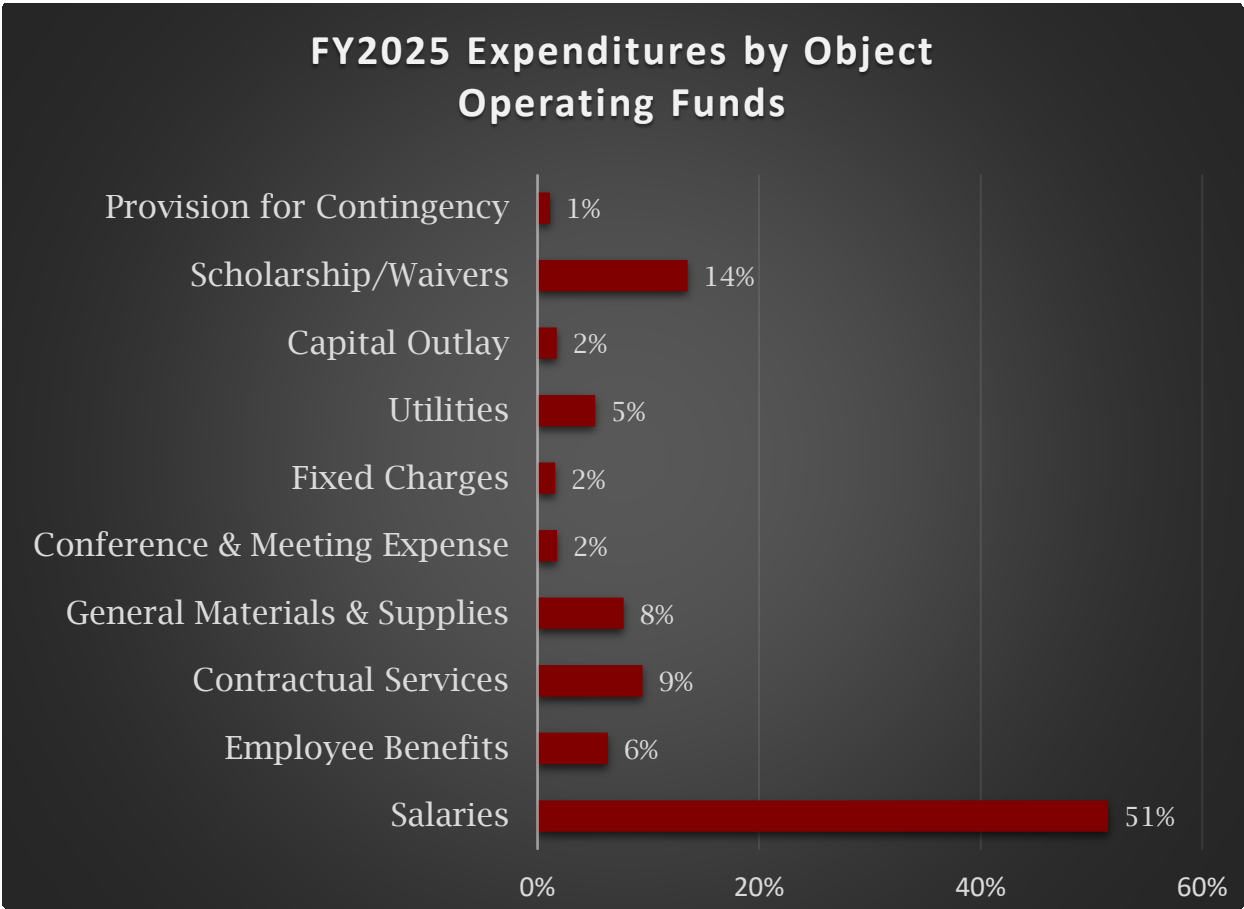
Code	Grant Name	Grant Purpose	Funding Agency	Type	FY25 Funded Amount
9101	Small Business Development Center	The purpose of this grant is to provide one-on-one business counseling, business and marketing plan assistance and identify financing options for new and existing small businesses throughout the college district.	Department of Commerce and Economic Development	Public Service	\$ 85,000
9103	Adult Ed State	The purpose of this grant is to provide services to assist adults in improving skills, achieving their educational goals, and transition to furthering their education or gaining employment.	Illinois Community College Board	Instruction	\$ 98,547
9104	Adult Ed - Performance	The purpose of this grant is to provide services to assist adults in improving skills, achieving their educational goals, and transition to furthering their education or gaining employment.	Illinois Community College Board	Instruction	\$ 71,290
9121	Illinois Green Economy Network	The purpose of this grant is to drive growth of the clean energy economy and green workforce. This grant requires an annual consortium membership.	Illinois Green Economy Network	Public Service	\$ 15,000
9123	Nursing Pathways Grant	The purpose of this grant is to create, support and expand opportunities for individuals in the nursing pathway and to obtain their credentials.	Illinois Community College Board	Instruction	\$ 199,389
9125	Trades Grant	The purpose of this grant is to create pathways to careers in "Trades" in underserved communities.	Illinois Community College Board	Instruction	\$ 400,000

Restricted Purpose Fund Grants

Code	Grant Name	Grant Purpose	Funding Agency	Type	FY25 Funded Amount
9127	Mental Health	The purpose of this grant is to address gaps in mental health services on college campuses.	Illinois Community College Board	Student Services	\$ 50,000
9128	IDOT HCCTP	The purpose is for the College to administer the Highway Construction Careers Training Program.	Illinois Department of Transportation	Public Service	\$ 361,301
9130	Access & Equity in Dual Credit	To support colleges in scaling equitable access and enhanced delivery of dual credit at high school with significant populations of underserved students.	Illinois Community College Board	Instruction	\$ 149,000
9131	Non Credit Workforce	The purpose of this grant is to increase responsiveness to employer needs and workforce shortages through building capacity and strengthening the impact of NCWF at colleges.	Illinois Community College Board	Instruction	\$ 100,000
				Total	\$ 3,106,468

EXPENDITURES

There are 10 object categories of expenditures within the College: Salaries, Employee Benefits, General Materials & Supplies, Conference & Meeting Expense, Fixed Charges, Utilities, Capital Outlay, Scholarship/Waivers, and Provisional Salaries contribute to the large expenditure for the College at 52% of the Operating Budget.

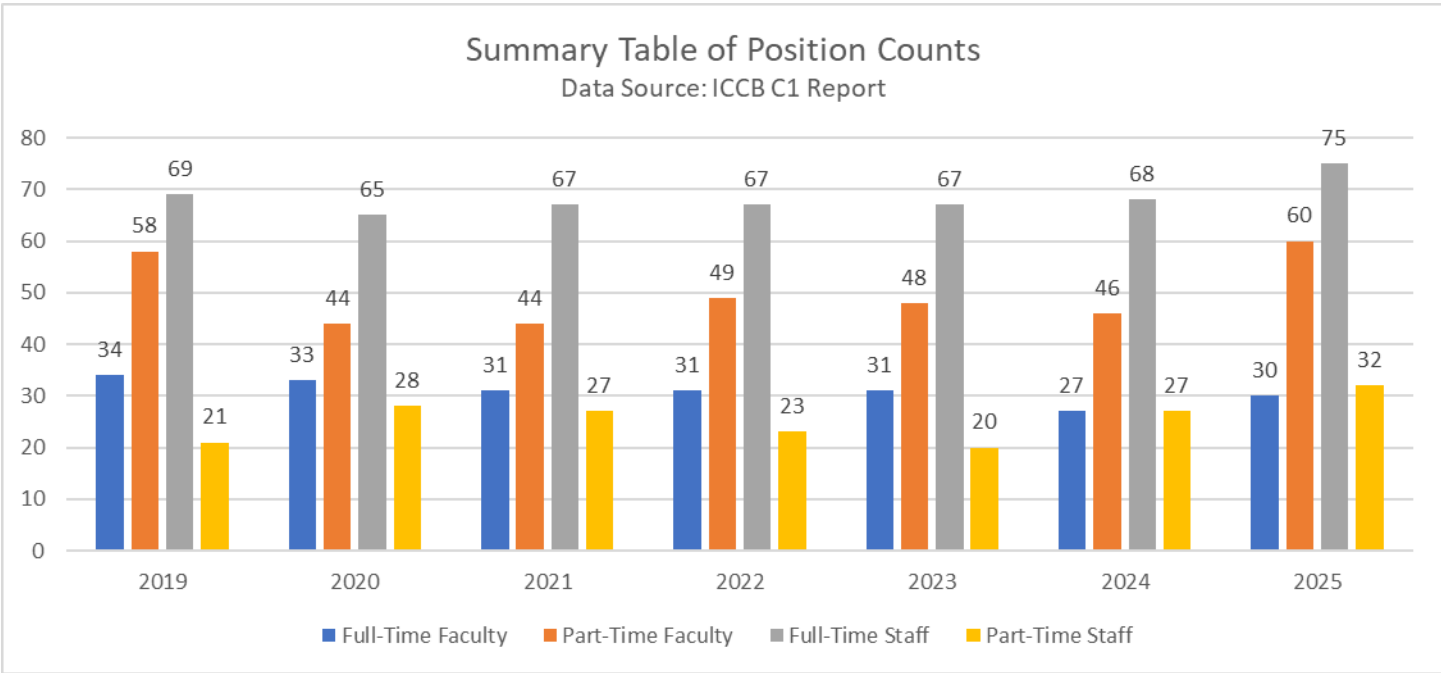


Expenditure Projections were based upon the following:

- Salaries were projected to increase 5.832% over a fiscal year 2024 due to staff and faculty raises and the raise to the state minimum wage.
- Benefits were projected to increase over fiscal year 2024 due to an increase in the cost of health insurance.
- Contractual services are projected to increase due to the need for specialty services.
- Supplies and materials were projected to increase 20%% due to inflation of materials and increasing instructional supplies for program improvements.
- Utilities are forecasted to remain consistent with fiscal year 2024 budget.
- Scholarship & Waivers were projected to decrease due to changes in the order of billing procedures.

Capital Outlay was given an increased budget to help improve technology infrastructure and to purchase upgrades to instructional equipment.

POSITION SUMMARY SCHEDULE



Changes in staffing levels from FY24 to FY25 are noted in the full- and part-time faculty classifications. Full-time faculty increased by 3, while part-time faculty increased by 14. We have unfilled full-time faculty positions in the areas of information technology and nursing. As a result, we are filling those positions with part-time faculty while searching for qualified full-time faculty.

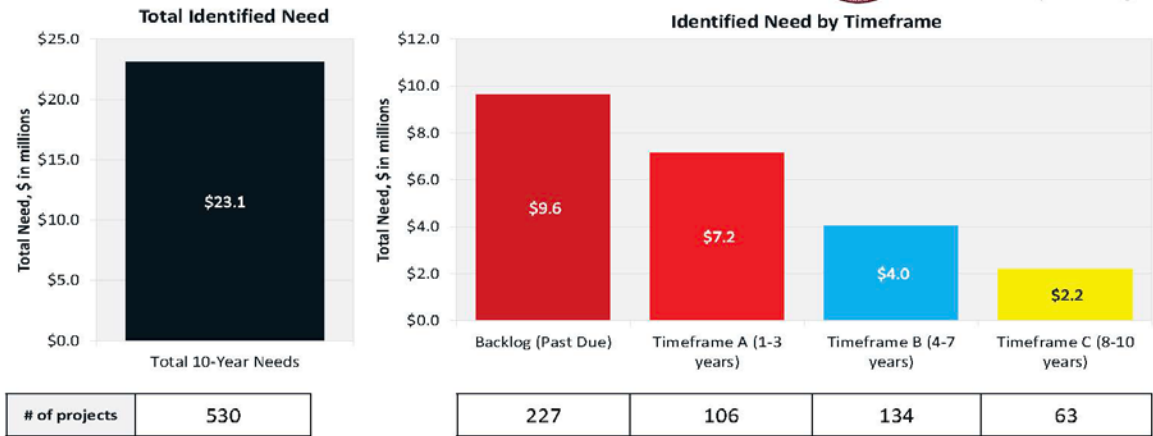
CAPITAL OUTLAY PROJECTS

Shawnee Community College is currently updating their master plan. The first step was to do a facility condition assessment. This would provide the data to support the master plan. A consultant with previous experience in the master plan process was hired to assist with the search. A request for proposals were advertised for the facility condition assessment services. The participating firms were scored by the committee in five areas.

- 1. Industry Experience of the Firm and Staff Assigned to the College Project
- 2. Plan for Development/Implementing the Program
- 3. Compensation Proposal
- 4. Stability as Measured by Insurance Coverage, Potential Conflicts of Interest, Investigation and Litigation
- 5. References

The facility committee interviewed the firms that submitted proposals. The college hired a Gordian to complete a comprehensive facility condition assessment. This process involved Gordian to inspect every area of the college from the roof to the foundation. There were several interviews not only with the maintenance staff, but also with key stakeholders. A spreadsheet was compiled to include all of the data that was gathered. There were 530 projects identified at a cost of \$23.1 million over the next 10 years.

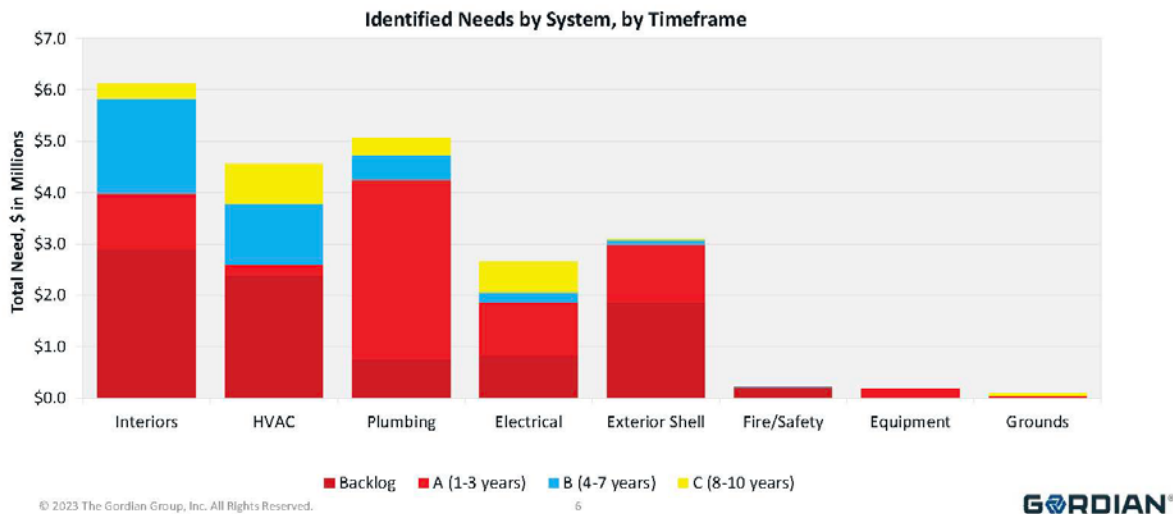
Identified Needs by Timeframe



The identified projects were broken down by system and by timeframe. This helped to see what areas needed the most attention and when they needed to be completed.

Identified Needs by System

Timeframe: Backlog, A, B, & C only



A college committee used a quality-based selection to select the architect to complete the master plan. Six architect firms were interviewed. The committee ranked the firms based on six criteria.

1. Programming Expertise and Methods
2. Master Planning Experience, Design Capability and Familiarity with Facility Type
3. Project Management
4. Workload of Firms Relative to Project Size
5. Past Record of Meeting Project Budgets
6. Chemistry between Team Members and Committee

Cordogan Clark was the firm selected. This assessment along with the previous master plan was given to this firm and they were tasked to come up with a new master plan. Representatives have visited the college and extension centers. They have met with the stakeholders and sent surveys out to faculty, staff, students, and the community to get everyone's input in the new master plan. The new plan is scheduled to be given to the college in December 2025.

The current master plan contained projects through FY25 along with other identified projects that hasn't been assigned a time to complete. This master plan was developed with input from all areas of the college and a contractor with previous experience developing a master plan for a college.

The first project that is scheduled for the FY25 fiscal year is at Main Campus, Building H & lower-level K. The project will include the evaluation of the building envelope system and replacement of existing window and storefront window systems with new window and storefront systems. Currently standard energy code systems are planned to be installed. Though, advancements in technology have occurred and enhanced systems will be discussed with the College regarding the level of energy performance and safety performance that the College has goals to achieve. Also, included will be wall infill at storefront openings, interior window roller shades, minor painting and floor finish where required. These projects would be paid from bond funds.

Another project that is scheduled is also at Main Campus. It will be the resurfacing of the student accessible asphalt parking lots and roadways.

The project will contain:

- Cleaning asphalt of dirt, rock, and debris.
- Prime oil spots to help prevent bleed through
- Clean out and fill cracks with hot rubber crack filler
- Apply 2 coats sealer mixed with silica sand.
- Layout and stripe all lines, hashes, arrows, handicap locations, stop bars, stops, fire lanes, etc. similar to existing. Utilize fast dry traffic paint and line laser striping system. This is also a project that will be funded by bonds.

The third project is in Building I. It will include the evaluation of the Cosmetology HVAC systems and replacement of existing systems with energy code compliant Heating, Ventilation, and Air Conditioning Systems. Extending boiler chiller piping as necessary for utilization of the recently replaced campus systems. The project would also add fresh air and exhaust air systems to better handle the nature of the work inside the Cosmetology Department, creating a safer and more comfortable environment for students, staff, and neighbors.

The colleges current master plan consists of projects that were identified by previous architect firms with the input of the college's maintenance staff, key stakeholders, and a consultant.

FY25 Capital Projects Priority List			
Campus	Description	Funding Source	Justification Notes
Main	Renovation of Science Labs(H1046, H1113. &	Bond	Most current lab was build in 2001. Goal 4 Objective 8 Strategy A.
Main	Renovation of Area to VR Space (H1041)	Bond	New learning environment.. Goal 4 Objective 8 Strategy A.
Massac County	Power Sports Program	N/A	New program. Goal 4 Objective 8 Strategy A.
Union County	Respiratory Therapy Area	N/A	New program. Goal 4 Objective 8 Strategy A.
Main	Renovation of Restrooms in Lower J and Low	Bond	Restrooms are original. New program. Goal 4 Objective 8 Strategy A.
Main	Parking Lot and Road - Main Campus	Bond	Deffered maintenance project. New program. Goal 4 Objective 8 Strategy A.
Main & Massac Count	HVAC Contoller	Bond	Outdated system. New system will be able to be controlled remotely. New program. Goal 4 Objective 8 Strategy A.
Main	Replacement of South Facing Window Wall	Bond	Windows seals are failing. New program. Goal 4 Objective 8 Strategy A.
Main	Outdoor Athletic Facility Development	Bond	May be built in 3 phases-restrooms, concession, and storage. New program. Goal 4 Objective 8 Strategy A.
Main	HVAC System Cosmetology Area	Bond	Currently a stand alone system. New program. Goal 4 Objective 8 Strategy A.
Main	Renovation of Administrative and Student S	Bond	Will moderize the student experience process be rearraing these areas. New program. Goal 4 Objective 8 Strategy A.

Capital Equipment List

Program	Description	Projected Amount	Funding Source	Justification Notes
Nursing	Bariatric Manikin	\$30,000	Perkins	Perkins FY25 Bariatric Manikin. Goal 1, Objective 2, Strategy B
Welding	Welders - Miller Multi-Matic (5@\$6,000)	\$30,000	Clean Energy	New equipment for welding department. Goal 4, Objective 8.
Welding	Portable Fume Extractor (2@\$12,000)	\$24,000	Clean Energy	New equipment for welding department. Goal 4, Objective 8.
Welding	Hydraulic Press	\$6,100	CDS or Clean Energy	New equipment for welding department. Goal 4, Objective 8.
Maintenance	Fleet Vehicle	\$30,000	Institutional	Lease Eligible - Replacing aging vehicle Goal 4, Objective 8
Maintenance	Fleet Vehicle	\$30,000	Institutional	Lease Eligible - Replacing aging vehicle Goal 4, Objective 8

Capital Equipment List continued....

Criminal Justice	Use of Force Simulator	\$205,000	USDA	5 screen simulators with to be purchased only with grant funds provided by the Illinois Basin Funding Opportunity - will be used in Workforce Training as well
Maintenance	Scissor Lift	\$9,000	Institutional	Increased use and have been renting one Goal 4, Objective 8
Maintenance	Utility Vehicle	\$15,000	Institutional	To use for grounds instead of truck Goal 4, Objective 8
Automotive	EV Equipment - Lift	\$10,000	IGEN/Perkins	New Equipment for automotive to work on EV from ICCB and IGEN Grants if funded. Goal 1, Objective 4.
Automotive	EV Vehicle	\$15,000	IGEN/Perkins	New Equipment for automotive to work on EV from ICCB and IGEN Grants if funded. Goal 1, Objective 4.
Small Engine Repair	New Equipment for Program Startup	\$90,000	Trades 2 Grant	Equipment for new program. Goal 1, Objective 4.

Capital Equipment List continued....

Truck Driving	Semi (Replacement)	\$75,000	USDA	Two semi-trucks to replace existing vehicles only upon award of USDA grant money through Illinois Basin Funding Opportunity. Goal 4 Objective 8.
Truck Driving	Semi (Replacement)	\$75,000	USDA	Replace existing semi. Goal 4, Objective 8.
Automotive	Lift	\$25,000	Perkins	Lift equipment for small engine repair initiative. Goal 4, Objective 8.
Athletics - Baseball	Scoreboard & Installation	\$20,000	Institutional	Current Scoreboard is beyond its useful life Goal 4, Objective 8
Athletics - Softball	Scoreboard & Installation	\$20,000	Institutional	Current scoreboard is not working. Goal 4, Objective 8
Welding	Rebar Bender	\$6,100	TBD	New equipment for welding department. Goal 4, Objective 8.
Welding	Lathe	\$12,500	TBD	New equipment for welding department. Goal 4, Objective 8.
Welding	Live Arc	\$66,000	TBD	New equipment for welding department. Goal 4, Objective 8.

Capital Equipment List continued....

Welding	Water cooler tig welder	\$18,000	TBD	New equipment for welding department. Goal 4, Objective 8.
Welding	Laser Welder	N/A	TBD	Used for an introduction to state-of-the-art welding systems, new equipment for welding department. Goal 4, Objective 8.
Welding	Toyota Forklift w/5,000 lb Lift Capacity	\$40,000	TBD	New equipment for welding department. Goal 4, Objective 8.
Nursing	Nursing Syndaver Cadaver	\$126,000	TBD	Perkins FY25 Bariatric manikin. Goal 1, Objective 2, Strategy B
	College Total	\$977,700		

Shawnee Community College
Fiscal Year 2025 Budget

Shawnee Community College
Operating Funds-Education Fund & Operations & Maintenance Fund
Fiscal Years 2020-2025

	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Actual	FY2025 Budget
Revenues:						
Local governmental sources						
Property Taxes	\$ 1,826,363	\$ 1,880,298	\$ 1,897,060	\$ 2,004,271	\$ 2,154,518	\$ 2,128,559
Corporate Personal Property Replacement Tax	528,651	736,567	1,592,593	1,579,826	1,001,545	946,577
Total local governmental sources	<u>2,355,014</u>	<u>2,616,865</u>	<u>3,489,653</u>	<u>3,584,097</u>	<u>3,156,063</u>	<u>3,075,136</u>
State governmental sources	4,446,526	4,248,636	4,209,008	4,345,273	4,520,125	4,591,079
Federal governmental sources	-	1,404,127	1,119,998	-	-	-
Student Tuition and fees	4,451,239	4,833,629	4,434,926	4,785,433	5,175,970	5,738,880
Rental of facilities and equipment	41,153	55,503	51,379	50,000	54,155	50,000
Investment earnings	184,110	22,997	42,409	45,000	627,126	500,000
Other Sources	274,731	283,416	262,825	192,885	332,760	275,507
Total revenues	<u>11,752,773</u>	<u>13,465,173</u>	<u>13,610,198</u>	<u>13,002,688</u>	<u>13,866,199</u>	<u>14,230,602</u>
Expenditures:						
Instruction	5,110,292	4,723,534	4,476,745	3,405,082	3,445,630	4,051,752
Academic Support	321,646	297,442	408,791	890,337	797,731	964,972
Student Services	1,041,525	1,004,890	1,089,684	1,214,935	1,116,035	1,281,660
Public Services	93,194	58,821	57,410	674,467	640,100	770,231
Auxiliary Services	-	-	-	-	-	-
Operations and Maintenance	2,654,217	1,764,597	1,291,333	1,420,799	1,475,352	1,764,554
Institutional Support	2,494,159	2,333,978	2,199,148	2,984,257	2,917,888	3,323,203
Scholarships, Student Grants, and Waivers	1,800,987	2,072,367	1,949,358	1,727,526	2,076,192	1,761,607
Total expenditures	<u>13,516,020</u>	<u>12,255,629</u>	<u>11,472,469</u>	<u>12,317,403</u>	<u>12,468,928</u>	<u>13,917,979</u>
Other Financing Sources (Uses)						
Bond Proceeds	-	-	-	-	-	-
Operating Transfers, Net	(279,927)	(606,725)	(2,533,039)	(629,455)	(683,323)	(2,348,749)
Total other financing sources (Uses)	<u>(279,927)</u>	<u>(606,725)</u>	<u>(2,533,039)</u>	<u>(629,455)</u>	<u>(683,323)</u>	<u>(2,348,749)</u>
Revenues and Other Financing Sources (Under)						
Expenditures and Other Financing Uses	<u>\$ (2,043,174)</u>	<u>\$ 602,819</u>	<u>\$ (395,310)</u>	<u>\$ 55,830</u>	<u>\$ 713,948</u>	<u>\$ (2,036,126)</u>

Shawnee Community College
Fiscal Year 2025 Budget

Shawnee Community College
Fiscal Year 2025 Budget
All Funds

	Operating Funds									
	Education Fund	Operations and Maintenance Fund	Operations and Maintenance Fund Restricted	Bond and Interest Fund	Auxiliary Enterprises Fund	Restricted Purposes Fund	Working Cash Fund	Audit Fund	Liability, Protection, and Settlement Fund	Total
Revenues:										
Local governmental sources										
Property Taxes	\$ 1,414,642	\$ 713,917	\$ 250,000	\$ 1,396,375	\$ -	\$ -	\$ -	\$ 41,604	\$ 915,433	\$ 4,731,971
Corporate Personal Property Replacement Tax	662,604	283,973	-	-	-	-	-	-	-	946,577
Total local governmental sources	2,077,246	997,890	250,000	1,396,375	-	-	-	41,604	915,433	5,678,548
State governmental sources	4,183,981	407,098	-	-	-	1,975,023	-	-	-	-
Federal governmental sources	-	-	-	-	-	4,399,700	-	-	-	-
Student Tuition and fees	5,738,880	-	-	-	-	-	-	-	-	5,738,880
Rental of facilities and equipment	-	50,000	-	-	-	-	-	-	-	50,000
Investment earnings	500,000	-	-	-	-	-	-	-	-	500,000
Other Sources	250,507	25,000	-	-	502,500	-	-	-	-	778,007
Total revenues	12,750,614	1,479,988	250,000	1,396,375	502,500	6,374,723	-	41,604	915,433	12,745,435
Expenditures:										
Instruction	4,051,752	-	-	-	-	2,480,023	-	-	-	6,531,775
Academic Support	964,972	-	-	-	-	-	-	-	-	964,972
Student Services	1,281,660	-	-	-	-	355,000	-	-	-	1,636,660
Public Services	770,231	-	-	-	-	-	-	-	-	770,231
Auxiliary Services	-	-	-	-	1,686,092	-	-	-	-	1,686,092
Operations and Maintenance	-	1,764,554	9,303,315	-	-	-	-	-	-	11,067,869
Institutional Support	3,323,203	-	-	1,396,375	-	-	-	50,000	1,557,311	6,326,889
Scholarships, Student Grants, and Waivers	1,761,607	-	-	-	-	3,539,700	-	-	-	5,301,307
Total expenditures	12,153,425	1,764,554	9,303,315	1,396,375	1,686,092	6,374,723	-	50,000	1,557,311	34,285,795
Other Financing Sources (Uses)										
Bond Proceeds	-	-	-	-	-	-	-	-	-	-
Operating Transfers, Net	(1,348,749)	(1,000,000)	1,500,000	-	998,749	-	-	-	-	150,000
Total other financing sources (Uses)	(1,348,749)	(1,000,000)	1,500,000	-	998,749	-	-	-	-	150,000
Revenues and Other Financing Sources (Under)										
Expenditures and Other Financing Uses	(751,560)	(1,284,566)	(7,553,315)	-	(184,843)	-	-	(8,396)	(641,878)	(10,424,558)
Fund Balance										
Beginning	8,493,929	2,668,240	9,044,970	448,403	331,947	-	5,873,870	36,850	1,221,253	28,119,462
Ending	\$ 7,742,369	\$ 1,383,674	\$ 1,491,655	\$ 448,403	\$ 147,104	\$ -	\$ 5,873,870	\$ 28,454	\$ 579,375	\$ 17,694,904

Shawnee Community College
Fiscal Year 2025 Budget

Shawnee Community College
Fiscal Year 2024 Actual
All Funds

	Operating Funds									
	Education Fund	Operations and Maintenance Fund	Operations and Maintenance Fund Restricted	Bond and Interest Fund	Auxiliary Enterprises Fund	Restricted Purposes Fund	Working Cash Fund	Audit Fund	Liability, Protection, and Settlement Fund	Total
Revenues:										
Local governmental sources										
Property Taxes	\$ 1,434,156	\$ 720,362	\$ 249,413	\$ 1,394,374	\$ -	\$ -	\$ -	\$ 37,337	\$ 875,869	\$ 4,711,511
Corporate Personal Property Replacement Tax	701,082	300,463	-	-	-	-	-	-	-	1,001,545
Total local governmental sources	2,135,238	1,020,825	249,413	1,394,374	-	-	-	37,337	875,869	5,713,056
State governmental sources	4,118,808	401,317	-	-	-	1,071,803	-	-	-	-
Federal governmental sources	-	-	-	-	-	3,672,462	-	-	-	-
Student Tuition and fees	5,175,970	-	-	-	-	-	-	-	-	5,175,970
Rental of facilities and equipment	-	54,155	-	-	-	-	-	-	-	54,155
Investment earnings	627,126	-	349,812	-	-	-	183,535	-	-	1,160,473
Other Sources	302,517	30,243	16,889	-	516,707	416,803	-	-	-	1,283,159
Total revenues	12,359,659	1,506,540	616,114	1,394,374	516,707	5,161,068	183,535	37,337	875,869	13,386,813
Expenditures:										
Instruction	3,445,630	-	-	-	-	951,784	-	-	-	4,397,414
Academic Support	797,731	-	-	-	-	894,931	-	-	-	1,692,662
Student Services	1,116,035	-	-	-	-	638,418	-	-	-	1,754,453
Public Services	640,100	-	-	-	-	335,169	-	-	-	975,269
Auxiliary Services	-	-	-	-	1,467,769	-	-	-	-	1,467,769
Operations and Maintenance	-	1,475,352	1,024,524	-	-	-	-	-	-	2,499,876
Institutional Support	2,917,888	-	-	1,397,724	-	112,697	-	39,000	1,325,205	5,792,514
Scholarships, Student Grants, and Waivers	2,076,192	-	-	-	-	2,228,069	-	-	-	4,304,261
Total expenditures	10,993,576	1,475,352	1,024,524	1,397,724	1,467,769	5,161,068	-	39,000	1,325,205	22,884,218
Other Financing Sources (Uses)										
Bond Proceeds	-	-	-	-	-	-	-	-	-	-
Operating Transfers, Net	(683,323)	-	-	-	866,858	-	(183,535)	-	-	-
Total other financing sources (Uses)	(683,323)	-	-	-	866,858	-	(183,535)	-	-	-
Revenues and Other Financing Sources (Under)										
Expenditures and Other Financing Uses	682,760	31,188	(408,410)	(3,350)	(84,204)	-	-	(1,663)	(449,336)	(233,015)
Fund Balance										
Beginning	8,493,929	2,668,240	9,044,970	448,403	331,947	-	5,873,870	36,850	1,221,253	28,119,462
Ending	\$ 9,176,689	\$ 2,699,428	\$ 8,636,560	\$ 445,053	\$ 247,743	\$ -	\$ 5,873,870	\$ 35,187	\$ 771,917	\$ 27,886,447

Shawnee Community College
Fiscal Year 2025 Budget

Shawnee Community College
Fiscal Year 2023 Actual
All Funds

	Operating Funds								Liability, Protection, and Settlement Fund	Total
	Education Fund	Operations and Maintenance Fund	Operations and Maintenance Fund Restricted	Bond and Interest Fund	Auxiliary Enterprises Fund	Restricted Purposes Fund	Working Cash Fund	Audit Fund		
Revenues:										
Local governmental sources										
Property Taxes	\$ 1,330,193	\$ 656,076	\$ 240,173	\$ 1,480,216	\$ -	\$ -	\$ -	\$ 33,198	\$ 808,331	\$ 4,548,187
Corporate Personal Property Replacement Tax	1,483,076	179,017	-	-	-	-	-	-	-	1,662,093
Total local governmental sources	2,813,269	835,093	240,173	1,480,216	-	-	-	33,198	808,331	6,210,280
State governmental sources	3,985,397	381,981	-	-	-	1,054,252	-	-	-	-
Federal governmental sources	-	-	-	-	-	5,301,438	-	-	-	-
Student Tuition and fees	4,799,968	-	-	-	-	-	-	-	-	4,799,968
Rental of facilities and equipment	-	57,992	-	-	-	-	-	-	-	57,992
Investment earnings	423,518	-	-	-	-	-	132,053	-	-	555,571
Other Sources	217,468	16,916	6,613,538	-	414,716	-	860,000	-	-	8,122,638
Total revenues	12,239,620	1,291,982	6,853,711	1,480,216	414,716	6,355,690	992,053	33,198	808,331	19,746,449
Expenditures:										
Instruction	3,254,052	-	-	-	-	760,444	-	-	-	4,014,496
Academic Support	759,355	-	-	-	-	682,399	-	-	-	1,441,754
Student Services	975,662	-	-	-	-	577,525	-	-	-	1,553,187
Public Services	682,214	-	-	-	-	373,097	-	-	-	1,055,311
Auxiliary Services	-	-	-	-	1,212,605	-	-	-	-	1,212,605
Operations and Maintenance	-	1,372,587	1,082,958	-	-	-	-	-	-	2,455,545
Institutional Support	2,754,972	-	-	1,606,500	-	202,430	16,308	39,000	1,263,706	5,882,916
Scholarships, Student Grants, and Waivers	2,034,092	-	-	-	-	3,759,795	-	-	-	5,793,887
Total expenditures	10,460,347	1,372,587	1,082,958	1,606,500	1,212,605	6,355,690	16,308	39,000	1,263,706	23,409,701
Other Financing Sources (Uses)										
Bond Proceeds	-	-	-	-	-	-	-	-	-	-
Operating Transfers, Net	(606,164)	-	-	-	738,217	-	(132,053)	-	-	-
Total other financing sources (Uses)	(606,164)	-	-	-	738,217	-	(132,053)	-	-	-
Revenues and Other Financing Sources (Under)										
Expenditures and Other Financing Uses	1,173,109	(80,605)	5,770,753	(126,284)	(59,672)	-	843,692	(5,802)	(455,375)	7,059,816
Fund Balance										
Beginning	7,320,820	2,748,844	3,274,217	574,687	391,619	-	5,030,178	42,652	1,676,628	21,059,645
Ending	\$ 8,493,929	\$ 2,668,239	\$ 9,044,970	\$ 448,403	\$ 331,947	\$ -	\$ 5,873,870	\$ 36,850	\$ 1,221,253	\$ 28,119,461

Shawnee Community College
Fiscal Year 2025 Budget

Shawnee Community College
Fiscal Year 2022 Actual
All Funds

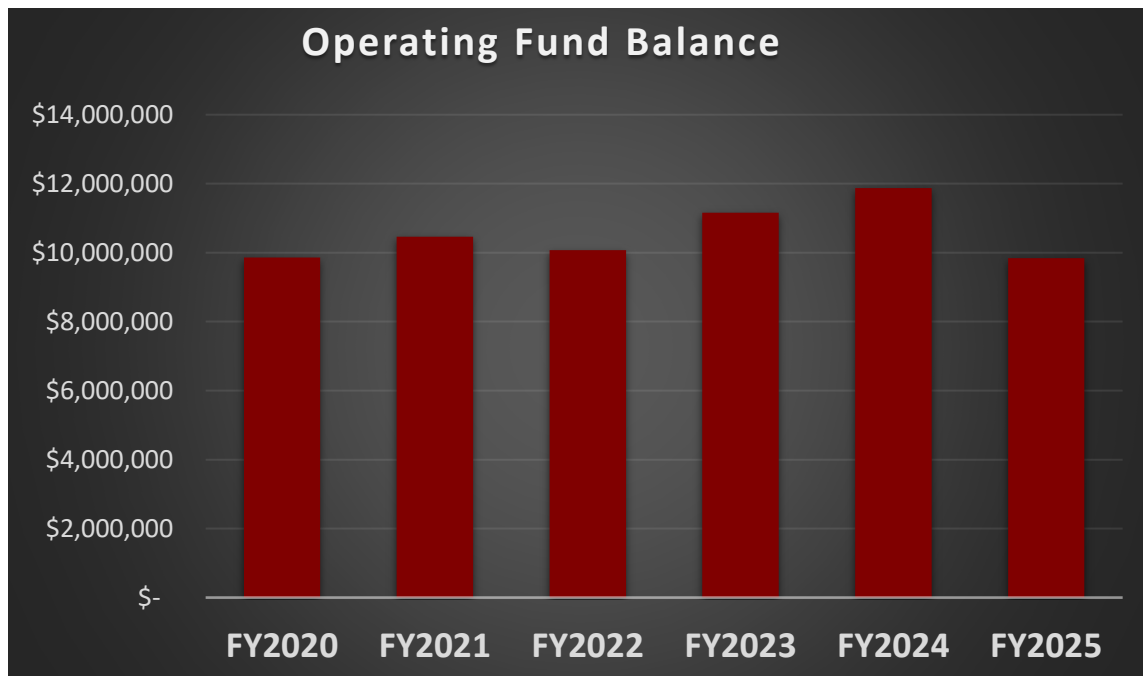
	Operating Funds									
	Education Fund	Operations and Maintenance Fund	Operations and Maintenance Fund Restricted	Bond and Interest Fund	Auxiliary Enterprises Fund	Restricted Purposes Fund	Working Cash Fund	Audit Fund	Liability, Protection, and Settlement Fund	Total
Revenues:										
Local governmental sources										
Property Taxes	\$ 1,261,293	\$ 635,767	\$ 240,575	\$ 1,621,304	\$ -	\$ -	\$ -	\$ 32,125	\$ 796,537	\$ 4,587,601
Corporate Personal Property Replacement Tax	1,193,094	399,499	-	-	-	-	-	-	-	1,592,593
Total local governmental sources	2,454,387	1,035,266	240,575	1,621,304	-	-	-	32,125	796,537	6,180,194
State governmental sources	3,843,643	365,365	-	-	-	768,059	-	-	-	-
Federal governmental sources	1,119,998	-	-	-	-	5,597,224	-	-	-	-
Student Tuition and fees	4,434,926	-	-	-	-	-	-	-	-	4,434,926
Rental of facilities and equipment	-	51,379	-	-	-	-	-	-	-	51,379
Investment earnings	42,409	-	-	-	-	-	8,204	-	-	50,613
Other Sources	256,837	5,988	-	-	397,491	-	-	-	-	660,316
Total revenues	12,152,200	1,457,998	240,575	1,621,304	397,491	6,365,283	8,204	32,125	796,537	11,377,428
Expenditures:										
Instruction	4,476,745	-	-	-	-	244,697	-	-	-	4,721,442
Academic Support	408,791	-	-	-	-	1,268,329	-	-	-	1,677,120
Student Services	1,089,684	-	-	-	-	558,700	-	-	-	1,648,384
Public Services	57,410	-	-	-	-	439,807	-	-	-	497,217
Auxiliary Services	-	-	-	-	1,134,849	-	-	-	-	1,134,849
Operations and Maintenance	-	1,291,333	58,272	-	-	-	-	-	-	1,349,605
Institutional Support	2,199,148	-	-	1,720,500	-	1,671,954	-	37,950	1,039,817	6,669,369
Scholarships, Student Grants, and Waivers	1,949,358	-	-	-	-	2,181,796	-	-	-	4,131,154
Total expenditures	10,181,136	1,291,333	58,272	1,720,500	1,134,849	6,365,283	-	37,950	1,039,817	21,829,140
Other Financing Sources (Uses)										
Bond Proceeds	-	-	-	-	-	-	-	-	-	-
Operating Transfers, Net	(2,254,058)	(278,981)	1,927,359	-	613,884	-	(8,204)	-	-	-
Total other financing sources (Uses)	(2,254,058)	(278,981)	1,927,359	-	613,884	-	(8,204)	-	-	-
Revenues and Other Financing Sources (Under) Expenditures and Other Financing Uses	(282,994)	(112,316)	2,109,662	(99,196)	(123,474)	-	-	(5,825)	(243,280)	1,242,577
Fund Balance										
Beginning	7,603,790	2,861,161	1,164,555	673,883	515,093	-	5,030,178	48,477	1,919,908	19,817,045
Ending	\$ 7,320,796	\$ 2,748,845	\$ 3,274,217	\$ 574,687	\$ 391,619	\$ -	\$ 5,030,178	\$ 42,652	\$ 1,676,628	\$ 21,059,622

FUND BALANCE

The fund balance represents the net financial resources available at a specific point in time calculated as assets minus liabilities. The College has a Management of Financial Reserves Operating Standard which protects taxpayers and employees from unexpected changes in financial condition, protects the College against financial instability and assists in meeting future needs. The Operating Funds must maintain a minimum threshold of four months operating expenditures and a maximum threshold of eight months operating expenditures as fund balance.

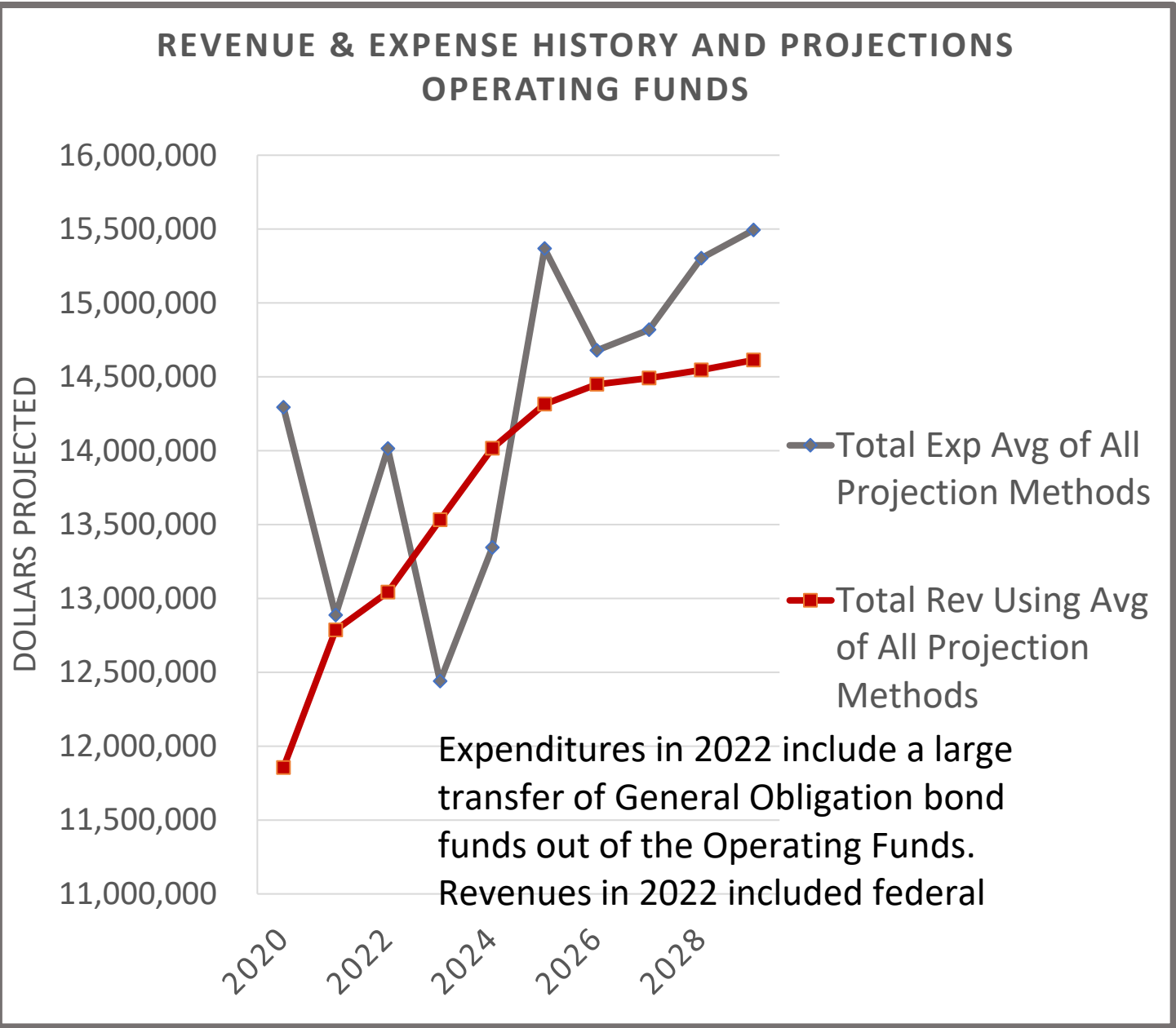
Shawnee Community College Operating Funds - Fund Balance

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ACTUAL	FY2025 BUDGET
Beginning of Year Fund Balance	\$ 11,905,305	\$ 9,862,130	\$ 10,464,958	\$ 10,069,661	\$ 11,162,170	\$ 11,876,118
Revenues	12,056,725	13,488,868	13,618,410	13,663,630	14,049,734	14,380,602
Expenditures	14,099,900	12,886,040	14,013,707	12,571,121	13,335,786	16,416,728
Increase (Decrease) Fund Balance	(2,043,175)	602,828	(395,297)	1,092,509	713,948	(2,036,126)
End of Year Fund Balance	\$ 9,862,130	\$ 10,464,958	\$ 10,069,661	\$ 11,162,170	\$ 11,876,118	\$ 9,839,992



LONG TERM FINANCIAL PLANNING

The College engages in a comprehensive financial forecasting endeavor that stretches five years beyond the designated budget year. This thorough financial modeling process incorporates revenue projections intricately tied to expected local property tax revenues and tuition and fees, the latter contingent upon enrollment projections. The modeling process uses forecasted percent changes in all revenue and expenditure areas and linear regression analysis based upon historical actual expenditures and revenues going back to fiscal year 2015. To enhance accuracy and mitigate potential errors, the final projections are derived from the average of three distinct projection models. Notably, these projections exclusively pertain to the general operating funds, ensuring a focused and precise assessment of the College's financial trajectory. This strategic and data-driven approach emphasizes the College's commitment to prudent financial planning and risk management.



Shawnee Community College
Fiscal Year 2025 Budget

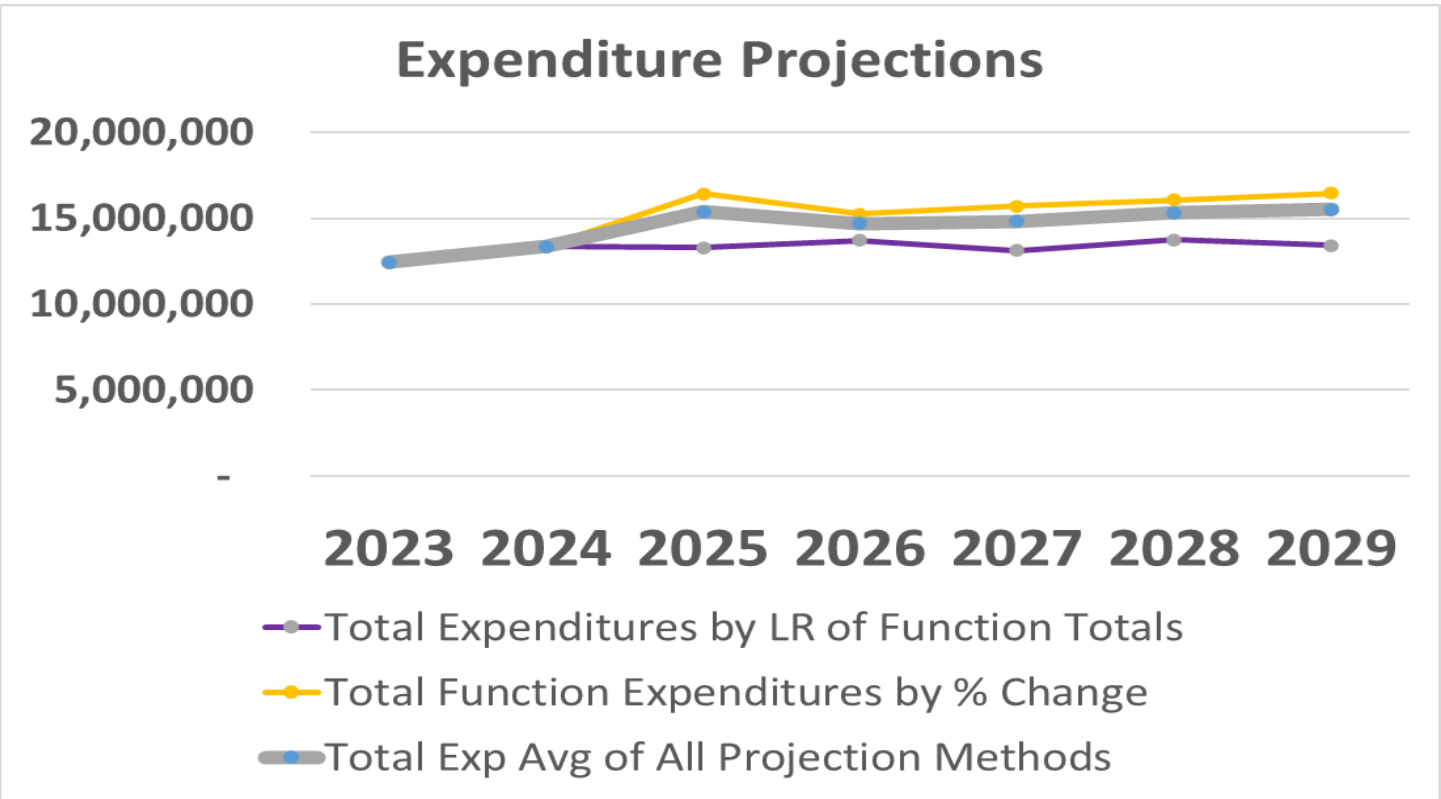
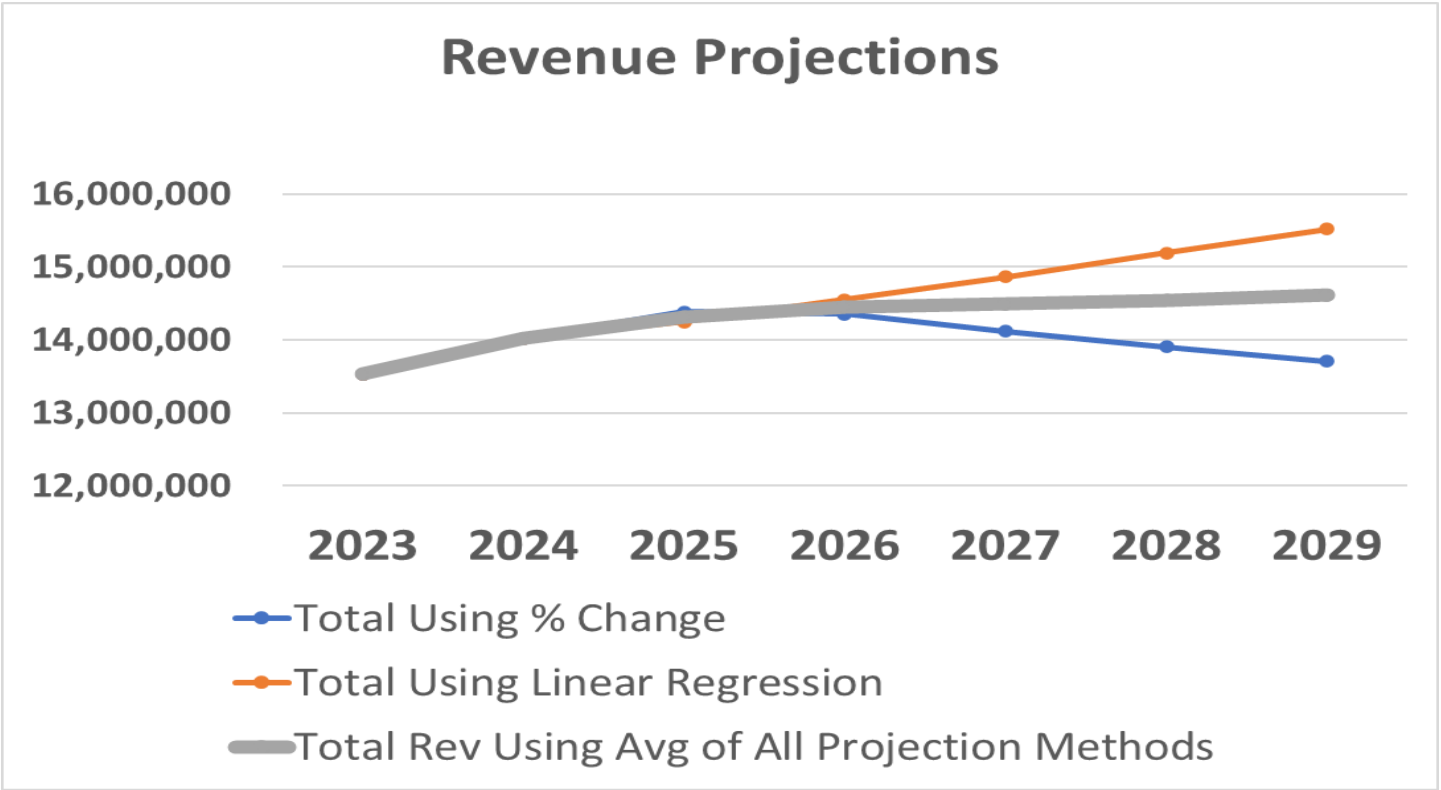
**Shawnee Community College
Operating Funds - Revenue**

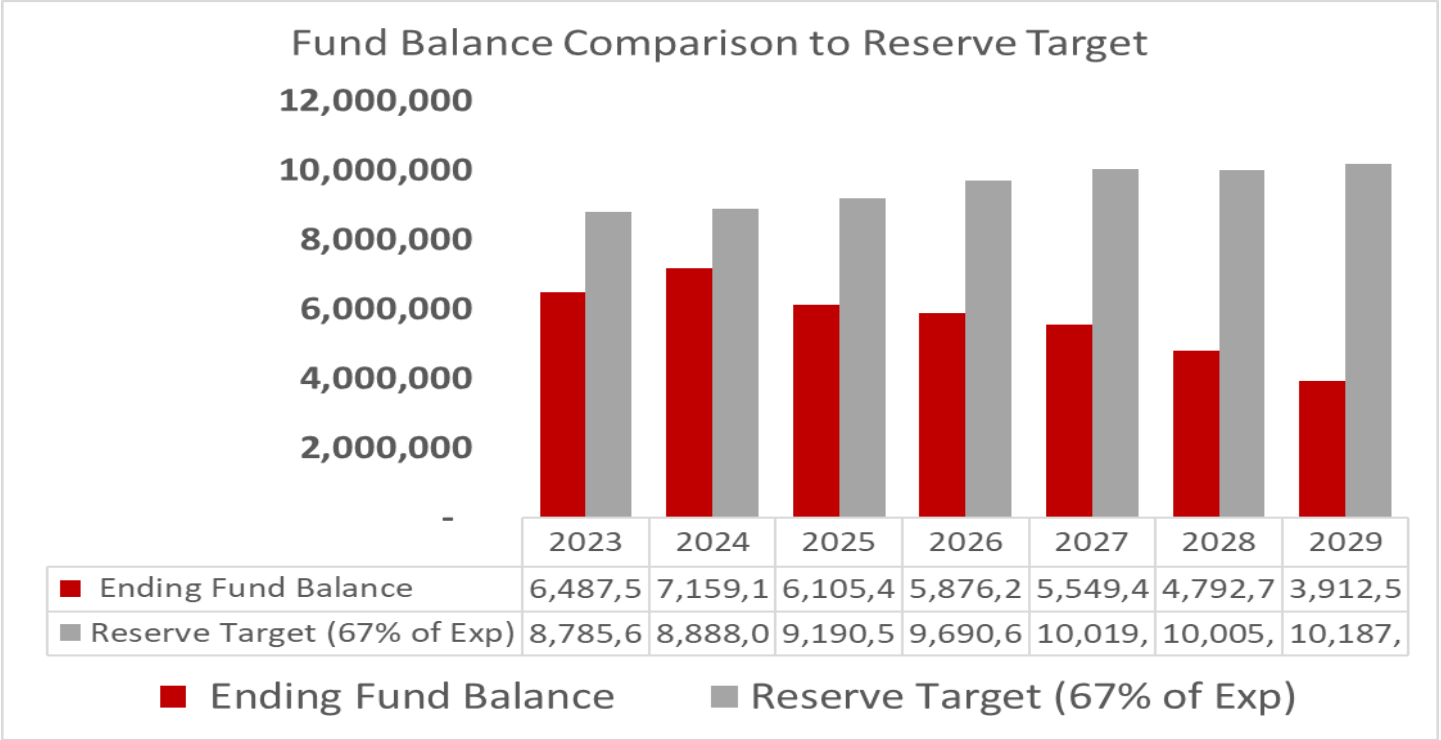
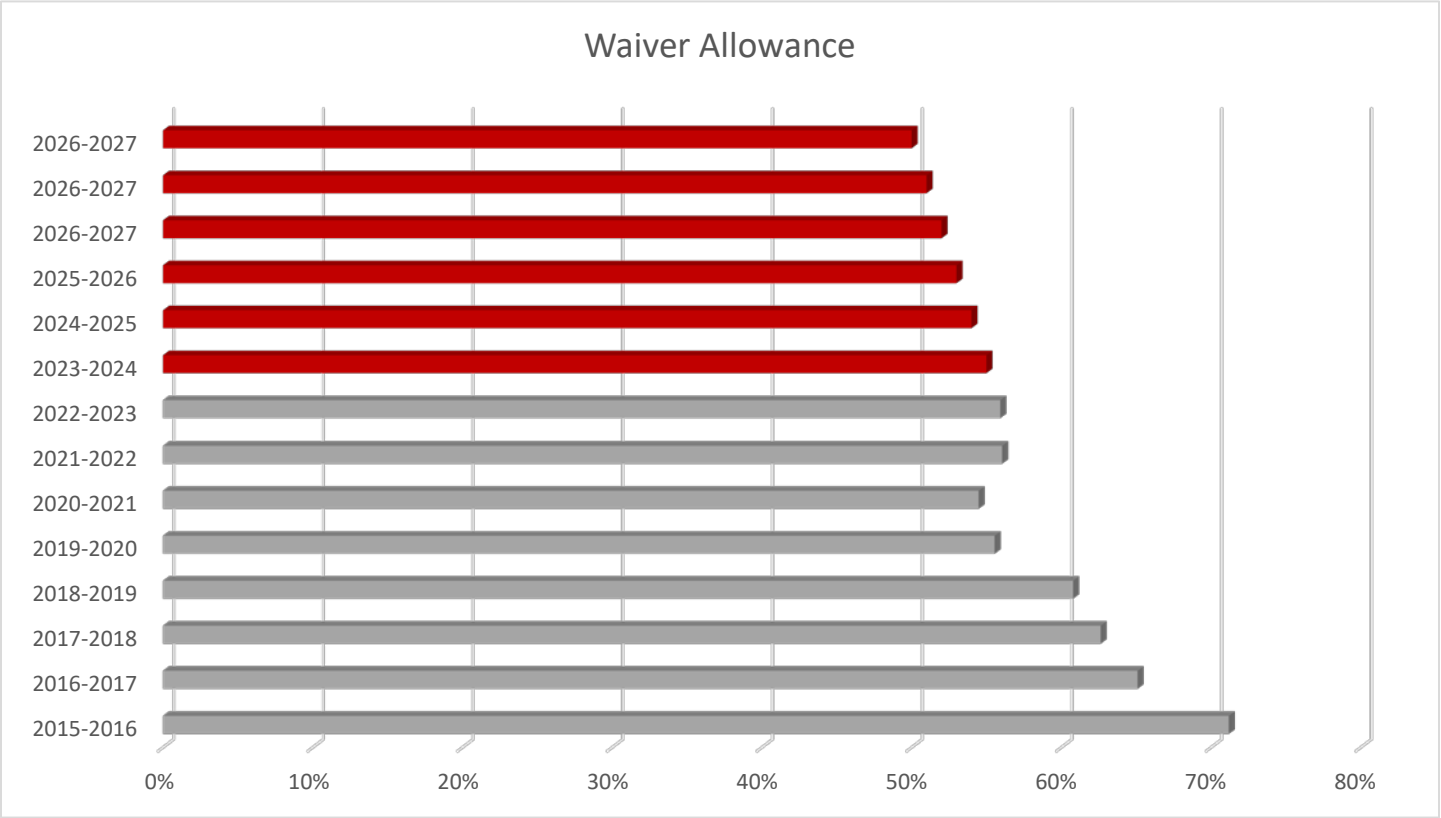
REVENUE	BUDGET <u>2025</u>	PROJECTED <u>2026</u>	PROJECTED <u>2027</u>	PROJECTED <u>2028</u>	PROJECTED <u>2029</u>
Local Government					
Current Taxes	2,128,559	2,181,773	2,236,317	2,292,225	2,349,531
Chargeback Revenue	-	-	-	-	-
Subtotal % Change	2,128,559	2,181,773	2,236,317	2,292,225	2,349,531
Subtotal Linear Regression	2,077,822	2,116,493	2,164,149	2,214,682	2,284,093
Subtotal Average	2,103,190	2,149,133	2,200,233	2,253,454	2,316,812
State Government					
ICCB Credit Hour Grants	1,356,994	1,380,154	1,337,565	1,297,456	1,258,544
ICCB Equalization Grants Career and Technical Education (CTE) Grant	3,115,120	3,168,287	3,070,519	2,978,445	2,889,119
Property Replacement Tax (CPPRT)	118,965	119,560	120,158	120,758	121,362
	946,577	899,248	881,263	863,638	863,638
Subtotal % Change	5,537,656	5,567,250	5,409,505	5,260,297	5,132,663
Subtotal Linear Regression	5,845,647	5,556,436	5,656,899	5,757,362	5,857,825
Subtotal Average	5,691,651	5,561,843	5,533,202	5,508,830	5,495,244
Federal Government					
Other	-	-	-	-	-
Subtotal	-	-	-	-	-
Tuition & Fees					
Tuition	4,970,547	4,833,834	4,688,819	4,548,154	4,411,710
Fees	768,333	768,333	768,333	768,333	768,333
Subtotal % Change	5,738,880	5,602,167	5,457,152	5,316,487	5,180,043
Subtotal Linear Regression	4,940,102	4,896,351	5,013,003	5,073,277	5,127,614
Subtotal Average	5,339,491	5,249,259	5,235,077	5,194,882	5,153,828
Other Sources					
Facilities Revenue	50,000	55,000	57,750	60,638	63,669
Sales and Service Fees	66,347	67,674	69,027	70,408	71,816
Investment Revenue	500,000	515,000	525,300	535,806	541,164
Bond Proceeds	-	-	-	-	-
Other Sources	209,160	211,252	213,364	215,498	217,653
Subtotal % Change	825,507	848,926	865,442	882,349	894,302
Subtotal Linear Regression	710,020	802,079	889,958	943,232	996,453
Subtotal Average	767,764	825,502	877,700	912,791	945,378
Total Revenues by Average Method	13,902,096	13,785,737	13,846,213	13,869,956	13,911,262
Transfers	150,000	150,000	150,000	150,000	150,000
Total Using % Change	14,380,602	14,350,115	14,118,416	13,901,359	13,706,539
Total Using Linear Regression	14,247,856	14,548,164	14,864,351	15,189,388	15,519,606
Using Avg of All Projection Methods	14,314,229	14,449,140	14,491,383	14,545,373	14,613,073

Shawnee Community College
Fiscal Year 2025 Budget

Shawnee Community College
Operating Funds - Expenditures

EXPENDITURES	BUDGET 2025	PROJECTED 2026	PROJECTED 2027	PROJECTED 2028	PROJECTED 2029
By Object					
Salaries	7,166,992	7,554,010	7,961,926	8,320,213	8,694,622
Employee Benefits	882,676	935,637	1,001,131	1,071,210	1,146,195
Contractual Services	1,318,501	1,318,501	1,318,501	1,318,501	1,318,501
General Materials & Supplies	1,079,766	1,085,165	1,090,591	1,096,044	1,101,524
Conference & Meeting Expense	244,150	246,592	249,057	251,548	254,063
Fixed Charges	220,450	224,859	229,356	233,943	238,622
Utilities	723,037	741,113	759,641	778,632	798,098
Capital Outlay	240,500	264,550	291,005	320,106	352,116
Other - Scholarships/Waivers	1,886,907	1,801,027	1,718,568	1,639,400	1,563,397
Provision for Contingency	155,000				
Subtotal	13,917,979	14,171,452	14,619,776	15,029,596	15,467,138
Other Fund Transfers	1,500,000				
Auxilliary Transfers	998,749	927,538	992,466	1,061,938	1,136,274
Total Expenditures by % Change by Object	16,416,728	15,098,990	15,612,242	16,091,534	16,603,412
By Function					
Instruction	4,051,752	4,270,547	4,501,156	4,703,708	4,915,375
Academic Support	964,972	1,008,396	1,053,774	1,101,193	1,150,747
Student Services	1,281,660	1,339,335	1,399,605	1,462,587	1,528,403
Public Service	770,231	785,636	801,348	817,375	833,723
Operation and Maintenance of Plant	1,764,554	1,799,845	1,835,842	1,872,559	1,910,010
Institutional Support	3,323,203	3,422,899	3,525,586	3,525,586	3,525,586
Scholarships & Grants	1,761,607	1,681,430	1,604,446	1,530,536	1,459,580
Subtotal	13,917,979	14,308,086	14,721,757	15,013,544	15,323,424
Other Fund Transfers	1,500,000				
Auxilliary Transfers	998,749	927,538	992,466	1,061,938	1,136,274
Total Expenditures LR Projection (Before Transfers)	12,092,601	12,989,969	14,570,301	14,898,228	15,298,732
Total Expenditures by LR of Function Totals	13,270,411	13,700,416	13,128,050	13,739,351	13,416,505
Total Function Expenditures by % Change	16,416,728	15,235,624	15,714,223	16,075,483	16,459,698
Total Exp Avg of All Projection Methods	15,367,956	14,678,344	14,818,172	15,302,123	15,493,205
Beginning Fund Balance	7,159,179	6,105,452	5,876,248	5,549,460	4,792,710
Ending Fund Balance	6,105,452	5,876,248	5,549,460	4,792,710	3,912,578
Net Surplus/(Deficit)	(1,053,727)	(229,204)	(326,788)	(756,749)	(880,132)
Fund Balance as % of Operating Expenditures (3-Yr Historical Avg)	44.5%	40.6%	37.1%	32.1%	25.7%
Reserve Target (67% of Exp)	9,190,533	9,690,637	10,019,732	10,005,029	10,187,015



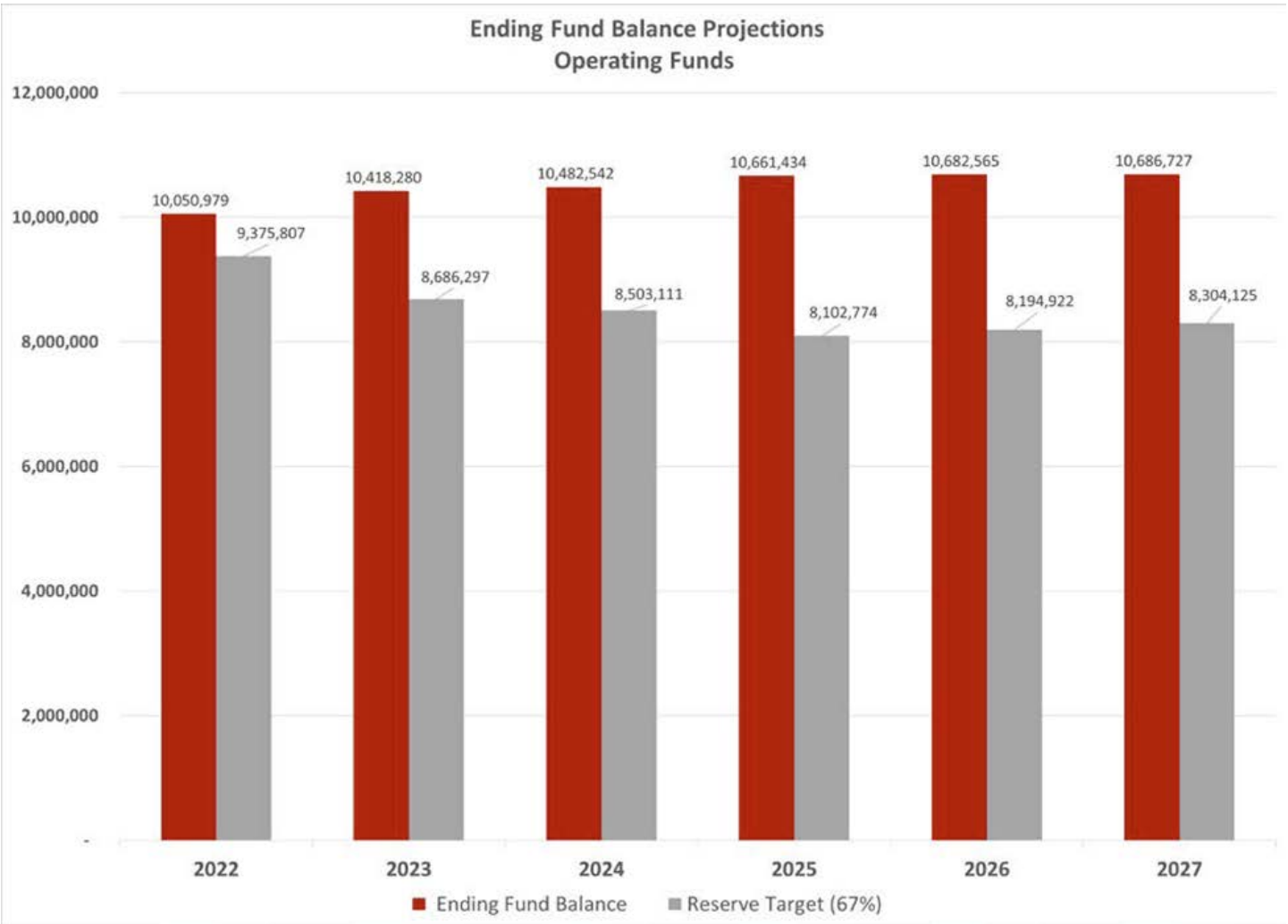


Financial Projections and Reserves

The College has developed a 5-year financial projection model which uses percentage growth or decline estimates by functional area, as well as, and by expenditure type or object. Projections are coupled with a linear regression analysis using data from fiscal year 2015 through forecasted fiscal year 2025. Operating fund balance is projected to grow slowly and consistently through fiscal year 2026. The College’s operating funds (01 & 02) reserve target is 67% of annual operating expenditures. Reserve targets are calculated using the average expenditures for the three most recently completed fiscal years. The college purposely transferred \$1,500,000 from the operating funds to come closer to the top end of the reserve threshold set by board policy.

Reserve thresholds are also established for the working cash fund (07) and the restricted operations and maintenance fund (03). These reserves are targeted at 50% of annual operating expenditures and \$500,000, respectively.

The exhibit below illustrates ending fund balances are projected to exceed the reserve target in the operating funds. The College anticipates annual surpluses each year from fiscal year 2023 through fiscal year 2026.



DEBT OBLIGATIONS

The College by statute 50 ILCS 405/1 can incur debt up to 2.875% of the district's equalized assessed valuation. The College issued general obligation bonds in the Fall 2022 which will be utilized for capital projects. At this time the College's bond rating was A+ through Standard and Poor's Global Ratings. The purpose of issuing the debt is to capital renovation projects to sustain and enhance the College facilities. The capital projects are determined through the Facility Assessment Plan.

The College's general obligation bonds are fully secured by a dedicated property tax levy, which is exempt from the annual property tax extension limitation. These property taxes are automatically extended for collection by the County to cover the bond payments. As a result, the debt obligation imposes minimal impact on the College's ongoing operations.

Assess Valuation – 2023 Levy

\$792,198,302

Bond Payment Schedule

	Series 2022A Bonds			Series 2022B Bonds		
	Principal	Interest	Total Payment	Principal	Interest	Total Payment
12/1/2023	\$ 35,000.00	\$ 305,816.67	\$ 340,816.67	\$ 860,000.00	\$ 42,283.33	\$ 902,283.33
6/1/2024	\$ -	\$ 154,625.00	\$ 154,625.00	\$ -	\$ -	\$ -
12/1/2024	\$ 1,115,000.00	\$ 154,625.00	\$ 1,269,625.00	\$ -	\$ -	\$ -
6/1/2025	\$ -	\$ 126,750.00	\$ 126,750.00	\$ -	\$ -	\$ -
12/1/2025	\$ 1,175,000.00	\$ 126,750.00	\$ 1,301,750.00	\$ -	\$ -	\$ -
6/1/2026	\$ -	\$ 97,375.00	\$ 97,375.00	\$ -	\$ -	\$ -
12/1/2026	\$ 1,235,000.00	\$ 97,375.00	\$ 1,332,375.00	\$ -	\$ -	\$ -
6/1/2027	\$ -	\$ 66,500.00	\$ 66,500.00	\$ -	\$ -	\$ -
12/1/2027	\$ 1,295,000.00	\$ 66,500.00	\$ 1,361,500.00	\$ -	\$ -	\$ -
6/1/2028	\$ -	\$ 34,125.00	\$ 34,125.00	\$ -	\$ -	\$ -
12/1/2028	\$ 1,365,000.00	\$ 34,125.00	\$ 1,399,125.00	\$ -	\$ -	\$ -

Debt Limit, 2.875 Percent of Assessed Valuation (50 ILCS 405/1) \$22,775,701

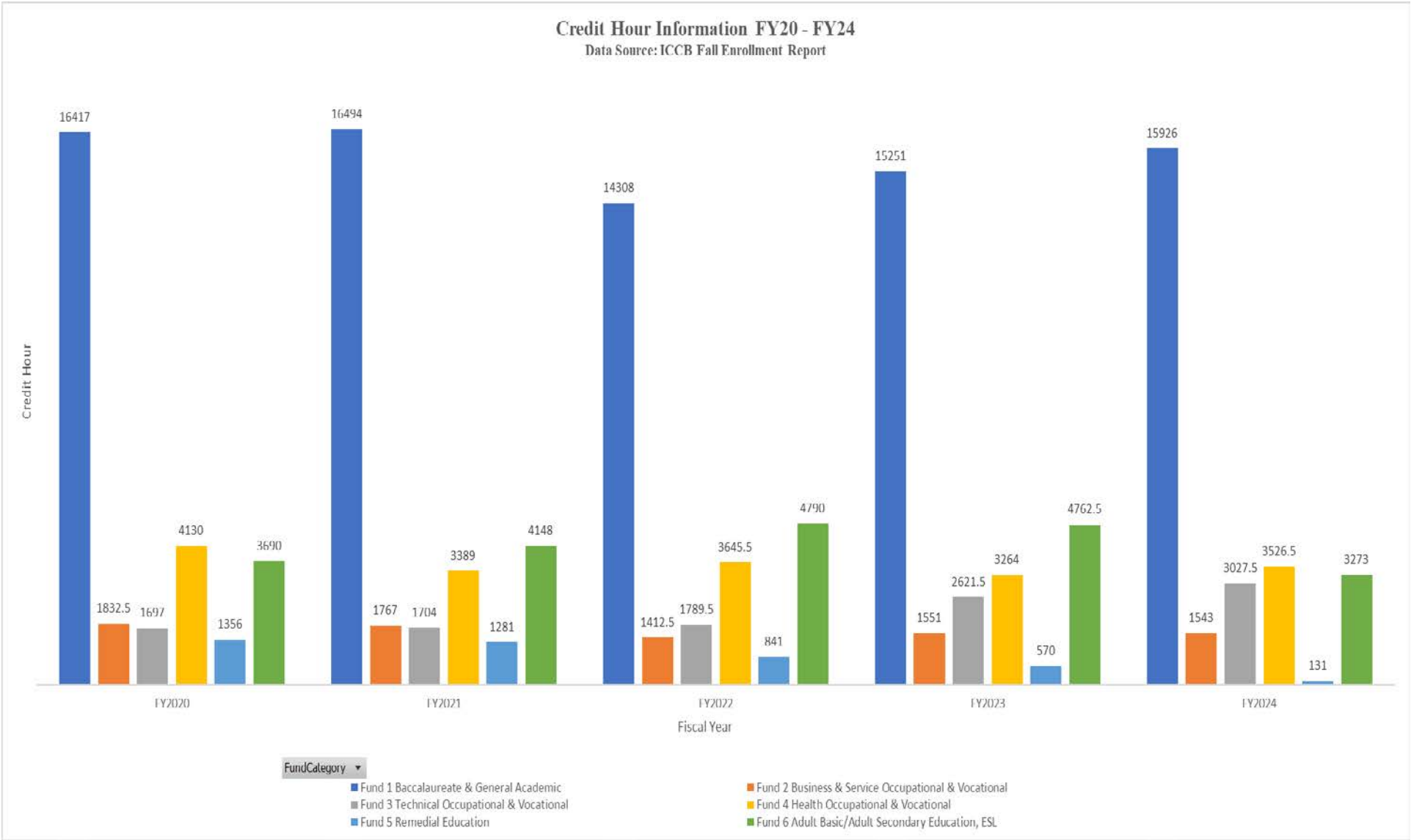
Indebtedness:

General Obligation Community College Bonds

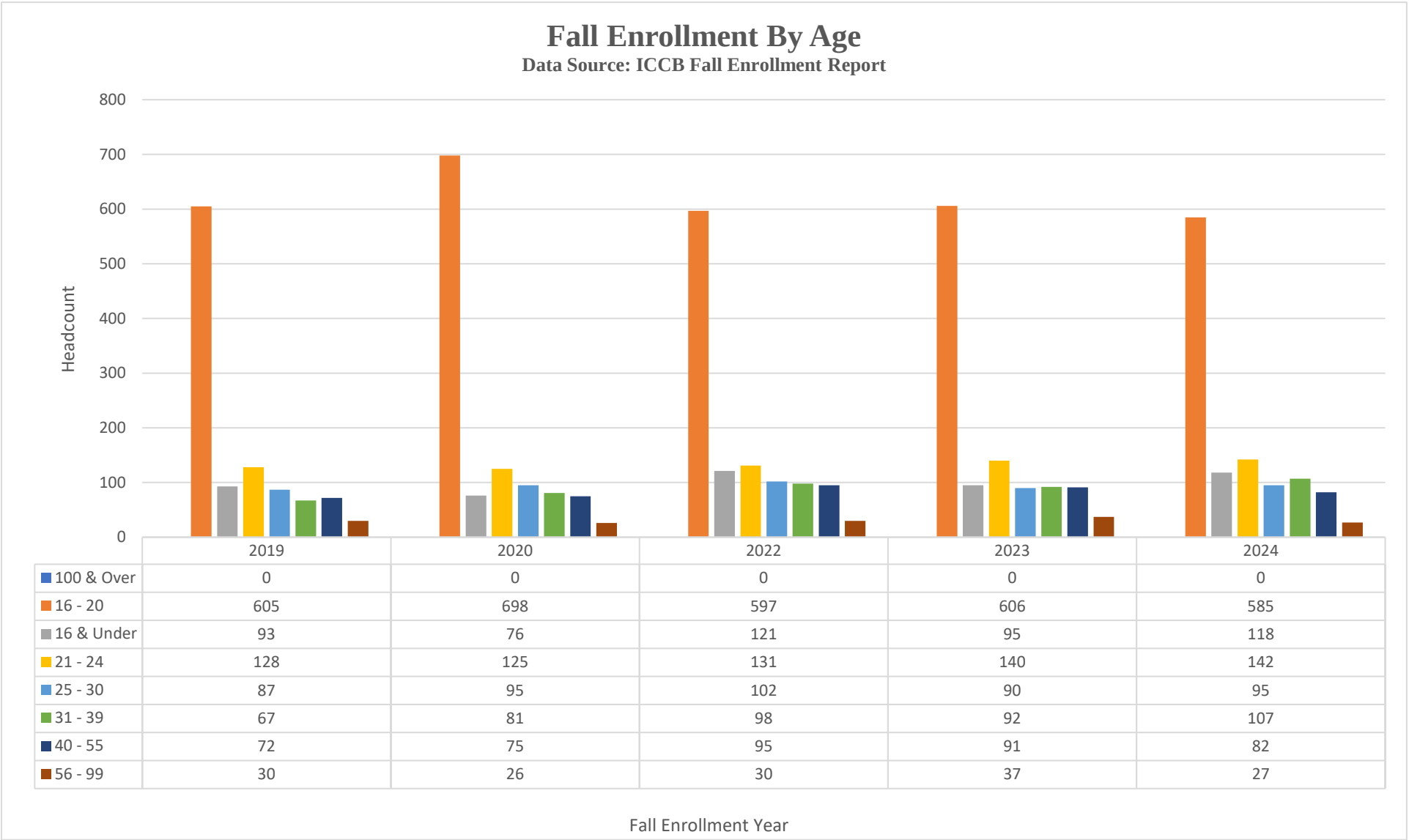
6,185,000

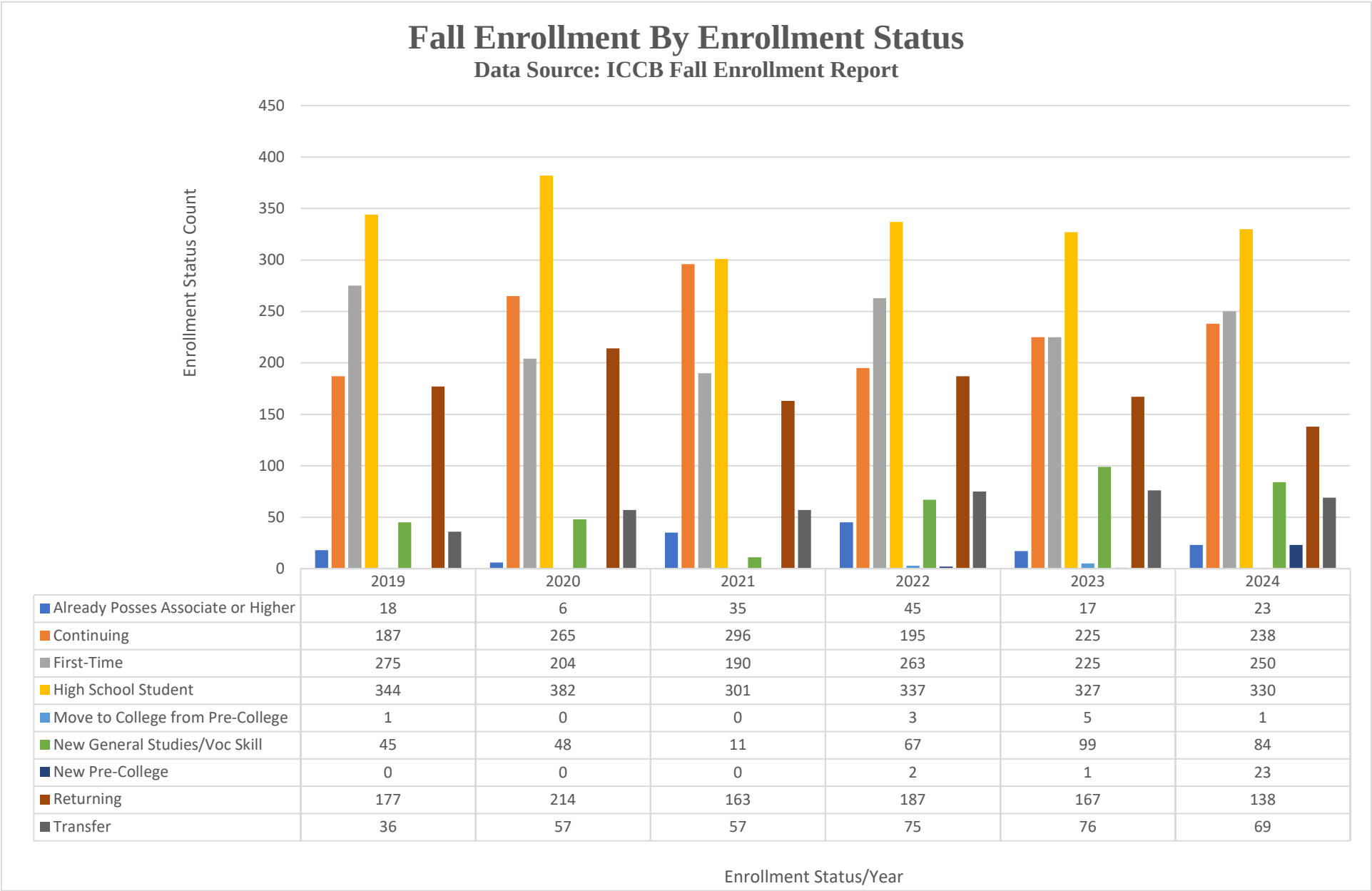
Legal Debt Margin

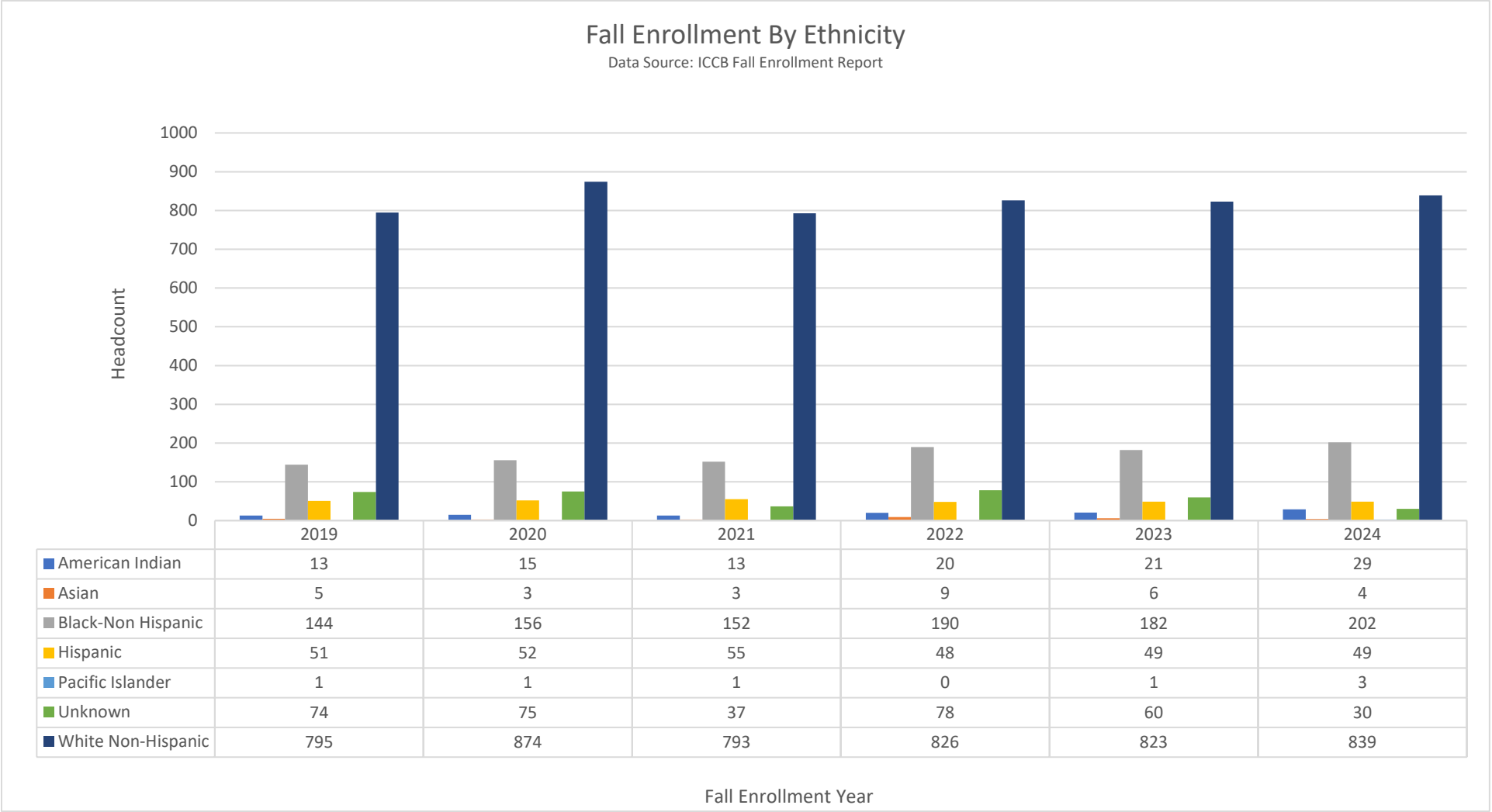
Historical credit hours by fund assist with forecasting revenue. Each fund is reimbursed by the State at different levels; therefore, it is critical to understand the credit hour trends by fund.



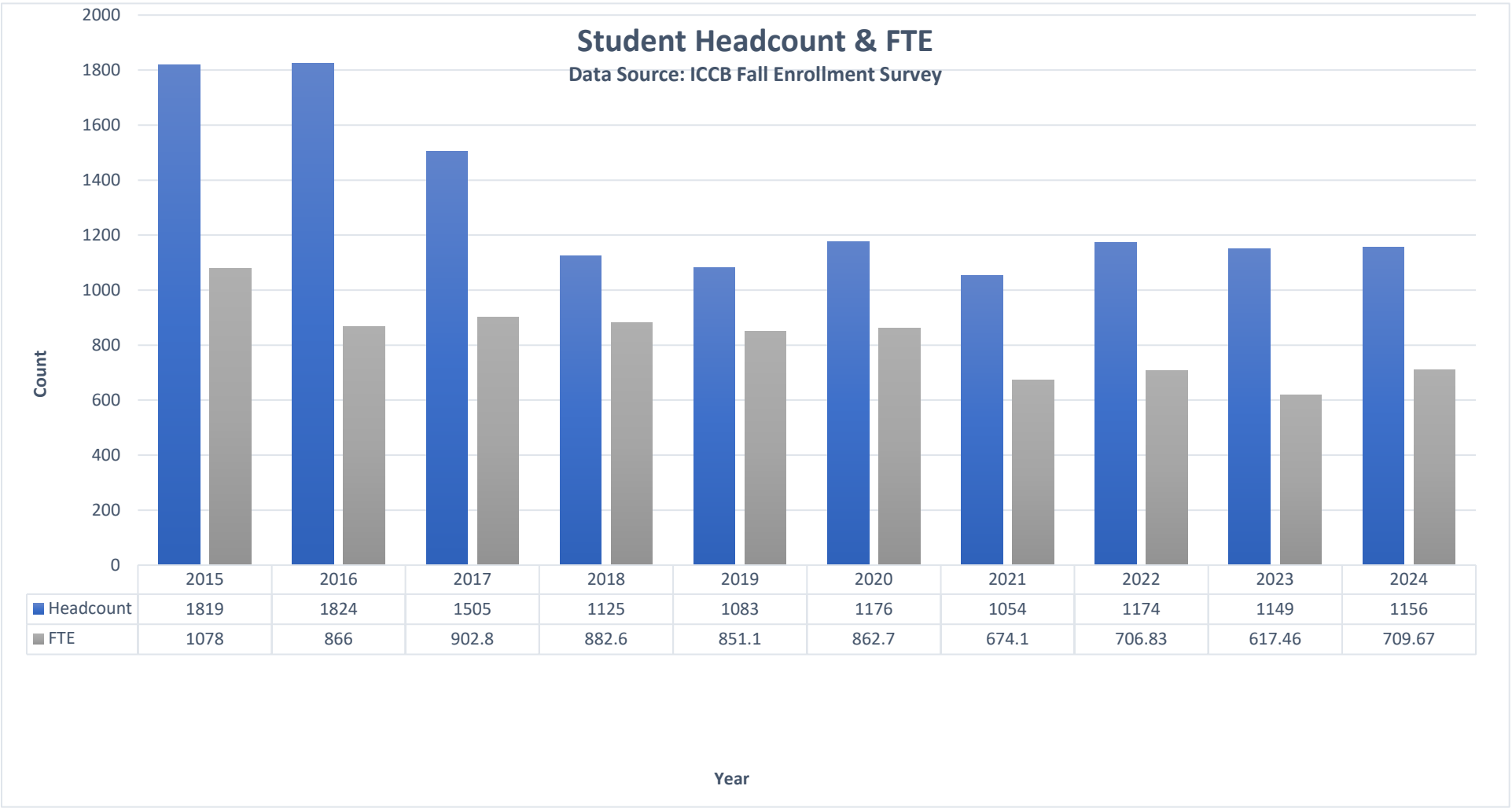
The following charts disaggregate the fall headcount report submitted to the State, annually. Analyzing the enrollment behaviors of each group can help detect enrollment changes that can assist with forecasting credit hours.

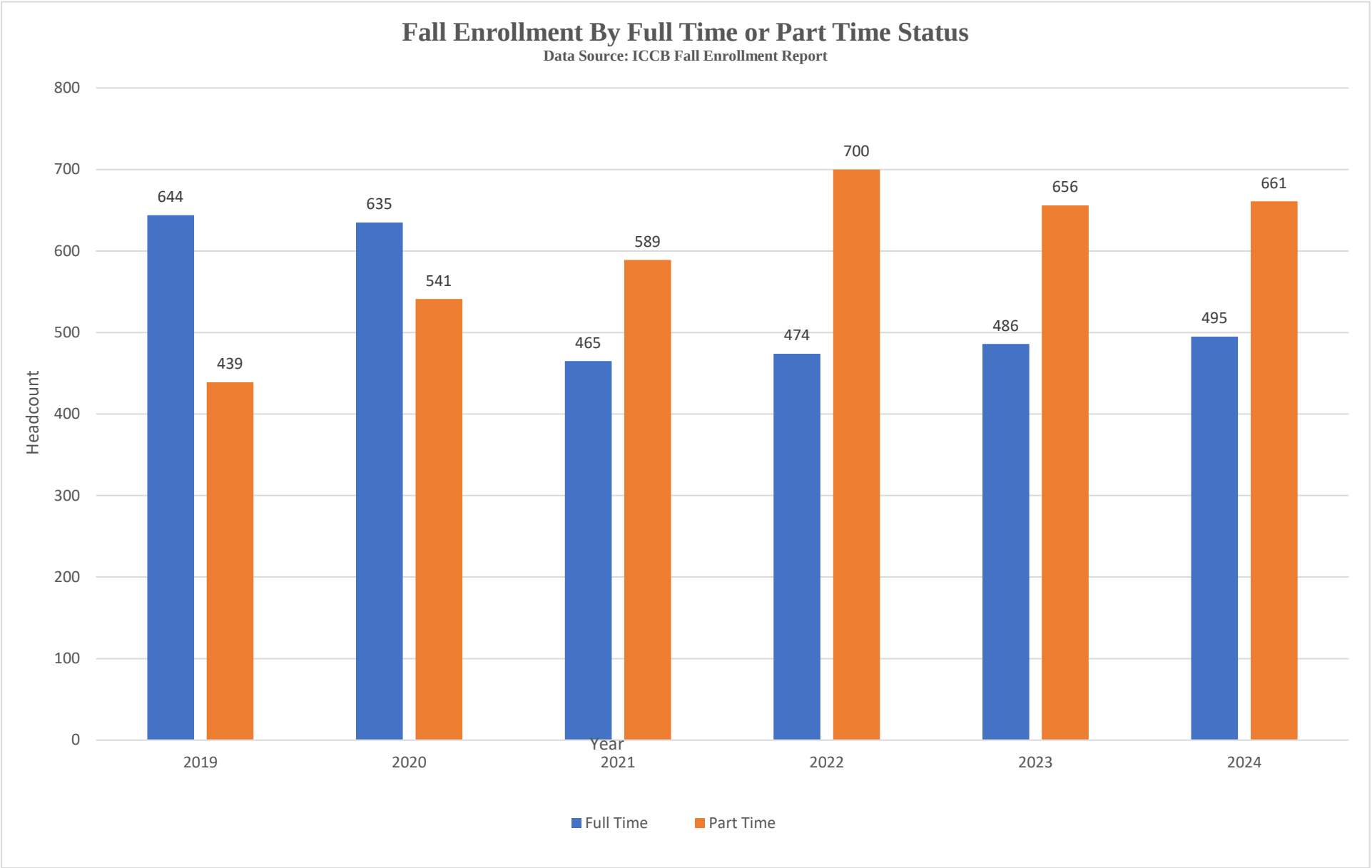


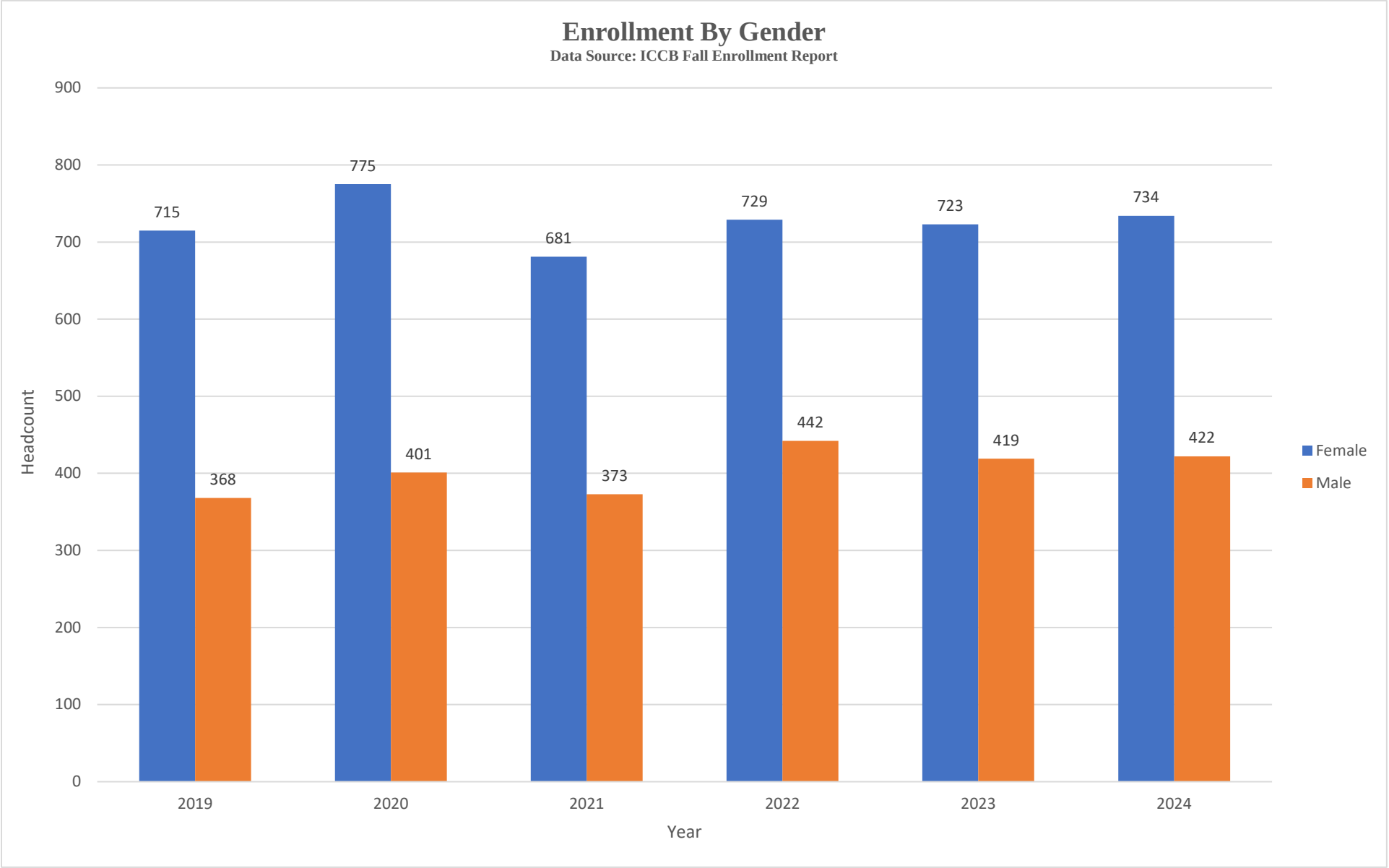


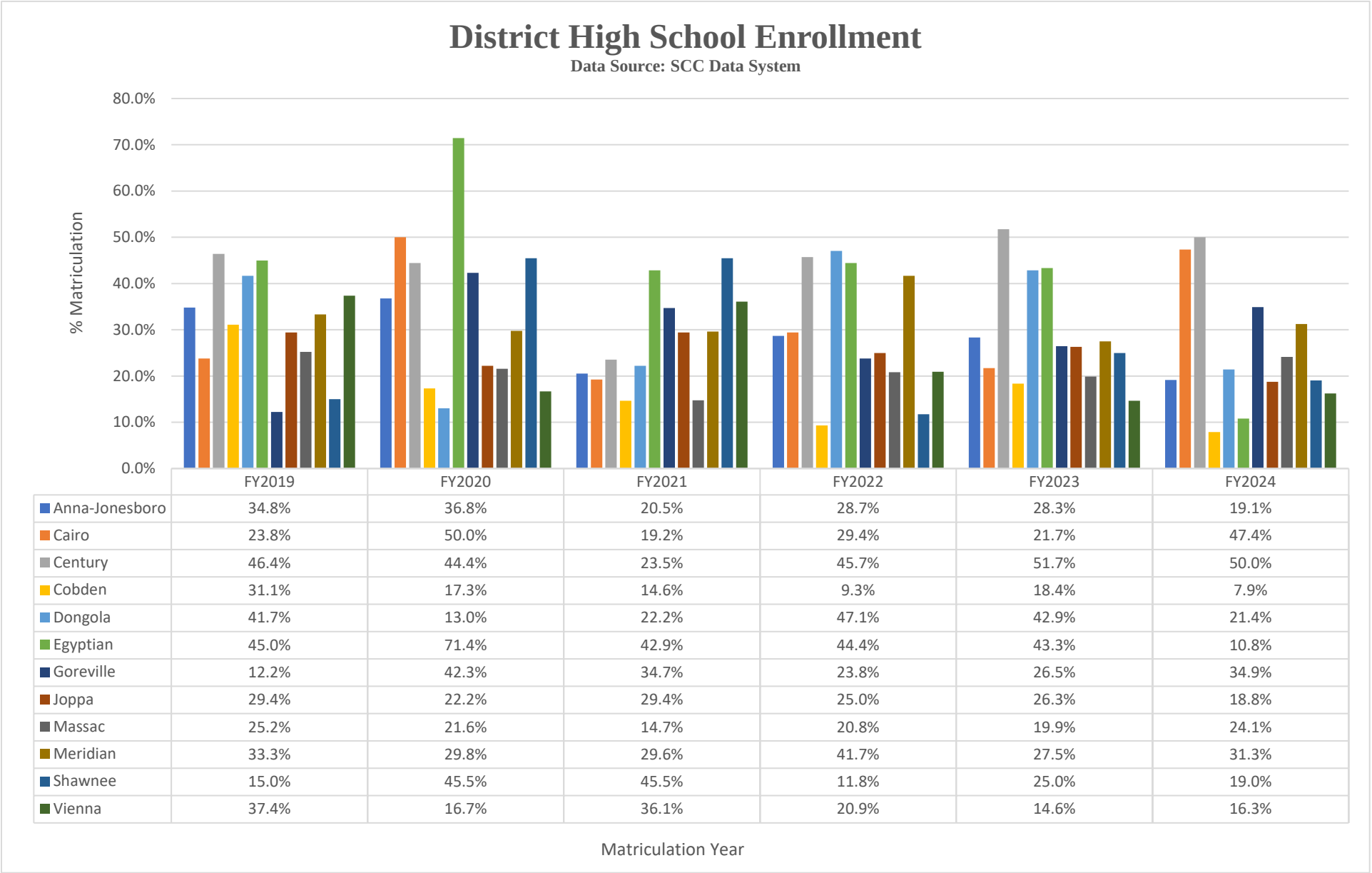


Average enrollment per head, along with simply looking at headcount enrollment, can assist with forecasting tuition and fee revenue. For example, if headcount is decreasing, but the number of credit hours taken per head is increasing, revenue may remain stable or even increase despite the decline in headcount. The opposite is also true.

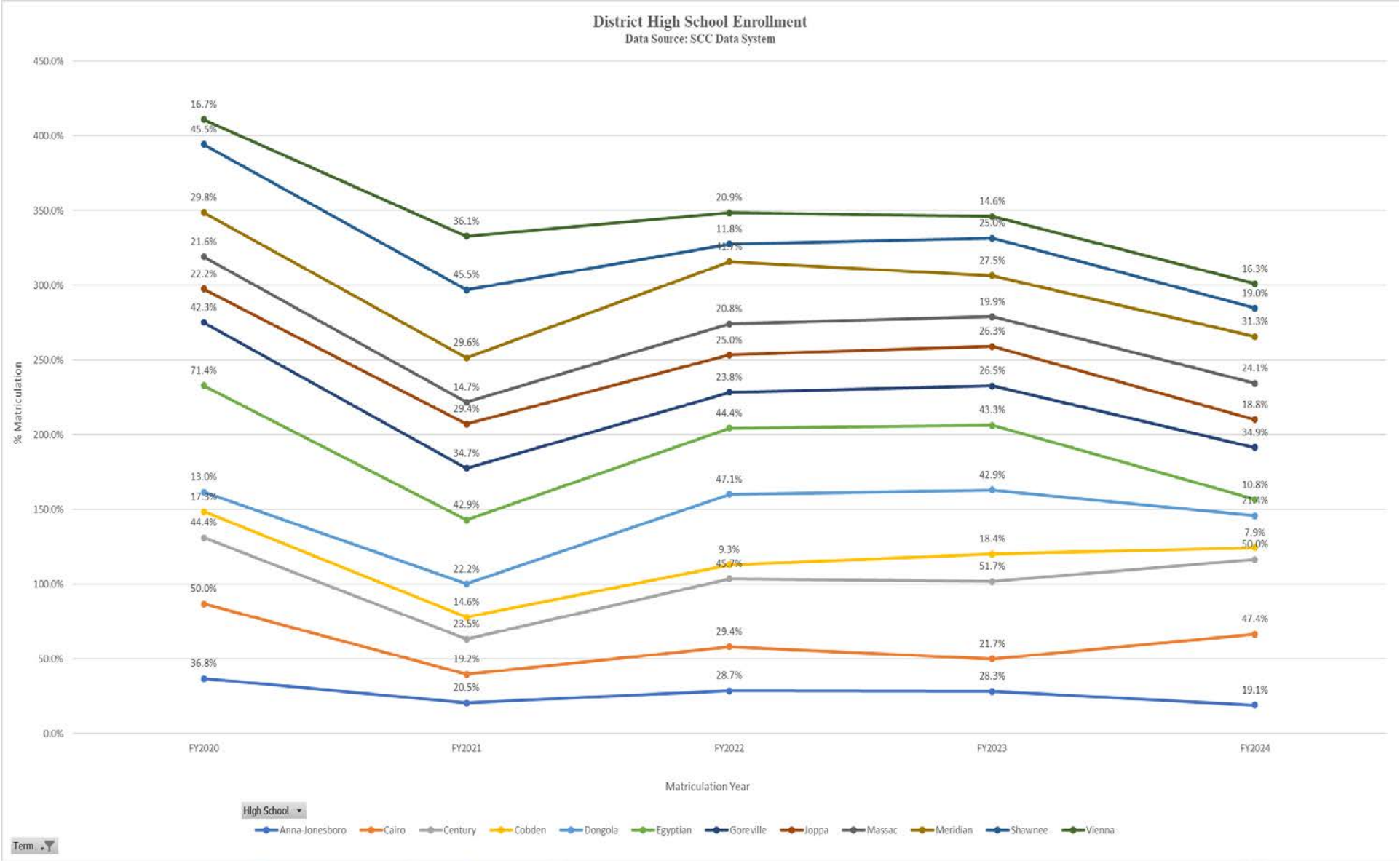




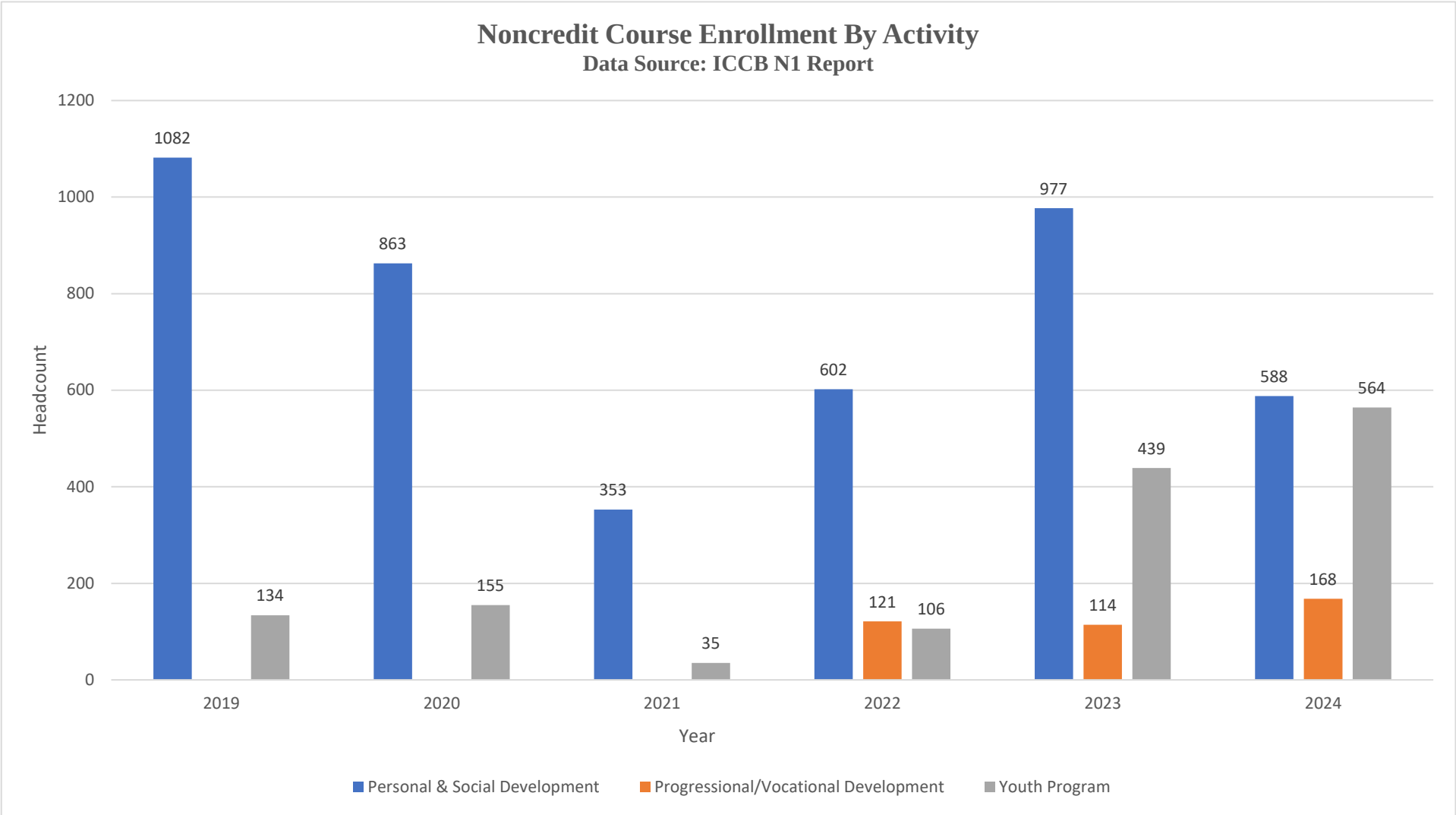


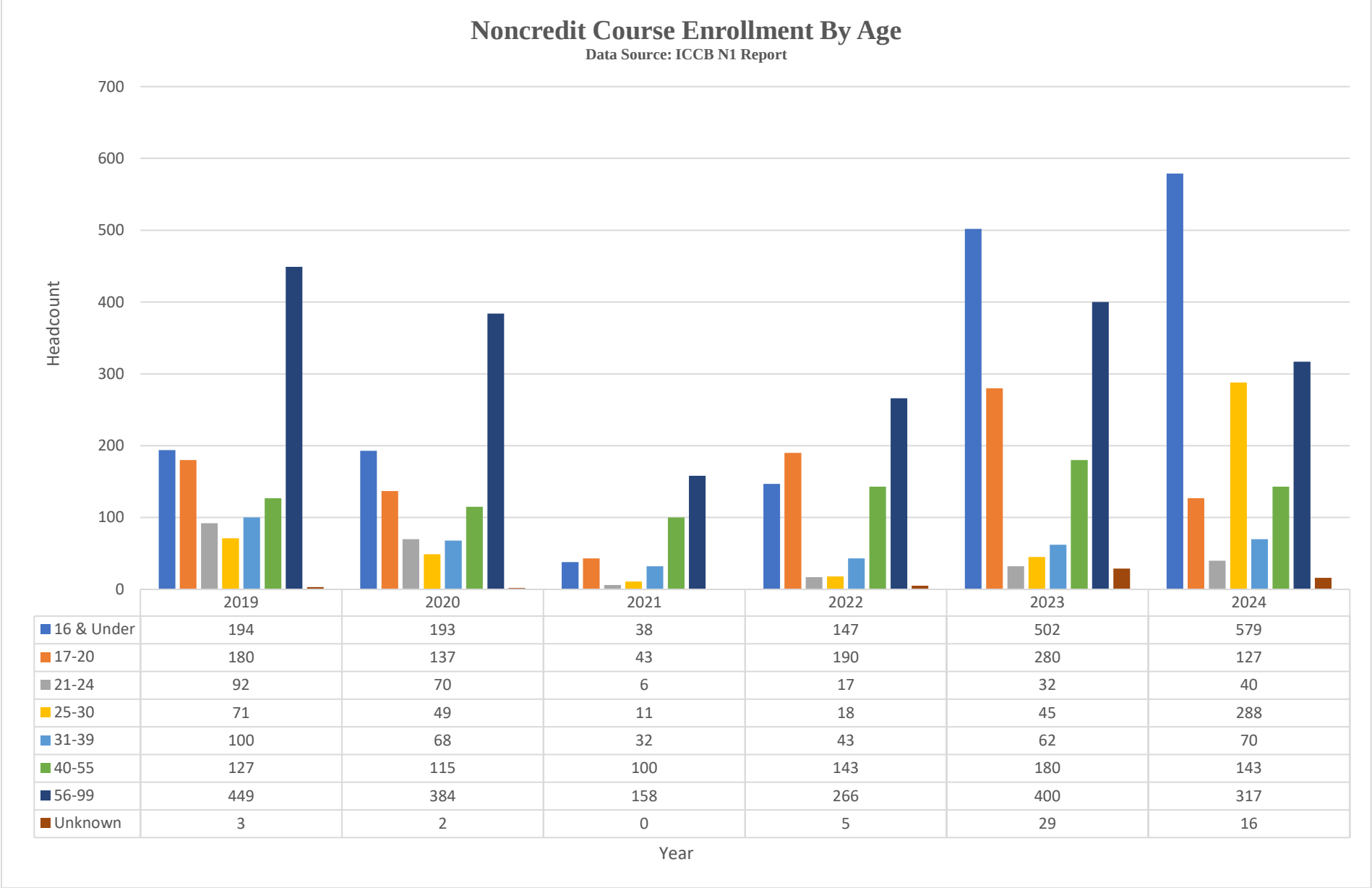


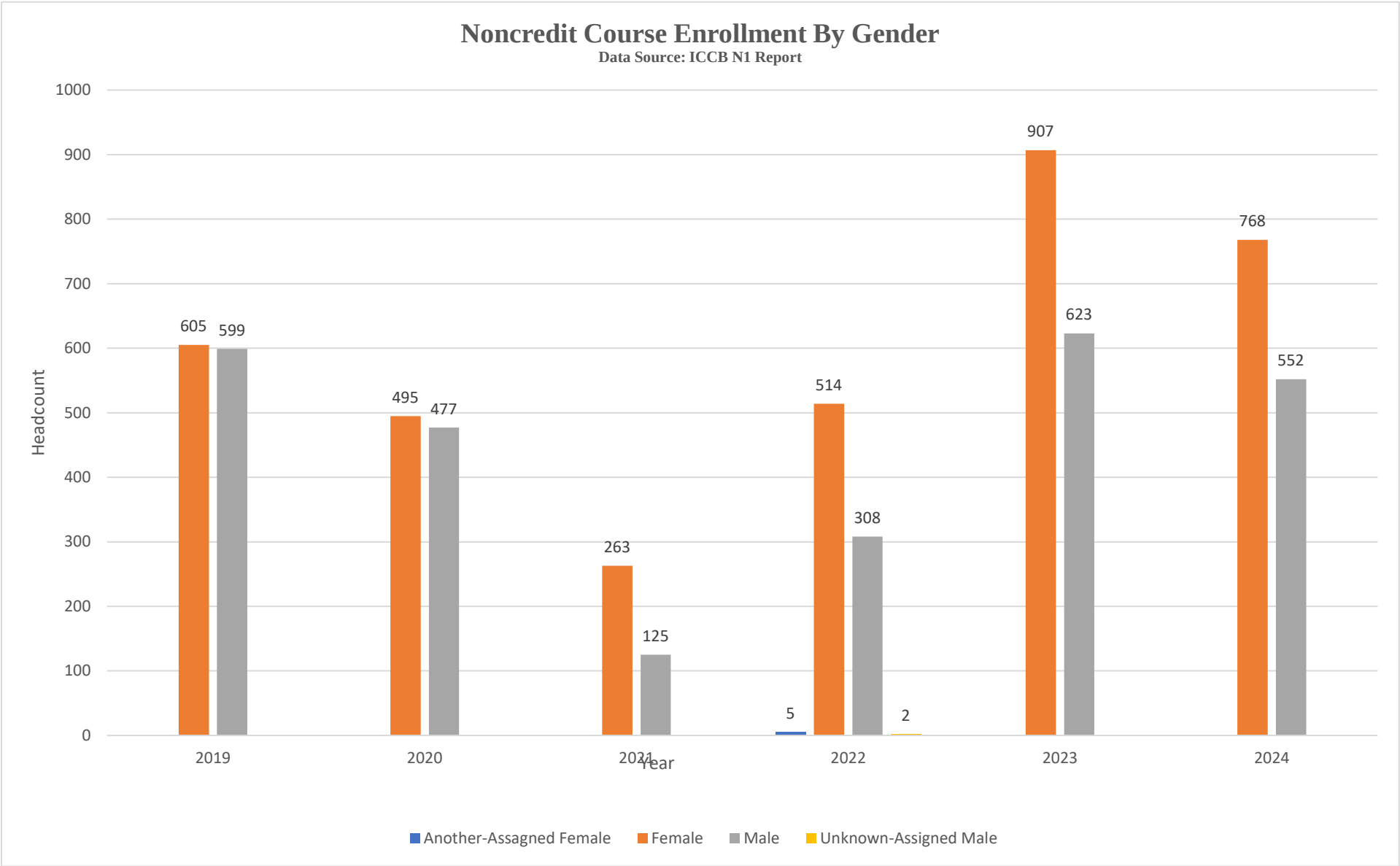
Shawnee Community College
Fiscal Year 2025 Budget

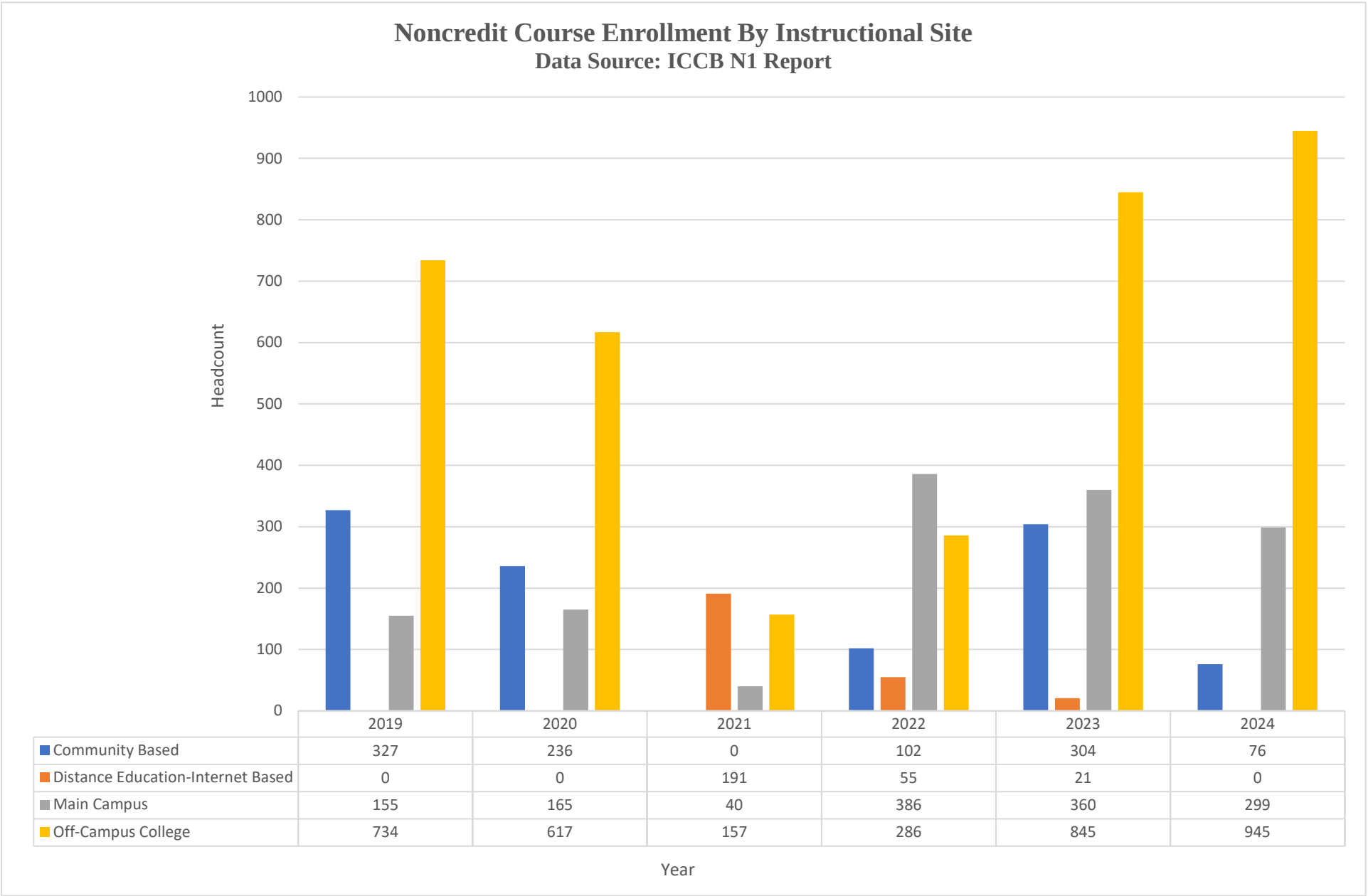


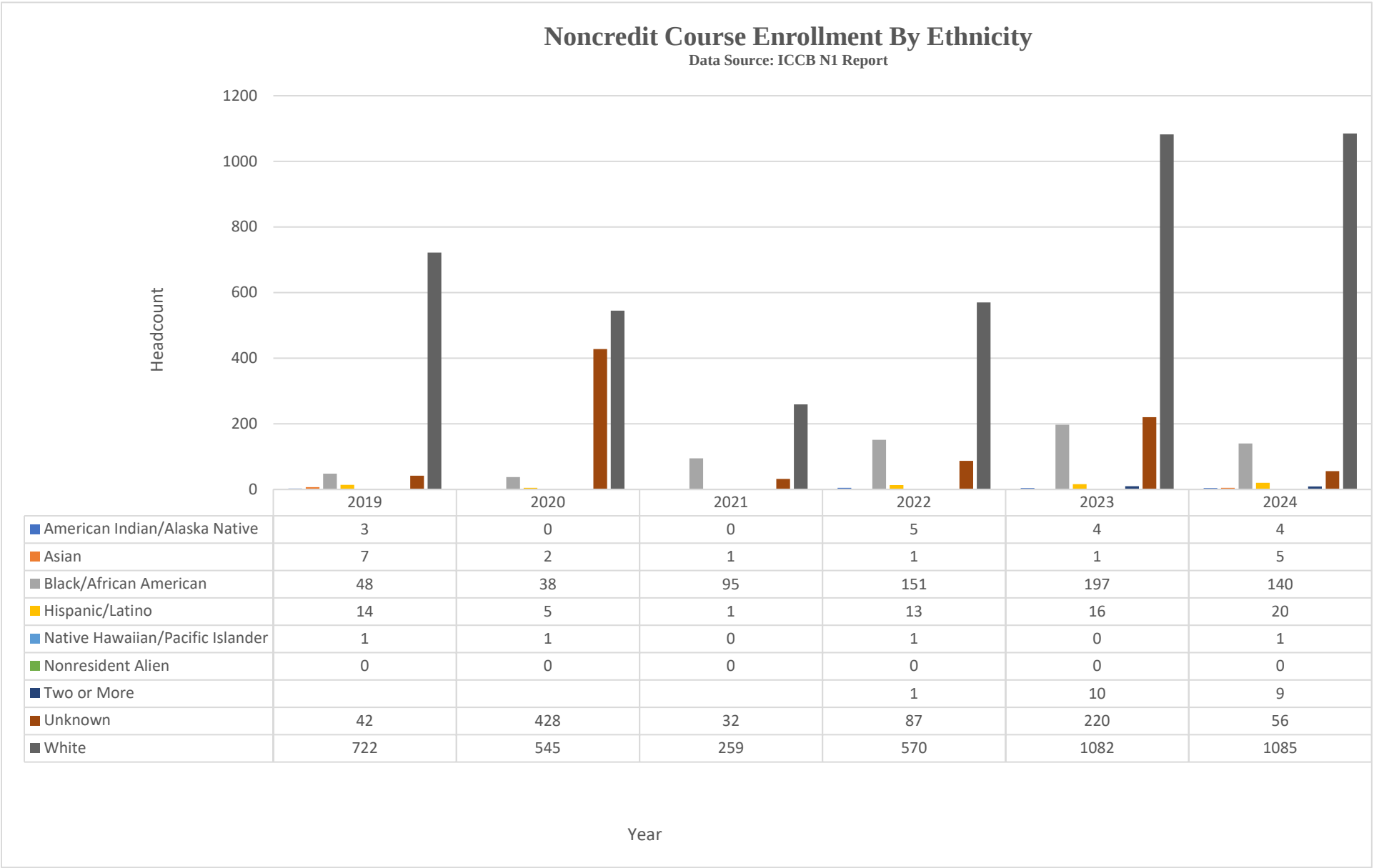
The following charts breakdown the noncredit course enrollment. While we typically do not generate much revenue from noncredit courses, expenses for these courses are incurred. Therefore, watching the noncredit course enrollment can assist with forecasting potential increases in expenses.



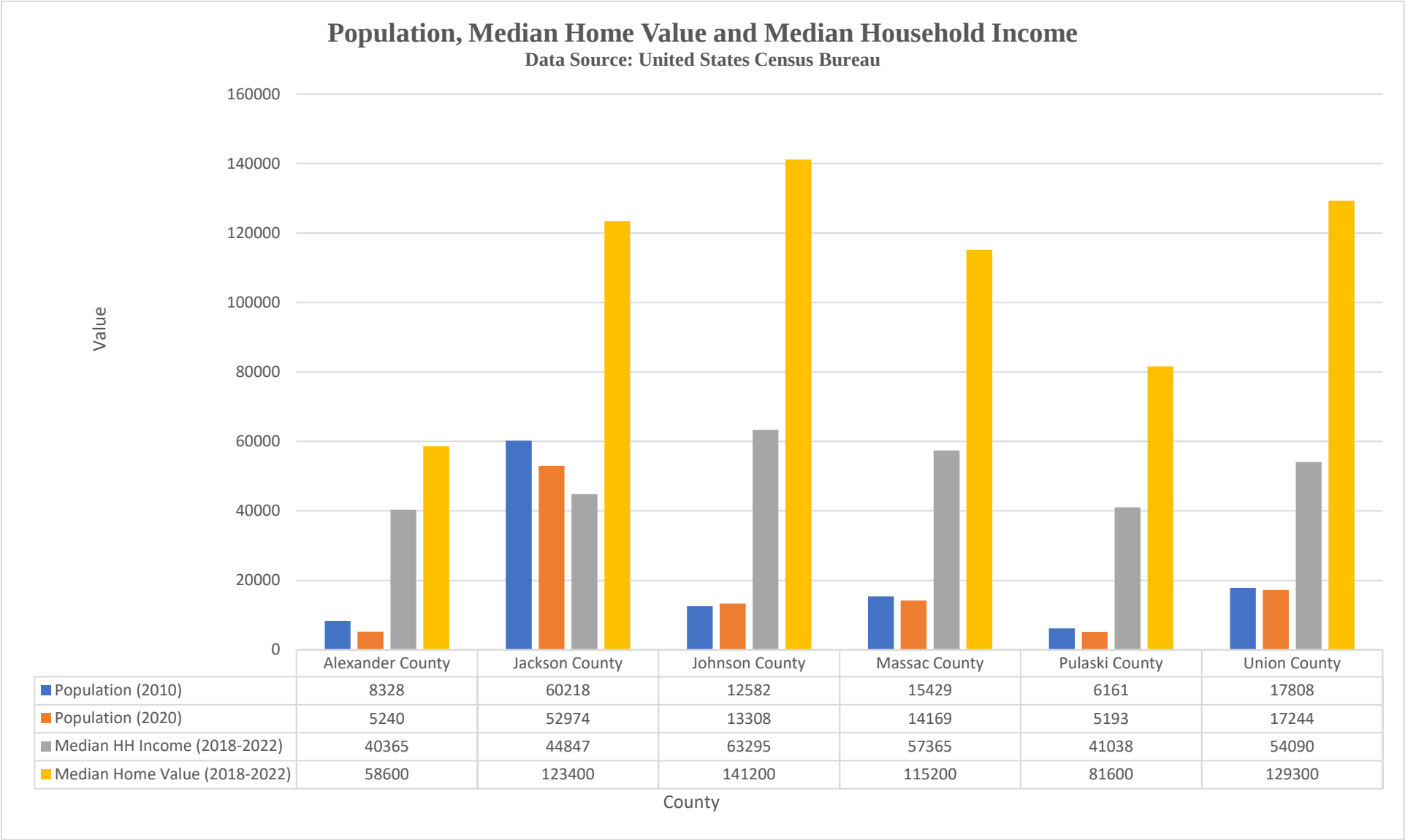


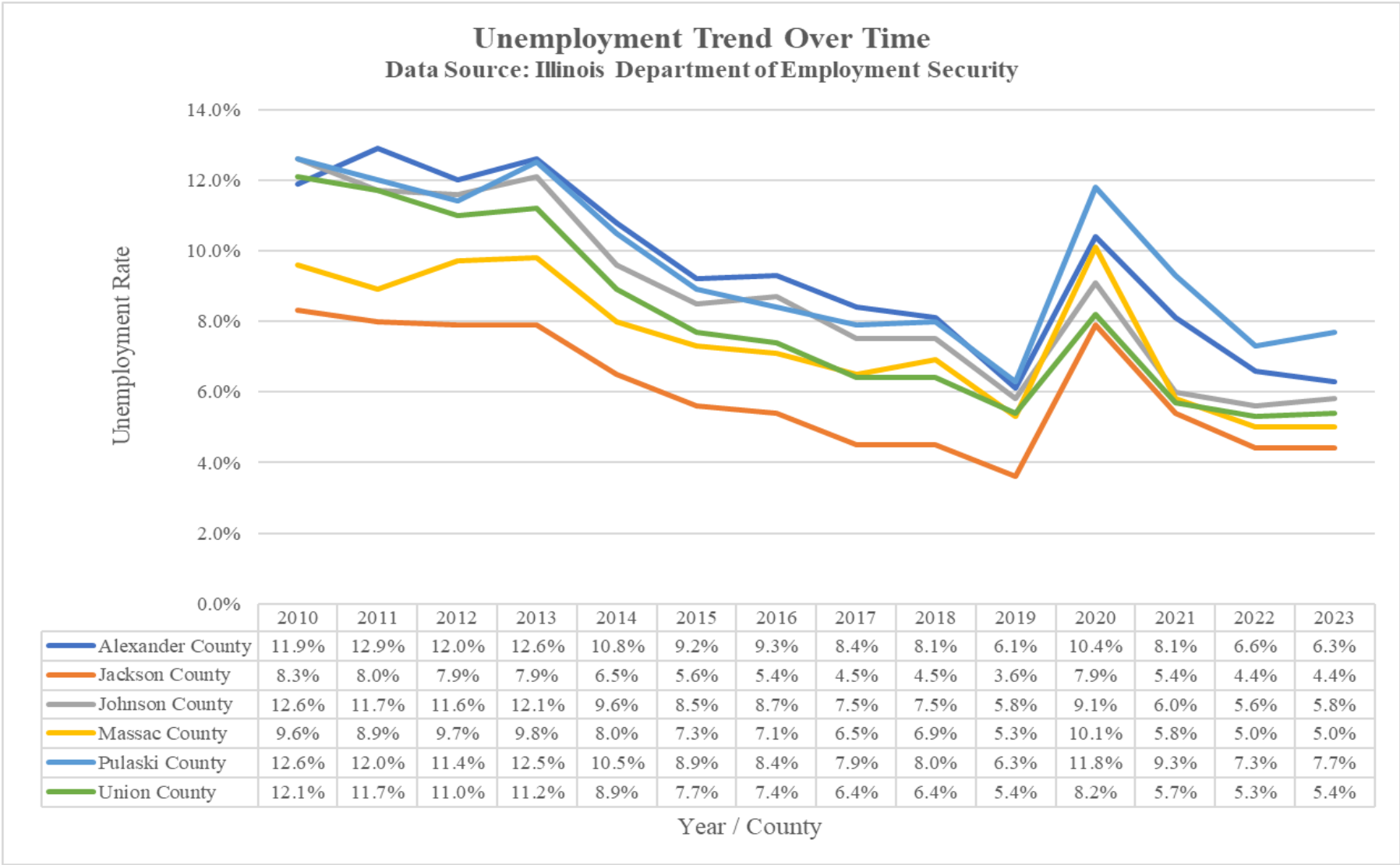


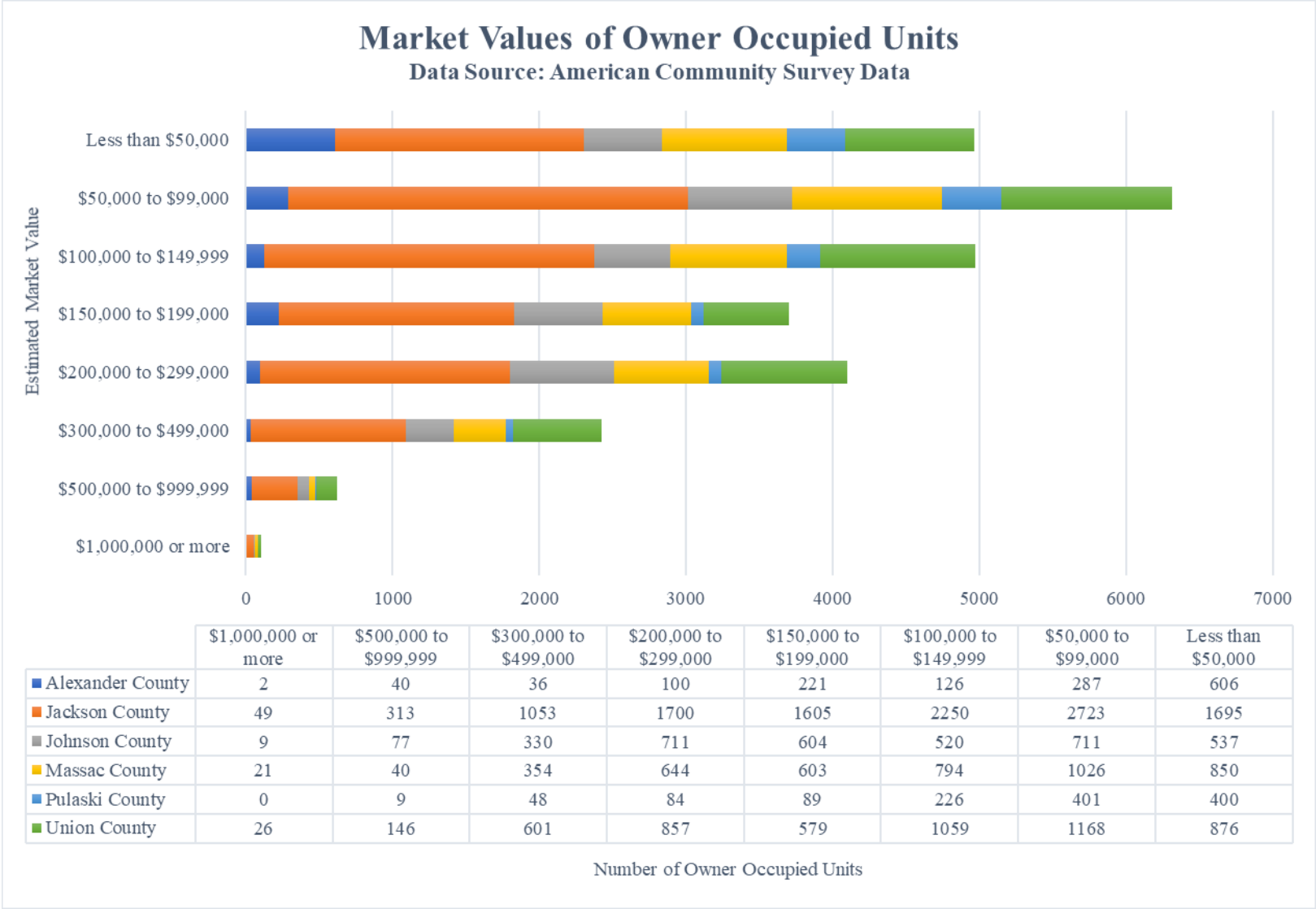


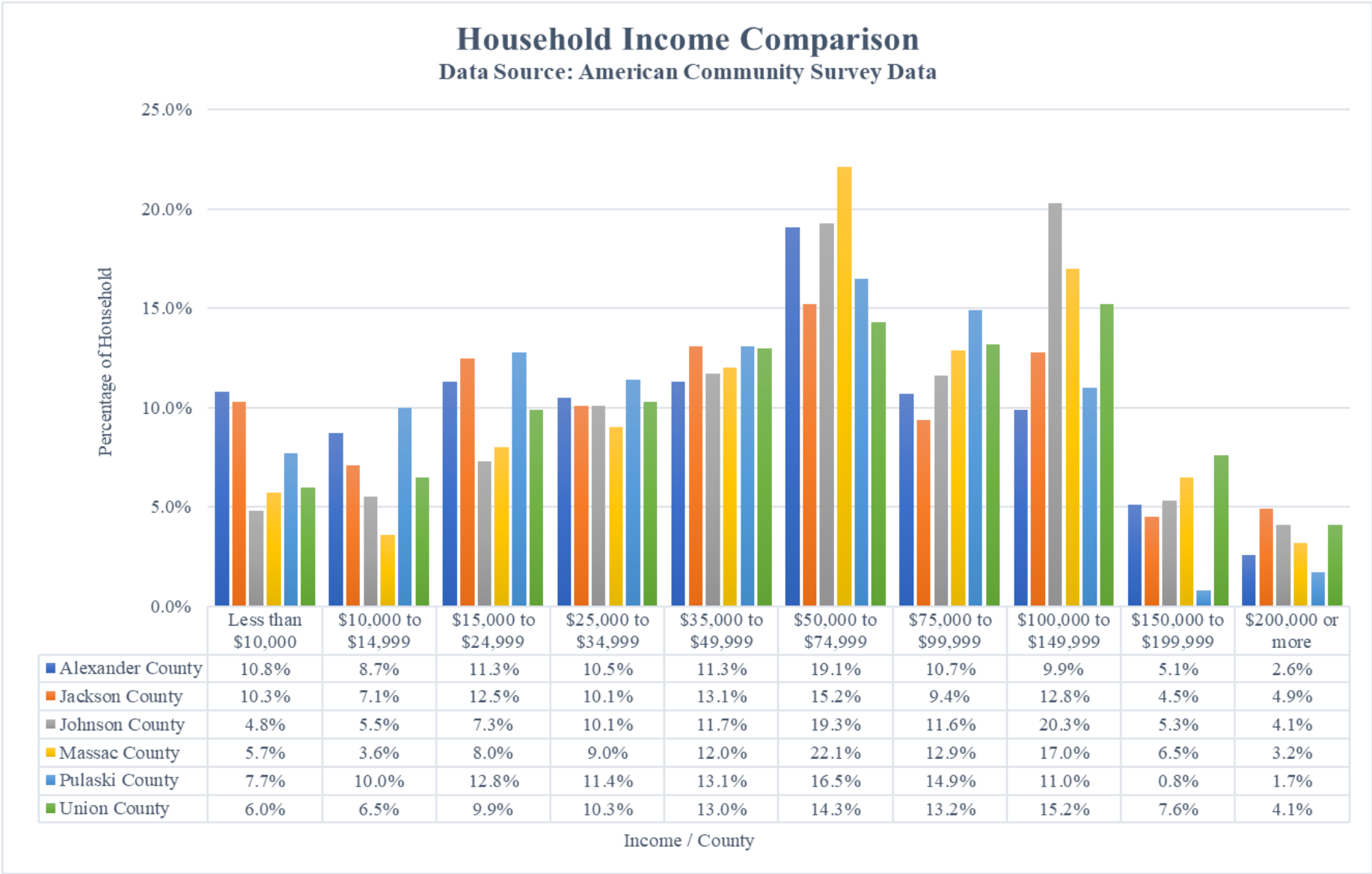


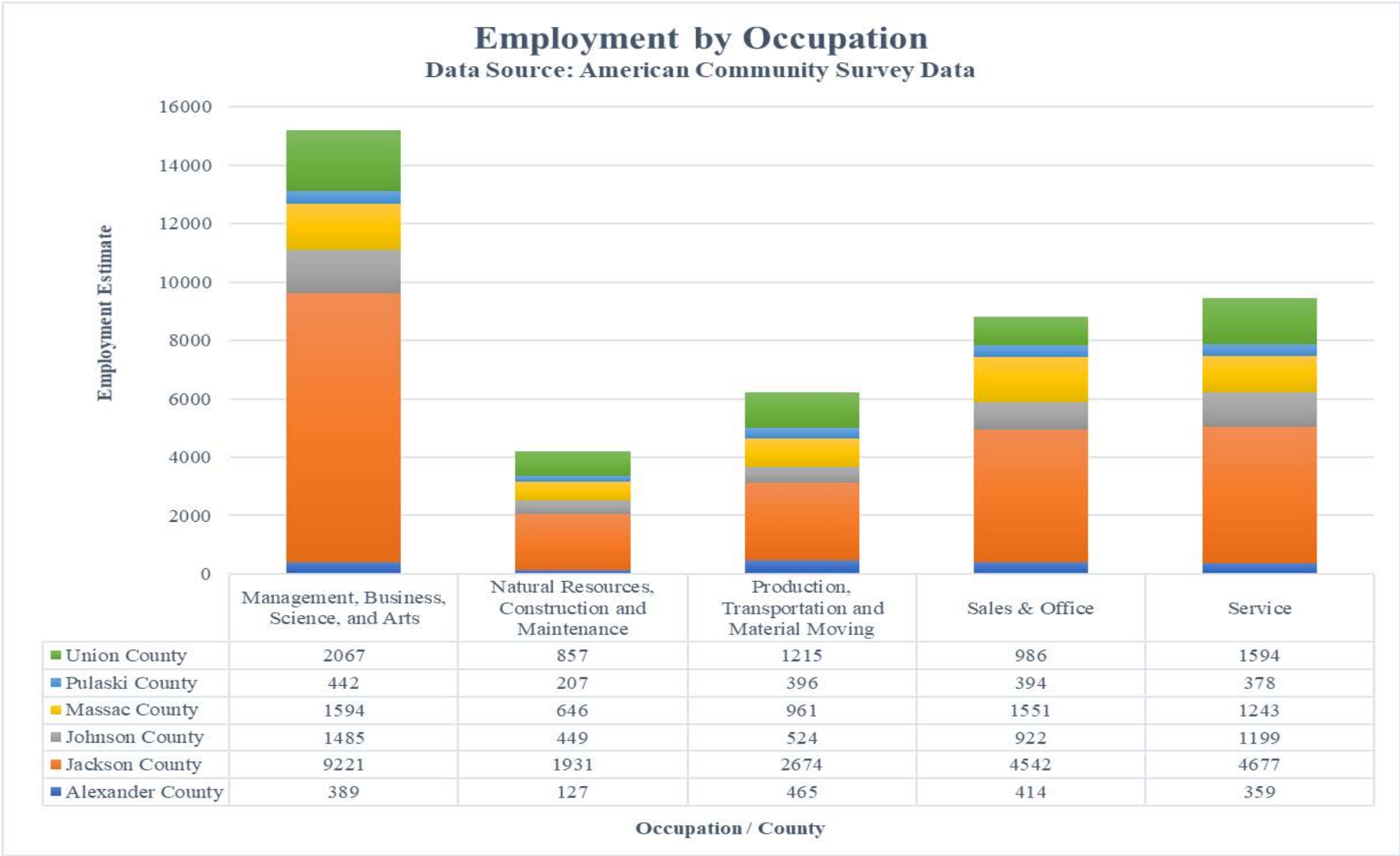
The following service area economic data is helpful when forecasting changes in revenue. The College enrollment is somewhat correlated to unemployment rates and strongly correlated to population in our service area counties.

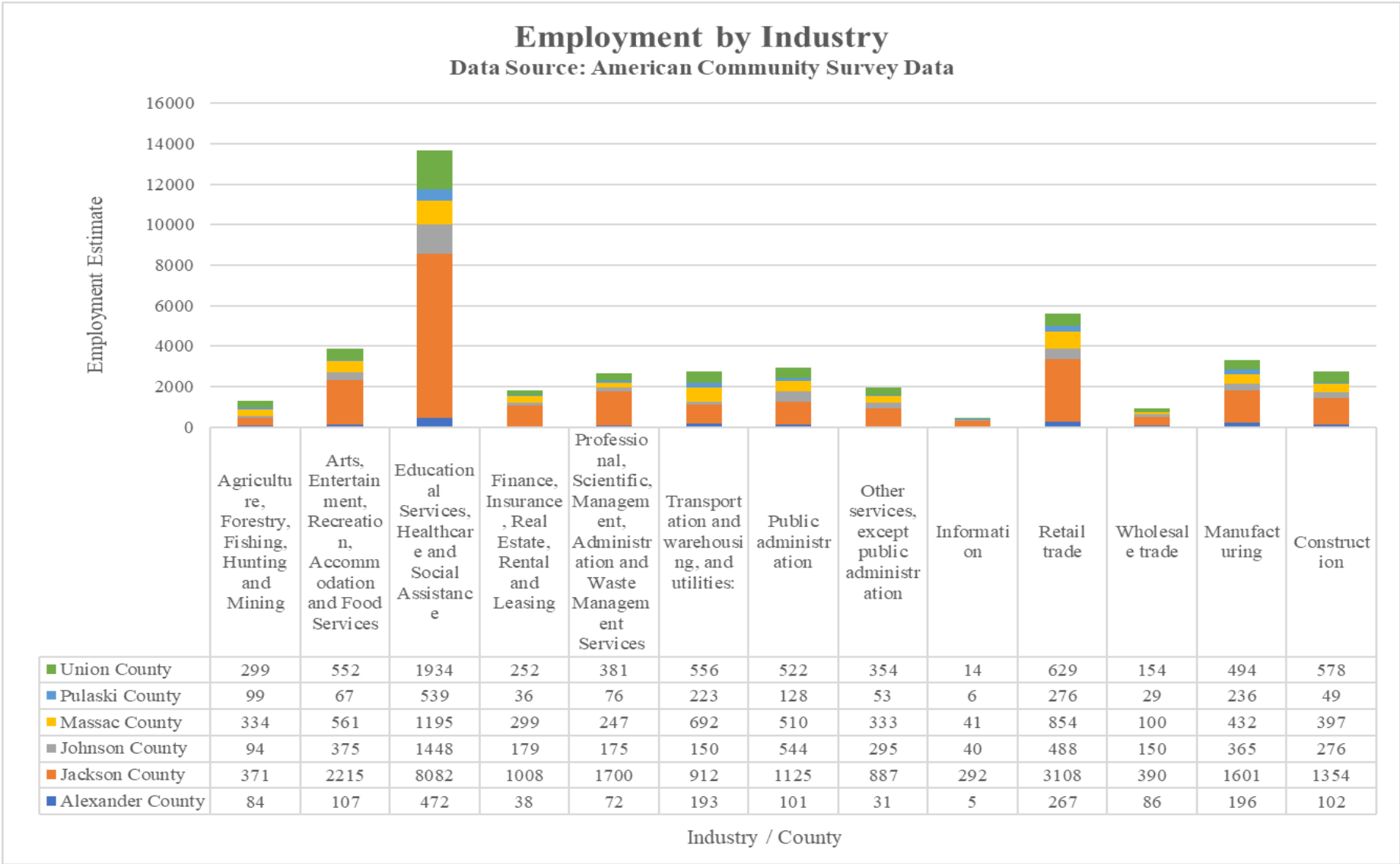












FINANCIAL PLANNING POLICY

The Board has a fiduciary responsibility to utilize, maintain, and protect College financial assets and provide resources for strategic initiatives aimed at the attainment of the strategic outcomes. As such, with assistance from the [Board Finance Committee](#), the Board directs the President to implement policies, rules, guidelines, procedures, and practices to assist the Board with this responsibility. Further, the Board directs the President to ensure the College's financial assets are used in ways that support the College's mission and achieve the Board's Strategic Outcomes.

Finally, without limiting the scope of the above statements by the following list, the President shall not fail to:

1. Engage the Board Finance Committee in the development of a long-term financial plan for the College.
2. Allocate resources in ways that are aligned with achievement of the Board's Strategic Outcomes.
3. Operate with a documented, multi-year strategy that can be expected to achieve a reasonable interpretation of the Strategic Outcomes.
4. Permit planning that explains and justifies assumptions, and identifies relevant environmental factors.
5. Permit budgeting for any fiscal period or the remaining part of any fiscal period that is not derived from the multi-year plan.
6. Permit financial planning that omits credible projection of revenues and expenses, separation of capital expenditures and operational expenses, cash flow projections, prior year comparisons, and disclosure of planning assumptions.
7. Provide prior year comparisons for departments.
8. Provide less than the amount required to address critical deferred maintenance as a priority over new capital infrastructure.
9. Provide in the annual operating budget adequate provision for plant and facilities maintenance, electronic and institutional equipment, program and course development, staff development, and institutional research.
10. Allocate 4.5% of the total operating budget for plant and facilities maintenance.
11. Allocate 3.5% of the total operating budget for electronic and institutional equipment.
12. Permit financial planning that includes credible three-year pro-forma trends of revenues and expenses.
13. Permit financial planning without a projected five-year facilities master plan.
14. Permit planning that risks any situation or condition described as unacceptable in the ["Financial Condition"](#) policy.
15. Permit financial planning that does not provide the amount of operating funds determined annually by the Board for its direct use during the year to ensure Board advancement and competent governance of the College, such as costs of fiscal audit, Board development, Board and committee meetings, and Board legal fees.
16. Prevent the disbursement of funds that exceeds the annual operating budget revenue projection for more than two consecutive years.
17. Permit planning that endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve future Strategic Outcomes.
18. Submit an annual budget document that addresses the aforementioned factors.

Budget, Forecasting, Development, and Adoption Policy

The Board has a fiduciary responsibility to utilize, maintain, and protect College financial assets and provide resources for strategic initiatives aimed at the attainment of the strategic outcomes. As such, with assistance from the Board Finance Committee, the Board directs the President to implement policies, rules, guidelines, procedures, and practices to assist the Board with this responsibility. Further, the Board directs the President to ensure the College's financial assets are used in ways that support the College's mission and achieve the Board's Strategic Outcomes. Finally, without limiting the scope of the above statements by the following list, the President shall not fail to:

1. Engage the Board Finance Committee in the development of a long-term financial plan for the College.
2. Allocate resources in ways that are aligned with achievement of the Board's Strategic Outcomes.
3. Operate with a documented, multi-year strategy that can be expected to achieve a reasonable interpretation of the Strategic Outcomes.
4. Permit planning that explains and justifies assumptions, and identifies relevant environmental factors.
5. Permit budgeting for any fiscal period or the remaining part of any fiscal period that is not derived from the multi-year plan.
6. Permit financial planning that omits credible projection of revenues and expenses, separation of capital expenditures and operational expenses, cash flow projections, prior year comparisons, and disclosure of planning assumptions.
7. Provide prior year comparisons for departments.
8. Provide less than the amount required to address critical deferred maintenance as a priority over new capital infrastructure.
9. Provide in the annual operating budget adequate provision for plant and facilities maintenance, electronic and institutional equipment, program and course development, staff development, and institutional research.
10. Allocate 4.5% of the total operating budget for plant and facilities maintenance.
11. Allocate 3.5% of the total operating budget for electronic and institutional equipment.
12. Permit financial planning that includes credible three-year pro-forma trends of revenues and expenses.
13. Permit financial planning without a projected five-year facilities master plan.
14. Permit planning that risks any situation or condition described as unacceptable in the "Financial Condition" policy.
15. Permit financial planning that does not provide the amount of operating funds determined annually by the Board for its direct use during the year to ensure Board advancement and competent governance of the College, such as costs of fiscal audit, Board development, Board and committee meetings, and Board legal fees.
16. Prevent the disbursement of funds that exceeds the annual operating budget revenue projection for more than two consecutive years.
17. Permit planning that endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve future Strategic Outcomes.
18. Submit an annual budget document that addresses the aforementioned factors.

Financial Condition Policy

The Board has a fiduciary responsibility to ensure public funds are used in a transparent, ethical, and fiscally responsible manner. As such, the Board adopts a budget for college operations which will be administered by the CFO. The CFO shall administer the Board approved budget within parameters approved by the Board and protect the College from financial risk.

With respect to the actual, ongoing financial conditions and activities, the President shall not cause, or allow, the development of fiscal jeopardy, or actual expenditures, that are not aligned with achievement of the Board's Strategic Outcomes.

Further, without limiting the scope of the above statement by the following list, the President shall not:

1. Fail to comply with laws, administrative codes, rules, or agency regulations that apply to college activities.
2. Fail to comply with the College's administrative policies, administrative rules, guidelines, and operating standards, except when in the College's best interest. Any deviation will be communicated to the Board at the next regularly scheduled meeting.
3. Materially deviate from the approved budget by:
 - a. Expending more funds than have been budgeted in aggregate for any fund without prior Board approval, except in emergency situations.
 - b. Failing to notify the Board of an emergency purchase in excess of legal limits within a reasonable timeframe and seek Board approval. State Law requires $\frac{3}{4}$ of the members of the Board (i.e., 6 elected trustees) to approve an emergency purchase.
4. Make any purchase without prudent protection against conflict of interest.
5. Fail to implement a system that subjects contracts for goods and services to a periodic cycle of review for quality and cost, including an assessment of the market.
6. Accept gifts or grants that require the College to commit resources (both human and financial) unless the gift or grant advances the achievement of the College's mission and aligns with the College's strategic priorities. An impact analysis on future resources will be completed prior to acceptance of the gift or grant.
7. Fail to assist the Board with conducting an annual independent audit of the College that is consistent with Illinois law.
8. Fail to employ an internal control structure and develop operating standards to ensure accuracy and transparency for financial reporting. [Board Finance Committee Review]
9. Fail to ensure tax payments or other government-ordered payments are submitted in a timely manner.
10. Fail to manage the College's comprehensive debt program to preserve the district's credit strength and financial flexibility by establishing and monitoring prudent debt management goals.
11. Fail to submit a quarterly finance and investment monitoring report that addresses factors related to the financial condition of the College.

Asset Protection Policy

The Board has a fiduciary responsibility to utilize, maintain, and protect College assets. As such, the Board directs the President to implement policies, rules, guidelines, operating standards, and practices to assist the Board with this responsibility. Further, the Board directs the President to ensure the College's physical facilities and other assets are used in ways that support the College's mission and achieve the Board's Strategic Outcomes. In addition, the President will not allow college assets to be unprotected, inadequately maintained, or unnecessarily exposed to risk. Finally, without limiting the scope of the above statements by the following list, the President shall not fail to:

1. Lead the Board in relevant discussion and work to assure a clear long-term vision for capital assets and facilities.
2. Make infrastructure recommendations that lead to social, economic, and environmental sustainability.
3. Insure against theft and casualty losses in amounts consistent with replacement values or against liability exposure to the College, the Board, Trustees, and employees in amounts consistent with limits of coverage obtained by institutions with comparable risk.
4. Bond employees who are responsible for and have access to material amounts of College funds consistent with Illinois Law and ICCB Administrative Rules.
5. Ensure facilities and capital equipment are well-maintained and operate as intended.
6. Alleviate known conditions that risk the College's assets and/or expose the College, the Board, Trustees, or employees to claims of liability.
7. Receive, process, or disburse funds under controls which are insufficient to meet standards established by the Governmental Accounting Standards Board, the Board appointed auditor, and Illinois law.
8. Obtain Board approval before acquiring or disposing of real property.
9. Implement operating standards for asset tracking, inventory, and disposal of college property that consider the market value and applicable laws.
10. Develop a deferred maintenance plan that considers both the preservation of assets and the needs of the College.
11. Protect the College's trademarks, copyrights, and intellectual property interests.
12. Obtain Board approval before naming facilities or parts of facilities.
13. Fail to submit a quarterly or semi-annual monitoring report that addresses factors related to the College's facilities and information technology infrastructure.

Investments Policy

The Board has a fiduciary responsibility to utilize, maintain, and protect College assets. As such, the Board directs the President to implement policies, rules, guidelines, procedures, and practices to assist the Board with this responsibility. Further, the Board directs the President to ensure the College's investments are used in ways that support the College's mission and achieve the Board's Strategic Outcomes.

Finally, without limiting the scope of the above statements by the following list, the President shall not:

1. Permit investments that are inconsistent with State law, nor to be managed in a way that is inconsistent with the primary objectives of capital preservation and reasonable growth.
2. Permit investments to be managed without the active involvement of well qualified investment advisors with a proven track record, who are independent of any investment fund.
 - a. Permit the advisor to take title to any assets.
 - b. Permit the advisor to withdraw any funds from the accounts except to cover payment of previously agreed fees, or at the organization's specific direction.
3. Permit investments that are insufficiently liquid to meet College's anticipated expenditures without incurring penalties.
4. Permit the investment of cash accounts (or operating capital) in anything other than allowed by the Illinois Public Funds Investment Act ([30 ILCS 235/](#)) and Section 20 of the Illinois Community College Act ([110 ILCS 805/](#)).
5. Fail to submit a quarterly finance and investment [monitoring report](#) that addresses factors related to investments of the College.

STRATEGIC PLANNING POLICY

The Board clearly articulates the College's purpose on behalf of the community through the Board's Strategic Outcome statements. The Board delegates to the President the responsibility for developing and implementing a strategic plan designed to achieve the Board's Strategic Outcomes. The President, in performing this responsibility, shall interpret the Board's Strategic Outcomes, and develop an inclusive and collaborative strategic planning process that identifies initiatives and resources needed for employees to achieve the Board's Strategic Outcomes. The strategic plan shall support the College's Mission, Values, and Vision and ensure College priorities are aligned with the achievement of the Board's Strategic Outcomes. The strategic plan will include initiatives that are, in the President's expertise, most likely to achieve the Board's Strategic Outcomes within the parameters of the Board's Executive Limitations policies. Strategic plan initiatives shall be established within the context of HLC requirements, best practices, and emerging trends.

The Board, in collaboration with the President, shall periodically monitor the College's progress on achieving the strategic plan's initiatives to strengthen the alignment between Board expectations and employee effort and improve institutional effectiveness. Additionally, the Board and President shall monitor changes in critical assumptions underpinning the strategic plan, which may prompt revisions to the strategic plan. The College's strategic plan will be publicly available on the College's webpage.

Accordingly, the President shall not fail to develop and implement a strategic plan that:

- Supports and aligns with the Board's Strategic Outcomes.
- Is based on the College's Mission, Values, and Vision statements.
- Allocates resources in alignment with the College's Mission, Vision and the Board's Strategic Outcome priorities.
- Links College processes for assessment of student learning, evaluation of operations, planning and budgeting.
- Is comprehensive and includes cycles of evaluation based on data.
- Considers the College's current capacity including the availability of resources.
- Considers critical assumptions about the future, including without limitation, the possible impact of fluctuations in revenue sources, enrollment, the economy and federal, state and local support.
- Anticipates emerging factors, such as technology, demographic shifts, and globalization.
 - Results from a collaborative development process that actively engages internal and external stakeholders.
 - Ensures continuous improvement of the plan's effectiveness through a monitoring system that includes reports to the Board on the College's progress towards realizing the plan's KPAs and any changes in critical assumptions.

BOND AND INDEBTEDNESS PROCEDURE

Statement

For purposes of this procedure, “debt” is defined as any short-term or long-term obligation to repay principal and interest on a loan whether for operating purposes or capital expenditures and including, but not limited to, general obligation bonds, notes, warrants, leases, alternate bonds, debt certificates, installment contract certificates and any other forms of indebtedness.

These goals and guidelines constitute realistic goals the College can expect to meet, and will guide, but not bind, debt management decisions.

A. Financing Team Members

The College may use the services of professional service providers, such as Bond Counsel, Legal Counsel, Independent Financial Advisors, Bond Rating Analysts, or other debt management advisors in order to assist the College with the effective management of its debt. Financial Advisors are to be chosen through a qualification-based selection (QBS) process.

All financing team members will be required to provide full and complete disclosure, under penalty of perjury, relative to any and all agreements with other financing team members and outside parties. The extent of the disclosure may vary depending on the nature of the transaction. However, in general terms, no agreements will be permitted which would compromise a firm’s ability to provide independent advice which is solely in the best interests of the College, or which could reasonably be perceived as a conflict of interest. All financing team members shall abide by the Board’s Ethics Policy as well as State and Federal laws.

B. Maturity of Debt and Impact on Operating Budget:

The duration of a debt issue shall be consistent, to the extent possible, with the economic or useful life of the improvement, asset, or duration of liability that the issue is financing. The length of maturity of any debt instrument shall be equal to or less than the useful life of the asset(s) or liability(ies) being financed. The College shall avoid issuing bonds payable through the operating funds greater than a ten-year maturity.

The Board of Trustees will avoid issuing debt for payment of operating expenses unless needed to meet short-term cash flow needs. When considering any debt issuance, the potential impact of other additional operating costs on the College, both short and long-term, will be evaluated.

C. Debt Service Structure:

The College shall design the financing schedule and repayment of debt so as to take best advantage of market conditions, provide flexibility, and as practical, to recapture or maximize its credit for future use.

D. Capitalized Interest:

Unless required for structuring purposes (e.g. first interest payment due before levy dollars are received), the College will seek to avoid the use of capitalized interest in order to avoid unnecessarily increasing the bond size and interest expense.

E. Debt Limitation and Overlapping Debt:

Limitations on bonded indebtedness are determined in relationship to a college's equalized assessed value (EAV) of real property. (110 ILCS 85/3A-1) Public Community College Act limits the College's total outstanding debt to 2.875% of the assessed valuation of the taxable property of the College.

The College shall, when planning for the issuance of new debt, consider the impact of such new debt on overlapping debt and the financing plans of local, state and other governments which overlap with the College.

F. Reporting of Debt:

The Annual Audit of the College's Financial Statements will serve as the repository for statements of indebtedness.

G. Monitoring Outstanding Debt:

The College will monitor all forms of debt annually and include in discussions with the Board of Trustees. Concerns and recommended remedies will be reported to the Board of Trustees as necessary. The College will, with assistance from Financial Advisor(s), monitor bond covenants and federal regulations concerning debt, and adhere to those covenants and regulations at all times.

H. Arbitrage:

All issuances and funds subject to arbitrage constraints shall be monitored by the Chief Financial Officer (CFO) and have arbitrage liability calculations performed in a timely manner.

I. Investment of Bond Proceeds:

Investment of bond proceeds shall at all times follow the College's adopted investment policy, comply with federal arbitrage regulations and meet all requirements of bond proceed covenants.

J. Financial

Disclosure:

The College will follow a policy of full disclosure on every financial report and official statement, voluntarily following disclosure guidelines provided by the Illinois Community

College Board (ICCB) and the Government Finance Officers Association (GFOA) for financial reporting and budget presentation, the disclosure requirements of the Securities and Exchange Commission, and arbitrage and rebate restrictions imposed by the Internal Revenue Service. To the extent necessary, professional service providers will be used to ensure compliance with continuing disclosure requirements, SEC Rule 15c2-12, as amended from time to time.

K. Review of Financing Proposals:

All capital financing proposals involving a pledge of the College's credit through the sale of securities, execution of loans or lease agreements or otherwise directly or indirectly the lending or pledging of the College's credit initially shall be referred to the Chief Financial Officer (CFO) who shall determine the financial feasibility of such proposal and make recommendations accordingly to the Board.

Preliminary Official Statements (POS) related to debt issuances shall be reviewed by the Vice President of Financial and Operations, the Director of Business Services, and the Registrar prior to issuing to the public and potential purchaser(s) of the debt instrument(s)

L. Credit Ratings, Credit Enhancer, and Investment Community Relations:

The College shall endeavor to maintain a positive relationship with the investment community. The CFO along with the College's financial advisor shall meet with, make presentations to, or otherwise communicate with the rating agencies, bond insurers and credit enhancers on a consistent and regular basis in order to keep the agencies informed concerning the College's capital plans, debt issuance program, and other appropriate financial information.

The College will make every reasonable effort to maintain its high-quality credit ratings. The College will seek to maintain or improve its current bond rating and will specifically discuss with the Board of Trustees any proposal which might cause that rating to be lowered.

For competitive sales the College will provide the option for the purchaser to obtain credit enhancement, such as municipal bond insurance, at the purchaser's option and cost. In the event of a negotiated sale, the College will seek credit enhancement when necessary for marketing purposes or to make the financing more cost effective.

The CFO shall, as necessary, prepare reports and other forms of communication regarding the College's indebtedness, as well as its future financing plans. This includes information presented to the media and other public sources of information. To the extent applicable, such communications shall be posted on the College's website.

M. Call Provisions:

The College will seek to optimize the cost/benefit trade-off from optional redemption call provisions, consistent with its desire to obtain the flexibilities of call provision on bonds when compared to obtaining the lowest possible interest rates on its bonds. The College and its

financial advisor will evaluate optional redemption provisions for each issue to assure that the College does not pay unacceptably higher interest rates to obtain advantageous calls.

N. Competitive versus Negotiated Debt Issuance:

The College will consult with its financial advisor to determine whether a competitive sale, negotiated sale or private placement is most appropriate. Such determination may be made on an issue-by-issue basis for a series of issues or for part or all of a specific financing program. A negotiated financing may be used where market volatility, refunding sensitivity or the use of an unusual or complex financing or security structure causes a concern with regard to marketability. The College's Financial Advisor will prepare and distribute a Request for Proposal (RFP) to at least five underwriting firms, receive and evaluate submitted proposals based on various criteria and deliver a recommendation to the CFO. The ultimate decision will be based upon the firm's qualifications. A private placement may be used when the transaction is \$5 million or less and may result in a favorable outcome to the College with fewer costs of issuance.

O. Refunding and Restructuring Procedure:

Whenever deemed to be in the best interest of the College, the College shall consider refunding or restructuring outstanding debt when financially advantageous or beneficial for structuring. The Vice President, along with the College's Financial Advisor, shall review a net present value analysis of any proposed refunding in order to decide regarding the cost-effectiveness of the proposed refunding.

P. Tax Anticipation Notes or Warrants:

The College's Fund Balance Procedure is designed to provide adequate cash flow to avoid the need for Tax Anticipation Notes or Warrants through the establishment of designated and undesignated fund balances sufficient to maintain required cash flows and provide reserves for unanticipated expenditures, revenue shortfalls and other specific uses. The College may issue Tax Anticipation Notes or Warrants in a situation beyond the College's control or ability to forecast when the revenue source will be received subsequent to the timing of funds needed.

Q. Variable Rate Debt:

To maintain a predictable debt service burden, the College gives preference to debt that carries a fixed interest rate.

R. Transaction Records: The CFO or designee shall maintain records of decisions made in connection with each financing, including the selection of the financing team members, the structuring of the financing, and selection of investment products. The CFO shall provide a summary of each financing to the Board.

Special Situations:

Changes in capital markets, College programs and other unforeseen circumstances may from time to time produce situations not covered by the Procedure. These situations may require modifications or exceptions to achieve procedure goals. Management flexibility is appropriate and necessary in such situations.

Risk Management Policy

Shawnee Community College is dedicated to adopting thorough and forward-thinking risk management practices that are data-informed, integrated, and transparent. These efforts are focused on ensuring the institution can continue to deliver high-quality services to our students and community. This policy safeguards the College's financial resources, reputation, and staff.

Shawnee Community College will adopt a comprehensive risk management approach across all operations, including academic, administrative, financial, and environmental aspects. We will prioritize proactive measures to anticipate and prevent risks, ensuring operational continuity and minimizing disruptions. Reliable data and analysis will guide our decisions to assess risks accurately and allocate resources effectively. Risk management will be integrated into strategic planning, governance, and daily operations to foster a culture of awareness and accountability. We will maintain transparency by effectively communicating with stakeholders about identified risks, mitigation strategies, and outcomes. Our commitment includes safeguarding financial resources, reputation, and employee well-being through proactive measures and crisis preparedness. Regular risk assessments and monitoring will ensure prompt responses to changing circumstances. We will develop and implement tailored mitigation strategies, prioritize high-impact risks, maintain effective crisis management plans, and provide ongoing training to enhance understanding of risk management principles.

The Vice President of Administrative Services (VPAS) will ensure alignment with the College's strategic objectives, regulatory requirements, and best practices in risk management. Shawnee Community College commits to proactive risk management practices that protect its assets, enhance operational resilience, and maintain high-quality services for students and the community.

ACTIVITY CATEGORIES

Indemnity Insurance

Illinois Compiled Statute (ILCS) 805/3-29 provides for the use of a tax levy to:

"To indemnify and protect board members and employees of boards against civil rights damage claims and suits, constitutional rights damage claims and suits, death, bodily injury and property damage claims and suits, including defense thereof, when damages are sought for alleged negligent or wrongful acts while such board member or employee is engaged in the exercise or performance of any powers or duties of the board, or is acting within the scope of employment or under the direction of the community college board.

To insure against any loss or liability of the district or board members and employees of boards against civil rights damage claims and suits, constitutional rights damage claims and suits and death, bodily injury and property damage claims and suits, including defense thereof, when damages are sought for alleged negligent or wrongful acts while such board member or employee is engaged in the exercise or performance of any powers or duties of the board, or is acting within the scope of employment or under the direction of the board. Such insurance shall be carried in a company licensed to write such coverage in this State."

Expenditures for all insurances are budgeted at a total of \$460,000, excluding unemployment insurance of \$50,000.

Insurance claims below the deductibles are budgeted to be paid from the tort tax levy. For fiscal year 2025, a total of \$80,500 will be budgeted for deductible payments.

Campus Security

Shawnee Community College has the authority under 110 ILCS 805/3-42.1 *“To appoint law enforcement officer and non-law enforcement officer members of the community college district police department or department of public safety...”*. This section of the law goes on to describe the powers and authority of such department officers. Budgets for this department have historically been provided for through the tort levy as a risk management and liability reduction expense. The detailed budget for this department is provided in the Budget Appendix. The total tort budget for the department for fiscal year 2025 is \$414,109. Of this total, \$145,848 is for salaries and fringe benefits.

Risk Management Activities Assigned to General Staff

Specific employees are assigned risk management responsibilities as determined by the College President specific to each position. The percentage of compensation attributed to risk management activities for those employees is shown in the table below. Duties for these individuals are included as risk management plan activities in their respective job descriptions.

Risk Management Assignment

Job Title

10% Executive Assistant to VP Administrative Services
5% Athletic Director & Fitness Center Coordinator
5% Coordinator of Union County Extension Center
3% Director of Business Services
5% Coordinator of Alexander County Extension Center
10% Executive Director of Public Information and Marketing
15% Director of Facilities
5% Executive Director of Human Resources
20% Director of Information Technology
5% Coordinator of the Massac County Extension Center
5% Coordinator of the Johnson County Extension Center
5% Vice President of Academic Affairs
10% Vice President of Administrative Services
5% Vice President of Student Affairs
10% Workforce Training Specialist

Formalization of Safety Committee

A safety committee was formalized in the Fall 2021 semester. The committee will make recommendation to the administration related to policy formation relative to workplace health and safety. In addition, working with the vice president of finance and operations and the College’s risk management partners (insurance carriers), the committee will be responsible for creation and implementation of an ongoing facilities safety inspection plan and an incident investigation procedure. Members of the committee shall receive OSHA 10-hour training.

Buildings & Grounds Safety

Assessment and Repair of Walking Surfaces Hazards (Sidewalks, Parking Lots, Curbing, Entrances & Exits)
– \$43,000

When asked what type of accident is the leading cause of injury, most people would probably answer car accidents. However, the real answer is slips and falls. The Consumer Product Safety Commission estimates accidental falls account for the most hospital visits each year. Falls are the leading cause of unintentional death for individuals 65 and older. However, insurance companies see falls across all age groups at facilities as a leading cause of injury. Even while writing this narrative, there was a trip and fall of a senior citizen on the sidewalk at the college while accessing the facilities during a COVID-19 vaccination clinic. A very good resource for identification and mitigation of these types of risks can be found at <https://www.guideone.com/safety-resources/slips-and-falls-walking-surfaces>. Main campus and extension centers will be included in the assessment and repair project.

Miscellaneous Safety Remediation - \$10,000

A budget of \$10,000 is planned within the Director of Facilities budget for use in remediating incidental safety concerns that arise within the year. Documentation of need as a safety measure is required prior to expenditure of these funds. Examples include, but are not limited to, repair of eye wash stations in a lab, purchase of a detachable speed bump where traffic problem might exist, etc.

Information Security, Business Continuity, and Disaster Recovery

There is \$290,000 budgeted to minimizing the college's risk of employee and student identity theft (Information security), business continuity, and disaster recovery.

Cloud-based ERP System, Anti-Phishing & Zerto Disaster Recovery Software \$270,000

These expenditures include Anti-Phishing software, Zerto disaster recovery software, Ellucian Cloud based subscription service. Anti-phishing software is designed to assist the College from phishing attacks, which are fraudulent attempts to obtain sensitive information. By integrating different features of the anti-phishing software will help safeguard the College from the threat of phishing attacks. Disaster recovery software is a critical component of the College's continuity plan. Its primary purpose is to help recover the IT systems and data quickly and efficiently after a disruptive event, such as a natural disaster, cyberattack, hardware failure, or any other incident that could lead to data loss or system down time. The Ellucian software operating in the cloud plays a significant role in preventing cyber-attacks by offering several security advantages compared to a traditional on-premise server.

Mandated Employee Safety and Student Behavior Training

Cloud-based Employee Safety and Student Behavior Training Platform - \$20,000

Human Resources does not presently have an efficient software for the delivery, assignment, and tracking of state or federally mandated employee training related to safety. At the same time, student services do not have an online training tool related to student responsibility and behavior. A number of cloud-based tools are available to assist in both of these areas. Some of the tools available also provide options for Safety Data Sheet & Chemical Management, as well as, Incident Reporting and Management. If the Risk Management Plan is approved, the College would begin an evaluation of systems to select a tool that would assist both Human Resources and Student Services meet training requirements, as well as, addressing needs in emergency communications. Precise estimates are unavailable until a chosen partner is selected. But, \$20,000 is a reasonable estimate from which to begin the process of selecting a partner.



Policy

Policy Title: Financial Excellence	Number: A5000
Policy Type: Administrative	
Responsible: VP, Administrative Services	
Related Policies: B3006 , B3008 , B3009	
Linked Procedures: A5000.00, A5000.10, A5000.15, A5000.20, A5000.25, A5000.30, A5000.35, A5000.40, A5000.45, A5000.50, A5000.55, A5000.60, A5000.65, A5000.70, A5000.75, A5000.80, A5000.85, A5000.90, A5000.95, A5000.100, A5000.105, A5000.115, A5000.120, A5000.125.	
Related Laws: 2 CFR 200 ; 110 ILCS 805/	
Related Standards: GASB ; GAAP ; DOE ; GFOA ; NACUBO .	
HLC Criterion: 2A, 2B, 3D, 5B, 5C	

Policy Statement

The College is steadfast in its pursuit of financial excellence and preserving the public's trust. This is done by responsibly leveraging our resources in ways that enhance growth opportunities for our students, encourage innovation, and foster a sustainable economic future for the College. Further, we believe the ethical stewardship of our financial resources is best demonstrated through actions that are transparent, prudent, and responsible. Therefore, the College will strive to ensure all financial management and strategic investment practices are aimed at ensuring our programs and services are affordable, accessible, compliant with legal requirements, and empower individuals to achieve their academic and professional aspirations, while contributing positively to our community. By doing so, the College's long-term viability will be sustained.

To achieve these aspirations, we embrace the guidelines set forth by the GFOA, NACUBO, and the Governmental Accounting Standard Board. Moreover, we will strive to exceed industry standards in financial management while following the generally accepted Accounting Principles as set forth by the financial industry regulatory authorities.

Furthermore, regular reviews and assessments of our financial practices will be conducted to identify areas for improvement. Through a commitment to continuous improvement, the college will adapt and evolve its financial policies to meet emerging challenges and seize growth opportunities.

To these ends, the College's VP of Administrative Services is directed to foster the development of a financially sound and responsible institution that meets the expectations of its stakeholders and surpasses industry standards.

Change Log		
Date	Description of Change	Governance Unit
03.28.24	Initial Adoption	Admin. Svc Council



Policy

Policy Title: Procurement Excellence	Number: A5200
Policy Type: Administrative	
Responsible: VP, Administrative Services	
Related Policies: B3005, B3006, B3007, B3008	
Linked Operating Standards: A5200.00	
Related Laws: 30 ILCS 235/0.01; 110 ILCS 805/3-27.1	
Related External Standards: GFOA	
HLC Criterion: 2A, 3D, 5B, 5C	

Policy Statement

Shawnee Community College (SCC) values the prudent utilization of resources. It also develops and administers programs, services, and facilities that are consistent with the district's financial base and that benefit the greatest number of individuals.

Our commitment to procurement excellence is based on transparency, timeliness and accountability, as all decisions and actions are documented and accessible and user-friendly to (and for) stakeholders. All procurement activities adhere to the highest standards of ethical conduct, avoiding conflicts of interest and ensuring fair treatment of all suppliers and vendors. Procurement decisions are made based on achieving the best value for the money with consideration to not only the initial cost but also the total lifecycle cost, quality, and sustainability of goods or services and areas of risk management activity. The procurement process prioritizes sustainable and socially responsible practices, including considering environmental impacts and promoting local and diverse suppliers.

To those ends, the Vice President of Administrative Services (VPAS) is directed to develop, implement, and continuously improve collaborative processes aimed at maintaining efficient and effective procurement processes, as well as establishing ethical, sustainable purchasing practices and accounting procedures to ensure the wise use of resources.

Change Log		Governance Unit: Administrative Services Council
Date	Description of Change	
06.27.24	Initial Approval	



Policy

Policy Title: Asset Stewardship	Number: A5500
Policy Type: Administrative	
Responsible: VP, Administrative Services	
Related Policies: B3007	
Linked Operating Standards: A5500.00, A5500.05, A5500.15, A5500.20	
Related Laws:	
Related External Standards: APPA ; NACUBO ; GFOA ; ICCB Financial Compliance & Program Accountability	
HLC Criterion: 2A, 3D, 5B, 5C	

Policy Statement

Shawnee Community College (SCC) is committed to implementing responsible practices that promote efficiency, safety, sustainability, and asset preservation throughout the lifecycle of our resources. This policy outlines our dedication to managing assets that align with our values and support our mission.

Preserving assets throughout their lifecycle, in ways that enhance operational efficiency, is the target to be communicated to all participants involved in asset management within the College. Compliance with this policy and all related operating standards is expected for all individuals responsible for acquiring, using, maintaining, or disposing of college assets. By adhering to established guidelines, standards, and best practices, we commit to ensuring safety, maximizing asset value, maintaining transparency, improving sustainability, and upholding the highest ethical standards in all our asset management activities.

To those ends, the Vice President of Administrative Services (VPAS) is directed to develop, implement, and continuously improve collaborative processes aimed at asset management practices that promote efficiency, safety, sustainability, and asset optimization. Through proactive planning, diligent implementation, and continuous improvement, we will optimize the value and impact of our resources to support our institution's mission and goals.

Change Log		Governance Unit: Administrative Services Council
Date	Description of Change	
06.27.24	Initial Approval	

BOND AND INDEBTEDNESS PROCEDURE

Statement

For purposes of this procedure, “debt” is defined as any short-term or long-term obligation to repay principal and interest on a loan whether for operating purposes or capital expenditures and including, but not limited to, general obligation bonds, notes, warrants, leases, alternate bonds, debt certificates, installment contract certificates and any other forms of indebtedness.

These goals and guidelines constitute realistic goals the College can expect to meet, and will guide, but not bind, debt management decisions.

A. Financing Team Members

The College may use the services of professional service providers, such as Bond Counsel, Legal Counsel, Independent Financial Advisors, Bond Rating Analysts, or other debt management advisors in order to assist the College with the effective management of its debt. Financial Advisors are to be chosen through a qualification-based selection (QBS) process.

All financing team members will be required to provide full and complete disclosure, under penalty of perjury, relative to any and all agreements with other financing team members and outside parties. The extent of the disclosure may vary depending on the nature of the transaction. However, in general terms, no agreements will be permitted which would compromise a firm’s ability to provide independent advice which is solely in the best interests of the College, or which could reasonably be perceived as a conflict of interest. All financing team members shall abide by the Board’s Ethics Policy as well as State and Federal laws.

B. Maturity of Debt and Impact on Operating Budget:

The duration of a debt issue shall be consistent, to the extent possible, with the economic or useful life of the improvement, asset, or duration of liability that the issue is financing. The length of maturity of any debt instrument shall be equal to or less than the useful life of the asset(s) or liability(ies) being financed. The College shall avoid issuing bonds payable through the operating funds greater than a ten-year maturity.

The Board of Trustees will avoid issuing debt for payment of operating expenses unless needed to meet short-term cash flow needs. When considering any debt issuance, the potential impact of other additional operating costs on the College, both short and long-term, will be evaluated.

C. Debt Service Structure:

The College shall design the financing schedule and repayment of debt so as to take best advantage of market conditions, provide flexibility, and as practical, to recapture or maximize its credit for future use.

D. Capitalized Interest:

Unless required for structuring purposes (e.g. first interest payment due before levy dollars are received), the College will seek to avoid the use of capitalized interest in order to avoid unnecessarily increasing the bond size and interest expense.

E. Debt Limitation and Overlapping Debt:

Limitations on bonded indebtedness are determined in relationship to a College's equalized assessed value (EAV) of real property. (110 ILCS 85/3A-1) Public Community College Act limits the College's total outstanding debt to 2.875% of the assessed valuation of the taxable property of the College.

The College shall, when planning for the issuance of new debt, consider the impact of such new debt on overlapping debt and the financing plans of local, state and other governments which overlap with the College.

F. Reporting of Debt:

The Annual Audit of the College's Financial Statements will serve as the repository for statements of indebtedness.

G. Monitoring Outstanding Debt:

The College will monitor all forms of debt annually and include in discussions with the Board of Trustees. Concerns and recommended remedies will be reported to the Board of Trustees as necessary. The College will, with assistance from Financial Advisor(s), monitor bond covenants and federal regulations concerning debt, and adhere to those covenants and regulations at all times.

H. Arbitrage:

All issuances and funds subject to arbitrage constraints shall be monitored by the Chief Financial Officer (CFO) and have arbitrage liability calculations performed in a timely manner.

I. Investment of Bond Proceeds:

Investment of bond proceeds shall at all times follow the College's adopted investment policy, comply with federal arbitrage regulations and meet all requirements of bond proceed covenants.

J. Financial

Disclosure:

The College will follow a policy of full disclosure on every financial report and official statement, voluntarily following disclosure guidelines provided by the Illinois Community College Board (ICCB) and the Government Finance Officers Association (GFOA) for financial reporting and budget presentation, the disclosure requirements of the Securities and Exchange

Commission, and arbitrage and rebate restrictions imposed by the Internal Revenue Service. To the extent necessary, professional service providers will be used to insure compliance with continuing disclosure requirements, SEC Rule 15c2-12, as amended from time to time.

K. Review of Financing Proposals:

All capital financing proposals involving a pledge of the College's credit through the sale of securities, execution of loans or lease agreements or otherwise directly or indirectly the lending or pledging of the College's credit initially shall be referred to the Chief Financial Officer (CFO) who shall determine the financial feasibility of such proposal and make recommendations accordingly to the Board.

Preliminary Official Statements (POS) related to debt issuances shall be reviewed by the Vice President of Financial and Operations, the Director of Business Services, and the Registrar prior to issuing to the public and potential purchaser(s) of the debt instrument(s)

L. Credit Ratings, Credit Enhancer, and Investment Community Relations:

The College shall endeavor to maintain a positive relationship with the investment community. The CFO along with the College's financial advisor shall meet with, make presentations to, or otherwise communicate with the rating agencies, bond insurers and credit enhancers on a consistent and regular basis in order to keep the agencies informed concerning the College's capital plans, debt issuance program, and other appropriate financial information.

The College will make every reasonable effort to maintain its high-quality credit ratings. The College will seek to maintain or improve its current bond rating and will specifically discuss with the Board of Trustees any proposal which might cause that rating to be lowered.

For competitive sales the College will provide the option for the purchaser to obtain credit enhancement, such as municipal bond insurance, at the purchaser's option and cost. In the event of a negotiated sale, the College will seek credit enhancement when necessary for marketing purposes or to make the financing more cost effective.

The CFO shall, as necessary, prepare reports and other forms of communication regarding the College's indebtedness, as well as its future financing plans. This includes information presented to the media and other public sources of information. To the extent applicable, such communications shall be posted on the College's website.

M. Call Provisions:

The College will seek to optimize the cost/benefit trade-off from optional redemption call provisions, consistent with its desire to obtain the flexibilities of call provision on bonds when compared to obtaining the lowest possible interest rates on its bonds. The College and its financial advisor will evaluate optional redemption provisions for each issue to assure that the College does not pay unacceptably higher interest rates to obtain advantageous calls.

N. Competitive versus Negotiated Debt Issuance:

The College will consult with its financial advisor to determine whether a competitive sale, negotiated sale or private placement is most appropriate. Such determination may be made on an issue-by-issue basis for a series of issues or for part or all of a specific financing program. A negotiated financing may be used where market volatility, refunding sensitivity or the use of an unusual or complex financing or security structure causes a concern with regard to marketability. The College's Financial Advisor will prepare and distribute a Request for Proposal (RFP) to at least five underwriting firms, receive and evaluate submitted proposals based on various criteria and deliver a recommendation to the CFO. The ultimate decision will be based upon the firm's qualifications. A private placement may be used when the transaction is \$5 million or less and may result in a favorable outcome to the College with fewer costs of issuance.

O. Refunding and Restructuring Procedure:

Whenever deemed to be in the best interest of the College, the College shall consider refunding or restructuring outstanding debt when financially advantageous or beneficial for structuring. The Vice President, along with the College's Financial Advisor, shall review a net present value analysis of any proposed refunding in order to decide regarding the cost-effectiveness of the proposed refunding.

P. Tax Anticipation Notes or Warrants:

The College's Fund Balance Procedure is designed to provide adequate cash flow to avoid the need for Tax Anticipation Notes or Warrants through the establishment of designated and undesignated fund balances sufficient to maintain required cash flows and provide reserves for unanticipated expenditures, revenue shortfalls and other specific uses. The College may issue Tax Anticipation Notes or Warrants in a situation beyond the College's control or ability to forecast when the revenue source will be received subsequent to the timing of funds needed.

Q. Variable Rate Debt:

To maintain a predictable debt service burden, the College gives preference to debt that carries a fixed interest rate.

R. Transaction Records: The CFO or designee shall maintain records of decisions made in connection with each financing, including the selection of the financing team members, the structuring of the financing, and selection of investment products. The CFO shall provide a summary of each financing to the Board.

Special Situations:

Changes in capital markets, College programs and other unforeseen circumstances may from time to time produce situations not covered by the Procedure. These situations may require modifications or exceptions to achieve procedure goals. Management flexibility is appropriate and necessary in such situations.

APPENDIX A - GLOSSARY

Accrual Basis. The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

Action Plan. Specific steps taken to meet the objectives stated in the departmental/divisional Unit Plan. Action plans are evaluated periodically to assess progress toward the objectives.

Academic Support. Refers to individuals who exercise professional judgment and discretion and directly support the teaching and learning process. Individuals in this classification are limited to librarians and counselors.

Administrative Staff. Those individuals who are line officers of the College and who manage, conduct, and superintend programs, things persons, and operations of the Board of Trustees. Administrators are defined by the local Board of Trustees; for example, the president, vice presidents, deans, directors.

Annual Budget. A budget applicable to a single fiscal year.

Appropriation. An authorization that enables the College to make expenditures and incur obligations for a specific purpose.

Assessed Valuation. The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

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

Audit Fund. The audit tax levy is recorded in this fund, and monies in this fund are only used for the payment of auditing expenses

Balanced Budget. Budget for which expenditures are equal to income.

Bond. A written promise to pay a specific sum of money, called the face value or principal amount, at a specified date or dates in the future, called maturity date(s), together with periodic interest at a specified rate. Generally issued for a specific purpose or project, such as construction of a new facility.

Bond & Interest Fund. Used for payment of principal, interest, and related charges on any outstanding bonds.

Budget. A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year

Budget Document. The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body.

Buildings. Facilities permanently affixed to the land, including their associated heating and air-conditioning systems, electrical and sound systems, plumbing and sewer systems, elevators, and other fixed equipment.

Capital Outlay. Capital outlay for all funds is recorded as an expenditure of the appropriate fund and as an asset of the General Fixed Assets Account Group

Cash. Money or its equivalent; usually ready money. Money in hand, either in currency, coin, or other legal tender, or in bank bills or checks paid and received, bank deposits and NOW accounts, bank notes or sight drafts, bank's certificates of deposit, municipal orders, warrants, or scrip.

Contractual Services. Charges for services rendered by firms or persons not employed by the College or local Board of Trustees.

Corporate Personal Property Replacement Tax. This tax is collected by the Illinois Department of Revenue as a replacement for the personal property tax.

Cost Effectiveness. The extent to which resources allocated to a specific objective under each of several alternatives actually contribute to accomplishing that objective.

Course. An educational unit within the instructional programs dealing with a particular subject consisting of instructional periods and one or more delivery systems.

Credit Hours. The number of credits that will be earned by the student for successful completion of a course

Credit Hour Grant. Credit hour grants are received for courses for each credit hour of equivalent for students who were certified as being in attendance at midterm of the semester during the fiscal year. There are no special restrictions on the use of these funds.

Current. A term, which when applied to budgeting and accounting, designates the operations of the present fiscal period as opposed to past or future periods. It usually connotes items likely to be used or converted into cash within one year.

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

Depreciation. A fall in value or reduction of worth. The deterioration, or the loss of lessening in value, arising from age, use, and improvements due to better methods.

Dual Enrollment. This program gives a high school junior or senior a jump-start on a college education by provided the opportunity to earn college credit while simultaneously working toward a high school diploma.

Education Fund. Accounts for the revenues and expenditures of the academic and serve 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.

Equalization. The process of equalizing assessments or taxes, as performed by “boards of equalization” in various states, consists of comparing the assessment made by the local officers of the various counties and other taxing districts within the jurisdiction of the board and reducing them to a common and uniform basis, increasing or diminishing by such a percentage as may be necessary, so as to bring about with the entire territory affected a uniform and equal ratio between the assessed value and the actual market value of the property.

Equalization Grant. Attempts to reduce the disparity in local funds available per student among districts. Equalized assessed valuations, full time equivalent students, corporate personal property replacement tax revenue, fixed costs, and the district’s program mix are considered in the equalization calculations.

Expenditures. Decreases in net financial resources. Expenditures include current operating expenses which require the current or future use of net current assets, debt service, and capital outlays.

Faculty. Refers to individuals who spend more than one-half of their workload in the activity of teaching and providing instruction to students.

Financial Statement. Formal summary of accounting records setting forth the district’s financial condition and results of operations.

Fiscal Year. A period of twelve months, not necessarily concurrent with the calendar year, with reference to which appropriations are made and expenditures authorized and at the end of which, the accounts are balanced and audited. For Shawnee Community College, the annual period is July 1, through June 30.

Fixed Charges. Charges for rentals, debt principal and interest, and general insurance.

Fund. An independent fiscal and accounting entity with a self-balancing set of accounts which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance. Balance of a fund after all liabilities have been deducted from the assets of the fund.

General Materials and Supplies. Costs of all general materials and supplies (i.e., office, instructional, library, or maintenance supplies, publications, and dues, advertising

General Obligation Bond. This type of bond is backed by the full faith, credit, and taxing power of the government.

Headcount. A body count of students or employees without regard to full time equivalency. Headcounts may be duplicated or unduplicated.

Institutional Support. Includes expenditures for central executive-level activities and support services that benefit the entire institution. Expense for governing board, President’s Office, Administration and Finance division, Public Information Office, Human Resources Office, administrative data processing, legal services, are just a few examples. Equipment, materials, supplies, and costs that are necessary to support these functions.

Instruction. Consists of those activities dealing directly with or aiding in the teaching of students. It includes the activities of the faculty in the baccalaureate-oriented transfer, occupational-technical career, general studies, and remedial and programs (Associate's degree credit and certificate credit). It also includes all equipment, materials, supplies, and costs that are necessary to implement the instructional program.

Interfund Transfers. All interfund transactions except loans or advances, quasi-external transactions, and reimbursements are transfers.

Internal Control. A plan of organization under which employees' duties are so arranged and records and procedures so designated as to make it possible to exercise effective accounting control over assets, liabilities, revenues, and expenditures. Under such a system, the work of employees is subdivided so that no single employee performs a complete cycle of operations. Moreover, under such a system, the procedures to be followed are definitely laid down and require proper authorization by designated officials for all actions to be taken.

Inventory. A detailed list or record showing quantities, descriptions, values, and units of measure and unit prices of property on hand at a given time. Also, the cost of supplies and equipment on hand not yet distributed to requisitioning units.

Levy. To impose taxes for the support of College activities. The total amount of taxes imposed by a government.

Liabilities. Obligations incurred by the college when ownership passes that must be liquidated, renewed, or refunded at a future date.

Local Government Sources. Revenues from District taxes, from chargebacks, and from all governmental agencies below the state level.

Object. Expenditure classifications grouped by materials or services purchased; further divided for cost accounting and control purposes.

Operations and Maintenance Fund. Operation of plant consists of housekeeping activities necessary in order to keep the physical facilities open and ready for use. Maintenance of plant consists of those activities necessary to keep the grounds, buildings, and equipment operating efficiently. This function also provides for plant utilities, as well as equipment, materials, supplies, and costs that are necessary to support this function

Program. A level in the classification structure hierarchy representing the collection of elements serving a common set of objectives that reflect the major institutional missions and related support activities.

Property Taxes. Compulsory charges levied on real property by the District for the purpose of financing services performed for the common benefit. Revenues equal the District's assessed valuation multiplied by the property tax rates.

Public Service. The public service function includes the services provided to the general community, governmental agencies, and business and industry for non-credit community education and community service activities. Community education focuses on the individual participant, and thus, requires an individual registration and class completion record-keeping procedure. Community education includes non-credit short courses, professional review classes, workshops, and seminars that provide an educational service to the residents of the community. Community service is a structured activity that provides a beneficial service to the community by making College facilities and expertise available to the public. Community service focuses on group participation, and thus, does not require an individual registration and class completion record-keeping procedure. Community service includes College-sponsored seminars, workshops, forms, lecture series, cultural exhibits and events, and consulting services provided through College-operated in states and center.

Reimbursable Credit Hour. An ICCB-certified instructional credit hour used as the basis for distributing selected ICCB grants.

Reserve. An account used to segregate a portion of the surplus not currently available for appropriations or expenditures.

Restricted Purpose Fund. This fund is for the purpose of accounting for monies that have restrictions regarding their use. Each specific project, whether monies are local, state, federal or other in origin, is accounted for separately using a complete group of self-balancing accounts within the fund.

Revenues. Increase in governmental fund type net current assets from other than expenditure refunds and residual equity transfers. An increase in proprietary fund type net total assets from other than expense refunds, capital contributions, and residual equity transfers.

Salaries. Salaries and wages paid to an employee, before any deductions, for personal services rendered to the College District.

Scholarships, Student Grants, 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.

Student Services. Provides assistance in the areas of financial aid, admissions and records, health, placement, testing, counseling, and student activities. It includes all equipment, materials, supplies, and costs that are necessary to support this function.

Student Tuition and Fees. All tuition and fees, less refunds, remissions, and exemptions, assessed against students for educational and general purposes.

Utilities. This account provides for all utility costs necessary to operate the plant and for other on-going services.

Working Cash Fund. Authorized by statute, to make temporary loans to the Education Fund and the Operations and Maintenance Fund, thus reducing the need for issuance of tax anticipation warrants.

APPENDIX B - ACRONYMS

ABE/ASE	Associate Degree Credit & Certificate Credit
ADN	Associate Degree in Nursing
Adult Education Bridge Program	Bridge programs prepare adults with limited academic or limited English skills to enter and succeed in credit-bearing postsecondary education and training leading to career-path employment in high-demand, middle- and high- skilled occupations.
A/P	Accounts Payable
Apprenticeship Program	Work-based learning model where apprentices have supervised on-the-job training, along with job-related education, while earning a wage.
A/R	Accounts Receivable
Articulation Agreement	An agreement between a community college and a four-year university (public or private institution).
ATD	Achieving The Dream
BFC	Board Finance Committee
BO	Budget Officer
BOT	Board of Trustees
Career Pathway	Prepare students to be career-ready by completing a Pathway in high school and transitioning to post-secondary to continue the study of their respective careers.
CAFR	Comprehensive Annual Financial Report
CCAF	Continuing, Contract and Adjunct Faculty
CCBP	Community College Benchmark Project
CCPE	College and Career Pathway Endorsements, Cambridge Certificate of Proficiency in English
CDB	Career Development Board
CFO	Chief Financial Officer
COVID-19	Coronavirus Disease 2019, the official name by WHO.
CPPRT	Corporate Personal Property Replacement Tax
CROA	Credit Repair Organizations Act
CTE	Career and Technical Education
CQI	Continuous Quality Improvement
DEI	Diversity, Equity and Inclusion

Dual Credit	A college course taken by a high school student for both high school and college credit.
EAV	Equalized Assessed Valuations
EDR	Economic Development Region
ERP	Enterprise Resource Planning
FCA	Facilities Condition Assessment
FDIC	Federal Deposit Insurance Corporation
FMP	Facility Management Professional
FTE	Full Time Equivalent
Full Time Student	A student who is enrolled for the number of hours or courses that the school considers to be full-time attendance. (<i>IRS.gov</i>)
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association
Grant Administrator	The person of the grant project who is responsible for the day-to-day management of the
HLC	Higher Learning Commission
HR	Human Resources
IAI	Illinois Articulation Initiative
IAI GECC	Illinois Articulation Initiative: General Education Core Curriculum
IBHE	Illinois Board of Higher Education
ICCB	Illinois Community College Board
IDES	Illinois Department of Employment Services
KPI	Key Performance Indicators - A quantifiable measure of performance over time for a specific objective.
Living Wage	A wage that is high enough to maintain a normal standard of living.
MySCC	Shawnee Community College Portal for staff and students.
NCA	North Central Association of Colleges and Schools
NIU	Northern Illinois University
Part Time Student	Typically, part-time undergraduate students take 11 or fewer credits per semester.
Pell Grant	Money the government provides for students who need it to pay for college.
POS	Preliminary Official Statements
RFP	Request for Proposal
SCC	Shawnee Community College

SCCES	Shawnee Community College Effectiveness System
SSAT	Selective Auditory Attention Test
SSS	Student Support Services
SCCTI	Shawnee Community College Transitions Initiative
The District	Shawnee Community College District #531
Tier 3	Consists of highly targeted individualized and intensive interventions and typically consists of between 1% and 5% of students. At some schools, Tier 3 is simply a more intensive tier, in which students are being considered for special education.
Tort	The Tort Liability Fund includes payment of the district liability insurance premiums (General, Auto, Professional and Umbrella Excess) and the Directors and Officers insurance premiums.
TRA	Technology Readiness Assessments
TRiO	Federal outreach and student services programs designed to identify and provide services for individuals from disadvantaged backgrounds.
VFA	Voluntary Framework Accountability
VPAA	Vice President of Academic Affairs
VPAS	Vice President of Administrative Services and Chief Financial Officer
WEAVE	Shawnee Community College Assessment Program
WHOA	Workforce Innovation and Opportunity Act, the Governor of each State must submit a Unified or Combined State Plan to the U.S Secretary of Labor that outlines a four-year workforce development strategy for the State's workforce development system.