


Black
Hawk College

Fiscal Year 2017

BUDGET

Illinois Community College District #503



Adopted Annual Budget

**For the
Fiscal Year Ended June 30, 2017**

Board of Trustees

Illinois Community College District No. 503

6600 34th Avenue

Moline, Illinois 61265

www.bhc.edu

**THE GOVERNMENT FINANCE OFFICERS ASSOCIATION OF
THE UNITED STATES AND CANADA (GFOA)**

Presented the

DISTINGUISHED BUDGET PREPARATION AWARD

To

BLACK HAWK COLLEGE

District #503

Moline, Illinois

For the Annual Budget

For the fiscal year beginning July 01, 2015

In order to receive this award, a governmental unit must publish a document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award for the fiscal year beginning July 01, 2016.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Black Hawk College
Illinois**

For the Fiscal Year Beginning

July 1, 2015

Executive Director



State of Illinois

Illinois Community College Board

CERTIFICATE OF RECOGNITION

This certifies that

BLACK HAWK COLLEGE

*under the jurisdiction of the
Board of Community College District No. 503-01
is an officially recognized community college
district. This Certificate of Recognition
is issued as evidence that the educational program
of the district meets the criteria and standards
prescribed by the
Illinois Community College Board*

Issued at Springfield, Illinois, on
June 1, 2012

Certificate Effective Through
June 1, 2017

A handwritten signature in black ink, appearing to be "A. [unclear]".

Chair
Illinois Community College Board

A handwritten signature in black ink, appearing to be "C. S. [unclear]".

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Illinois Community College Board



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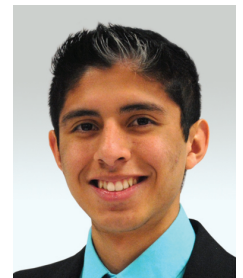
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**Black Hawk College
Illinois Community College District No. 503
Fiscal Year 2017 Budget**

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

Date: June 23, 2016

Re: Fiscal Year 2017 Budget

Office of the
President
309-796-5001

Higher education in the State of Illinois experienced very trying times in fiscal year 2016 and Black Hawk College was no exception. First, we continued to see enrollment decline from the highs of 2010-2011 to more historical levels as the economy slowly continued to improve. Second, the inability of the governor and legislature to pass a budget at the state level meant public colleges and universities were deprived of much needed funding. In the case of Black Hawk College, as of May 4, 2016, the budget publication date, the FY2016 impasse created a funding gap of \$6.1 million or 16.8% of operating expenses.

We realized a proactive response would be needed if the College was to remain fiscally strong. Administration began planning early in the fiscal year and implemented corrective actions to address the immediate shortfall. At the same time, we began looking forward to fiscal year 2017. Our goal was simple – to provide the same high-quality education and services to our students and communities that we are known for while ensuring our financial strength for the long-term. We believe our fiscal year 2017 budget does that by balancing opportunities for revenue growth through new programs, reduction of expenses, and appropriate allocation and efficient use of resources.

Many initiatives implemented in fiscal year 2016 will better position the College for a successful fiscal year 2017. The Health Sciences Center opened in August 2015 and will play an important role in providing health care professionals to the Quad Cities and our district. A certificate in Veterinary Assisting will be offered at the Quad-Cities and East campuses in Fall 2016, and the Strategic Enrollment Management committee is exploring new opportunities for certificate and degree programs.

The budget process for fiscal year 2017 was tied closely to the College strategic plan and department unit plans. Budget managers were asked to relate expenditures to goals and provide justification for any requests resulting in an increase over the prior year. President's Cabinet met numerous times to review each department budget to ensure alignment with the strategic plan, statutory compliance, Board of Trustees objectives and proper allocation of resources, all components of a balanced and fiscally responsible budget.

Budgeting requires using responsible assumptions and estimates of future events. The lessons of the past year have taught us that dependence on state funding makes financial planning difficult and a challenge. We still believe the state will continue to support higher education and as such we have included \$5.4 million of state support which represents 75% of the state funding provided in FY2015.

We believe fiscal year 2017 will be another challenging year. However, we will continue our proactive approach as we work to fulfill our mission to “provide the environment and educational resources for individuals to become lifelong learners.”

Dr. Bettie Truitt
President

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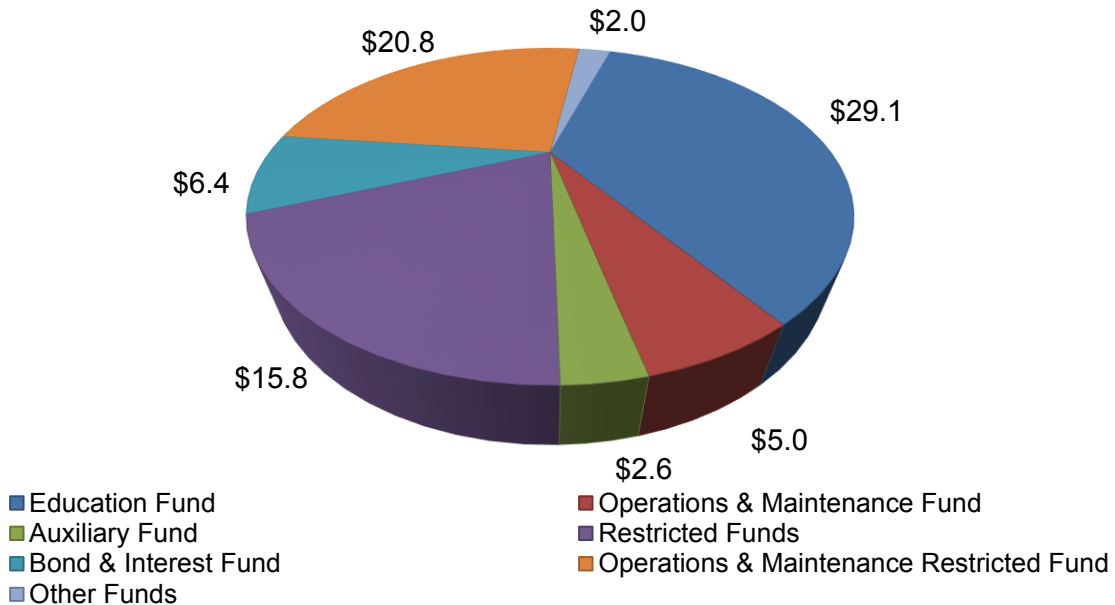
**Black Hawk College
Fiscal Year 2017 Budget**

Fiscal Year 2017 Budget Highlights

Black Hawk College is presenting a balanced operating budget for fiscal year 2017. This budget year comes with many challenges as well as new opportunities, and the college administration remains steadfast in their commitment to provide all constituencies with exceptional quality programs and services at an affordable price. To this end, the fiscal year 2017 budget process continues to utilize the budgeting for outcomes and a unit planning approach to allow for strategic alignment of financial resources, as well as adequately funding new initiatives identified in the strategic plan and department unit plans geared towards accomplishing the College's mission of providing the environment and resources for individuals to become lifelong learners.

The appropriation for all funds, including transfers for FY2017 totals \$81.7 million. This amount includes all expenditures related to instruction, operations, capital projects and all other ancillary operations at Black Hawk College. Of this amount, the total Operating Budget for FY2017 is \$34.1 million, compared to the FY2016 Operating Budget of \$36.9 million.

FY2017 Total Budget \$81.7 Million

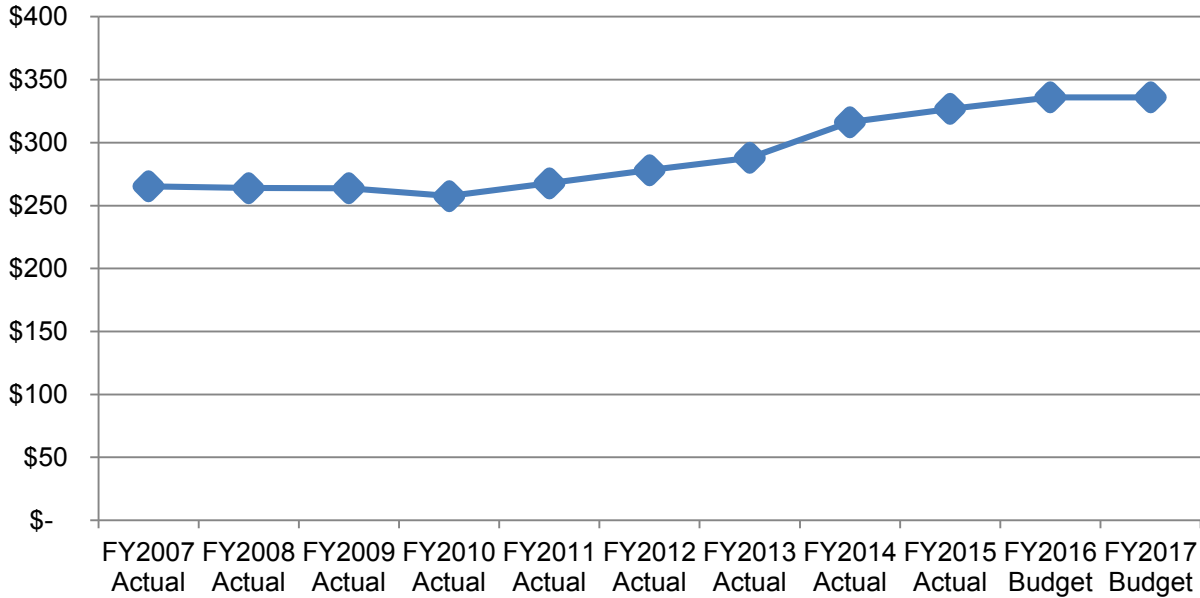


Black Hawk College's estimated expenditures per credit hour is \$336 for FY2017; this calculation only uses funds that receive at least partial funding from student tuition and fees. These expenditures are partially funded with nearly 78% of tuition revenue being received from in-district students, which will incur a per credit hour tuition rate of \$147 for FY2017. The graphic on the following page illustrates the College's spending per credit hour from FY2007 to FY2017.

**Black Hawk College
Fiscal Year 2017 Budget**

Fiscal Year 2017 Budget Highlights – Continued

Spending per Credit Hour



Black Hawk College has three major sources of funding: federal revenue primarily derived from the use of student financial aid; state revenue appropriated for credit hour and equalization grants and student financial aid; and local revenue generated from property taxes and student tuition revenue, not including financial aid. Each of these funding sources has undergone dramatic change in recent years. Therefore, on-going challenges and changes continue to impact College fiscal outcomes. Trend information for each of these revenue sources can be found in the Statistical Section of this document.

Several federal and state legislative matters with the potential to further impact College finances for fiscal year 2017 are listed below. While the outcomes of these legislative topics may be currently unknown, efforts have been made to recognize and address each of these issues in the Fiscal Year 2017 Budget.

- State of Illinois budget impasse and funding of higher education
- State funding appropriated for Credit Hour and Equalization grants
- Federal funding for programs such as Perkins and Adult Education
- Development and implementation of higher education performance standards

State and federal cuts to certain higher education programs, such as Perkins and Adult Education, are expected to present a continued challenge for the upcoming budget year as the College may be forced to prioritize programs and services in the absence of funds necessary to ensure adequate support. Administration continuously strives to minimize the impact of these cuts on students, employees, and the community, although some modifications to service levels

Black Hawk College Fiscal Year 2017 Budget

Fiscal Year 2017 Budget Highlights – Continued

may be experienced. Additionally, the College searches for additional federal grants to help offset the projected shortfalls and to ensure program and service stability.

Student financial aid program funding remains a topic of discussion at the Federal level and significant changes made to award levels may continue impacting enrollment levels in upcoming years. Current legislative discussions regarding the return of Summer term Pell grants have the potential to further impact enrollment at the College as several of our career programs are designed to be completed in a twelve (12) month period of time and many students enrolling in these programs are dependent upon federal financial aid. Black Hawk College is committed to providing timely and thorough education to all financial aid eligible students regarding related developments. Information regarding the number of students receiving the various types of financial aid is included in the Statistical Section of this document.

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

Unfortunately, state payment delays have continued throughout FY2016 and uncertainty surrounding the Illinois income tax rates as well as the lack of a State budget has contributed to the challenges facing this budget building cycle. Based on existing awareness, the following state issues have been taken into consideration in the FY2017 budget:

- State of Illinois budget impasse
- Pension reform
- State cuts
- Community College funding
- Student financial aid funding
- Performance based funding

As the State remains behind on its funding of the retirement systems in Illinois, state legislators appear to be committed to permanently rectify this situation through a phase-in of various efforts that would not only reduce the State's ongoing liability, but also escalate amounts contributed towards previously incurred obligations. Ongoing retirement system changes have the potential to impact current staffing and result in an even larger number of future retirements at the College, which has the Administration proactively working to inform employees and develop strategies for minimizing adverse affects on programs and services.

While the State of Illinois has not adopted its fiscal year 2016 or 2017 budget at this time, varying levels of decreased funding for the Community College system have been discussed. The FY2017 Black Hawk College Operating Budget currently reflects a 25% reduction from FY2015 funding. Fiscal year 2017 10th day apportionment eligible enrollment is assumed to reduce slightly from FY2016 projected actual results of 90,160 credit hours.

Black Hawk College Fiscal Year 2017 Budget

Fiscal Year 2017 Budget Highlights – Continued

Student financial aid funding from the State remains a concern in fiscal year 2017, particularly with regard to the Illinois Student Assistance Commission (ISAC) Monetary Award Program (MAP) and Illinois Veterans related grants. Black Hawk College remains optimistic the State will adequately fund and support the MAP program and has taken several steps to proactively provide additional education and assistance to students eligible for this program.

Funding for State Veterans related grants continues to be problematic, which has resulted in the College fully absorbing these costs. As education for veterans remains important and programs are implemented to provide adequate student support and services, the State's commitment to providing these funds remains critical. However, despite the lack of financial follow through from the State, the College remains strongly committed to ensuring adequate programs and services are provided to our veterans.

While performance based funding took effect for Illinois community colleges in FY2013, the amount of funding attributable to these measures have not created a budget impact. That said, the College continues to work toward educating staff about the metrics being utilized and formulating strategies to improve results in future years with the goal of increasing the amount of funds ultimately received. No consideration for increased or decreased performance based funding has been included in the FY2017 budget.

Like many other states, Illinois lawmakers have begun taking steps to review and analyze college affordability in our state, as well as options for ensuring our students receive a quality education, which combined, results in an acceptable employment outcome without the undue burden of excessive student debt. Unfortunately, student tuition and fees is becoming the largest source of operating revenue for community colleges across Illinois due to declining state funding and property taxes have remain stable and strong. To enable the continued quality education and support for the student, the end result has been increased tuition rates to fill the financing gap from decreased federal and state resources.

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

According to the 2010 Census, the district population has slightly decreased in the past decade. Subsequently, enrollments at district PreK-12 institutions have been dwindling slowly over the past ten years which partially accounts for lower graduation rates at area high schools. However, Black Hawk College does enjoy a sizeable market penetration rate with regards to this population of students and this rate is expected to increase further as these students learn more about the benefits of attending Black Hawk College and the expanding certificate and transfer programs offered. Specific information regarding enrollment from district high schools is included in the Statistical Section of this document.

Black Hawk College Fiscal Year 2017 Budget

Fiscal Year 2017 Budget Highlights – Continued

Credit hours in fiscal year 2015 decreased 7.3% over fiscal year 2014 and early estimates for fiscal year 2016 show a 9.8% decrease from fiscal year 2015. Fiscal year 2017 budgeted credit hours are estimated to decrease approximately 2% from actual fiscal year 2016.

Local economic factors point to continued improvement in employment rates, which typically result in lower enrollments at the College. However, the College opened a Health Sciences Center in the Fall of 2015 and a new Welding and Skilled Trade Center in the Spring of 2015. Black Hawk College is scheduled to open a new Veterinary Sciences Center in the Fall of 2016. The College continues to work diligently to identify opportunities for implementation of new programs, expansion of existing programs, and additional methods for retaining existing students. Additional information regarding credit hours realized from fiscal year 2006 to fiscal year 2015 is included in the Statistical Section of this document.

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

The College continues to focus on the following budget priorities and the Fiscal Year 2017 Budget has been developed with each of these in mind:

- Achievement of a balanced operating budget
- Strategic alignment of financial resources with Unit Planning
- Adequate funding of programs and services
- Maintenance of acceptable fund balance levels

As indicated previously, the College utilized the budgeting for outcomes process as a means of developing the Fiscal Year 2017 Budget. This process has allowed the College to align budgets with department unit plans, focus on priorities and measurable results, foster a culture of innovation and partnership, demonstrate performance and accountability, and be transparent with resource allocations.

Fiscal year 2017 projects a positive operating budget, and with projected fiscal year 2016 actual results, the College anticipates maintaining a fund balance of approximately 24% of annual operating expenditures, which meets the required 17-25 percent per Board Policy 4.57.

Strategic alignment was accomplished through the simultaneous development of unit plans at various levels and additional information regarding these plans by division is presented in the Organizational Overview section of this document. As such, the Fiscal Year 2017 Budget fully supports the programs and services needed to achieve the mission of the institution in a fiscally responsible manner without material deterioration of existing fund balances, thus providing flexibility to the College and offering an immediate solution to unanticipated demands or funding changes.

Detailed information regarding the assumptions contained in the Fiscal Year 2017 Budget can be found in the Financial Section of this document.

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STRATEGIC PLAN

2015-2017

Mission Statement

Black Hawk College enriches the community by providing the environment and educational resources for individuals to become lifelong learners.

Vision Statement

Total accessibility, quality instructional programs, student-centered services, and strategic alliances position Black Hawk College as the preferred choice for education and training.

Core Values

Appreciation of Diversity
Caring and Compassion
Fairness
Honesty

Integrity
Respect
Responsibility

Priorities/Objectives/Actions

STUDENT GROWTH: Black Hawk College will increase student enrollment, retention, persistence and completion of desired learning outcomes.

- Develop and measure student learning outcomes at the program level.
 - All Certificate, AAS, AA, AS, and AFA degree programs will identify and assess measureable program outcomes as required by Program Review.
 - Assess the needs, opportunities and appropriate audience for a potential mandatory College Experience Success class (Retired 2016).
- Enhance student support services.
 - Explore the feasibility of providing day care opportunities to students (Retired 2016).
 - Increase student retention and persistence by improving tutoring usage, space and the alignment of academic support services to course requirements.
 - Improve the success of students enrolled in developmental education courses by streamlining the developmental education course sequence.
 - Offer training for faculty to cultivate opportunities aimed at retaining students during the first two weeks of the course.
- Build positive community relationships.
 - Establish a K-12 Liaison committee.
 - Create a clear sense of direction by improving ease of navigation on campus through better parking lot signage and internal wayfinding.

Black Hawk College Fiscal Year 2017 Budget

REVENUE GROWTH: Black Hawk College will generate new sources of revenue.

- Increase engagement with donors, community, and business partners.
 - Build a scholarship program that funds a student through their entire experience at Black Hawk College (Completed 2016).
 - Develop a process by which third party benefactors and grants are identified when programs, instructional spaces and services are being designed (Completed 2016).
 - Explore corporate and private sponsorship opportunities for naming rights for new/existing buildings/spaces (Completed 2016).
- Strengthen Foundation relationships with Alumni.
 - Establish and maintain an Alumni program-for the solicitation of new donors.
 - Re-establish the Quad Cities Alumni Hall of Fame to recognize internal and external stakeholders (Completed 2016).
- Continue to develop academic and workforce development programs to meet the community needs.
 - Create an office responsible for writing and coordinating the acquisition and management of grants.
 - Implement an economic summit by which community businesses & industries participate in the identification of future workforce needs and curriculum needed to address those needs.
- Further develop the enrollment management plan by marketing academic programs to post high school age prospective student segments.
 - Identify high potential post high school age segments of prospective students (Completed 2016).
 - Create marketing plans and advertising materials targeted to post high school age prospective students, emphasizing career/transfer pathways (Completed 2016).
 - Develop a recruiting strategy using the identified post high school age segments and advertising materials resulting in enrollment growth of student segment.
 - Increase the number of faculty engaged in the recruiting process.

VALUING PEOPLE: Black Hawk College will enhance its competitive advantage by recruiting, developing and retaining diverse and talented administrative leaders, faculty and staff.

- Improve employee development and engagement.
 - Create a dynamic and interactive talent database enabling employees the opportunity to share professional resources, skills and talents.
 - Identify organizational communication needs and implement strategies to address them.
 - Identify and implement opportunities for professional development and training including partnership with other educational institutions.
 - Implement monthly Presidential employee forums (Completed 2016).
- Create opportunities for internal collaboration.
 - Improve communication/collaboration among locations fostering the “one-college” culture.
 - Create a joint staff/faculty development day providing opportunities for faculty and staff to interact collaboratively (Retired 2016).
 - Create team opportunities encouraging individuals to participate in decision making and process documentation.

**Black Hawk College
Fiscal Year 2017 Budget**

Institutional Effectiveness

The College institutional effectiveness plan consists of five major areas:

1. Strategic planning and tracking the progress on the goals through an annual integrated cycle of planning and budgeting that establishes unit level goals, objectives and budget resource requests.
2. Annual Assessment aligning unit objectives to strategic and budget planning.
3. Conducting program and unit five year program reviews. Academic program reviews measure program and learning outcomes and are conducted annually and culminate in a five year comprehensive review. The process collaborates with the Student Learning committee which has responsibility for assessing college-level general education outcomes on an annual basis. Administrative and students' services, being service-providing units, conduct a comprehensive review on a five year cycle measuring administrative outcomes.
4. Fiscal effectiveness of academic programs and disciplines.
5. Higher Learning Commission (HLC) Accreditation infusing continuous quality improvement into the culture supported by the college's various surveys, assessments (qualitative and quantitative) and national projects and completion initiatives.

Strategic Planning:

Black Hawk College (BHC) strategic planning committee is charged with the responsibility for steering the college planning efforts, including strategic planning and annual review of action plans. In 2015, the Academic Quality Improvement Program (AQIP) Steering Committee merged with the Strategic Planning Committee thereby expanding the roles and responsibilities to include a review of the compliance with the HLC assumed practices and the quality principles of AQIP.

Planning Committee membership include: the president, vice president of instruction and student services, executive dean, vice president of finance and administration, department chairs, faculty senate presidents, professional technical staff, students, and board of trustee members.

Strategic planning focuses on the actions taken to implement the College's mission while institutional effectiveness planning focuses on the end result to determine how well the College mission is being fulfilled. Strategic planning is process oriented focusing on actions to improve processes or make a unit operate more efficiently. Institutional effectiveness planning/outcomes assessment is outcome oriented, focusing on measuring how well students are learning the stated program outcomes and measuring how well administrative units are operating.

The College's strategic plan consists of a vision statement, mission statement, core values, strategic priorities, goals, actions and serves as the foundation for annual outcome planning at all levels of the College.

Black Hawk College Fiscal Year 2017 Budget

Institutional Effectiveness - Continued

Step 1: Conduct an environmental assessment.

The Strategic Planning Committee reviews internal and external stakeholder focus group reports; district characteristics (age, ethnicity, gender, public and private K-12 enrollment trends, Quad Cities Laborshed workforce characteristics, district economic overview); community perceptions collected through community market research and surveys; student enrollment trends, student retention, persistence and completion rates, student satisfaction data, graduate satisfaction survey data, financial health, and data describing faculty and staff perceptions of the college environment. This analysis provides a systems view of the College and the factors affecting it.

Step 2: Review commitment to the mission and core values statement.

The Strategic Planning Committee reviews the current mission statement and uses it throughout the planning process to ensure the new plan stays true to the College's mission. Annually, the Board of Trustees reviews and revises (as appropriate) the mission statement.

Step 3: Identify strategic issues.

Strategic issues are major questions, issues or challenges facing BHC. The Strategic Planning Committee identifies and prioritizes strategic issues based on the results of the environmental scans. During the current 2015-2017 cycle these priorities are: how can BHC grow enrollment and student completion, how can BHC grow revenue, and how can BHC grow employee engagement/collaboration? They were later re-articulated as three strategic priority statements for the strategic plan.

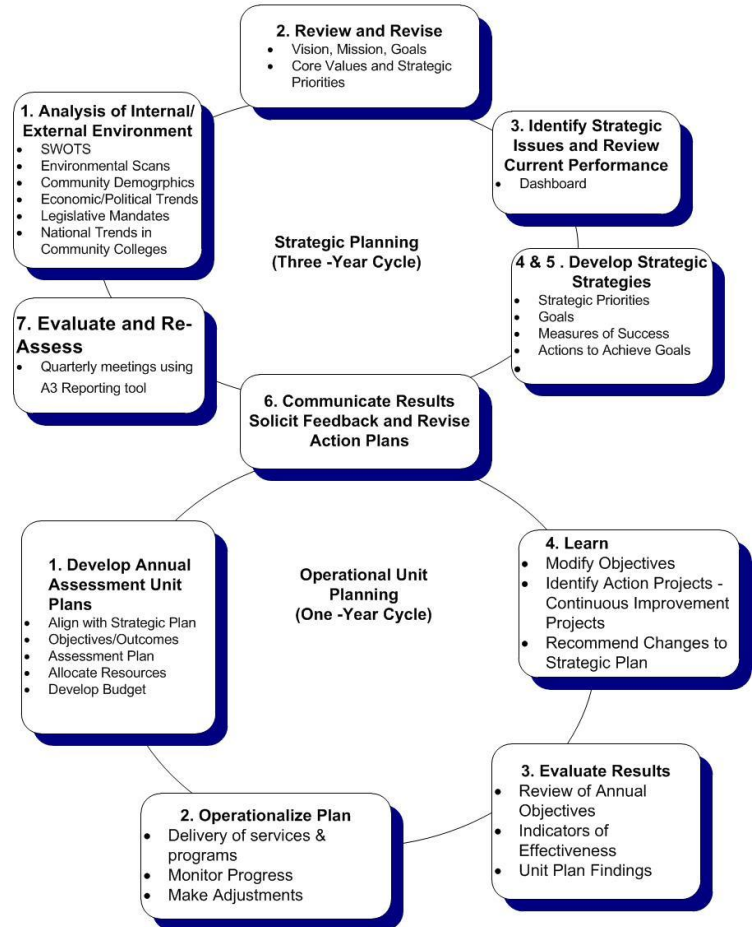
Step 4: Develop strategic strategies.

Strategies are defined possible ways of moving BHC forward by answering the questions presented. The purpose of this step is to develop possible strategies for addressing each of the strategic issues. Strategies for each issue are developed during the second planning session. They were then articulated as strategic plan objectives.

Step 5: Develop an action plan.

The outcome of this step is the development of action steps for each strategy identified. These very specific steps are achievable in the first 3, 6, 9, or 12 months of the strategic plan year.

STRATEGIC PLANNING MODEL



**Black Hawk College
Fiscal Year 2017 Budget**

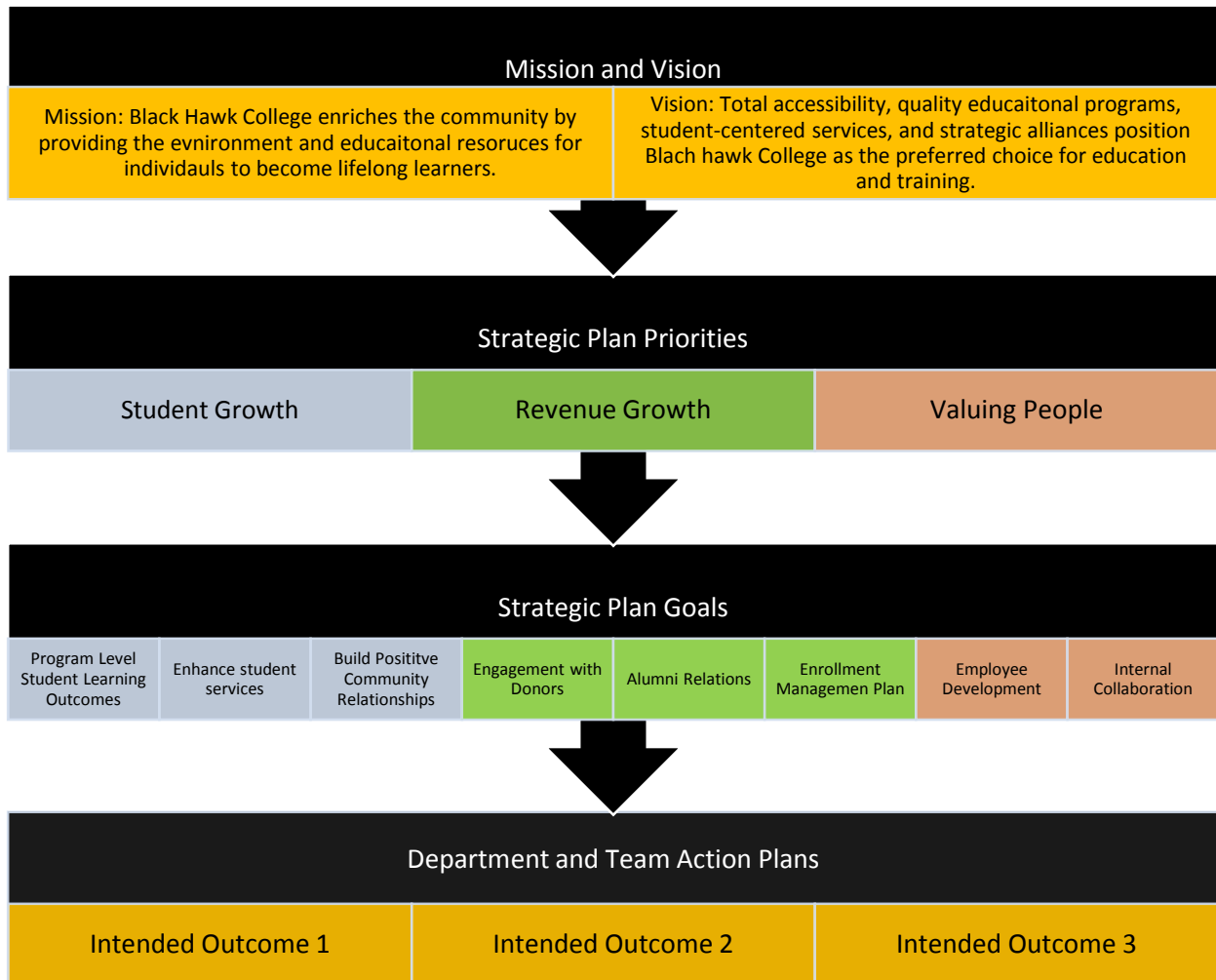
Institutional Effectiveness - Continued

Step 6: Communicate and solicit feedback and revise action plan as necessary.

Two types of feedback sessions occur. The first is a series of conversations with members of the Strategic Planning Committee. The outcome of those conversations is to gain clarity over action steps and review recommended revisions made by President’s Cabinet. This may result in a revised version of the strategic plan. The second feedback loop includes attendees of the original focus group meetings, asking these questions: “Is the Strategic Planning Committee on target with the strategic issues that have been identified? If not, how could they be changed? What strategies, not included, would you suggest pursuing?” The plan is visually on display for faculty and staff to drop in and comment in the event they were unable to attend a feedback conversation. Comments obtained in the above mentioned feedback process is then used to further refine and edit the strategic plan. The final strategic plan is distributed to the Board of Trustees for final approval.

Step 7: Evaluate and re-assess the strategic plan.

In order to keep the strategic plan front and center, President’s Cabinet identifies a rotating calendar of action team reports holding three to four accountability sessions during each year of the plan. Key leaders are required to report on progress using a standardized reporting template. These sessions, held 3 - 4 times annually, hold people accountable for agreed upon action steps and discusses necessary revisions to the plan.



**Black Hawk College
Fiscal Year 2017 Budget**

Institutional Effectiveness - Continued

Annual Assessment Cycle Connected to Strategic and Budget Planning.

Black Hawk College follows an annual assessment cycle with each instructional and non-instructional unit beginning a new cycle consistent with the fiscal year. Planning begins in January with the establishment of objectives that address areas needing improvement or areas of emphasis and the identification of the financial resources needed to address those objectives. Described in more detail below, instructional units begin with program review data and previous assessment results to identify areas of needed improvement in student learning. Non-instructional units begin with defining critical functions, alignment to the BHC Strategic Plan, and reviewing current priorities and assessment methods. All information for assessment is captured in an annual Unit Plan and documented in the online assessment tool from year to year.

Unit Plan					
Assessment cycle/year: 2017		Department:		Contact Person:	
Entity/Program:			Email Address:		
Banner Budget Org. Number(s):					
Purpose Statement					
Goals: <i>Example: Goal 1. The Department will provide instruction and co-curricular opportunities for students to acquire the stated learning outcomes in {Name Program(s) and or discipline(s)}.</i>					
Assessment Details					
Goal Association	Outcomes/Objectives What priorities is the Unit working towards this year?	Strategic Plan Association*	AQIP Association**	Measure(s) How will you know you achieved your Objective?	Achievement Targets What level, date, or accomplishment is expected?
<i>Ex. Students will demonstrate proficiency in oral communication.</i>		<i>Rubric applied to capstone project presentations.</i>		<i>80% of students will achieve a score of 3 or higher on the rubric.</i>	
1)					
2)					
<small>*Strategic Priorities FY17: 1 Program Student Learning Outcomes, 4 Student Retention, 5 Streamlining Developmental Education, 6 Faculty training on student retention strategies, 7 K-12 Liaison Committee, 8 Internal way finding, 12 Alumni Program, 14 Grant Management, 15 Economic Summit 18 Recruitment Strategy 19- Interactive talent database, **AQIP: 1 Helping Students Learn, 2 Student and Other Key Stakeholder Needs, 3 Valuing Employees, 4 Planning and Leading, 5 Resource Management, 6 Quality Review</small>					

To complete the annual assessment unit plan cycle, objectives and measurable targets for desired outcomes are established. Budget managers align the unit plans with the budget request. The implementation of unit plan objectives begins in the fall semester and continues until the end of the spring semester, followed by the second round of assessments to determine if the desired outcomes were achieved. Based on the assessment results, unit plans are developed in areas where outcomes were not achieved. These follow-up unit plans are implemented in the following fall semester to close the loop and to document use of assessment results for improvement.

In 2009, BHC purchased and implemented the WEAVEonline assessment management system for tracking and reporting of unit desired outcomes, assessment plans, assessment results, and improvement plans based on those results. Each unit is required to input information into WEAVEonline as part of their Institutional Effectiveness cycle work. Detailed assessment reports that document outcomes and assessment efforts are available in WEAVEonline for each unit. In 2017, the College will be migrating to the new WEAVE platform and will be utilizing

**Black Hawk College
Fiscal Year 2017 Budget**

Institutional Effectiveness - Continued

Performance Cloud. During the transition, the Finance Department and the Office of Planning and Institutional Effectives collaborated to improve the FY2017 unit planning and budgeting process with tools to align the unit plan to budget requests. Budget managers were required to develop unit plans and align goals and objectives to one or more Budget Organization. Simultaneously, they were required to submit the Pool Budget Planning Worksheet that cross referenced the unit plan goals and objectives. Both of these documents were required in order for the requested budget to be considered.

Black Hawk College				
Pool Budget Planning and Unit Plan Objective Worksheet				
Fund:	ORG #:	Banner ORG Description:		Program:
	Unit Plan Title:			
Pool Account	Budgetary Description / Detail		Budget Amount	Budget Request Type
				<i>Choose one: One-time expense or On-going expense</i>
				<i>Ex. SLO #4 OR Obj. #1</i>
53000 - Contractual Services				
		53000 Total	\$ -	
54000 - Materials & Supplies				
		54000 Total	\$ -	
55000 - Conferences/Meetings				
		55000 Total	\$ -	
		Grand Total	\$ -	

Five Year Program Review Cycle.

Each instructional and non-instructional unit is reviewed formally, every five years, before either the BHC Program Review Council (new in FY2016) or the Non-Instructional Institutional Effectiveness Review Committee (new in FY2017). The goal of Program Review is to rigorously discuss program and discipline viability, strengths, weaknesses, occupational demand, and student learning outcomes all relative to the continuous improvement of the program. Furthermore, the Program Review process supports department level planning and decision making related to assuring students are meeting expected student learning outcomes, improving the quality and cost-effectiveness of instructional programs and discipline course offerings, assessing, improving, and updating programs/course offerings on a regular basis, discontinuing programs/discipline courses when there is no longer sufficient demand, and finally to demonstrate the accountability of the College to its constituents that the College is maintaining high quality, cost-effective programs and discipline courses responsive to the needs of students, businesses and industries in Illinois.

Beginning in 2016, career and technical education programs and academic disciplines under review prepared program review reports and presented their finding before the Program Review Council. This new step in the process held units more accountable to conducting thorough reviews of their programs/disciplines. The Program Review Council then forwarded their recommendations to the Vice President for Instruction and Student Services for review and action items for improvement.

Administrative and other non-instructional units at Black Hawk College follow a comprehensive program review assessment process that begins in the fall with an annual process of evaluation

Black Hawk College Fiscal Year 2017 Budget

Institutional Effectiveness - Continued

of internal processes and services. The Office of Planning and Institutional Effectiveness facilitates a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis and critical function sessions with each unit that is part of the five year program review cycle. In these sessions, a careful review of all unit activities is conducted in an effort to continuously improve services to students, employees, and external stakeholders.

Following the initial session, workgroups collect internal process data and external benchmarking information related to, and minimally addressing, the need for the program/discipline, its quality, cost of operation and the examination of current information and data to support recommendations for improvement. Non-Instructional units document benchmarking efforts, and each workgroup is responsible for maintaining proper benchmarking documentation as part of their continuous improvement efforts. While the initial discussions allows workgroups to focus in on several improvement ideas, it is then critical to collect additional information related to those ideas and to ensure that the proper processes are in place to establish and maintain quantitative measures for each improvement idea.

Fiscal Effectiveness of Academic Programs and Disciplines.

Annually, the College reviews the financial viability of its programs and disciplines. The Program Revenue to Expense Report is a systematic process used to analyze program and discipline level productivity and financial viability. Data reviewed includes the credit hours generated, unduplicated student headcount, and a revenue to expense ratio indicating individual program/discipline financial strengths. Generated revenue is compared against program/discipline incurred expenses per fiscal year. Revenue includes credit hours multiplied based on residency tuition rates, material, auxiliary and technology fees and course/lab specific fees. Expenses included salaries, benefits, and direct department and equipment costs.

Performance Measures.

A key component of institutional effectiveness involves measuring results, evaluating and adjusting strategy. The College focusses on results through performance-based planning, program review, detailed assessment results, and the monitoring of progress on the Strategic Plan. The College Performance Dashboard appears at the end of this section.

Planning and Accreditation.

BHC is accredited by the Higher Learning Commission. The College was accepted into the Commissions Academic Quality Improvement Program (AQIP) in 2009.

AQIP is an alternative process through which an organization can maintain its accredited status with the Commission. AQIP's goal is to infuse the principles and benefits of continuous improvement into the culture of colleges and universities to assure and advance the quality of higher education. By sharing both its improvement activities and results through AQIP, a college develops the structure and systems essential to achieving the college mission and the evidence to enable the Commission to reaffirm accreditation.



**Black Hawk College
Fiscal Year 2017 Budget**

Institutional Effectiveness - Continued

AQIP is a quality improvement program and a quality assurance program for higher education. It operates by involving colleges and universities in three distinct cycles that occur simultaneously: 1) action, 2) strategy, and 3) accreditation.

AQIP CYCLES OF IMPROVEMENT

Every Year (Action)

- BHC continues work on three Action Projects and submits an annual report on the progress, results and improvements made based on data.
- AQIP provides written feedback, recognition and assistance if needed.

Every 4 Years (Strategy)

- FY2017, FY2021
BHC completes a Systems Portfolio detailing its action projects and provides evidence of how it meets the five Criteria for Accreditation and the six AQIP categories.
- FY2019, FY2023
BHC assembles a team of internal and external reviewers who will document college processes, procedures and policies aligned with the AQIP categories.

Every 8 Years (Accreditation) 2021-2022

- BHC hosts a Quality Check-Up team.
- BHC undergoes a comprehensive review by a peer review team resulting in recommendation regarding reaffirmation of accreditation.

Action Projects

Initiatives intended to improve practices, policies or procedures

Systems Portfolio

A report providing an overview of BHC strengths, challenges, results of Action Projects, key processes, results and evidence of how the College is meeting the assumed practices of the Higher Learning Commission within the 6 AQIP categories.

1. Helping Students Learn
2. Meeting Student and Other Key Stakeholder Needs
3. Valuing Employees
4. Planning and Leading
5. Knowledge Management and Resource Stewardship
6. Quality Overview on Continuous Quality Improvement

Criteria for Accreditation

1. Integrity: Ethical & Responsible Conduct
2. Teaching and Learning: Quality, Resources, and Support
3. Teaching and Learning Evaluation and Improvement
4. Resources, Planning and Institutional Effectiveness

Quality Check-Up

Site visit affirming the accuracy of the Systems Portfolio, compliance with accreditation expectations and assuring continuing quality improvement commitments.

**Black Hawk College
Fiscal Year 2017 Budget**

Institutional Effectiveness - Continued

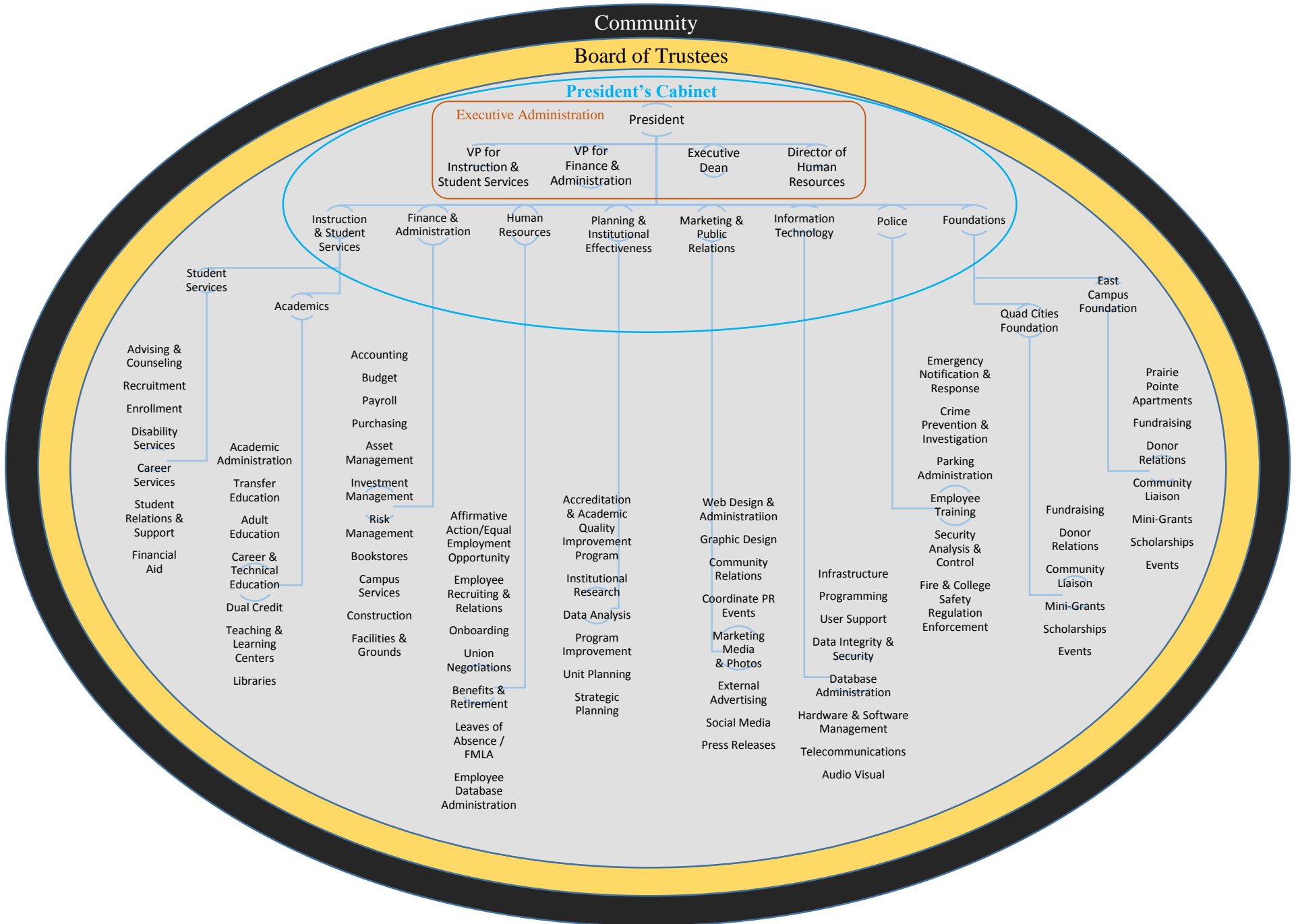
STRATEGIC PLAN PERFORMANCE DASHBOARD					
Strategic Priority 1: Student Growth					
	FY13	FY14	FY15	FY16	Benchmark
Student Success					
Course Retention Rate	86.38%	88.09%	88.20%	NYA	93.03%
Course Completion Rate	74.70%	77.20%	78.40%	NYA	79.37%
Successful Completion Rate	86.48%	87.64%	88.89%	NYA	89.51%
Transfer Rate to Four Year	12.32%	13.21%	15.45%	11.91%	15.39%
Transfer Rate to Community College	9.65%	12.11%	10.45%	10.27%	9.45%
Full-time Graduation Rate	19.10%	18.72%	20.68%	26.90%	21.48%
Number of Associate Degrees Awarded	569	667	571	NYA	724
Number of Certificates Awarded	368	317	370	NYA	730
At-risk student completers	430	470	414	NYA	N/A
Occupational Graduate Placement in Employment/Continuing Education	95.77%	90.26%	88.89%	NYA	N/A
Enhance Student Support Services					
Retention to next term- Fall to Spring	70.32%	69.48%	72.67%	NYA	74.98%
Persistence Fall to Fall	48.26%	44.39%	46.30%	NYA	52.57%
Nontraditional Student Headcount (those over age 24)	5,339	5,090	4,359	NYA	6,601
College-level credit hours earned by nontraditional students	24,233.0	22,363.0	19,591.0	NYA	N/A
SENSE: Early Connections Benchmark	51.4		47.7		67.9
SENSE: Clear Academic Plan and Pathway Benchmark	60.0		55.1		60.9
Strategic Priority 2: Revenue Growth					
	FY13	FY14	FY15	FY16	Benchmark
Financial Stability					
Education and Operations & Maintenance Funds operate at 17-25%	29.8/27.8	40.0/28.0	35.6/34.3	NYA	N/A
Annual balanced budget	Balanced	Balanced	Balanced	Balanced	N/A
Strategic Priority 3: Valuing People					
	FY13	FY14	FY15	FY16	Benchmark
Information shared within organization PACE Survey	3.17		3.08		3.21

N/A - Not Applicable

NYA - Not Yet Available

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Black Hawk College Organization



**Black Hawk College
Fiscal Year 2017 Budget**

Organization Overview

The Organization Overview presents the governance structure employed at Black Hawk College and a sampling of the unit/department operational plans for each respective administrative area as they both exist on May 20, 2016. Information contained in this section is subject to change.

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

Board of Trustees

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

Title	Name	Current Term Expires
Chair	David L. Emerick Jr.	2017
Vice Chair	Richard P. Fiems	2021
Secretary	Dorothy W. Beck	2017
Trustee	Tim A. Black	2019
Trustee	Fritz W. Larsen	2021
Trustee	Douglas L. Strand	2019
Trustee	Joseph B. Swan	2021
Student Trustee	Carlos A. Martinez	2017

Responsibilities of the Board of Trustees include the following categories as outlined in more detail in the most recent Black Hawk College Board Policy Manual: Policy Making, Community Relations, Personnel and Organizational Administration, Financial Administration, Program and Curriculum Administration.

Executive Administration

Black Hawk College is organized in a manner that provides for effective and efficient operations of the College.

Position	Name
President	Dr. Bettie A. Truitt
Interim Vice President for Instruction and Student Services	Dr. Lee J. Weimer
Vice President for Finance & Administration and Board Treasurer	Steven J. Frommelt
Executive Dean	Dr. Betsey A. Morthland
Director of Human Resources	Stacey L. Cary

Black Hawk College Fiscal Year 2017 Budget

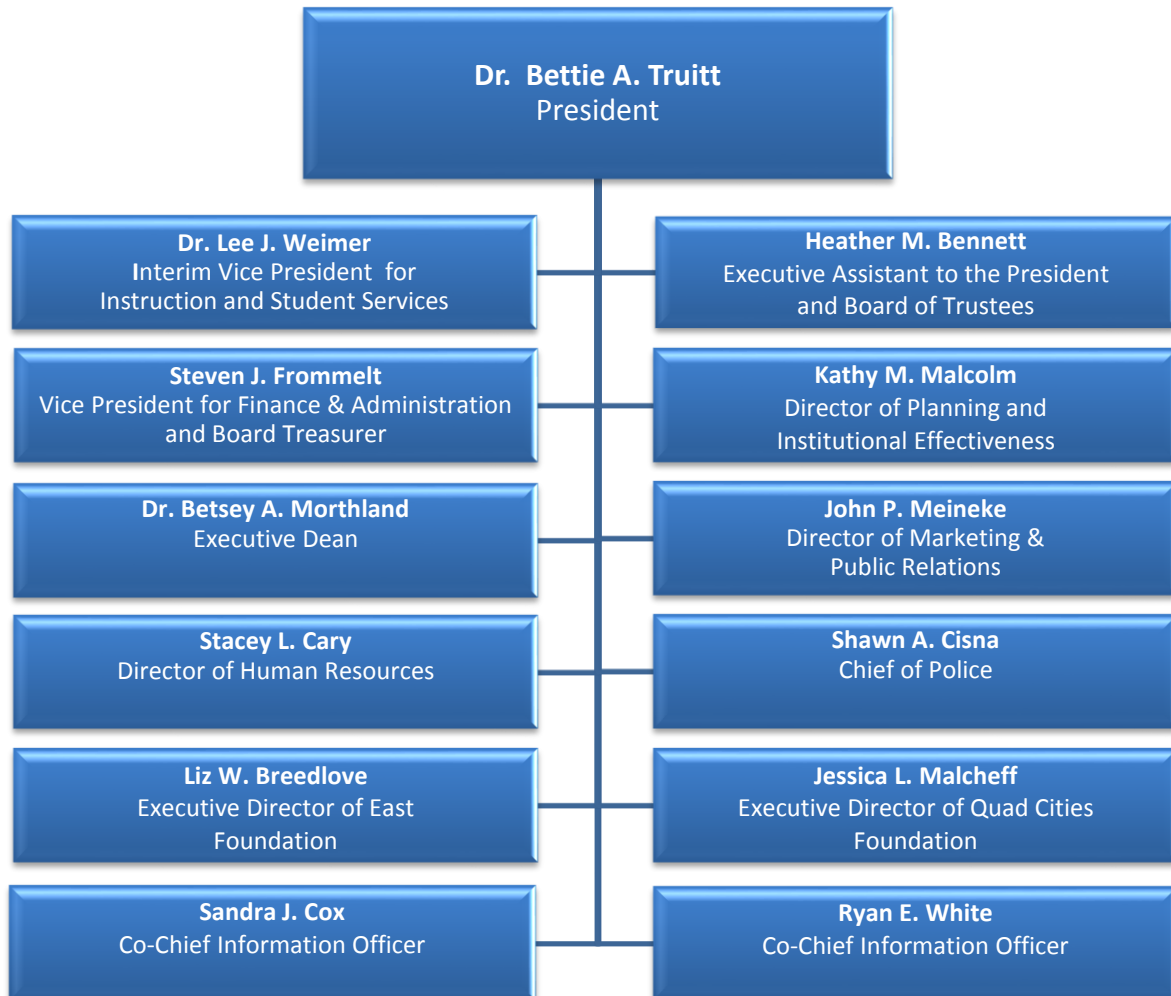
Organization Overview – Continued

Office of the President

Dr. Bettie A. Truitt became the sixteenth president of Black Hawk College when she assumed her responsibilities in January 2015. Dr. Truitt began her career at Black Hawk College in 1989 when she was hired as a full-time instructor in the Mathematics Department. From 2007 to 2012, Dr. Truitt served as Dean of Instruction and Academic Support where, in addition to the responsibilities of that office, she continued her involvement in contract negotiations internally and as an AQIP Strategy Forum Facilitator for the Higher Learning Commission. The Board of Trustees appointed Dr. Truitt Interim President of Black Hawk College in 2014.

Dr. Truitt earned her Bachelor of Mathematics from St. Ambrose University and her Master's Degree in School Mathematics from Iowa State University. She later earned her Ph.D. in Mathematics Education, Statistics, Higher Education Policy and Planning from the University of Iowa.

The organizational structure and a sample of the unit plan objectives of various areas within that structure are shown on the following pages.



**Black Hawk College
Fiscal Year 2017 Budget**

Organization Overview – Continued

President

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. Strengthen BHC's perception in the community as a valuable educational partner-QC Chamber, GQCHC, ROC, ICCTA, ICCCP	Student athletic programs will support retention and completion	Retention, persistence, and completion data	Maintain/increase retention and completion #'s
G2. Perpetuate fiduciary responsibility to minimize costs and maximize resources (financial, physical, and human) for BHC operations	Explore opportunities for collaboration with businesses and industries in the community	Gather data on existing partnerships	By December 2016 and create subsequent analysis
G3. BHC will increase student enrollment, retention, persistence, and completion of desired outcomes	Coordinate communications to continue to plan for revenue fluctuations	Balanced budget	Balanced budget

Black Hawk College East Foundation

The Executive Director of the Black Hawk College Foundation – East Campus is responsible for planning, implementing, and managing a comprehensive development program including annual fundraising campaigns, larger projects such as capital campaigns, donor cultivation, deferred giving, and foundation and corporate giving. The Executive Director develops and maintains a database in support of the development programs and is responsible for planning and conducting special events/activities in support of the development program; provides assistance to the Foundation in managing assets. The mission of Black Hawk College East Foundation is to be the primary support partner of the East Campus of Black Hawk College, providing for and carrying on activities that facilitate the growth and development of the East Campus. A sample of the unit assessment plan is shown below.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. Enhance student access to quality higher education by providing financial resources to students through Next Gen scholarship software management system	The foundations are implementing new scholarship software system designed to simplify the application process and to successfully match students to appropriate scholarships	1) Increase in student applications 2) Decreased errors in matching students to appropriate scholarships	1) 5% increase in student applications after first year 2) 90% correct scholarship matching
G2. Maintain a vibrant donor database management system in order to grow revenue for scholarships, grants, building and special projects for the college	Continue to work towards obtaining accurate alumni data, including contact information, in the Raiser's Edge database	1) Increased number of alumni imported into database 2) Ensure accuracy of data of current alumni in database	Successfully contact alumni for foundation fundraising and friend raising programs
G3. Provide resources to staff needed to sustain fundraising programs and the continued development of new and existing donor relationships	Provide continuing education to staff of current research and trends in fundraising and database management and software training	1) Implementation of successful fundraising strategies 2) Increased accuracy in data maintenance of donor records	Increase staff awareness level of effective fundraising strategies, and proper database management and use of software

**Black Hawk College
Fiscal Year 2017 Budget**

Organization Overview – Continued

Co-Chief Information Officer Systems Manager

The Co-CIO/Information Technology (IT) Systems Manager has district-wide responsibility for planning, performing, and supervising, the design, installation, technical assistance, preventative maintenance and repair of all computer hardware, software, and operating systems associated with the College’s Local Area Network (LAN), Wide Area Network (WAN), and telecommunications systems, administrative software and operating systems. A sample of the unit assessment plan is shown below.

GOAL	OUTCOME/OBJECTIVE
To provide equipment and technology supporting classroom and lab experiences for students and faculty, and supporting overall college administrative systems for staff, faculty administration	Continue to support infrastructure upgrades that are purchased with Bond funds
	Continue to support administrative and academic software and supportive software
	Continue to support the College's communication and collaboration systems

Marketing & Public Relations

The Director of Marketing coordinates with recruitment, enrollment, curricula and delivery, retention, research, and other Student Service and College departments as necessary to effectively communicate the scope, quality, and value of educational opportunities at Black Hawk College to internal and external audiences. A sample of the unit assessment plan is shown below.

GOAL	OUTCOME/OBJECTIVE	MEASURE
G1. Support continued growth in enrollment management, student retention and engagement and recruitment	Identify special content areas that are a point of differentiation in our market. Provide financial, marketing and public relations support to aid these areas in increasing community awareness, achieve their enrollment or sales goals and increase community engagement.	Measure impressions/ratings of all advertising efforts
G2. Provide marketing and public relations support to special content areas to support executive initiatives addressing growing competition, community outreach and market opportunities	Support executive administration/management by providing marketing and PR support as requested. The dept. will budget \$ to create and deliver collateral. Provided event mgt. for PR/Mktg, Admin and Presidential events and initiatives for the BOT.	
G3. Support improved networking through development of internal communication tools	Create and deliver employee newsletter ten times each year and manage content delivery of social media platforms and college website.	Measure distribution list with opens, likes, forwards, etc. monthly

Black Hawk College Fiscal Year 2017 Budget

Organization Overview – Continued

Planning and Institutional Effectiveness

The Director of Planning and Institutional Effectiveness provides leadership for institution-wide research, planning, institutional effectiveness, information dissemination, ICCB and HLC quality and accreditation processes. A sample of the unit assessment plan is shown below.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
The College will advance its institutional effectiveness	Provide leadership and guidance to the College's strategic planning process	Annual strategic plan update reports Environmental Scans Report	Annually in June April 2017
	Evaluate and update the Academic Program Review process as the mechanism by which academic, student services and administrative programs regularly assess their effectiveness.	FY2016 evaluation and opportunities for improvement report 2017 Program Review Report	July 2017 Submit to ICCB by July 1, 2017
	Administer and report results of the SENSE, PACE and Survey Monkey survey tools	Executive Analysis Report submitted to departments	Within 60 days of receiving survey results

Police

The Chief of Police oversees, plans, and directs all district activities of the Black Hawk College Police Department; provides administration and management for the existing operational and staffing activities in the functional areas of emergency communication, proactive police patrol, criminal investigation/prosecution, records management, physical security, crime prevention, emergency planning, regulatory compliance, community outreach, and threat analysis/response. The purpose of the Black Hawk College Police Department is to support the College's educational mission by providing a safe and peaceful learning community through professional law enforcement services. A sample of the unit assessment plan is shown below.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. Improve a proactive, service and community-oriented police department through increased efficiency and professionalism	Increase compliance with state and federal mandates pertaining to campus security initiatives	Development of a compliance team to address state and federal mandates	Multidisciplinary team of experts and practitioners that will address compliance needs including programming, policy,
G2. Maintain a well-trained, equipped and professional work force	Enforcement of college parking program	Continue to establish baseline for 3-5 year history of permit sales and fine collections	Upon review of yearly history, identify trend and establish projection
G3. Increase the perception that Black Hawk College campuses and locations are safe	Decrease the amount of actual or perceived criminal activity	RMS administrator statistical reports will reflect measureable crime data	Accurate measure of police activity and crime data through the yearly cycle and to address immediate needs

**Black Hawk College
Fiscal Year 2017 Budget**

Organization Overview – Continued

Black Hawk College Quad Cities Foundation

The Executive Director of the Black Hawk College Quad Cities Foundation focuses on building the resources and increasing awareness and advocacy for the institution that will enable it to accomplish its mission. The Quad Cities Black Hawk College Foundation is dedicated to providing financial support to enhance the mission of Black Hawk College through partnerships with individuals, businesses, and organizations. A sample of the unit assessment plan is shown below.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. Enhance student access to quality higher education by providing financial resources to students through NextGen scholarship software management systems	The Foundations are implementing a new scholarship software designed to simplify the application process and more successfully match students to appropriate scholarships.	An increase in student applications and decreased errors in matching students to appropriate scholarships	5% increase in student applications after first year and 90% of correct matching to scholarships
G2. Maintain a vibrant donor data base management system in order to grow revenue for scholarships, grants, buildings and other special projects for the College	Continue to work toward obtaining accurate alumni data including contact information within the Raiser's Edge database.	Increased number of alumni imported into database and ensure accuracy of current alumni data	Successfully contact alumni for Foundation fundraising and friend raising programs

Black Hawk College Fiscal Year 2017 Budget

Organization Overview – Continued

Office of Instruction and Student Services

The Office of Instruction and Student Services has responsibility for all instructional related functions as well as direct oversight for K-12 relationship management, Perkins administration, and instructional agreements, including the Western Illinois University Linkage agreements. Additionally, this division is responsible for all student services and the oversight of student clubs and activities.

The organizational structure and a sample of the unit assessment plans of various areas within that structure are shown on the following pages.



Note 1: Serves as Dean of Instruction. In this role, the Executive Dean works collaboratively with and under the direction of the Vice President for Instruction and Student Services.

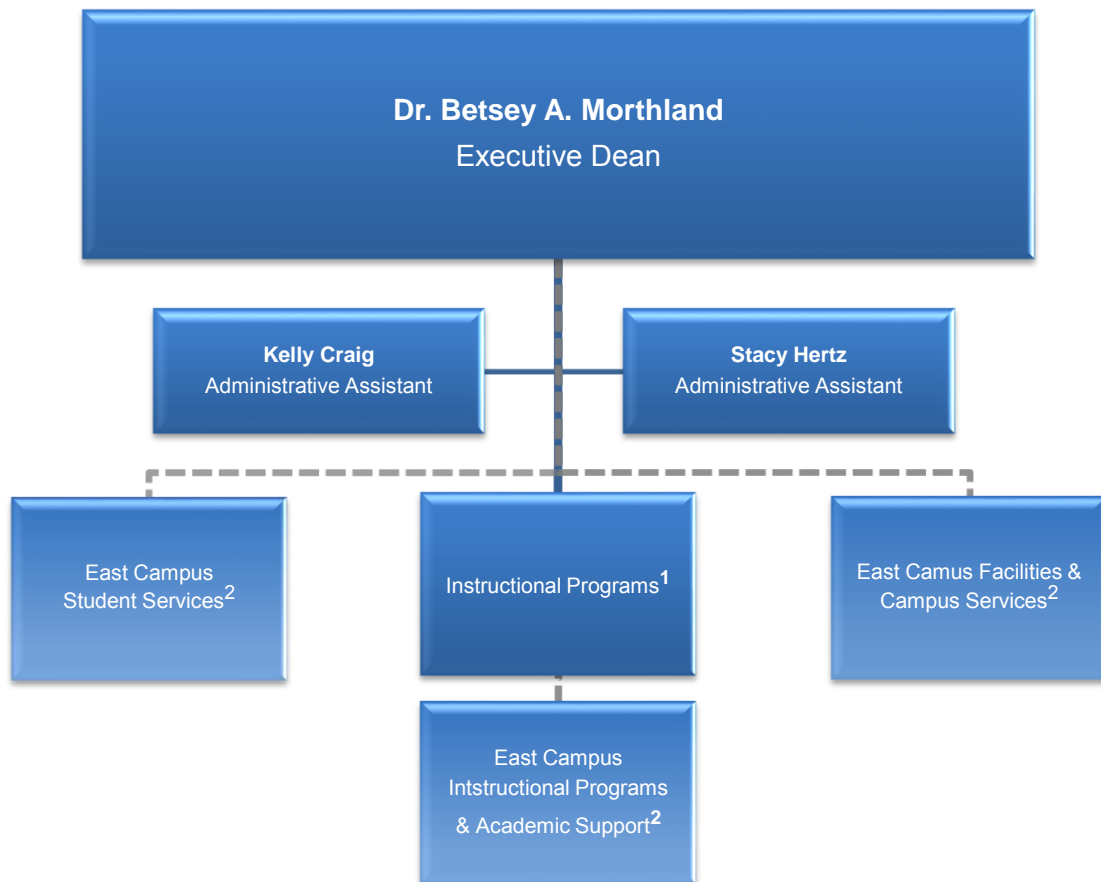
Black Hawk College Fiscal Year 2017 Budget

Organization Overview – Continued

Office of Executive Dean

The Dean of Instruction (previous page), also serves as the Executive Dean. The Office of Executive Dean exists to advance the mission of the College by collaborating district-wide to deploy programs and services to students, and is responsible for the day-to-day operations of the College's East Campus, including academic departments, student services and recruiting. The Executive Dean provides leadership for the establishment and strengthens the College's presence in the eastern part of the College's district. This is achieved by expanding relationships with the community, serving as a student services officer for the East Campus, and by participating in the development and implementation of policies and procedures for the student services, academic, and occupational / vocational programs district wide.

The organizational structure and a sample of the unit assessment plans of various areas within that structure are shown on the following pages.



Note 1: As shown above under the Vice President of Instruction and Student Services

Note 2: At East Campus, the Executive Dean provides a leadership role, as necessary, to departments under others' supervisory purview.

Black Hawk College Fiscal Year 2017 Budget

Organization Overview – Continued

Instruction

Agriculture Program

The Agriculture Department is located at the East Campus of Black Hawk College and offers a variety of career and transfer programs. These programs include study in the areas of Agribusiness Management, Agriculture Business Management-Horticulture Option, Agriculture Mechanics, Agriculture Production Technology, Agriculture Transfer, Horse Science Technology, Equestrian Science, Automotive Repair Technology, and Pre-Veterinary Medicine. The Associate of Applied Science Degree Programs place strong emphasis on education for employment and opportunities for on-the-job training with agricultural businesses locally, statewide and nationally.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. Agriculture Department Programs will be quality instructional programs meeting the needs of students and stakeholders where students will demonstrate proficiency in career preparation	Expand seminar courses that prepare students for career planning in the areas of resume development and interviewing	100% of all students enrolled in seminars courses	80% of students successfully completing seminar course
G2. Provide a learning centered environment where students will demonstrate a proficiency in their Agricultural Internship Program	Expand industry partnerships that provide opportunities for students to gain work experience in the agricultural production and agricultural business	100% of students enrolled in work experience programs	80% of students successfully completing internship program
G3. Enable students to develop knowledge and skills that will support them throughout life as productive citizens and professionals in their field	Student will demonstrate proficiency in oral communications in work experience seminar	Students will conduct an exit interview and power point presentation summarizing their internships	80% of students successfully completing work experience seminars

Associate Degree Nursing (ADN)

To prepare Associate Degree Nursing Graduates for entry level Registered Nursing positions and provide the environment and resources for individuals to be become lifelong learners.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. The ADN program faculty will continue to provide current nursing practice instruction and learning opportunities in the classroom and at the clinical settings.	Students will display Registered Nursing knowledge at a competent level	State and National NCLEX-RN pass rate reports	The NCLEX-RN pass rate will be at or above the national mean as determined by the yearly report received in April each year
G2. The ADN program will continue to maintain National Accreditation for Nursing programs	The ADN faculty will continue to revise documentation methods for the Accreditation Commission for Education in Nursing (ACEN) Standard 6, Outcomes	Documentation of each nursing course, each exam, student pass rate and evaluation of that data will exist in writing	By January 2017, the ADN faculty will have 3 semesters of documentation on data related to individual course exam pass rates
G3. The ADN faculty will utilize standardized on-line testing to evaluate student readiness for beginning and completing the ADN program	Students will complete the TEAS pre-nursing assessment exam prior to being admitted to the ADN program	Students who do not achieve the required TEAS score will complete remediation prior to starting the ADN program	85% of the students requiring remediation will complete the remediation and begin the ADN program

Black Hawk College Fiscal Year 2017 Budget

Organization Overview – Continued

Automotive Repair Technology

The Automotive Repair Technology program provides a proper balance of theory and practical knowledge for students preparing for careers in the automotive service industry. Graduates of the program may become employed as service technicians, service managers, or service writers for automotive dealerships or automotive repair businesses. Students in this program will be prepared to take and expected to pass Automotive Service Excellence (ASE) certification tests. The curriculum provides laboratory diagnostic training and the opportunity for an internship with an automotive dealership or automotive repair business.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. The Automotive Repair Technology Program will be a quality instructional program meeting the needs of students and stakeholders.	Students will demonstrate the ability to diagnose engine performance issues and repair internal combustion engines.	Hands on and written exams.	Upon completion students will have the ability to take and pass ASE certification exams.
G2. Provide a learning centered environment.	Students will demonstrate the ability to diagnose and repair multiple different types of brake systems	Hands on and written exams.	Upon completion students will have the ability to take and pass ASE certification exams.
G3. Enable students to develop knowledge and skills that will support them throughout life as productive citizens and professionals in their field.	Students will demonstrate the ability to diagnose and repair electrical and electronic circuits and control devises.	Hands on and written exams.	Upon completion students will have the ability to take and pass ASE certification exams.

Business and Technology

Business Programs offer a start to a business career, improve ones chances for promotion, or build a new career path. The programs in the Business and Technology Department are designed to qualify graduates for employment.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
The Dept. will provide instruction for students to acquire the stated learning outcomes in each of the programs and certificates in the Business and Technology disciplines	The Business and Technology Dept. faculty will work on curriculum changes and updates to programs and certificates to align with the new ICCB guidelines	The changes will be approved by the ICCB	Changes will go into effect Fall 2017

Black Hawk College Fiscal Year 2017 Budget

Organization Overview – Continued

Career Technologies

The purpose of the Computer Information Technologies Department is to provide professional instruction and learning opportunities through hands-on experience using industry-standard technology that equips students for success in computer-related careers and/or transfer to a four year institution

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
Students will successfully acquire the skills necessary to gain employment	The instructors will develop and assess program level student learning outcomes along with course level outcomes	Outcomes will be determined and an assessment of those outcomes will be put in place	All students will be assessed
	The department will conduct its Program Review for the following: PC Application Programmer, Web Developer, Networking Technician, IT Support Technician and Network Administrator certificates and the Computer Science and Computer Science Information Systems programs.	Outcomes will be determined and an assessment of those outcomes will be put in place	All students will be assessed
	Provide co-curricular learning opportunities through the BITs club	Provide four speakers and one community project during the academic year	Obtain positive feedback on assessment tool from 80% of attendees
Provide quality instruction by presenting the most current curricula and technologies in the classroom	Keep lab hardware and software up-to-date with employers standards	Assess this through yearly advisory committee meetings.	Purchase and implement hardware and software within 12 months of the meeting

Career Technologies- Welding

To prepare students for a career in welding by teaching them a variety of welding techniques.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. Students will successfully acquire the skills necessary to gain employment	The instructors will develop and assess program level student learning outcomes along with course level outcomes	Outcomes will be determined and an assessment of those outcomes will be put in place	All students will be assessed
G2. To deliver quality instruction through current technological content and hand-on lab experience	Maintain lab facilities in line with current welding techniques and provide expendables	Assess this through yearly advisory committee meetings.	Update equipment within 12 months of the meeting.

Black Hawk College Fiscal Year 2017 Budget

Organization Overview – Continued

Co-Curricular Events in Agriculture

The Agriculture Department is located at the East Campus of Black Hawk College and offers a variety of co-curricular activities. These programs include study in the areas of agricultural computers, crops judging, equine judging, horse show team, horticulture judging, livestock judging and soil judging. The co-curricular activities place strong emphasis on student learning that focuses on evaluation, both oral and written, as well as skills that prepare students for future employment in agriculture history.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
1. The department will provide instruction and co-curricular opportunities for Livestock Judging (650412), Horse Judging (650422, Show Team (650442), NACTA (650432, PAS (650472) and Soil Judging (650482).	Students will demonstrate proficiency in evaluation of equine, livestock, soils, crops, horticulture and horse show team	100% of students enrolled in evaluation courses for the competitive event team	80% of students will achieve in the seminar course
2. Provide a learning centered environment	Students will demonstrate proficiency in oral and written communication as it relates to evaluation and skill development	100% of students enrolled in evaluation courses for the competitive event team	80% of students will achieve in the seminar course
3. Enable students to develop knowledge and skills that will support them throughout life as productive citizens and professionals in their field	Students will compete at national competitions to demonstrate their proficiency in evaluation and skill application	Students will successfully compete in state and national shows	Students will successfully compete in state and national career development competitive events

Communication and Fine Arts

The Department of Communication and Fine Arts prepares graduates and transfers for employment, enrichment, and further education in the visual arts, music, and speech courses.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. The department will provide general education instruction to AA & AS students	General education students will demonstrate proficiency in speech, art appreciation and music appreciation	Assessments used in art, music and speech gen-ed classes	70% or higher achieve 3 or greater
G2. The department will continue to improve instruction and program offerings in Art, Music, Speech, and Theatre	Department will provide new courses/programs and improve existing ones to meet needs of transfer and career students	Complete syllabus review and "major/emphasis" review plan; work toward creation of new certificate and AAS degree	2016-2017 syllabus and emphasis review completed by May 20, 2017
G3. Through outreach, the department will integrate the Quad Cities community into education	Students in Music and Art programs will participate in activities that strengthen their connection to the local, regional, and national workforce and/or give them opportunity to practice skills in the community and beyond	Music performances scheduled for on and off site by visiting artists and student artists; artists displayed in ArtSpace gallery; creation of ArtFusion magazine	Scheduling of several music performances, artist displays, and creation of magazine by May 20, 2017

Black Hawk College Fiscal Year 2017 Budget

Organization Overview – Continued

Community Education Center (CEC)

The Community Education Center enhances the quality of life in the Kewanee area through lifelong learning opportunities, community programs, and partnerships with other organizations.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. The CEC will provide the facilities and the academic environment for Black Hawk College classes and student success	The CEC will be utilized for BHC credit, adult education and non-credit classes	Number of classes using rooms	7 credit, 1 Adult Education and 3 non-credit classes will meet at the CEC in each of the Fall and Spring semesters
G2. The CEC assists with student recruitment by collaborating with the Division of Rehabilitative Services, Partners in Job Training, Career Link, the Illinois Migrant Council and other organizations in their recruitment of clients and enrollment in educational programs.	The CEC will be utilized for student recruitment by Partners in Job Training, Illinois Migrant Council, Career Link, and Div. of Rehab. Services and other organizations	Number of recruitment events held at the CEC by organizations recruiting students	3 organizations meet with students monthly at the CEC
G3. The CEC will market Black Hawk College positively by providing the facilities for community activities	The CEC will be utilized for community activities	Number of organizational meetings held at the CEC	4 organizational meetings at the CEC monthly

Emergency Medical Services

The purpose of the Black Hawk College Emergency Medical Services (EMS) program is to prepare entry level pre-hospital providers by adhering to nationally recognized standards for pre-hospital education and Illinois State EMS Regulations and scope of practice guidelines.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. The EMS Program will prepare entry level EMT and Paramedic students in the cognitive (knowledge), psychomotor (skills) and affective (behavior) learning domains.	Paramedic students will demonstrate knowledge attainment by successfully completing the NREMT or licensure exam for the Paramedic educational experience.	NREMT examination results	80% of Paramedic students will pass the NREMT exam (national average: 78%)
	EMT students will demonstrate knowledge attainment by successfully completing the NREMT or licensure exam for the EMT Basic educational experience.	NREMT examination results	80% of EMT students will pass the NREMT exam

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Organization Overview – Continued

Equine Program

The Equestrian Science Program offers classroom study and laboratory exercises coupled with supervised on-the-job experience to prepare students for employment or for transfer to a four-year college or university. Special program features include hands-on training of horses, general education courses, elective courses for a student's areas of interest, supervised on-the-job experience, and opportunities to participate in horse judging and evaluation, and horse show team. Students completing the Equestrian Science Program will find career opportunities as stewards, riding instructors, trainers, horse show judges and show personnel.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. This program will be a quality instructional program meeting the needs of students and stakeholders	Horse Evaluation: Evaluate Horse Balance, Structure, Quality and Muscling in a Confirmation Halter Class	Results of Five National Collegiate Horse Judging Contests Faculty and employee evaluation of work experience through employer evaluation, exit interviews, and formal presentations.	At least 80% of the students will either complete a competition or internship
G2. Provide a learning centered environment	Horse Management: Apply fundamental horse management practices related to feeding, health care, production and business management	Results of Five National Collegiate Horse Judging Contests Faculty and employee evaluation of work experience through employer evaluation, exit interviews, and formal presentations.	At least 80% of the students will either complete a competition or internship
G3. Enable students to develop knowledge and skills that will support them throughout life as productive citizens and professionals in their field	Equine Marketing and Technology: Students will develop skills and experience in managing and marketing equine and equine events. Students will participate, plan, host and network in the industry through a variety of venues.	Results of Five National Collegiate Horse Judging Contests Faculty and employee evaluation of work experience through employer evaluation, exit interviews, and formal presentations.	At least 80% of the students will either complete a competition or internship

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Organization Overview – Continued

Health & Physical Education (QC & East)

The purpose of the Health & Physical Education (HPE) Department is to provide a supportive environment for students to learn the skills necessary to define, demonstrate, and value a healthy and active lifestyle.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. The Department will provide comprehensive academic programs of study for careers in teaching, coaching, or other non-teaching related specialty areas intended to meet the first two years of degree requirements at representative colleges and universities.	Students will demonstrate an improvement in physical fitness benchmarks as evidenced by pre and post course testing in Physical Fitness courses.	Course outcome assessments	80% of students will complete all course requirements successfully & improve in physical fitness benchmarks
G2. The Department will offer a variety of HPE courses utilizing various delivery methods in order to support the physical fitness and wellness needs of our students.	Conditioning classes will be offered during times that are conducive to BHC employee schedules.	Staff enrollment in Conditioning courses; biannual survey sent to employees	Classes offered fall, spring and summer on QC campus; continued enrollment in courses by employees

Health Information Management (HIM)

The purpose of the Health Information Management Program is to provide students with the resources and training in the skills and behaviors necessary to find successful career employment in a rapidly changing health care industry.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. The HIM Department will prepare competent entry-level Medical Assistants and HIM professionals in the cognitive (knowledge) psychomotor (skills) and affective (behavioral) learning domains.	HIM students will prepare for gainful employment in the HIM field by completion of Internship and Seminar courses during their final semester.	Capstone project for Seminar; clinical evaluation grading tool	100% of students completing Internship & Seminar will achieve passing grades
G2. The HIM Department will design and implement changes in delivery and design of HIM curriculum.	Upon graduation, students earning Medical Assisting certificates who take the NCCT certification exam will achieve passing scores to obtain certification.	NCCT certifications obtained; BHC is a test location	BHC Medical Assistant graduates will achieve higher than national average pass rates (BHC benchmark: 75%)
G3. The HIM Department will revise and implement an appropriate clinical evaluation tool to measure student learning outcomes.	Student clinical evaluations will reflect successful completion of Health Information Management internships, with students demonstrating proficiency in cognitive, psychomotor, and affective domains.	Student Clinical Evaluation Form	100% of students will achieve scores of 3 or higher on all clinical evaluation criteria

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Organization Overview – Continued

International Initiatives

International Initiatives supports the Asian Studies Development program and forgoes a relationship between the Black Hawk College and the East-West Center.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. Curriculum across BHC departments will reflect international studies, especially of Asia	Curriculum across BHC departments will reflect international studies, especially of Asia	Asian studies options will appear in all departments and disciplines when possible	Yearly review of Asian studies curriculum by ASDP members
G2. ASDP directors and faculty will engage with other East-West Center faculty and ARCAS members	The college will move toward creation of an Asian Studies Certificate and AA emphasis	Certificate of Asian Studies/emphasis is in the catalog	Completion toward a two-year plan is reviewed by co-directors

International Transition Program

International/ESL program purpose is to recruit international students and provide all services and programs that will support, engage, graduate and transfer from BHC.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. Access and Enrollment - International (F1 visa) and high school ELL (ESL) students will have access and enroll in post-secondary education.	Process admissions for F1 visa students/district wide	SEVIS report (initial and active)	All students that meet guidelines will be issued I-20
G2. F1 students will attain their educational objectives to graduate and transfer while meeting all compliance regulations and policies as mandated for F1/M1 visa students by Department of Homeland Security/SEVIS/USCIS	Provide advising, registration, orientation for all new/prospective students. Update records in SEVIS	Students complete their first semester	90% of students will complete semester with satisfactory academic progress
G3. Facilitate social/cultural activities/partnerships on campus and off campus for international students	High School ELL Transitions will provide support services to High School ELL (ESL) students district-wide	High school visits as requested	Schedule visits with high school ELL instructors Fall/Spring

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Organization Overview – Continued

Nursing Assistant (NA)

The purpose of the Nursing Assistant program is to prepare students to be competent, professional, nursing assistants who are able to think critically, and who understand the value of lifelong learning.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. The Nursing Assistant Instructors will provide instruction and learning opportunities in the classroom and at the clinical settings	Students will display Nursing Assistant knowledge at a competent level	Mean cluster scores from the state are provided to the college and will be reviewed yearly by the faculty	Yearly mean cluster scores will be 80% or above
G2. The Nursing Assistant Instructors will continue to provide Instruction based on the IDPH (Illinois Department of Public Health) guidelines	All Faculty teaching in the CNA program will have passed the "train-the-trainer" course and remain current with any updates	Full-time faculty will share the current guideline information with the part-time Faculty	Full-time Nursing Assistant Faculty will attend the yearly IDPH conference in April
G3. The Nursing Assistant program will maintain membership in the State of Illinois CNA organization	Maintaining membership in Certified Nursing Assistant Educators organization, to continue collaborative relationships with other programs for sharing of ideas to improve instruction of students	Membership will be continued for FY17	Program coordinator will attend both the State Fall meeting, and the Spring meeting, for IDPH updates and collaboration with other Faculty across the state

Physical Therapist Assistant Program

The Physical Therapist Assistant (PTA) program prepares students to graduate with entry-level skills competitive for demands of the changing health career environment and to successfully pass the National Physical Therapy Examination (NPTE) for State licenser. The program strongly encourages physical therapist assistants to continue life-long learning through the attainment of continuing education, and to pursue leadership roles in their clinical and community environments.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. Provide an educational environment that will attract students to the health care profession and utilize all of the College's resources	Demonstrate the effective utilization college resources during the program leading up to matriculation, including but not limited to, the library, the computer labs, internet utilization, general education faculty, and core PTA faculty resources.	1) Current student surveys 2) Course objectives/assignments requiring this objectives objective and successfully passing the course indicates this objective was met. 3) Annual Accreditation Report (AAR)	This objective/outcome, one of the five provided, is part of the 11 program objectives listed in the student handbook. The PTA program's accreditation status is full and is for the longest time a program can be awarded (10years). In order to maintain accreditation status of this nature we must demonstrate compliance annually per CAPTE guidelines as well as Federal Accreditation standards. Available upon request is

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Organization Overview – Continued

<p>G2. Provide the student with opportunities to utilize the program and College's technology to enhance the educational experience</p>	<p>Demonstrate appropriate communication skills, technical therapeutic knowledge with in-class demonstrations, the appropriate use of classroom lecture instructional equipment and the utilization of classroom/lab therapeutic equipment throughout the PTA program in small group and individual assignments.</p>	<p>1) Students are required to pass each core PTA course in a specific curriculum sequence in order to matriculate. All core PTA courses require the student utilize both instructional and clinical resources in order to successfully demonstrate being safe, competent and critical thinking skills of an entry level PTA. 2) AAR 3) Matriculation and Licensure Pass Rates</p>	<p>the Self Study Report and findings provided by the program's accrediting body. Within the SSR is the process for which we maintain our status, including reporting how the program demonstrates the implementation of and monitoring of student success with 90 PTA program/curriculum competencies. Examples of this process are tracking graduation rates, licensure pass rates, securing and maintaining resources of the program. The program must maintain policies and procedures in place that represent accreditation standards and clearly demonstrate we have an on-going process for self-assessment. Implementation of changes to the program are based on this process and can be verified to meet CAPTE standards.</p>
<p>G3. Produce a competent, safe, and successfully licensed PTA graduate/clinician.</p>	<p>Demonstrate a minimum of 75% first time success pass rate and a 90% or greater overall pass rate with the physical therapist assistant National Licensure Examination.</p>	<p>1) AAR Annual Accreditation Reports are available upon request the PTA Program Director.</p>	

Practical Nursing (PN)

The purpose of the Practical Nursing program is to prepare students to provide safe, high quality, nursing care in a variety of settings and to become licensed as a Practical Nurse.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
<p>G1. The PN program faculty will continue to provide current nursing practice instruction and learning opportunities in the classroom and at the clinical settings</p>	<p>Students will display Practical Nursing knowledge at a competent level</p>	<p>National NCLEX-PN pass rate</p>	<p>NCLEX-PN yearly pass rate will be at or above the State of Illinois average</p>
<p>G2. The PN program will utilize on-line learning resources to evaluate preparedness of students before and during the PN program</p>	<p>Students will complete the ATI-Nursing education computerized learning and testing coursework</p>	<p>Progress of the students will be monitored by a full-time faculty member of the PN program</p>	<p>90% of the students will complete all of their required ATI assignments by the end of the final PN course.</p>
<p>G3. The PN program will hold the advisory board meeting yearly during the Fall semester</p>	<p>Students will complete the TEAS pre-nursing assessment exam prior to being admitted to the PN program</p>	<p>Students who do not achieve the required TEAS score will complete remediation prior to starting the PN program</p>	<p>85% of the students requiring remediation will complete the remediation and begin the PN program</p>

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Organization Overview – Continued

Teaching Learning Center

The Teaching & Learning Center supports student learning through programs, services and resources that address the professional development and instructional support needs of full and part-time faculty at Black Hawk College.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. Facilitates collaboration with college support staff and external partners to design strong systems that support student success	Faculty will participate in QCPDN Excellence in College Teaching Certificate Program	Certificates will be created by the QCPDN faculty liaison	Up to 12 faculty each semester may participate
G2. Assists faculty in integrating innovative uses of technology into the many teaching and learning modes employed at the College	Faculty will take ION's MVCR courses geared towards developing and teaching online/hybrid courses	Faculty will be reimbursed for each course they complete	10 courses are filled
G3. Encourages reflective dialogue among faculty about their own teaching and learning insights, experience, and resources	Faculty will complete course evaluations of their Online courses	Faculty will report on the completion of course evaluation to the TLC Director	50 courses will be evaluated each semester

Student Services

Dean of Student Services

Student Services and staff will provide key services to help all users navigate the college-going process as they consider attending BHC, are current students, or are alumni of BHC. These same services and professional courtesy will be extended to all visitors to the campus regardless of their purpose for utilizing the services we provide.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. The Council for the Advancement of Standards in Higher Education's (CAS) Professional Standards in Higher Education will be introduced and used as a benchmark for all student services offices to follow for continual improvement.	Student Services offices will be able to identify, prioritize and implement opportunities for continual improvement in all areas.	An evaluation form will be created using components of the CAS handbook create benchmarks to help identify current services and those we need to address.	January 2017, all offices will have created the evaluation form with the CAS standards as benchmarks
G2. Programs/services will be designed or redesigned to meet the needs of all students. Emphasis will be the recruitment and retention of students.	Student Services offices will work to provide services necessary to help with the enrollment and retention of students.	Student services offices will create a checklist of how they can help improve the enrollment and retention of students, including provided services	By November 2016, offices will submit a report identifying current/ potential practices that either assist or serve as barriers to our students who are enrolling in or attending the college
G3. Student Services Directors and Coordinators will supervise and coach employees to ensure all students/visitors they interface will have a positive experience.	Students, faculty, staff and visitors will receive prompt, courteous, and professional service.	Working with the PIE office, all offices will create a student satisfactory survey card that can be completed and submitted after each visit with the offices.	Cards will be submitted, collected, and analyzed to identify areas in need of improvement as well as those that are working well

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Organization Overview – Continued

Academic Advising – East

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
1. Support students on an ongoing basis as they establish and evaluate their career, education and life goals	Students will take more responsibility for their educational planning to demonstrate understanding of career choices. This includes researching transfer institution requirements	Students will complete Student Plan stating the classes they are planning to take. For AA/AS they will list the college they intend to transfer to	100% of all students who are under the mandatory advising credit hour mandate will complete by the end of their first year at BHC
2. Work with QC Advising office to align processes and practices	Advisors will meet with QC advising office on a regular basis to align practices and procedures	EC advisors will participate in meetings with the Director and staff at the QC on a quarterly basis. Policies and procedures will be discussed to ensure uniformity	Meeting will occur at least once every three months

Career Services

Provides career counseling and job search services to student, alumni and the community.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
Provide Career Services and Job Search Services to students, alumni and community members	Career Services will offer free career assessments to different client groups as needed	Will serve over 300 clients	College Central counts of clients, workshop numbers and Rapid Response
	Career Services will conduct workshops to assist clients with the job search process including resumes, cover letters and interviewing skills	Will offer workshops through Outreach courses, courses at BHC and community outreach	Will speak to at least 100 different clients
	Career Services will offer job search assistance to students, alumni, and community members in person and via e-mail	Serve over 1,500 clients.	Satisfaction rate will be above 95%.
	Tracking clients will be done more efficiently through College Central	Will have data to share with other departments and recruitment	Data will be more accurate and better used by various offices.
Provide services through the State of Illinois Rapid Response Team to local layoffs and closings	BHC will continue to be a part of the State's Rapid Response team and will respond with the Partners, Department of Commerce and other agencies as required	Will respond to all layoffs	100% response rate.

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Organization Overview – Continued

Enrollment Services

The Enrollment Services Office ensures that college policies are upheld, and the integrity of student records is protected through collaboration and the effective use of resources, in order to support students in achieving their educational goals.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. Uphold the integrity of college policies and procedures	Banner and DegreeWorks systems alignment with institutional policies outlined in the academic catalog	Reduction of manual work-around processes due to incorrect programming or system support	All program levels and versions will be functionally built in DegreeWorks
G2. Improve systems and create databases to enhance efficiencies in the Enrollment Services department	Students will be appropriately admitted, tracked, and graduate throughout their academic programs	Rubrics applied to employee work, for processing and error rates	Student paperwork will be process within 48 hours of being turned in to the Enrollment Services Office with at least 98% accuracy rate
G3. Increase collaboration amongst peer departments	Implementation of an interdepartmental communication plan throughout the student life cycle	Seamless integration of additional student lead racking with existing Banner student information system	Elimination of manual tracking of inquiries and leads on spreadsheets outside of college databases

Financial Aid Office (FAO)

The Financial Aid Office assists with the applications, processes aid in Banner, check eligibility and accuracy, and disburses aid to the students' accounts.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. Compliance and training: The FAO will remain compliant for awarding, processing, and distributing aid and comply with rules and regulations of the Title IV programs	Compliance and Training: Maintain current processes with required updates (such as the new Oct 1 FAFSA filing date and prior year income on FAFSA)	Clean audits and/or Program Review	Annual audit with few or no findings
G2. Through early intervention and extra assistance student will enter loan repayment understanding their repayment obligations and thereby reducing the possibility of default	Default Management: Continuously review current Default Management Plan through Texas Guarantee contract making grace period phone calls to students	Annual default rates	The current BHC default rate is 12.7%. Annual default rate below 30% for three consecutive years

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Organization Overview – Continued

Lane Evans Memorial Veterans Resource Center (VRC)

Serve and assist Veterans and current military students in achieving their educational and career goals through recruitment and retention efforts, and referrals to both internal and external resources for counseling, tutoring and academic advising.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. Maintain and staff Black Hawk College Veterans Resource Center	Recruit, interview, hire and supervise veterans or current military students to work in the VRC; maintain a welcoming, neat and clean facility	Will hire 2 VA work study students and 1 federal work study student	100% staffing
G2. Increase the number of military students and Veterans utilizing the Veterans Resource Center	Increase program visibility in community through attending meetings with the National Guard, Rock Island Arsenal activities, USO of Illinois, Embracing Our Military, and other veteran organizations, and on campus at the College	New Veterans and military students will enroll at BHC and utilize the VRC	Work study students will provide daily reports of activity in the VRC; there will be a 15% increase in student engagement in the VRC since 2015
G3. Provide individual referrals to Veterans and current military students attending Black Hawk College	Provide intake and needs assessments for new Veterans and military students to determine potential referrals within the College and in the community	Meet with individual students as they identify themselves as Veteran or current military	There will be 10% increase in individual meetings with students since last year

Orientation Program- East

To support student success by supporting incoming first-year students through the transition to Black Hawk College and introducing students to the holistic aspects of the academic, community and social components inherent to a well-rounded community college experience.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. Online Orientation: Provide on-line forum for first year students to develop and define their educational pathway early on during their enrollment process (non-registered, first-year students)	First-year students will complete the general, college-wide online orientation	1. Activity Volume 2. Satisfaction Survey 3. Course Exit Exam Survey	1. Completion Rates greater than 50% of those registered for the course 2. Students will complete a satisfaction/exit exam survey with which we will fluidly develop the dynamic online orientation modules and content
G2. Welcome first-year students to Black Hawk College East Campus and acquaint them with	First-year students will complete the on-campus orientation	1. Activity Volume 2. Satisfaction Survey	1. Attendance Rates greater than 50% of those invited

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Organization Overview – Continued

the mission and identity of the institution			2. Students will complete a satisfaction survey with which we will fluidly develop the presentation content
G3. On-Campus Orientation: Provide an on-campus forum for first year (currently registered) students to connect to the holistic aspects of the academic and social components of the East Campus community college experience	First year students will demonstrate and awareness of college resources that foster a successful transition to the college environment and support completion of desired learning outcomes	Post-program survey/exam	At least 80% of students surveyed will be able to provide success strategies or campus resources that will support the completion of their desired learning outcome

Recruitment- East

The Recruitment department is committed to connecting prospective students with Black Hawk College by providing awareness of academic programs and resources to encourage lifelong learning and success.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. The unit will actively recruit prospective students to Black Hawk College	Communicate effectively: Recruiters will coordinate with other departments & faculty to provide prospective students & family's up to date information about the programs of study, benefits of attending & the enrollment process at BHC	Create view book to use as primary brochure for recruiters to use, with message focused on key attributes to BHC (cost, convenience, quality)	The number of contacts per prospective student will decrease due to improved communication.
G2. The unit will assist traditional and non-traditional student transition to Black Hawk College	Target Non-Traditional Students: The unit will expand and design new initiatives for recruiting non-traditional students	Review & analyze historical data & institutional research on student Demographics on traditional, non-traditional & minority students enrolled each semester	The number of non-traditional students enrolled each semester will increase within 1 academic year

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Organization Overview – Continued

Student Life and Orientation- East

The Office of Student Life East Campus focuses on the physical, emotional and social wellness of the student body through inclusiveness, leadership, traditions, sustainability and service-oriented programming. The Student Life Office educates, supports and challenges the BHC-East Campus student body through: mentoring students individually and in teams, including student organization advising, promoting student engagement through the coordination of co-curricular programs events, positive campus traditions, volunteerism and productive leisure-time activities.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. Enhance Students Educational Experiences: The Student Life Office--East Campus will promote student learning and student success	Appreciate and understand cultural differences--Student Life will expose student population to other cultures	1. Cultural Events and/or Activities 2. Student Attendance	1. On average, provide 1 cultural events each semester 2. High number of student attendees
G2. Student Engagement: The Student Life Office--East Campus will encourage student involvement and development	Maintain student involvement in SGA	Market SGA Positions	Increase the number of applications for open SGA positions each year
G3. Student Leadership Opportunities: The Student Life Office--East Campus will provide opportunities for student leadership	Student Activities--The Student Life Office will provide a variety of diverse Student Activities on campus during fall and spring semesters	1. Student Activities Offered 2. Students who attend activities 3. Educate/Inform students-Activities Purpose	1. Maintain providing one student activity every month with the focus on promoting student retention, persistence and completion. and tying each activity to a student success strategy 2. Maximize number of student attendees 3. Increase students' knowledge of activities purposes

Student Services- East

Provide academic support services in the form of peer tutoring. Foster the BHC Experience - a welcoming, connected, supportive, and safe campus culture.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. Student success: provide tutor services at BHC East Campus	Provide successful tutors who collaborate in the learning process of their peers	Provide training and development opportunities to peer tutors	Tutor Training Attendance: Tutoring instruction (QC Learning Skills Specialist) & RWG Tutor Training
G2. Enhancing student's educational experiences: utilize all available methods of BHC East Campus tutoring services	Increase awareness and use of peer tutoring opportunities and online services	Support the development of student academic success skills by monitoring the number of students utilizing Tutoring	Increase the number of students utilizing all BHC East Campus tutoring services by 25% (using 2016 usage reports as baseline)

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Organization Overview – Continued

Student Services- QC

To test incoming new students to Black Hawk College to place them in the right courses in English, Reading and Math so they can be successful in their educational goals at the College. Test all new and dual enrollment students required by College policies. Provide effective testing and training at the various campus sites and high schools in the district.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. Transition from Compass to Accuplacer District wide	BHC will transition from Compass to Accuplacer in September, 2016 District Wide	QC and East Campuses will be using Accuplacer. Accuplacer will be available at all District High Schools that request it	QC and East Campus will be running Accuplacer by September 2016. High schools that request it will be running it by December 2016
G2. Provide friendly and effective placement testing District wide	Appropriate testing scores will be determined by Faculty, Assessment and the College Board to proper placement	Accuplacer scores will be set for proper college course placements	Faculty will be satisfied with the placement scores required for their departments

TRiO Tutoring

To provide seamless delivery of academic support services that are linked between service providers and funding sources; are supportive in assisting students with their individual needs while at BHC, and result in student retention to goal completion.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. The Student Success Center will continue to evaluate current services and implement new strategies to assure the provision of quality tutoring services offered to BHC students	The completion and success rates for the courses students utilized the online tutoring will be re-evaluated to determine if the online services are providing a positive outcome.	Course completion, grade, and frequency of student for online tutoring will be reviewed and analyzed	After the Fall 16 semester, the rates will be compared to the successful rates from most recent analysis
G2. Goal 2. The SSC will implement and utilize tools and resources to facilitate and enhance more accurate and complete tracking and reporting, in order to better evaluate tutoring and academic support usage on campus.	Tutoring services will continue to be scheduled based on the most cost-effective and efficient schedule, while also including data from open labs and other tutoring areas on both campuses.	Will review student requests, compare w/ services delivered, and analyzing usage	All appointments will meet the needs of 95% requested services, while staying within budget, and all data will be part of measure by FL 16

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Organization Overview – Continued

TRiO Student Support Services

To increase the college retention and graduation rates of TRiO participants and facilitate the process of transition from one level of higher education to the next, through completion of an Associate's Degree and transfer to a 4-year program.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. The TRiO SSS program will implement services to meet the outlined requirements of the Higher Education Opportunity Act amendments of 2008, Section 402D (b) Required Services	Program staff will develop a more detailed policy and procedures manual to better ensure SSS services, expenditures, and processes are in compliance with federal guidelines and regulations.	Staff will submit their completed portions of the manual prior to director to compile	Staff will utilize and refer to policy and procedure manual to help guide actions, processes, and decisions etc. by Spring 17 semester
G2. The TRiO SSS program will meet the objectives outlined in the SSS Grant proposal approved by the Department of Education through the provision of services and activities outlined in the proposal	Program will implement ongoing training to SSS staff and campus personnel at large to better familiarize all parties involved of grant federal guidelines and regulations	SSS staff will develop a monthly training plan and schedule	Plan and schedule will be completed prior to the Fall 16 semester, training sessions will start 8/16
G3. The TRiO SSS program will carry out the services and activities outlined in the SSS Grant Proposal to meet the intent of the newly implemented Competitive Priority Preferences	Persistence and retention rates of SSS participants will be higher than the non-SSS comparison group through the implementation of intensive coaching strategies	Participants will persist to next academic year or graduate and/or transfer at a higher rate than comparison group	Persistence and retention rates off 2016/17 SSS cohort will be higher than proposed 65% rate due to increased intensive coaching strategies

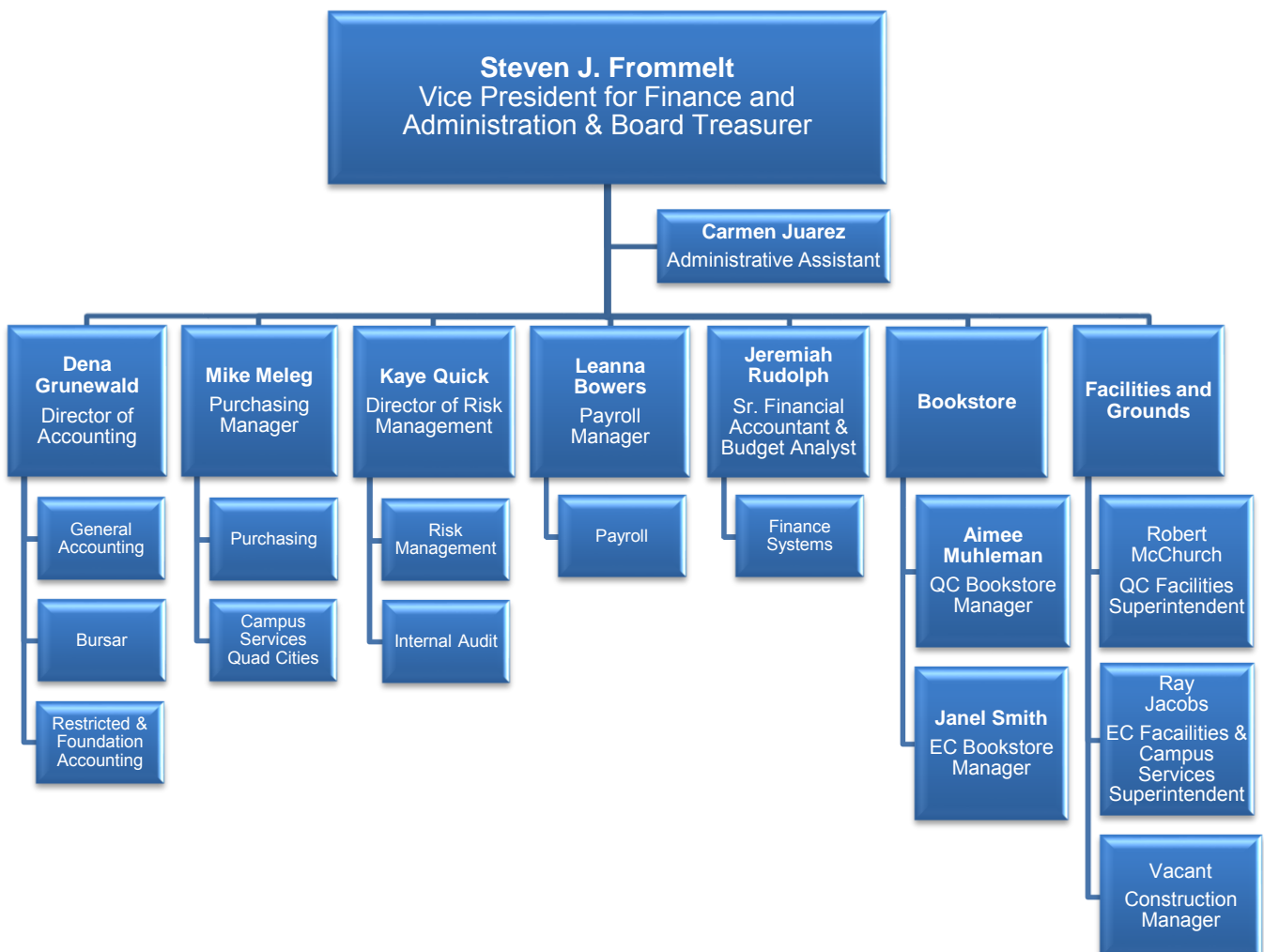
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Organization Overview – Continued

Office of Finance and Administration

The Vice President for Finance and Administration serves as a member of the President’s Executive Administration with responsibility for: formulation and recommendation of policy for consideration by the President concerning all financial functions of the College, including accounting, financial services, and purchasing; responsible for implementation of policies approved by the Board of Trustees; direction of current and long-range financial planning; development and maintenance of qualified finance staff and a financial program for effective management of resources and support of programs.

The organizational structure and a sample of the unit assessment plans of various areas within that structure are shown on the following pages.



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Organization Overview – Continued

Accounting & Bursar Office

To provide a broad range of leadership services to Black Hawk College in the areas of general accounting, accounts receivable, accounts payable, restricted fund accounting, collections and foundation accounting in the most effective and efficient manner possible so that the College can continue to excel in its mission and achieve its vision.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. To accurately report the financial position of BHC, its departments, and business activities for all audiences including trustees, government agencies, rating agencies, auditors, creditors, grantors, donors, employees, students and others who may have a vested interest in the financial activity and health of the College and the College Foundations.	Collaborate with all departments to evaluate and ensure that current processes are cost effective and meeting the needs of our customers (internal staff and/or students)	Schedule and/or attend at least three (3) meetings to discuss improving the student/staff experience	June 30, 2017
G2. To be service-oriented relative to the financial needs of all students and departments district-wide while assuring that all transactions adhere to College policies and procedures, generally accepted accounting principles and rules established by the authoritative governing bodies.	Require each staff member to do one (1) of the following during FY17: host a meeting to teach others about a certain topic, attend a webinar or attend a training/conference on an applicable subject.	Each staff member will be required to report at least one (1) training event hosted or attended throughout the year	June 30, 2017

Bookstore

The mission of the Black Hawk College Bookstores is to support and enhance the academic component of the college by providing resources and materials that increase the educational success of all students. We are committed to providing customer driven service, quick responsiveness to customer needs, continuous improvement of products and services, revenue to give back to our students, and community outreach and partnership in order to create an atmosphere that reflects the Institutional Mission Statement of Black Hawk College.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. Ensure BHC students and faculty have access to required course materials, supplies and other items to aid in their success at Black Hawk College	Create a separate "On-line" term for both of the bookstore web sites to facilitate students at either campus in the easy ordering of all needed course materials	All on-line class books will show in "On-line Term" section of bookstore website.	Both bookstore websites will show all online course textbook requirements. Less confusion for students Less emailing faculty to determine requirements
G2. Run bookstore operations more effectively and efficiently	Reduce purchases and existing inventory to more properly align with projected sales and enrollment figures	Reduce costs for shipping Reduce workload Reduce initial financial outlay for new inventory	Reduce textbook returns by 10%; reduce current inventory in supplies and clothing by at least 10%; reduce the amount of new inventory purchased by 25%
G3. Run bookstore operations more effectively and efficiently	Continue to remain complaint with PCI guidelines and integrate updates as needed	Work with IT, Risk Management and bookstore vendors to assure we are at current industry standards	Reduce book returns by 10% for each term

Black Hawk College Fiscal Year 2017 Budget

Organization Overview – Continued

Facilities- East

The purpose of East Campus Facilities and Campus Services is to serve the college community through excellence in facilities management, service/program development and environmental stewardship. The department will accomplish this by aligning with those of the College at-large and by adopting "best practices" to provide a healthy, safe and engaging environment that supports the diverse needs of the college community while ensuring financial viability.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. Improve Operation of BHC East Campus through improvement in the E.C. Facilities organization	Develop documented training plans for each EC Facilities position. This includes work instructions and safety training	Completion of Documentation	Completion by the end of FY17
G2. Deliver new E.C. facilities and adapt existing E.C. facilities to meet the requirements of BHC	Identify key measurements using SchoolDude KPI's to gage the EC Facilities performance	Completion of Documentation and data entry	Completion by the end of FY17 and goals set using the measurement for FY18
G3. Promote good stewardship of BHC's financial, physical, and natural resources	Identify Reoccurring, Preventive, and Predictive Maintenance Items and completion of having them entered into SchoolDude PM	Completion of Documentation and data entry	Completion by calendar December 2016

Facilities QC– Custodial

The custodial department is responsible to keep areas assigned as clean as possible with the machines and equipment available thereby creating safe environments for students, guests and employees to learn, work and play.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. Implement procedures designed to reduce costs, save energy, and reduce waste	Develop a plan to equitably distribute the cleaning of space	Square footage assignment	30-Jul-16
G2. The facilities department will increase effectiveness and efficiency of campus buildings and infrastructure to provide a quality learning environment	All facilities will pass a 10 item inspection with a minimum of 5 out of the six month inspection cycle	Facility check list	Facility check list completed by July 15, 2016. Spot-check facilities bi-monthly

Facilities QC– Grounds

The Grounds Department is responsible for maintaining and enhancing BHC grounds, fields and lots.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. Implement procedures designed to reduce costs, save energy, and reduce waste	Readjust the workload and responsibilities to address issues identified in a time study	Recommendation report based on time study observations	July 2016, monitor improvements throughout the year
G2. The Grounds staff will effectively conduct work related to mowing/trimming, trash cleanup, landscaping maintenance, snow removal, spring and fall clean up	Implement the snow removal plan and make improvements as necessary	Snow removal plan	Evaluate the snow removal plan in October and at the end of the season and make necessary changes

**Black Hawk College
Fiscal Year 2017 Budget**

Organization Overview – Continued

Facilities QC– Maintenance

To keep all facilities, equipment, structures and utilities in good working order for longest cost effective life at maximum efficiency.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. Implement procedures designed to reduce costs, save energy, and reduce waste	Maintenance staff will resolve priority work orders in a timely manner	School Dude	100% of work orders will be completed by close of business
G2. Superintendent shall set department goals, plan, organize and control activities under his jurisdiction	Management of maintenance requirements will result in an average no more than 70 work orders in a holding pattern	School Dude	Number of work orders in the holding bin

Finance Systems Operations

The Finance Systems office provides technical support and leadership for the Finance-related modules of the College's ERP system as well as other databases and computer systems utilized by the Finance division. To provide staff training; coordinates programming needs to ITS and accepts responsibilities as a member of the Finance team. Also serves in an advisory and leadership role for all initiatives pertaining to Finance-related modules.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. Proactively communicate with the Finance Department and ITS to ensure compliance with the IRS	Initiate the verification process for each of my IRS processes 1098's, 1099's and 1095's and facilitate with Finance, HR, Bursar and Payroll to ensure the accuracy of all IRS reporting	IRS report accuracy. Receipt of "good reporting" status update from the IRS	100% of the forms will submit to the IRS error free
G2. Continual Improvement - To utilize Banner to its fullest potential	To stay on top of any new processes or changes in procedures and improve our knowledge base of Banner. Coordinate with Payroll to implement efficiencies with EPAF's and the routing of payroll changes	Increase performance and streamline processes utilizing EPAF's and/or the Payroll change processes	Create a project team between Finance, Payroll and ITS so we can begin reviewing options by July 2016. The target completion date would be July 2017
G3. Customer Satisfaction	Provide first-class customer service to all internal and external stakeholders in a timely and professional manner	Create a short survey that will measure my performance by: * Timeliness * Courteousness * Knowledgeable	Survey developed/implemented by July 2016. Establish a baseline by the end of the 1st Qtr. (Sept 30, 2016). Ultimate goal would be 100% satisfaction

Black Hawk College Fiscal Year 2017 Budget

Organization Overview – Continued

Payroll

The mission of the Payroll Department is to prepare payroll transactions in a professional, timely, and accurate method, within the parameters defined by the local, state, and federal government entities, collective bargaining agreements, at the same time as meeting the needs of the staff, administration and students.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. Streamline the faculty & presenter contract approvals process by investigating internal routing opportunities within the Banner software not currently being utilized for Payroll, HR & IT by using the EPAFS options	Quicker, more accurate processing of faculty overload and adjunct contracts	Less retroactive calculations for late contracts	95% of contracts will be processed at the time recorded as issued
G2. Implement a real time electronic time and attendance system for all employees	Increased accuracy of payroll data being submitted	No longer completing manual worksheets used to key data into Payroll software	Automated shift differential & overtime calculations. Meet DOL regulation for OT calculations
G3. Maintain and expand payroll knowledge base; including Banner software streamlining capabilities, tax changes, benefits and how they affect the department	To have all payroll staff members be cross trained in multiple if not all job duties	When time off by one employee does not negatively impact the payroll process for the college	When all employees feel confident in their co-workers skills to schedule vacation without looking at the calendar to verify pay date deadlines

Risk Management

The mission of the Black Hawk College Department of Risk Management is to provide an Enterprise Risk Management (ERM) program that protects the College's valued assets and resources from financial and physical loss due to potential risks known and unexpected. The department is committed to providing a safe workplace for employees and safe premises and operations for students and visitors and to deliver these services with efficiency and professionalism.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
G1. Risk Mitigation - The Risk Management department will proactively seek opportunities to mitigate risks of the College	Development of a district wide facility inspection/risk assessment program which will include risk identification, analysis, control, financing, and administration of the program	Inspections/assessments will be completed starting in January 2017	Program to be developed by December 2016 with implementation to begin January 2017
G2. Building Relationships - The Risk Management department will actively seek opportunities to listen, communicate information in a timely manner, seek feedback, acknowledge accomplishments with the college community and all stakeholders with regard to risk related matters	Partner with identified departments to assist with evaluating and then minimizing, eliminating, or mitigating risks and/or liability in their areas	Process/programs will be implemented to either minimize, eliminate, or mitigate risks in that department	Departments will be identified by July 1, 2017. Risk Management will work with 1 identified department each quarter

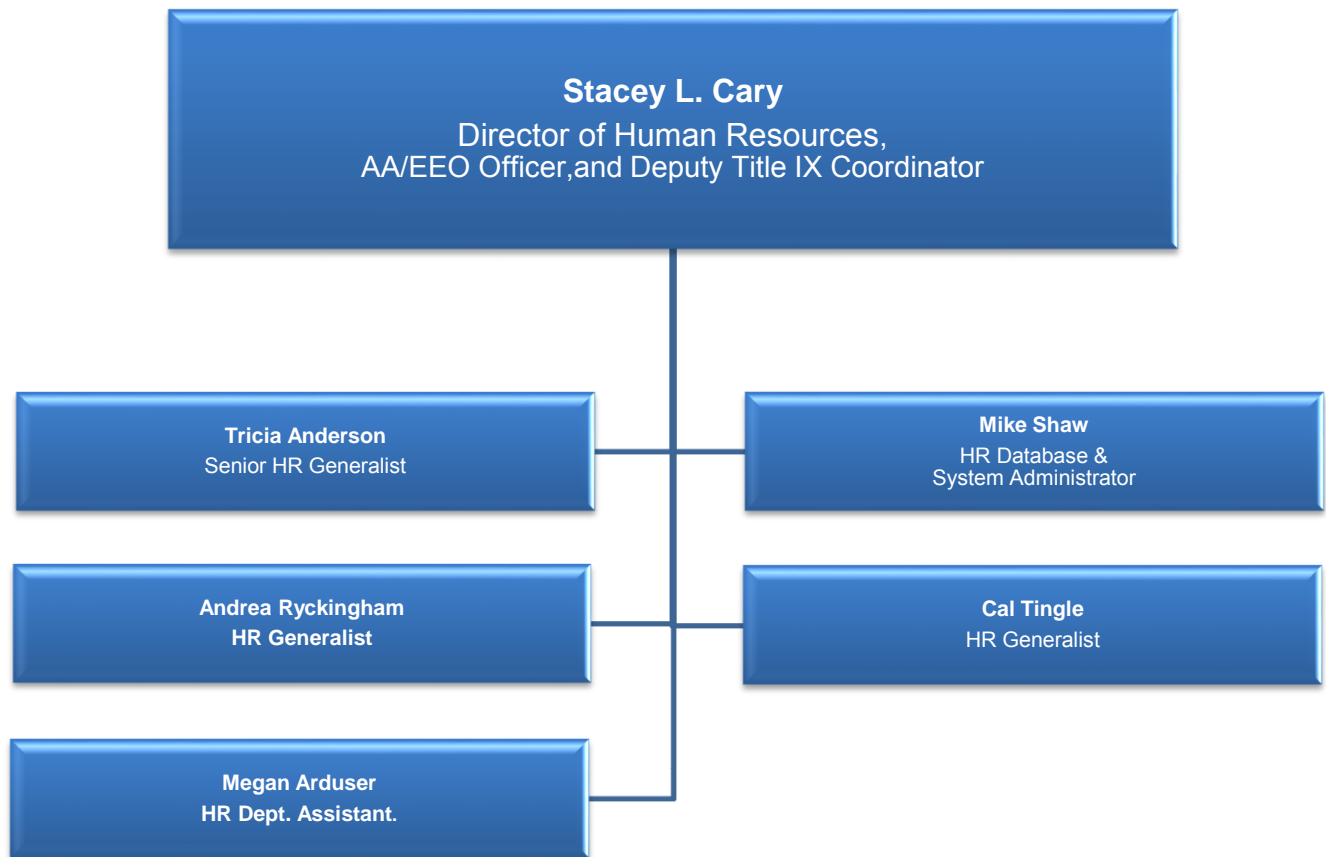
**Black Hawk College
Fiscal Year 2017 Budget**

Organization Overview – Continued

Office of Human Resources

The Office of Human Resources is responsible for employee recruiting and relations; union contracts and relations; benefits and retirement; procedure and compliance; employee leave tracking, and detailed pay data entry. While some duties reside with an individual, the employees of the Office of Human Resources work together as a team in order to accomplish the many tasks mentioned above.

The organizational structure and a sample of the unit assessment plan are shown below.



**Black Hawk College
Fiscal Year 2017 Budget**

Organization Overview – Continued

Human Resources

The Director of Human Resources provides leadership for the College’s Human Resources Department; administers College human resources programs, including recruitment and compensation, benefits, training and development, AA/EEO, performance management, personnel records management, bargaining agreements, and is involved with discipline, grievance procedures and employee legal issues. A sample of the unit assessment plan is shown below.

GOAL	OUTCOME/OBJECTIVE	MEASURE	TARGET
Provide large, diverse applicant pools	Advertise in diversity/minority specific sources when possible/financially feasible	Document advertising sources used for each open position	1. Increase the number of diversity/minority specific sources we utilize. 2. Increase the number of qualified minorities applying for open positions
Improve compliance with personnel related laws and regulations by ensuring proper employee training is accessible	Establish a regularly occurring, mandatory supervisor training	Establish a regular date and time (i.e. 2nd Tuesday in March and September of each year)	1. Decrease in the number of grievances and/or complaints. 2. Maintain or improve the percentages on the PACE Survey as they relate to Supervisory Relationships
	Ensure HR participates in the implementation of the Performance Cloud - Credential to ensure all employee credentials are entered and data is verified	Regular use of the database to establish employee credentials	Have 50% of the employee population entered into the database by the end of FY17

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Budget Authorization and Preparation

**Black Hawk College
Fiscal Year 2017 Budget**

Statutory Authority

**Adoption of Annual Budget
Process for Amending Annual Budget**

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

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

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

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

Such budget shall be prepared in tentative form by some person or persons designated by the board, and in such tentative form shall be made conveniently available to public inspection for at least 30 days prior to final action thereon. At least one public hearing shall be held as to such budget prior to final action thereon. Notice of availability for public inspection and of such public hearing shall be given by publication in a newspaper published in such district, at least 30 days prior to the time of such hearing. If there is no newspaper published in such district, notice of such public hearing shall be given by posting notices thereof in 5 of the most public places in such district. It shall be the duty of the secretary of the board to make the tentative budget available to public inspection, and to arrange for such public hearing. The board may from time to time make transfers between the various items in any fund not exceeding in the aggregate 10% of the total of such fund as set forth in the budget. The board may from time to time amend such budget by the same procedure as is herein provided for its original adoption.

(Source: P. A. 78-669.)

**Black Hawk College
Fiscal Year 2017 Budget**

Statutory Authority – Continued

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

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

(Source: P.A. 85-1335.)

**Black Hawk College
Fiscal Year 2017 Budget**

Basis of Budgeting

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

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

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

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

- Real estate tax
- Corporate Personal Property Replacement Tax
- Tuition and Fees
- Interest
- Allocations from State and Federal Governments

**Black Hawk College
Fiscal Year 2017 Budget**

Basis of Budgeting – Continued

Taxpayer-assessed taxes are considered “measurable” at the time they are levied, as well as “available” since they are considered to be collectible within the next year. Taxes are then recognized as revenue at that time on an accrual basis. Budgeted taxes for FY2017 represent levies for both 2015 and 2016. Conversely, anticipated refunds of such taxes are recorded as liabilities and reductions of revenue when they are measurable and the validity certain.

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

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

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

**Black Hawk College
Fiscal Year 2017 Budget**

Budget Preparation Process

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

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

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

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

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

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

Black Hawk College Fiscal Year 2017 Budget

Budget Preparation Process – Continued

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

In the interest of continual improvement, the College implemented an electronic budget entry process in Fiscal Year 2015. The College's ERP system provides functionality for both online budget development and entry. This system expansion and subsequent process improvement has allowed budget managers to collaborate electronically, track budget changes, and view completed worksheets in real time. The electronic budget component has continued to create a more efficient and streamlined budget process for the Fiscal Year 2017 budget.

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

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

After all departmental budgets are submitted to the Budget Office, the requested budget is summarized and presented to the Administration for review and discussion. The Administration reviews and adjusts the requested budget so that a preliminary budget may be submitted to the Board of Trustees by the April Board of Trustees meeting for discussion and feedback. Upon receiving feedback from the Board of Trustees and the Administration, the Budget Office compiles the formal proposed budget document that will be placed on public display in mid May.

A public hearing on the proposed budget is held in June and the public is encouraged to attend and provide feedback on the proposal. It is anticipated that the Board of Trustees will adopt the budget during the June Board meeting and once adopted, the budget is submitted to the Illinois Community College Board (ICCB) and all county clerk's offices within the District in compliance with state statutes.

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

Budgeted revenues and expenditures are analyzed regularly throughout the year when the Vice President for Finance & Administration and Accounting Services provide a monthly report of actual revenues and expenditures compared with budgeted amounts to the Board of Trustees. This report is presented in open session and public comments are welcome.

After the budget has been approved and instated, the prior fiscal year's audit is already underway, leading to the Board of Trustees approval of the audited annual financial statements and yet another budget year's process beginning.

**Black Hawk College
Fiscal Year 2017 Budget**

Budget Calendar

October 2015	Review Fiscal Year 2015 budget to actual variance reports
February 2016	Conduct open forums for students to discuss proposed Fiscal Year 2017 tuition rates
February 2016	Budget process officially begins with instructions & packets available on-line
February 2016	FY17 Budget Managers' Training Sessions
February 2016	Board of Trustees adopts Tuition Rates for Fiscal Year 2017
March 4, 2016	Fiscal Year 2017 Budget worksheets and Unit Plans due in the Budget Office
March 2016	Review Fiscal Year 2016 projected actual and budget variance information
April 2016	Complete administrative review process and rough draft budget document available to the Board of Trustees
May 20, 2016	Presentation of Proposed Fiscal Year 2017 Budget to the Board of Trustees and begin 30 day public display of the document
June 2016	Public Forums held on the Proposed Fiscal Year 2017 Budget
June 23, 2016	Public hearing and adoption of the Fiscal Year 2017 Budget by the Board of Trustees
July 1, 2016	Implementation of Fiscal Year 2017 Budget
July 31, 2016	Finalize Unit Plan Findings for Fiscal Year 2016
August 15, 2016	Complete Annual Report for Unit Plans for Fiscal Year 2016

**Black Hawk College
Fiscal Year 2017 Budget**

Budget Calendar

August 2016	Tentatively, Board of Trustees authorizes College President to initiate all necessary steps for the issuance of bonds
September 2016	Board of Trustees approves debt certificates resolution Nominating petitions for the 2017 Board of Trustees election may be circulated
October 2016	Tentative Adoption of 2016 Tax Levies by Board of Trustees Board of Trustees approves Funding Bonds Resolution of Intent and publish Notice of Intent to issue Funding Bonds; begin 30-day petition period
October 15, 2016	Fiscal Year 2016 Audited Annual Financial Report due to the Illinois Community College Board (ICCB)
November 2016	Final Adoption of 2016 Tax Levies by Board of Trustees Conduct public Hearing on the issuance of funding bonds
November 2016	Publish Fiscal Year 2016 Financial Report in local newspapers
December 2016	Board of Trustees approves Bond Resolution and signs closing documents
December 2016	File Published Fiscal Year 2016 Financials with ICCB, County Clerks of the nine counties within the Black Hawk College District and the Regional Superintendent of Education
December 2016	Certification of 2016 Tax levies are to be filed with the County Clerks of the nine counties within the Black Hawk College District

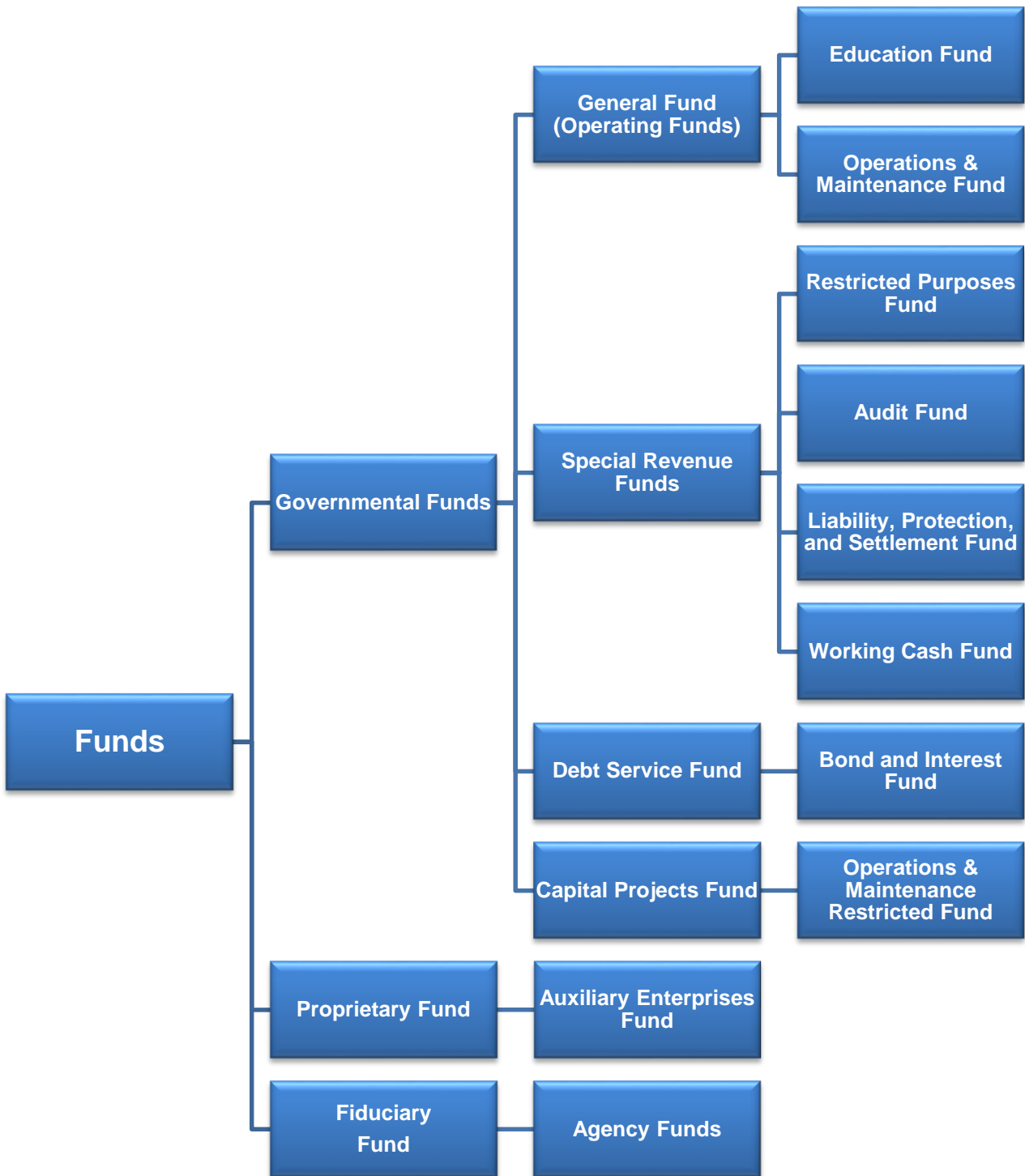
Note: Dates and activities are subject to change as necessary

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Financial Section

Black Hawk College
Fiscal Year 2017 Budget

Fund Organization Chart



**Black Hawk College
Fiscal Year 2017 Budget**

Fund Descriptions

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

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

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

Governmental Fund Types

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

General Fund (Operating Funds)

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

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

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

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

**Black Hawk College
Fiscal Year 2017 Budget**

Fund Descriptions - Continued

Special Revenue Fund Types

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

Working Cash Fund – The Working Cash Fund is established by Section 3-33.1 of the Public Community College Act. This fund is first established without voter approval by resolution of the local board of trustees for the purpose of enabling the district to have on hand at all times sufficient cash to meet the demands for ordinary and necessary expenditures. Additional bonds may be issued, without voter approval, in an amount or amounts not to exceed in the aggregate 75 percent of the total tax extension from the authorized maximum rates for the Education Fund and the Operations and Maintenance Fund combined, plus 75 percent of last known corporate personal property replacement tax allocation.

This fund is used to account for the proceeds of working cash bonds. By making temporary transfers, the Working Cash Fund is used as a source of working capital by other funds. Such temporary transfers assist operating funds in meeting the demands for ordinary and necessary expenditures during periods of temporary low cash balances.

The Working Cash Fund is used to account for financial resources held by the college to be used for temporary transfer to the operating funds. Bonds may be issued by resolution of the Board of Trustees to establish or increase the fund.

Payments for the principal and interest of working cash bonds should be made from the Bond and Interest Fund. (Section 3-33.1 through Section 3-33.6 of the Public Community College Act relate to various provisions for the Working Cash Fund.)

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

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

**Black Hawk College
Fiscal Year 2017 Budget**

Fund Descriptions - Continued

Restricted Purposes Fund – The Restricted Purposes Fund is for the purpose of accounting for monies that have restrictions regarding their use. Each specific project should be accounted for separately using a complete group of self-balancing accounts within the Restricted Purposes Fund.

Appropriate steps are taken when establishing each group of self-balancing accounts to ensure that the accounting and reporting requirements of all grantors are met. If a grantor provides an accounting manual, that manual is followed when accounting for the group of self-balancing accounts. This fund should be used to account for state, federal, or other funds which are restricted for a specific purpose.

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

Debt Service Fund

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

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

Capital Projects Fund

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

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

**Black Hawk College
Fiscal Year 2017 Budget**

Fund Descriptions - Continued

Proprietary Fund Types

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

Auxiliary Enterprises Fund

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

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

Fiduciary Fund Types

Fiduciary fund types account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds. The College has one primary Fiduciary Fund, a pension trust fund, as well as several other small agency funds.

Non-Appropriated Funds

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

**Black Hawk College
Fiscal Year 2017 Budget**

Revenue Overview

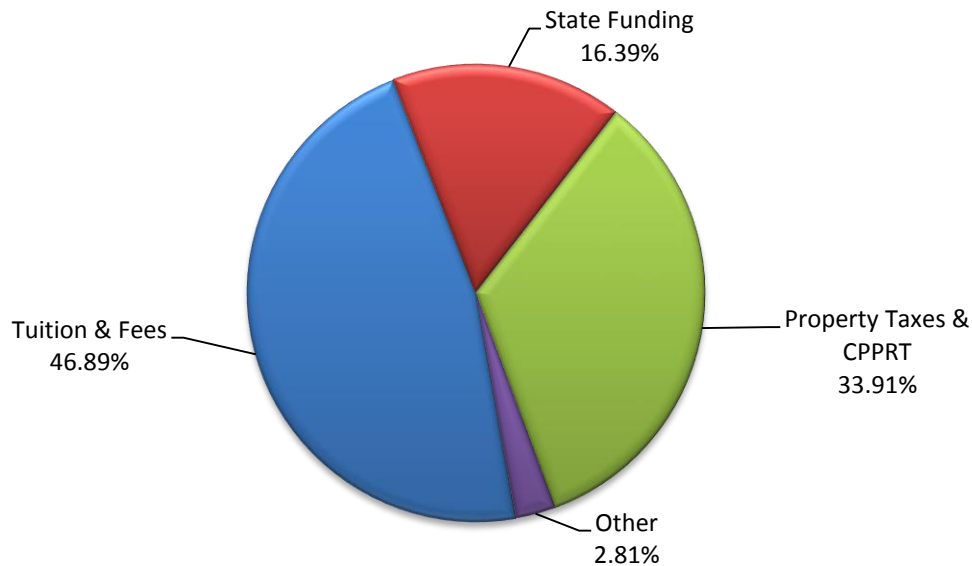
Black Hawk College has three primary sources of Operating Funds revenue:

- Tuition and Fees
- State Funding
- Property Taxes, which includes Corporate Personal Property Replacement Tax (CPPRT)

These three sources comprise approximately 97.2% of total revenues as depicted in the chart below. The remaining sources of revenue, 2.8%, include the following:

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

FY2017 Total Revenue for Operating Funds



Credit Hours

Since FY2016 credit hours are not final during the budget process, FY2015 actual and FY2016 estimated numbers are used for FY2017 budget comparison and benchmarking. FY2015 total 10th day credit hours for the College decreased by 5.8% from FY2014. FY2017 total credit hours are budgeted to decrease by 5.5% from FY2016 based on estimated 10th day credit hours. The College is continuously implementing strategies to strengthen student retention, program development, and program expansion efforts. These efforts have the goal of stabilizing total credit hour enrollment in FY2017 and growing total credit hours enrolled in future years. Detailed analysis of historical credit hour data can be found in the Statistical Section of this document.

**Black Hawk College
Fiscal Year 2017 Budget**

Revenue Overview – Continued

Tuition and Fees

Tuition and Fees comprise approximately 46.89% of the overall revenue received. The Board of Trustees approved the following FY2017 Tuition and Fee rates, per credit hour, at the February 25, 2016 meeting:

Tuition:

In-district residents	\$ 147.00
Illinois out-of-district residents	250.00
Iowa contiguous county residents	180.00
All other out-of-state residents	255.00
Online Courses (Illinois residents)	147.00

Fees:

Waiver Administration Fee	\$ 25.00
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Prior to FY2014, the College charged a per credit hour tuition rate along with a student auxiliary fee and a technology fee. Since FY2015, including the FY2017 rates above, amounts reflect a single tuition rate as opposed to a separate tuition and fee structure employed in prior years. A student pays one rate and a portion of tuition received is allocated to support both the auxiliary fund and the restricted technology fund. Instructional materials fees, when applicable, are determined by course needs, are still charged separately. Furthermore, a portion of the waiver administration fee collected is also partially allocated to the auxiliary fund and the restricted technology fund.

The average change in total tuition and fee revenue recorded from FY2005 to FY2015 is an increase of 5.60% annually. A downward trend is expected for tuition and fee revenue in FY2017; the tuition rate is increasing from FY2016, yet the credit hours are expected to decrease from FY2016, creating an overall decrease in expected tuition and fee revenue.

Black Hawk College in-district tuition rates have increased annually by an average of 7.1% between FY2007 to FY2017. The College continues to have the lowest tuition rates in the community when compared to nearby Community Colleges and four-year Colleges and Universities.

Additional information regarding enrollment trends and tuition and fees can be found in the Statistical Section of this document.

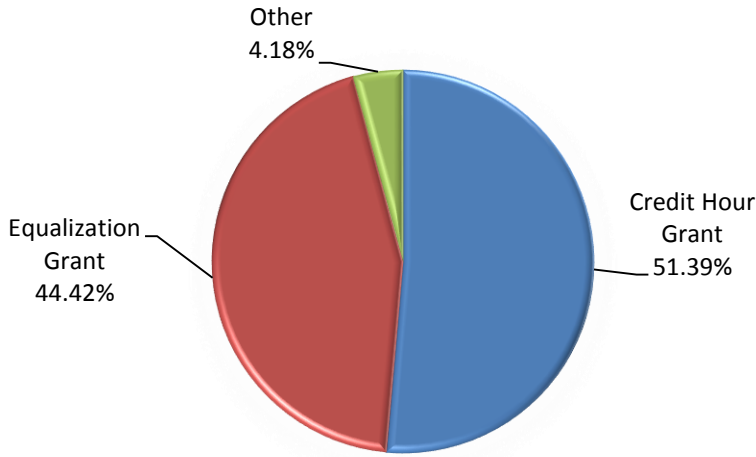
**Black Hawk College
Fiscal Year 2017 Budget**

Revenue Overview – Continued

State Funding

State funding for the operating funds is primarily received through two programs: the ICCB Equalization Grant and the ICCB Credit Hour Grant. These two programs account for approximately 96% of the total state funding received by the College. The remaining 4% of state funding is received through various state grants.

**FY2017 State Funding Sources
Operating Funds**



The Equalization Grant intends to reduce the disparity in local funds available per student among each district. This grant is budgeted to equal 44.42% of total state funding in FY2017. The FY2017 Equalization Grant funding represents 75% of FY2015 actual values received.

The ICCB Credit Hour Grant is calculated using credit hours earned during the two (2) years prior to the current year and the current year reimbursement rate as a multiplier. The state categorizes credit hours into one of six (6) classifications: baccalaureate, business occupational, technical occupational, health occupation, remedial/development, and adult basic education/adult secondary education. The reimbursement rate can vary by year and classification. Additionally, the grant distribution may be modified if the state budget appropriation is different than the original allocation. The projected Credit Hour Grant for FY2017 has been budgeted at 75% of FY2015 actual values received.

The remaining 4.18% of FY2017 state fund revenue (\$234,000) is for career and technical education (CTE) and also for the Highway Construction Careers Training Program (HCCTP). The CTE grant allocation is calculated based on credit hours earned in the area of business and occupational programs during the two (2) years prior to the budget year. This grant allows high school students to have the opportunity to find a path to a career, certificate, or associate degree through the Career and Technical Education dual credit program at Black Hawk College. The FY2017 CTE budgeted amount decreased 25% from the FY2015 appropriation. The funds to be received for the HCCTP grant are a reimbursement of indirect costs required to administer the grant.

**Black Hawk College
Fiscal Year 2017 Budget**

Revenue Overview – Continued

Property Taxes and CPPRT

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

Equalized assessed values in the District have been increasing over the past several years. It is estimated that the College will see an increase in EAV of approximately 1.35% for FY2017. The 2015 levy year is collectible in calendar year 2016 and recorded in FY2016 and FY2017. The 2015 levy year EAV is estimated to be \$3.67 billion compared to 2014 levy year’s \$3.62 billion.

The budget for FY2017 property taxes by each Operating Fund is as follows:

Property Taxes	FY2015 Budget	FY2015 Actual	FY2016 Budget	FY2017 Budget
Education Fund	\$ 6,106,000	\$ 6,192,491	\$ 6,247,500	\$6,508,150
Operations & Maintenance Fund	3,100,000	3,444,467	3,178,500	3,791,950
Total	\$ 9,206,000	\$ 9,636,958	\$ 9,426,000	\$10,300,100

In addition to local property taxes, the College also receives Corporate Personal Property Replacement Tax (CPPRT) annually. FY2015 actual collections were in excess of budget. During FY2016, the College received notice from the State of Illinois that the College received \$170,000 more than owed as it relates to FY2015 collections. FY2016 collections appear to be coming in over budget as well. As a result, the level of CPPRT revenue budgeted for FY2017 has been increased to reflect actual collections from the past two years. The amount included in the FY2017 budget for CPPRT is \$1,270,000.

Corporate Personal Property Replacement Tax	FY2015 Budget	FY2015 Actual	FY2016 Budget	FY2017 Budget
Education Fund	\$ 1,080,000	\$ 1,318,135	\$ 1,080,000	\$1,143,000
Operations & Maintenance Fund	120,000	146,459	120,000	127,000
Total	\$ 1,200,000	\$ 1,464,594	\$ 1,200,000	\$1,270,000

**Black Hawk College
Fiscal Year 2017 Budget**

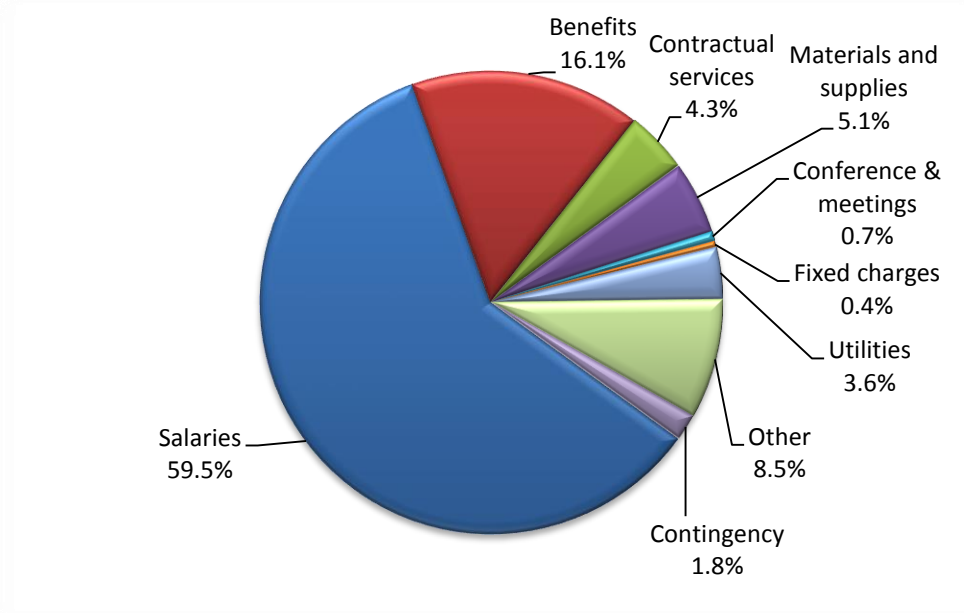
Expenditure Overview

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

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

The largest expenditures for the College are incurred for salaries and benefits. These two expenditure categories comprise approximately 76% of the total expenditures each fiscal year. The overall contribution of each category is depicted in the chart below.

**FY2017 Total Expenditures
Operating Funds**



Expenditure assumptions utilized in the FY2017 Budget include the following:

1. Departmental budgets for materials/supplies, contractual services, conferences and meetings, and travel may use prior year actual expenditures as a basis for budgeting.
2. Salary budgets were based on contractual agreements with a budgeted average 2.4% increase for most employees and a \$0.32/hour increase for others. These increases affect both union and non-union employees.
3. The total Benefits budget reduced 6.6% to reflect the reduction in work force and actuarial calculations were consistent from FY2016 to FY2017 as actual costs incurred remained stable.
4. The Utilities budget assumes a 6.1% increase in utility costs over the budget for FY2016 due to increased energy costs and the construction and operation of new facilities.
5. Contractual services are projected to decrease 4.7%, materials and supplies expenditures are projected to decrease by 8.5%, and waivers are expected to decrease by 6.7% from the FY2016 budget.

Black Hawk College Fiscal Year 2017 Budget

Expenditure Overview – Continued

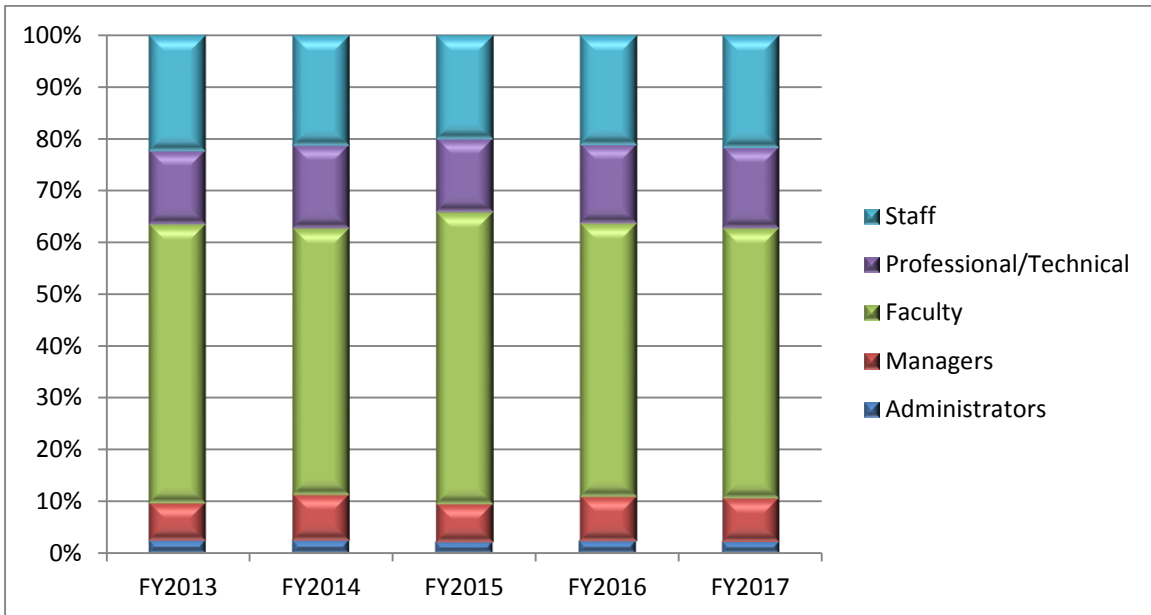
Personnel

The FY2017 budgeted amount for Operating Fund Salaries is projected to decrease by 6.48% over the FY2016 adopted budget amount. This was driven due to reduced enrollment and the State of Illinois budget impasse. In accordance with union labor agreements, the College will provide employees covered by collective bargaining agreements with negotiated wage increases. The College is expected to evaluate savings opportunities by examining all vacated positions as they occur to determine whether they need to be replaced. Additionally, savings are expected as employees with many years of service retire and are replaced by less experienced personnel.

There are four bargaining units at Black Hawk College:

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

The College utilizes five different classifications for categorizing employees: Administrators, Managers, Faculty, Professional/Technical, and Staff. The placement of an employee into a specific category is primarily based on their individual pay grade. The following chart highlights the budgeted contribution of each category to the total FTE population at Black Hawk College from FY2013 through FY2017.



**Black Hawk College
Fiscal Year 2017 Budget**

Expenditure Overview – Continued

Benefits

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

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

Health insurance costs for the College have increased in recent years. However, current claims experience has been steady and with the reduction of personnel, the College is expecting a decrease in operating funds benefits expense for FY2017. The benefits budget assumes a decrease, approximately 6.64%, in the cost of health insurance from the FY2016 budgeted amount.

Summary

The FY2017 Budget for the Operating Funds is submitted with a planned revenue in excess of expenditures by \$32,461. Continual steps will be taken throughout the year to minimize expenditures and maximize revenues. The FY2017 Budget includes:

- State funding assumptions based on present day knowledge
- Current projections in property tax revenues
- Declining enrollment trends
- Responsible reserves

The Fiscal Year 2017 Budget includes recommendations from the strategic planning process and related College initiatives, primarily in the areas of facilities, technology, and program development.

**Black Hawk College
Fiscal Year 2017 Budget**

Restricted Purposes Fund Overview

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

Each grant budget is established using the most recent data available (in this case, FY2016 data or FY2017 grant award information). The accounts used to administer the grant are in compliance with the codification system set forth in the Illinois Community College Board fiscal management manual. Grant fund accounts are monitored and audited throughout the year both internally and externally. The grant budgets are modified throughout the budget process when newly anticipated programs arise or when funding changes. A few grants were discontinued during FY2016 to facilitate College level operational changes needed to address the effects of the State of Illinois budget crisis. These discontinued grants were not included in the FY2017 budget.

The following information reviews FY2016 data collected, which was used as a starting basis for budgeting FY2017 grant funds. During FY2016, the College received grant funds from five federal agencies directly or through state pass-through agreements. These federal agencies include: the Department of Education, Department of Labor, Department of Defense, Small Business Administration and Department of Veterans Affairs.

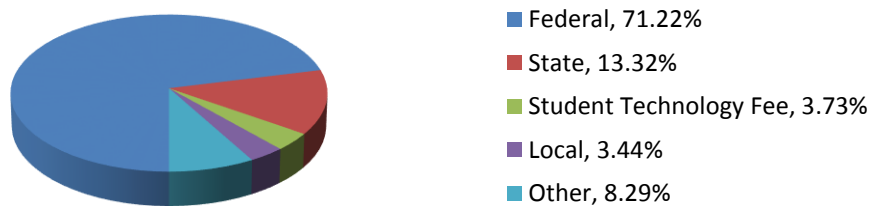
The Illinois Community College Board (ICCB) provided the largest source of funding at the state level for Black Hawk College during FY2016. Other sources of state grant funding included the Illinois Department of Commerce and Economic Opportunity, Illinois Department of Human Services, Illinois State Board of Education, Illinois Secretary of State, Illinois Department of Transportation and the Illinois Student Assistance Commission.

Locally, Black Hawk College receives funding from private foundations and other organizations, with the majority of the funding being received from United Way and the Amy Helpenstell Foundation.

For FY2017, Black Hawk College expects to receive \$11,174,654 in federal funding. This is a decrease compared to FY2016 projected actual of \$11,741,320. Student Technology Fees are expected to decrease to \$586,040 in FY2017 from the FY2016 budget of \$656,500 as a direct result of lower expected enrollment. A decrease is expected in state funding to \$2,090,697 compared to the FY2016 budget of \$2,616,630. With an FY2016 projected actual of only \$1,073,503 for state funding, the College continues to monitor the state budget crisis closely in an effort to maintain state-funded programs and minimize service disruptions.

The College continues to research and apply for additional grant funding to supplement and sustain the revenue streams essential in maintaining the existing quality of the College's programs and services.

FY2017 Restricted Funds by Source



**Black Hawk College
Fiscal Year 2017 Budget**

Fiscal Year 2016 Grants Schedule							
Granting / Pass-Through Agency	Title	Department	Type	Award Amount	Start Date	End Date	Description
Competitive Grants							
Department of Education, Office of Educational and Adult Education/Illinois Community College Board (ICCB)	Adult Education	Outreach	Federal	\$ 217,943	7/1/2015	6/30/2016	Provides support for adult education programs
Department of Education (DOE), Office of Postsecondary Education	Special Student Services	Student Success Center	Federal	322,761	9/1/2015	8/31/2016	Provides supportive services to disadvantaged college students
Department of Labor, Employment Training Administration/Job Training and Placement Act (JTPA)	Training Employee Academic Mastery	Business & Community Education	Federal	88,167	7/1/2015	6/30/2016	Assists low income youth, between the ages of 14 and 21, acquire the skills, training, and support necessary to achieve success.
Department of Labor, Employment Training Administration/United Workforce Development Board, Inc. aka Career Link	United Workforce Development Board, Inc. aka Career Link	Business & Community Education	Federal	85,303	7/1/2015	6/30/2016	Provide a training program to assist out-of-school youth in Stark County improve academic skills, obtain GED, and prepare for the workforce.
Department of Defense, Defense Logistics Agency/ Department of Commerce and Economic Opportunity (DCEO)	Procurement Technical Assistance Center (PTAC)	Illinois WorkNet Center	Federal	37,000*	7/1/2015	6/30/2016	Provides support for the cost of establishing and carrying out new PTA Programs and maintaining existing PTA Programs.
Small Business Administration (SBA)/ Department of Commerce and Economic Opportunity (DCEO)	Small Business Development Center (SBDC) / International Trade Center (ITC)	Illinois WorkNet Center	Federal	160,000*	1/1/2015	12/31/2015	Provides support for management counseling, training, and technical assistance to the small business community.
Department of Education, Office of Educational and Adult Education/Illinois Community College Board (ICCB)	Local Programs of Study Implementation	Administration	Federal	5,000	7/1/2015	6/30/2016	Provides supports for academic & career and technical programs of study that promote post-secondary credentials, degrees, or industrial certificates.
Department of Education, Office of Educational and Adult Education/Illinois Community College Board (ICCB)	Dual Credit Enhancement	Dual Credit	Federal	10,000	7/1/2015	6/30/2016	Provides resources to help develop or enhance innovative CTE programs and Programs of Study, and support the expansion of these innovations through collaborative activities.
Department of Education, Office of Educational and Adult Education/Illinois Community College Board (ICCB)	Special Populations	Career and Technical Education	Federal	5,000	7/1/2015	6/30/2016	Ensures program accessibility to special populations students and assists them in overcoming barriers that may limit opportunities for success.
Department of Education, Office of Educational and Adult Education/Illinois Community College Board (ICCB)	CTE Externship	Career and Technical Education	Federal	5,000	7/1/2015	6/30/2016	Enhance student work skills, allowing CTE faculty members an opportunity for real world work experience by observing and performing work duties in an area business.
Illinois Community College Board (ICCB)	State Program Improvement	Career and Technical Education	State	21,780	7/1/2015	6/30/2016	Provides funding to enhance instructional and academic support activities and strengthen/improve career and technical programs.
Illinois Community College Board (ICCB)	Early School Leaver Transition Program	Adult Basic & Secondary Ed	State	74,451	7/1/2015	6/30/2016	Provides resources to assist students in achieving high school completion or the GED tests as the basis for entry into postsecondary education/training and meaningful employment.
Illinois Department of Transportation/Illinois Community College Board (ICCB)	Highway Construction Careers Training Program	Business & Community Education	Federal and State	359,300	7/1/2015	6/30/2016	Provides training opportunities for individuals seeking employment in highway construction.
Illinois State Board of Education (ISBE)	Optional Ed/Tuants	Outreach	State	174,418	7/1/2015	6/30/2016	Supports students with attendance problems and provides truancy prevention and intervention services.
Illinois State Board of Education (ISBE)	Growing Ag Science Teachers	Agriculture	State	14,000	7/1/2015	6/30/2016	Provides resources to recruit, train and retain agricultural science teachers.
Illinois Secretary of State	Adult Volunteer Literacy	Illinois WorkNet Center	State	0**	7/1/2015	6/30/2016	Provides quality instruction in reading, math, writing and spelling with the appropriate support services necessary to insure success with each student.
Illinois Secretary of State	Family Literacy	Illinois WorkNet Center	State	70,000*	7/1/2015	6/30/2016	Provides education for parents and students of at-risk families.
Total Competitive Grants:				\$ 1,650,123			

**Black Hawk College
Fiscal Year 2017 Budget**

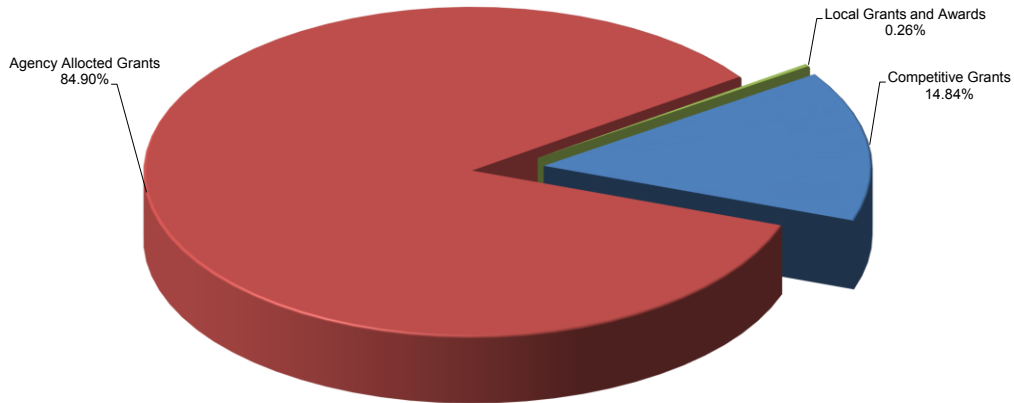
Granting / Pass-Through Agency	Title	Department	Type	Award Amount	Start Date	End Date	Description
Agency Allocated Grants							
Department of Education (DOE)	Student Financial Aid Cluster	Financial Aid	Federal	\$ 8,585,084	7/1/2015	6/30/2016	Provides eligible undergraduate postsecondary students who have demonstrated financial need with grant assistance for educational expenses.
Department of Veteran's Affairs	Veteran's Educational Assistance	Financial Aid	Federal	\$ 149,116	7/1/2015	6/30/2016	Provide eligible veterans with grant assistance for educational expenses.
Department of Education, Office of Educational and Adult Education/Illinois Community College Board (ICCB)	Perkins Grant	Administration	Federal	281,810	7/1/2015	6/30/2016	Provides support to develop the academic, career, and technical skills of secondary and postsecondary students enrolling in career and technical education programs.
Department of Veteran's Affairs, Veterans Benefits Administration / Illinois Department of Veterans Affairs (ILVA)	Veterans Administration Rehabilitation	Financial Aid	Federal	27,700	7/1/2015	6/30/2016	Provides eligible veterans with grant assistance for educational expenses.
Illinois Student Assistance Commission (ISAC)	Financial Aid Cluster	Financial Aid	State	249,996	7/1/2015	6/30/2016	Provides eligible undergraduate postsecondary students who have demonstrated financial need with grant assistance for educational expenses.
Illinois Department of Human Services (IDHS)	Department of Vocational Rehab	Financial Aid	State	148,115	7/1/2015	6/30/2016	Provides financial assistance to eligible undergraduate postsecondary students with disabilities.
Total Agency Allocated Grants:				\$ 9,441,822			
Local Grants and Awards							
Amy Helpenstell Foundation	ESL Coordination	Outreach	Local	20,373	7/1/2015	6/30/2016	Provides support for ESL (english as a second language) program, including student intake and assessment, adjunct instructors, and curricula oversight.
United Way	United Way/Re-skilling Project	Outreach	Local	8,008	7/1/2015	6/30/2016	Provides training and certification programs for unemployed individuals in Scott and Rock Island counties.
Total Local Grants and Awards:				\$ 28,381			
Total Fiscal Year 2016 Grants:				\$ 11,120,326			

* Funding not anticipated for FY17, therefore not budgeted in FY17.
 ** Funding not available in FY16, but anticipated in FY17.

Footnotes

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

Fiscal Year 2016 Grant Funds by Source



**Black Hawk College
Fiscal Year 2017 Budget**

Capital Expenditure Overview

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

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

The process of identifying the PHS projects for FY2017 was completed during FY2016. The estimated amount of available funds is approximately \$1,963,000, which is composed of about \$1.75 million from levied taxes and the rest coming from Operations & Maintenance Restricted Funds. All of this is included in the FY2017 Restricted Operations and Maintenance Budget.

In 2013, the College issued \$20 million in bonds to expand and renovate facilities. The College began construction of both its new \$15 million health sciences facility at the Quad Cities Campus and a new Welding and Skilled Trades Center at the Community Education Center in Kewanee, Illinois during FY2014, both now complete. Remaining bond proceeds are being used to construct a ring road and second entrance as outlined in the College's Facilities Master Plan at the East Campus in Galva, Illinois, as well as to assist in funding the construction of the Veterinary Sciences Center, mainly funded by the bond issuance discussed next.

In 2015, the College issued \$10 million in bonds to further expand facilities on the East Campus and to provide funding for additional technology updates and equipment replacement district-wide. The College began construction of a \$6.6 million Veterinary Sciences Center at the East Campus in the summer of 2015, and the first class is anticipated to start in the fall of 2016. Technology updates and equipment replacements, still ongoing, began in 2015 as well.

Black Hawk College will be issuing new bonds in FY2017. Specific uses of the bond proceeds are being established as this budget document is being developed. It is estimated that \$15.0 million will be issued. Facility Master Planning (FMP) will discuss the anticipated purposes of the new bond proceeds. Uses will be capital in nature and not operational.

Funds have also been included in the FY2017 Restricted Operations and Maintenance Budget to fund various local projects in the District. These typically include deferred maintenance projects or unplanned facility related needs, but may also include other facility related projects that do not qualify for PHS funding or are not funded by Bond funds.

Historical Perspective

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

Black Hawk College Fiscal Year 2017 Budget

Capital Expenditure Overview – Continued

In addition, the College has the following satellite facilities:

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

Facilities Master Planning

Black Hawk College is currently working on an update of its Facilities Master Plan to be complete in summer of 2016. This Facilities Master Plan is being commissioned for the purpose of providing a rational and orderly plan to address existing concerns, provide for current needs, and accommodate future needs throughout the Black Hawk College district. The Facilities Master Plan illustrates the preferred direction for facilities growth and upgrades throughout the District. It identifies the intent of building organization, spatial organization, vehicular circulation and parking, pedestrian circulation, landscaping, and infrastructure needs as the facilities are developed.

In addition to the consideration of new facilities on campus, numerous adjustments are being proposed to existing facilities in order to increase overall efficiencies for students and the college as a whole. The last completed Facilities Master Plan can be found on the College's website at http://www.bhc.edu/wp-content/uploads/downloads/2013/10/BHC_FMP-Final-10.09.2013.pdf.

On-going Bonding Plan

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

Other Capital Funding Sources

Two other funding sources (noted below) have been historically used for capital funding projects. However, due to the financial condition of the State of Illinois, funds have only been made available sporadically. While these funds would be accounted for in the Operations and Maintenance Restricted Funds budget, no funds have been budgeted for in FY2017.

Resource Allocation and Management Plan (RAMP)

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

**Black Hawk College
Fiscal Year 2017 Budget**

Capital Expenditure Overview – Continued

State Capital Renewal Grants

Capital renewal grants are state grants allocated proportionally to each community college district based on the latest fall on-campus nonresidential gross square feet of facilities as certified by the ICCB. These grants are utilized for miscellaneous capital improvements such as rehabilitation, remodeling, improvement, and repair; architect/engineer services; supplies; fixed equipment, and materials; and other expenses required to complete the work. These funds do not lapse at the end of the fiscal year.

Operating Budget Impact

The College proactively evaluates the impact of all capital projects on the Operating Budget, although a positive impact does not guarantee that a project will proceed nor does a negative impact guarantee that the project will not proceed. Several of the College's current and future projects actually seek to reduce expenditures included in the operating budget by implementing more efficient electrical and mechanical systems and upgrading facility features such as doors and windows. Other projects, such as facility remodels, are not expected to impact the Operating Budget directly because the projects are aesthetic in nature. However, these projects are also critical in nature from a marketing standpoint as students expect the College facilities to look pleasant and be maintained at all times.

Capital Committee

In FY2011, a capital committee was formed and processes were implemented to assist the College with the development of its first formal capital budget. This committee is comprised of the President, Vice President for Instruction and Student Services, Vice President for Finance and Administration, both Co-Chief Information Officers, and the Superintendents of Facilities from both East Campus and Quad Cities Campus. The committee has been working to identify and recommend capital projects that will enhance and expand the facilities, programs, and services of the institution. As part of this process, budget managers have the ability to submit capital project request forms as needed to the Executive Administration for approval and routing to the Capital Committee. The committee meets regularly and reviews capital requests submitted as well as monitors progress of active projects and communicates with employees and the community as warranted.

The committee is pleased to present the following capital budget, categorized by funding source, for FY2017 through FY2021. Amounts have been included in a separate section for any Operating Budget impact. A chart illustrating the annual capital spending by funding source has also been included. The FY2017 Budget for the Operations and Maintenance Restricted Fund, comprised of the total for all categories, is included in the Financial Information by Fund section of this document.

**Black Hawk College
Capital Projects Budget
FY2017 through FY2021**

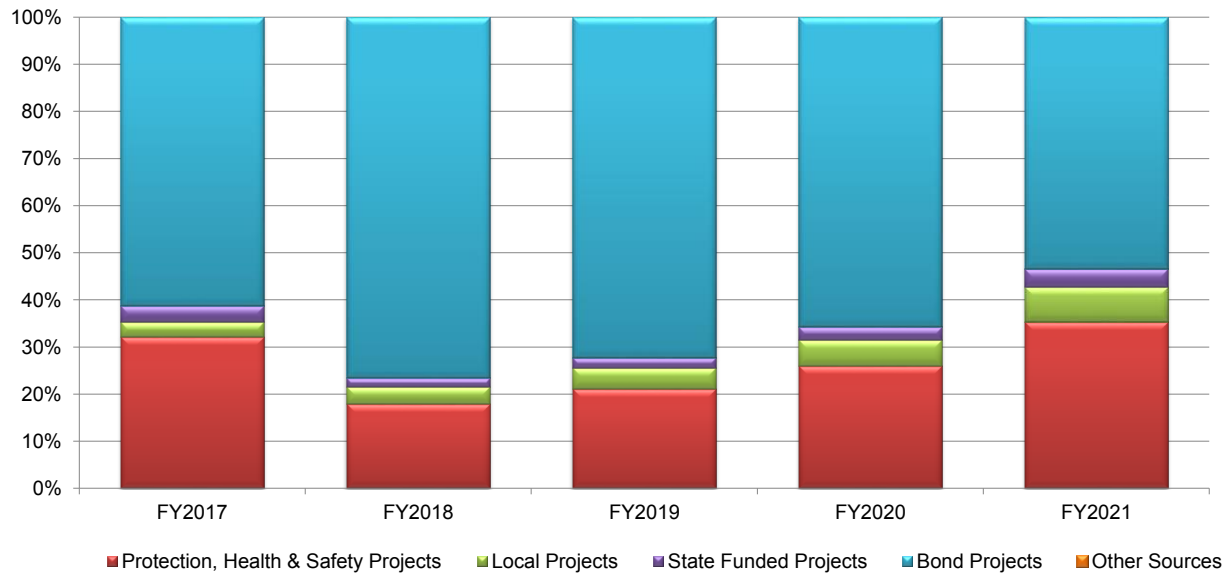
	FY2017	FY2018	FY2019	FY2020	FY2021	Total Budget
Bond Projects						
Information Technology Projects & Refresh	1,000,000	650,000	850,000	675,000	700,000	3,875,000
District Outdoor Signage	175,000	-	-	-	-	175,000
District Street & Parking Repairs	400,000	125,000	150,000	150,000	175,000	1,000,000
QC Health Sciences Building	-	-	-	-	-	-
EC Veterinary Sciences Center	1,175,000	-	-	-	-	1,175,000
EC Ring Road	100,000	-	-	-	-	100,000
Future Projects	730,000	7,500,000	5,500,000	4,000,000	2,000,000	19,730,000
Bond Projects Totals:	\$ 3,580,000	\$ 8,275,000	\$ 6,500,000	\$ 4,825,000	\$ 2,875,000	\$ 26,055,000
Protection, Health & Safety Projects						
QC Building 3 Lower Track Wall Repair	-	-	-	-	-	-
QC Tunnel Repair	-	-	400,000	400,000	-	800,000
QC Parking and Drainage	300,000	200,000	200,000	200,000	200,000	1,100,000
QC Building 2 Hallway Abatement	270,000	200,000	-	-	-	470,000
QC Building 2 Phase 2 HVAC	900,000	-	-	-	-	900,000
QC Building 2 Roof Replacement	-	350,000	-	-	-	350,000
QC Building 2 Loading Doc	87,900	-	-	-	-	87,900
Restroom Compliance Remodel	-	-	-	-	-	-
HVAC Upgrades	-	930,000	600,000	-	-	1,530,000
QC Building 3 Flooring	-	-	-	-	-	-
EC Electrical Upgrades	325,000	-	-	-	-	325,000
EC 2nd Well Drop	-	250,000	-	-	-	250,000
Unidentified Projects	-	-	700,000	1,300,000	1,700,000	3,700,000
Protection, Health & Safety Projects Totals:	\$ 1,882,900	\$ 1,930,000	\$ 1,900,000	\$ 1,900,000	\$ 1,900,000	\$ 9,512,900
Local Projects						
Contingency - Unidentified Projects	\$ 179,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 1,779,000
Local Projects Totals:	\$ 179,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 1,779,000
State Funded Projects						
Contingency - Unidentified Projects	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
State Funded Projects Totals:	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
Other Sources						
Contingency - Unidentified Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local Projects Totals:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total for All Projects:	\$ 5,841,900	\$ 10,805,000	\$ 9,000,000	\$ 7,325,000	\$ 5,375,000	\$ 38,346,900

**Black Hawk College
Capital Projects Budget
FY2017 through FY2021**

Estimated Operating Impact of Capital Projects

	FY2017	FY2018	FY2019	FY2020	FY2021	Total Budget
Operations:						
Custodial	\$ 80,225	\$ 82,631	\$ 85,110	\$ 87,664	\$ 90,293	\$ 425,923
Maintenance	55,567	57,234	58,951	60,720	62,541	295,014
Utilities	76,898	79,205	81,581	84,028	86,549	408,260
Total Operating Impact:	\$ 212,689	\$ 219,070	\$ 225,642	\$ 232,411	\$ 239,384	\$ 1,129,197

Annual Capital Spending by Funding Source



**Black Hawk College
Fiscal Year 2017 Budget**

Key Financial Policies

In addition to Black Hawk College policies and procedures, major aspects of budgeting and finance are prescribed by the Illinois Public Community College Act and the Illinois Community College Board (ICCB). Synopses of these guidelines are listed below.

Black Hawk College Board Approved Policies

4.50 Finance

The College's educational services and facilities must be developed, maintained, and utilized within the resources available to the College. Adequate long-range planning and priority setting for the College District's financial resources are the responsibility of the President with the approval of the Board of Trustees.

The financial program of the College District shall be set forth in the annual budget which, when approved by the Board of Trustees, shall serve as the plan for management of the financial resources by all members of the College District staff.

It is the responsibility of the administration to develop and adhere to an annual budgetary planning schedule.

AMENDED 11/16/82, B.R. #3108
AMENDED 3/2/95, B.R. #5486

4.51 Purchasing of Supplies, Materials and Equipment

It is the policy of the Black Hawk College Board of Trustees to provide needed supplies, materials, equipment and work to support the educational programs of the College District through the use of sound, efficient, and effective purchasing procedures, which (1) requires Board approval for award of contracts for supplies, materials, equipment, or work involving an expenditure in excess of the amount currently authorized by the Illinois Public Community College Act, Chapter 110, Illinois Compiled Statutes, 805/3-27.1, and (2) authorizes the College administration to award contracts involving the expenditures up to and including the amount currently authorized by the Illinois Public Community College Act, Chapter 110, Illinois Compiled Statutes, 805/3-27.1; the Board charges the administration with the responsibility and delegates the necessary authority to develop appropriate guidelines, regulations, and procedures that adhere to statutory requirements for implementation of this policy.

ADOPTED 3/18/75, B.R. #1563
AMENDED 11/16/82, B.R. #3108
AMENDED 5/15/86, B.R. #3878
AMENDED 9/17/92, B.R. #5144

**Black Hawk College
Fiscal Year 2017 Budget**

Key Financial Policies - Continued

4.52 Designation of Depository

The Board will designate depositories for College District funds effective January 1 for a minimum term of three years. Those designations are to be considered at the September regular meeting immediately prior to the effective date.

ADOPTED 4/22/80, B.R. #2584
AMENDED 11/16/82, B.R. #3108

4.53 Conflict of Interest

1. General Statement. It is the intention of Black Hawk College to avoid any real or apparent conflicts of interest on the part of its employees and Trustees. All College employees and Trustees serve a public interest role and, thus, have a clear obligation to conduct all affairs of the institution in a manner consistent with this concept. All decisions made in the capacity of a Trustee or employee of Black Hawk College are to be made in the interest of Black Hawk College and the public good. In accordance with this expectation, all College employees and Trustees are expected to avoid improper outside influences on their work-related decisions or activities.
2. Definitions. The following definitions apply to this policy:
 - (a) The phrase "transact(s) College business" means the purchase of real or personal property, goods, services and the entry into contracts of any kind or nature by the College. This policy is not applicable to the hiring or retention of College employees.
 - (b) The phrase "family member" means the employee or Trustee and a spouse, child, parent, brother, sister, grandparent, parent-in-law, a significant other or other relatives residing with the employee or any individual for whom the employee or trustee has legal responsibility or guardianship.
 - (c) The phrase "entity in which the employee or Trustee has an interest" means a corporation, partnership or other form of business enterprise in which any family member owns, in whole or in part, an interest, but does not include a corporation whose stock is traded through a public stock exchange.
3. Specific Conflicts Prohibited. No Black Hawk College employee or Trustee shall, in whole or in part, approve or transact College business with any entity in which the employee or Trustee has an interest or with any family member of the employee or Trustee. This prohibition also applies to any College employee or Trustee who, in whole or in part,
 - (a) is designated by College policy or job description to transact the business in question,
 - (b) reviews or has responsibility for reviewing the business in question,
 - (c) supervises an employee included in subparagraphs (a) and (b) above, or
 - (d) attempts to influence the decision to transact the business in question.

This prohibition applies regardless of whether a decision to transact College business requires the approval of the College Board or supervisory personnel.

**Black Hawk College
Fiscal Year 2017 Budget**

Key Financial Policies - Continued

After full disclosure in writing by any employee or Trustee of his or her interest that would preclude a particular business transaction under this Section 3, the College Board may, nonetheless, determine that it is in the best interest of the College to enter into the transaction and waive the prohibition of this section. Where such a waiver occurs, the employee or Trustee making the disclosure shall suffer no penalty and shall not be disciplined.

4. Gift and Gratuities. No College employee or Trustee shall accept any gift or gratuity greater in value than seventy-five dollars (\$75.00), with the exception of textbooks and examination copies, from any person or entity which transacts College business or which seeks to transact such business where that employee or Trustee, in whole or in part, (1) approves or transacts that business with the person or entity, or (2) would occupy such a position if the person or entity seeking to transact such business was successful in obtaining that business, or (3) who occupies or would occupy with respect to that person or entity one of the positions described in paragraphs (a) through (d) in Section 3 of this policy.
5. Violations and Discipline. All College employees who violate Sections 3 or 4 of this policy are subject to disciplinary action up to and including termination of employment. An employee who is subject to disciplinary action based on an allegation of a violation of this policy shall be entitled to full due process rights provided under the appropriate grievance process for his/her classification.
6. Certification. All College employees and Trustees who are subject to the provisions of this policy shall certify on a written form provided by the College that he/she has received, read and understands the provisions of this policy including the potential disciplinary action for violation of the policy.
7. Independent Contractors. This policy has no application to independent contractors who maintain a business or professional relationship with the College but who are not College employees or Trustees.
8. Board of Trustee Enrolled as Student. To avoid the appearance of impropriety and to uphold the educational objectives of the College, if a member of the Board of Trustees is simultaneously enrolled in classes at the College, the Board member shall not vote on employment issues affecting current instructors, including but not limited to, hiring, discipline, termination of employment, promotions, and tenure.

ADOPTED 12/20/90, B.R. #4814
REVISED 5/16/91, B.R. #4897
AMENDED 3/10/11, B.R. #8079
AMENDED 9/18/2014, B.R. #8710

**Black Hawk College
Fiscal Year 2017 Budget**

Key Financial Policies - Continued

4.54 Annual Audit Certification

On an annual basis, the President, as Chief Executive Officer, and the Chief Financial Officer will deliver a written certification to the Board of Trustees. This certification will include, but not be limited to, the following: 1) The President and the Chief Financial Officer have reviewed the financial statements and agree with the basis for all estimates, reserves, compliance with grantor restrictions and requirements. 2) The financial statements, as certified by the College auditors, are a fair presentation of the financial condition of the College as of the date of the audit. 3) All necessary information has been provided to the College auditors. 4) There is nothing that has been identified subsequently that now needs to be disclosed.

This certification will be delivered to the Board of Trustees no later than five months after the end of each fiscal year.

A Board of Trustee Audit committee of two Trustees will be appointed by the Chairperson every two years for the purpose of reviewing the scope of the audit.

ADOPTED 12/19/02, B.R. #6750
ADOPTED 4/17/08, B.R. #7520
AMENDED 3/10/11, B.R. #8079

4.55 Investment of College Funds

The Treasurer shall serve as chief investment officer of the College and has the authority to determine the mix of investments for liquidity, safety, yield, diversification, and marketability. The Treasurer, or designee, is responsible for maintaining adequate cash balances to pay current obligations and for determining when funds are temporarily available for investment to accrue interest to the College. When it has been determined that funds are available for investment, the following criteria must be met:

1. The various forms of investment will be reviewed to determine the highest yield.
2. In-district, FDIC insured financial institutions shall be designated as depositories and be given priority with regard to the opportunity to provide investment options.
3. Out-of-district, FDIC insured financial institutions may be utilized when in-district institutions are unavailable or when the rate of return to the College would exceed that offered by in-district institutions.
4. Financial institutions utilized must collateralize all deposits in excess of FDIC limits to 100% of market value and collateral held by a third-party custodian.
5. Using prudence as a guiding principle, all College deposits and investments shall be fully protected from risk of loss and comply with all applicable statutes and regulations.
6. The Treasurer, or designee, shall have no real or perceived conflict of interest with any financial institution the College is currently using or may utilize in the future.

ADOPTED 3/6/97, B.R. #5786
AMENDED 1/20/00, B.R. #6288
AMENDED 3/10/11, B.R. #8079
AMENDED 11/15/12, B.R. #8416

**Black Hawk College
Fiscal Year 2017 Budget**

Key Financial Policies - Continued

4.56 Ethics

The Illinois General Assembly has enacted the State Officials and Employees Ethics Act (Public Act 93-615, effective November 19, 2003, as amended by Public Act 93-617, effective December 9, 2003, codified at 5 ILCS 430/1-1 and following), which is a comprehensive revision of State statutes regulating ethical conduct, political activities and the solicitation and acceptance of gifts by State officials and employees.

ADOPTED 5/13/04, B.R. #6926
AMENDED 3/10/11, B.R. #8079

4.57 Fund Balance

This policy will illustrate the institution's commitment to strong fiscal management and responsibility by

- Maintaining an Unrestricted General Fund Ending Fund Balance of an amount between seventeen (17) and twenty-five (25) percent of budgeted expenditures in these funds. This amount shall be considered a "target" and may fluctuate from year to year depending on financial condition and needs of the College;
- Adopting a plan, if the Ending Fund Balance falls below the target range, to replenish the Ending Fund Balance within two (2) years. In the event that the Ending Fund Balance exceeds the target range, the College shall first, allow the President to expend the excess funds on capital expenditures upon recommendation from the President's Cabinet and second, review additional investment options that would allow the College to earn a greater rate of return. The Board of Trustees shall approve all expenditures from an unreserved fund balance;
- And, automatically reviewing and adjusting as necessary the levels set by this policy if the total Ending Fund Balance falls to levels that require short-term borrowing.

ADOPTED 6/17/10, B.R. #7933

4.58 Health Benefit Plan Trust Fund Balance

The purpose of the Health Benefit Plan Trust is to buffer against sudden increases in insurance costs. Premiums paid by the College and by the employees will be deposited to the Health Benefit Plan Trust and all claims will be paid from the fund, as a flow through. If at any time there is insufficient money in the fund to pay claims, it shall be the College's responsibility to deposit sufficient money to pay those claims. This policy will illustrate the institution's commitment to strong fiscal management and responsibility by:

- Establishing and maintaining a College-wide Health Insurance Trust Fund with a balance of no less than 25% of the average of the claims paid during the three (3) most recent complete plan years. The fund shall have no stated termination date.

**Black Hawk College
Fiscal Year 2017 Budget**

Key Financial Policies - Continued

- Annually, within ninety (90) days after the end of the plan year, the balance of the fund shall be compared to the standard of 25% of the average claims paid during the three (3) most recent complete plan years.
- Should the balance of the fund fail to meet the fund balance standard by an amount in excess of fifty (50) thousand dollars, the College shall, at a minimum, deposit an amount equal to 1/24 of the shortfall over each of the next twelve (12) months. This amount is in addition to premiums and not subject to cost sharing. Should the balance fail to meet the standard by an amount less than fifty (50) thousand dollars, the College may opt to make the 1/24 payments in order to avert a greater shortfall in subsequent years, but shall be under no obligation to do so.
- Should the balance of the fund exceed the fund balance standard by an amount in excess of fifty (50) thousand dollars, the College may opt to reduce its share of monthly premiums by an amount equal to 1/24 of the excess over the next twelve (12) months or allow the excess to carry over into the next plan year.
- Monies in the Health Benefit Plan Trust shall be used only for payment of medical, dental and vision claims and health insurance related administrative costs.

ADOPTED 11/10/11, B.R. #8232

4.59 Debt Policy

The Board of Trustees authorizes the incursion of debt for the purposes of funding major investments in technology, equipment, and infrastructure in accordance with the College's mission and in support of achievement of institutional strategic priorities. The College will strive to minimize the impact of debt service requirements on the local property tax payers of the District and will proactively manage debt repayment requirements. The College will implement and maintain appropriate administrative procedures governing the use, limits, repayment, and disclosure of debt issuances as well as ensure timely expenditure of debt proceeds and subsequent repayment of debt service in a financially responsible manner.

ADOPTED 10/18/12, B.R. #8409

8.92 Risk Management

The Black Hawk College Board of Trustees shall endeavor to proactively set policy for administration to manage physical, legal, operational, political, social, economical, and cognitive risks associated with the programs and services offered at the College. The College Administration is assigned the responsibility and authority for the maintenance of an Administrative Guideline which details the Risk Management Plan. Furthermore, the College Administration shall be responsible for ongoing management and performance of the Risk Management Plan through the use of qualified personnel and the use of appropriate resources.

ADOPTED 6/17/10, B.R. #7939

**Black Hawk College
Fiscal Year 2017 Budget**

Key Financial Policies - Continued

8.93 Purchase of Institutional Insurance Coverage Policy

Institutional insurance coverage shall be purchased utilizing the Request for Proposal (RFP) process with funding provided from the College tort fund to provide the type and amount of insurance needed to adequately protect all property and assets at the most economical cost to the College.

The necessary type and amount of insurance necessary will be purchased to protect the College as a corporate body, its individual members, its appointed officers, and its employees from financial loss arising out of any claim, demand, suit, or judgment by reason of alleged negligence or other act resulting in accidental injury to any person or property damage within or without the college buildings while the above-named insured are acting in the discharge of their duties within the scope of their employment and/or under the direction of the Board.

ADOPTED 6/26/14, B.R. #8642a

8.94 Performance of Construction Vendors

The performance of construction contractors providing services at Black Hawk College will be evaluated at the completion of each project or more frequently as necessary. The College's administration will establish appropriate criteria, conduct evaluations and take any appropriate actions as a result of the evaluations. Construction vendor performance shall be reported to the Board in a timely and effective manner so as to support effective decision-making and construction contract award processes.

ADOPTED 5/22/14, B.R. #8637

**Black Hawk College
Fiscal Year 2017 Budget**

Key Financial Policies - Continued

ICCB REGULATIONS

Requirements for Financial Transactions

The Public Community College Act and ICCB rules contain many financial requirements. Although several requirements are highlighted below, you are encouraged to review the Public Community College Act and ICCB rules.

Annual Budget

The budget is a controlled plan to be used in implementing the philosophy and the objectives of the college. Its development should involve maximum participation and, therefore, the aims and objectives of the college should be reflected at each level. Colleges are encouraged to use either of the following budgetary formats: line-item appropriation or program budgeting in conjunction with program performance budgeting (PPB), or zero-based budgeting (ZBB). However, a budgetary crosswalk may be necessary to complete the line-item appropriation by function budget required by the ICCB.

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, or ten days for community college districts in cities of over 500,000 inhabitants, prior to final adoption; and at least one public hearing must be held on the tentative budget.

It is anticipated that each district will develop an expanded operational budget that is more detailed than the budget required by the ICCB. Care should be taken that any budget adopted by the local Board of Trustees meets the requirements of Section 3-20.1 of the Public Community College Act for community college districts in cities with less than 500,000 inhabitants or Sections 7-8 through 7-16 for other community college districts.

The budget shall contain a statement of the cash on hand at the beginning of the fiscal year, an estimate of the cash expected to be received during such fiscal year from all sources, an estimate of the expenditures contemplated for such fiscal year, and a statement of the estimated cash expected to be on hand at the end of such year. The estimate of taxes to be received may be based upon the amount of actual cash receipts that may reasonably be expected by the district during such fiscal year, estimated from the experience of the district in prior years and with due regard for other circumstances that may substantially affect such receipts. (Section-3-20.1)

The budget shall set forth estimates, by classes, of all current assets and liabilities of each fund of the board as of the beginning of the fiscal year, and the amounts of those assets estimated to be available for appropriation in that year, either for expenditures or charges to be made or incurred during that year or for liabilities unpaid at the beginning thereof. Estimates of taxes to be received from the levies of prior years shall be net, after deducting amounts estimated to be sufficient to cover the loss and cost of collecting those taxes and also deferred collections thereof and abatements in the amount of those taxes extended or to be extended upon the collector's books. (Section 7-9)

Black Hawk College Fiscal Year 2017 Budget

Key Financial Policies - Continued

The local Boards of Trustees of community college districts in cities of less than 500,000 inhabitants may transfer among budgeted items in a fund, providing that all transfers do not exceed 10 percent of the total of such fund as set forth in the budget. The local Board of Trustees also may amend the budget by using the same procedure as the original adoption.

One copy of the annual budget in the format prescribed shall be filed with the ICCB no later than October 15.

Certificate of Tax Levy

The language for the Certificate of Tax Levy suggested by Section 3-20.5 of the Public Community College Act is included in this section. This certificate must be filed with each county clerk on or before the last Tuesday in December. A copy of the certificate, along with each county clerk's verification of the levy, should be filed with the ICCB no later than January 31. In addition to the adopted annual budget, each college must file with each county clerk, within 30 days of its adoption, the local board's budget resolution and a certified summary of anticipated revenues for the fiscal year. Failure to file these documents authorizes the county clerk to refuse to extend the district's tax levy. Suggested forms for the budget resolution and the summary of anticipated revenues are included as part of this section.

Moreover, when a district levies more than 105 percent of the previous year's tax extensions, the district must have at least one public hearing which may not coincide with the hearing on the tentative budget. The notice must fulfill the following requirements: The notice shall appear no more than 14 days nor less than 7 days prior to the date of the public hearing. The notice shall be no less than one-eighth page in size, and the smallest type used shall be 12 point and shall be enclosed in a black border no less than 1/4 inch wide. The notice shall not be placed in that portion of the newspaper where legal notices and classified advertisements appear. The notice shall state in plain and simple language the following information: (1) the legal name of the taxing district; (2) the commonly known name of the taxing district; (3) the amount of property taxes, exclusive of election costs, extended or estimated to be extended on behalf of the taxing district for the preceding year; (4) the amount of the proposed levy, exclusive of election costs, for the current year; (5) the percentage increase; and (6) the date, time and place of the public hearing concerning the proposed budget and the proposed levy increase. Such hearing may not coincide with the hearing on the proposed budget of the taxing district. Any notice which includes information substantially in excess of that specified and required by this Act shall be an invalid notice. (Chapter 120, Section 866)

Additionally, an amended Certificate of Tax Levy may be filed within ten days of notification from the county clerk of the multiplier providing such multipliers will alter the amount of revenue received by the district.

External Audit

Each district is required to submit three copies of its external audit to the ICCB by October 15 following the end of the fiscal year. Required schedules and recommended formats are detailed by the ICCB.

Black Hawk College Fiscal Year 2017 Budget

Key Financial Policies - Continued

Annual Financial Report

Pursuant to Section 805/3-22.2 of the Public Community College Act, each district is required to publish a financial statement at least once annually prior to November 15 in a newspaper of general circulation in the district, and a copy of this publication must be filed with the ICCB by December 1.

Community College Treasurer's Bond

Each community college treasurer must be bonded. A copy of each bond must be filed with the county clerk(s) and the ICCB.

Payment of Orders and Bills

The local Boards of Trustees of community college districts in cities of less than 500,000 inhabitants must approve payment of all bills showing to whom and for what purpose each payment is to be made and to what budgetary item each payment should be debited. The payment's purpose and budgetary line item can be shown by Fiscal Management Manual account codes. College staff should ensure that each item is properly charged to the correct account and that authority exists for such a transaction. For example, custodial salaries and utilities can be paid from the Operations and Maintenance Fund only upon resolution of the local Board of Trustees.

Bidding Policy

Section 805/3-27.1 of the Public Community College Act requires each district to let all contracts for supplies, materials, or work involving an expenditure in excess of \$25,000 to the lowest responsible bidder after due advertisement, excluding the exceptions which are listed in the Act. The local board may adopt a more restrictive bidding policy.

THE ILLINOIS PUBLIC COMMUNITY COLLEGE ACT

805/3-20.1. Adoption of Annual Budget--Contents--Fiscal year

Community college boards are required to adopt a budget before or within the first quarter of a new fiscal year. The budget must "...specify the objects and purposes of each item and amount needed for each object or purpose." The budget must contain a statement of cash on hand at the beginning of a fiscal year, an estimate of cash to be received and expended during the year, and an estimate of cash expected on hand at the end of the fiscal year. Nothing in this section is to be interpreted as a requirement for a district to change its basis or system of accounting. The board is required to establish the fiscal year. The 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 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." Districts are required to publish a notice of the availability of the budget for public inspection, and notice of the public hearing. Finally, this section authorizes the board to "...from time to time make transfers between the various items in any fund not exceeding in the aggregate 10% of the total of such fund as set forth in the budget." The board may amend the budget by following the same procedures for the original adoption outlined in this section.

**Black Hawk College
Fiscal Year 2017 Budget**

Key Financial Policies - Continued

805/3-20.3. Expenses Payable from Taxes for Operation and Maintenance of Facilities Purposes and for Purchase of College Grounds--Educational Fund

This section specifies expenditures that must be paid from the amount levied for operations and maintenance purposes. Included are "...obligations incurred 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, for the rental of buildings and property for community college purposes..." Other expenditures are to be paid from the Educational Fund.

805/3-20.5. Determination of Amount to be Raised by Tax for Educational Purposes and for Operations and Maintenance of Facilities Purposes--Certificate of Tax Levy

Each year, the College must determine the amount of funds to be raised by the tax levy for the ensuing year. These amounts must be certified by the board and submitted to the county clerk before the last Tuesday in December each year. Suggested language for the Certificate of Tax Levy is also included in this section.

805/3-20.6. Districts in Two or More Counties--Determination of Amounts--Certificates of Tax Levy

If a college district lies in two or more counties, the Certificate of Tax Levy must be filed with each of the county clerks within the district. Each county clerk is then to determine the portion of the district valuation that lies within the county and provide this information to the county clerk where the institution is located. Based on the levy certification, the county clerk will determine the tax rates for all of the counties.

805/3-22. Records—Maintenance and Retention

The college shall maintain records to substantiate all claims for state apportionment in accordance with regulations prescribed by the State Board and to retain such records a period of three (3) years.

805/3-22.1. Audits

The college shall cause an audit to be made as of the end of each fiscal year by an accountant licensed to practice public accounting in Illinois and appointed by the board. The auditor shall perform his or her examination in accordance with generally accepted auditing standards and regulations prescribed by the State Board, and submit his or her report thereon in accordance with generally accepted accounting principles. Copies of the audit report shall be filed with the State Board.

805/3-27. Payment of Orders and Bills--Revolving Funds--Collection of Funds

The board may include in the authorized minutes a list of bills approved for payment, showing to whom and for what purpose the debt was incurred. This does not preclude the board from authorizing a voucher system or other system in accordance with the State Board. The board may establish revolving funds, providing they are in the custody of a bonded employee and are subject to annual audit by a licensed public accountant.

**Black Hawk College
Fiscal Year 2017 Budget**

Key Financial Policies - Continued

805/3-27.1. Contracts

Contracts for the purchase of supplies, materials, or work exceeding \$25,000, or a lower amount as required by board policy, are awarded to the lowest responsible bidder considering conformity with specifications, terms of delivery, quality, and serviceability. Several exceptions to this rule are noted in this section, including (1) services of individuals possessing a high degree of professional skill, (2) contracts for printing financial reports, (3) contracts for printing or engraving bonds or other debt instruments, (4) and many others as outlined in the statute. This section also includes procedures for awarding contracts through the sealed bid process.

805/3-29.8. Administrator and Faculty Salary and Benefits—Report

Each board of trustees shall report to the Board of Higher Education, on or before July 1 of each year, the base salary and benefits of the president or chief executive officer of the community college and all administrators, faculty members, and instructors employed by the community college district.

805/3-33. Borrowing Money and Issuance of Bonds

The college shall borrow money and issue or cause to be issued bonds for the purposes, and in the manner provided in the Act.

805/3-33.5. Working Cash Fund--Monies Derived from Bonds--State and Federal Funds

Funds raised by the sale of working cash bonds must be maintained in a separate fund, and they are not to be appropriated in the annual budget. The Board may transfer from the Working Cash Fund in anticipation of the receipt of federal or state funds, but the debt to the Working Cash Fund must be satisfied.

805/3-33.6. Working Cash Fund--Transfers of Monies--Abolition of Fund

Transfers from the Working Cash Fund to the Education or Operations and Maintenance Fund may be made only by board resolution. This section also specifies the terms of such a resolution. The board may also issue a resolution to abolish the Working Cash Fund and direct the treasurer to perform a final transfer. If it is abolished, a district may not establish another Working Cash Fund without voter approval. Interest earned by the fund may be transferred to the Education or Operations and Maintenance Fund by board resolution.

805/3-38. Lease of Equipment, Machinery and Buildings or Land

The college shall lease equipment, machinery, or personal property for a period not to exceed five (5) years or purchase under an installment contract extending over a period of not more than five (5) years, with interest at a rate not to exceed 6% per year on the unpaid principal, when authorized by the affirmative vote of 2/3 of the members of the board. To lease for a period not to exceed 20 years such rooms, buildings and land, or any one or more of such items, as may be required when authorized by the affirmative vote of 2/3 of the members of the board. Any lease for rooms, buildings or land for a period exceeding five (5) years must have the prior approval of the State Board.

**Black Hawk College
Fiscal Year 2017 Budget**

Debt

Debt Summary

By law, the College is permitted to incur regular debt up to 2.875% of the District's equalized assessed valuation (EAV). At the present time, using the estimated 2015 EAV, the limit calculates to about \$105.5 million on an equalized assessed valuation of \$3.67 billion. The College's current debt applicable to the legal debt limit is \$27.3 million or approximately 25.86% of the allowable limit.

EAV X 2.875% =	Allowable Debt
\$3,668,741,551 X 2.875% =	\$105,476,320
Allowable Debt – Outstanding Debt =	Debt Margin
\$105,476,320- \$27,278,164=	\$78,198,156

2012 Bonds Issued FY2013

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

The annual debt service requirements to maturity, including principal and interest, for the General Obligation Bonds are as follows:

Fiscal Year	Tax Levy Year	Principal	Interest	Total
2014	2012	0	890,191	890,191
2015	2013	0	729,996	729,996
2016	2014	0	729,996	729,996
2017	2015	835,000	709,643	1,544,643
2018	2016	875,000	668,509	1,543,509
2019	2017	915,000	625,995	1,540,995
2020	2018	960,000	581,465	1,541,465
2021	2019	1,000,000	534,916	1,534,916
2022	2020	1,050,000	486,228	1,536,228
2023	2021	1,100,000	435,165	1,535,165
2024	2022	1,150,000	390,640	1,540,640
2025	2023	1,190,000	352,308	1,542,308
2026	2024	1,225,000	311,688	1,536,688
2027	2025	1,270,000	271,950	1,541,950

**Black Hawk College
Fiscal Year 2017 Budget**

Debt – Continued

2028	2026	1,300,000	233,400	1,533,400
2029	2027	1,350,000	193,650	1,543,650
2030	2028	1,375,000	152,775	1,527,775
2031	2029	1,425,000	110,775	1,535,775
2032	2030	1,465,000	67,425	1,532,425
2033	2031	1,515,000	22,725	1,537,725
Total		<u>\$ 20,000,000</u>	<u>\$ 8,499,439</u>	<u>\$ 28,499,439</u>

2014 Bonds Issued FY2015

On January 8, 2015, the College issued \$9,355,000 in General Obligation Bonds, Series 2015A of \$3,210,000 and Series 2015B of \$6,145,000 to refund short-term debt certificates issued in that amount. The debt certificates were issued and received by the College on November 7, 2014. The purpose for issuing these debt certificates was to construct a \$6.5 million Veterinary Sciences Center in Galva, Illinois, and utilize \$3.25 million of funds to refresh the College's technology and instructional infrastructure. Principal and interest payments on the General Obligation Bonds are to be paid annually on December 1 with the final payment on December 1, 2018. Interest only payments are due June 1 of each year beginning June 1, 2016. Interest rates range from 3.00% to 4.00% over the life of the bonds.

The annual debt service requirements to maturity, including principal and interest, for the General Obligation Bonds are as follows:

Fiscal Year	Tax Levy Year	Principal	Interest	Total
2016	2014	\$ 2,775,000	\$ 442,443	\$ 3,217,443
2017	2015	4,530,000	172,600	4,702,600
2018	2016	1,005,000	61,900	1,066,900
2019	2017	1,045,000	20,900	1,065,900
Total		<u>\$ 9,355,000</u>	<u>\$ 697,843</u>	<u>\$ 10,052,843</u>

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Financial Information by Fund

Black Hawk College
All Funds - Combining Statement of Revenues, Expenditures, and Changes in Fund Balances
FY2008 through FY2017

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Budget
Revenues:										
Local governmental sources										
Property taxes	\$ 15,176,525	\$ 16,993,323	\$ 17,967,309	\$ 18,409,532	\$ 18,990,776	\$ 19,043,076	\$ 19,462,491	\$ 19,623,307	\$ 18,522,832	\$ 22,164,900
Corporate Personal Property Replacement Tax*	-	1,365,164	1,104,407	1,432,216	1,317,537	1,346,184	1,361,828	1,464,594	1,200,000	1,270,000
Other	4,003	6,901	12,576	3,680	14,912	60,155	409,723	-	-	-
Total local government sources	15,180,528	18,365,388	19,084,292	19,845,428	20,323,225	20,449,415	21,234,042	21,087,901	19,722,832	23,434,900
State governmental sources	14,154,600	11,653,779	11,076,974	11,697,372	10,578,684	9,562,931	10,192,344	10,233,409	9,825,372	7,682,697
Federal governmental sources	7,499,337	7,050,847	10,110,004	11,941,906	10,875,102	10,099,071	9,995,924	9,290,411	13,412,184	11,211,414
Student tuition and fees	12,662,305	12,727,515	15,107,135	18,046,023	16,918,885	18,111,518	17,026,842	16,732,219	18,045,032	16,762,051
Sales and services	3,908,182	3,640,046	4,008,671	4,201,962	4,066,467	4,060,037	3,607,033	3,711,366	3,273,848	2,615,557
Rental of facilities and equipment	221,173	105,568	225,825	200,776	224,466	175,875	157,127	156,357	139,940	127,876
Investment earnings	893,351	927,444	1,079,642	1,304,926	1,118,105	798,186	286,520	256,657	128,000	116,500
Other sources	1,565,943	1,441,102	1,200,272	846,037	903,216	1,270,842	1,615,406	835,316	618,537	608,701
Contingency	-	-	-	-	-	-	-	-	2,910,000	2,110,000
Total revenues	56,085,419	55,911,689	61,892,815	68,084,430	65,008,150	64,527,875	64,115,238	62,303,636	68,075,745	64,669,696
Expenditures:										
Instruction	13,530,224	13,173,179	13,189,606	13,846,860	14,501,078	16,463,359	15,059,666	13,799,650	13,661,153	12,452,032
Academic support	4,251,553	4,420,752	4,395,695	3,983,924	5,198,580	5,286,908	5,252,260	4,838,282	5,571,763	4,663,706
Student services	3,155,622	3,022,823	3,044,141	3,601,816	3,485,166	3,498,848	3,503,858	3,292,376	3,128,556	3,408,895
Public services	2,674,942	2,354,271	2,415,202	1,860,080	1,998,132	1,608,411	1,830,318	2,105,863	1,996,777	1,487,123
Institutional support	10,670,858	11,596,747	14,813,037	14,690,134	14,836,636	15,374,758	14,554,732	13,511,414	17,597,569	17,675,033
Auxiliary services	3,567,283	3,303,955	3,472,459	3,766,883	3,706,401	3,680,744	7,129,152	3,428,892	3,152,168	2,458,452
Scholarships, student grants, and waivers	10,329,808	10,118,607	13,495,157	15,288,095	14,735,136	14,857,516	16,538,701	12,869,062	16,174,726	13,176,395
Operation of physical facilities	8,086,999	5,963,829	6,372,762	7,819,968	12,431,402	13,029,598	5,140,945	22,708,414	13,630,990	9,745,120
Contingency	-	-	-	-	-	-	-	-	3,265,000	1,600,000
Total expenditures	56,267,289	53,954,163	61,198,059	64,857,759	70,892,531	73,800,142	69,009,632	76,553,953	78,178,702	66,666,756
Excess (deficiency) of revenues over expenditures	(181,870)	1,957,526	694,756	3,226,671	(5,884,381)	(9,272,267)	(4,894,394)	(14,250,317)	(10,102,957)	(1,997,060)
Other financing sources (uses):										
Operating transfers in	1,744,787	1,782,941	(120,567)	2,956,586	1,044,940	239,687	100,000	1,600,669	665,000	-
Operating transfers out	(1,744,787)	(1,782,941)	120,567	(2,956,586)	(1,044,940)	(239,687)	(100,000)	(1,600,669)	(665,000)	-
Bond premium (discount)	86,682	-	-	-	-	874,052	-	-	-	15,000,000
Bond & debt certificate proceeds	8,600,000	-	20,000,000	-	-	20,000,000	-	-	-	-
Total other financing sources (uses)	8,686,682	-	20,000,000	-	-	20,874,052	-	-	-	15,000,000
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	8,504,812	1,957,526	20,694,756	3,226,671	(5,884,381)	11,601,785	(4,894,394)	(4,364,043)	(10,102,957)	13,002,940
Fund balance										
Beginning**	\$ 19,999,635	\$ 28,504,447	\$ 30,461,973	\$ 51,156,729	\$ 54,383,399	\$ 48,499,018	\$ 60,100,803	\$ 55,206,409	\$ 50,842,366	\$ 40,739,409
Ending**	\$ 28,504,447	\$ 30,461,973	\$ 51,156,729	\$ 54,383,399	\$ 48,499,018	\$ 60,100,803	\$ 55,206,409	\$ 50,842,366	\$ 40,739,409	\$ 53,742,349

* See Note 3, page 160.

**See Note 2, page 160.

**Black Hawk College
Combining All Funds
FY2017 Budget**

	Operating Funds				Audit Fund	Liability, Protection, and Settlement Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds						
Revenues:										
Local governmental sources										
Property taxes	\$ 6,508,150	\$ 3,791,950	\$ -	\$ -	\$ 37,000	\$ 2,144,000	\$ -	\$ 7,848,000	\$ 1,835,800	\$ 22,164,900
Corporate Personal Property Replacement Tax*	1,143,000	127,000	-	-	-	-	-	-	-	1,270,000
Total local government sources	7,651,150	3,918,950	-	-	37,000	2,144,000	-	7,848,000	1,835,800	23,434,900
State governmental sources	5,132,000	460,000	-	2,090,697	-	-	-	-	-	7,682,697
Federal governmental sources	36,760	-	-	11,174,654	-	-	-	-	-	11,211,414
Student tuition and fees	15,853,191	142,500	180,320	586,040	-	-	-	-	-	16,762,051
Sales and services	416,317	5,000	2,194,240	-	-	-	-	-	-	2,615,557
Rental of facilities and equipment	28,000	99,876	-	-	-	-	-	-	-	127,876
Investment earnings	25,000	6,500	1,000	-	-	9,000	60,000	-	15,000	116,500
Other sources	16,493	15,000	37,208	540,000	-	-	-	-	-	608,701
Contingency	210,000	100,000	100,000	1,300,000	-	-	-	-	400,000	2,110,000
Total revenues	29,368,911	4,747,826	2,512,768	15,691,391	37,000	2,153,000	60,000	7,848,000	2,250,800	64,669,696
Expenditures:										
Instruction	12,127,890	-	-	324,142	-	-	-	-	-	12,452,032
Academic support	3,645,656	-	-	1,018,050	-	-	-	-	-	4,663,706
Student services	2,791,211	-	-	617,684	-	-	-	-	-	3,408,895
Public services	655,717	-	-	831,406	-	-	-	-	-	1,487,123
Institutional support	6,874,039	-	-	2,139,000	76,500	1,192,494	-	6,433,000	960,000	17,675,033
Auxiliary services	-	-	2,458,452	-	-	-	-	-	-	2,458,452
Scholarships, student grants, and waivers	2,816,000	-	-	10,360,395	-	-	-	-	-	13,176,395
Operation of physical facilities	-	4,548,763	-	-	-	714,457	-	-	4,481,900	9,745,120
Contingency	200,000	425,000	100,000	475,000	-	-	-	-	400,000	1,600,000
Total expenditures	29,110,513	4,973,763	2,558,452	15,765,677	76,500	1,906,951	-	6,433,000	5,841,900	66,666,756
Excess (deficiency) of revenues over expenditures	258,398	(225,937)	(45,684)	(74,286)	(39,500)	246,049	60,000	1,415,000	(3,591,100)	(1,997,060)
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	-	-	-	-	-
Operating transfers out	-	-	-	-	-	-	-	-	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	15,000,000	15,000,000
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	-	-	-	-	-	-	-	-	15,000,000	15,000,000
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	258,398	(225,937)	(45,684)	(74,286)	(39,500)	246,049	60,000	1,415,000	11,408,900	13,002,940
Fund balance										
Beginning (estimated)**	\$ 10,285,424	\$ 1,420,895	\$ 395,939	\$ 1,539,220	\$ 75,655	\$ 2,400,690	\$ 12,632,437	\$ 2,909,841	\$ 18,721,448	\$ 40,739,409
Ending (estimated)**	\$ 10,543,822	\$ 1,194,958	\$ 350,255	\$ 1,464,934	\$ 36,155	\$ 2,646,739	\$ 12,692,437	\$ 4,324,841	\$ 30,130,348	\$ 53,742,349

*See Note 3, page 160.

**See Note 2, page 160.

**Black Hawk College
Combining All Funds
FY2016 Budget**

	Operating Funds				Audit Fund	Liability, Protection, and Settlement Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds						
Revenues:										
Local governmental sources										
Property taxes	\$ 6,247,500	\$ 3,178,500	\$ -	\$ -	\$ 21,979	\$ 1,950,000	\$ -	\$ 6,245,693	\$ 879,160	\$ 18,522,832
Corporate Personal Property Replacement Tax*	1,080,000	120,000	-	-	-	-	-	-	-	1,200,000
Total local government sources	7,327,500	3,298,500	-	-	21,979	1,950,000	-	6,245,693	879,160	19,722,832
State governmental sources	6,613,009	595,733	-	2,616,630	-	-	-	-	-	9,825,372
Federal governmental sources	35,800	-	-	13,376,384	-	-	-	-	-	13,412,184
Student tuition and fees	17,066,032	90,000	232,500	656,500	-	-	-	-	-	18,045,032
Sales and services	452,598	5,000	2,807,250	9,000	-	-	-	-	-	3,273,848
Rental of facilities and equipment	28,000	111,940	-	-	-	-	-	-	-	139,940
Investment earnings	25,000	6,000	1,000	-	-	-	60,000	-	36,000	128,000
Other sources	4,566	15,000	48,971	550,000	-	-	-	-	-	618,537
Contingency	410,000	250,000	250,000	1,000,000	-	-	-	-	1,000,000	2,910,000
Total revenues	31,962,505	4,372,173	3,339,721	18,208,514	21,979	1,950,000	60,000	6,245,693	1,915,160	68,075,745
Expenditures:										
Instruction	13,560,947	-	-	100,206	-	-	-	-	-	13,661,153
Academic support	3,907,227	-	-	1,664,536	-	-	-	-	-	5,571,763
Student services	2,805,429	-	-	323,127	-	-	-	-	-	3,128,556
Public services	836,362	-	-	1,160,415	-	-	-	-	-	1,996,777
Institutional support	7,129,080	-	-	1,030,000	60,000	1,132,796	-	6,245,693	2,000,000	17,597,569
Auxiliary services	-	-	3,152,168	-	-	-	-	-	-	3,152,168
Scholarships, student grants, and waivers	3,016,000	-	-	13,158,726	-	-	-	-	-	16,174,726
Operation of physical facilities	-	4,335,279	-	-	-	803,411	-	-	8,492,300	13,630,990
Contingency	1,025,000	270,000	250,000	720,000	-	-	-	-	1,000,000	3,265,000
Total expenditures	32,280,045	4,605,279	3,402,168	18,157,010	60,000	1,936,207	-	6,245,693	11,492,300	78,178,702
Excess (deficiency) of revenues over expenditures	(317,540)	(233,106)	(62,447)	51,504	(38,021)	13,793	60,000	-	(9,577,140)	(10,102,957)
Other financing sources (uses):										
Operating transfers in	400,000	265,000	-	-	-	-	-	-	-	665,000
Operating transfers out	-	-	-	-	-	-	(600,000)	-	(65,000)	(665,000)
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	400,000	265,000	-	-	-	-	(600,000)	-	(65,000)	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	82,460	31,894	(62,447)	51,504	(38,021)	13,793	(540,000)	-	(9,642,140)	(10,102,957)
Fund balance										
Beginning (estimated)**	\$ 10,202,964	\$ 1,389,001	\$ 458,386	\$ 1,487,716	\$ 113,676	\$ 2,386,897	\$ 13,172,437	\$ 2,909,841	\$ 18,721,448	\$ 50,842,366
Ending (estimated)**	\$ 10,285,424	\$ 1,420,895	\$ 395,939	\$ 1,539,220	\$ 75,655	\$ 2,400,690	\$ 12,632,437	\$ 2,909,841	\$ 9,079,308	\$ 40,739,409

*See Note 3, page 160.

**See Note 2, page 160.

**Black Hawk College
Combining All Funds
FY2015 Actual**

	Operating Funds				Audit Fund	Liability, Protection, and Settlement Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds						
Revenues:										
Local governmental sources										
Property taxes	\$ 6,192,491	\$ 3,444,467	\$ -	\$ -	\$ 14,440	\$ 2,044,147	\$ -	\$ 6,166,578	\$ 1,761,184	\$ 19,623,307
Corporate Personal Property Replacement Tax*	1,318,135	146,459	-	-	-	-	-	-	-	1,464,594
Total local government sources	7,510,626	3,590,926	-	-	14,440	2,044,147	-	6,166,578	1,761,184	21,087,901
State governmental sources	6,839,654	612,978	-	2,780,777	-	-	-	-	-	10,233,409
Federal governmental sources	40,699	-	-	9,249,712	-	-	-	-	-	9,290,411
Student tuition and fees	15,717,756	94,568	216,263	703,632	-	-	-	-	-	16,732,219
Sales and services	450,463	5,526	2,962,757	292,620	-	-	-	-	-	3,711,366
Rental of facilities and equipment	30,835	125,522	-	-	-	-	-	-	-	156,357
Investment earnings	36,427	5,429	503	-	560	9,606	65,685	9,505	128,942	256,657
Other sources	51,903	18,126	117,727	624,869	-	3,185	-	-	19,506	835,316
Contingency	-	-	-	-	-	-	-	-	-	-
Total revenues	30,678,363	4,453,075	3,297,250	13,651,610	15,000	2,056,938	65,685	6,176,083	1,909,632	62,303,636
Expenditures:										
Instruction	13,067,366	-	-	684,210	-	-	-	-	48,074	13,799,650
Academic support	3,662,093	-	-	1,153,545	-	-	-	-	22,644	4,838,282
Student services	2,698,720	-	-	593,656	-	-	-	-	-	3,292,376
Public services	809,283	-	-	1,296,580	-	-	-	-	-	2,105,863
Institutional support	4,877,634	-	-	392,481	36,602	1,165,777	-	6,345,788	693,132	13,511,414
Auxiliary services	-	-	3,316,760	112,132	-	-	-	-	-	3,428,892
Scholarships, student grants, and waivers	3,534,248	-	-	9,334,814	-	-	-	-	-	12,869,062
Operation of physical facilities	-	4,043,198	-	3,923	-	769,304	-	-	17,891,989	22,708,414
Contingency	-	-	-	-	-	-	-	-	-	-
Total expenditures	28,649,344	4,043,198	3,316,760	13,571,341	36,602	1,935,081	-	6,345,788	18,655,839	76,553,953
Excess (deficiency) of revenues over expenditures	2,029,019	409,877	(19,510)	80,269	(21,602)	121,857	65,685	(169,705)	(16,746,207)	(14,250,317)
Other financing sources (uses):										
Operating transfers in	-	35,669	-	775,000	-	-	-	-	790,000	1,600,669
Operating transfers out	(1,300,000)	(265,000)	-	-	-	-	-	-	(35,669)	(1,600,669)
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	9,355,000	9,355,000
Bond Premium (Discount)	-	-	-	-	-	-	-	-	531,274	531,274
Total other financing sources (uses)	(1,300,000)	(229,331)	-	775,000	-	-	-	-	10,640,605	9,886,274
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	729,019	180,546	(19,510)	855,269	(21,602)	121,857	65,685	(169,705)	(6,105,602)	(4,364,043)
Fund balance										
Beginning	\$ 9,473,945	\$ 1,208,455	\$ 477,896	\$ 632,447	\$ 135,278	\$ 2,265,040	\$ 13,106,752	\$ 3,079,546	\$ 24,827,050	\$ 55,206,409
Ending	\$ 10,202,964	\$ 1,389,001	\$ 458,386	\$ 1,487,716	\$ 113,676	\$ 2,386,897	\$ 13,172,437	\$ 2,909,841	\$ 18,721,448	\$ 50,842,366

*See Note 3, page 160.

**Black Hawk College
Combining All Funds
FY2014 Actual**

	Operating Funds				Audit Fund	Liability, Protection, and Settlement Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds						
Revenues:										
Local governmental sources										
Property taxes	\$ 6,074,408	\$ 3,383,669	\$ -	\$ -	\$ 21,377	\$ 1,918,221	\$ -	\$ 6,278,922	\$ 1,785,894	\$ 19,462,491
Corporate Personal Property Replacement Tax*	1,225,645	136,183	-	-	-	-	-	-	-	1,361,828
Other	3,723	-	-	-	-	-	-	-	406,000	409,723
Total local government sources	7,303,776	3,519,852	-	-	21,377	1,918,221	-	6,278,922	2,191,894	21,234,042
State governmental sources	6,830,531	623,656	-	2,438,463	-	-	-	-	299,694	10,192,344
Federal governmental sources	35,967	-	-	9,959,957	-	-	-	-	0	9,995,924
Student tuition and fees	15,929,809	104,427	231,005	761,601	-	-	-	-	0	17,026,842
Sales and services	528,667	5,079	2,910,423	162,864	-	-	-	-	-	3,607,033
Rental of facilities and equipment	39,679	117,448	-	-	-	-	-	-	-	157,127
Investment earnings	28,799	5,981	1,226	-	854	40,595	63,929	9,034	136,102	286,520
Other sources	82,457	13,885	76,796	629,913	-	-	-	-	812,355	1,615,406
Contingency	-	-	-	-	-	-	-	-	-	-
Total revenues	30,779,685	4,390,328	3,219,450	13,952,798	22,231	1,958,816	63,929	6,287,956	3,440,045	64,115,238
Expenditures:										
Instruction	13,606,894	-	-	713,347	-	-	-	-	739,425	15,059,666
Academic support	4,039,615	-	-	981,002	-	-	-	-	231,643	5,252,260
Student services	2,797,905	-	-	705,953	-	-	-	-	-	3,503,858
Public services	800,720	-	-	1,029,598	-	-	-	-	-	1,830,318
Institutional support	5,795,148	-	-	404,408	87,175	1,268,493	-	6,182,133	817,375	14,554,732
Auxiliary services	3,548,360	-	3,454,672	126,120	-	-	-	-	-	7,129,152
Scholarships, student grants, and waivers	-	-	-	9,951,288	-	-	-	-	6,587,413	16,538,701
Operation of physical facilities	-	4,311,292	-	2,230	-	827,423	-	-	-	5,140,945
Contingency	-	-	-	-	-	-	-	-	-	-
Total expenditures	30,588,642	4,311,292	3,454,672	13,913,946	87,175	2,095,916	-	6,182,133	8,375,856	69,009,632
Excess (deficiency) of revenues over expenditures	191,043	79,036	(235,222)	38,852	(64,944)	(137,100)	63,929	105,823	(4,935,811)	(4,894,394)
Other financing sources (uses):										
Operating transfers in	-	-	1,774	98,226	-	-	-	-	-	100,000
Operating transfers out	(100,000)	-	-	-	-	-	-	-	-	(100,000)
Total other financing sources (uses)	(100,000)	-	1,774	98,226	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	91,043	79,036	(233,448)	137,078	(64,944)	(137,100)	63,929	105,823	(4,935,811)	(4,894,394)
Fund balance										
Beginning	\$ 9,382,902	\$ 1,129,419	\$ 711,344	\$ 495,369	\$ 200,222	\$ 2,402,140	\$ 13,042,823	\$ 2,973,723	\$ 29,762,861	\$ 60,100,803
Ending	\$ 9,473,945	\$ 1,208,455	\$ 477,896	\$ 632,447	\$ 135,278	\$ 2,265,040	\$ 13,106,752	\$ 3,079,546	\$ 24,827,050	\$ 55,206,409

*See Note 3, page 160.

**Black Hawk College
Combining All Funds
FY2013 Actual**

	Operating Funds					Liability, Protection, and Settlement Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds	Audit Fund					
Revenues:										
Local governmental sources										
Property taxes	\$ 5,710,033	\$ 3,286,292	\$ -	\$ -	\$ 70,576	\$ 2,288,704	\$ -	\$ 5,912,910	\$ 1,774,561	\$ 19,043,076
Corporate Personal Property Replacement Tax*	1,211,566	134,618	-	-	-	-	-	-	-	1,346,184
Other	10,260	-	-	-	-	49,895	-	-	-	60,155
Total local government sources	6,931,859	3,420,910	-	-	70,576	2,338,599	-	5,912,910	1,774,561	20,449,415
State governmental sources	6,926,421	626,875	-	2,009,635	-	-	-	-	-	9,562,931
Federal governmental sources	59,381	-	-	10,039,690	-	-	-	-	-	10,099,071
Student tuition and fees	16,767,777	84,140	355,431	904,170	-	-	-	-	-	18,111,518
Sales and services	681,195	10,622	3,148,986	219,234	-	-	-	-	-	4,060,037
Rental of facilities and equipment	35,110	140,765	-	-	-	-	-	-	-	175,875
Investment earnings	201,725	60	-	-	-	-	352,468	135	243,798	798,186
Other sources	126,188	19,377	85,077	821,437	-	-	-	-	218,763	1,270,842
Contingency	-	-	-	-	-	-	-	-	-	-
Total revenues	31,729,656	4,302,749	3,589,494	13,994,166	70,576	2,338,599	352,468	5,913,045	2,237,122	64,527,875
Expenditures:										
Instruction	13,630,315	-	-	617,391	-	-	-	-	2,215,653	16,463,359
Academic support	4,007,456	-	-	1,272,563	-	-	-	-	6,889	5,286,908
Student services	2,726,649	-	-	755,244	-	-	-	-	16,955	3,498,848
Public services	778,885	-	-	829,526	-	-	-	-	-	1,608,411
Institutional support	5,468,933	-	-	179,896	82,262	1,514,576	-	5,661,021	2,468,070	15,374,758
Auxiliary services	-	-	3,580,825	99,919	-	-	-	-	-	3,680,744
Scholarships, student grants, and waivers	4,845,551	-	-	10,011,965	-	-	-	-	-	14,857,516
Operation of physical facilities	-	4,063,062	-	16,682	-	943,736	-	-	8,006,118	13,029,598
Contingency	-	-	-	-	-	-	-	-	-	-
Total expenditures	31,457,789	4,063,062	3,580,825	13,783,186	82,262	2,458,312	-	5,661,021	12,713,685	73,800,142
Excess (deficiency) of revenues over expenditures	271,867	239,687	8,669	210,980	(11,686)	(119,713)	352,468	252,024	(10,476,563)	(9,272,267)
Other financing sources (uses):										
Operating transfers in	(271,867)	-	-	190,105	-	-	-	-	321,449	239,687
Operating transfers out	-	(239,687)	-	-	-	-	-	-	-	(239,687)
Bond premium (discount)	-	-	-	-	-	-	-	-	874,052	874,052
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	20,000,000	20,000,000
Total other financing sources (uses)	(271,867)	(239,687)	-	190,105	-	-	-	-	21,195,501	20,874,052
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	-	-	8,669	401,085	(11,686)	(119,713)	352,468	252,024	10,718,938	11,601,785
Fund balance										
Beginning	\$ 9,382,902	\$ 1,129,419	\$ 702,675	\$ 94,284	\$ 211,908	\$ 2,521,853	\$ 12,690,355	\$ 2,721,699	\$ 19,043,923	\$ 48,499,018
Ending	\$ 9,382,902	\$ 1,129,419	\$ 711,344	\$ 495,369	\$ 200,222	\$ 2,402,140	\$ 13,042,823	\$ 2,973,723	\$ 29,762,861	\$ 60,100,803

*See Note 3, page 160.

**Black Hawk College
Combining All Funds
FY2012 Actual**

	Operating Funds				Audit Fund	Liability, Protection, and Settlement Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance, Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds						
Revenues:										
Local governmental sources										
Property taxes	\$ 5,734,404	\$ 3,268,078	\$ -	\$ -	\$ 95,243	\$ 2,677,247	\$ -	\$ 5,452,397	\$ 1,763,407	\$ 18,990,776
Corporate Personal Property Replacement Tax*	1,185,783	131,754	-	-	-	-	-	-	-	1,317,537
Other	12,426	-	-	2,486	-	-	-	-	-	14,912
Total local government sources	6,932,613	3,399,832	-	2,486	95,243	2,677,247	-	5,452,397	1,763,407	20,323,225
State governmental sources	6,824,093	627,724	-	3,126,867	-	-	-	-	-	10,578,684
Federal governmental sources	39,270	-	-	10,835,832	-	-	-	-	-	10,875,102
Student tuition and fees	15,861,891	90,370	375,710	590,914	-	-	-	-	-	16,918,885
Sales and services	614,443	9,861	3,304,496	137,667	-	-	-	-	-	4,066,467
Rental of facilities and equipment	32,484	61,012	-	-	-	-	-	-	130,970	224,466
Investment earnings	285,269	-	-	-	-	-	414,619	48,280	369,937	1,118,105
Other sources	69,472	16,256	89,915	701,673	-	-	-	-	25,900	903,216
Contingency	-	-	-	-	-	-	-	-	-	-
Total revenues	30,659,535	4,205,055	3,770,121	15,395,439	95,243	2,677,247	414,619	5,500,677	2,290,214	65,008,150
Expenditures:										
Instruction	13,648,546	-	-	616,011	-	-	-	-	236,521	14,501,078
Academic support	3,933,385	-	-	1,230,357	-	-	-	-	34,838	5,198,580
Student services	2,650,593	-	-	834,573	-	-	-	-	-	3,485,166
Public services	621,876	-	-	1,360,981	-	-	-	-	15,275	1,998,132
Institutional support	6,462,892	-	-	384,832	56,100	1,245,344	-	5,439,013	1,248,455	14,836,636
Auxiliary services	-	-	3,562,951	143,450	-	-	-	-	-	3,706,401
Scholarships, student grants, and waivers	3,648,898	-	-	11,086,238	-	-	-	-	-	14,735,136
Operation of physical facilities	-	3,844,538	-	38,528	-	862,122	-	-	7,686,214	12,431,402
Contingency	-	-	-	-	-	-	-	-	-	-
Total expenditures	30,966,190	3,844,538	3,562,951	15,694,970	56,100	2,107,466	-	5,439,013	9,221,303	70,892,531
Excess (deficiency) of revenues over expenditures	(306,655)	360,517	207,170	(299,531)	39,143	569,781	414,619	61,664	(6,931,089)	(5,884,381)
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	-	-	-	1,044,940	1,044,940
Operating transfers out	-	-	-	(1,000,000)	-	-	-	(44,940)	-	(1,044,940)
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	-	-	-	(1,000,000)	-	-	-	(44,940)	1,044,940	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	(306,655)	360,517	207,170	(1,299,531)	39,143	569,781	414,619	16,724	(5,886,149)	(5,884,381)
Fund balance										
Beginning	\$ 9,689,557	\$ 768,902	\$ 495,505	\$ 1,393,815	\$ 172,765	\$ 1,952,072	\$ 12,275,736	\$ 2,704,975	\$ 24,930,072	\$ 54,383,399
Ending	\$ 9,382,902	\$ 1,129,419	\$ 702,675	\$ 94,284	\$ 211,908	\$ 2,521,853	\$ 12,690,355	\$ 2,721,699	\$ 19,043,923	\$ 48,499,018

*See Note 3, page 160.

**Black Hawk College
Combining All Funds
FY2011 Actual**

	Operating Funds				Audit Fund	Liability, Protection, and Settlement Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance, Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds						
Revenues:										
Local governmental sources										
Property taxes	\$ 5,513,704	\$ 3,175,694	\$ -	\$ -	\$ 89,620	\$ 2,469,190	\$ -	\$ 5,444,629	\$ 1,716,695	\$ 18,409,532
Corporate Personal Property Replacement Tax*	1,288,994	143,222	-	-	-	-	-	-	-	1,432,216
Other	-	-	-	3,680	-	-	-	-	-	3,680
Total local government sources	6,802,698	3,318,916	-	3,680	89,620	2,469,190	-	5,444,629	1,716,695	19,845,428
State governmental sources	7,150,954	627,724	-	3,918,694	-	-	-	-	-	11,697,372
Federal governmental sources	19,838	-	-	11,922,068	-	-	-	-	-	11,941,906
Student tuition and fees	16,939,482	90,812	405,444	610,285	-	-	-	-	-	18,046,023
Sales and services	562,531	10,614	3,512,545	115,984	-	288	-	-	-	4,201,962
Rental of facilities and equipment	34,528	166,230	18	-	-	-	-	-	-	200,776
Investment earnings	307,366	-	-	-	-	-	435,352	54,878	507,330	1,304,926
Other sources	43,514	30,423	91,916	676,915	-	3,269	-	-	-	846,037
Contingency	-	-	-	-	-	-	-	-	-	-
Total revenues	31,860,911	4,244,719	4,009,923	17,247,626	89,620	2,472,747	435,352	5,499,507	2,224,025	68,084,430
Expenditures:										
Instruction	13,178,507	-	-	668,353	-	-	-	-	-	13,846,860
Academic support	2,773,779	-	-	1,210,145	-	-	-	-	-	3,983,924
Student services	2,559,424	-	-	1,034,261	-	-	-	-	8,131	3,601,816
Public services	585,213	-	-	1,274,867	-	-	-	-	-	1,860,080
Institutional support	6,904,703	-	-	259,364	67,100	1,321,256	-	5,297,388	840,323	14,690,134
Auxiliary services	-	-	3,658,121	108,762	-	-	-	-	-	3,766,883
Scholarships, student grants, and waivers	3,929,819	-	-	11,358,276	-	-	-	-	-	15,288,095
Operation of physical facilities	-	3,756,879	-	22,105	-	772,441	-	-	3,268,543	7,819,968
Contingency	-	-	-	-	-	-	-	-	-	-
Total expenditures	29,931,445	3,756,879	3,658,121	15,936,133	67,100	2,093,697	-	5,297,388	4,116,997	64,857,759
Excess (deficiency) of revenues over expenditures	1,929,466	487,840	351,802	1,311,493	22,520	379,050	435,352	202,119	(1,892,972)	3,226,671
Other financing sources (uses):										
Operating transfers in	-	-	-	45,000	-	-	-	-	2,911,586	2,956,586
Operating transfers out	(1,929,466)	(487,840)	-	-	-	-	(400,000)	(139,280)	-	(2,956,586)
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	(1,929,466)	(487,840)	-	45,000	-	-	(400,000)	(139,280)	2,911,586	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	-	-	351,802	1,356,493	22,520	379,050	35,352	62,839	1,018,614	3,226,671
Fund balance										
Beginning	\$ 9,689,557	\$ 768,902	\$ 143,703	\$ 37,322	\$ 150,245	\$ 1,573,022	\$ 12,240,384	\$ 2,642,136	\$ 23,911,458	\$ 51,156,729
Ending	\$ 9,689,557	\$ 768,902	\$ 495,505	\$ 1,393,815	\$ 172,765	\$ 1,952,072	\$ 12,275,736	\$ 2,704,975	\$ 24,930,072	\$ 54,383,399

*See Note 3, page 160.

**Black Hawk College
Combining All Funds
FY2010 Actual**

	Operating Funds				Audit Fund	Liability, Protection, and Settlement Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance, Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds						
Revenues:										
Local governmental sources										
Property taxes	\$ 5,346,030	\$ 3,106,020	\$ -	\$ -	\$ 87,363	\$ 2,288,655	\$ -	\$ 5,466,013	\$ 1,673,228	\$ 17,967,309
Corporate Personal Property Replacement Tax*	993,966	110,441	-	-	-	-	-	-	-	1,104,407
Other	-	-	-	12,576	-	-	-	-	-	12,576
Total local government sources	6,339,996	3,216,461	-	12,576	87,363	2,288,655	-	5,466,013	1,673,228	19,084,292
State governmental sources	7,567,082	621,534	-	2,888,358	-	-	-	-	-	11,076,974
Federal governmental sources	167,041	-	-	9,942,963	-	-	-	-	-	10,110,004
Student tuition and fees	14,237,667	86,864	240,112	542,492	-	-	-	-	-	15,107,135
Sales and services	534,808	12,195	3,326,337	135,331	-	-	-	-	-	4,008,671
Rental of facilities and equipment	36,308	189,517	-	-	-	-	-	-	-	225,825
Investment earnings	305,464	-	-	-	-	-	420,400	62,113	291,665	1,079,642
Other sources	47,894	24,196	59,506	1,065,076	-	-	-	-	3,600	1,200,272
Contingency	-	-	-	0	-	-	-	-	-	-
Total revenues	29,236,260	4,150,767	3,625,955	14,586,796	87,363	2,288,655	420,400	5,528,126	1,968,493	61,892,815
Expenditures:										
Instruction	12,606,764	-	-	582,842	-	-	-	-	-	13,189,606
Academic support	3,081,917	-	-	1,313,778	-	-	-	-	-	4,395,695
Student services	2,039,604	-	-	863,466	-	-	-	-	141,071	3,044,141
Public services	520,442	-	-	1,894,760	-	-	-	-	-	2,415,202
Institutional support	6,065,879	-	-	162,993	59,250	1,222,660	-	5,656,913	1,645,342	14,813,037
Auxiliary services	-	-	3,407,829	64,630	-	-	-	-	-	3,472,459
Scholarships, student grants, and waivers	3,703,366	-	-	9,791,791	-	-	-	-	-	13,495,157
Operation of physical facilities	-	3,482,488	-	12,278	-	720,475	-	-	2,157,521	6,372,762
Contingency	-	-	-	-	-	-	-	-	-	-
Total expenditures	28,017,972	3,482,488	3,407,829	14,686,538	59,250	1,943,135	-	5,656,913	3,943,934	61,198,059
Excess (deficiency) of revenues over expenditures	1,218,288	668,279	218,126	(99,742)	28,113	345,520	420,400	(128,787)	(1,975,441)	694,756
Other financing sources (uses):										
Operating transfers in	(126,074)	-	-	5,507	-	-	-	-	-	(120,567)
Operating transfers out	-	-	-	(5,507)	-	-	-	68,741	57,333	120,567
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	20,000,000	20,000,000
Total other financing sources (uses)	(126,074)	-	-	-	-	-	-	68,741	20,057,333	20,000,000
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	1,092,214	668,279	218,126	(99,742)	28,113	345,520	420,400	(60,046)	18,081,892	20,694,756
Fund balance										
Beginning	\$ 8,597,343	\$ 100,623	\$ (74,423)	\$ 137,064	\$ 122,132	\$ 1,227,502	\$ 11,819,984	\$ 2,702,182	\$ 5,829,566	\$ 30,461,973
Ending	\$ 9,689,557	\$ 768,902	\$ 143,703	\$ 37,322	\$ 150,245	\$ 1,573,022	\$ 12,240,384	\$ 2,642,136	\$ 23,911,458	\$ 51,156,729

* See Note 3, page 160.

**Black Hawk College
Combining All Funds
FY2009 Actual**

	Operating Funds				Audit Fund	Liability, Protection, and Settlement Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance, Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds						
Revenues:										
Local governmental sources										
Property taxes	\$ 5,221,182	\$ 3,039,078	\$ -	\$ -	\$ 84,995	\$ 2,306,022	\$ -	\$ 4,707,582	\$ 1,634,464	\$ 16,993,323
Corporate Personal Property Replacement Tax*	1,228,648	136,516	-	-	-	-	-	-	-	1,365,164
Other	-	-	-	6,901	-	-	-	-	-	6,901
Total local government sources	6,449,830	3,175,594	-	6,901	84,995	2,306,022	-	4,707,582	1,634,464	18,365,388
State governmental sources	7,820,357	650,808	-	3,182,614	-	-	-	-	-	11,653,779
Federal governmental sources	35,345	-	-	7,015,502	-	-	-	-	-	7,050,847
Student tuition and fees	12,024,189	86,552	223,563	393,211	-	-	-	-	-	12,727,515
Sales and services	538,596	7,357	2,946,599	147,494	-	-	-	-	-	3,640,046
Rental of facilities and equipment	46,743	58,825	-	-	-	-	-	-	-	105,568
Investment earnings	240,985	-	-	10,495	-	-	406,004	40,115	229,845	927,444
Other sources	55,136	26,895	85,313	1,273,758	-	-	-	-	-	1,441,102
Total revenues	27,211,181	4,006,031	3,255,475	12,029,975	84,995	2,306,022	406,004	4,747,697	1,864,309	55,911,689
Expenditures:										
Instruction	12,493,716	-	-	679,463	-	-	-	-	-	13,173,179
Academic support	3,096,199	-	-	1,324,553	-	-	-	-	-	4,420,752
Student services	2,157,344	-	-	865,479	-	-	-	-	-	3,022,823
Public services	583,035	-	-	1,771,236	-	-	-	-	-	2,354,271
Institutional support	4,984,074	-	-	41,611	60,420	1,190,072	-	3,810,784	1,509,786	11,596,747
Auxiliary services	-	-	3,197,627	106,328	-	-	-	-	-	3,303,955
Scholarships, student grants, and waivers	2,806,458	-	-	7,312,149	-	-	-	-	-	10,118,607
Operation of physical facilities	-	3,591,812	-	35,571	-	717,806	-	-	1,618,640	5,963,829
Total expenditures	26,120,826	3,591,812	3,197,627	12,136,390	60,420	1,907,878	-	3,810,784	3,128,426	53,954,163
Excess (deficiency) of revenues over expenditures	1,090,355	414,219	57,848	(106,415)	24,575	398,144	406,004	936,913	(1,264,117)	1,957,526
Other financing sources (uses):										
Operating transfers in	1,782,941	-	-	-	-	-	-	-	-	1,782,941
Operating transfers out	-	-	-	(1,782,941)	-	-	-	-	-	(1,782,941)
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	1,782,941	-	-	(1,782,941)	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	2,873,296	414,219	57,848	(1,889,356)	24,575	398,144	406,004	936,913	(1,264,117)	1,957,526
Fund balance										
Beginning	\$ 5,724,047	\$ (313,596)	\$ (132,271)	\$ 2,026,420	\$ 97,557	\$ 829,358	\$ 11,413,980	\$ 1,765,269	\$ 7,093,683	\$ 28,504,447
Ending	\$ 8,597,343	\$ 100,623	\$ (74,423)	\$ 137,064	\$ 122,132	\$ 1,227,502	\$ 11,819,984	\$ 2,702,182	\$ 5,829,566	\$ 30,461,973

* See Note 3, page 160.

**Black Hawk College
Combining All Funds
FY2008 Actual**

	Operating Funds				Audit Fund	Liability, Protection, and Settlement Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance, Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds						
Revenues:										
Local governmental sources										
Property taxes	\$ 5,057,170	\$ 2,954,545	\$ -	\$ -	\$ 76,157	\$ 2,301,799	\$ -	\$ 3,214,755	\$ 1,572,099	\$ 15,176,525
Tuition chargeback	(1,702)	-	-	-	-	-	-	-	-	(1,702)
Other	-	-	-	5,705	-	-	-	-	-	5,705
Total local government sources	5,055,468	2,954,545	-	5,705	76,157	2,301,799	-	3,214,755	1,572,099	15,180,528
State governmental sources	9,577,303	814,180	-	3,739,575	-	-	-	-	23,542	14,154,600
Federal governmental sources	57,231	-	-	7,442,106	-	-	-	-	-	7,499,337
Student tuition and fees	11,982,184	95,162	233,254	351,705	-	-	-	-	-	12,662,305
Sales and services	579,114	6,557	3,234,537	87974	-	-	-	-	-	3,908,182
Rental of facilities and equipment	52,208	168,965	-	-	-	-	-	-	-	221,173
Investment earnings	189,172	-	-	68,577	-	-	351,588	31,313	252,701	893,351
Other sources	22,224	25,487	94,907	1,423,325	-	-	-	-	-	1,565,943
Total revenues	27,514,904	4,064,896	3,562,698	13,118,967	76,157	2,301,799	351,588	3,246,068	1,848,342	56,085,419
Expenditures:										
Instruction	12,848,964	-	-	681,260	-	-	-	-	-	13,530,224
Academic support	3,035,611	-	-	1,215,942	-	-	-	-	-	4,251,553
Student services	2,148,194	-	-	1,007,428	-	-	-	-	-	3,155,622
Public services	563,244	-	-	2,111,698	-	-	-	-	-	2,674,942
Institutional support	5,665,745	-	-	270,284	56,500	1,196,139	-	2,403,474	1,078,716	10,670,858
Auxiliary services	-	-	3,528,921	38,362	-	-	-	-	-	3,567,283
Scholarships, student grants, and waivers	2,589,367	-	-	7,740,441	-	-	-	-	-	10,329,808
Operation of physical facilities	-	3,517,973	-	140,007	-	742,124	-	-	3,686,895	8,086,999
Total expenditures	26,851,125	3,517,973	3,528,921	13,205,422	56,500	1,938,263	-	2,403,474	4,765,611	56,267,289
Excess (deficiency) of revenues over expenditures	663,779	546,923	33,777	(86,455)	19,657	363,536	351,588	842,594	(2,917,269)	(181,870)
Other financing sources (uses):										
Operating transfers in	1,600,000	-	-	52,787	-	-	-	92,000	-	1,744,787
Operating transfers out	(52,787)	-	-	(1,692,000)	-	-	-	-	-	(1,744,787)
Bond premium (discount)	-	-	-	-	-	-	(56,540)	-	143,222	86,682
Bond & debt certificate proceeds	-	-	-	-	-	-	4,100,000	-	4,500,000	8,600,000
Total other financing sources (uses)	1,547,213	-	-	(1,639,213)	-	-	4,043,460	92,000	4,643,222	8,686,682
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	2,210,992	546,923	33,777	(1,725,668)	19,657	363,536	4,395,048	934,594	1,725,953	8,504,812
Fund balance										
Beginning*	\$ 3,513,055	\$ (860,519)	\$ (166,048)	\$ 3,752,088	\$ 77,900	\$ 465,822	\$ 7,018,932	\$ 830,675	\$ 5,367,730	\$ 19,999,635
Ending	\$ 5,724,047	\$ (313,596)	\$ (132,271)	\$ 2,026,420	\$ 97,557	\$ 829,358	\$ 11,413,980	\$ 1,765,269	\$ 7,093,683	\$ 28,504,447

*See Note 2, page 160.

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Black Hawk College Fiscal Year 2017 Budget

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

Overview

The General Fund is budgeted to end FY2017 with a \$32,461 excess.

Total revenue in the General Fund is budgeted to decrease by \$2,217,941 or 6.10% from the FY2016 Budget and is comprised of the following changes:

- 9.27% increase in Property Tax revenue associated with an 1.5% increased EAV and an increase in the tax levy
- 22.43% decrease in State Sources revenue as a result of projected decreases of FY2016 actual in both State Credit Hour and Equalization grant appropriations
- 6.76% decrease in Tuition & Fee revenue based on increased tuition and a decrease in enrollment
- 7.93% decrease in Sales & Service revenues associated with decreased business and community education training

Total expenditures in the General Fund are budgeted to decrease \$2,801,048 or 7.59% from the FY2016 Budget and are comprised of the following changes:

- 6.48% decrease in Salaries as a result of personnel reductions and restructuring
- 6.64% decrease in Benefits as a result of personnel reductions and projected claims for FY2017
- 4.71% decrease in Contractual Services to better reflect reductions of actual activity
- 8.51% decrease in Materials & Supplies to better reflect reductions of actual activity
- 17.21% decrease in Conferences & Meetings due to reductions in allowed expenditures
- 122.92% increase in Fixed Charges associated with the remaining term of the existing lease of the Illinois WorkNet Center building
- 6.09% increase in Utilities expense due to the addition of new facilities

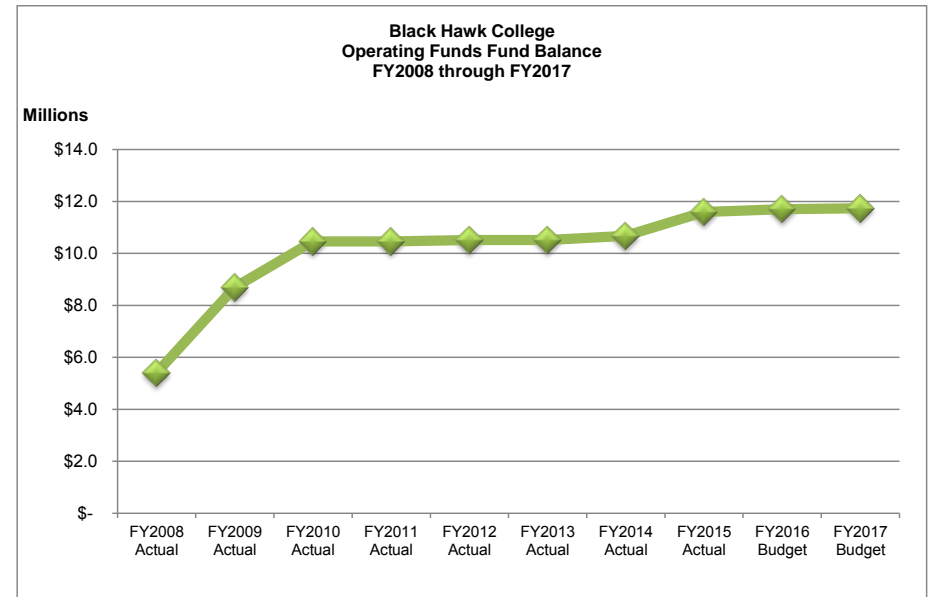
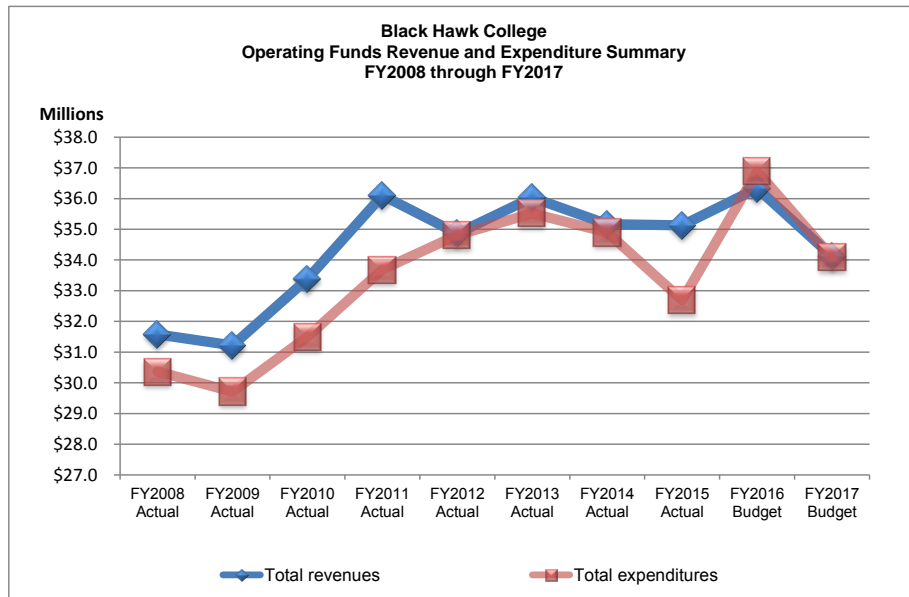
Overall Trend

Total revenue is projected to increase \$2,536,937 or 8.03% from FY2008 actual, driven primarily by a 32.44% increase in Tuition & Fees, a 28.56% increase in Property Tax revenue, and partially offset by a 46.19% decrease in State Funding. State Funding decrease is partially affected by the reporting change made in FY2009 for CPPRT revenue, which is now classified as local source revenue.

Total expenditures are projected to increase \$3,715,178 or 12.23% from FY2008 actual, driven primarily by a 10.10% increase in Salaries and Benefits, a 25.22% increase in Conferences and Meetings, a 15.33% increase in Materials and Supplies, a 8.75% increase in Scholarships, Grants, and Waivers, and offset by a 27.53% decrease in fixed charges.

**Black Hawk College
Operating Funds Revenue and Expenditure Summary
FY2008 through FY2017**

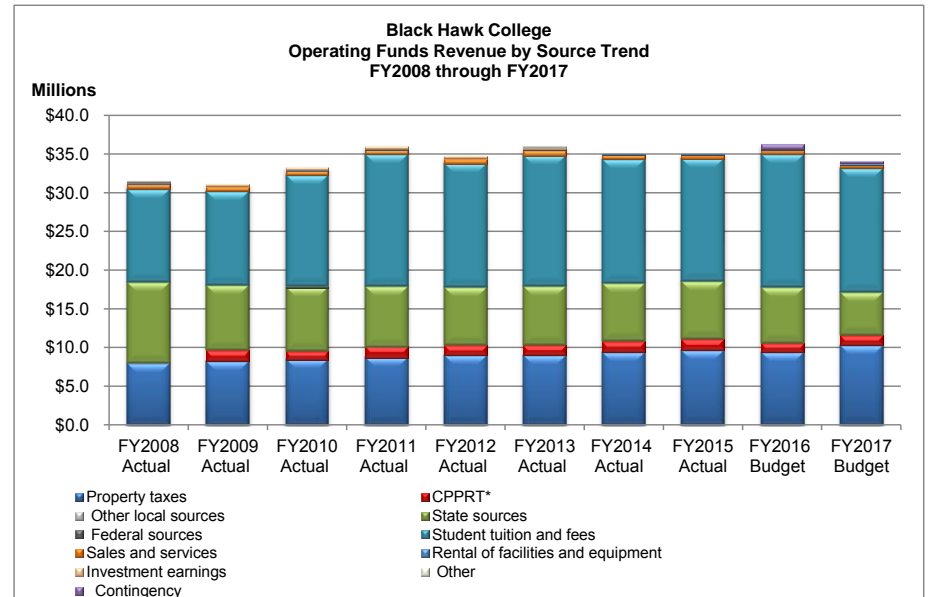
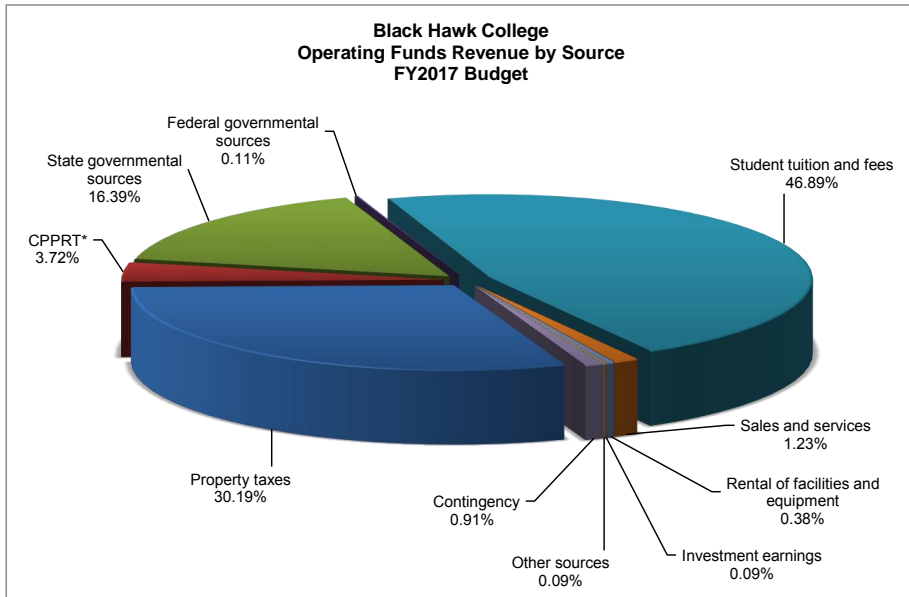
	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Total revenues	\$ 31,579,800	\$ 31,217,212	\$ 33,387,026	\$ 36,105,630	\$ 34,864,590	\$ 36,032,405	\$ 35,170,013	\$ 35,131,438	\$ 36,334,678	\$ 34,116,737
Total expenditures	30,369,097	29,712,638	31,500,460	33,688,324	34,810,728	35,520,851	34,899,934	32,692,542	36,885,324	34,084,276
Excess (deficiency) of revenues over expenditures	1,210,703	1,504,574	1,886,566	2,417,306	53,862	511,554	270,079	2,438,896	(550,646)	32,461
Other financing sources (uses):										
Operating transfers in	1,600,000	1,782,941	-	-	-	-	-	35,669	665,000	-
Operating transfers out	(52,787)	-	(126,074)	(2,417,306)	-	(511,554)	(100,000)	(1,565,000)	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	1,547,213	1,782,941	(126,074)	(2,417,306)	-	(511,554)	(100,000)	(1,529,331)	665,000	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	\$ 2,757,916	\$ 3,287,515	\$ 1,760,492	\$ -	\$ 53,862	\$ -	\$ 170,079	\$ 909,565	\$ 114,354	\$ 32,461
Fund balance										
Beginning*	\$ 2,652,536	\$ 5,410,452	\$ 8,697,967	\$ 10,458,459	\$ 10,458,459	\$ 10,512,321	\$ 10,512,321	\$ 10,682,400	\$ 11,591,965	\$ 11,706,319
Ending*	\$ 5,410,452	\$ 8,697,967	\$ 10,458,459	\$ 10,458,459	\$ 10,512,321	\$ 10,512,321	\$ 10,682,400	\$ 11,591,965	\$ 11,706,319	\$ 11,738,780



* See Note 2, page 160.

Black Hawk College Operating Funds Revenue by Source FY2008 through FY2017

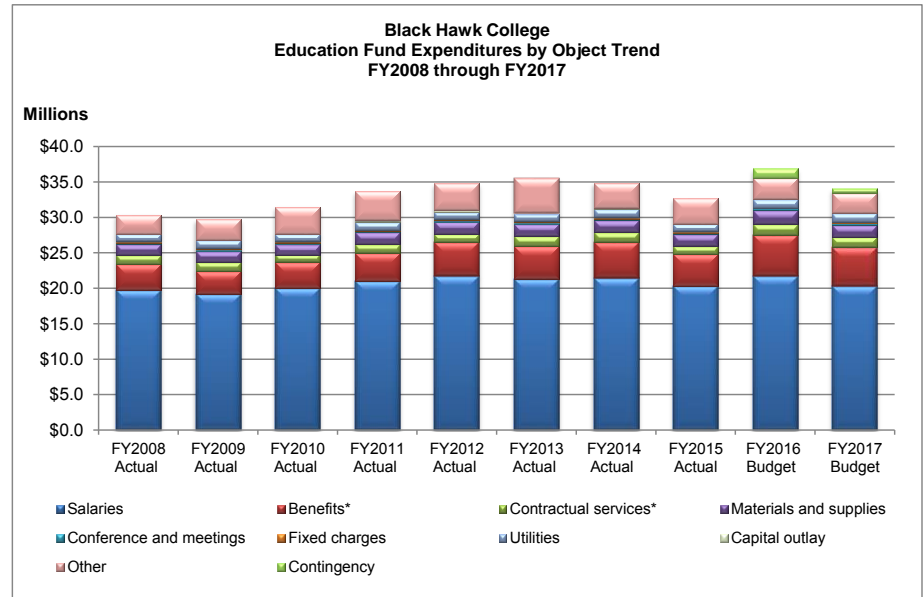
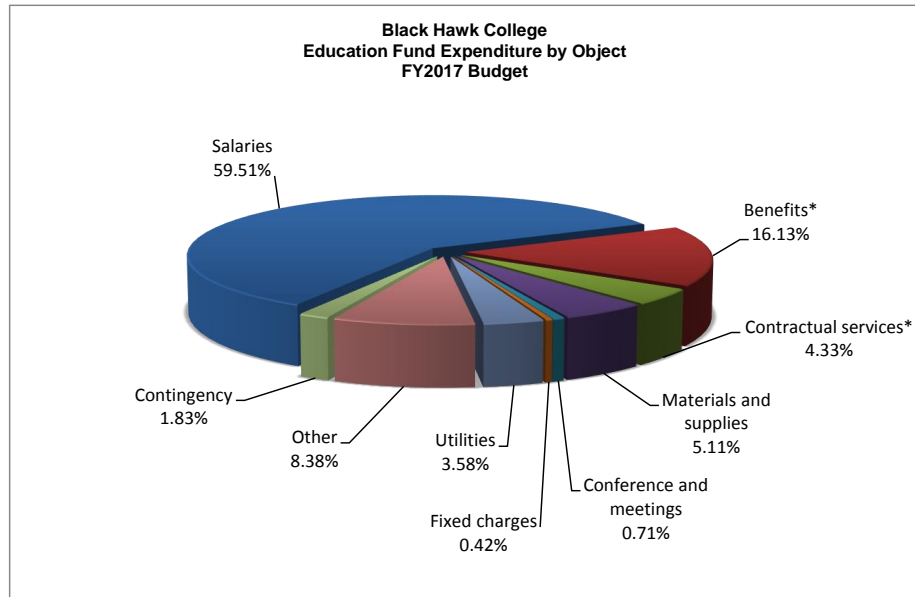
	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Revenues:										
Local governmental sources										
Property taxes	\$ 8,011,715	\$ 8,260,260	\$ 8,452,050	\$ 8,689,398	\$ 9,002,482	\$ 8,996,325	\$ 9,458,077	\$ 9,636,958	\$ 9,426,000	\$ 10,300,100
Corporate Personal Property Replacement Tax*	-	1,365,164	1,104,407	1,432,216	1,317,537	1,346,184	1,361,828	1,464,594	1,200,000	1,270,000
Other	(1,702)	-	-	-	12,426	10,260	3,723	-	-	-
Total local government sources	8,010,013	9,625,424	9,556,457	10,121,614	10,332,445	10,352,769	10,823,628	11,101,552	10,626,000	11,570,100
State governmental sources										
Federal governmental sources	10,391,483	8,471,165	8,188,616	7,778,678	7,451,817	7,553,296	7,454,187	7,452,632	7,208,742	5,592,000
Student tuition and fees	57,231	35,345	167,041	19,838	39,270	59,381	35,967	40,699	35,800	36,760
Sales and services	12,077,346	12,110,741	14,324,530	17,030,294	15,952,261	16,851,917	16,034,236	15,812,324	17,156,032	15,995,691
Rental of facilities and equipment	585,699	545,953	547,002	573,144	624,304	691,817	533,746	455,989	457,598	421,317
Investment earnings	221,172	105,568	225,826	200,759	93,496	175,875	157,127	156,357	139,940	127,876
Other sources	189,172	240,985	305,464	307,366	285,269	201,785	34,780	41,856	31,000	31,500
Contingency	47,684	82,031	72,090	73,937	85,728	145,565	96,342	70,029	19,566	31,493
Total revenues	\$ 31,579,800	\$ 31,217,212	\$ 33,387,026	\$ 36,105,630	\$ 34,864,590	\$ 36,032,405	\$ 35,170,013	\$ 35,131,438	\$ 36,334,678	\$ 34,116,737



* See Note 3, page 160.

**Black Hawk College
Operating Funds Expenditures by Object
FY2008 through FY2017**

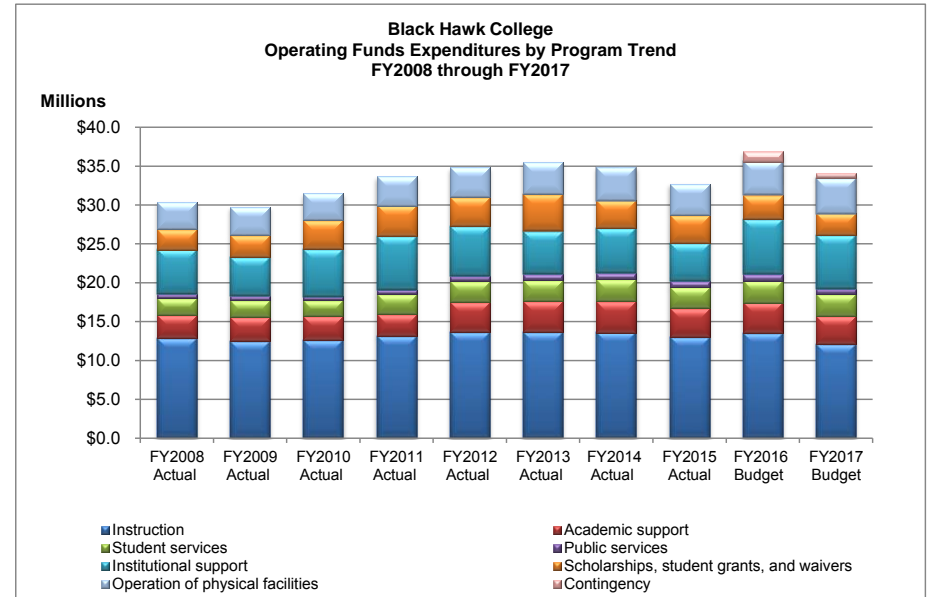
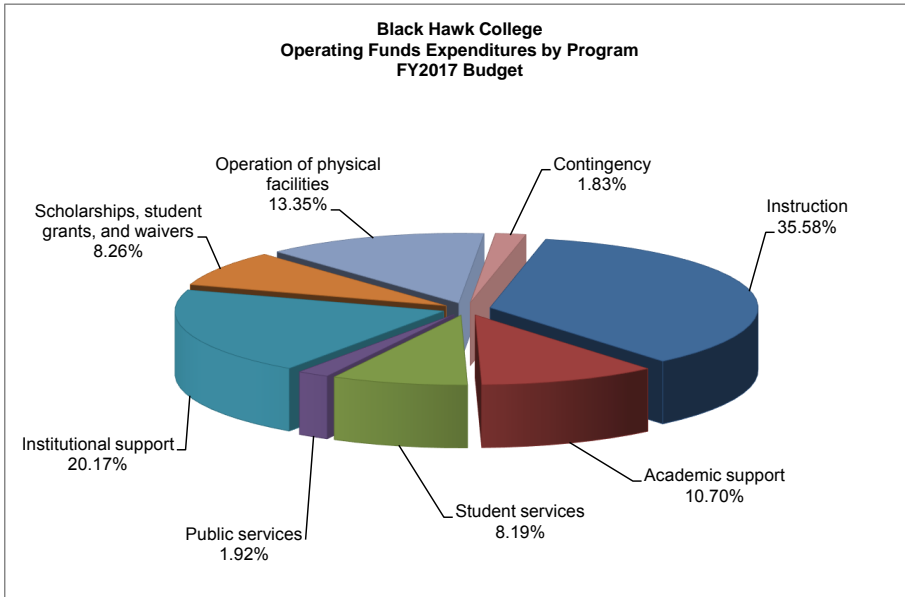
	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Expenditures:										
Salaries	\$ 19,764,112	\$ 19,175,813	\$ 19,990,076	\$ 20,974,703	\$ 21,702,106	\$ 21,342,951	\$ 21,396,400	\$ 20,303,206	\$ 21,691,564	\$ 20,285,001
Benefits*	3,653,275	3,248,683	3,681,702	4,026,033	4,788,205	4,599,118	5,161,872	4,553,097	5,888,129	5,496,975
Contractual services*	1,294,668	1,324,287	1,089,333	1,208,270	1,211,709	1,425,091	1,377,881	1,172,720	1,548,822	1,475,876
Materials and supplies	1,508,728	1,525,437	1,457,722	1,681,859	1,704,528	1,744,694	1,698,236	1,621,773	1,901,793	1,740,025
Conference and meetings	193,874	211,233	223,747	217,767	247,064	221,801	178,250	180,896	293,249	242,774
Fixed charges	195,473	180,520	158,064	157,791	150,878	183,628	192,681	214,294	63,550	141,665
Utilities	1,055,819	1,134,110	1,059,974	1,119,073	988,828	997,202	1,141,157	1,068,824	1,151,661	1,221,820
Capital outlay	11,300	-	28,071	181,188	318,284	92,750	175,585	5,100	-	-
Other	2,691,849	2,912,555	3,811,771	4,121,639	3,699,126	4,913,616	3,577,872	3,572,632	3,051,556	2,855,140
Contingency	-	-	-	-	-	-	-	-	1,295,000	625,000
Total expenditures	\$ 30,369,098	\$ 29,712,638	\$ 31,500,460	\$ 33,688,324	\$ 34,810,728	\$ 35,520,851	\$ 34,899,934	\$ 32,692,542	\$ 36,885,324	\$ 34,084,276



* See Note 4, page 160.

Black Hawk College Operating Funds Expenditures by Program FY2008 through FY2017

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Expenditures:										
Instruction	\$ 12,848,964	\$ 12,493,716	\$ 12,606,764	\$ 13,178,507	\$ 13,648,546	\$ 13,630,315	\$ 13,606,894	\$ 13,067,366	\$ 13,560,947	\$ 12,127,890
Academic support	3,035,611	3,096,199	3,081,917	2,773,779	3,933,385	4,007,456	4,039,615	3,662,093	3,907,227	3,645,656
Student services	2,148,194	2,157,344	2,039,604	2,559,424	2,650,593	2,726,649	2,797,905	2,698,720	2,805,429	2,791,211
Public services	563,244	583,035	520,442	585,213	621,876	778,885	800,720	809,283	836,362	655,717
Institutional support	5,665,745	4,984,074	6,065,879	6,904,703	6,462,892	5,468,933	5,795,148	4,877,634	7,129,080	6,874,039
Scholarships, student grants, and waivers	2,589,367	2,806,458	3,703,366	3,929,819	3,648,898	4,845,551	3,548,360	3,534,248	3,016,000	2,816,000
Operation of physical facilities	3,517,973	3,591,812	3,482,488	3,756,879	3,844,538	4,063,062	4,311,292	4,043,198	4,335,279	4,548,763
Contingency	-	-	-	-	-	-	-	-	1,295,000	625,000
Total expenditures	\$ 30,369,098	\$ 29,712,638	\$ 31,500,460	\$ 33,688,324	\$ 34,810,728	\$ 35,520,851	\$ 34,899,934	\$ 32,692,542	\$ 36,885,324	\$ 34,084,276



Black Hawk College Fiscal Year 2017 Budget

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

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

Overview

The Education Fund is budgeted to end FY2017 with an excess of \$258,398.

Total revenue in the Education Fund is budgeted to decrease \$2,593,594 or 8.10% from the FY2016 Budget and is comprised of the following changes:

- 4.17% increase in Property Tax revenue associated with a 1.5% increase in EAV and an increase in the tax levy
- 22.40% decrease in State Sources revenue based around estimates on how Illinois State will move forward in Higher Education funding
- 7.11% decrease in Tuition & Fee revenue based on an increase in tuition and a decrease in enrollment
- 8.02% decrease in Sales & Service revenues associated with decreased business and community education training

Total expenditures in the Education Fund are budgeted to decrease \$3,169,532 or 9.82% from the FY2016 Budget and are comprised of the following changes:

- 7.55% decrease in Salaries as a direct result of personnel reductions and restructuring
- 6.60% decrease in Benefits as a result of personnel reductions and projected claims for FY2017
- 4.10% decrease in Contractual Services to reflect reductions of actual activity
- 11.23% decrease in Materials and Supplies to reflect reductions of actual activity
- 15.86% decrease in Conference and Meetings due to reductions in allowed expenditures

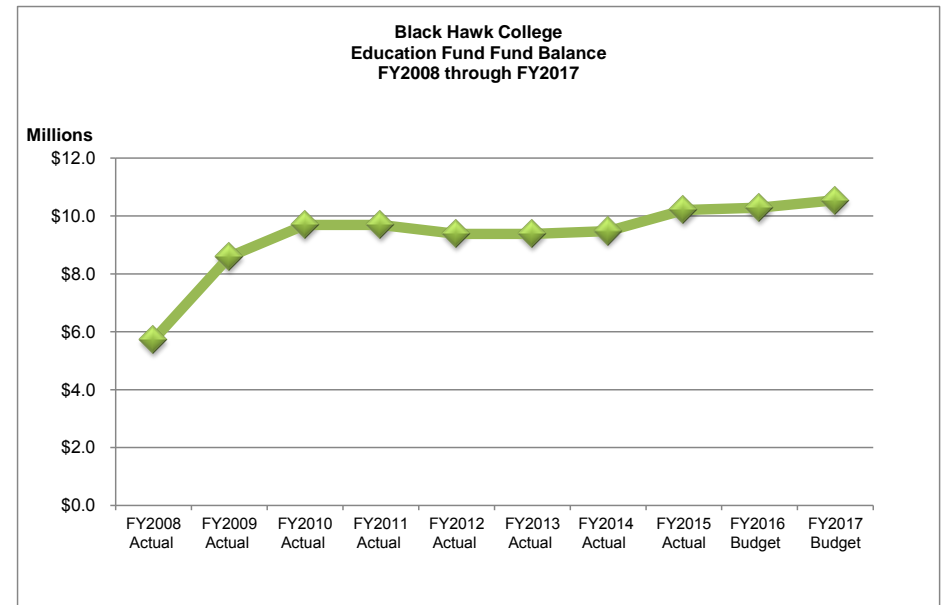
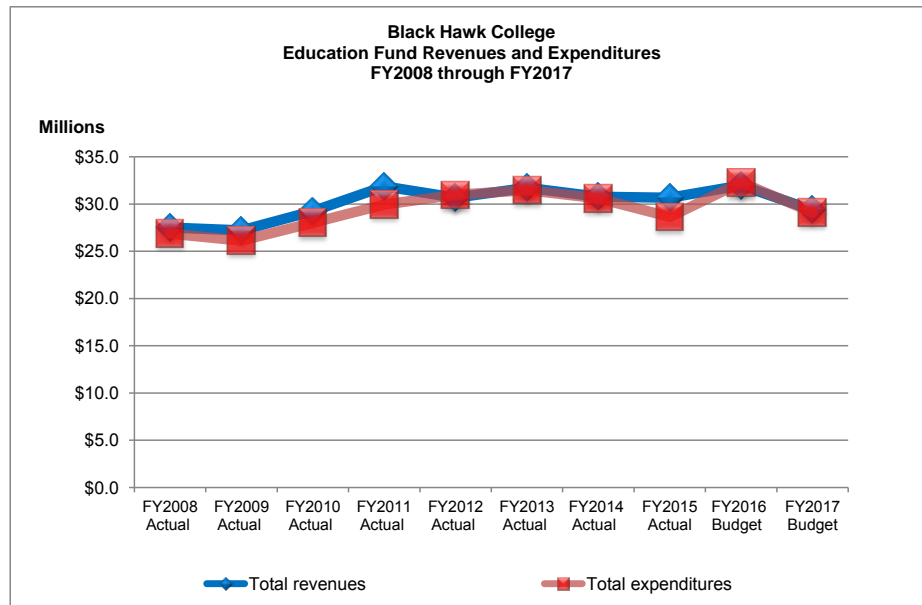
Overall Trend

Total revenue is projected to increase \$1,854,007 or 6.74% from FY2008 actual, driven primarily by a 32.31% increase in Tuition & Fees, a 28.69% increase in Property Tax revenue, partially offset by a 86.78% decrease in investment earnings, a 46.41% decrease in State Funding, and a 28.11% decrease in Sales and Services. State Funding decrease is partially affected by the reporting change made in FY2009 for CPPRT revenue, which is now classified as local source revenue.

Total expenditures are projected to increase \$2,259,388 or 8.41% from FY2008 actual, driven primarily by an 8.27% increase in Salaries and Benefits, a 8.75% increase in Scholarships, Grants, and Waivers, a 43.33% decrease in Fixed Charges, a 11.17% increase in Materials and Supplies, and a 21.79% increase in Conference and Meetings.

Black Hawk College Education Fund Revenue and Expenditure Summary FY2008 through FY2017

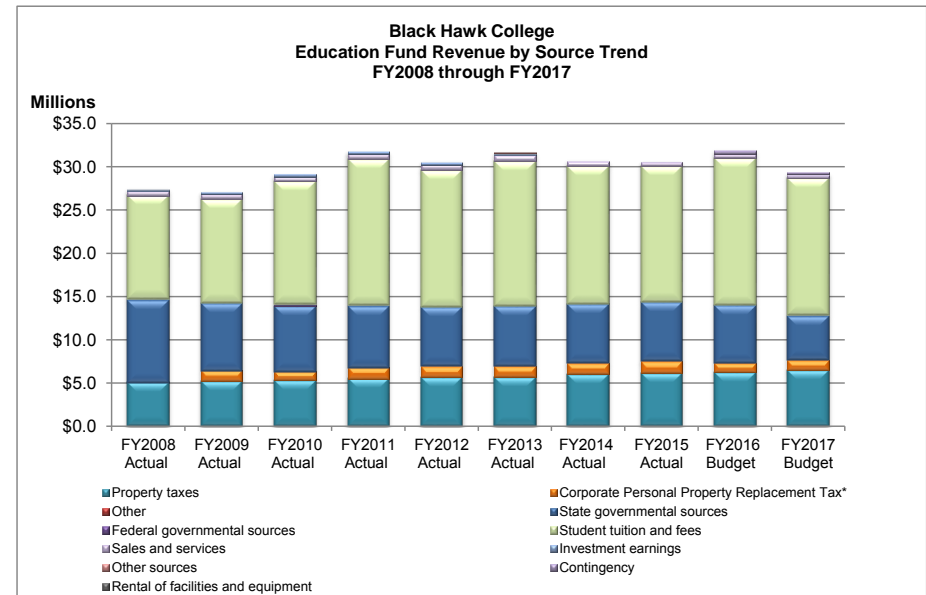
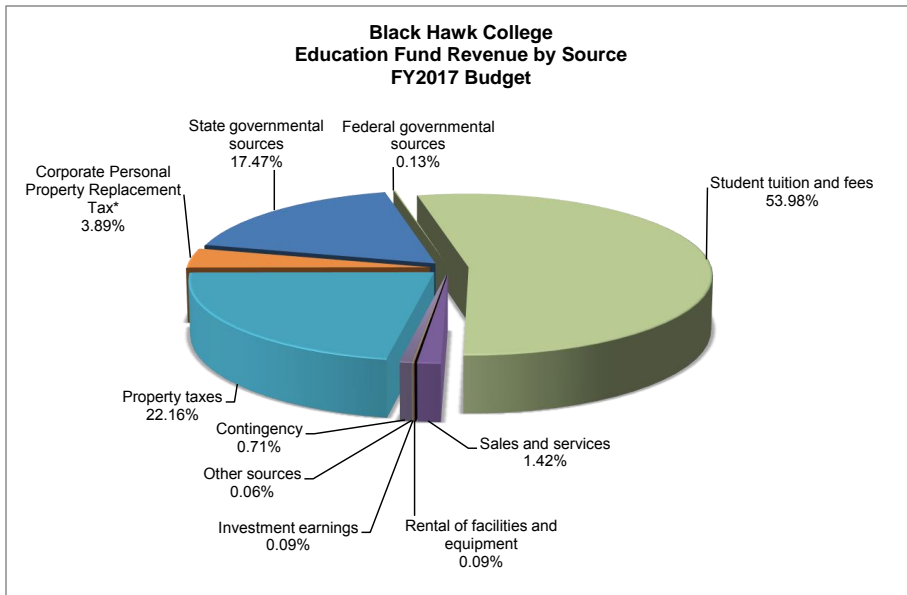
	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Total revenues	\$ 27,514,904	\$ 27,211,181	\$ 29,236,260	\$ 31,860,911	\$ 30,659,535	\$ 31,729,656	\$ 30,779,685	\$ 30,678,363	\$ 31,962,505	\$ 29,368,911
Total expenditures	26,851,125	26,120,826	28,017,972	29,931,445	30,966,190	31,457,789	30,588,642	28,649,344	32,280,045	29,110,513
Excess (deficiency) of revenues over expenditures	663,779	1,090,355	1,218,288	1,929,466	(306,655)	271,867	191,043	2,029,019	(317,540)	258,398
Other financing sources (uses):										
Operating transfers in	1,600,000	1,782,941	-	-	-	(271,867)	-	-	400,000	-
Operating transfers out	(52,787)	-	(126,074)	(1,929,466)	-	-	(100,000)	(1,300,000)	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	1,547,213	1,782,941	(126,074)	(1,929,466)	-	(271,867)	(100,000)	(1,300,000)	400,000	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	\$ 2,210,992	\$ 2,873,296	\$ 1,092,214	\$ -	\$ (306,655)	\$ -	\$ 91,043	\$ 729,019	\$ 82,460	\$ 258,398
Fund balance										
Beginning*	\$ 3,513,055	\$ 5,724,047	\$ 8,597,343	\$ 9,689,557	\$ 9,689,557	\$ 9,382,902	\$ 9,382,902	\$ 9,473,945	\$ 10,202,964	\$ 10,285,424
Ending*	\$ 5,724,047	\$ 8,597,343	\$ 9,689,557	\$ 9,689,557	\$ 9,382,902	\$ 9,382,902	\$ 9,473,945	\$ 10,202,964	\$ 10,285,424	\$ 10,543,822



* See Note 2, page 160.

Black Hawk College Education Fund Revenue by Source FY2008 through FY2017

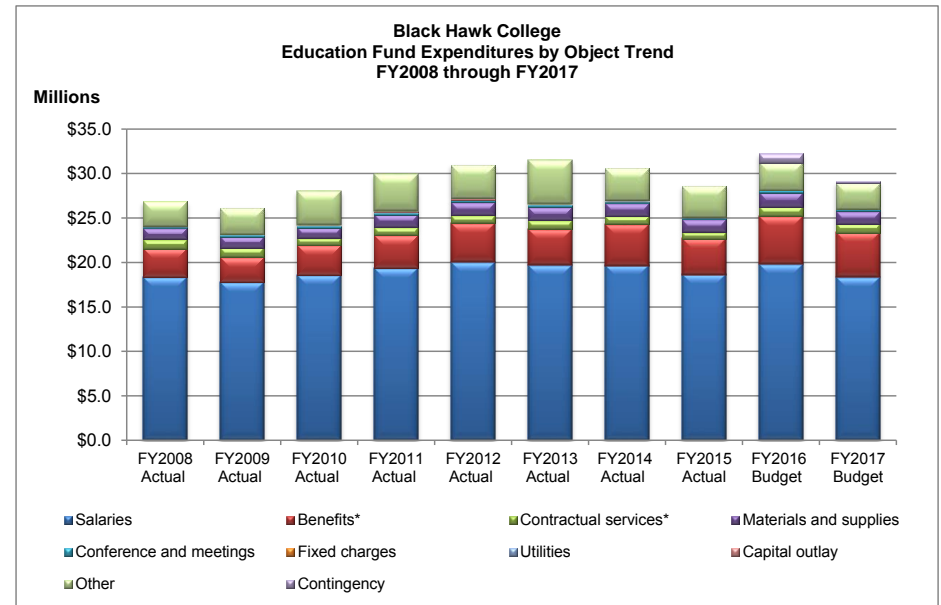
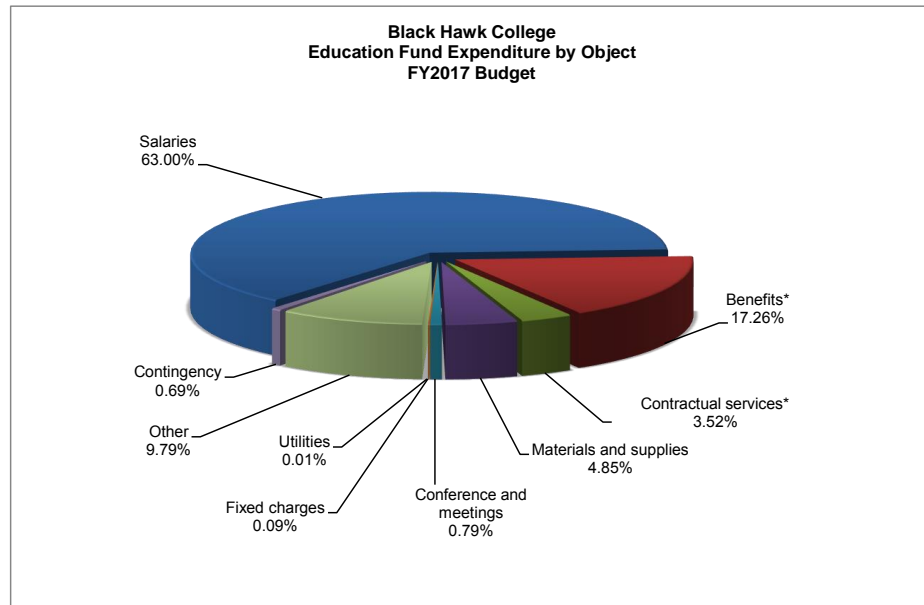
	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Revenues:										
Local governmental sources										
Property taxes	\$ 5,057,170	\$ 5,221,182	\$ 5,346,030	\$ 5,513,704	\$ 5,734,404	\$ 5,710,033	\$ 6,074,408	\$ 6,192,491	\$ 6,247,500	\$ 6,508,150
Corporate Personal Property Replacement Tax*	-	1,228,648	993,966	1,288,994	1,185,783	1,211,566	1,225,645	1,318,135	1,080,000	1,143,000
Other	(1,702)	-	-	-	12,426	10,260	3,723	-	-	-
Total local government sources	5,055,468	6,449,830	6,339,996	6,802,698	6,932,613	6,931,859	7,303,776	7,510,626	7,327,500	7,651,150
State governmental sources										
Federal governmental sources	9,577,303	7,820,357	7,567,082	7,150,954	6,824,093	6,926,421	6,830,531	6,839,654	6,613,009	5,132,000
Student tuition and fees	57,231	35,345	167,041	19,838	39,270	59,381	35,967	40,699	35,800	36,760
Sales and services	11,982,184	12,024,189	14,237,667	16,939,482	15,861,891	16,767,777	15,929,809	15,717,756	17,066,032	15,853,191
Rental of facilities and equipment	579,141	538,596	534,808	562,531	614,443	681,195	528,667	450,463	452,598	416,317
Investment earnings	52,208	46,743	36,308	34,528	32,484	35,110	39,679	30,835	28,000	28,000
Other sources	189,172	240,985	305,464	307,366	285,269	201,725	28,799	36,427	25,000	25,000
Contingency	22,197	55,136	47,894	43,514	69,472	126,188	82,457	51,903	4,566	16,493
	-	-	-	-	-	-	-	-	410,000	210,000
Total revenues	\$ 27,514,904	\$ 27,211,181	\$ 29,236,260	\$ 31,860,911	\$ 30,659,535	\$ 31,729,656	\$ 30,779,685	\$ 30,678,363	\$ 31,962,505	\$ 29,368,911



* See Note 3 on page 160.

Black Hawk College Education Fund Expenditures by Object FY2008 through FY2017

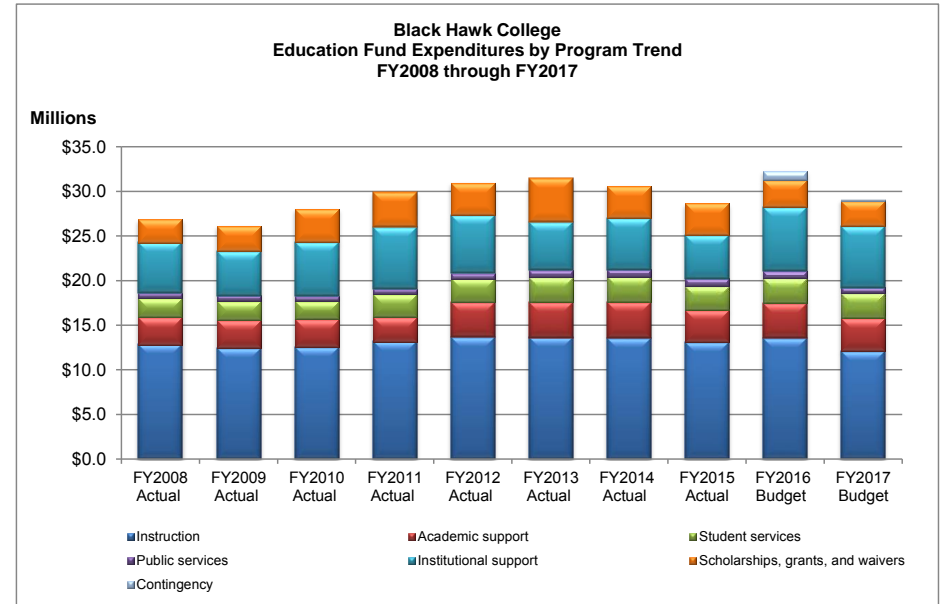
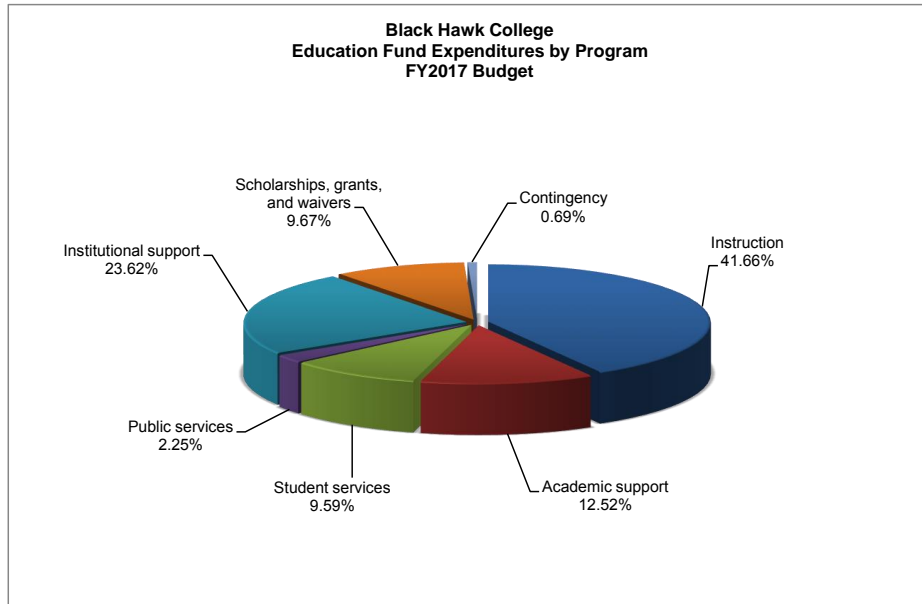
	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Expenditures:										
Salaries	\$ 18,364,682	\$ 17,799,450	\$ 18,569,582	\$ 19,426,732	\$ 20,083,968	\$ 19,705,513	\$ 19,665,825	\$ 18,659,786	\$ 19,835,968	\$ 18,338,369
Benefits*	3,214,707	2,815,480	3,345,866	3,644,046	4,404,023	4,082,466	4,631,210	4,034,541	5,380,158	5,024,957
Contractual services*	1,020,004	1,057,766	811,514	889,076	849,883	954,359	956,251	771,020	1,067,340	1,023,601
Materials and supplies	1,270,555	1,244,604	1,194,750	1,416,804	1,451,755	1,486,461	1,447,316	1,382,017	1,591,257	1,412,515
Conference and meetings	188,471	204,784	220,483	215,495	237,802	217,957	174,922	175,294	272,816	229,541
Fixed charges	45,931	47,739	35,273	40,672	13,559	17,232	61,624	51,997	52,950	26,030
Utilities	43,626	38,528	13,032	8,995	5,776	2,723	3,000	2,800	4,000	4,000
Capital outlay	11,300	-	15,701	168,003	220,298	79,235	71,496	-	-	-
Other	2,691,849	2,912,475	3,811,771	4,121,621	3,699,126	4,911,843	3,576,998	3,571,889	3,050,556	2,851,500
Contingency	-	-	-	-	-	-	-	-	1,025,000	200,000
Total expenditures	\$ 26,851,125	\$ 26,120,826	\$ 28,017,972	\$ 29,931,445	\$ 30,966,190	\$ 31,457,789	\$ 30,588,642	\$ 28,649,344	\$ 32,280,045	\$ 29,110,513



* See Note 4, page 160.

**Black Hawk College
Education Fund Expenditures by Program
FY2008 through FY2017**

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Expenditures:										
Instruction	\$ 12,848,964	\$ 12,493,716	\$ 12,606,764	\$ 13,178,507	\$ 13,648,546	\$ 13,630,315	\$ 13,606,894	\$ 13,067,366	\$ 13,560,947	\$ 12,127,890
Academic support	3,035,611	3,096,199	3,081,917	2,773,779	3,933,385	4,007,456	4,039,615	3,662,093	3,907,227	3,645,656
Student services	2,148,194	2,157,344	2,039,604	2,559,424	2,650,593	2,726,649	2,797,905	2,698,720	2,805,429	2,791,211
Public services	563,244	583,035	520,442	585,213	621,876	778,885	800,720	809,283	836,362	655,717
Institutional support	5,665,745	4,984,074	6,065,879	6,904,703	6,462,892	5,468,933	5,795,148	4,877,634	7,129,080	6,874,039
Scholarships, grants, and waivers	2,589,367	2,806,458	3,703,366	3,929,819	3,648,898	4,845,551	3,548,360	3,534,248	3,016,000	2,816,000
Contingency	-	-	-	-	-	-	-	-	1,025,000	200,000
Total expenditures	\$ 26,851,125	\$ 26,120,826	\$ 28,017,972	\$ 29,931,445	\$ 30,966,190	\$ 31,457,789	\$ 30,588,642	\$ 28,649,344	\$ 32,280,045	\$ 29,110,513



Black Hawk College Fiscal Year 2017 Budget

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

Overview

The Operations and Maintenance Fund is budgeted to end FY2017 with a deficiency of \$225,937.

Total revenue in the Operations and Maintenance Fund is budgeted to increase \$375,653 or 8.59% from the FY2016 Budget and is comprised of the following changes:

- 19.30% increase in Property Taxes due to an 1.50% increase in EAV and a slight increase in the tax levy
- 22.78% decrease in State Sources revenue based around estimates on how Illinois State will move forward in Higher Education funding
- 58.33% increase in Tuition and Fee revenue, mainly due to an increase in the parking fee

Total expenditures in the Operations and Maintenance Fund are budgeted to decrease \$368,484 or 8.00% from the FY2016 Budget and are comprised of the following changes:

- 4.91% increase in Salaries due to negotiated increases in pay
- 7.08% decrease in Benefits as a result of internal cost allocations
- 6.07% decrease in Contractual Services associated with facilities
- 5.47% increase in Materials and Supplies to more closely reflect anticipated actual needs
- 990.90% increase in Fixed Costs associated with the remaining term of the existing lease of the Illinois WorkNet Center building
- 6.11% increase in Utilities expense due to the new facilities

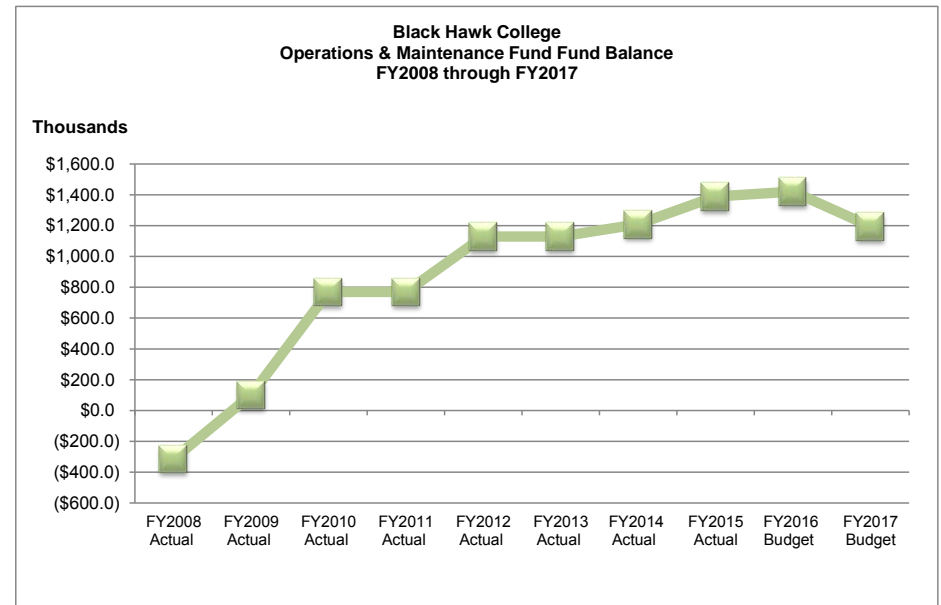
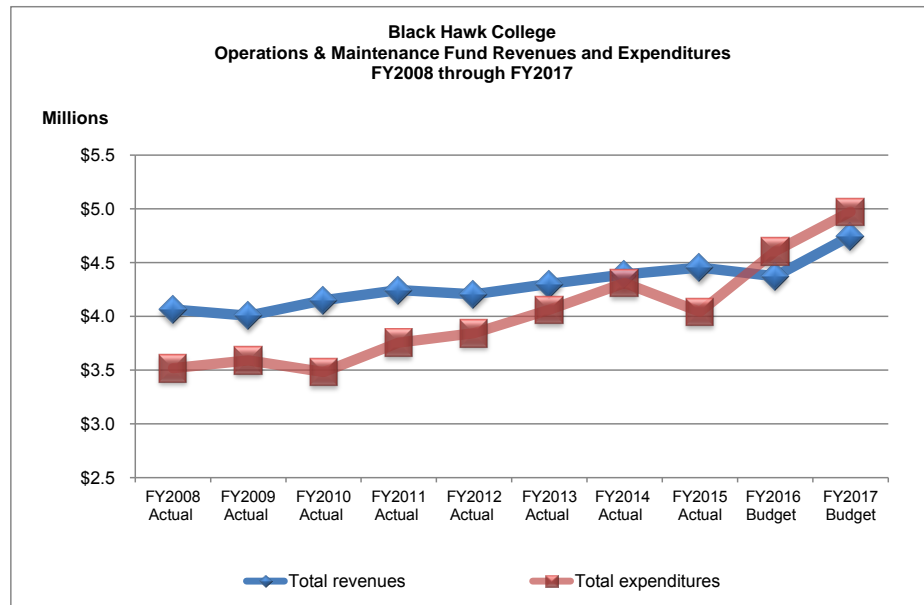
Overall Trend

Total revenue is projected to increase \$682,930 or 16.80% from FY2008 actual, driven primarily by a 28.34% increase in Property Tax revenue, a 49.74% increase in Tuition and Fee revenue, and the addition of a contingency budget beginning in FY2015, and partially offset by a 40.89% decrease in Facility Rental Revenue and a 43.50% decrease in State Funding. State Funding decrease is partially affected by the reporting change made in FY2010 for CPPRT revenue, which is now classified as local source revenue.

Total expenditures are projected to increase \$1,455,790 or 41.38% from FY2008 actual, driven primarily by a 31.59% increase in Salaries and Benefits, a 64.66% increase in Contractual Services, a 37.51% increase in Materials and Supplies, and a 20.31% increase in Utilities. These increases are partially offset by a 22.67% decrease in Fixed Charges.

**Black Hawk College
Operations and Maintenance Revenue and Expenditure Summary
FY2008 through FY2017**

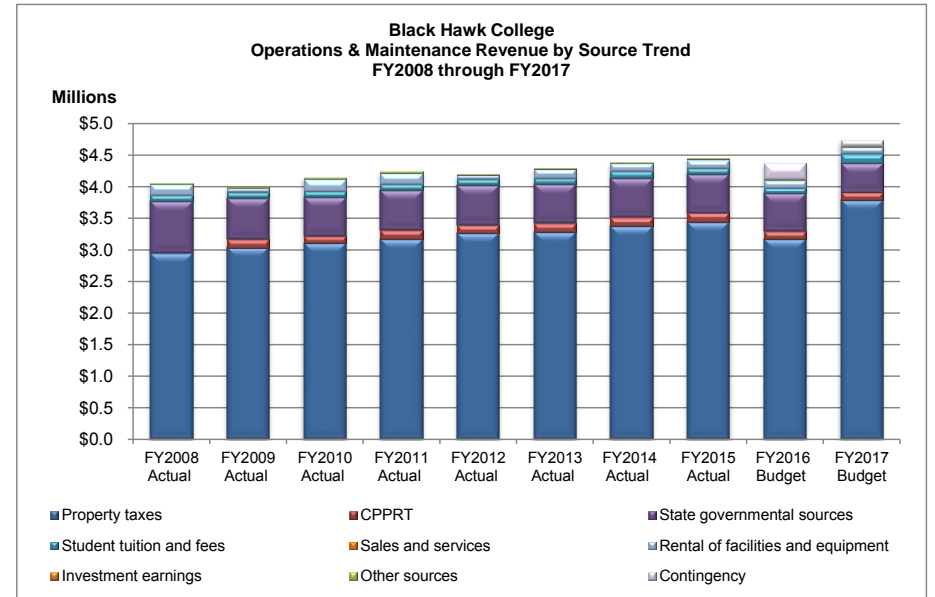
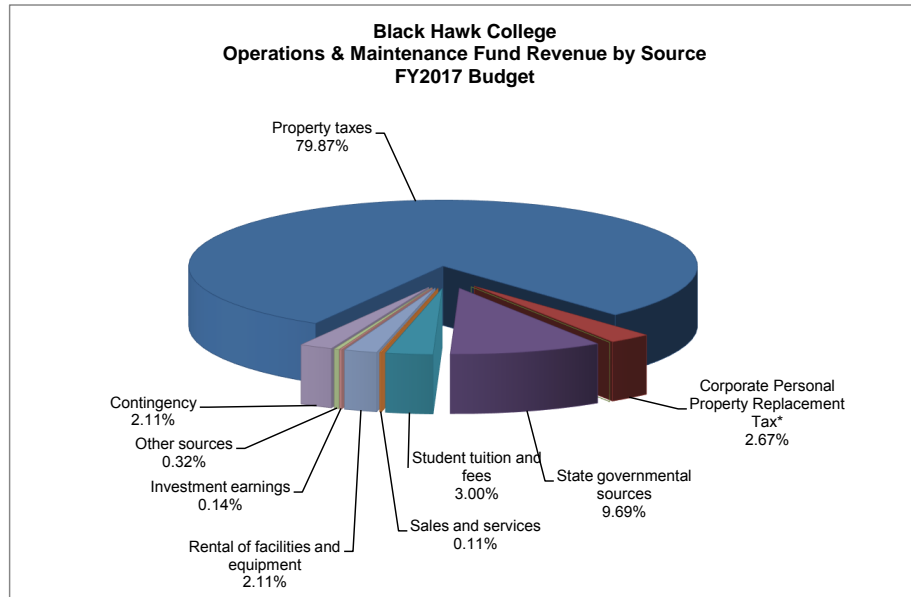
	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Total revenues	\$ 4,064,896	\$ 4,006,031	\$ 4,150,767	\$ 4,244,719	\$ 4,205,055	\$ 4,302,749	\$ 4,390,328	\$ 4,453,075	\$ 4,372,173	\$ 4,747,826
Total expenditures	3,517,973	3,591,812	3,482,488	3,756,879	3,844,538	4,063,062	4,311,292	4,043,198	4,605,279	4,973,763
Excess (deficiency) of revenues over expenditures	546,923	414,219	668,279	487,840	360,517	239,687	79,036	409,877	(233,106)	(225,937)
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	-	-	35,669	265,000	-
Operating transfers out	-	-	-	(487,840)	-	(239,687)	-	(265,000)	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	-	-	-	(487,840)	-	(239,687)	-	(229,331)	265,000	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	\$ 546,923	\$ 414,219	\$ 668,279	\$ -	\$ 360,517	\$ -	\$ 79,036	\$ 180,546	\$ 31,894	\$ (225,937)
Fund balance										
Beginning*	\$ (860,519)	\$ (313,596)	\$ 100,623	\$ 768,902	\$ 768,902	\$ 1,129,419	\$ 1,129,419	\$ 1,208,455	\$ 1,389,001	\$ 1,420,895
Ending*	\$ (313,596)	\$ 100,623	\$ 768,902	\$ 768,902	\$ 1,129,419	\$ 1,129,419	\$ 1,208,455	\$ 1,389,001	\$ 1,420,895	\$ 1,194,958



* See Note 2, page 160.

Black Hawk College Operations and Maintenance Fund Revenue by Source FY2008 through FY2017

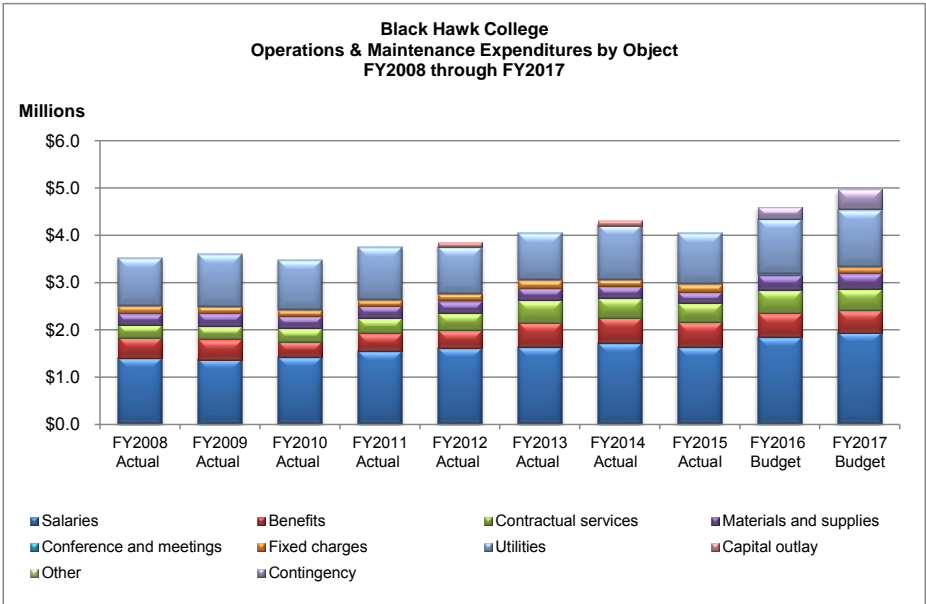
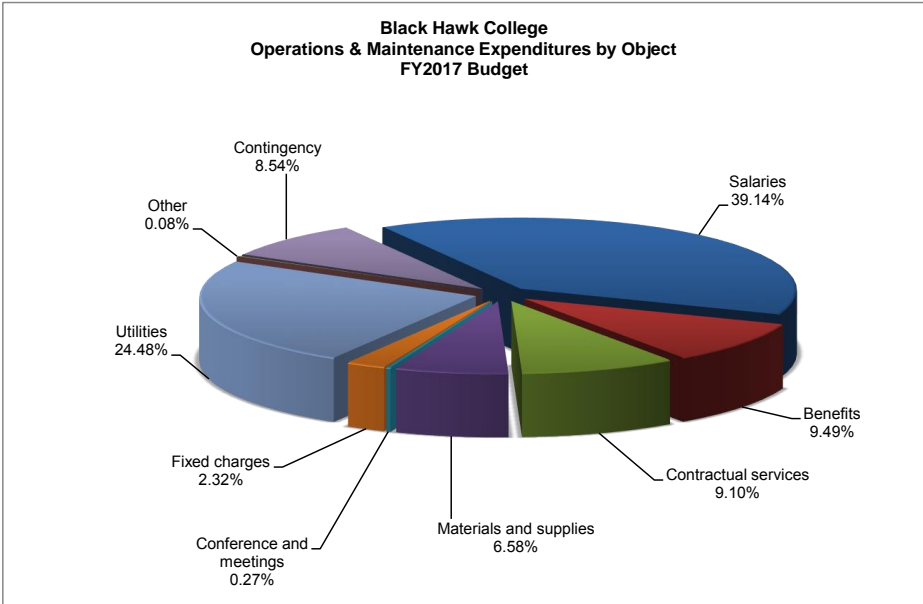
	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Revenues:										
Local governmental sources										
Property taxes	\$ 2,954,545	\$ 3,039,078	\$ 3,106,020	\$ 3,175,694	\$ 3,268,078	\$ 3,286,292	\$ 3,383,669	\$ 3,444,467	\$ 3,178,500	\$ 3,791,950
Corporate Personal Property Replacement Tax*	-	136,516	110,441	143,222	131,754	134,618	136,183	146,459	120,000	127,000
Other	-	-	-	-	-	-	-	-	-	-
Total local government sources	2,954,545	3,175,594	3,216,461	3,318,916	3,399,832	3,420,910	3,519,852	3,590,926	3,298,500	3,918,950
State governmental sources										
Student tuition and fees	814,180	650,808	621,534	627,724	627,724	626,875	623,656	612,978	595,733	460,000
Sales and services	95,162	86,552	86,864	90,812	90,370	84,140	104,427	94,568	90,000	142,500
Rental of facilities and equipment	6,558	7,357	12,194	10,613	9,861	10,622	5,079	5,526	5,000	5,000
Investment earnings	168,964	58,825	189,518	166,231	61,012	140,765	117,448	125,522	111,940	99,876
Other sources	-	-	-	-	-	60	5,981	5,429	6,000	6,500
Contingency	25,487	26,895	24,196	30,423	16,256	19,377	13,885	18,126	15,000	15,000
Total Revenues	\$ 4,064,896	\$ 4,006,031	\$ 4,150,767	\$ 4,244,719	\$ 4,205,055	\$ 4,302,749	\$ 4,390,328	\$ 4,453,075	\$ 4,372,173	\$ 4,747,826



* See Note 3, page 160.

**Black Hawk College
Operations and Maintenance Fund Expenditure by Object
FY2008 through FY2017**

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Expenditures:										
Salaries	\$ 1,399,430	\$ 1,376,363	\$ 1,420,494	\$ 1,547,970	\$ 1,618,138	\$ 1,637,438	\$ 1,730,575	\$ 1,643,420	\$ 1,855,596	\$ 1,946,632
Benefits	438,568	433,203	335,836	381,987	384,182	516,652	530,662	518,556	507,971	472,018
Contractual services	274,664	266,521	277,819	319,195	361,826	470,732	421,630	401,700	481,482	452,275
Materials and supplies	238,173	280,833	262,972	265,055	252,773	258,233	250,920	239,756	310,536	327,510
Conference and meetings	5,403	6,449	3,264	2,272	9,262	3,844	3,328	5,602	20,433	13,233
Fixed charges	149,542	132,781	122,791	117,118	137,319	166,396	131,057	162,297	10,600	115,635
Utilities	1,012,193	1,095,582	1,046,942	1,110,079	983,052	994,479	1,138,157	1,066,024	1,147,661	1,217,820
Capital outlay	-	-	12,370	13,185	97,986	13,515	104,089	5,100	-	-
Other	-	80	-	18	-	1,773	874	743	1,000	3,640
Contingency	-	-	-	-	-	-	-	-	270,000	425,000
Total expenditures	\$ 3,517,973	\$ 3,591,812	\$ 3,482,488	\$ 3,756,879	\$ 3,844,538	\$ 4,063,062	\$ 4,311,292	\$ 4,043,198	\$ 4,605,279	\$ 4,973,763



Black Hawk College Fiscal Year 2017 Budget

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

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

Overview

The Auxiliary Fund is budgeted to end FY2017 with a deficit of \$45,684.

Total revenue in the Auxiliary Fund is budgeted to decrease \$826,953 or 24.76% from the FY2016 Budget and is comprised of the following changes:

- 22.44% decrease in Tuition & Fee revenue due to a decrease in enrollment
- 21.84% decrease in Sales & Service revenues associated with projected decrease in district-wide bookstore activity
- 60.00% decrease in Contingency Revenue matched with contingency expense reduction

Total expenditures in the Auxiliary Fund are budgeted to decrease \$843,716 or 24.80% from the FY2016 Budget and are comprised of the following changes:

- 20.91% decrease in Salaries associated with the restructuring of athletics and personnel
- 10.62% decrease in Benefits as a result of position restructuring
- 29.70% decrease in Contractual Services
- 22.08% decrease in Materials & Supplies associated with bookstore inventory purchase reductions
- 21.16% decrease in Conference and Meetings as a reflection of more actual activity
- 60.00% decrease in Contingency Expense matched with contingency revenue reduction

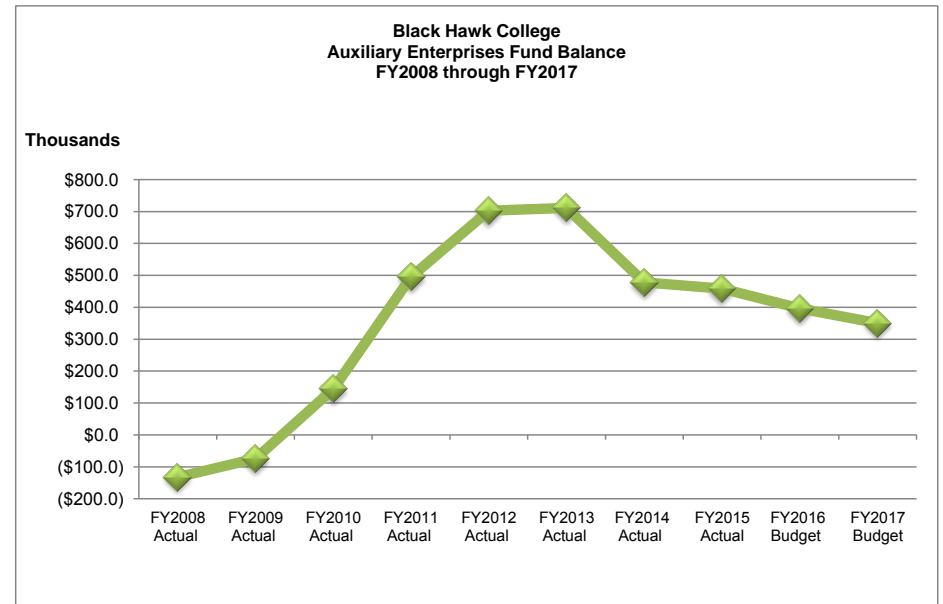
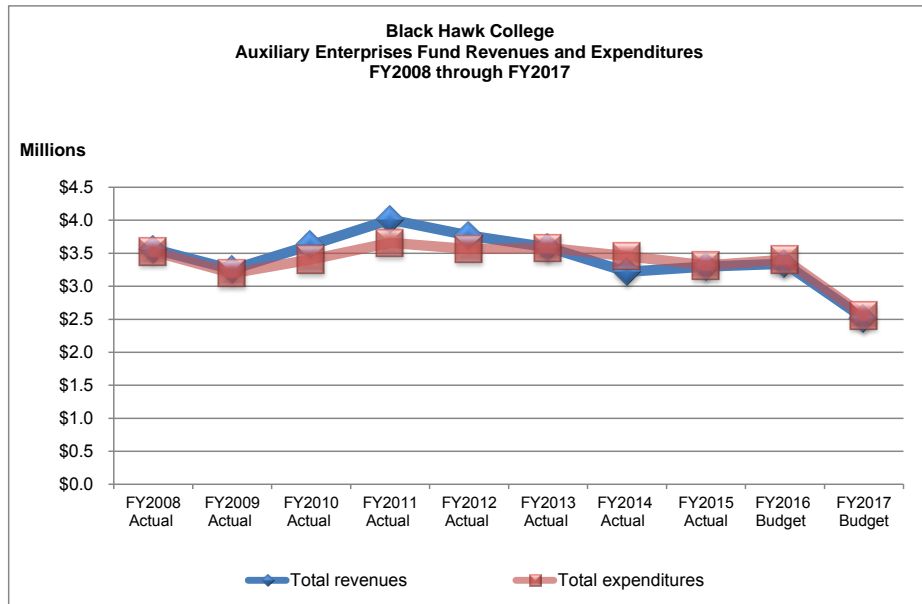
Overall Trend

Total revenue is projected to decrease \$1,049,930 or 29.47% from FY2008 actual, driven primarily by a 32.16% decrease in Sales & Service revenue associated with bookstore sales, a 22.69% decrease in Student Fees due to lower enrollment, and partially offset by the addition of a contingency budget, beginning in FY2015.

Total expenditures are projected to decrease \$970,469 or 27.50% from FY2008 actual, driven primarily by a 30.99% decrease in Salaries and Benefits and a 35.49% decrease in Materials and Supplies, but offset by a 32.55% increase in Contractual Service, an 18.80% increase in Conferences & Meetings, and the addition of a contingency budget.

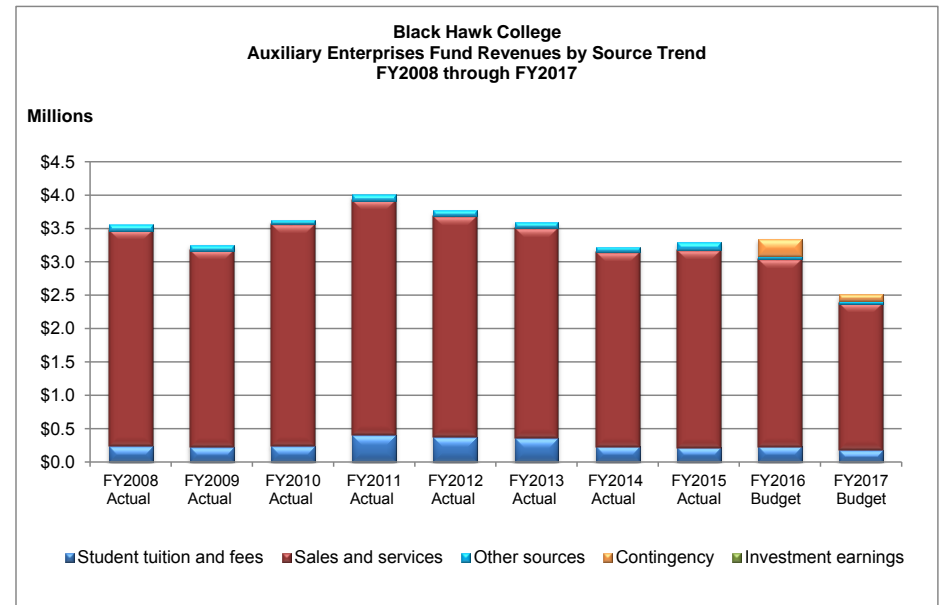
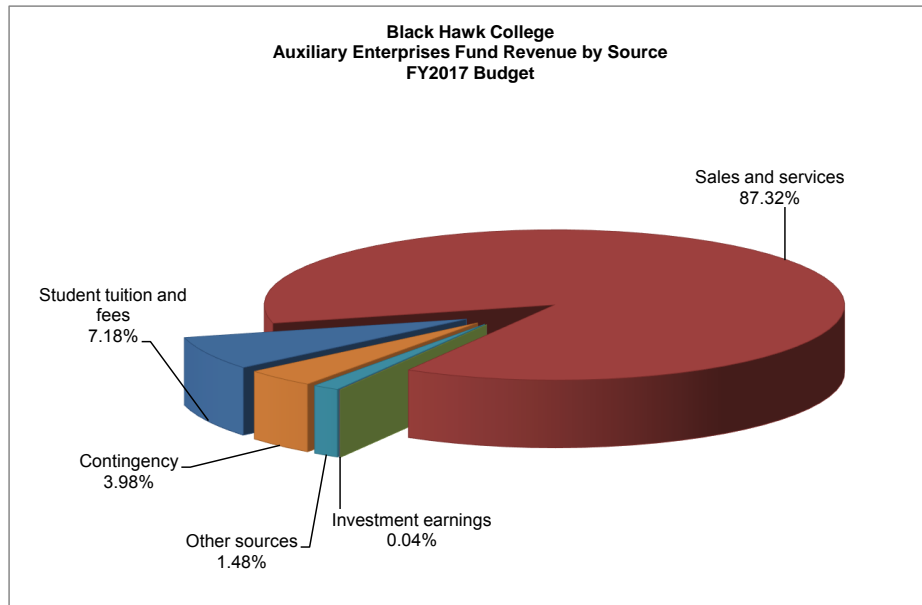
**Black Hawk College
Auxiliary Enterprises Fund Revenue and Expenditure Summary
FY2008 through FY2017**

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Total revenues	\$ 3,562,698	\$ 3,255,475	\$ 3,625,955	\$ 4,009,923	\$ 3,770,121	\$ 3,589,494	\$ 3,219,450	\$ 3,297,250	\$ 3,339,721	\$ 2,512,768
Total expenditures	3,528,921	3,197,627	3,407,829	3,658,121	3,562,951	3,580,825	3,454,672	3,316,760	3,402,168	2,558,452
Excess (deficiency) of revenues over expenditures	33,777	57,848	218,126	351,802	207,170	8,669	(235,222)	(19,510)	(62,447)	(45,684)
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	-	1,774	-	-	-
Operating transfers out	-	-	-	-	-	-	-	-	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	-	-	-	-	-	-	1,774	-	-	-
Excess (deficiency) of revenues and other resources over expenditures and other financing uses	\$ 33,777	\$ 57,848	\$ 218,126	\$ 351,802	\$ 207,170	\$ 8,669	\$ (233,448)	\$ (19,510)	\$ (62,447)	\$ (45,684)
Fund balance										
Beginning	\$ (166,048)	\$ (132,271)	\$ (74,423)	\$ 143,703	\$ 495,505	\$ 702,675	\$ 711,344	\$ 477,896	\$ 458,386	\$ 395,939
Ending	\$ (132,271)	\$ (74,423)	\$ 143,703	\$ 495,505	\$ 702,675	\$ 711,344	\$ 477,896	\$ 458,386	\$ 395,939	\$ 350,255



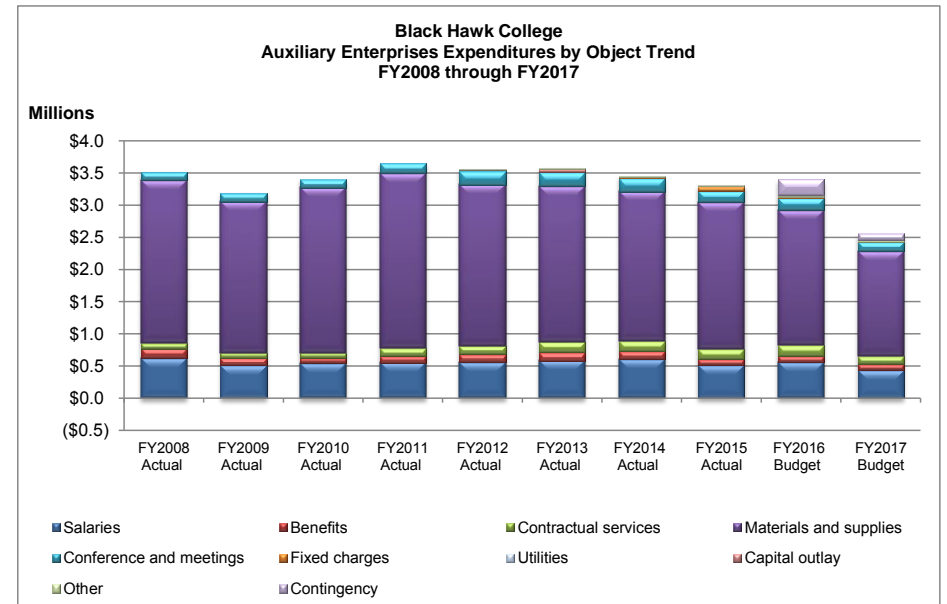
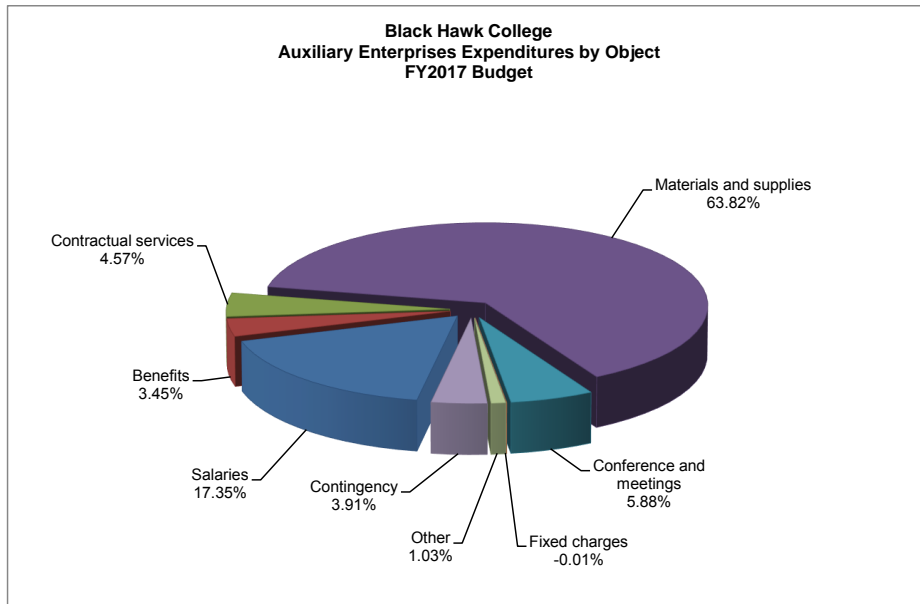
Black Hawk College Auxiliary Enterprises Fund Revenue by Source FY2008 through FY2017

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Revenues:										
Student tuition and fees	\$ 233,254	\$ 223,563	\$ 240,112	\$ 405,444	\$ 375,710	\$ 355,431	\$ 231,005	\$ 216,263	\$ 232,500	\$ 180,320
Sales and services	3,234,537	2,946,599	3,326,337	3,512,563	3,304,496	3,148,986	2,910,423	2,962,757	2,807,250	2,194,240
Rental of facilities and equipment	-	-	-	-	-	-	-	-	-	-
Investment earnings	-	-	-	-	-	-	1,226	503	1,000	1,000
Other sources	94,907	85,313	59,506	91,916	89,915	85,077	76,796	117,727	48,971	37,208
Contingency	-	-	-	-	-	-	-	-	250,000	100,000
Total revenues	\$ 3,562,698	\$ 3,255,475	\$ 3,625,955	\$ 4,009,923	\$ 3,770,121	\$ 3,589,494	\$ 3,219,450	\$ 3,297,250	\$ 3,339,721	\$ 2,512,768



**Black Hawk College
Auxiliary Enterprises Expenditures by Object
FY2008 through FY2017**

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Expenditures:										
Salaries	\$ 621,691	\$ 511,293	\$ 544,413	\$ 552,893	\$ 568,422	\$ 585,207	\$ 610,542	\$ 521,269	\$ 561,465	\$ 444,075
Benefits	149,591	114,893	76,763	107,257	114,746	128,266	123,516	89,260	98,670	88,192
Contractual services	88,251	83,317	80,091	123,321	131,432	165,914	159,461	157,055	166,406	116,976
Materials and supplies	2,531,040	2,348,110	2,572,027	2,718,218	2,507,236	2,420,665	2,316,979	2,276,150	2,095,388	1,632,726
Conference and meetings	126,571	132,790	127,603	154,724	212,366	212,450	207,546	178,355	190,719	150,368
Fixed charges	7,782	2,879	1,139	1,195	11,760	9,632	12,275	61,707	14,200	(300)
Utilities	3,622	3,136	261	-	-	-	-	-	-	-
Capital outlay	-	-	-	-	-	38,747	-	7,604	-	-
Other	373	1,209	5,533	514	16,989	19,944	24,353	25,360	25,320	26,415
Contingency	-	-	-	-	-	-	-	-	250,000	100,000
Total expenditures	\$ 3,528,921	\$ 3,197,627	\$ 3,407,829	\$ 3,658,121	\$ 3,562,951	\$ 3,580,825	\$ 3,454,672	\$ 3,316,760	\$ 3,402,168	\$ 2,558,452



Black Hawk College Fiscal Year 2017 Budget

Restricted Purposes Fund – The Restricted Purposes Fund is utilized to account for monies that have restrictions regarding their use. Each specific project should be accounted for separately using a complete group of self-balancing accounts within the Restricted Purposes Fund.

Appropriate steps are taken when establishing each group of self-balancing accounts to ensure that the accounting and reporting requirements of all grantors are met. If a grantor provides an accounting manual, that manual is followed when accounting for the group of self-balancing accounts. This fund should be used to account for state, federal, or other funds which are restricted for a specific purpose.

Overview

The Restricted Purposes Fund is budgeted to end FY2017 with a deficiency of \$74,286.

Total revenue in the Restricted Purposes Fund is budgeted to decrease \$2,517,123 or 13.82% from the FY2016 Budget and is comprised of the following changes:

- 20.10% decrease in State Funding primarily associated with a more actual representation of grant opportunities
- 16.46% decrease in Federal Funding to more accurately reflect actual
- 10.73% decrease in Student Technology Fees as a result of an estimated decrease in enrollment
- 30.00% increase in Contingency associated with possible grant opportunities

Total expenditures in the Restricted Purposes Fund are budgeted to decrease \$2,391,333 or 13.2% from the FY2016 Budget and are comprised of the following changes:

- 8.7% decrease in Salaries
- 8.3% increase in Benefits
- 9.4% decrease in Contractual Services
- 24.3% decrease in Materials and Supplies expense
- 29.9% decrease in Conference and Meetings
- 67.2% decrease in Fixed Charges expense
- 12.7% decrease in Scholarships, Student Grants, and Other

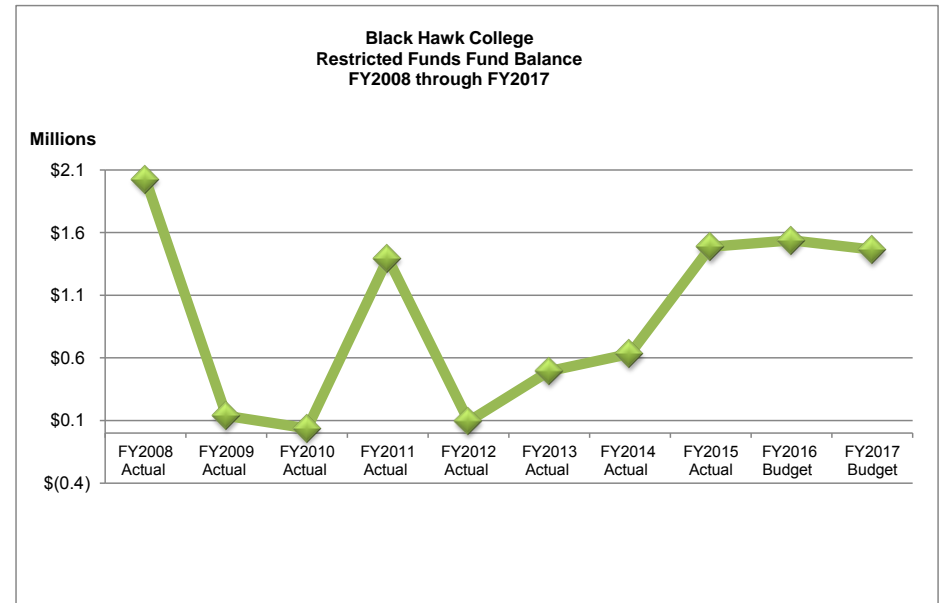
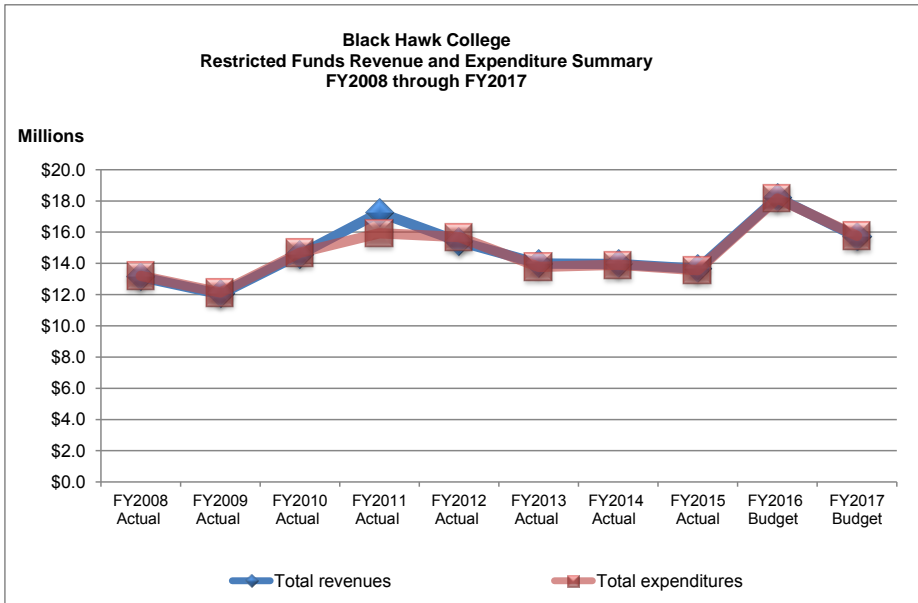
Overall Trend

Total revenue is projected to increase \$2,572,424 or 19.61% from FY2008 actual, driven primarily by a 50.15% increase in Federal Sources, and a 66.63% increase in Student Technology Fees, offset by a 44.09% decrease in State Sources and a 62.06% decrease in Other Sources

Total expenditures are projected to increase \$2,560,255 or 19.39% from FY2008 actual, driven by a 45.39% increase in Scholarships, Student Grants and Other, a 14.94% increase in Contractual Services, and a 794.05% increase in Utilities, offset by a 39.08% decrease in Salaries and Benefits, a 25.64% decrease in Materials and Supplies, and an 83.17% decrease in Capital Outlay.

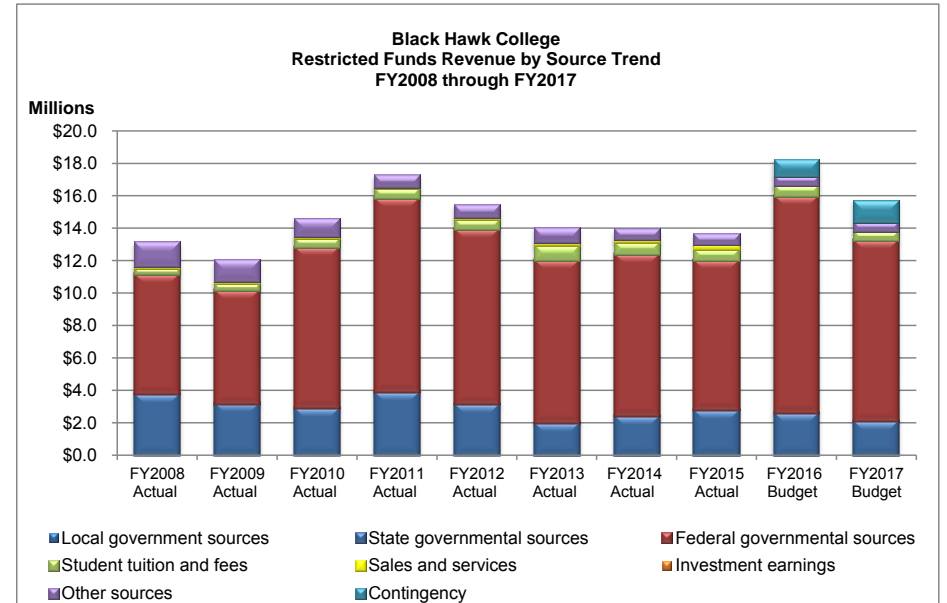
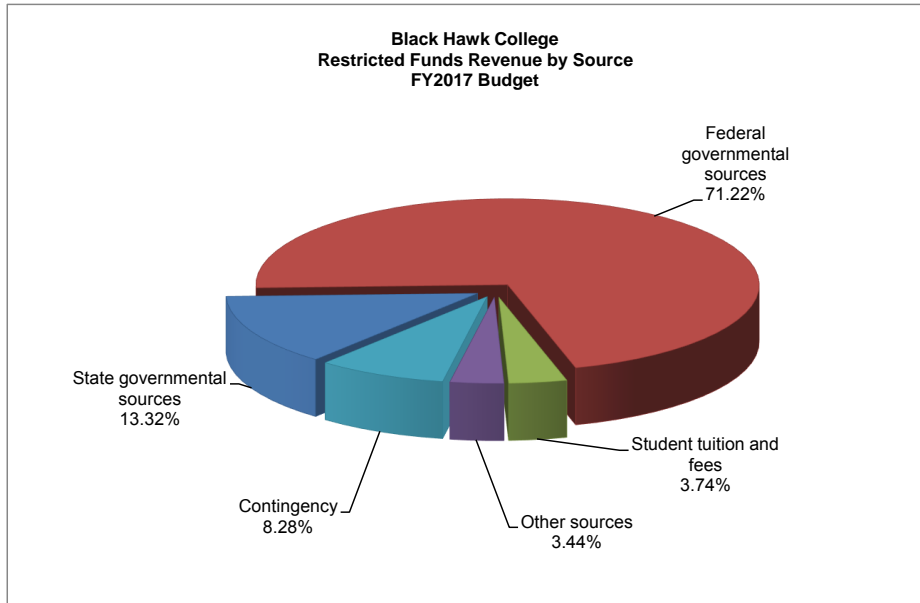
**Black Hawk College
Restricted Purposes Funds Revenue and Expenditure Summary
FY2008 through FY2017**

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Total revenues	\$ 13,118,967	\$ 12,029,975	\$ 14,586,796	\$ 17,247,626	\$ 15,395,439	\$ 13,994,166	\$ 13,952,798	\$ 13,651,610	\$ 18,208,514	\$ 15,691,391
Total expenditures	13,205,422	12,136,390	14,686,538	15,936,133	15,694,970	13,783,186	13,913,946	13,571,341	18,157,010	15,765,677
Excess (deficiency) of revenues over expenditures	(86,455)	(106,415)	(99,742)	1,311,493	(299,531)	210,980	38,852	80,269	51,504	(74,286)
Other financing sources (uses):										
Operating transfers in	52,787	-	5,507	45,000	-	190,105	98,226	775,000	-	-
Operating transfers out	(1,692,000)	(1,782,941)	(5,507)	-	(1,000,000)	-	-	-	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	(1,639,213)	(1,782,941)	-	45,000	(1,000,000)	190,105	98,226	775,000	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	\$ (1,725,668)	\$ (1,889,356)	\$ (99,742)	\$ 1,356,493	\$ (1,299,531)	\$ 401,085	\$ 137,078	\$ 855,269	\$ 51,504	\$ (74,286)
Fund balance										
Beginning	\$ 3,752,088	\$ 2,026,420	\$ 137,064	\$ 37,322	\$ 1,393,815	\$ 94,284	\$ 495,369	\$ 632,447	\$ 1,487,716	\$ 1,539,220
Ending	\$ 2,026,420	\$ 137,064	\$ 37,322	\$ 1,393,815	\$ 94,284	\$ 495,369	\$ 632,447	\$ 1,487,716	\$ 1,539,220	\$ 1,464,934



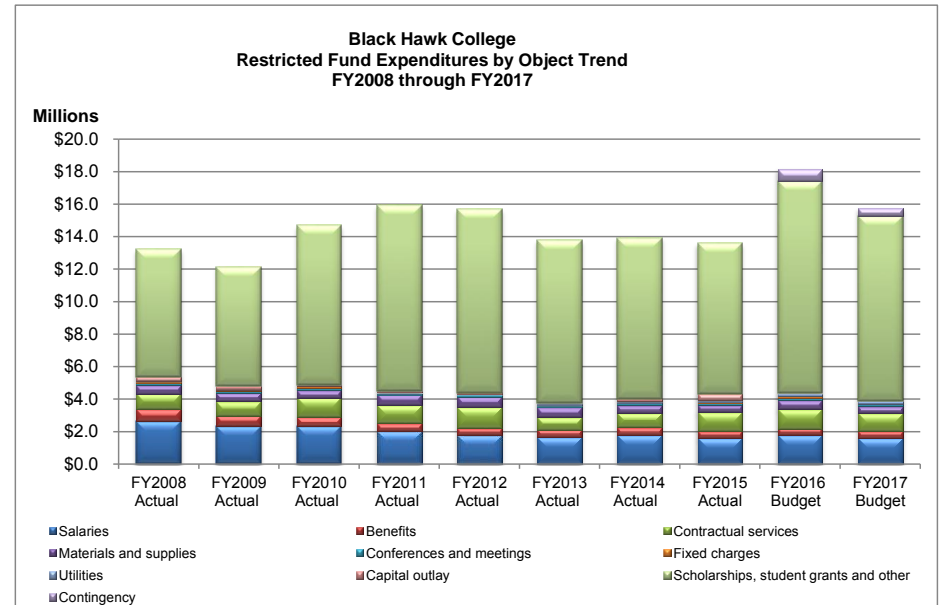
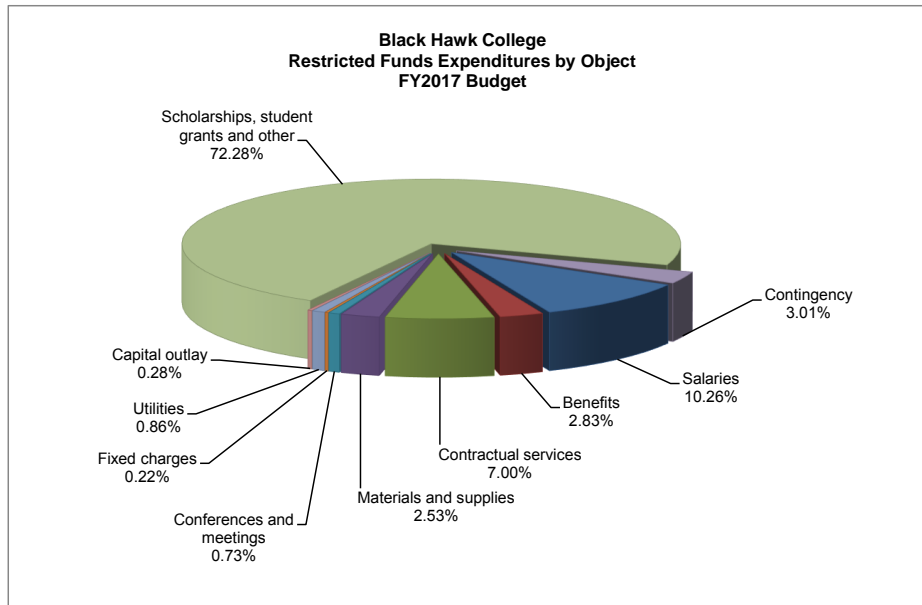
Black Hawk College Restricted Purposes Funds Revenue by Source FY2008 through FY2017

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Revenues:										
Local governmental sources										
Other	\$ 5,705	\$ 6,901	\$ 12,576	\$ 3,680	\$ 2,486	\$ -	\$ -	\$ -	\$ -	\$ -
Total local government sources	5,705	6,901	12,576	3,680	2,486	-	-	-	-	-
State governmental sources	3,739,575	3,182,614	2,888,358	3,918,694	3,126,867	2,009,635	2,438,463	2,780,777	2,616,630	2,090,697
Federal governmental sources	7,442,106	7,015,502	9,942,963	11,922,068	10,835,832	10,039,690	9,959,957	9,249,712	13,376,384	11,174,654
Student tuition and fees	351,705	393,211	542,492	610,285	590,914	904,170	761,601	703,632	656,500	586,040
Sales and services	87,974	147,494	135,331	115,984	137,667	219,234	162,864	292,620	9,000	-
Investment earnings	68,577	10,495	-	-	-	-	-	-	-	-
Other sources	1,423,325	1,273,758	1,065,076	676,915	701,673	821,437	629,913	624,869	550,000	540,000
Contingency	-	-	-	-	-	-	-	-	1,000,000	1,300,000
Total revenues	\$ 13,118,967	\$ 12,029,975	\$ 14,586,796	\$ 17,247,626	\$ 15,395,439	\$ 13,994,166	\$ 13,952,798	\$ 13,651,610	\$ 18,208,514	\$ 15,691,391



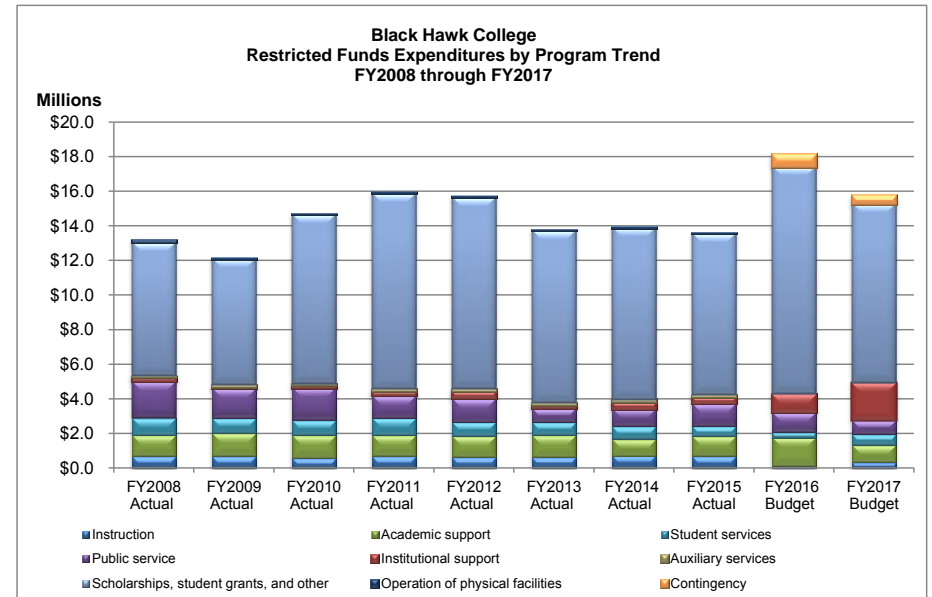
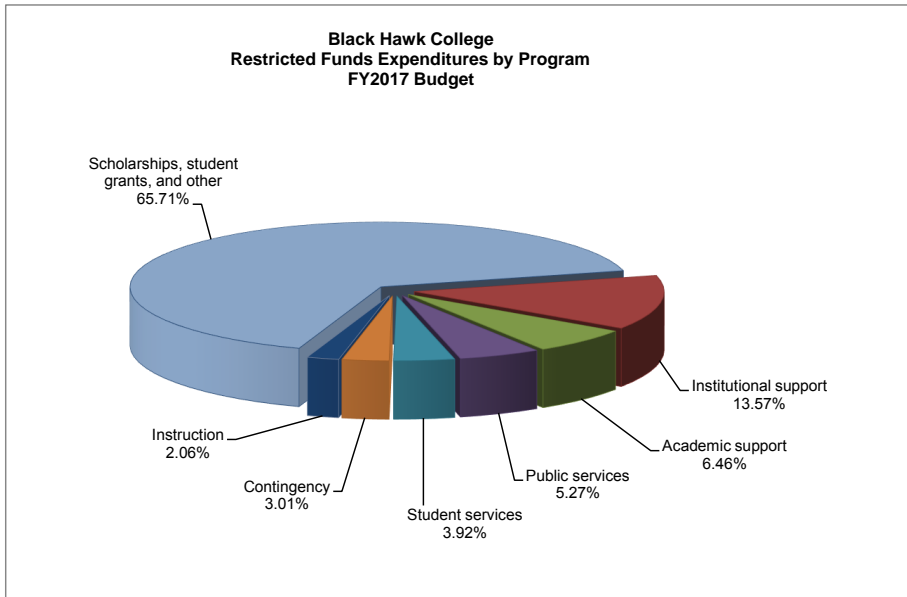
**Black Hawk College
Restricted Purposes Funds Expenditures by Object
FY2008 through FY2017**

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Expenditures:										
Salaries	\$ 2,634,621	\$ 2,349,765	\$ 2,341,477	\$ 2,034,102	\$ 1,808,310	\$ 1,672,824	\$ 1,810,671	\$ 1,615,389	\$ 1,771,465	\$ 1,617,581
Benefits	752,615	647,872	575,083	473,200	419,467	465,446	451,153	424,649	411,812	446,072
Contractual services	960,081	869,754	1,185,780	1,120,748	1,302,786	784,310	907,048	1,159,858	1,217,437	1,103,493
Materials and supplies	536,934	528,079	467,473	656,749	623,861	587,431	452,620	416,545	527,499	399,263
Conferences and meetings	116,333	116,401	126,725	107,006	119,412	106,182	111,018	149,211	163,029	114,332
Fixed charges	84,192	68,449	109,416	43,700	41,195	20,154	49,626	49,941	105,000	34,400
Utilities	15,097	3,230	10,869	5,689	34,591	103,275	78,306	105,302	138,489	134,974
Capital outlay	267,386	193,317	62,366	82,689	61,392	35,839	147,995	402,406	45,000	45,000
Scholarships, student grants and other	7,838,163	7,359,523	9,807,349	11,412,250	11,283,956	10,007,725	9,905,509	9,248,040	13,057,279	11,395,562
Contingency	-	-	-	-	-	-	-	-	720,000	475,000
Total expenditures	\$ 13,205,422	\$ 12,136,390	\$ 14,686,538	\$ 15,936,133	\$ 15,694,970	\$ 13,783,186	\$ 13,913,946	\$ 13,571,341	\$ 18,157,010	\$ 15,765,677



Black Hawk College Restricted Purposes Funds Expenditures by Program FY2008 through FY2017

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Expenditures:										
Instruction	\$ 681,260	\$ 679,463	\$ 582,842	\$ 668,353	\$ 616,011	\$ 617,391	\$ 713,347	\$ 684,210	\$ 100,206	\$ 324,142
Academic support	1,215,942	1,324,553	1,313,778	1,210,145	1,230,357	1,272,563	981,002	1,153,545	1,664,536	1,018,050
Student services	1,007,428	865,479	863,466	1,034,261	834,573	755,244	705,953	593,656	323,127	617,684
Public services	2,111,698	1,771,236	1,894,760	1,274,867	1,360,981	829,526	1,029,598	1,296,580	1,160,415	831,406
Institutional support	270,284	41,611	162,993	259,364	384,832	179,896	404,408	392,481	1,030,000	2,139,000
Auxiliary services	38,362	106,328	64,630	108,762	143,450	99,919	126,120	112,132	-	-
Scholarships, student grants, and other	7,740,441	7,312,149	9,791,791	11,358,276	11,086,238	10,011,965	9,951,288	9,334,814	13,158,726	10,360,395
Operation of physical facilities	140,007	35,571	12,278	22,105	38,528	16,682	2,230	3,923	-	-
Contingency	-	-	-	-	-	-	-	-	720,000	475,000
Total expenditures	\$ 13,205,422	\$ 12,136,390	\$ 14,686,538	\$ 15,936,133	\$ 15,694,970	\$ 13,783,186	\$ 13,913,946	\$ 13,571,341	\$ 18,157,010	\$ 15,765,677



Black Hawk College Fiscal Year 2017 Budget

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

Overview

The Audit Fund is budgeted to end FY2017 with a deficit of \$39,500 due to levy component changes originally made to accommodate bond issuances and an additional Information Technology (IT) audit while maintaining a stable total tax levy rate. Tax levy rates will continue to be revised to more accurately fund audit expenditures.

Total revenue in the Audit Fund is budgeted to increase \$15,021 from the FY2016 Budget. This increase is a result of the need to offset prior years' reductions of the audit fund property tax levy, done when a large fund balance in this fund was available with limited expenditures.

Total expenditures in the Audit Fund are budgeted to increase 27.5% from the FY2016 budget associated with a planned Information Technology (IT) audit.

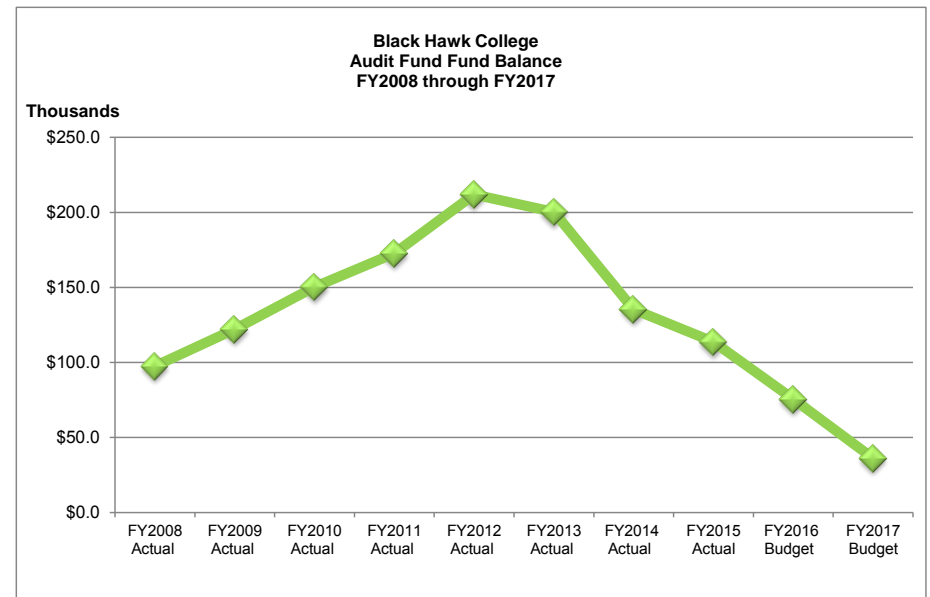
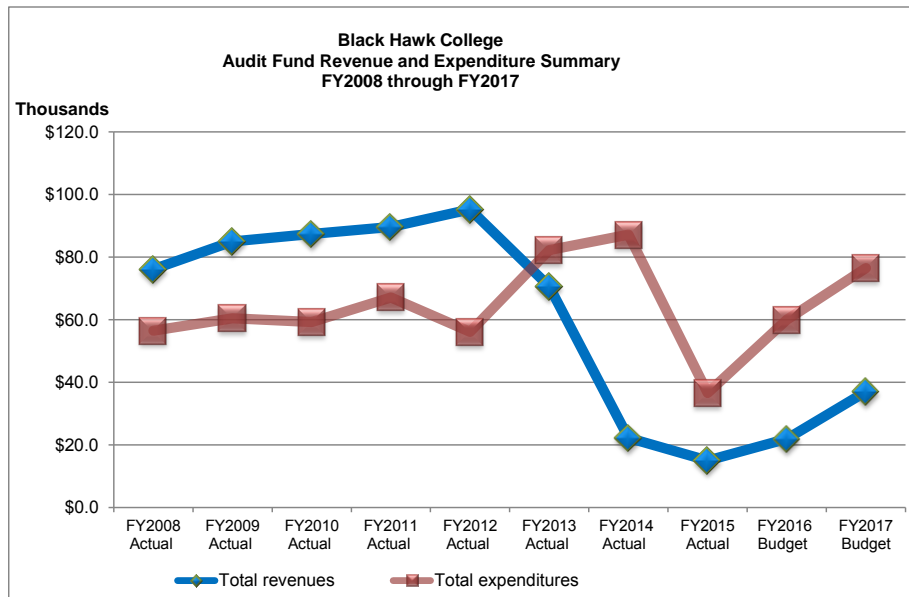
Overall Trend

Total revenue is projected to decrease \$39,157 or 51.42% from FY2008 actual driven solely by levy component changes to allow for additional bond issuances and manage the accumulated fund balance in this fund.

Total expenditures are projected to increase \$20,000 or 35.40% from FY2008 actual, driven by an increase in audit fees and a planned IT audit.

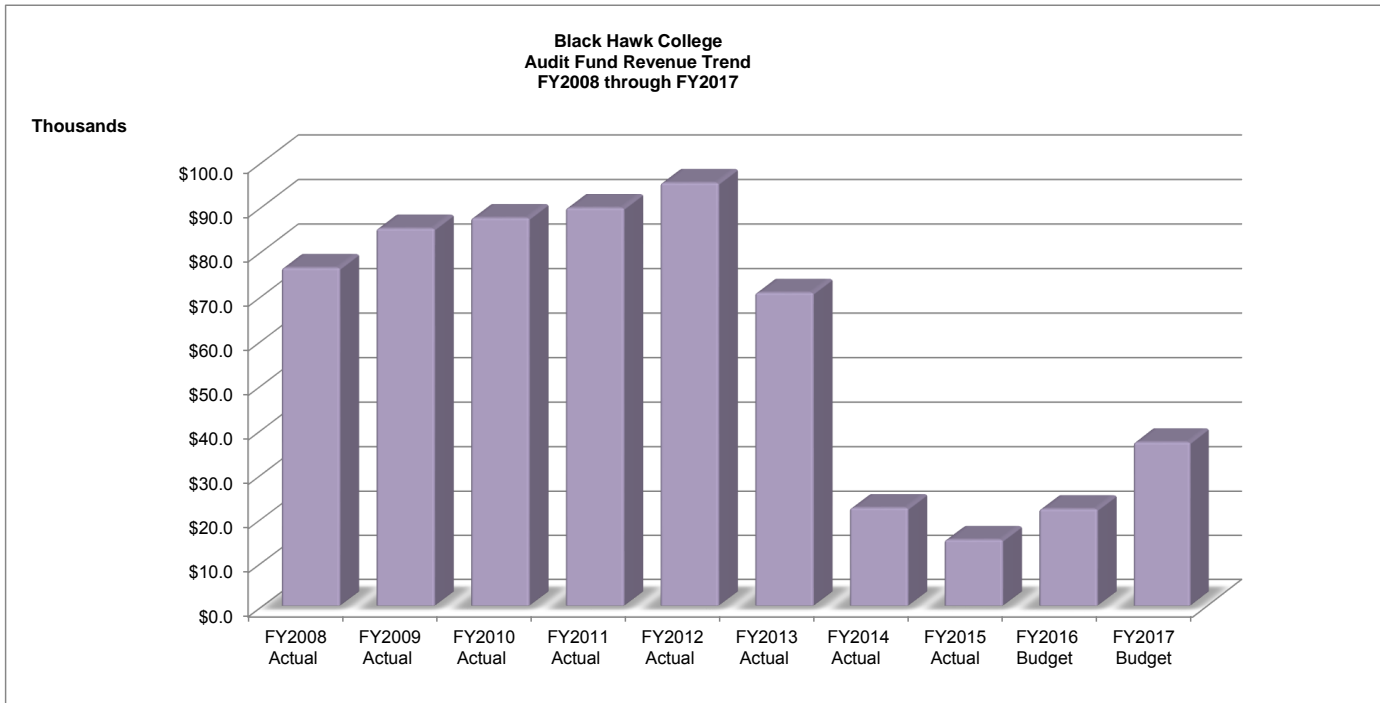
Black Hawk College Audit Fund Revenue and Expenditure Summary FY2008 through FY2017

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Total revenues	\$ 76,157	\$ 84,995	\$ 87,363	\$ 89,620	\$ 95,243	\$ 70,576	\$ 22,231	\$ 15,000	\$ 21,979	\$ 37,000
Total expenditures	56,500	60,420	59,250	67,100	56,100	82,262	87,175	36,602	60,000	76,500
Excess (deficiency) of revenues over expenditures	19,657	24,575	28,113	22,520	39,143	(11,686)	(64,944)	(21,602)	(38,021)	(39,500)
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	-	-	-	-	-
Operating transfers out	-	-	-	-	-	-	-	-	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	-	-	-	-	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	\$ 19,657	\$ 24,575	\$ 28,113	\$ 22,520	\$ 39,143	\$ (11,686)	\$ (64,944)	\$ (21,602)	\$ (38,021)	\$ (39,500)
Fund balance										
Beginning	\$ 77,900	\$ 97,557	\$ 122,132	\$ 150,245	\$ 172,765	\$ 211,908	\$ 200,222	\$ 135,278	\$ 113,676	\$ 75,655
Ending	\$ 97,557	\$ 122,132	\$ 150,245	\$ 172,765	\$ 211,908	\$ 200,222	\$ 135,278	\$ 113,676	\$ 75,655	\$ 36,155



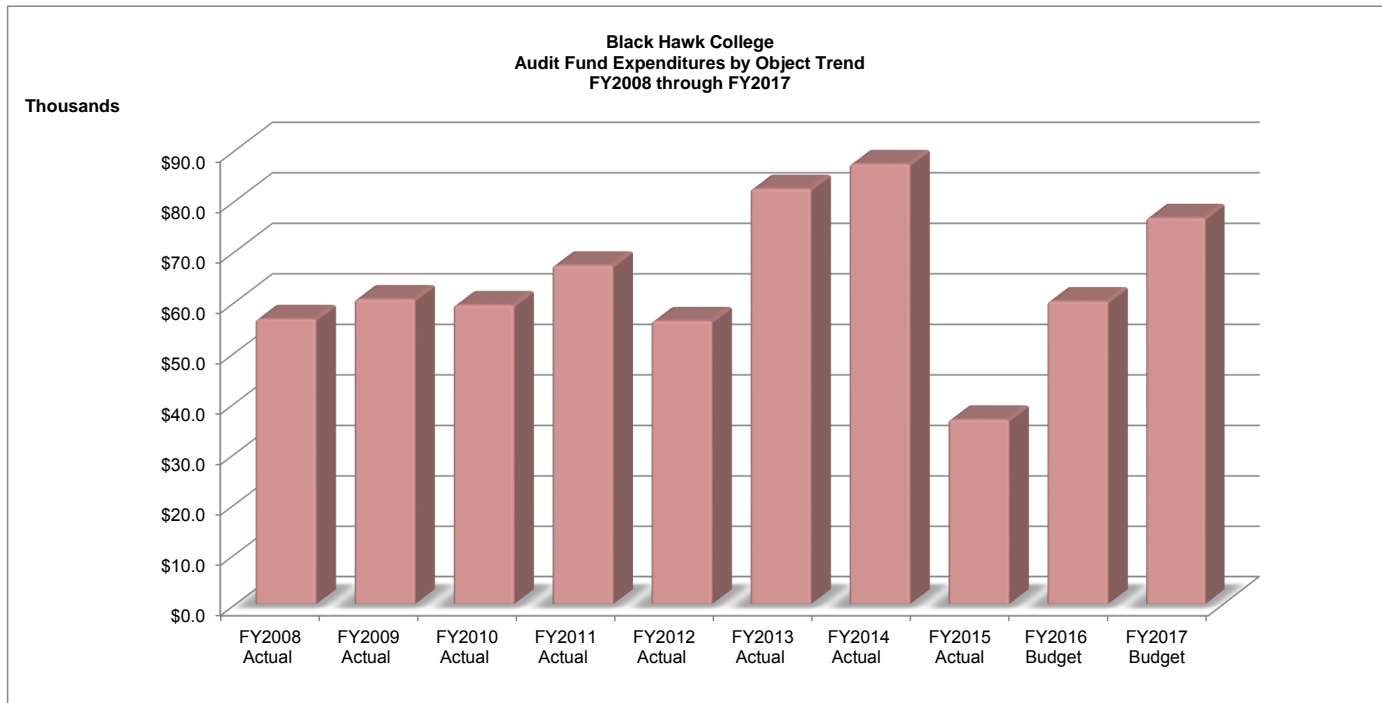
**Black Hawk College
Audit Fund Revenue by Source
FY2008 through FY2017**

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Revenues:										
Local governmental sources										
Property taxes	\$ 76,157	\$ 84,995	\$ 87,363	\$ 89,620	\$ 95,243	\$ 70,576	\$ 21,377	\$ 14,440	\$ 21,979	\$ 37,000
Investment earnings	-	-	-	-	-	-	854	560	-	-
Total revenues	\$ 76,157	\$ 84,995	\$ 87,363	\$ 89,620	\$ 95,243	\$ 70,576	\$ 22,231	\$ 15,000	\$ 21,979	\$ 37,000



Black Hawk College Audit Fund Expenditures by Object FY2008 through FY2017

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Expenditures:										
Contractual services	\$ 56,500	\$ 60,420	\$ 59,250	\$ 67,100	\$ 56,100	\$ 82,262	\$ 87,175	\$ 36,602	\$ 60,000	\$ 76,500
Total expenditures	\$ 56,500	\$ 60,420	\$ 59,250	\$ 67,100	\$ 56,100	\$ 82,262	\$ 87,175	\$ 36,602	\$ 60,000	\$ 76,500



Black Hawk College Fiscal Year 2017 Budget

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

Overview

The Liability, Protection, and Settlement Fund is budgeted to end FY2017 with an excess of \$246,049.

Total revenue in the Liability, Protection, and Settlement Fund is budgeted to increase \$203,000 or 10.41% from the FY2016 Budget due mainly to an increase in Property Tax revenue received.

Total expenditures in the Liability, Protection, and Settlement Fund are budgeted to decrease \$29,256 or 1.5% from the FY2016 Budget and are comprised of the following changes:

- 3.58% decrease in Salaries due to staffing changes
- 1.20% increase in Benefits associated with staffing changes
- 16.78% increase in Materials & Supplies expense
- 14.14% decrease in Contractual Services expense to better align with actual expenditures
- 178.57% increase in Conference and Meetings expense due to increased training needs related to compliance with new federal programs
- 2.63% decrease in Fixed Charges to better align with actual expenditures

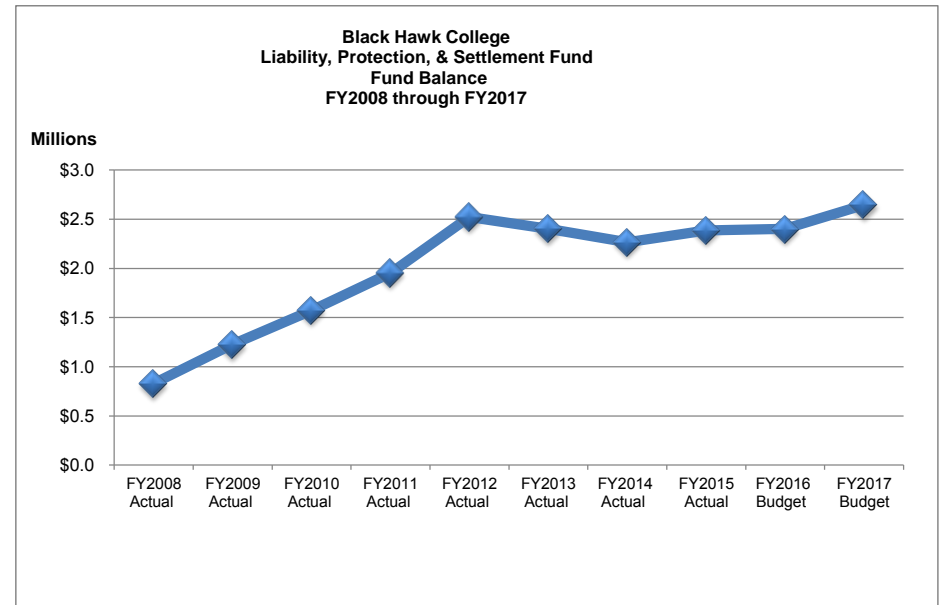
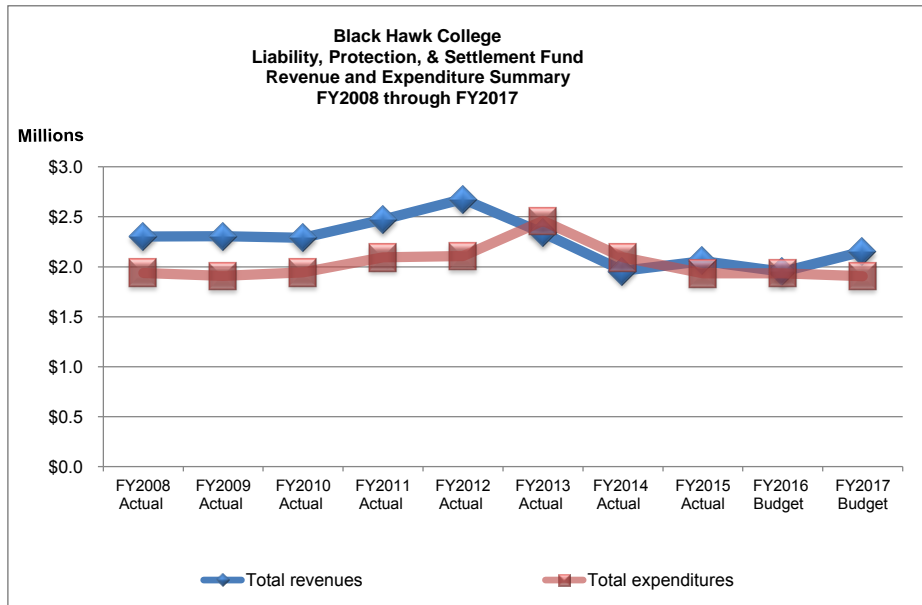
Overall Trend

Total revenue is projected to decrease \$148,799 or 6.46% from FY2008 actual, driven solely by a decrease in Property Tax revenue resulting from levy component changes.

Total expenditures are projected to decrease \$31,312 or 1.62% from FY2008 actual, driven partly by a 19.33% decrease in Contractual Services, a 70.39% decrease in Materials and Supplies, a 47.79% decrease in Fixed Charges, primarily insurance costs, and an offset of a 19.04% increase in Salaries and Benefits.

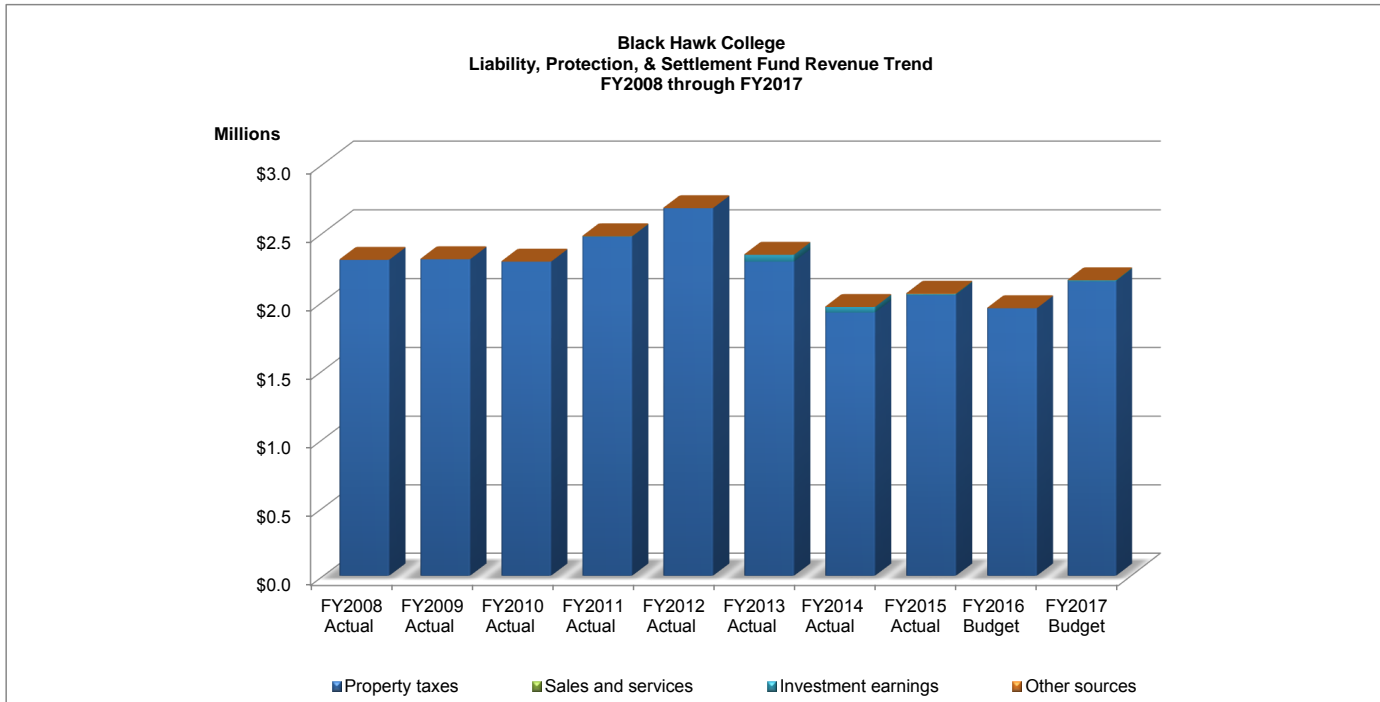
Black Hawk College Liability, Protection, and Settlement Fund Revenue and Expenditure Summary FY2008 through FY2017

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Total revenues	\$ 2,301,799	\$ 2,306,022	\$ 2,288,655	\$ 2,472,747	\$ 2,677,247	\$ 2,338,599	\$ 1,958,816	\$ 2,056,938	\$ 1,950,000	\$ 2,153,000
Total expenditures	1,938,263	1,907,878	1,943,135	2,093,697	2,107,466	2,458,312	2,095,916	1,935,081	1,936,207	1,906,951
Excess (deficiency) of revenues over expenditures	363,536	398,144	345,520	379,050	569,781	(119,713)	(137,100)	121,857	13,793	246,049
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	-	-	-	-	-
Operating transfers out	-	-	-	-	-	-	-	-	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	-	-	-	-	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	\$ 363,536	\$ 398,144	\$ 345,520	\$ 379,050	\$ 569,781	\$ (119,713)	\$ (137,100)	\$ 121,857	\$ 13,793	\$ 246,049
Fund balance										
Beginning	\$ 465,822	\$ 829,358	\$ 1,227,502	\$ 1,573,022	\$ 1,952,072	\$ 2,521,853	\$ 2,402,140	\$ 2,265,040	\$ 2,386,897	\$ 2,400,690
Ending	\$ 829,358	\$ 1,227,502	\$ 1,573,022	\$ 1,952,072	\$ 2,521,853	\$ 2,402,140	\$ 2,265,040	\$ 2,386,897	\$ 2,400,690	\$ 2,646,739



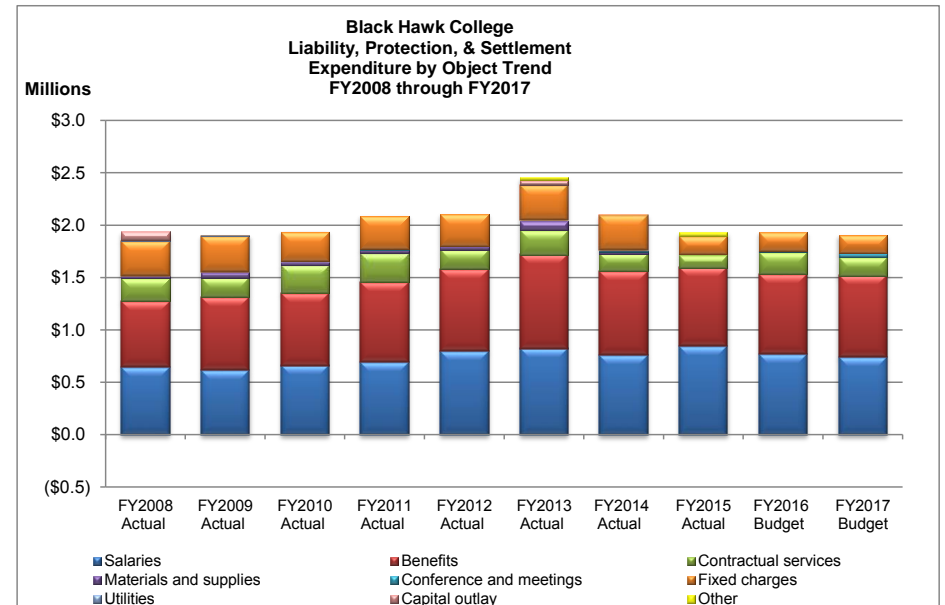
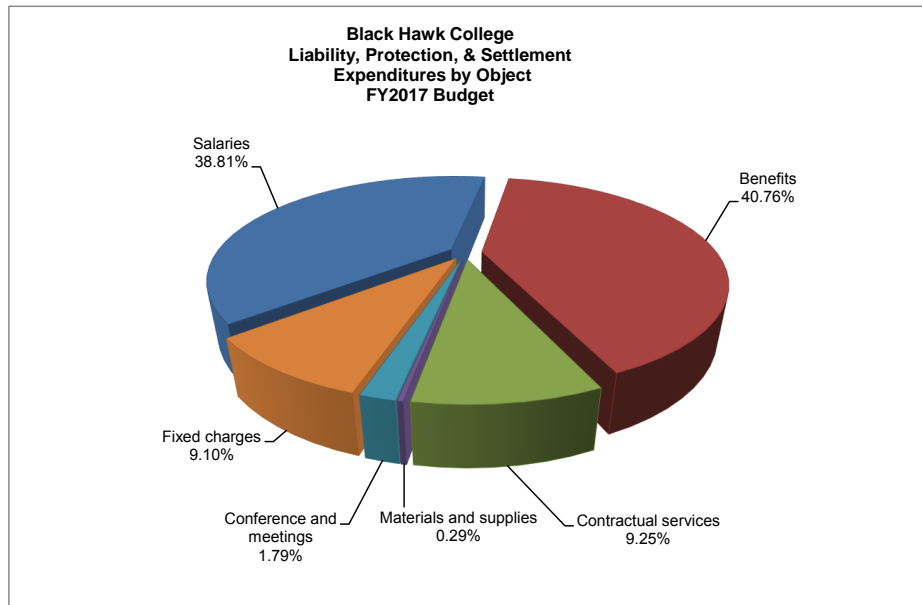
Black Hawk College
Liability, Protection, and Settlement Fund Revenue by Source
FY2008 through FY2017

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Revenues:										
Property taxes	\$ 2,301,799	\$ 2,306,022	\$ 2,288,655	\$ 2,469,190	\$ 2,677,247	\$ 2,288,704	\$ 1,918,221	\$ 2,044,147	\$ 1,950,000	\$ 2,144,000
Sales and services	-	-	-	288	-	-	-	-	-	-
Investment earnings	-	-	-	3,269	-	49,895	40,595	9,606	-	9,000
Other sources	-	-	-	-	-	-	-	3,185	-	-
Total revenues	\$ 2,301,799	\$ 2,306,022	\$ 2,288,655	\$ 2,472,747	\$ 2,677,247	\$ 2,338,599	\$ 1,958,816	\$ 2,056,938	\$ 1,950,000	\$ 2,153,000



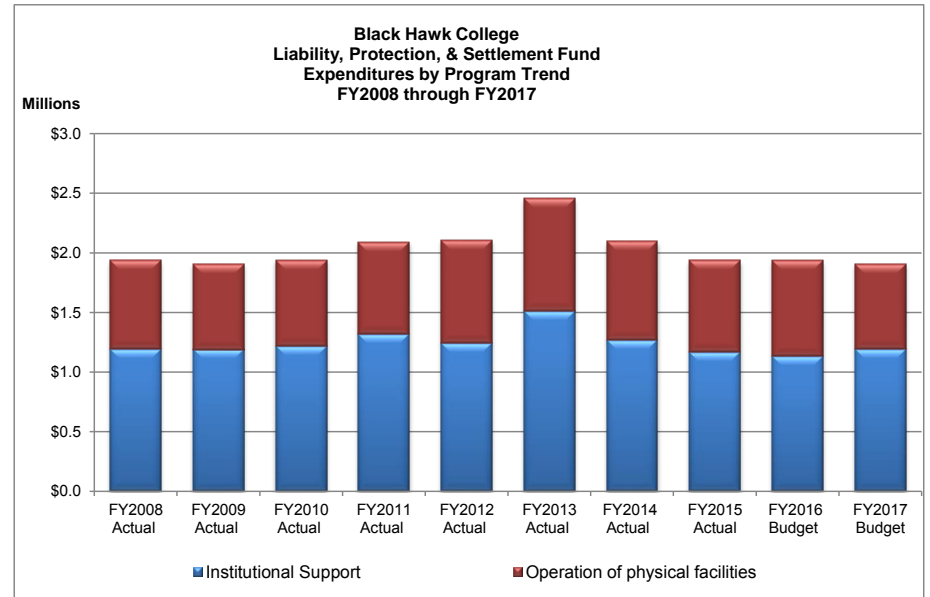
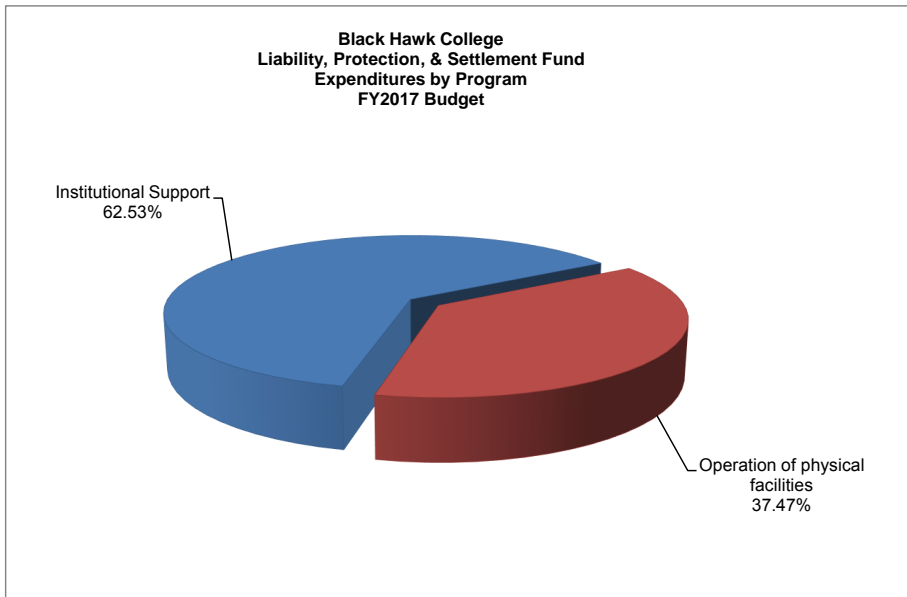
Black Hawk College Liability, Protection, and Settlement Fund Expenditures by Object FY2008 through FY2017

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Expenditures										
Salaries	\$ 646,326	\$ 614,568	\$ 658,176	\$ 692,999	\$ 799,913	\$ 822,760	\$ 758,643	\$ 845,414	\$ 767,624	\$ 740,173
Benefits	628,426	702,518	693,733	767,353	782,698	897,014	801,193	749,367	768,039	777,284
Contractual services	218,586	183,927	270,040	270,736	184,784	236,124	169,369	122,624	205,382	176,341
Materials and supplies	18,890	47,831	28,395	30,249	31,389	84,742	20,724	3,218	4,790	5,594
Conference and meetings	5,840	6,258	4,316	12,339	5,672	4,870	11,344	6,629	12,247	34,116
Fixed charges	332,227	342,700	281,542	313,818	296,456	334,600	334,731	168,474	178,125	173,443
Utilities	9,574	10,076	6,932	6,203	6,554	7,275	-	-	-	-
Capital outlay	78,394	-	-	-	-	40,636	(88)	-	-	-
Other	-	-	-	-	-	30,291	-	39,355	-	-
Total expenditures	\$ 1,938,263	\$ 1,907,878	\$ 1,943,135	\$ 2,093,697	\$ 2,107,466	\$ 2,458,312	\$ 2,095,916	\$ 1,935,081	\$ 1,936,207	\$ 1,906,951



**Black Hawk College
Liability, Protection, and Settlement Fund Expenditures by Program
FY2008 through FY2017**

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Expenditures:										
Institutional Support	\$ 1,196,139	\$ 1,190,072	\$ 1,222,660	\$ 1,321,256	\$ 1,245,344	\$ 1,514,576	\$ 1,268,493	\$ 1,165,777	\$ 1,132,796	\$ 1,192,494
Operation of physical facilities	742,124	717,806	720,475	772,441	862,122	943,736	827,423	769,304	803,411	714,457
Total expenditures	\$ 1,938,263	\$ 1,907,878	\$ 1,943,135	\$ 2,093,697	\$ 2,107,466	\$ 2,458,312	\$ 2,095,916	\$ 1,935,081	\$ 1,936,207	\$ 1,906,951



Black Hawk College Fiscal Year 2017 Budget

Working Cash Fund – The Working Cash Fund is established by Section 3-33.1 of the Illinois Public Community College Act. This fund is first established without voter approval by resolution of the local Board of Trustees for the purpose of enabling the district to have on hand at all times, sufficient cash to meet the demands for ordinary and necessary expenditures. Additional bonds may be issued, without voter approval, in an amount or amounts not to exceed in the aggregate 75 percent of the total tax extension from the authorized maximum rates for the Education Fund and the Operations and Maintenance Fund combined, plus 75 percent of the last known Corporate Personal Property Replacement Tax (CPPRT) allocation.

This fund is used to account for the proceeds of working cash bonds. By making temporary transfers, the Working Cash Fund is available as a source of working capital by other funds. These temporary transfers assist operating funds in meeting the demands for ordinary and necessary expenditures during periods of temporary low cash balances. Bonds may be issued by resolution of the Board of Trustees to establish or increase the fund.

Payments for the principal or interest of working cash bonds should be made from the Bond and Interest Fund. (Section 3-33.1 through Section 3-33.6 of the Illinois Public Community College Act relate to various provisions for the Working Cash Fund.)

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

Overview

The Working Cash Fund is budgeted to end FY2017 with an excess of \$60,000 due to no transfers being budgeted in the upcoming fiscal year.

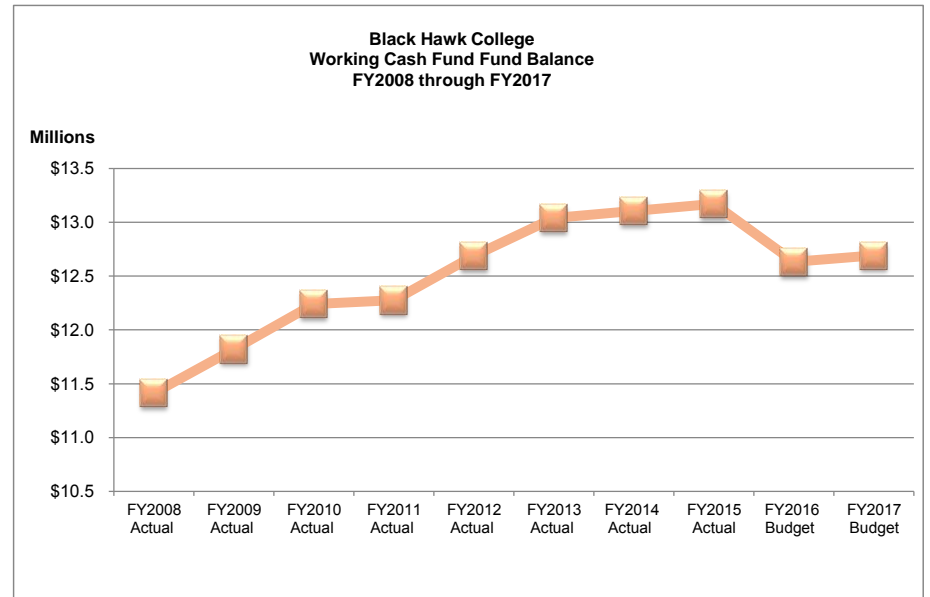
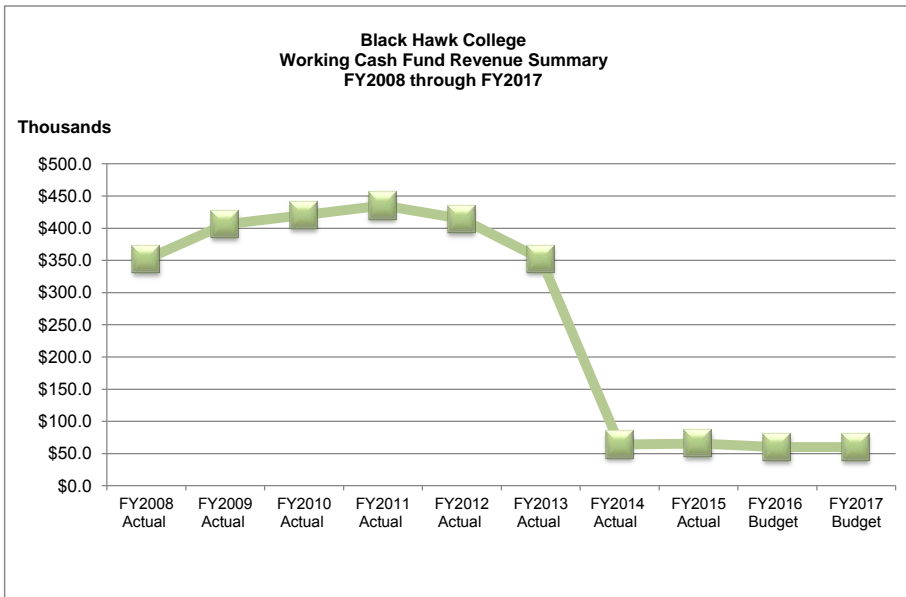
Total revenue in the Working Cash Fund is projected as flat for FY2017 based on known interest rates.

Overall Trend

Total revenue is projected to decrease \$291,588 or 82.93% from FY2008 actual as a direct result of lower interest earnings in recent years.

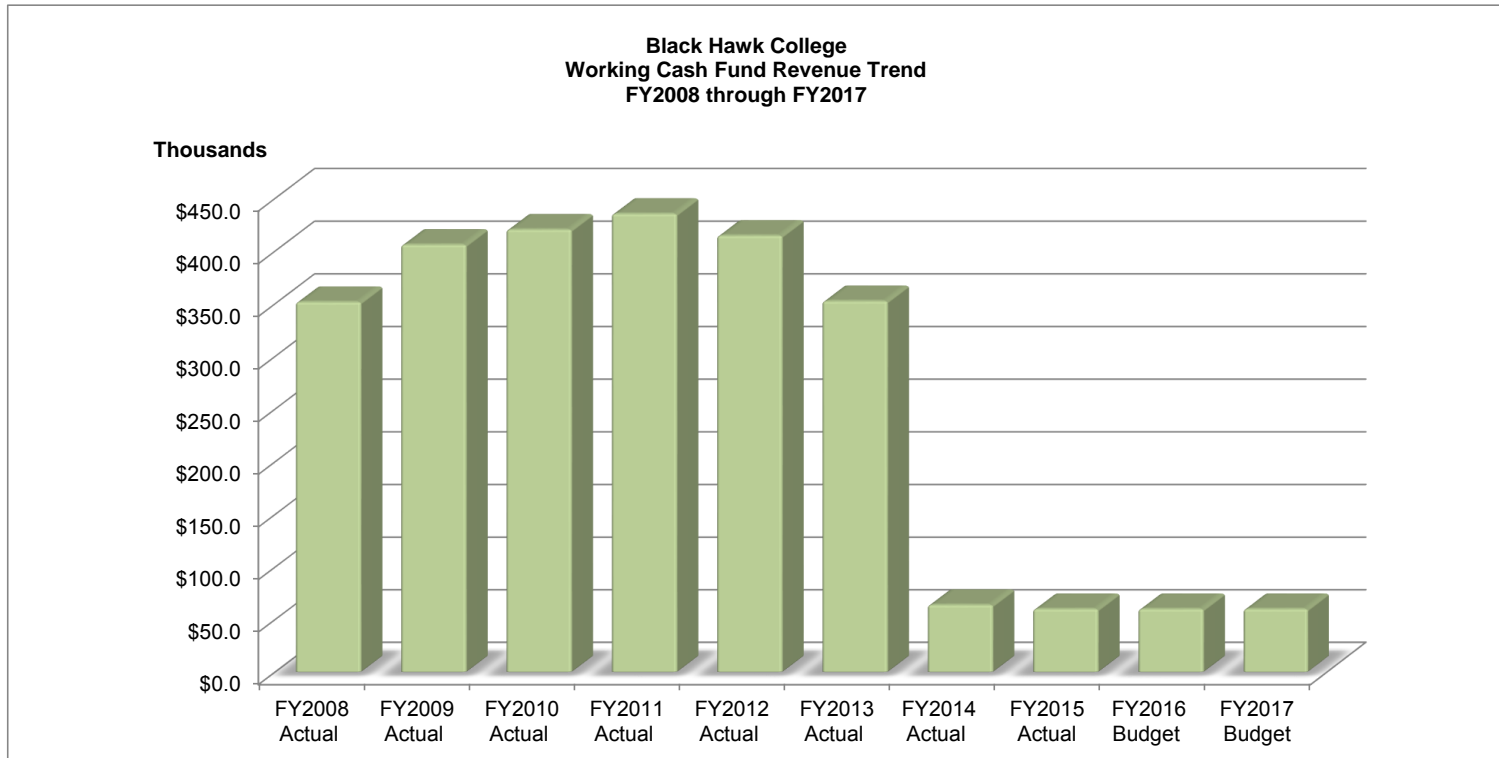
**Black Hawk College
Working Cash Fund Revenue and Transfer Summary
FY2008 through FY2017**

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Total revenue	\$ 351,588	\$ 406,004	\$ 420,400	\$ 435,352	\$ 414,619	\$ 352,468	\$ 63,929	\$ 65,685	\$ 60,000	\$ 60,000
Total expenditures	-	-	-	-	-	-	-	-	-	-
Net increase (decrease) in fund balance	351,588	406,004	420,400	435,352	414,619	352,468	63,929	65,685	60,000	60,000
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	-	-	-	-	-
Operating transfers out	-	-	-	(400,000)	-	-	-	-	(600,000)	-
Bond & debt certificate proceeds	4,100,000	-	-	-	-	-	-	-	-	-
Bond premium (discount)	(56,540)	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	4,043,460	-	-	(400,000)	-	-	-	-	(600,000)	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	\$ 4,395,048	\$ 406,004	\$ 420,400	\$ 35,352	\$ 414,619	\$ 352,468	\$ 63,929	\$ 65,685	\$ (540,000)	\$ 60,000
Fund balance										
Beginning	\$ 7,018,932	\$ 11,413,980	\$ 11,819,984	\$ 12,240,384	\$ 12,275,736	\$ 12,690,355	\$ 13,042,823	\$ 13,106,752	\$ 13,172,437	\$ 12,632,437
Ending	\$ 11,413,980	\$ 11,819,984	\$ 12,240,384	\$ 12,275,736	\$ 12,690,355	\$ 13,042,823	\$ 13,106,752	\$ 13,172,437	\$ 12,632,437	\$ 12,692,437



Black Hawk College Working Cash Fund Revenue by Source FY2008 through FY2017

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Revenues:										
Investment earnings	\$ 351,588	\$ 406,004	\$ 420,400	\$ 435,352	\$ 414,619	\$ 352,468	\$ 63,929	\$ 65,685	\$ 60,000	\$ 60,000
Total revenues	\$ 351,588	\$ 406,004	\$ 420,400	\$ 435,352	\$ 414,619	\$ 352,468	\$ 63,929	\$ 60,000	\$ 60,000	\$ 60,000



Black Hawk College Fiscal Year 2017 Budget

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

Overview

The Bond & Interest Fund is budgeted with an excess of \$1,415,000 for FY2017 based on estimates for a tax levy and expenditures associated with a new bond issuance.

Total revenue in the Bond & Interest Fund is budgeted to increase \$1,602,307 or 25.65% from the FY2016 Budget as a direct result of budgeting for the tax levy revenue needed for debt payments.

Total expenditures in the Bond & Interest Fund are budgeted to increase \$187,307 or 3.00% from the FY2016 budget as a direct result of budgeting for debt payments on the accrual basis.

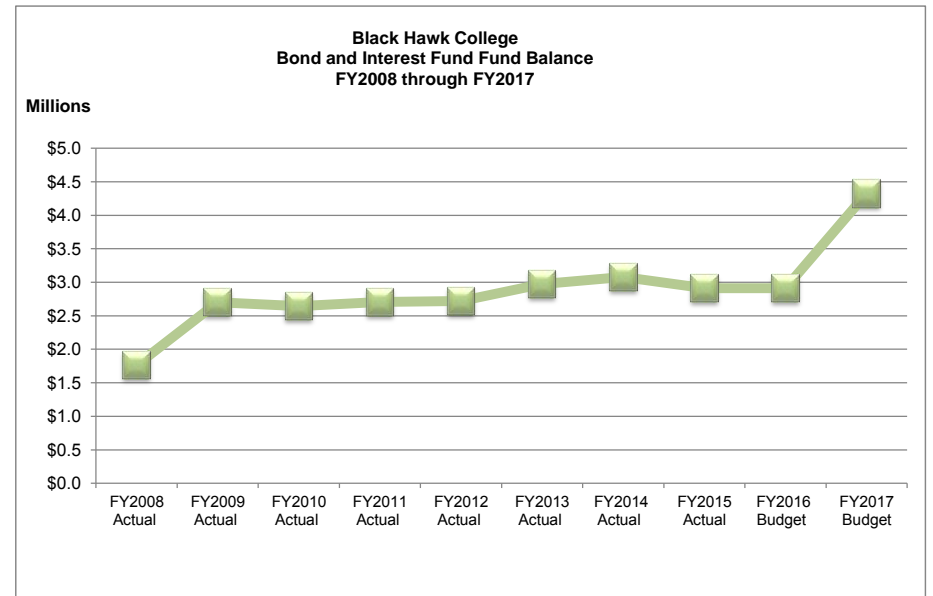
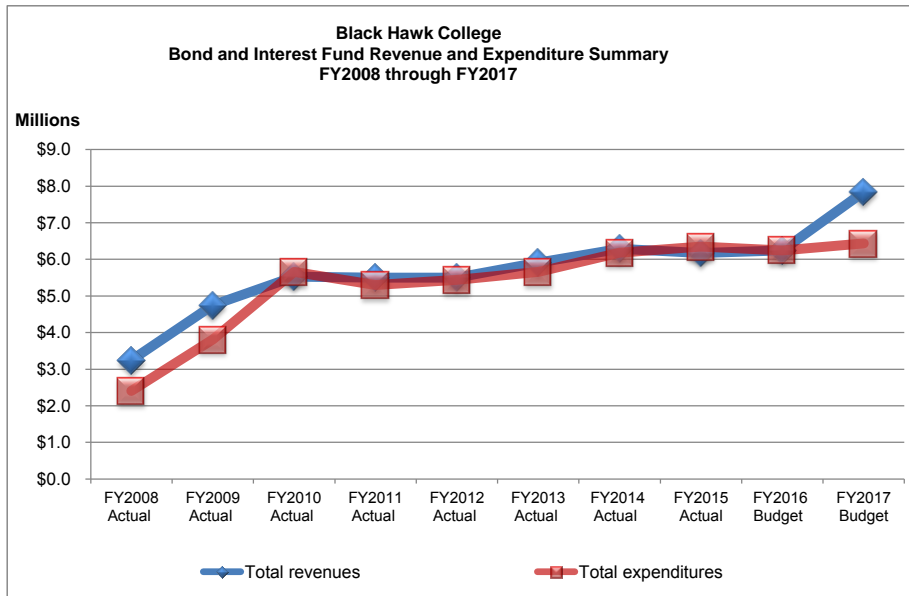
Overall Trend

Total revenue is projected to increase \$4,601,932 or 141.77% from FY2008 actual, driven primarily by changes to the College's bonding plan which resulted in increased property tax revenue to meet debt maturities.

Total expenditures are projected to increase \$4,029,526 or 167.65% from FY2008 due to fluctuations in debt maturities.

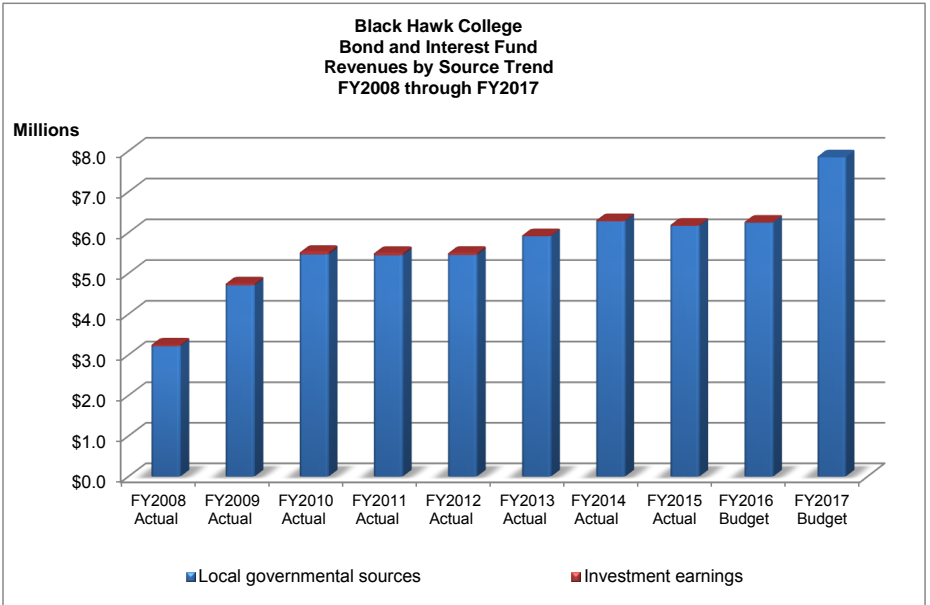
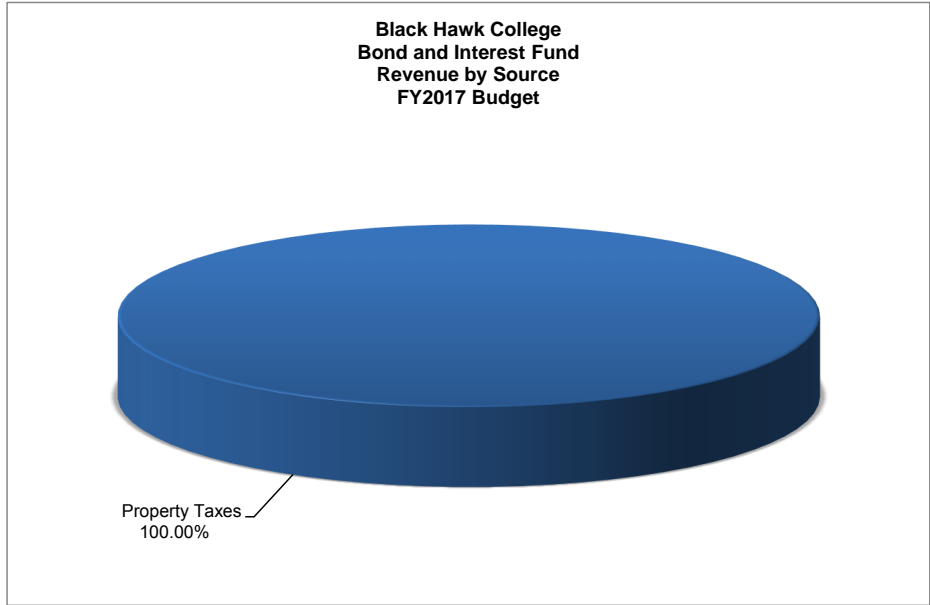
Black Hawk College Bond and Interest Fund Revenue and Expenditure Summary FY2008 through FY2017

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Total revenues	\$ 3,246,068	\$ 4,747,697	\$ 5,528,126	\$ 5,499,507	\$ 5,500,677	\$ 5,913,045	\$ 6,287,956	\$ 6,176,083	\$ 6,245,693	\$ 7,848,000
Total expenditures	2,403,474	3,810,784	5,656,913	5,297,388	5,439,013	5,661,021	6,182,133	6,345,788	6,245,693	6,433,000
Excess (deficiency) of revenues over expenditures	842,594	936,913	(128,787)	202,119	61,664	252,024	105,823	(169,705)	-	1,415,000
Other financing sources (uses):										
Operating transfers in	92,000	-	68,741	-	-	-	-	-	-	-
Operating transfers out	-	-	-	(139,280)	(44,940)	-	-	-	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	92,000	-	68,741	(139,280)	(44,940)	-	-	-	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	\$ 934,594	\$ 936,913	\$ (60,046)	\$ 62,839	\$ 16,724	\$ 252,024	\$ 105,823	\$ (169,705)	\$ -	\$ 1,415,000
Fund balance										
Beginning	\$ 830,675	\$ 1,765,269	\$ 2,702,182	\$ 2,642,136	\$ 2,704,975	\$ 2,721,699	\$ 2,973,723	\$ 3,079,546	\$ 2,909,841	\$ 2,909,841
Ending	\$ 1,765,269	\$ 2,702,182	\$ 2,642,136	\$ 2,704,975	\$ 2,721,699	\$ 2,973,723	\$ 3,079,546	\$ 2,909,841	\$ 2,909,841	\$ 4,324,841



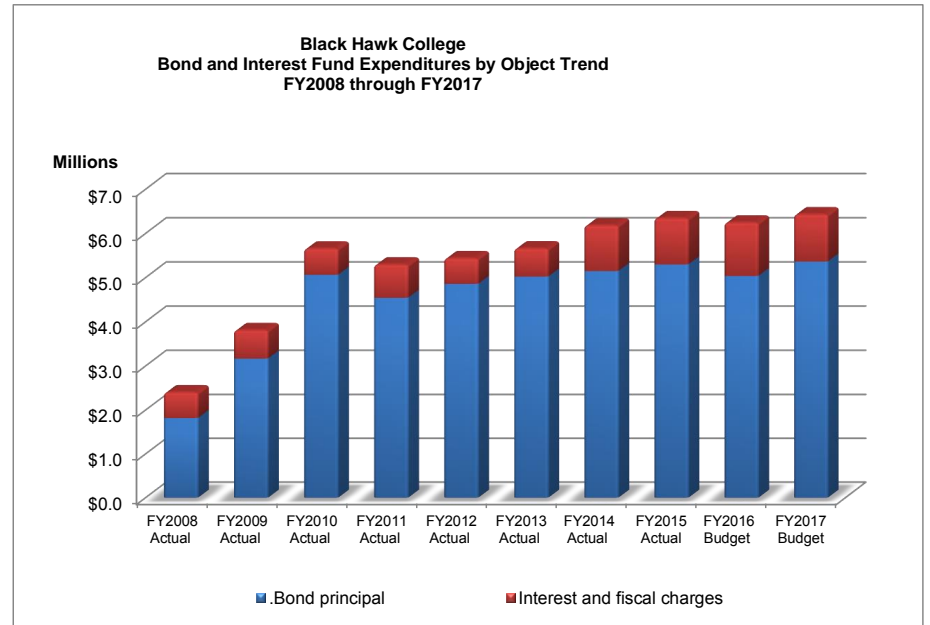
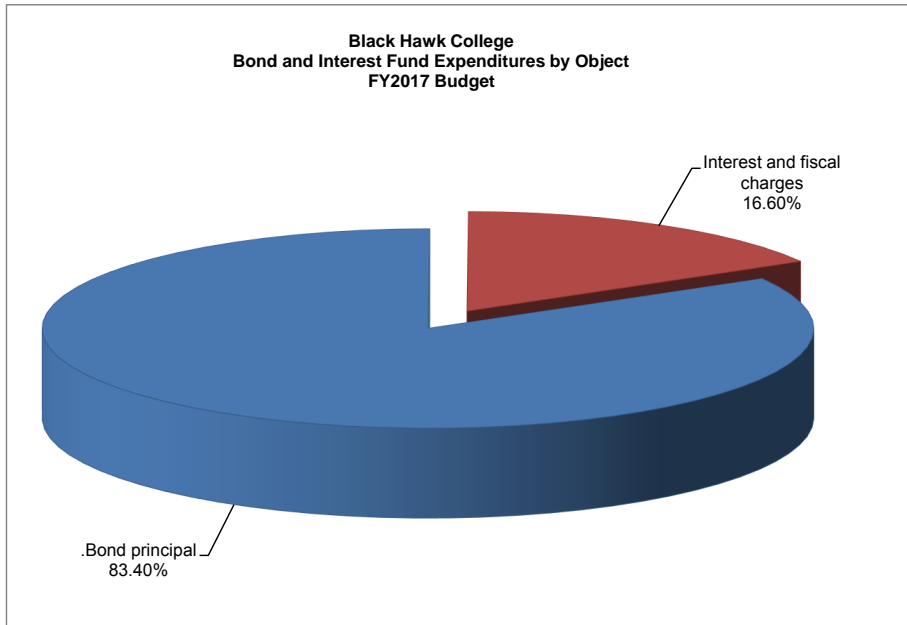
**Black Hawk College
Bond and Interest Fund Revenue by Source
FY2008 through FY2017**

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Revenues:										
Local governmental sources										
Property taxes	\$ 3,214,755	\$ 4,707,582	\$ 5,466,013	\$ 5,444,629	\$ 5,452,397	\$ 5,912,910	\$ 6,278,922	\$ 6,166,578	\$ 6,245,693	\$ 7,848,000
Total local government sources	3,214,755	4,707,582	5,466,013	5,444,629	5,452,397	5,912,910	6,278,922	6,166,578	6,245,693	7,848,000
Investment earnings	31,313	40,115	62,113	54,878	48,280	135	9,034	9,505	-	-
Total revenues	\$ 3,246,068	\$ 4,747,697	\$ 5,528,126	\$ 5,499,507	\$ 5,500,677	\$ 5,913,045	\$ 6,287,956	\$ 6,176,083	\$ 6,245,693	\$ 7,848,000



Black Hawk College Bond and Interest Fund Expenditures by Object FY2008 through FY2017

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Expenditures:										
.Bond principal	\$ 1,820,000	\$ 3,170,000	\$ 5,065,000	\$ 4,545,000	\$ 4,860,000	\$ 5,025,000	\$ 5,150,000	\$ 5,300,000	\$ 5,039,378	\$ 5,365,000
Interest and fiscal charges	583,474	640,784	591,913	752,388	579,013	636,021	1,032,133	1,045,788	1,206,315	1,068,000
Total expenditures	\$ 2,403,474	\$ 3,810,784	\$ 5,656,913	\$ 5,297,388	\$ 5,439,013	\$ 5,661,021	\$ 6,182,133	\$ 6,345,788	\$ 6,245,693	\$ 6,433,000



Black Hawk College Fiscal Year 2017 Budget

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

Overview

The Operations and Maintenance Restricted Fund is budgeted to end FY2017 with an excess of \$11,408,900. This excess is primarily due to estimates for a bond issuance with an offset partially composed of expenditures for the Veterinary Sciences Center in Galva and a district-wide technology refresh.

Total revenue in the Operations and Maintenance Restricted Fund is budgeted to increase \$335,640 or 17.53% from the FY2016 Budget and is comprised of the following changes:

- 108.81% increase in budgeted Property Taxes due to a higher Protection, Health, and Safety levy
- 58.33% decrease in Investment Earnings associated with known interest rate earnings
- 60.00% decrease in Contingency revenues associated with lower estimates of additional revenue sources

Total expenditures in the Operations and Maintenance Restricted Fund are budgeted to decrease \$5,650,400 or 49.17% from the FY2016 Budget as a direct result of capital projects planned for FY2017 utilizing bond funds from the 2010, 2013, and 2015 bond issuances.

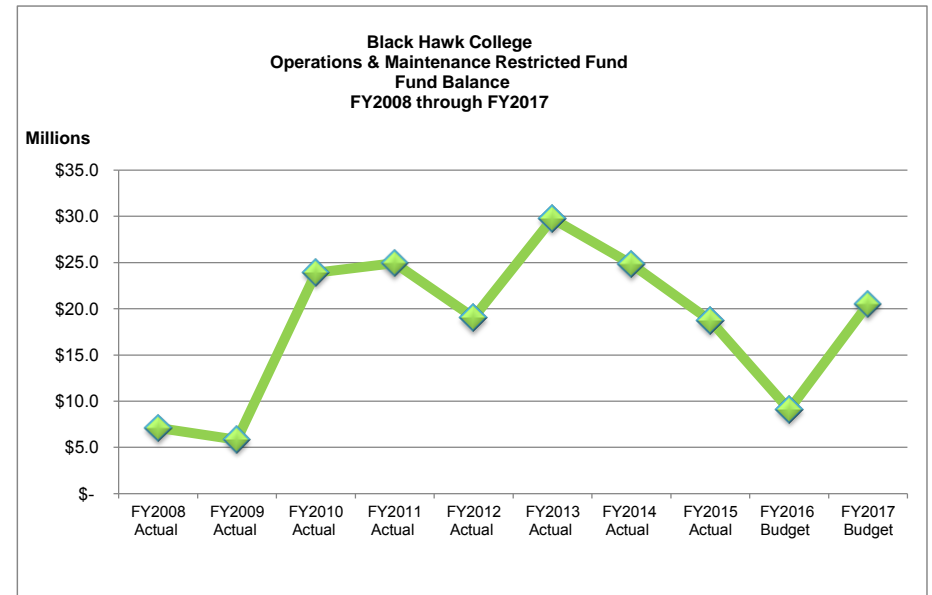
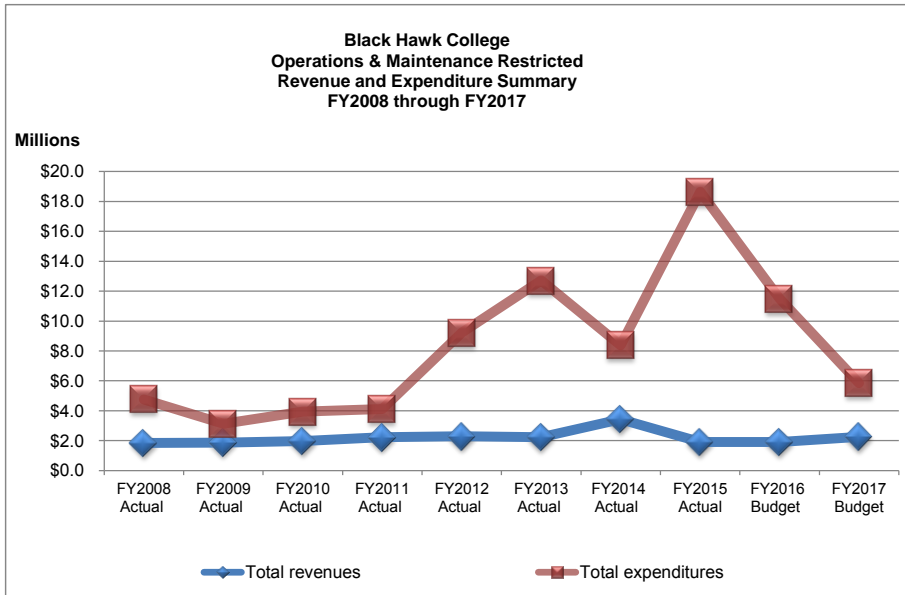
Overall Trend

Total revenue is projected to increase \$402,458 or 21.77% from FY2008 actual, driven mainly by a 16.77% increase in local property taxes associated with Protection, Health, and Safety projects, a decrease of investment earnings of 94.06%, and the inclusion of a \$400,000 contingency amount which provides the institution with the flexibility to accept unplanned capital projects funding.

Total Expenditures are projected to increase \$1,076,289 or 22.58% from FY2008 actual as a direct result of increased capital projects activity associated with the College's bonding plan.

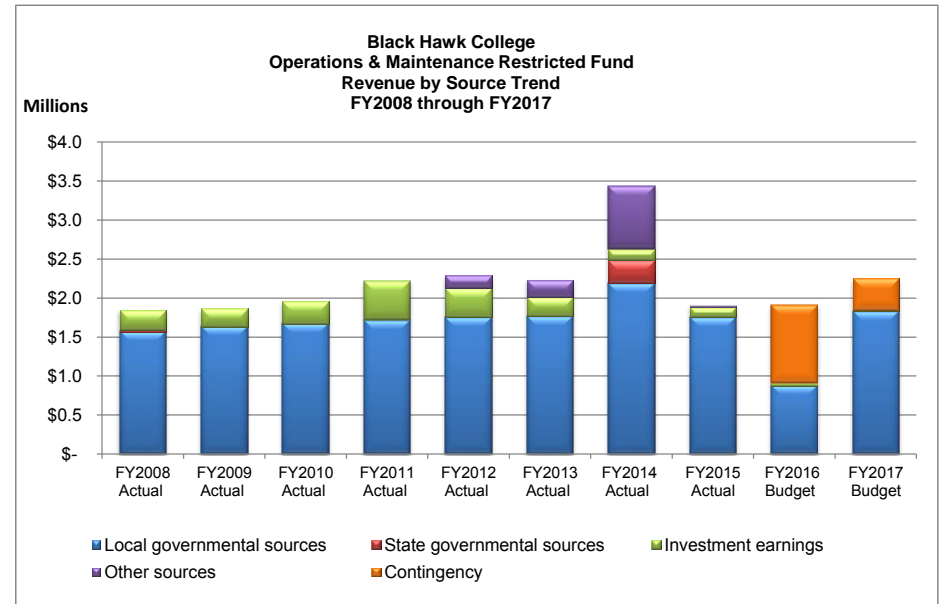
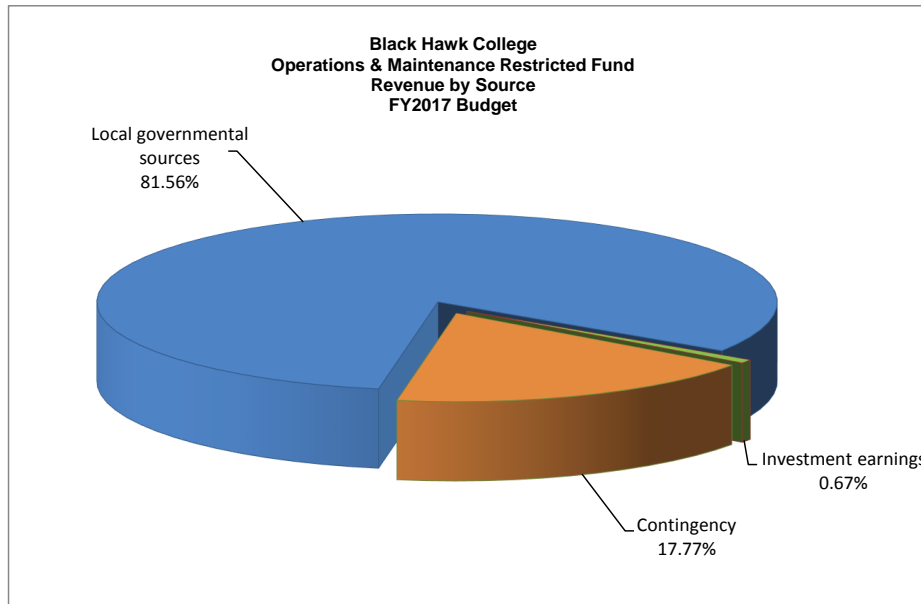
Black Hawk College Operations and Maintenance Restricted Fund Revenue and Expenditure Summary FY2008 through FY2017

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Total revenues	\$ 1,848,342	\$ 1,864,309	\$ 1,968,493	\$ 2,224,025	\$ 2,290,214	\$ 2,237,122	\$ 3,440,045	\$ 1,909,632	\$ 1,915,160	\$ 2,250,800
Total expenditures	4,765,611	3,128,426	3,943,934	4,116,997	9,221,303	12,713,685	8,375,856	18,655,839	11,492,300	5,841,900
Excess (deficiency) of revenues over expenditures	(2,917,269)	(1,264,117)	(1,975,441)	(1,892,972)	(6,931,089)	(10,476,563)	(4,935,811)	(16,746,207)	(9,577,140)	(3,591,100)
Other financing sources (uses):										
Operating transfers in	-	-	57,333	2,911,586	1,044,940	321,449	-	790,000	-	-
Operating transfers out	-	-	-	-	-	-	-	(35,669)	(65,000)	-
Bond & debt certificate proceeds	4,500,000	-	20,000,000	-	-	20,000,000	-	9,355,000	-	15,000,000
Bond premium (discount)	143,222	-	-	-	-	874,052	-	531,274	-	-
Total other financing sources (uses)	4,643,222	-	20,057,333	2,911,586	1,044,940	21,195,501	-	10,640,605	(65,000)	15,000,000
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	\$ 1,725,953	\$ (1,264,117)	\$ 18,081,892	\$ 1,018,614	\$ (5,886,149)	\$ 10,718,938	\$ (4,935,811)	\$ (6,105,602)	\$ (9,642,140)	\$ 11,408,900
Fund balance										
Beginning	\$ 5,367,730	\$ 7,093,683	\$ 5,829,566	\$ 23,911,458	\$ 24,930,072	\$ 19,043,923	\$ 29,762,861	\$ 24,827,050	\$ 18,721,448	\$ 9,079,308
Ending	\$ 7,093,683	\$ 5,829,566	\$ 23,911,458	\$ 24,930,072	\$ 19,043,923	\$ 29,762,861	\$ 24,827,050	\$ 18,721,448	\$ 9,079,308	\$ 20,488,208



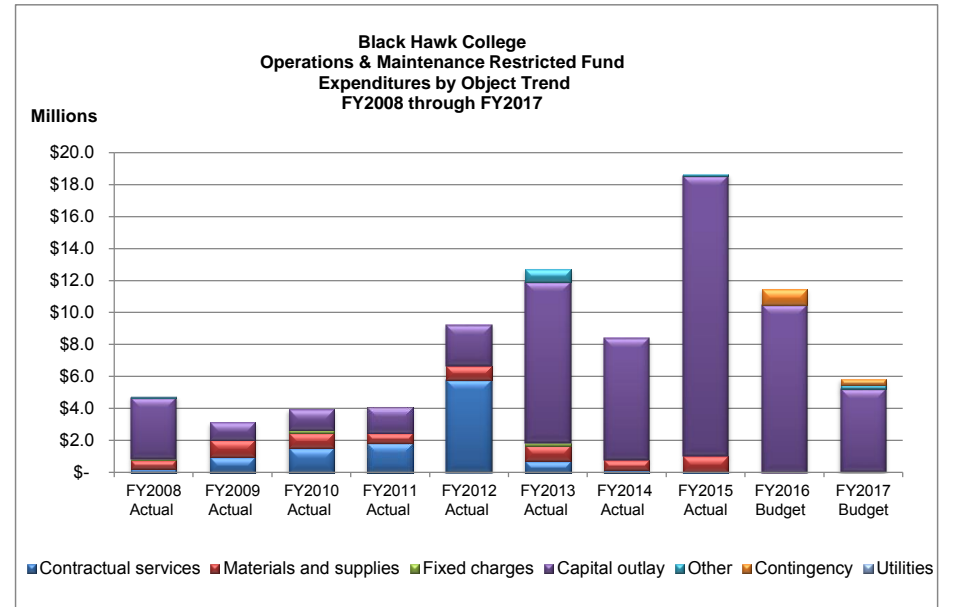
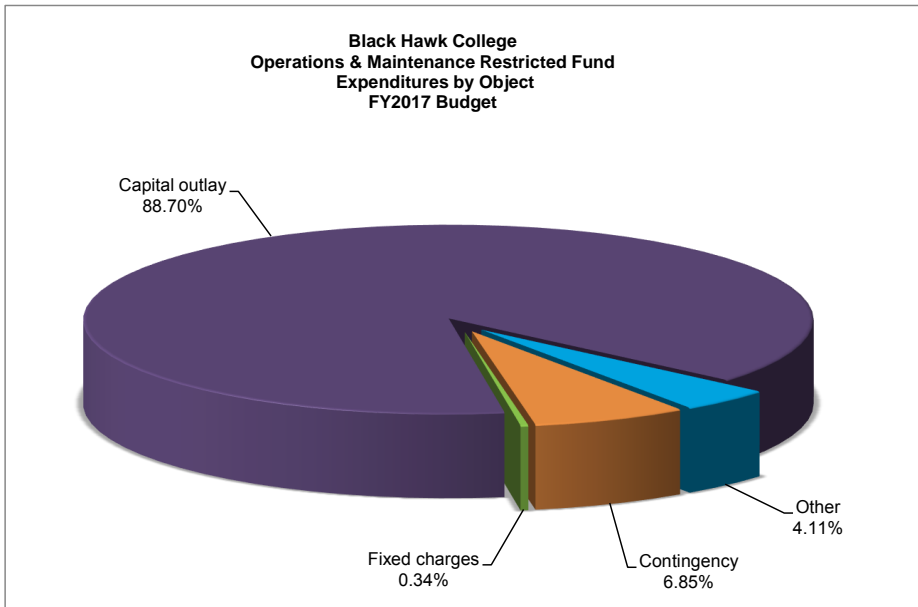
**Black Hawk College
Operations and Maintenance Restricted Fund Revenue by Source
FY2008 through FY2017**

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Revenues:										
Local governmental sources										
Property taxes	\$ 1,572,099	\$ 1,634,464	\$ 1,673,228	\$ 1,716,695	\$ 1,763,407	\$ 1,774,561	\$ 1,785,894	\$ 1,761,184	\$ 879,160	\$ 1,835,800
Other Sources	-	-	-	-	-	-	406,000	-	-	-
Total local government sources	1,572,099	1,634,464	1,673,228	1,716,695	1,763,407	1,774,561	2,191,894	1,761,184	879,160	1,835,800
State governmental sources	23,542	-	-	-	-	-	299,694	-	-	-
Investment earnings	252,701	229,845	291,665	507,330	369,937	243,798	136,102	128,942	36,000	15,000
Other sources	-	-	3,600	-	156,870	218,763	812,355	19,506	-	-
Contingency	-	-	-	-	-	-	-	-	1,000,000	400,000
Total revenues	\$ 1,848,342	\$ 1,864,309	\$ 1,968,493	\$ 2,224,025	\$ 2,290,214	\$ 2,237,122	\$ 3,440,045	\$ 1,909,632	\$ 1,915,160	\$ 2,250,800



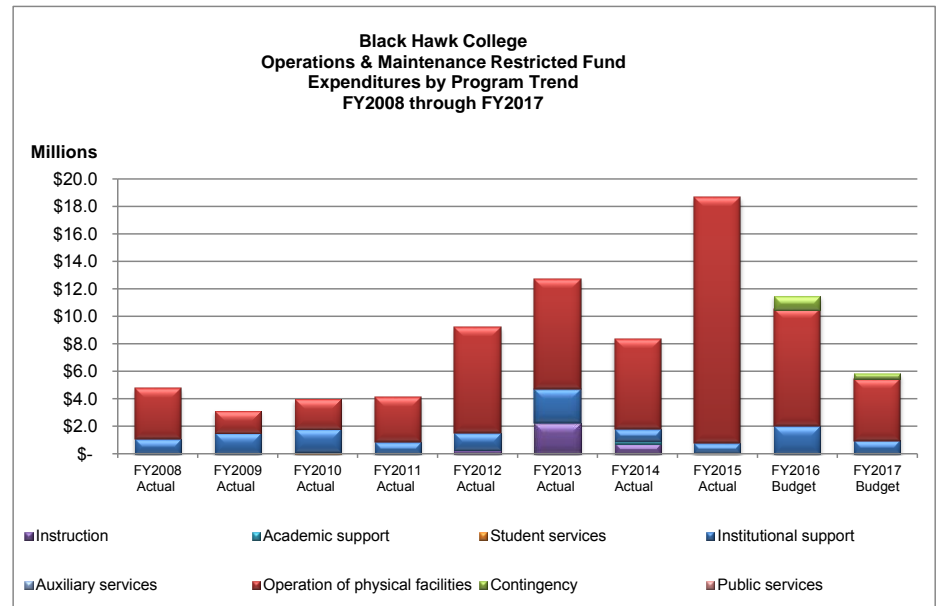
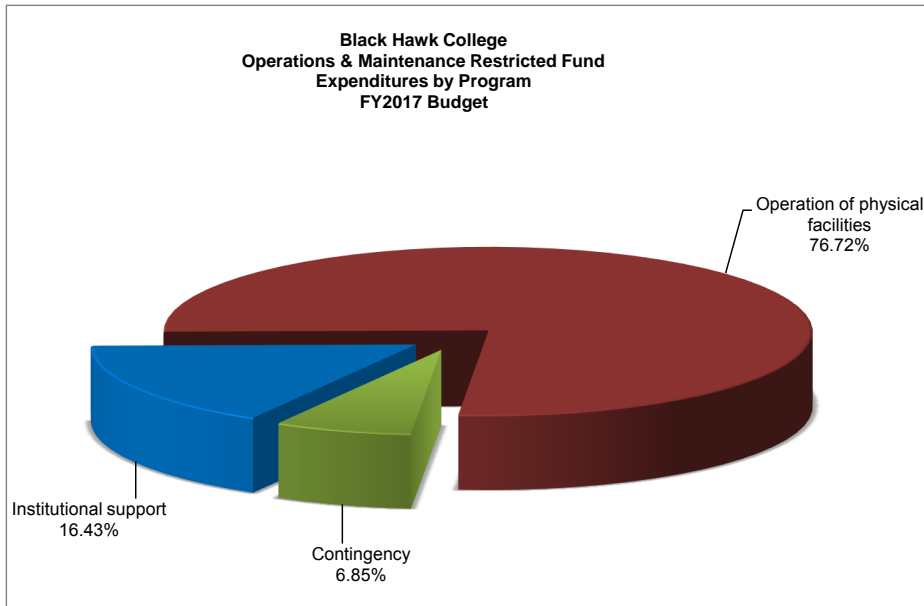
Black Hawk College Operations and Maintenance Restricted Fund Expenditures by Object FY2008 through FY2017

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Expenditures:										
Contractual services	\$ 236,274	\$ 947,963	\$ 1,501,072	\$ 1,845,511	\$ 5,776,738	\$ 737,294	\$ 148,595	\$ 49,569	\$ -	\$ -
Materials and supplies	531,046	1,088,977	951,109	634,738	901,858	951,430	625,671	965,389	-	-
Fixed charges	49,950	695	230,000	2,203	-	175,000	73	20,155	-	20,000
Utilities	-	-	480	-	-	-	-	-	-	-
Capital outlay	3,857,690	1,090,791	1,253,772	1,634,545	2,542,707	10,031,484	7,601,477	17,494,206	10,492,300	5,181,900
Other	90,651	-	7,500	-	-	818,477	40	126,520	-	240,000
Contingency	-	-	-	-	-	-	-	-	1,000,000	400,000
Total expenditures	\$ 4,765,611	\$ 3,128,426	\$ 3,943,934	\$ 4,116,997	\$ 9,221,303	\$ 12,713,685	\$ 8,375,856	\$ 18,655,839	\$ 11,492,300	\$ 5,841,900



**Black Hawk College
Operations and Maintenance Restricted Fund Expenditures by Program
FY2008 through FY2017**

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget
Expenditures:										
Instruction	\$ -	\$ -	\$ -	\$ -	\$ 236,521	\$ 2,215,653	\$ 739,425	\$ 48,074	\$ -	\$ -
Academic support	-	-	-	-	34,838	6,889	231,643	22,644	-	-
Student services	-	-	141,071	8,131	-	16,955	-	-	-	-
Public services	-	-	-	-	15,275	-	-	-	-	-
Institutional support	1,078,716	1,509,786	1,645,342	840,323	1,248,455	2,468,070	817,375	693,132	2,000,000	960,000
Auxiliary services	-	-	-	-	-	-	-	-	-	-
Operation of physical facilities	3,686,895	1,618,640	2,157,521	3,268,543	7,686,214	8,006,118	6,587,413	17,891,989	8,492,300	4,481,900
Contingency	-	-	-	-	-	-	-	-	1,000,000	400,000
Total expenditures	\$ 4,765,611	\$ 3,128,426	\$ 3,943,934	\$ 4,116,997	\$ 9,221,303	\$ 12,713,685	\$ 8,375,856	\$ 18,655,839	\$ 11,492,300	\$ 5,841,900



**Black Hawk College
Fiscal Year 2017 Budget
Statement of Cash Flow**

	Education Fund	Operations & Maint. Fund	Auxiliary Enterprises Fund	Restricted Purposes Fund	Audit Fund	Liability, Protection & Settlement Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maint. Fund (Restricted)
Cash & Equivalents - 6/30/16	3,325,511	976,245	-	1,349,366	96,289	2,317,709	13,227,220	1,411,492	10,266,829
Cash Receipts - FY17	29,368,911	4,747,826	2,512,768	15,691,391	37,000	2,153,000	60,000	7,848,000	17,250,800
Cash Disbursements - FY17	(29,110,513)	(4,973,763)	(2,558,452)	(15,765,677)	(76,500)	(1,906,951)	-	(6,433,000)	(5,841,900)
Cash & Equivalents - 6/30/17	<u>3,583,909</u>	<u>750,308</u>	<u>(45,684)</u>	<u>1,275,080</u>	<u>56,789</u>	<u>2,563,758</u>	<u>13,287,220</u>	<u>2,826,492</u>	<u>21,675,729</u>

NOTE: 'Cash & Equivalents - 6/30/16' amounts are estimates based on the best available information and FY2017 amounts are estimates for the future fiscal year.

**Black Hawk College
Fiscal Year 2017 Budget**

Fund Balance Analysis by Fund

Fund Balance is the difference between the Assets and Liabilities of a particular fund. While the combined fund balance in all funds as shown on the FY2017 Budget Combining All Funds page in this document is budgeted to increase by 31.92%, an analysis is presented below for each fund with a budgeted change in fund balance of 10% or more.

Operations and Maintenance Fund

The Operations and Maintenance Fund is budgeted to end FY2017 with a decrease of 15.90% in fund balance due largely to an increase in Contingency Expense as well as increases in Salaries and Utilities.

Auxiliary Fund

The Auxiliary Fund is budgeted to end FY2017 with an 11.54% decrease in fund balance primarily driven by decreased bookstore sales and decreased enrollment for this fiscal year.

Audit Fund

The Audit Fund is budgeted to end FY2017 with a 52.21% decrease in fund balance as a direct result of past levy component changes made to accommodate bond issuances and an additional IT audit while maintaining a stable total tax levy rate. Additionally, this is in part due to the College's decision to forgo levying for these expenditures in FY2015, and only levying a portion of FY2016 and FY2017 expenditures as a result of an existing fund balance.

Liability, Protection, and Settlement Fund

The Liability, Protection, and Settlement Fund is budgeted to have a 10.25% increase in fund balance at the end of FY2017. The increase is comprised of revenues from a consistent tax levy with an increased Equalized Assessed Value of district properties and reduced expenditures from budgeting to more closely reflect expected actual expenditures.

Bond & Interest Fund and Operations & Maintenance Restricted Fund

The fund balance for the Bond & Interest Fund is budgeted to end FY2017 with a 48.63% increase and the Operations & Maintenance Restricted Fund is budgeted to end FY2017 with a 60.94% increase in fund balance. Both increases are due to the expectance of a bond issuance in FY2017, which will generate tax levy revenue for debt payments and proceeds that may be used for facilities upgrades or capital projects in addition to currently expected construction costs remitted in association with the Veterinary Sciences Center in Galva, Illinois, and a technology refresh district-wide, utilizing funding from both the 2013 bond issuance and the 2015 bond issuance.

**Black Hawk College
Fiscal Year 2017 Budget**

Notes to Financial Information by Fund

Note 1. Statement of Revenues, Expenditures, and Changes in Fund Balance Presentation

For budget document reporting purposes, the financial information presented in the All Funds section for FY2008 through FY2015 has been taken directly from the annual audited financial statements of the College with the following exceptions:

- “SURS contribution provided by state” revenues and expenditures have been excluded from the statement presented in this budget document since the State of Illinois makes substantially all actuarially determined required contributions on behalf of the College. As a result, the College does not budget for this revenue and expenditure item.
- “Investment in Plant Fund” and “General Long Term Debt Fund” revenues and expenditures have been excluded from the statement presented in this budget document since these funds are non-appropriated funds as described in the Fund Descriptions section.

Note 2. Restatement of Fund Balance

The following Fund Balance restatements are reflected in the actual revenue and expenditure statements presented in this budget.

- FY2008 beginning of the year fund balance for the Education Fund was restated to reflect the modified accrual basis of accounting for early retirement liability balances not payable with current financial resources.
- FY2016 ending fund balance and FY2017 beginning fund balance reflect the FY2016 budget amounts and have not been modified for projected actual results of FY2016.

Note 3. Reclassification of Corporate Personal Property Replacement Taxes (CPPRT)

The ICCB has mandated a reporting change for the classification of CPPRT whereby beginning in FY2009, this revenue source is now classified as Local Governmental Source revenue. As a result, revenue information reported in the “Financial Information by Fund” section of this document for FY2008 Actual reflect CPPRT classified as State Governmental Source revenue while FY2009 Actual through FY2017 Budget information includes CPPRT as Local Governmental Source revenue.

Note 4. Reclassification of Administrative Costs Associated with College Provided Medical Insurance

Historically, the cost of all administrative services for providing medical insurance has been reflected as a Contractual Service. These services include Third Party Administration (TPA) fees, Preferred Provider Organization (PPO) fees and Stop Loss insurance charges. Beginning in FY2010, these costs were reclassified to Benefits expense to more accurately reflect the total cost of benefits provided. As such, these costs are reported in the “Financial Information by Fund” section of this document for FY2008 Actual through FY2009 Actual as Contractual Service expenditures while the FY2010 Actual through FY2017 Budget information includes these costs as Benefits expenditures.

**Black Hawk College
Fiscal Year 2017 Budget**

Statistical Information Overview

This section of the College's budget document presents detailed statistical information as a context for understanding information in the budget document in relation to the overall operations and financial position of the institution.

Contents

Enrollment Trends

Enrollment trends pertains to our students, their demographics, and the overall enrollment trends of the College. Items of note include:

- Average age of apportionment generating students is currently 25.2
- Majority of students are female
- Majority of apportionment generating students attend part-time
- 25.8% of area high school graduates attend Black Hawk College
- Majority of non apportionment generating students are completing professional & vocational courses
- Roughly 4,600 students received some form of financial aid in FY2016, lower than the average of about 6,200 students receiving financial aid annually in the last ten years
- Technical occupational credit hours increased 20.06% from FY2006 to FY2015 while the reimbursement rate for these courses fell 46.78% over that same period

Funding Trends

Funding trends pertains to the three major Operating Fund funding sources: tuition & fees, state funding, and property taxes. Items of note include:

- Black Hawk College tuition & fees is competitive with the State average for Illinois Community Colleges and other local colleges and universities
- State appropriations for the Equalization and Credit Hour grants have continually been below the amount earned by the College, and decreased even further in FY2016
- Total property tax levy remains stable with moderate growth
- Property tax revenues have recurring growth in EAV
- Property tax revenue consistently represents approximately one-third of the College's total revenue

Staffing Trends

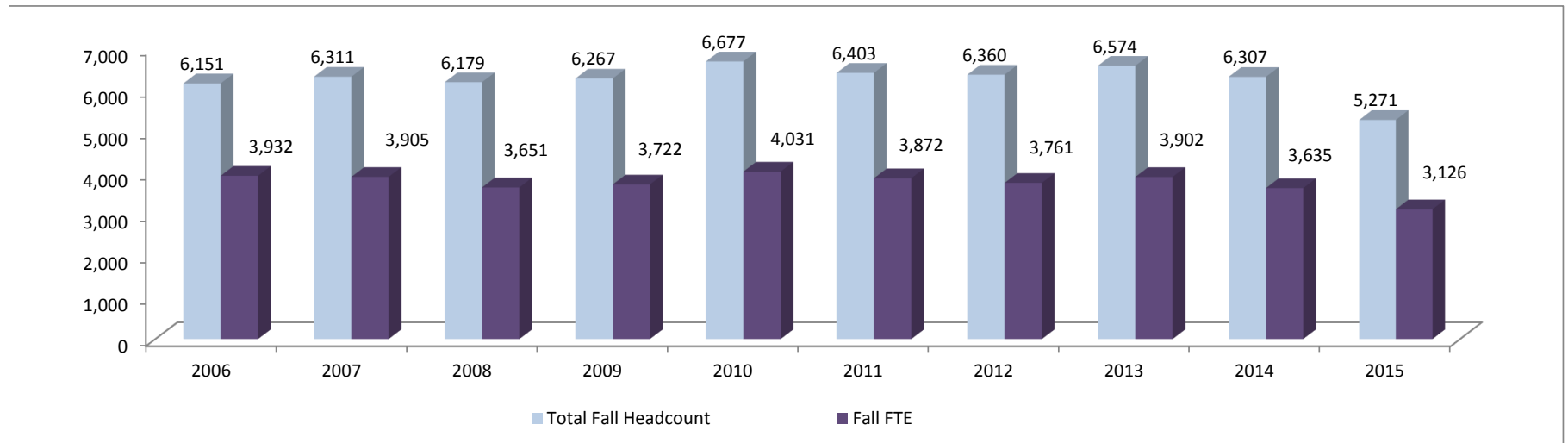
Staffing trends describes the Operating Fund staffing levels and categorizations at the College. The total number of Operating Fund employees has decreased with accelerated retirements - many due to the change in the state retirement system and a voluntary termination of employment plan. With the sensitive economic climate and the State of Illinois budget impasse, many positions have been removed from the budget and many positions remain unfilled. Educational attainment information for faculty and staff has also been included.

Fund Balance Trends

Fund balance trends illustrate the fund balance levels in the six major funds of the College from FY2006 through FY2015. Information regarding the College's Fund Balance Policy is included in the Key Financial Policies section.

Black Hawk College
Student Enrollment and Demographic Statistics (Apportionment Generating)
Fall 2006 through 2015

Fall	Fall Enrollment				Gender		Attendance		Enrollment Status						Age
	Head Count	% Change	FTE	% Change	Male	Female	Full-time	Part-time	Continuing Student	New	Transfer	Re-Admit	Degreed	Dual	Avg. Age
2006	6,151	-4.00%	3,932	-1.13%	38.8%	61.2%	48.0%	52.0%	53.6%	20.9%	4.8%	20.7%	NR	NR	26.9
2007	6,311	2.60%	3,905	-0.64%	40.2%	59.8%	45.7%	54.3%	52.1%	23.1%	5.3%	19.5%	NR	NR	26.6
2008	6,179	-2.09%	3,651	-6.50%	39.8%	60.2%	42.4%	57.6%	51.1%	22.4%	5.0%	21.5%	NR	NR	27.5
2009	6,267	1.42%	3,722	1.94%	39.8%	60.2%	43.3%	56.7%	49.7%	20.6%	9.0%	20.7%	NR	NR	27.7
2010	6,677	6.54%	4,031	8.30%	41.1%	58.9%	44.0%	56.0%	48.2%	21.4%	3.6%	22.3%	4.5%	NR	27.4
2011	6,403	-4.10%	3,872	-3.94%	39.7%	60.3%	42.7%	57.3%	53.5%	18.3%	4.5%	19.5%	4.2%	NR	29.2
2012	6,360	-0.67%	3,761	-2.87%	40.8%	59.2%	41.4%	58.6%	33.8%	14.5%	5.9%	30.6%	4.8%	10.4%	27.2
2013	6,574	3.36%	3,902	3.75%	40.6%	59.4%	39.3%	60.7%	28.2%	14.8%	4.5%	36.0%	4.7%	11.7%	27.2
2014	6,307	-4.06%	3,635	-6.84%	41.7%	58.3%	37.2%	62.8%	23.9%	12.7%	5.8%	36.0%	4.3%	17.3%	26.2
2015	5,271	-16.43%	3,126	-19.89%	41.2%	58.8%	38.3%	61.7%	32.2%	17.6%	4.4%	23.9%	4.1%	17.8%	25.2
Average:	6,250	-1.74%	3,754	-2.78%											



NR = Not Reported
 Source: ICCB Fall Enrollment Report

Black Hawk College
Students at a Glance (Apportionment Generating)
Fall 2006 through 2015

Fall Semester	Head Count		FTE	
	BHC	All Illinois	BHC	All Illinois
2006	6,151	350,508	3,932	196,868
2007	6,311	347,277	3,905	197,473
2008	6,179	357,157	3,651	204,066
2009	6,267	383,960	3,722	224,021
2010	6,677	379,736	4,031	224,676
2011	6,403	372,566	3,872	217,674
2012	6,360	358,294	3,761	208,742
2013	6,574	350,852	3,902	204,722
2014	6,307	337,433	3,635	195,145
2015	5,271	317,192	3,126	184,437

Change Fall 06 to Fall 15	Head Count		FTE	
	BHC	All Illinois	BHC	All Illinois
Change, in Real Numbers	(880)	(33,316)	(806)	(12,431)
Change, by Percentage	-14.3%	-9.5%	-20.5%	-6.3%

FALL 2006 TO FALL 2015 ENROLLMENT BY STATUS, GENDER, AGE, & RACE										
Fall Semester	Full-time	Part-time	Male	Female	Avg. Age	African-Am.	Asian	Latino	White	All Minorities
2006	2,953	3,198	2,386	3,765	26.9	498	60	549	5,011	1,140
2007	2,884	3,427	2,539	3,772	26.6	561	63	551	5,112	1,199
2008	2,622	3,557	2,461	3,718	27.5	608	120	617	4,542	1,369
2009	2,715	3,552	2,492	3,775	27.7	569	141	631	4,878	1,389
2010	2,940	3,737	2,746	3,931	27.4	674	151	557	5,237	1,440
2011	2,732	3,671	2,539	3,864	29.2	675	205	526	4,746	1,472
2012	2,631	3,729	2,594	3,766	27.2	697	223	582	4,622	1,544
2013	2,581	3,993	2,666	3,908	27.2	789	262	652	4,654	1,737
2014	2,346	3,961	2,629	3,678	26.2	769	292	639	4,363	1,806
2015	2,021	3,250	2,174	3,097	25.2	573	137	582	3,817	1,347

Change Fall 06 to Fall 15	Full-time	Part-time	Male	Female	Avg. Age	African-Am.	Asian	Latino	White	All Minorities
Change, in Real Numbers	(932)	52	(212)	(668)	(2)	75	77	33	(1,194)	207
Change, by Percentage	-31.6%	1.6%	-8.9%	-17.7%	-6.3%	15.1%	128.3%	6.0%	-23.8%	18.2%

Source: ICCB Fall Enrollment Report

Black Hawk College
Financial Aid Recipients - All Students
FY2007 through FY2016

Type of Aid	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016*
Federal Aid										
College Work Study	172	157	85	117	88	97	93	103	93	70
PELL Grant	2,322	2,198	2,003	2,545	3,068	3,015	2,679	2,509	2,356	1,888
SEOG	434	497	446	366	635	248	405	796	336	274
Stafford Loan - subsidized	670	709	509	456	508	722	775	645	569	443
Stafford Loan - unsubsidized	267	312	296	266	283	334	668	592	486	419
PLUS (Parent) Student Loan	13	15	13	10	15	15	12	13	14	14
Chapter 33 (a GI Bill fund)	0	0	0	40	70	79	69	78	76	62
State Aid										
MAP Grant	1,682	1,575	1,293	993	1,030	1,136	914	799	740	450
IL Veterans Grant (IVG)	215	195	154	178	151	134	131	104	81	70
National Guard	50	41	31	37	31	43	36	27	17	16
POW/MIA Dependents	12	10	7	8	6	5	5	6	7	6
DORS	17	23	10	14	23	29	28	32	45	48
Local Aid										
Private Grant/Scholarship	193	210	192	241	238	293	263	251	264	271
Achievement Awards	341	345	430	403	370	320	321	354	324	266
Foundation Scholarships	190	202	201	218	223	205	221	228	247	260
Donor Scholarships	30	34	41	112	31	25	26	107	57	13
TOTAL	6,608	6,523	5,711	6,004	6,770	6,700	6,646	6,644	5,712	4,570

* FY2016 column reflects YTD payments through 04/04/2016 - therefore, that column is incomplete for Spring 2016 and Summer 2016 numbers are unavailable

* MAP Grant funding only applied in Fall 2015 due to the Illinois State FY2016 budget impasse and lack of MAP Grant funding

Source: BHC Financial Aid Database

**Black Hawk College
District High School Enrollment
Fall 2011 through Fall 2015**

District High Schools	Fall 2011			Fall 2012			Fall 2013			Fall 2014			Fall 2015		
	# of HS Grads	Enrolled at BHC		# of HS Grads	Enrolled at BHC		# of HS Grads	Enrolled at BHC		# of HS Grads	Enrolled at BHC		# of HS Grads	Enrolled at BHC	
		No.	%		No.	%		No.	%		No.	%		No.	%
Alleman	106	38	35.8%	104	29	27.9%	113	12	10.6%	112	26	23.2%	111	24	21.6%
Alwood	37	11	29.7%	36	7	19.4%	33	7	21.2%	31	6	19.4%	28	7	25.0%
Annawan	22	11	50.0%	25	8	32.0%	36	3	8.3%	36	15	41.7%	31	11	35.5%
Cambridge	31	14	45.2%	27	8	29.6%	38	12	31.6%	25	4	16.0%	33	7	21.2%
Erie	49	7	14.3%	56	16	28.6%	60	12	20.0%	61	25	41.0%	45	9	20.0%
Galva	32	9	28.1%	44	21	47.7%	42	17	40.5%	40	25	62.5%	38	14	36.8%
Geneseo	212	66	31.1%	195	54	27.7%	210	50	23.8%	234	59	25.2%	180	40	22.2%
Kewanee	110	38	34.5%	127	38	29.9%	107	18	16.8%	106	40	37.7%	106	20	18.9%
Mercer County	82	39	47.6%	75	26	34.7%	89	26	29.2%	79	17	21.5%	94	23	24.5%
Moline	434	136	31.3%	552	139	25.2%	500	127	25.4%	511	124	24.3%	493	118	23.9%
Orion	72	26	36.1%	89	31	34.8%	81	26	32.1%	65	20	30.8%	66	22	33.3%
Riverdale	82	22	26.8%	81	17	21.0%	84	27	32.1%	58	16	27.6%	94	30	31.9%
Rock Island	308	101	32.8%	402	99	24.6%	382	105	27.5%	367	97	26.4%	380	99	26.1%
Rockridge	121	35	28.9%	105	31	29.5%	95	25	26.3%	77	22	28.6%	103	29	28.2%
Sherrard	97	28	28.9%	109	38	34.9%	110	27	24.5%	113	31	27.4%	112	32	28.6%
Stark County	81	20	24.7%	79	26	32.9%	61	20	32.8%	64	7	10.9%	60	14	23.3%
UTHS	364	115	31.6%	383	126	32.9%	383	112	29.2%	361	119	33.0%	418	119	28.5%
Wethersfield	30	16	53.3%	48	15	31.3%	50	17	34.0%	47	21	44.7%	47	11	23.4%
Totals	2,270	732	32.2%	2,537	729	28.7%	2,474	643	26.0%	2,387	674	28.2%	2,439	629	25.8%

Source: College Management of Information System (MIS) and Enrollment Services

Black Hawk College
Non Credit Student Demographic Statistics (Non Apportionment)
FY2015 Compared to FY2014

Age	Business & Industry		Professional & Vocational		Personal & Social Development		Youth		FY2015 Total		FY2014 Totals	Percent Change
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent		
<17	-	0.0%	3	0.2%	6	0.7%	905	98.3%	912	28.1%	1,098	-16.9%
17-20	1	1.1%	24	1.6%	4	0.5%	13	1.4%	42	1.3%	75	-44.0%
21-24	3	3.2%	85	5.8%	16	1.8%	-	0.0%	104	3.2%	85	22.4%
25-30	11	11.6%	138	9.4%	34	3.9%	1	0.1%	177	5.5%	184	-3.8%
31-39	16	16.8%	207	14.1%	50	5.7%	2	0.2%	267	8.2%	267	0.0%
40-55	43	45.3%	455	31.1%	150	17.2%	-	0.0%	610	18.8%	586	4.1%
56+	20	21.1%	541	37.0%	601	69.0%	-	0.0%	1,109	34.2%	1,111	-0.2%
Unknown	1	1.1%	11	0.8%	10	1.1%	-	0.0%	21	0.6%	50	-58.0%
Total	95	100.0%	1,464	100.0%	871	100.0%	921	100.0%	3,242	100.0%	3,456	-6.2%

Ethnicity	Business & Industry		Professional & Vocational		Personal & Social Development		Youth		FY2015 Total		FY2014 Totals	Percent Change
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent		
Asian	1	1.1%	20	1.4%	14	1.6%	26	2.8%	60	1.9%	57	5.3%
American Indian	-	0.0%	6	0.4%	1	0.1%	1	0.1%	8	0.2%	10	-20.0%
Black	16	16.8%	99	6.8%	14	1.6%	17	1.8%	140	4.3%	126	11.1%
Hispanic	12	12.6%	95	6.5%	20	2.3%	40	4.3%	157	4.8%	171	-8.2%
White	57	60.0%	1,177	80.4%	775	89.0%	760	82.5%	2,683	82.8%	2,885	-7.0%
Nat. Hawaii/Pac. Islander	-	0.0%	3	0.2%	1	0.1%	-	0.0%	4	0.1%	3	33.3%
Unknown	9	9.5%	64	4.4%	46	5.3%	77	8.4%	190	5.9%	204	-6.9%
Total	95	100.0%	1,464	100.0%	871	100.0%	921	100.0%	3,242	100.0%	3,456	-6.2%

Source: ICCB N1 Report

Black Hawk College
Non Credit Student Demographic Statistics (Non Apportionment) - continued
FY2015 Compared to FY2014

Highest Degree	Business & Industry		Professional & Vocational		Personal & Social Development		Youth		FY2015 Total		FY2014 Totals	Percent Change
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent		
Associates	4	4.2%	161	11.0%	64	7.3%	-	0.0%	220	6.8%	191	15.2%
Bachelors	15	15.8%	267	18.2%	206	23.7%	-	0.0%	463	14.3%	446	3.8%
Certificate	3	3.2%	62	4.2%	22	2.5%	1	0.1%	85	2.6%	77	10.4%
Doctorate	-	0.0%	24	1.6%	12	1.4%	-	0.0%	35	1.1%	35	0.0%
GED	10	10.5%	40	2.7%	8	0.9%	-	0.0%	53	1.6%	56	-5.4%
High School	26	27.4%	276	18.9%	139	16.0%	1	0.1%	430	13.3%	475	-9.5%
Masters	1	1.1%	138	9.4%	113	13.0%	1	0.1%	235	7.2%	196	19.9%
None	4	4.2%	25	1.7%	14	1.6%	16	1.7%	57	1.8%	74	-23.0%
Other	1	1.1%	64	4.4%	56	6.4%	8	0.9%	128	3.9%	80	60.0%
Professional	-	0.0%	2	0.1%	3	0.3%	-	0.0%	5	0.2%	4	25.0%
Some	16	16.8%	286	19.5%	135	15.5%	-	0.0%	419	12.9%	424	-1.2%
Unknown	15	15.8%	119	8.1%	99	11.4%	894	97.1%	1,112	34.3%	1,398	-20.5%
Total	95	100.0%	1,464	100.0%	871	100.0%	921	100.0%	3,242	100.0%	3,456	-6.2%

Gender	Business & Industry		Professional & Vocational		Personal & Social Development		Youth		FY2015 Total		FY2014 Totals	Percent Change
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent		
Male	75	78.9%	441	30.1%	178	20.4%	440	47.8%	1,101	34.0%	1,303	-15.5%
Female	20	21.1%	1,023	69.9%	693	79.6%	481	52.2%	2,141	66.0%	2,152	-0.5%
Unknown	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	1	-100.0%
Total	95	100.0%	1,464	100.0%	871	100.0%	921	100.0%	3,242	100.0%	3,456	-6.2%

Source: ICCB N1 Report

**Black Hawk College
Credit Hour Information
FY2006 through FY2015**

CREDIT HOURS

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	% Change FY2015 vs. FY2014	% Change FY2015 vs. FY2006
BACCALAUREATE	74,557.5	69,337.3	65,866.3	60,658.2	62,219.0	65,304.7	64,300.2	63,117.0	62,224.2	58,180.8	(6.50)%	(21.97)%
BUSINESS OCCUPATIONAL	6,536.8	6,368.6	6,976.0	5,756.6	6,633.1	6,284.3	6,177.5	5,660.4	5,604.5	5,161.9	(7.90)%	(21.03)%
TECHNICAL OCCUPATIONAL	12,766.0	12,550.4	12,516.8	15,920.1	16,956.0	18,238.5	17,967.3	17,165.0	17,687.1	15,326.4	(13.35)%	20.06%
HEALTH OCCUPATIONAL	10,540.9	9,888.6	10,025.6	10,119.6	11,690.7	11,510.2	11,028.1	11,012.9	11,236.6	9,826.1	(12.55)%	(6.78)%
REMEDIAL	10,305.0	9,587.0	9,670.0	9,218.0	10,957.0	11,172.0	10,915.0	10,521.0	9,149.0	9,051.0	(1.07)%	(12.17)%
ABE/ADULT SECONDARY	26,193.7	24,660.5	23,395.0	23,098.0	27,065.3	26,969.0	27,600.5	28,314.9	23,853.8	22,751.2	(4.62)%	(13.14)%
TOTAL	140,899.9	132,392.4	128,449.7	124,770.5	135,521.1	139,478.7	137,988.6	135,791.2	129,755.2	120,297.4	(7.29)%	(14.62)%

CREDIT HOUR PERCENTAGE OF TOTAL

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	% Change FY2015 vs. FY2014	% Change FY2015 vs. FY2006
BACCALAUREATE	52.92%	52.37%	51.28%	48.62%	45.91%	46.82%	46.60%	46.48%	47.96%	48.36%	0.85%	(8.60)%
BUSINESS OCCUPATIONAL	4.64%	4.81%	5.43%	4.61%	4.89%	4.51%	4.48%	4.17%	4.32%	4.29%	(0.66)%	(7.51)%
TECHNICAL OCCUPATIONAL	9.06%	9.48%	9.74%	12.76%	12.51%	13.08%	13.02%	12.64%	13.63%	12.74%	(6.53)%	40.62%
HEALTH OCCUPATIONAL	7.48%	7.47%	7.81%	8.11%	8.63%	8.25%	7.99%	8.11%	8.66%	8.17%	(5.68)%	9.18%
REMEDIAL	7.31%	7.24%	7.53%	7.39%	8.09%	8.01%	7.91%	7.75%	7.05%	7.52%	6.71%	2.87%
ABE/ADULT SECONDARY	18.59%	18.63%	18.21%	18.51%	19.97%	19.34%	20.00%	20.85%	18.38%	18.91%	2.88%	1.73%

ICCB CREDIT HOUR REIMBURSEMENT RATES

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	% Change FY2015 vs. FY2014	% Change FY2015 vs. FY2006
BACCALAUREATE	\$ 19.31	\$ 19.06	\$ 18.61	\$ 20.04	\$ 19.41	\$ 13.13	\$ 13.13	\$ 21.26	\$ 21.98	\$ 21.95	(0.14)%	13.67%
BUSINESS OCCUPATIONAL	27.02	23.62	22.98	23.00	29.96	46.98	46.98	34.96	35.66	31.52	(11.61)%	16.65%
TECHNICAL OCCUPATIONAL	61.05	59.36	61.65	55.31	55.39	49.45	49.45	30.96	31.80	32.49	2.17%	(46.78)%
HEALTH OCCUPATIONAL	89.33	91.58	97.19	94.09	90.56	101.94	101.94	58.91	54.87	53.02	(3.37)%	(40.65)%
REMEDIAL	13.82	15.78	16.01	16.49	14.40	9.51	9.51	7.03	9.66	9.74	0.83%	(29.52)%
ABE/ADULT SECONDARY	46.37	56.23	51.42	51.97	56.45	80.27	80.27	58.71	57.49	64.51	12.21%	39.12%

Notes:

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

FY2012 ICCB Credit Hour Reimbursement Rates were equal to FY2011 rates due to State formula review

Black Hawk College
Illinois Community College Tuition & Fees Analysis
FY2012 through FY2016

	Fall FY2012	Fall FY2013	FY2012 TO FY2013		Fall FY2014	FY2013 TO FY2014		Fall FY2015	FY2014 TO FY2015		Fall FY2016	FY2015 TO FY2016	
	Tuition & Fees	Tuition & Fees	\$ Change	% Change	Tuition & Fees	\$ Change	% Change	Tuition & Fees	\$ Change	% Change	Tuition & Fees	\$ Change	% Change
BLACK HAWK	\$ 98.50	\$ 107.50	\$ 9.00	9.1%	\$ 115.00	\$ 7.50	7.0%	\$ 120.00	\$ 5.00	4.3%	\$ 135.00	\$ 15.00	12.5%
CHICAGO	102.33	102.33	\$ -	0.0%	102.33	\$ -	0.0%	102.33	-	0.0%	See Note	-	0.0%
DANVILLE	107.00	110.00	\$ 3.00	2.8%	120.00	\$ 10.00	9.1%	125.00	5.00	4.2%	130.00	5.00	4.0%
DUPAGE	132.00	136.00	\$ 4.00	3.0%	140.00	\$ 4.00	2.9%	140.00	-	0.0%	140.00	-	0.0%
ELGIN	99.00	105.00	\$ 6.00	6.1%	109.00	\$ 4.00	3.8%	114.00	5.00	4.6%	119.00	5.00	4.4%
HARPER	118.50	122.50	\$ 4.00	3.4%	124.50	\$ 2.00	1.6%	126.25	1.75	1.4%	129.75	3.50	2.8%
HEARTLAND	131.00	136.00	\$ 5.00	3.8%	139.00	\$ 3.00	2.2%	139.00	-	0.0%	142.00	3.00	2.2%
HIGHLAND	108.00	114.00	\$ 6.00	5.6%	131.00	\$ 17.00	14.9%	134.00	3.00	2.3%	142.00	8.00	6.0%
ILLINOIS CENTRAL	102.00	106.50	\$ 4.50	4.4%	115.00	\$ 8.50	8.0%	125.00	10.00	8.7%	135.00	10.00	8.0%
ILLINOIS EASTERN	86.00	89.00	\$ 3.00	3.5%	92.00	\$ 3.00	3.4%	92.00	-	0.0%	98.00	6.00	6.5%
ILLINOIS VALLEY	83.52	91.77	\$ 8.25	9.9%	101.00	\$ 9.23	10.1%	111.00	10.00	9.9%	119.00	8.00	7.2%
JOLIET	103.00	107.00	\$ 4.00	3.9%	107.00	\$ -	0.0%	115.00	8.00	7.5%	115.00	-	0.0%
KANKAKEE	107.00	113.00	\$ 6.00	5.6%	117.00	\$ 4.00	3.5%	125.00	8.00	6.8%	135.00	10.00	8.0%
KASKASKIA	96.00	104.00	\$ 8.00	8.3%	111.00	\$ 7.00	6.7%	119.00	8.00	7.2%	131.00	12.00	10.1%
KISHWAUKEE	98.00	100.00	\$ 2.00	2.0%	112.00	\$ 12.00	12.0%	125.00	13.00	11.6%	131.00	6.00	4.8%
LAKE COUNTY	109.00	112.00	\$ 3.00	2.8%	112.00	\$ -	0.0%	121.00	9.00	8.0%	129.00	8.00	6.6%
LAKE LAND	95.80	100.80	\$ 5.00	5.2%	107.80	\$ 7.00	6.9%	115.30	7.50	7.0%	115.30	-	0.0%
LEWIS & CLARK	110.00	114.00	\$ 4.00	3.6%	118.00	\$ 4.00	3.5%	121.00	3.00	2.5%	128.00	7.00	5.8%
LINCOLN LAND	100.50	107.00	\$ 6.50	6.5%	110.00	\$ 3.00	2.8%	114.50	4.50	4.1%	121.00	6.50	5.7%
LOGAN	92.00	92.00	\$ -	0.0%	97.00	\$ 5.00	5.4%	99.00	2.00	2.1%	114.00	15.00	15.2%
MC HENRY	99.00	99.00	\$ -	0.0%	102.00	\$ 3.00	3.0%	105.00	3.00	2.9%	110.00	5.00	4.8%
MORAIN VALLEY	108.00	121.00	\$ 13.00	12.0%	126.00	\$ 5.00	4.1%	131.00	5.00	4.0%	133.00	2.00	1.5%
MORTON	99.00	99.00	\$ -	0.0%	99.00	\$ -	0.0%	110.50	11.50	11.6%	114.00	3.50	3.2%
OAKTON	91.00	93.75	\$ 2.75	3.0%	100.34	\$ 6.59	7.0%	108.25	7.91	7.9%	116.25	8.00	7.4%
PARKLAND	107.00	112.00	\$ 5.00	4.7%	117.50	\$ 5.50	4.9%	131.50	14.00	11.9%	140.50	9.00	6.8%
PRAIRIE STATE	104.00	116.00	\$ 12.00	11.5%	124.00	\$ 8.00	6.9%	140.50	16.50	13.3%	140.50	-	0.0%
REND LAKE	96.00	96.00	\$ -	0.0%	95.00	\$ (1.00)	-1.0%	100.00	5.00	5.3%	110.00	10.00	10.0%
RICHLAND	96.00	101.00	\$ 5.00	5.2%	107.00	\$ 6.00	5.9%	114.00	7.00	6.5%	124.00	10.00	8.8%
ROCK VALLEY	93.00	93.00	\$ -	0.0%	97.00	\$ 4.00	4.3%	101.00	4.00	4.1%	101.00	-	0.0%
SANDBURG	138.00	138.00	\$ -	0.0%	140.00	\$ 2.00	1.4%	145.00	5.00	3.6%	150.00	5.00	3.4%
SAUK VALLEY	99.00	101.00	\$ 2.00	2.0%	103.00	\$ 2.00	2.0%	107.00	4.00	3.9%	111.00	4.00	3.7%
SHAWNEE	92.00	92.00	\$ -	0.0%	95.00	\$ 3.00	3.3%	95.00	-	0.0%	102.00	7.00	7.4%
SOUTH SUBURBAN	125.75	125.75	\$ -	0.0%	137.75	\$ 12.00	9.5%	137.75	-	0.0%	152.75	15.00	10.9%
SOUTHEASTERN	92.00	92.00	\$ -	0.0%	95.00	\$ 3.00	3.3%	97.00	2.00	2.1%	104.00	7.00	7.2%
SOUTHWESTERN	99.00	104.00	\$ 5.00	5.1%	108.00	\$ 4.00	3.8%	111.00	3.00	2.8%	114.00	3.00	2.7%
SPOON RIVER	103.00	113.00	\$ 10.00	9.7%	125.00	\$ 12.00	10.6%	135.00	10.00	8.0%	140.00	5.00	3.7%
TRITON	101.00	106.00	\$ 5.00	5.0%	103.00	\$ (3.00)	-2.8%	121.00	18.00	17.5%	129.00	8.00	6.6%
WAUBONSEE	100.00	102.00	\$ 2.00	2.0%	105.00	\$ 3.00	2.9%	112.00	7.00	6.7%	118.00	6.00	5.4%
WOOD	130.00	133.00	\$ 3.00	2.3%	133.00	\$ -	0.0%	142.00	9.00	6.8%	147.00	5.00	3.5%
STATE AVERAGE/TOTAL	\$ 103.89	\$ 107.89	\$ 4.00	3.9%	\$ 112.65	\$ 4.75	4.4%	\$ 118.66	\$ 6.02	5.3%	\$ 125.42	\$ 6.76	5.7%
ICCB PEER GROUP AVERAGE/TOTAL	\$ 103.38	\$ 108.38	\$ 5.00	4.8%	\$ 113.56	\$ 5.19	4.8%	\$ 119.50	\$ 5.94	5.2%	\$ 126.56	\$ 7.06	5.9%

Note: City Colleges of Chicago changed their tuition and fee structure as of July 9, 2015. See schedule on the following page for current Chicago rates.

Source: ICCB System's Finance

City Colleges of Chicago
Tuition and Universal Fee Rates Per credit Hour *

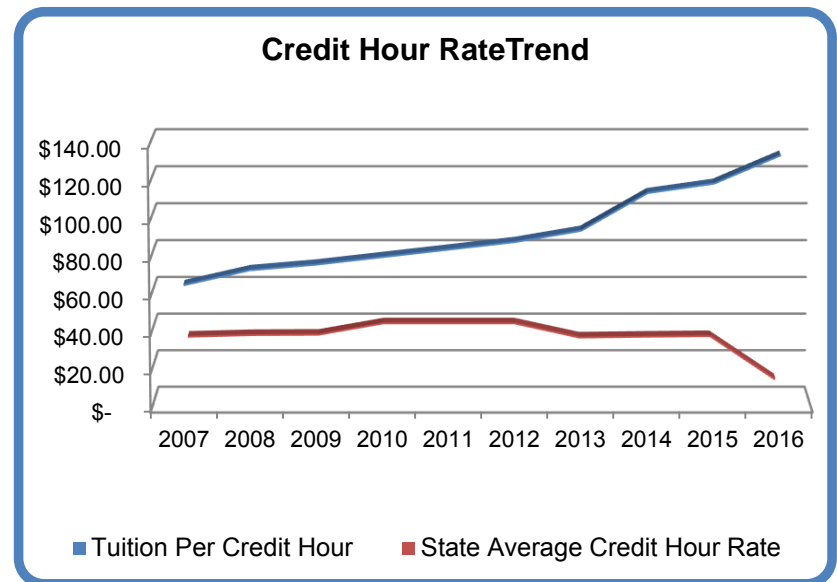
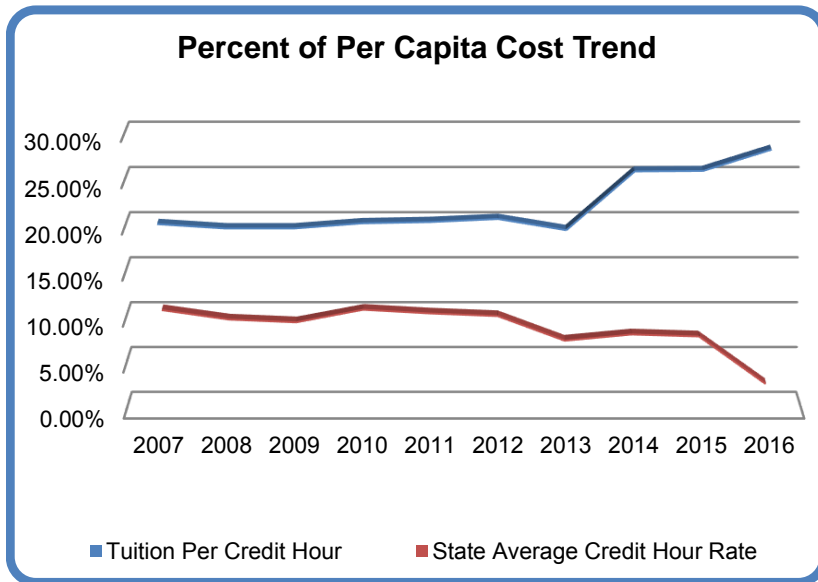
DISTRICT:	Community College District #508, City Colleges of Chicago	
	FALL FY2016	SPRING FY2016
In District Rate Per Hour	FLAT RATE One course \$599 5 to 11 cr hrs \$1,069 12+ cr hrs \$1,753	FLAT RATE One course \$599 5 to 11 cr hrs \$1,069 12+ cr hrs \$1,753
In-District Universal Fee Per Hour	\$0	\$0
Out of District Rate Per Hour	FLAT RATE One course \$1,359 5 to 11 cr hrs \$3,159 12+ cr hrs \$4,603	FLAT RATE One course \$1,359 5 to 11 cr hrs \$3,159 12+ cr hrs \$4,603
Out of State Rate Per Hour	FLAT RATE One course \$1,719 5 to 11 cr hrs \$4,149 12+ cr hrs \$5,953	FLAT RATE One course \$1,719 5 to 11 cr hrs \$4,149 12+ cr hrs \$5,953
Out of State Universal Fee Per Hour	\$0	\$0
Online Tuition Rate Per Hour	FLAT RATE One course \$599 5 to 11 cr hrs \$1,069 12+ cr hrs \$1,753	FLAT RATE One course \$599 5 to 11 cr hrs \$1,069 12+ cr hrs \$1,753
Online Universal Fee Per Hour	\$0	\$0

**charged to all students on a per hour basis. Please do not include onetime or student fees.*

Approved by the Board of Trustees on July 9, 2015 (Date)

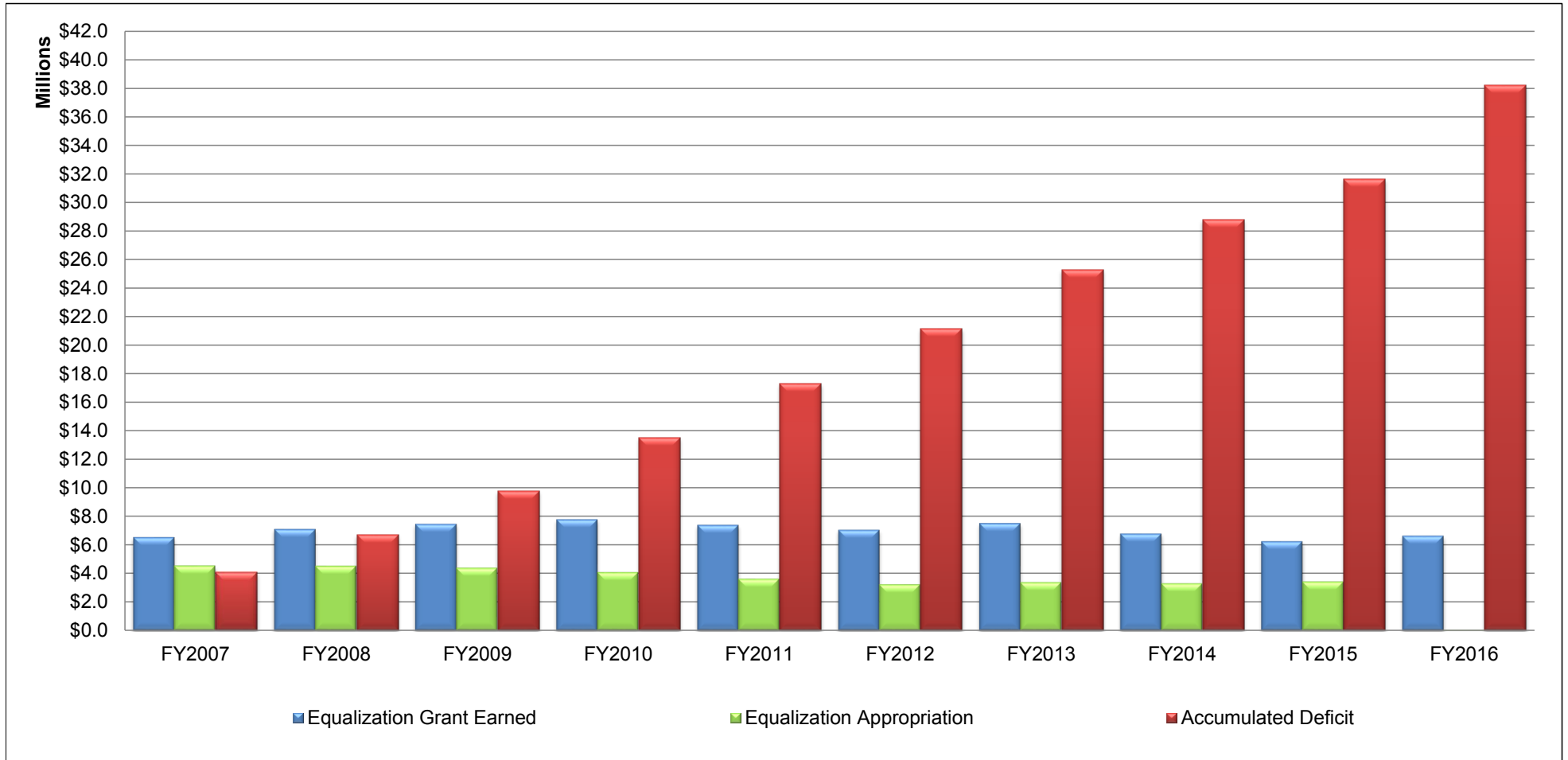
**Black Hawk College
Tuition and State Average Credit Hour Rates Comparison
FY2007 through FY2016**

Fiscal Year	Per Capita Cost	Tuition Per Credit Hour	Percent Change Tuition Rate	State Average Credit Hour Rate	Percent Change State Rate	Tuition as a % of Per Capita Cost	State Rate as a % of Per Capita Cost
2007	\$ 318.05	\$ 66.00	6.45%	\$ 31.97	2.47%	20.75%	10.05%
2008	\$ 364.85	\$ 74.00	12.12%	\$ 32.87	2.82%	20.28%	9.01%
2009	\$ 379.68	\$ 77.00	4.05%	\$ 33.04	0.52%	20.28%	8.70%
2010	\$ 388.69	\$ 81.00	5.19%	\$ 39.24	18.77%	20.84%	10.10%
2011	\$ 405.19	\$ 85.00	4.94%	\$ 39.23	-0.03%	20.98%	9.68%
2012	\$ 417.67	\$ 89.00	4.71%	\$ 39.23	0.00%	21.31%	9.39%
2013	\$ 472.82	\$ 95.00	6.74%	\$ 31.52	-19.65%	20.09%	6.67%
2014	\$ 434.46	\$ 115.00	21.05%	\$ 31.97	1.43%	26.47%	7.36%
2015	\$ 452.48	\$ 120.00	4.35%	\$ 32.29	1.00%	26.52%	7.14%
2016	\$ 468.34	\$ 135.00	12.50%	\$ 8.81	-72.72%	28.83%	1.88%



Sources: Annual College Audits and ICCB Systems Finance
Note: State Average Credit Hour Rate did not change for FY2012

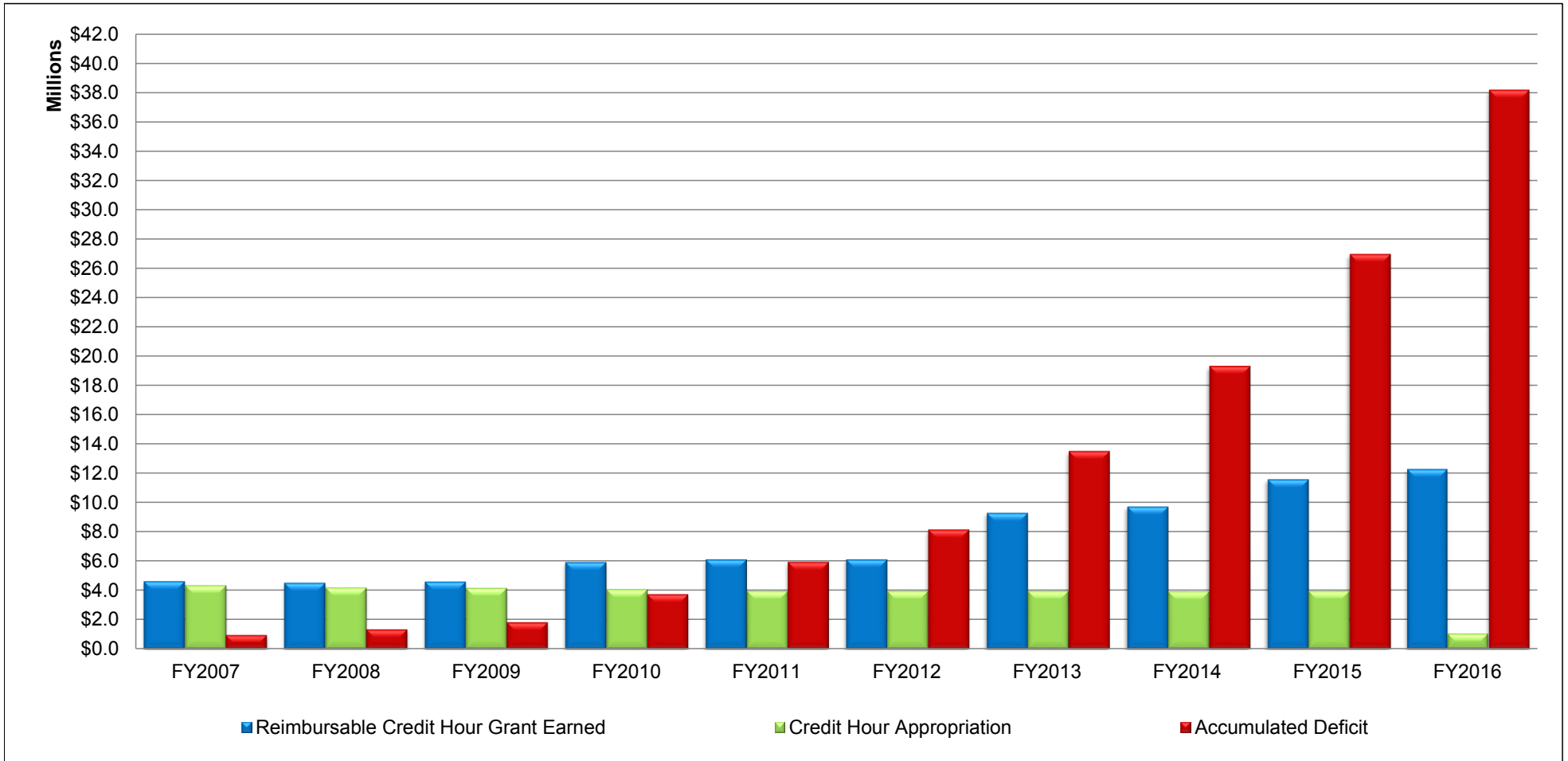
**Black Hawk College
State Equalization Grant Funding History & Accumulated Deficit
FY2007 through FY2016**



	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Equalization Grant Earned	\$ 6,523,581	\$ 7,082,701	\$ 7,446,929	\$ 7,758,564	\$ 7,372,057	\$ 7,028,293	\$ 7,500,478	\$ 6,768,524	\$ 6,238,384	\$ 6,614,329
Equalization Appropriation	4,488,540	4,471,959	4,341,024	4,038,587	3,576,700	3,187,173	3,348,294	3,264,676	3,387,065	50,000
Annual Deficit	(2,035,041)	(2,610,742)	(3,105,905)	(3,719,977)	(3,795,357)	(3,841,120)	(4,152,184)	(3,503,848)	(2,851,319)	(6,564,329)
Accumulated Deficit	\$ 4,075,207	\$ 6,685,949	\$ 9,791,854	\$ 13,511,831	\$ 17,307,188	\$ 21,148,308	\$ 25,300,492	\$ 28,804,340	\$ 31,655,659	\$ 38,219,988
Percentage Received	68.80%	63.14%	58.29%	52.05%	48.52%	45.35%	44.64%	48.23%	54.29%	0.76%

Source: ICB System's Operating Budgets

Black Hawk College
State Credit Hour Grant Funding History & Accumulated Deficit
FY2007 through FY2016

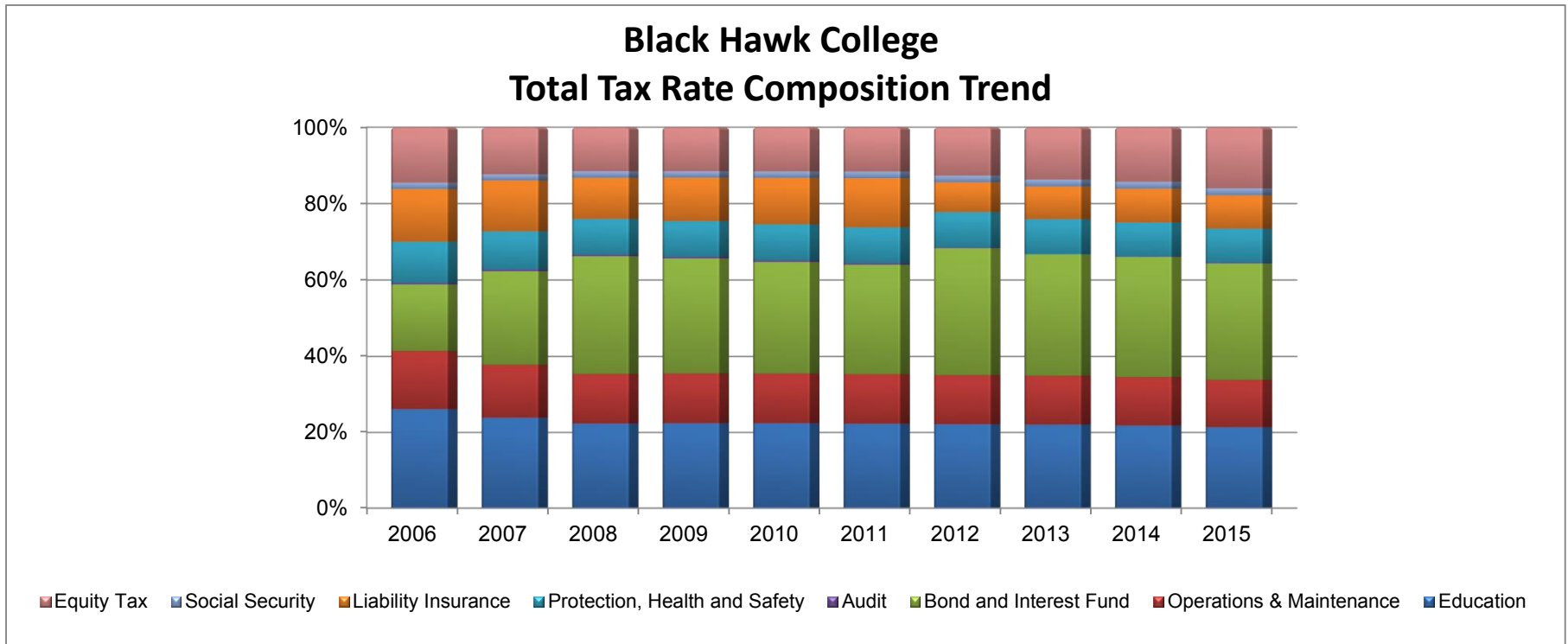


	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Reimbursable Credit Hour Grant Earned	\$ 4,626,651	\$ 4,523,139	\$ 4,608,756	\$ 5,936,036	\$ 6,125,709	\$ 6,125,709	\$ 9,276,633	\$ 9,701,085	\$ 11,564,377	\$ 12,262,006
Credit Hour Appropriation	4,297,173	4,142,317	4,123,492	4,027,875	3,923,273	3,923,273	3,917,264	3,897,853	3,919,294	1,051,469
Annual Deficit	(329,478)	(380,822)	(485,264)	(1,908,161)	(2,202,436)	(2,202,436)	(5,359,369)	(5,803,232)	(7,645,083)	(11,210,537)
Accumulated Deficit	\$ 959,887	\$ 1,340,709	\$ 1,825,973	\$ 3,734,134	\$ 5,936,570	\$ 8,139,006	\$ 13,498,375	\$ 19,301,607	\$ 26,946,690	\$ 38,157,227
Percentage Received	92.88%	91.58%	89.47%	67.85%	64.05%	64.05%	42.23%	40.18%	33.89%	8.58%

Source: ICCB System's Operating Budgets

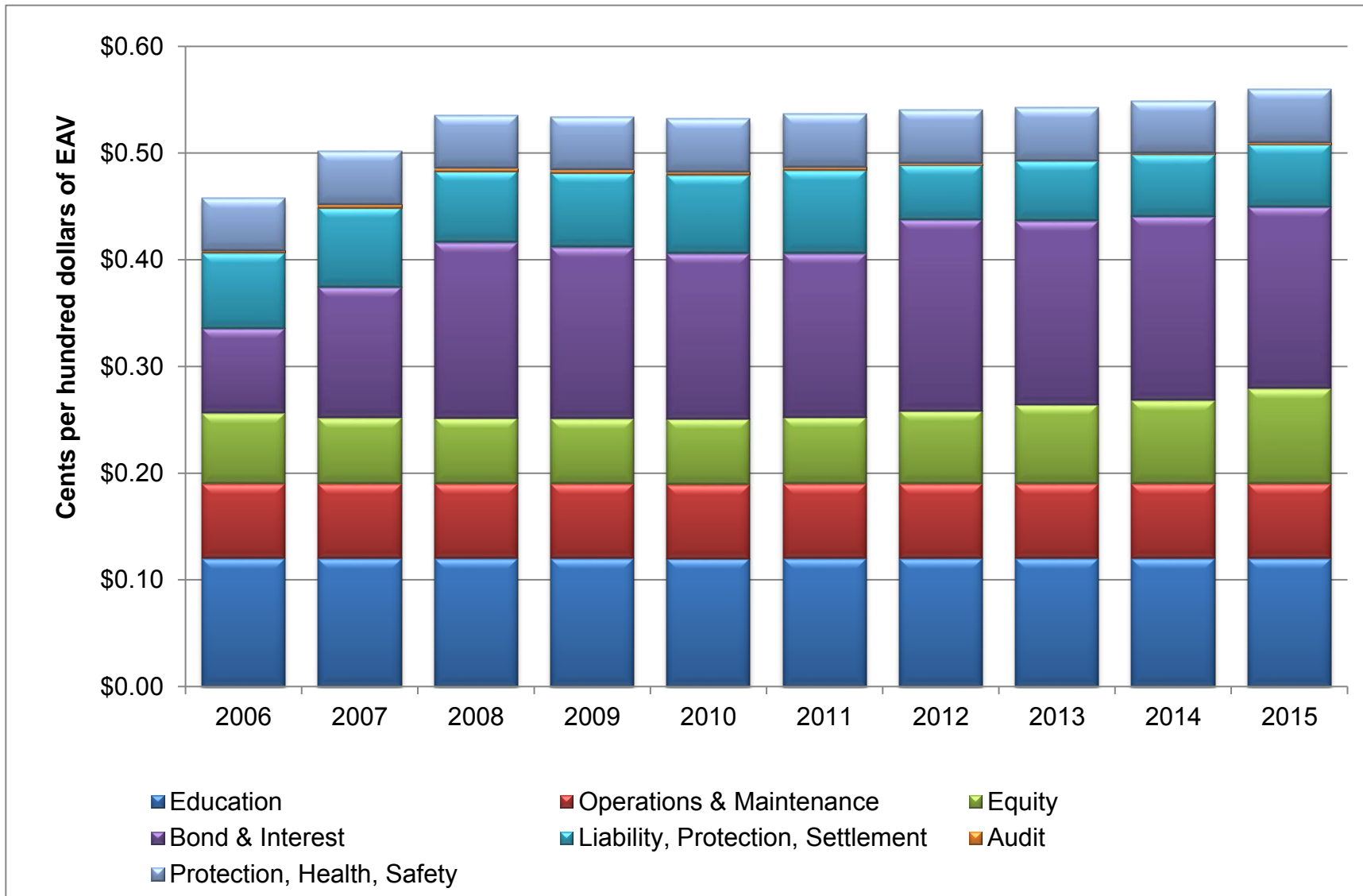
**Black Hawk College
District Property Tax Rates By Purpose
Tax Levy Years 2006 through 2015**

Purpose	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Limit
Education	\$ 0.1200	\$ 0.1200	\$ 0.1200	\$ 0.1200	\$ 0.1196	\$ 0.1200	\$ 0.1200	\$ 0.1200	\$ 0.1200	\$ 0.1200	\$ 0.1200
Operations & Maintenance	0.0700	0.0700	0.0700	0.0700	0.0698	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700
Bond and Interest Fund	0.0796	0.1226	0.1648	0.1606	0.1554	0.1538	0.1794	0.1724	0.1726	0.1704	None
Audit	0.0022	0.0026	0.0026	0.0026	0.0026	0.0028	0.0012	-	0.0008	0.0012	0.0050
Protection, Health and Safety	0.0492	0.0500	0.0500	0.0496	0.0500	0.0500	0.0500	0.0500	0.0486	0.0500	0.0500
Liability Insurance	0.0630	0.0668	0.0576	0.0606	0.0646	0.0688	0.0420	0.0464	0.0484	0.0486	None
Social Security	0.0076	0.0078	0.0090	0.0090	0.0090	0.0094	0.0094	0.0096	0.0100	0.0102	None
Equity Tax	0.0663	0.0618	0.0616	0.0613	0.0614	0.0621	0.0683	0.0743	0.0781	0.0894	0.1063
Total	\$ 0.4579	\$ 0.5016	\$ 0.5356	\$ 0.5337	\$ 0.5324	\$ 0.5369	\$ 0.5403	\$ 0.5427	\$ 0.5485	\$ 0.5598	



Note: 2015 figures are estimates based on information currently available to the College.

**Black Hawk College
District Property Tax Rate History
Tax Levy Years 2006 through 2015**



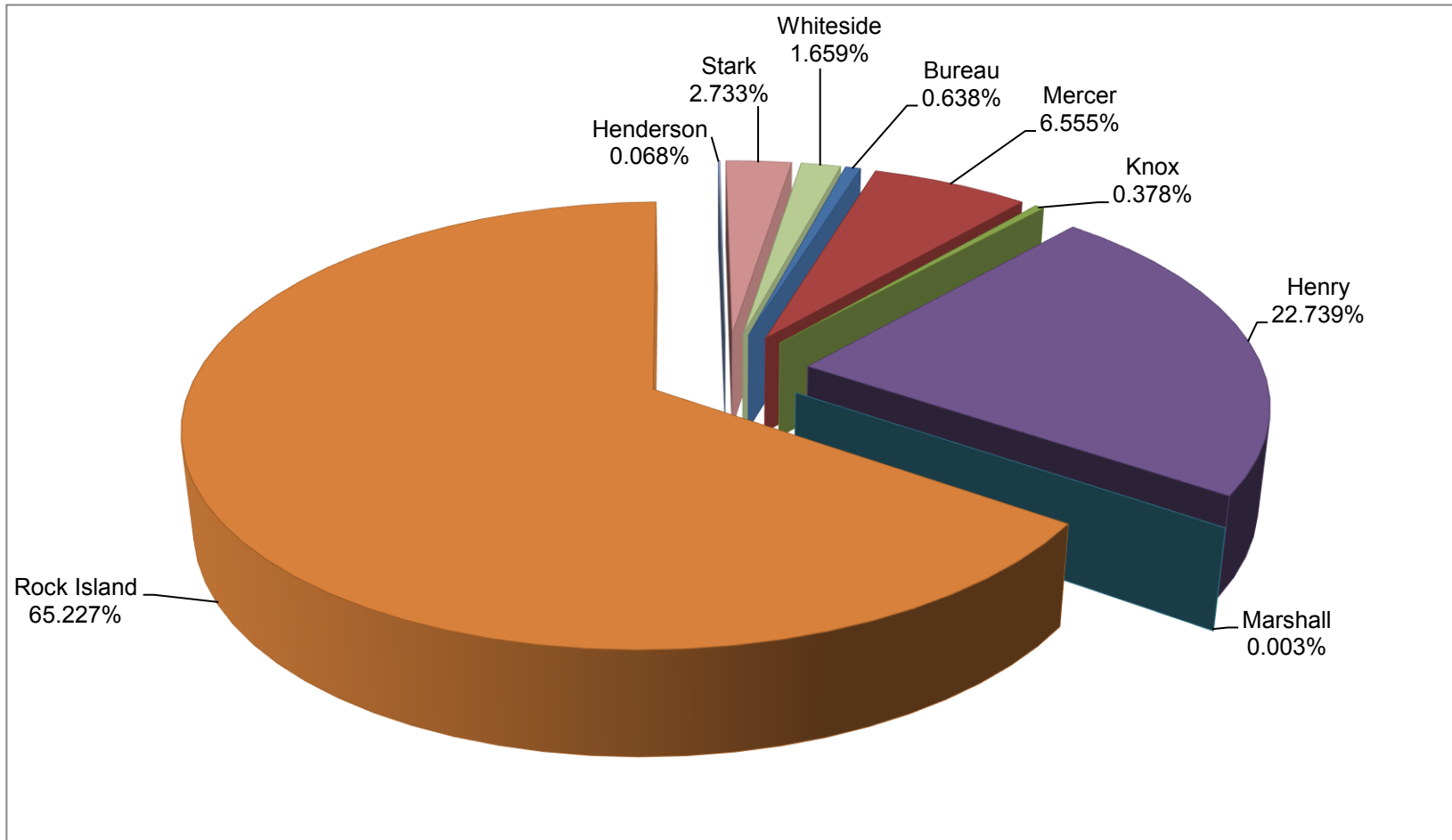
Note: 2015 figures are estimates based on information currently available to the College.

Black Hawk College
District Equalized Assessed Valuation History by County
Tax Levy Years 1996 through 2015

	Rock Island	Henry	Mercer	Bureau	Knox	Marshall	Stark	Whiteside	Henderson	Total	% Change
1996	1,301,011,709	428,058,995	126,424,955	15,713,091	9,091,868	46,172	62,706,922	34,018,794	1,316,123	1,978,388,629	7.38%
1997	1,387,594,633	465,569,133	136,375,529	16,221,755	9,325,684	46,426	65,058,285	36,275,273	1,422,064	2,117,888,782	7.05%
1998	1,462,666,013	508,010,223	147,408,886	17,838,081	10,095,855	49,916	70,419,447	38,803,446	1,591,853	2,256,883,720	6.56%
1999	1,547,506,489	546,370,430	156,061,585	19,221,863	11,058,916	54,149	75,624,130	41,931,641	1,699,712	2,399,528,915	6.32%
2000	1,624,734,689	579,018,330	162,322,399	19,845,855	11,304,796	56,428	79,088,565	42,319,118	1,665,418	2,520,355,598	5.04%
2001	1,711,256,900	607,586,811	165,910,628	19,611,256	10,910,077	57,224	77,804,722	43,320,796	1,614,978	2,638,073,392	4.67%
2002	1,819,179,186	622,494,219	169,145,006	18,975,734	10,490,372	55,830	75,288,279	44,809,730	1,532,501	2,761,970,857	4.70%
2003	1,919,817,321	631,022,973	170,493,748	18,122,028	10,194,287	52,260	73,668,697	45,528,778	1,552,746	2,870,452,838	3.93%
2004	1,905,916,671	610,064,218	167,861,521	16,974,504	9,388,247	47,920	70,593,579	43,739,646	1,460,129	2,826,046,435	-1.55%
2005	2,008,795,332	625,801,917	173,762,781	16,973,904	9,038,900	45,445	71,304,662	44,259,906	1,398,043	2,951,380,890	4.43%
2006	2,088,112,573	656,536,725	185,434,646	16,918,621	8,684,903	46,296	69,196,271	44,680,381	1,591,177	3,071,201,593	4.06%
2007	2,190,307,542	695,623,326	196,770,241	17,628,542	9,122,842	70,150	72,073,858	46,471,786	1,698,174	3,229,766,461	5.16%
2008	2,248,655,323	721,211,551	205,279,925	19,094,274	9,582,246	80,629	76,924,179	47,824,922	1,788,629	3,330,441,678	3.12%
2009	2,278,568,190	743,934,705	212,415,387	19,970,182	10,088,188	89,754	80,361,189	50,322,209	1,933,017	3,397,682,821	2.02%
2010	2,376,747,388	744,715,274	222,998,604	20,084,506	10,660,206	109,845	83,538,657	52,039,981	2,108,005	3,513,002,466	3.39%
2011	2,397,690,456	756,965,531	222,350,589	20,093,388	11,219,776	110,849	85,568,081	54,718,409	2,123,177	3,550,840,256	1.08%
2012	2,377,980,495	771,178,621	227,172,035	20,972,410	11,895,820	101,819	89,397,772	55,899,637	2,153,854	3,556,752,463	0.17%
2013	2,356,301,920	813,367,177	234,871,750	22,035,642	12,430,472	107,368	92,163,311	57,828,134	2,230,397	3,591,336,171	0.97%
2014	2,361,621,854	826,267,674	237,269,016	22,712,244	13,415,771	113,078	97,046,510	59,208,558	2,310,008	3,619,964,713	0.80%
2015	2,393,046,514	834,232,166	240,473,381	23,397,021	13,852,210	119,088	100,261,211	60,862,308	2,497,652	3,668,741,551	1.35%

Note: 2015 figures are estimates based on information currently available.

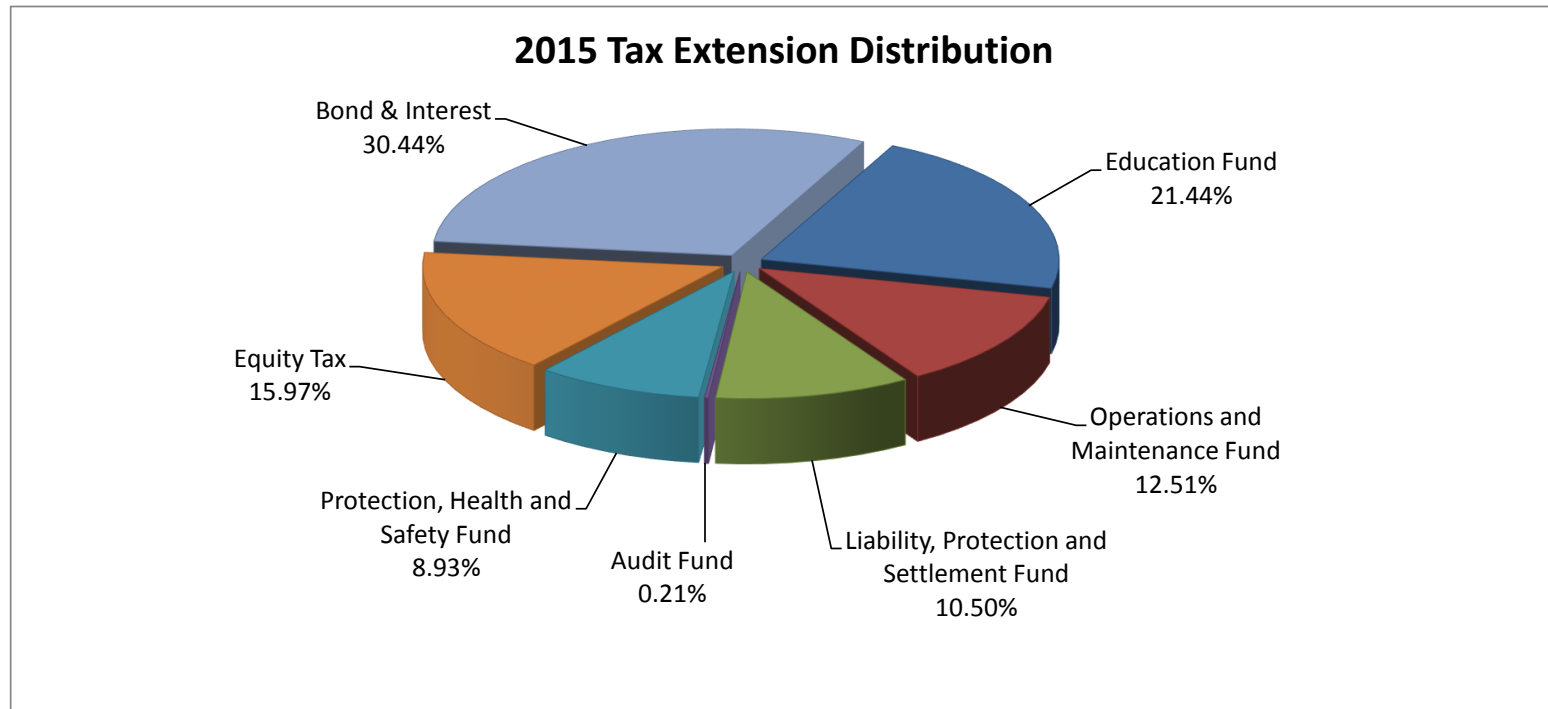
**Black Hawk College
District Equalized Assessed Valuation Percentage by County
Tax Levy Year 2015**



Note: 2015 Equalized Assessed Valuations (EAV) are estimates based on information currently available to the College.

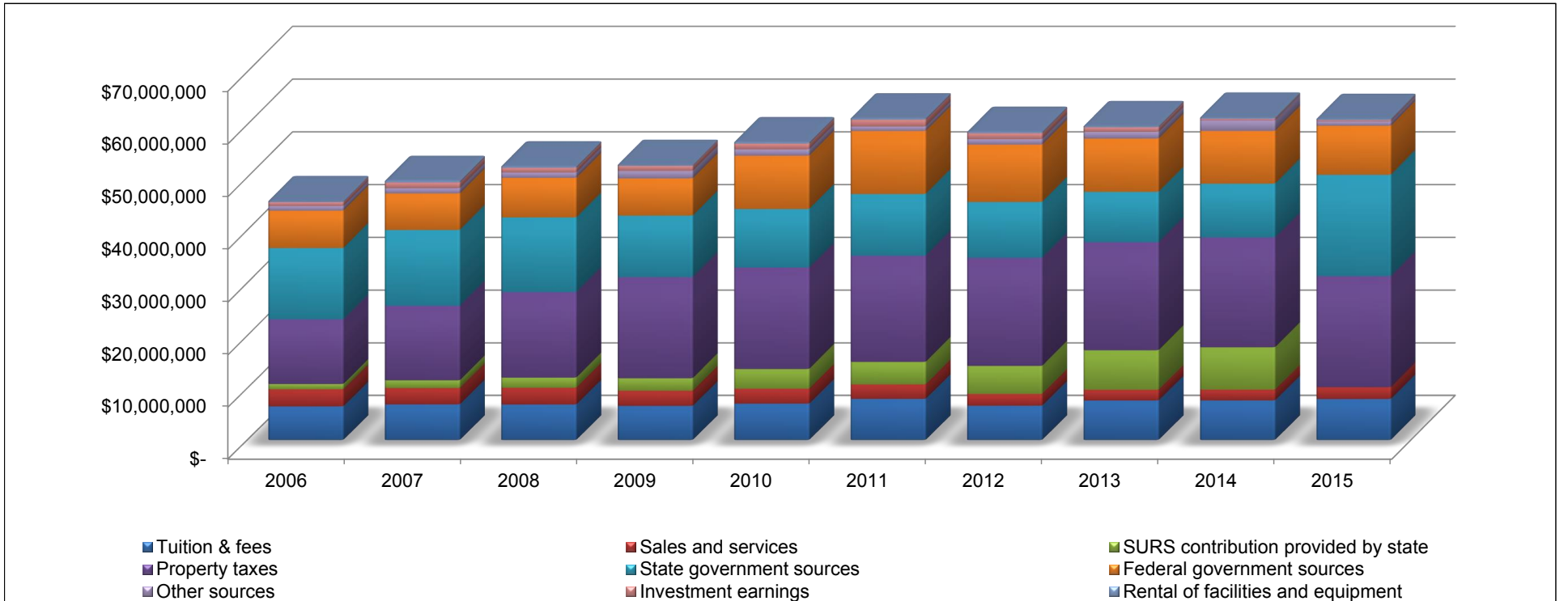
**Black Hawk College
District Property Tax Extensions
Tax Levy Years 2006 through 2015**

Tax Levy Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Education Fund	\$ 3,540,424	\$ 3,875,720	\$ 3,996,530	\$ 4,077,219	\$ 4,201,551	\$ 4,261,013	\$ 4,346,234	\$ 4,309,603	\$ 4,343,958	\$ 4,402,490
Operations and Maintenance Fund	2,333,080	2,260,837	2,331,310	2,378,378	2,452,076	2,485,591	2,535,303	2,513,935	2,533,975	\$ 2,568,119
Liability, Protection and Settlement Fund	2,168,268	2,409,406	2,218,074	2,364,787	2,585,570	2,776,760	1,810,931	2,011,148	2,114,059	\$ 2,157,220
Audit Fund	67,566	83,974	86,591	88,340	91,338	99,424	36,219	0	28,960	\$ 44,025
Protection, Health and Safety Fund	1,511,031	1,614,883	1,665,221	1,685,251	1,756,501	1,775,422	1,810,931	1,795,668	1,759,303	\$ 1,834,371
Equity Tax	1,997,987	1,995,996	2,051,552	2,082,780	2,156,984	2,205,074	2,473,731	2,668,363	2,827,192	\$ 3,279,855
Bond & Interest	2,444,676	3,959,694	5,488,568	5,456,679	5,459,206	5,461,199	6,345,141	6,198,646	6,248,059	\$ 6,251,536
Totals	\$14,063,032	\$16,200,510	\$17,837,846	\$18,133,434	\$18,703,225	\$19,064,484	\$19,358,490	\$ 19,497,363	\$ 19,855,506	\$ 20,537,616



**Black Hawk College
Audited Total Revenue by Source
Fiscal Years 2006 through 2015**

Program	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Tuition & fees	\$ 6,473,972	\$ 6,859,369	\$ 6,830,918	\$ 6,563,186	\$ 6,999,903	\$ 7,916,703	\$ 6,609,902	\$ 7,613,048	\$ 7,624,251	\$ 7,900,764
Sales and services	3,284,319	3,147,276	3,235,481	2,919,137	2,878,289	2,791,257	2,257,036	2,060,329	2,076,379	2,273,687
Rental of facilities and equipment	126,386	275,656	221,174	105,568	225,826	200,777	224,466	175,875	157,127	156,358
SURS contribution provided by state	1,021,967	1,486,613	1,954,642	2,415,018	3,782,081	4,293,814	5,373,730	7,535,508	8,068,818	-
Property taxes	12,280,184	14,151,090	16,212,834	19,181,700	19,244,972	20,125,069	20,488,939	20,465,583	20,824,319	21,087,901
State government sources	13,523,521	14,370,178	14,154,600	11,653,779	11,076,974	11,697,372	10,578,684	9,562,931	10,192,344	19,205,104
Federal government sources	7,090,387	6,922,766	7,499,337	7,050,847	10,110,004	11,941,906	10,875,102	10,099,071	9,995,924	9,290,411
Investment earnings	710,851	1,076,367	893,351	927,444	1,079,642	1,304,926	1,118,105	848,082	286,520	259,842
Other sources	892,095	996,125	1,019,805	1,448,003	1,212,848	849,717	1,049,352	1,281,102	2,025,129	832,131
Total	\$ 45,403,682	\$ 49,285,440	\$ 52,022,142	\$ 52,264,682	\$ 56,610,539	\$ 61,121,541	\$ 58,575,316	\$ 59,641,529	\$ 61,250,811	\$ 61,006,198

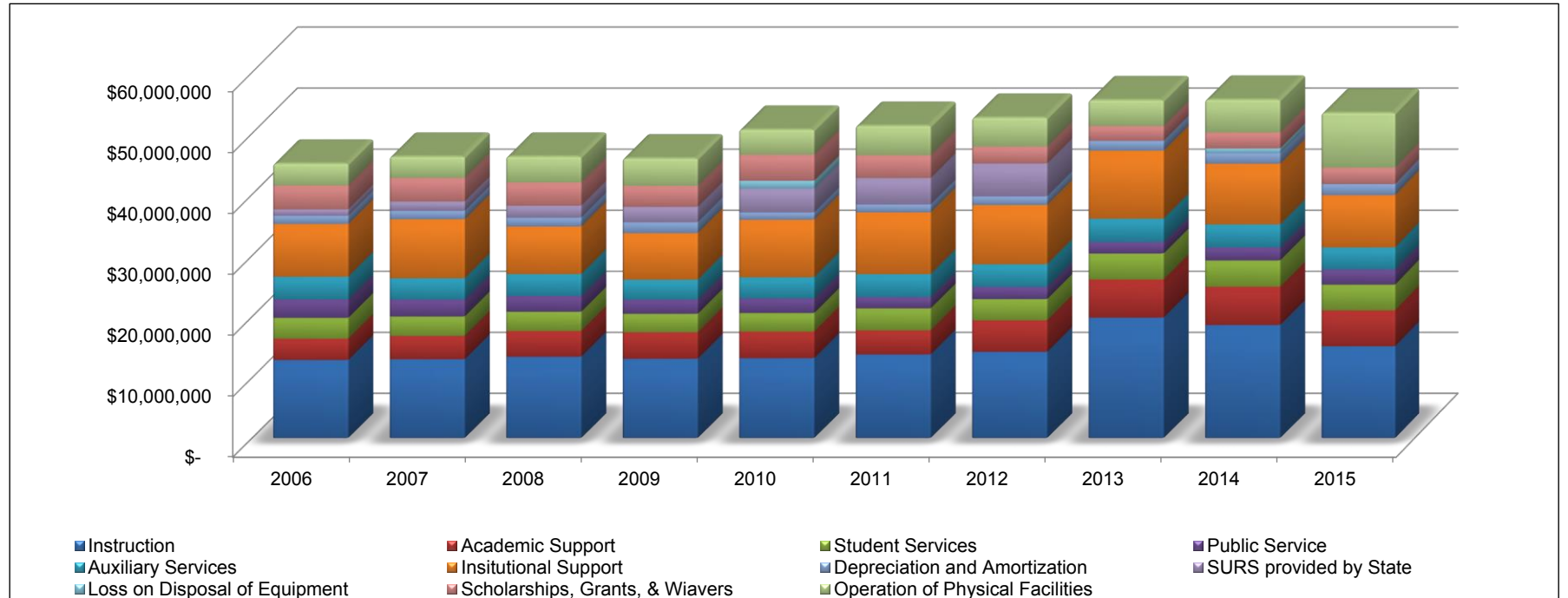


Note: Beginning in Fiscal Year 2015, SURS contribution provided by the state is considered to be a Non-operating revenue and is included in State government sources

Source: College's Annual Audited Financial Statements

**Black Hawk College
Audited Total Expenditures by Program
Fiscal Years 2006 through 2015**

Program	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Instruction	\$ 12,881,139	\$ 13,002,230	\$ 13,417,138	\$ 13,071,503	\$ 13,177,063	\$ 13,787,062	\$ 14,209,545	\$ 19,814,071	\$ 18,609,563	\$ 15,128,229
Academic Support	3,477,715	3,829,341	4,214,199	4,344,918	4,354,090	3,950,163	5,162,008	6,244,734	6,272,580	5,874,310
Student Services	3,418,731	3,174,670	3,151,038	3,022,823	3,034,440	3,595,126	3,485,166	4,265,652	4,300,131	4,210,904
Public Service	3,025,891	2,776,572	2,603,870	2,327,188	2,387,685	1,840,080	1,993,014	1,879,087	2,122,000	2,477,612
Auxiliary Services	3,715,320	3,480,656	3,567,023	3,265,960	3,472,459	3,766,883	3,706,401	3,823,167	3,765,785	3,617,263
Insitutional Support	8,630,221	9,655,390	7,784,095	7,614,931	9,415,024	10,105,886	9,703,531	11,124,983	9,948,378	8,560,913
Scholarships, Grants, & Wiavers	3,908,098	3,863,985	3,798,739	3,456,874	4,257,545	3,748,071	2,747,946	2,401,499	2,615,325	2,665,004
SURS provided by State	1,021,967	1,486,613	1,954,642	2,513,078	3,881,957	4,293,814	5,373,730	-	-	-
Operation of Physical Facilities	3,572,762	3,463,281	4,202,026	4,454,574	4,083,672	4,792,520	4,723,865	4,232,592	5,346,628	8,948,305
Loss on Disposal of Equipment	3,516	33,979	5,097	7,409	1,308,112	22,464	5,451	16,664	762,732	-
Depreciation and Amortization	1,361,306	1,385,121	1,453,453	1,788,953	1,200,030	1,298,115	1,419,276	1,601,385	1,740,162	1,830,003
Total	\$ 45,016,666	\$ 46,151,838	\$ 46,151,320	\$ 45,868,211	\$ 50,572,077	\$ 51,200,184	\$ 52,529,933	\$ 55,403,834	\$ 55,483,284	\$ 53,312,543



Notes:

1. Beginning in FY2013, the SURS contribution provided by State is allocated among all programs based on total expense as opposed to being listed separately
2. In prior budget documents, total expenditures above did not include interest expense. The above amounts now reflect this expenditure.

Source: College's Annual Audited Financial Statements

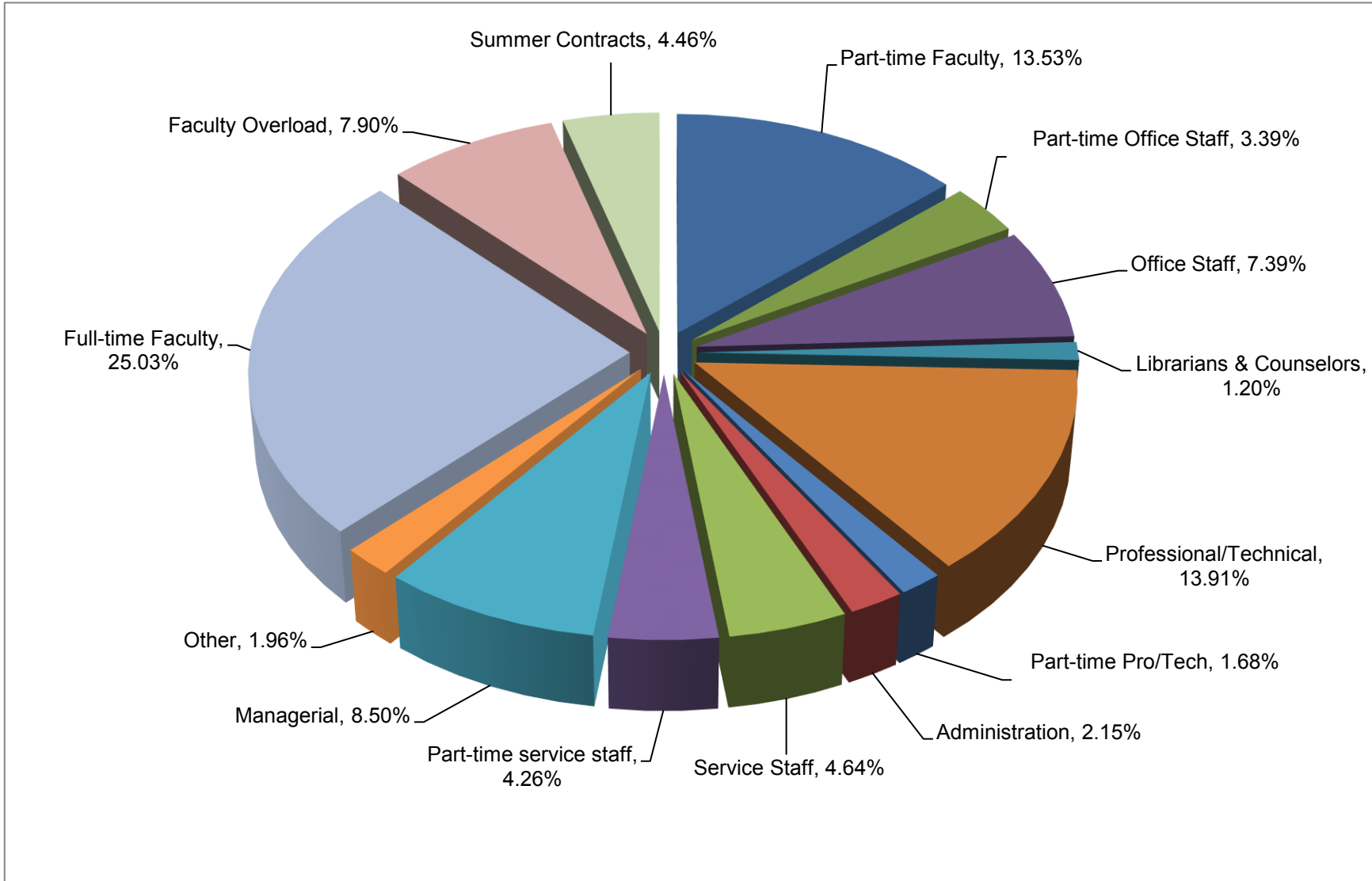
**Black Hawk College
Operating Funds Budgeted FTE Summary
FY2015 through FY2017**

	FY2015 Approved Budgeted FTE	FY2015 Final Actual FTE	FY2016 Approved Budgeted FTE	FY2016 Estimated Actual ¹ FTE	FY2017 Approved Budgeted FTE	Inc./((Dec.) in Budgeted FTE
Administrative Staff	11.00	10.21	10.71	9.11	9.71	(1.00)
Managerial Staff	39.14	39.24	41.67	37.57	38.42	(3.25)
Full-time Teaching Faculty	132.51	125.74	127.98	115.90	113.15	(14.83)
Professional Development Leave	0.50	0.50	0.00	0.00	0.00	0.00
Librarians & Counselors	3.56	3.62	3.78	5.01	5.43	1.65
Full-time Professional/Technical Staff	65.12	62.02	65.69	61.68	62.90	(2.79)
Part-time Professional/Technical Staff	8.61	5.62	6.95	3.85	7.60	0.65
Full-time Office Staff	42.25	40.00	40.61	36.85	33.40	(7.21)
Part-time Office Staff	19.82	15.36	12.87	15.05	15.31	2.44
Full-time Service Staff	22.00	21.20	22.00	22.00	21.00	(1.00)
Part-time Service Staff	16.22	13.16	18.06	11.84	19.27	1.21
Other Staff	4.48	4.19	6.75	4.01	8.87	2.12
Unidentified Reductions	0.00	0.00	0.00	0.00	0.00	0.00
SUB-TOTAL FULL-TIME EQUIVALENTS	365.21	340.86	357.07	322.87	335.06	(22.01)
Full-time Teaching Faculty Overload ²	38.47	37.38	29.57	49.88	35.73	6.16
Part-time Teaching Faculty ²	90.51	84.66	69.00	91.56	61.16	(7.84)
Summer Teaching Contracts ²	30.17	13.69	20.79	20.06	20.17	(0.62)
TOTAL FULL-TIME EQUIVALENTS	524.36	476.59	476.43	484.37	452.12	(24.31)

NOTES:

1. Estimated Actual FTE for FY2016 based on information available at this time and not based on final audited information
2. Budgeted numbers are estimates based on all planned courses being filled and the best information available

Black Hawk College Comparative Staffing by Employee Classification FY2017 Operating Funds Budget



Black Hawk College
Operating Funds Budgeted FTE by Reporting Classification
FY2017 Operating Funds Budget

	Admin. Staff	Manag- erial Staff	FT Faculty	FT Faculty Overload	PT Faculty	Summer Contracts	Profess. Develop. Leave	Faculty Librar. & Couns.	Prof-Tech. Staff	Office Staff	Service Staff	Other Staff	College Total	% of College Total
Education Fund														
Instruction														
Transfer	0.00	0.00	64.71	21.06	30.72	12.50	0.00	0.00	0.50	0.00	0.00	0.00	129.49	28.64%
Business Occupational	0.00	0.00	19.11	8.35	4.81	2.30	0.00	0.00	0.00	0.00	0.00	0.00	34.57	7.65%
Technical Occupational	0.00	0.00	8.11	2.24	4.68	0.55	0.00	0.00	0.00	0.00	0.00	0.00	15.58	3.45%
Health Occupational	0.00	0.17	18.05	4.08	4.67	1.25	0.00	0.00	0.00	0.00	0.00	0.00	28.22	6.24%
Remedial	0.00	1.00	2.17	0.00	1.34	0.67	0.00	0.00	0.50	1.08	0.00	0.00	6.76	1.50%
Adult Basic & Secondary	0.00	0.00	1.00	0.00	14.89	2.90	0.00	0.00	0.00	0.00	0.00	0.01	18.80	4.16%
General Studies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%
Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%
Total Instruction	0.00	1.17	113.15	35.73	61.11	20.17	0.00	0.00	1.00	1.08	0.00	0.01	233.42	51.63%
Academic Support	3.96	7.25	0.00	0.00	0.00	0.00	0.00	3.32	20.28	17.85	0.00	3.46	56.12	12.41%
Student Services	1.00	6.00	0.00	0.00	0.00	0.00	0.00	2.11	20.85	12.70	0.00	0.96	43.62	9.65%
Public Services	0.00	1.00	0.00	0.00	0.05	0.00	0.00	0.00	3.65	3.18	0.00	2.59	10.47	2.32%
Institutional Support	4.75	19.00	0.00	0.00	0.00	0.00	0.00	0.00	16.00	11.97	0.00	1.85	53.57	11.85%
Scholarships, Student Grants and Waivers	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%
Total Education Fund	9.71	34.42	113.15	35.73	61.16	20.17	0.00	5.43	61.78	46.78	0.00	8.87	397.20	87.85%
Operations & Maintenance Fund	0.00	4.00	0.00	0.00	0.00	0.00	0.00	0.00	8.72	1.93	40.27	0.00	54.92	12.15%
Total Operating Funds	9.71	38.42	113.15	35.73	61.16	20.17	0.00	5.43	70.50	48.71	40.27	8.87	452.12	100.00%
Percentage of Operating Funds	2.15%	8.50%	25.03%	7.90%	13.53%	4.46%	0.00%	1.20%	15.59%	10.77%	8.91%	1.96%	100.00%	
Unidentified Reductions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Grand Total	9.71	38.42	113.15	35.73	61.16	20.17	0.00	5.43	70.50	48.71	40.27	8.87	452.12	

Black Hawk College
Faculty and Staff At a Glance
FY2009 through FY2016

Full Time Faculty	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Associate Degree	2	1	1	1	2	2	1	1
Bachelor Degree	9	10	12	12	16	17	15	15
Master's Degree	82	79	77	72	70	72	93	87
Doctoral Degree	21	20	20	23	22	23	20	20
Other Education	19	24	23	23	20	19	3	3
Average Age	49.80	47.71	49.78	49.77	48.71	48.98	48.58	49.17
Average Length of Service	14.58	14.21	14.52	14.32	12.78	13.29	13.09	14

Part Time Faculty	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Associate Degree	9	8	7	5	9	5	5	8
Bachelor Degree	42	37	41	42	37	39	45	41
Master's Degree	76	74	77	87	94	92	90	82
Doctoral Degree	15	14	12	22	18	13	13	12
Other Education	53	60	50	44	38	40	10	9
Average Age	51.51	51.37	51.43	52.17	52.72	52.17	53.48	54.2
Average Length of Service	8.35	7.91	8.37	7.96	9.58	8.65	7.48	7.57

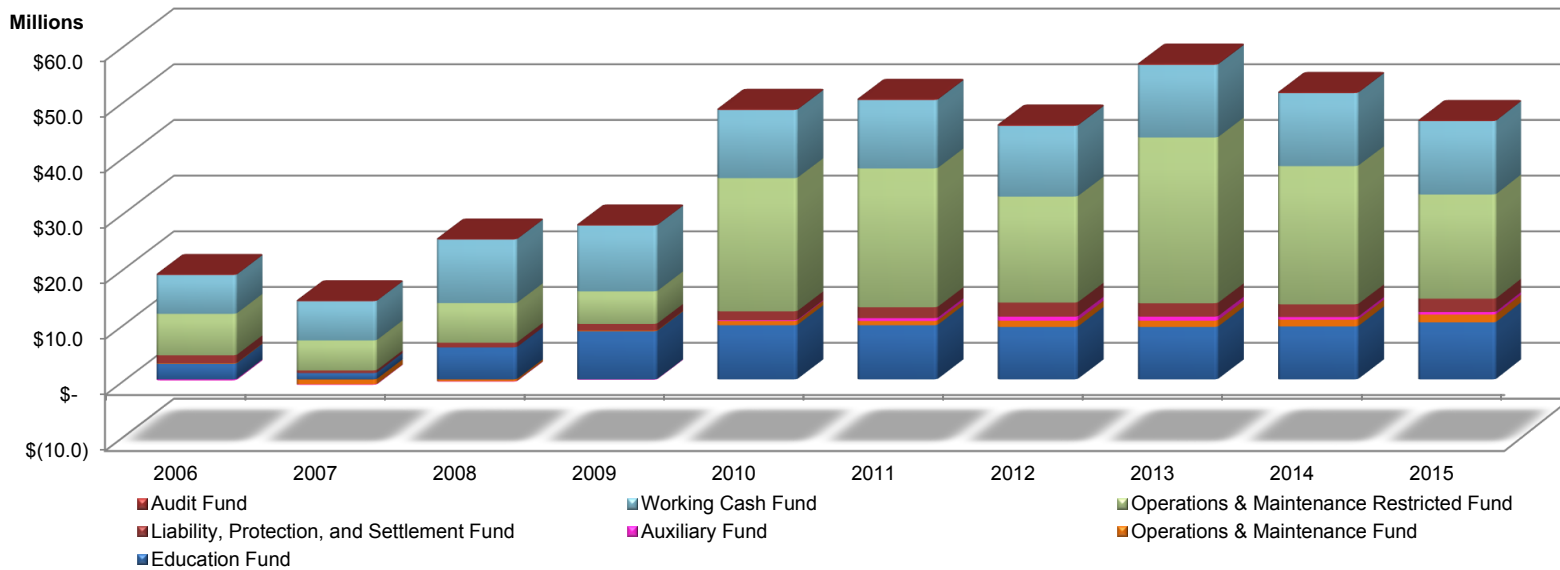
Full Time Staff	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Associate Degree	51	49	21	42	19	20	22	21
Bachelor Degree	51	47	39	53	56	56	78	65
Master's Degree	36	34	32	31	32	33	132	39
Doctoral Degree	8	8	7	9	7	7	25	5
Other Education	84	91	118	88	114	113	86	87
Average Age	49.86	50.56	49.91	49.65	49.31	50.27	49.05	49.72
Average Length of Service	13.80	14.42	14.22	14.11	13.22	13.86	12.92	13.69

Part Time Staff	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Associate Degree	13	12	11	12	13	12	27	13
Bachelor Degree	14	16	14	19	18	18	17	19
Master's Degree	6	2	4	8	10	9	12	6
Doctoral Degree	0	0	0	2	1	1	2	1
Other Education	43	59	63	53	44	55	36	53
Average Age	51.28	49.76	50.97	49.82	47.16	47.77	47.62	46.98
Average Length of Service	6.67	6.79	8.01	7.57	8.20	6.58	6.07	6.02

Source: Human Resources Data Base

**Black Hawk College
Fund Balance Trend
FY2006 through FY2015**

Fiscal Year	Education Fund	Fund Balance %	Operations & Maintenance Fund	Fund Balance %	Auxiliary Fund	Fund Balance %	Audit Fund	Fund Balance %	Liability, Protection, and Settlement Fund	Fund Balance %	Working Cash Fund	Fund Balance %	Operations & Maintenance Restricted Fund	Fund Balance %
2006	\$ 2,794,703	10.3%	\$ 80,878	2.6%	\$ (270,102)	-7.3%	\$ 103,090	166.3%	\$ 1,429,168	68.6%	\$ 6,958,495	N/A	\$ 7,424,453	324.9%
2007	1,131,001	4.0%	(860,519)	-24.6%	(166,048)	-4.8%	77,900	130.9%	465,822	22.6%	7,018,932	N/A	5,367,730	154.0%
2008	5,724,047	21.3%	(313,596)	-8.9%	(132,271)	-3.7%	97,557	172.7%	829,358	42.8%	11,413,980	N/A	7,093,683	148.9%
2009	8,597,343	32.9%	100,623	2.8%	(74,423)	-2.3%	122,132	202.1%	1,227,502	64.3%	11,819,984	N/A	5,829,566	186.3%
2010	9,689,557	34.6%	768,902	22.1%	143,703	4.2%	150,245	253.6%	1,573,022	81.0%	12,240,384	N/A	23,911,458	606.3%
2011	9,689,557	32.4%	768,902	20.5%	495,505	13.5%	172,765	257.5%	1,952,072	93.2%	12,275,736	N/A	24,930,072	605.5%
2012	9,382,902	30.3%	1,129,419	29.4%	702,675	19.7%	211,908	377.7%	2,521,853	119.7%	12,690,355	N/A	19,043,923	206.5%
2013	9,382,902	29.8%	1,129,419	27.8%	711,344	19.9%	200,222	243.4%	2,402,140	97.7%	13,042,823	N/A	29,762,861	234.1%
2014	9,473,945	31.0%	1,208,455	28.0%	477,896	13.8%	135,278	155.2%	2,265,040	108.1%	13,106,752	N/A	24,827,050	296.4%
2015	10,202,964	35.6%	1,389,001	34.4%	458,386	13.8%	113,676	310.6%	2,386,897	123.3%	13,172,437	N/A	18,721,448	100.4%
10-Year Avg.	\$ 7,606,892		\$ 540,148		\$ 234,667		\$ 138,477		\$ 1,705,287		\$ 11,373,988		\$ 16,691,224	



Source: College Audited Financial Statements

NA = Not Applicable

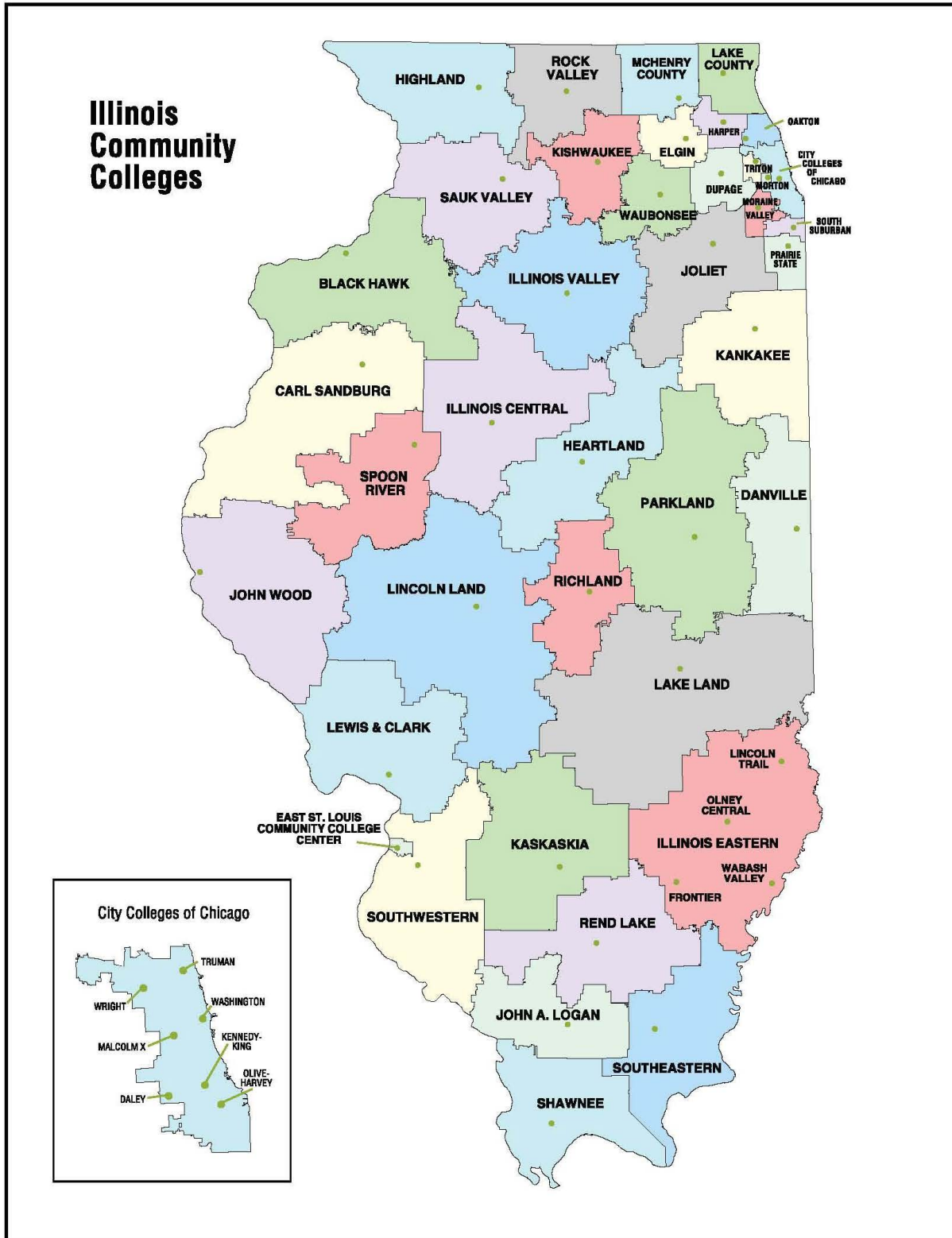
Note: Fund Balance percent is each fund balance as a percentage of its respective annual expenditures

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Appendices

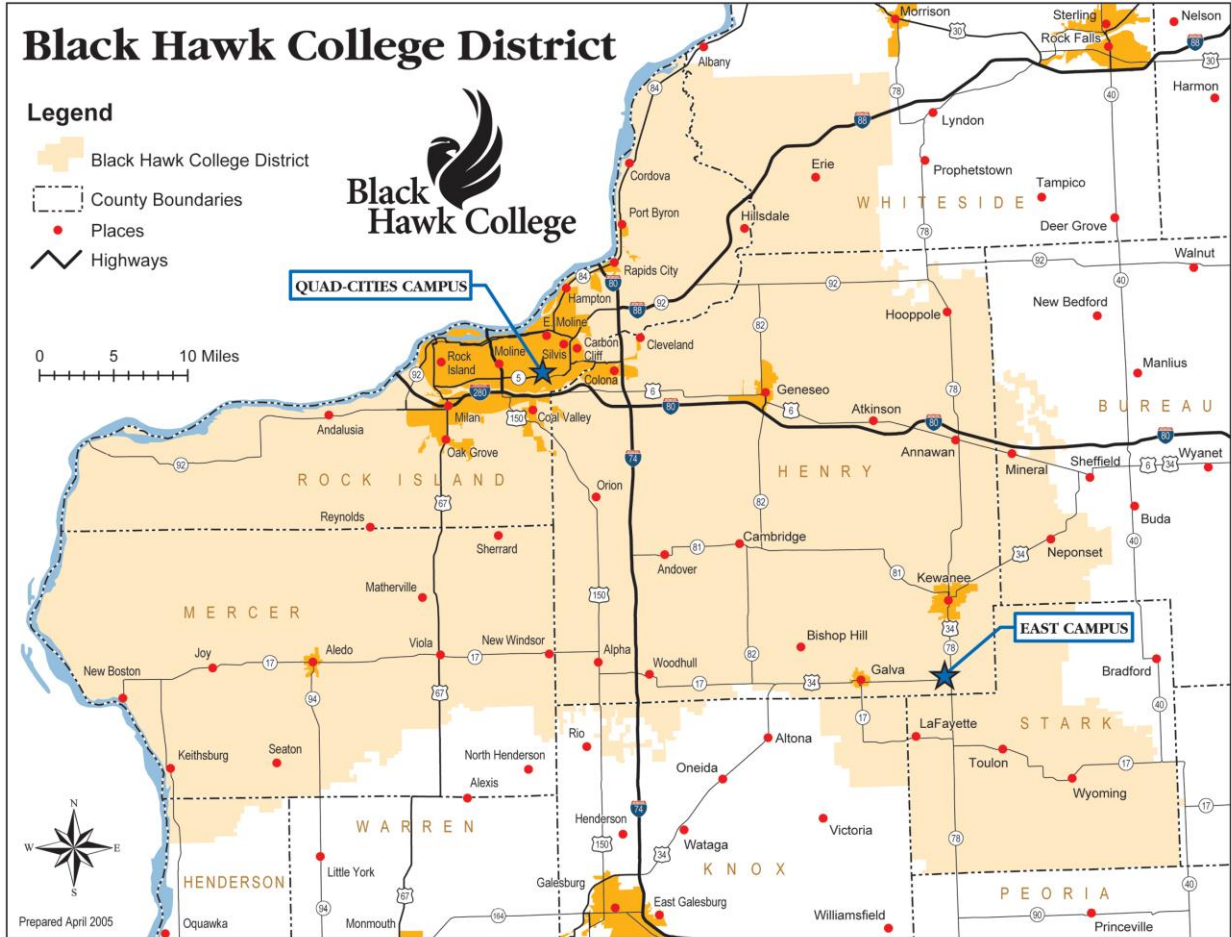
Black Hawk College
Fiscal Year 2017 Budget

Appendix A – Illinois Community College District Map



**Black Hawk College
Fiscal Year 2017 Budget**

Appendix B – Black Hawk College District Map



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

**Black Hawk College
Fiscal Year 2017 Budget**

Appendix C – History of Black Hawk College

Black Hawk College had its beginning in 1946 when the University of Illinois was deluged with World War II veterans wanting to enroll in college. The University could not handle all of the requests for enrollment and appealed to the state high schools for help in establishing a system of extension centers. Moline was ready to accept the challenge and was able to offer extension classes beginning in the fall semester of 1946. By the fall of 1947, Moline Community College was authorized by the Moline School District and the State School Superintendent. The College was given provisional accreditation in 1948 by the University of Illinois. Official accreditation was granted by the North Central Association of Colleges and Secondary Schools in March of 1951.

For its first seven years, the Moline Community College shared facilities with Moline High School juniors and seniors. In 1958 high school students moved into a new building leaving only college students in the Moline Community College facility. Within a few years, community leaders in Moline, East Moline, and Rock Island were discussing alternatives for higher education in the Illinois Quad Cities. In December of 1961, the voters of Rock Island County passed a referendum to establish the new Black Hawk College District. After graduating classes for fifteen years, the old Moline Community College was absorbed into the new district.

Black Hawk College continued to rent space from the Moline School District however, another surge of students in the 1960s increased enrollment and crowded the Moline building. The Board of Trustees knew state funds and grants were available for constructing a new campus, but needed local funds to support about 25% of the building and furnishing costs. A \$3.5 million bond referendum to fund the project was passed in April 1966. A beautiful wooded site was donated by the Blackhawk Industrial Development Corporation, and additional land adjacent to the site was purchased by the College Board. In January of 1970, classes moved from various rented locations into the new buildings. Individual high school districts gradually annexed to the Black Hawk College District, expanding the geographic boundaries to cover counties adjoining Rock Island County.

Kewanee, part of Henry County, Stark County and Bureau County had been trying since 1958 to establish a community college. It proved difficult to get the financial support needed in an area that was primarily agricultural. Kewanee officials approached the Black Hawk College president in 1967 asking if BHC could extend services to Kewanee. In May a referendum passed annexing Henry, Stark, and Knox Counties to the Black Hawk College District. Classes began in the Armory and Kewanee High School. The East Campus Foundation purchased land for a campus five miles outside of Kewanee. At the beginning of fall semester 1978, Black Hawk College East Campus moved into new facilities.

In the ensuing years the College has expanded its outreach and continuing education programs by the purchase of the Outreach Center on the Avenue of the Cities in East Moline, the Adult Learning Center in Rock Island, the Industrial Training Lab Extension Center in Moline, the Community Education Center in Kewanee, and the Business Training Center, which recently relocated to the Quad Cities Campus. ¹

⁻¹ Beck, Dorothy, Legacy: Unfolding the Future, Black Hawk College at 50, Black Hawk College, 1996, 118 pages

**Black Hawk College
Fiscal Year 2017 Budget**

History of Black Hawk College - Continued

Today, Black Hawk College operates two primary campuses, one located in Moline and the other in Galva. The College also operates other instructional centers throughout the District and serves a population in excess of 225,000. The District's Quad Cities Campus is located on 149 wooded acres in Moline, Illinois. Its five buildings provide modern facilities for the educational and recreational use of students and community residents. The District's East Campus is located on a spacious 102-acre site outside of Kewanee. Under the auspices of the Black Hawk College Quad Cities Foundation and the Black Hawk East College Foundation, student residences are operated in East Moline and Galva respectively. In October of 2013 the Board of Trustees approved a prioritized Facilities Master Plan which called for the construction or renovation of fifteen sites and facilities within the next five years. Included in this Facilities Master Plan is the state-of-the-art health sciences building, which was completed in the fall of 2015 and a new welding facility, completed in the spring of 2015. A veterinary sciences center is currently under construction.

Black Hawk College offers a wide scope of degrees, certificates and programs and multiple forms of continuing education and community services to meet the needs and interest of the residents of the District.

Black Hawk College has been accredited by the North Central Association of Colleges and Schools (NCA) since 1951. In March, 2014, the College's accreditation status was continued by the NCA Higher Learning Commission. Illinois recognition status, as determined by the statewide coordinating board of community colleges, was first awarded to Black Hawk College in 1965. The most recent evaluation cycle occurred in 2012, whereby the Illinois Community College Board (ICCB) continued its recognition status of Black Hawk College.

**Black Hawk College
Fiscal Year 2017 Budget**

Appendix D – Economic Overview of the District

The District is within a bi-state region offering two community college systems, comprised of the Black Hawk College District and Eastern Iowa Community Colleges. The area is also served by one four-year liberal arts college (Augustana College), two universities (Western Illinois University, St. Ambrose University) and one college of chiropractic (Palmer College). Additionally, the Quad City Graduate Center offers over one hundred (100) master's degree programs and three (3) doctoral degree programs. In addition to providing liberal arts and science curricula in the transfer area and career track programs, the District and Eastern Iowa Community Colleges offer comprehensive workforce training to area businesses and corporations through business and industry centers.

Four interstate highways, five United States primary highways, and a secondary highway system combine to provide efficient movement of goods, services and people within the Region servicing the District. Interstate 80 is the primary east–west thoroughfare serving the District. The I-280 bypass and I-80 completely encircle the Quad City Metropolitan Area. In addition, I-74 bisects the area providing a route to the southeastern portions of the United States. Interstate 88 provides access to Chicago and further east.

The District is centrally located near many major cities. It is a three–hour drive from Chicago and Des Moines, six hours from Minneapolis and Kansas City, and five hours from Indianapolis and St. Louis. The Mississippi River, which flows through the Quad Cities area, is part of the inland waterway system linking its tributaries, the Gulf of Mexico, the Great Lakes, and connections to foreign ports. Currently there are 43 barge terminals in the region, nine of which are located on the Illinois side. Six bridges across the Mississippi River service the District. Three of the six bridges provide interstate highway access between Iowa and Illinois. A span serving local traffic provides access to the Rock Island Arsenal as well as a span crossing the Rock River provides access to the international airport.

Currently three rail companies are operating in the area. The Iowa, Chicago and Eastern Railroad, the Burlington Northern Santa Fe Railroad and the Iowa Interstate Railroad all provide connections with other markets.

There are three primary public transit systems that serve the area. Davenport CitiBus, Bettendorf Transit, and the Rock Island County Metropolitan Mass Transit District MetroLINK all serve the Quad Cities area.

The Quad Cities International Airport, located in Moline, Illinois, is the Federal Aviation Administration “certified air carrier” for the region. Currently, the airport provides nearly 60 arrivals and departures daily to eleven (11) major national hubs. In addition to the International Airport, the area is serviced by five (5) other public airports in Davenport, Muscatine, Kewanee, Aledo and Geneseo.

**Black Hawk College
Fiscal Year 2017 Budget**

Economic Overview of the District - Continued

There are several options for traveling to the Galva campus. Amtrak operates a passenger line that stops in Kewanee, located less than five minutes from Galva, on its way to and from Chicago, both morning and evening. Interstate 80, which runs from New York City to San Francisco, is just 15 minutes south of Galva as is Interstate 74, which connects with points south and east as far as Cincinnati, Ohio. In addition, Route 34, a federal highway connecting Chicago with the West, runs through Galva and Illinois Route 78, one of the state's longest highways, also runs past the campus. The Kewanee Municipal Airport provides the community with 2,400 take-offs and landings annually and is one of the finest in downstate Illinois.

Within the boundaries of the District are numerous museums, art galleries, performing arts, and cultural events serving the residents of the District. There are 22 major performing arts organizations (including: Adler Theatre, New Ground Theatre, Ballet Quad Cities, Centennial Hall, Playcrafters Barn Theatre, Circa 21 Dinner Playhouse, Quad City Music Guild, Galvin Fine Arts Center, Quad City Symphony, and Richmond Hill Players), 30 museums and galleries (including: John Deere Pavilion, Rock Island Arsenal Museum, Hauberg Indian Museum, Family Museum, Buffalo Bill Cody Museum, Putnam Museum and Science Center, Fryxell Geology Museum, German American Heritage Center, Figge Art Museum), 13 fine arts theatres (including: Centennial Hall, Catich Gallery, Quad City Arts Center, Midcoast Fine Arts, River Music Experience), one professional symphony orchestra, two botanical centers, and three convention centers (iWireless Center, RiverCenter and QCCA Expo Center).

In the Kewanee area are two auditoriums (Petersen Auditorium at Kewanee High School and Black Hawk College East Campus), and a gazebo, donated by the Star Courier, which serves as a bandstand on Thursday evenings during the summer months. Performances by the Black Hawk Community Players and the Black Hawk Community Choir bring cultural opportunities to the community. The Kewanee Public Library, built in the early 1900s as a Carnegie library, has recently been expanded and remodeled and hosts entertainment events for children and adults. In May of each year, the airport hosts the Midwest Aeronca fly-in, which brings in dozens of vintage two-seater light planes to Kewanee.

There are several professional and national athletic teams providing sports fans entertainment. The "Quad Cities River Bandits" is the minor Midwest league baseball team, the "QC Mallards" is the hockey central league team, and the "Quad City Eagles Football Club" is part of the National Premier Soccer League.

**Black Hawk College
Fiscal Year 2017 Budget**

Economic Overview of the District - Continued

Servicing the District health care needs are several hospitals and ambulatory surgery centers. Genesis East Hospital, Davenport, specializes in comprehensive cardiac services. Genesis West Hospital, Davenport, specializes in neurology, clinical dependency rehabilitation, diabetes, mental health, oncology, and orthopedics. Unity Point Health/Trinity Regional Health Systems, (Moline, Rock Island, Davenport, and Bettendorf) specializes in physical and occupational rehabilitation, laser surgery, special services for women and seniors. Genesis Illini Campus, Silvis, specializes in trauma services, coronary care, general surgery and health education. OSF Saint Luke Medical Center, Kewanee, is a 25 bed Critical Access Hospital with a 24 hour physician staffed emergency department, state-of-the-art Imaging Department, Surgical Services, Laboratory, Swing Medical-Surgery-Peds-CCU-Swing Bed Floor, Rehabilitation Services and Rural Health Clinic. In addition, there are several visiting specialists, including Urology, Cardiology, Orthopedics and Podiatry. Hammond-Henry Hospital, Geneseo, has a 24-hour physician staffed emergency department, acute/critical care unit, skilled/extended care, general and orthopedic surgical services, rehabilitation, home health services, diagnostic center and clinics.

**Black Hawk College
Fiscal Year 2017 Budget**

Economic Overview of the District - Continued

Population

The following table provides population data from the most recent census for all counties within the Black Hawk College district as well as the State of Illinois.

County/State	Population (2010)	Median Home Value (\$) (2010-2014)	Median Household Income (\$) (2010-2014)
Rock Island County	147,546	113,200	48,226
Henry County	50,486	110,100	52,518
Mercer County	16,434	93,700	51,259
Whiteside County	58,498	99,200	48,343
Henderson County	7,331	86,300	48,438
Knox County	52,919	80,800	39,800
Bureau County	34,978	102,000	49,921
Stark County	5,994	87,800	52,956
Marshall County	12,640	103,200	53,914
State of Illinois	12,830,632	175,700	57,166

Source: U.S. Census Bureau State & County QuickFacts

Specified Owner Occupied Units

The U.S. Census Bureau State & County QuickFacts reported that the median value of owner-occupied homes was \$110,100 for Henry County, \$93,700 for Mercer County, \$113,200 for Rock Island County, \$87,800 for Stark County, and \$175,700 for the State. The market value of specified owner-occupied units from the 2010-2014 American Community Survey is as follows:

Value	Henry	Mercer	Rock Island	Stark	State of Illinois
Under \$50,000	2,415	812	3,896	346	243,163
\$ 50,000 to \$99,999	4,597	2,040	13,841	855	508,867
\$ 100,000 to \$149,999	3,631	1,110	11,089	363	525,634
\$ 150,000 to \$199,999	2,486	547	6,087	291	533,202
\$ 200,000 to \$299,999	1,679	457	4,635	63	663,672
\$ 300,000 to \$499,999	559	150	1,994	48	486,000
\$ 500,000 to \$999,999	197	78	536	0	188,718
\$1,000,000 or more	117	12	131	0	45,451
Total	15,681	5,206	42,209	1,966	3,194,707

Source: U.S. Census Bureau, 2010-2014 American Community Survey

**Black Hawk College
Fiscal Year 2017 Budget**

Economic Overview of the District - Continued

Major Employers – Rock Island County

Company	Product/Service	Employees
Rock Island Arsenal	Defense manufacturing	7,900
Deere & Company	Corporate headquarters; agricultural, construction, golf, lawn and garden equipment and products	5,800
Tyson Fresh Meats	Food processing	2,500
Unity Point-Trinity (Rock Island & Moline)	Healthcare System	2,349
Hy-Vee -Rock Island County Locations	Grocery Store	1,333
Moline School District #40	Elementary/secondary school district	1,111
Group O Companies	Provider of Managed Products & Services	1,100
XPAC	Supply-chain Solutions Provider	1,000
Genesis Medical Center - Silvis	Health care	970
Walmart -Rock Island County Locations	Retail	868

Source: Rock Island County, Illinois Annual Financial Report

Major Employers – Henry County

Company	Product/Service	Employees
Great Dane Limited Partnership, Inc.	Manufactures semi-truck trailers	600
OSF St. Luke Medical Center	Health care	375
JV Enterprises (Pizza Hut)	Restaurant	285
Bomag Americas	Manufacturing	263
Walmart Supercenter	Retail	250
OSF St. Luke Medical Family Health	Health care	250
Henry County Courthouse	Government	230
KONE Inc.	Manufacturing	190
Kewanee National Guard	Government	156
Kewanee Park District	Fitness	150

Source: Henry County Economic Development Partnership

**Black Hawk College
Fiscal Year 2017 Budget**

Economic Overview of the District - Continued

Unemployment

	Henry	Mercer	Rock Island	Stark	Illinois
2006 - Average	4.1	5.3	4.3	4.6	4.5
2007 - Average	4.8	5.4	4.5	5.1	5.0
2008 - Average	6.0	6.7	5.5	6.3	6.3
2009 - Average	9.2	10.3	9.2	10.4	10.2
2010 - Average	9.1	10.0	9.5	9.5	10.4
2011 - Average	7.9	8.3	8.5	8.6	9.7
2012 - Average	7.4	7.7	8.0	7.9	9.0
2013 - Average	7.8	7.9	8.4	9.4	9.1
2014 - Average	6.6	7.0	7.0	7.4	7.1
2015 - Average	6.2	6.2	6.5	6.6	5.9

Source: Illinois Department of Employment Security (IDES)
Rates for 2011-2015 revised by IDES in 2015.

Employment by Occupation

Occupation	Henry	Mercer	Rock Island	Stark	Total	%
Management, professional & related	7,311	2,328	20,390	894	30,923	30.38%
Service	3,959	999	13,061	550	18,569	18.24%
Sales & office	5,498	1,749	16,543	485	24,275	23.85%
Natural resources & construction	2,563	1,003	5,511	335	9,412	9.24%
Production & transportation	4,241	1,553	12,422	404	18,620	18.29%
Total	23,572	7,632	67,927	2,668	101,799	100.00%

Source: U.S. Census Bureau, 2010-2014 American Community Survey

**Black Hawk College
Fiscal Year 2017 Budget**

Economic Overview of the District - Continued

Employment by Industry

Occupation	Henry	Mercer	Rock Island	Stark	Total	%
Agriculture, forestry, fishing, hunting & mining	855	481	771	284	2,391	2.35%
Construction	1,765	639	3,533	142	6,079	5.97%
Manufacturing	4,210	1,352	12,492	421	18,475	18.15%
Wholesale trade	758	188	1,782	79	2,807	2.76%
Retail trade	2,683	811	7,828	281	11,603	11.40%
Transportation, warehousing & Utilities	1,557	518	4,118	133	6,326	6.21%
Information	384	150	1,454	36	2,024	1.99%
Finance, insurance, real estate, rental & leasing	1,150	376	2,733	94	4,353	4.28%
Professional, scientific, management, administration & waste mgmt.	1,507	412	5,662	184	7,765	7.63%
Educational, health & social Services	4,941	1,563	15,256	672	22,432	22.04%
Arts, entertainment, recreation, accommodation & food services	1,598	533	5,956	170	8,257	8.11%
Other services	1,083	345	3,295	102	4,825	4.74%
Public administration	1,081	264	3,047	70	4,462	4.38%
Total	23,572	7,632	67,927	2,668	101,799	100.00%

Source: U.S. Census Bureau, 2010-2014 American Community Survey

Median Household Income

Value	Henry	Mercer	Rock Island	Stark	Total	%	State of Illinois %
Less than \$10,000	1,136	342	4,560	127	6,165	6.89%	7.16%
\$ 10,000 to \$14,999	989	287	3,172	86	4,534	5.06%	4.57%
\$ 15,000 to \$24,999	2,111	720	6,902	312	10,045	11.20%	10.03%
\$ 25,000 to \$34,999	2,216	620	7,063	289	10,188	11.36%	9.54%
\$ 35,000 to \$49,999	3,126	1,288	9,576	340	14,330	15.98%	12.86%
\$ 50,000 to \$74,999	4,353	1,363	12,097	525	18,338	20.45%	17.84%
\$ 75,000 to \$99,999	2,465	939	7,066	339	10,809	12.05%	12.81%
\$100,000 to \$149,999	2,718	826	6,492	250	10,286	11.47%	14.04%
\$150,000 to \$199,999	676	114	1,823	35	2,648	2.95%	5.56%
\$200,000 or more	447	163	1,616	100	2,326	2.59%	5.59%
Total	20,237	6,662	60,367	2,403	89,669	100.00%	100.00%

Source: U.S. Census Bureau, 2010-2014 American Community Survey

**Black Hawk College
Fiscal Year 2017 Budget**

Appendix E – Black Hawk College Employee Headcount

Institution-wide Full-time Employee Headcount

	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Projected Actual	FY2017 Budgeted
Administrative	13	11	11	14	11	13	10	11
Managerial	55	51	56	60	51	58	50	48
Faculty	148	146	150	146	137	137	129	115
Professional	101	93	107	100	91	94	96	88
Classified	79	80	81	75	71	70	70	60
Other	0	0	0	0	0	0	0	0
Total	396	381	405	395	361	372	355	322

Institution-wide Part-time Employee Headcount

	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Projected Actual	FY2017 Budgeted
Administrative	0	0	0	0	1	0	0	0
Managerial	1	1	2	1	1	1	0	0
Faculty	289	314	324	329	207	266	234	254
Professional	11	11	15	17	11	17	13	11
Classified	137	140	131	154	116	134	126	117
Other	114	104	149	140	45	124	121	118
Total	552	570	621	641	380	542	494	500

Institution-wide All Employee Headcount

	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Projected Actual	FY2017 Budgeted
Grand Total	948	951	1,026	1,036	741	914	849	822

Note: The headcount figures above are based on the best information available at the time they were provided.

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PROGRAM REVIEW

Submitted to the
Illinois Community College Board

July 2015

Contact: Kathy Malcolm
Director of Planning and
Institutional Effectiveness
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**Black Hawk College
District 503
6600 34th Avenue
Moline, Illinois 61265**

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BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

INTRODUCTION

The purpose of Black Hawk College's Program Review Report is to rigorously review career and technical education programs, academic disciplines, cross discipline programs and student academic support services. Each area follows a standard review methodology infused with data and information to guide the analysis including program/discipline/service viability, strengths, weakness, occupational demand/ financial sustainability and student learning outcomes.

Furthermore Program/Discipline Reviews are:

- To support department level planning and decision making by providing an opportunity to assess the status of a program/discipline/service, the changes over the previous five years and the planned continuous improvement intentions.
- To assess, update and improve programs/ course offerings on a regular basis.
- To discontinue programs/ discipline courses when there is no longer sufficient demand, quality cannot be maintained at an acceptable level, or there are no longer occupational demands to support the cost of instruction.

Definitions:

Career & Technical Education Programs (CTE) A “career & technical education program” is a curriculum designed to prepare students for employment in a specific field. This includes those leading to an Associate in Applied Science Degree, or Certificate.

The Program for “academic disciplines” (Discipline) are the courses and sequences of courses in written and oral communications, mathematics, physical and life sciences, humanities and fine arts, and social and behavioral sciences. These reviews focus on the quality of individual courses and clusters of courses, using existing assessment and other information identified by the college and the ability of those courses to prepare students to meet the general education requirements established by the College.

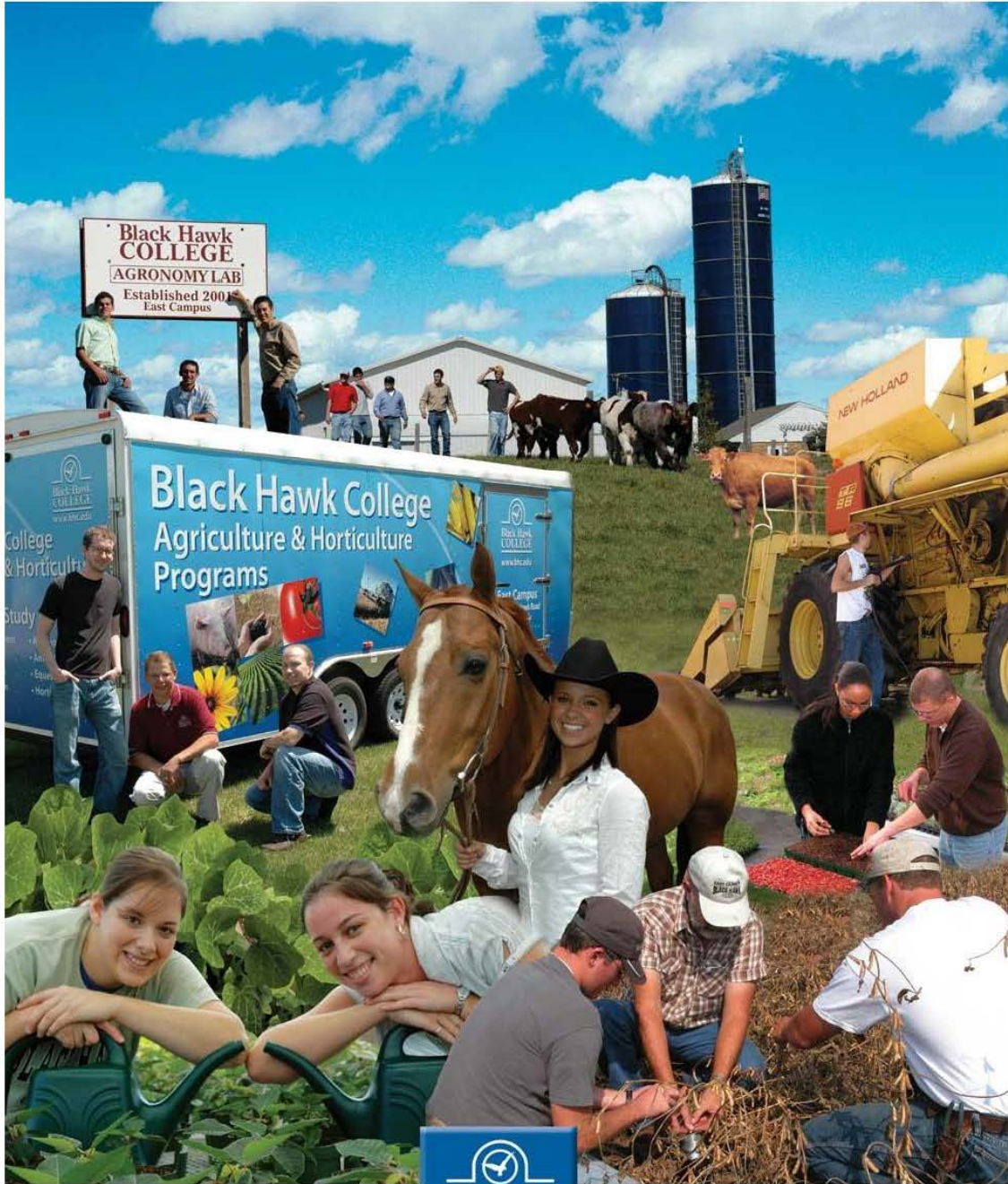
Process:

Following the ICCB's Program Review schedule, the office of Planning and Institutional Effectiveness (PIE) notifies the appropriate Deans; who then identify department teams responsible for reviewing said programs. Next, the teams comprised of Department Chairs and Faculty, identify and review all data presented. During this period of review, teams analyze and discuss the programs by answering discussion questions from six content areas. All documents and responses to the discussion questions are recorded in WEAVEonline, Black Hawk College's web-based tool to document assessment. Teams periodically share their progress with Deans until they are confident they can offer sound recommendations for the program(s) under review. Deans then analyze all information presented, and finalize recommendations for improvement. The Deans then prepare the ICCB Program Review Executive Summary and forward it to the Vice President for Instruction and Student Services for final approval to submit to the ICCB.

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 1: CAREER AND TECHNICAL EDUCATION PROGRAMS



BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 1: Career and Technical Education Programs

CIP CODE	PROGRAM TITLE	DEGREE TYPE	ACTION
010101	<i>Agribusiness Management-Horticulture Option</i>	03	<i>Continue with Minor Improvements</i>

Career Cluster: Agriculture, Food, and Natural Resources

Career Pathway: Agribusiness Systems

Program of Study: Agribusiness Management

NOTE: *The following programs were reviewed together as a unit even though the CIP codes were different. The executive summary that follows is applicable to the following programs: Agribusiness Management Horticulture Option, Agribusiness Management Crop Protection Technology Option, Agriculture Production Technology, Animal Science Beef Production, and Swine Production*

Improvements or Rationale for Action:

The current demand for graduates with a degree in Agribusiness Management and Agriculture Production Technology AAS degree programs continues to outpace the number of graduates enrolled in the program. According to Economic Modeling Specialist International data, Henry, Mercer, Rock Island and Stark Counties in Illinois posted a job demand of 173 jobs with a median income of \$18.54 per hour. On a statewide level, the report identifies 4,203 within the State of Illinois

Program improvements for both degree options include: (1) updating the ICCB Generic Course Syllabi for selected courses for approval at the September 2015 Curriculum Committee meeting, (2) continuing work to create a Pathways to Results map for students transitioning from secondary to post-secondary enrollment, (3) grow program enrollment to maximize service capacity, and (4) evaluating Ag Sales, Science, and Technology course objectives to respond to industry skill requirements.

Principle Assessment Methods Used in Quality Assurance for this Program

Please check all that apply.

- Standardized Assessments
- Certification and Licensure Examinations Results
- Writing Samples
- Portfolio Evaluation
- Course Embedded Questions
- Student Surveys
- X Analysis of Enrollment, Demographics, and Cost Data
- X Other, please specify Internal Comprehensive Program Review

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 1: Career and Technical Education Programs

CIP CODE	PROGRAM TITLE	DEGREE TYPE	ACTION
010304	<i>Agribusiness Management Crop Protect Tech Option</i>	03	<i>Continue with Minor Improvements</i>

Career Cluster: Agriculture, Food, and Natural Resources

Career Pathway: Agribusiness Systems

Program of Study Agribusiness Management

NOTE: *The following programs were reviewed together as a unit even though the CIP codes were different. The executive summary that follows is applicable to the following programs: Agribusiness Management Horticulture Option, Agribusiness Management Crop Protection Technology Option, Agriculture Production Technology, Animal Science Beef Production, and Swine Production*

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- Standardized Assessments
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- Student Surveys
- X Analysis of Enrollment, Demographics, and Cost Data
- X Other, please specify Internal Comprehensive Program Review

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 1: Career and Technical Education Programs

CIP CODE	PROGRAM TITLE	DEGREE TYPE	ACTION
010301	<i>Agriculture Production Technology</i>	03	<i>Continue with Minor Improvements</i>

Career Cluster: Agriculture, Food, and Natural Resources

Career Pathway: Agribusiness Systems

Program of Study: Agribusiness Management

NOTE: The following programs were reviewed together as a unit even though the CIP codes were different. The executive summary that follows is applicable to the following programs: Agribusiness Management Horticulture Option, Agribusiness Management Crop Protection Technology Option, Agriculture Production Technology, Animal Science Beef Production, and Swine Production

Improvements or Rationale for Action:

The current demand for graduates with a degree in Agribusiness Management and Agriculture Production Technology AAS degree programs continues to outpace the number of graduates enrolled in the program. According to Economic Modeling Specialist International data, Henry, Mercer, Rock Island and Stark Counties in Illinois posted a job demand of 173 jobs with a median income of \$18.54 per hour. On a statewide level, the report identifies 4,203 within the State of Illinois

Program improvements for both degree options include: (1) updating the ICCB Generic Course Syllabi for selected courses for approval at the September 2015 Curriculum Committee meeting, (2) continuing work to create a Pathways to Results map for students transitioning from secondary to post-secondary enrollment, (3) grow program enrollment to maximize service capacity, and (4) evaluating Ag Sales, Science, and Technology course objectives to respond to industry skill requirements.

Principle Assessment Methods Used in Quality Assurance for this Program

Please check all that apply.

- Standardized Assessments
- Certification and Licensure Examinations Results
- Writing Samples
- Portfolio Evaluation
- Course Embedded Questions
- Student Surveys
- X Analysis of Enrollment, Demographics, and Cost Data
- X Other, please specify: Internal Comprehensive Program Review

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 1: Career and Technical Education Programs

CIP CODE	PROGRAM TITLE	DEGREE TYPE	ACTION
010302	<i>Animal Science</i>	30	<i>Continue with Minor Improvements</i>
010302	<i>Beef Production</i>	30	<i>Continue with Minor Improvements</i>
010302	<i>Swine Production</i>	30	<i>Continue with Minor Improvements</i>

Career Cluster: Agriculture, Food, and Natural Resources

Career Pathway: Agribusiness Systems

Program of Study: Agribusiness Management

NOTE: *The following programs were reviewed together as a unit even though the CIP codes were different. The executive summary that follows is applicable to the following programs: Agribusiness Management Horticulture Option, Agribusiness Management Crop Protection Technology Option, Agriculture Production Technology, Animal Science Beef Production, and Swine Production*

Improvements or Rationale for Action:

The current demand for graduates with a degree in Agribusiness Management and Agriculture Production Technology AAS degree programs continues to outpace the number of graduates enrolled in the program. According to Economic Modeling Specialist International data, Henry, Mercer, Rock Island and Stark Counties in Illinois posted a job demand of 173 jobs with a median income of \$18.54 per hour. On a statewide level, the report identifies 4,203 within the State of Illinois

Program improvements for both degree options include: (1) updating the ICCB Generic Course Syllabi for selected courses for approval at the September 2015 Curriculum Committee meeting, (2) continuing work to create a Pathways to Results map for students transitioning from secondary to post-secondary enrollment, (3) grow program enrollment to maximize service capacity, and (4) evaluating Ag Sales, Science, and Technology course objectives to respond to industry skill requirements.

Principle Assessment Methods Used in Quality Assurance for this Program

Please check all that apply.

- Standardized Assessments
- Certification and Licensure Examinations Results
- Writing Samples
- Portfolio Evaluation
- Course Embedded Questions
- Student Surveys
- X Analysis of Enrollment, Demographics, and Cost Data
- X Other, please specify: Internal Comprehensive Program Review

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 1: Career and Technical Education Programs

CIP CODE:	PROGRAM TITLE	DEGREE TYPE	ACTION:
010507	<i>Equestrian Science</i>	03	<i>Continue with Minor Improvements</i>

Career Cluster: Agriculture, Food, and Natural Resources

Career Pathway: Animal Systems

Program of Study None

NOTE: The following programs were reviewed together as a unit even though the CIP codes were different. The executive summary that follows is applicable to the following programs: Equestrian Science, Horse Science Technology and Horse Science Technology Certificate.

Improvements or Rationale for Action:

The current demand for graduates with a degree in the Equestrian Science and Horse Science Technology AAS degree programs and the Horse Science Technology certificate program continues to outpace the number of graduates enrolled in the program. According to Economic Modeling Specialist International data, Henry, Mercer, Rock Island and Stark Counties in Illinois posted a job demand of 243 jobs with a median income of \$18.54 per hour. Positions include but are not limited to agricultural producers, managers, breeders, and technicians.

The number of available openings in the Black Hawk College district has outpaced the College's ability to graduate enough students with the appropriate training. The College has witnessed growth in student enrollment. In 2014, the program has witnessed a five-year high in enrollment at 84 students with a five-year high in credit hour generation at 1,935. The number of students enrolled between 2010-2014 has an average of 76 students annually with an average credit hour generation of 1,730.

Because of this review, the program will:

- Better define program-level learning outcomes and measurement.
- Update master syllabi for program courses to be submitted to Curriculum Committee in September 2015.
- Pursue Pathways to Results project to align program coursework from the secondary level to the post-secondary level and from the two-year level to the four-year level.
- Review supply costs and lab fees to assist in maintaining cost effectiveness.

Principle Assessment Methods Used in Quality Assurance for this Program

Please check all that apply.

- Standardized Assessments
- Certification and Licensure Examinations Results
- Writing Samples
- Portfolio Evaluation
- Course Embedded Questions
- Student Surveys
- X Analysis of Enrollment, Demographics, and Cost Data
- X Other, please specify: Internal Comprehensive Program Review

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 1: Career and Technical Education Programs

CIP CODE:	PROGRAM TITLE	DEGREE TYPE	ACTION:
010307	<i>Horse Science Technology</i>	03	<i>Continue with Minor Improvements</i>
010307	<i>Horse Science Technology Certificate</i>	20	<i>Continue with Minor Improvements</i>

Career Cluster: Agriculture, Food, and Natural Resources

Career Pathway: Animal Systems

Program of Study None

NOTE: *The following programs were reviewed together as a unit even though the CIP codes were different. The executive summary that follows is applicable to the following programs: Equestrian Science, Horse Science Technology and Horse Science Technology Certificate.*

Improvements or Rationale for Action:

The current demand for graduates with a degree in the Equestrian Science and Horse Science Technology AAS degree programs and the Horse Science Technology certificate program continues to outpace the number of graduates enrolled in the program. According to Economic Modeling Specialist International data, Henry, Mercer, Rock Island and Stark Counties in Illinois posted a job demand of 243 jobs with a median income of \$18.54 per hour. Positions include but are not limited to agricultural producers, managers, breeders, and technicians.

The number of available openings in the Black Hawk College district has outpaced the College's ability to graduate enough students with the appropriate training. The College has witnessed growth in student enrollment. In 2014, the program has witnessed a five-year high in enrollment at 84 students with a five-year high in credit hour generation at 1,935. The number of students enrolled between 2010-2014 has an average of 76 students annually with an average credit hour generation of 1,730.

Because of this review, the program will:

- Better define program-level learning outcomes and measurement.
- Update master syllabi for program courses to be submitted to Curriculum Committee in September 2015.
- Pursue Pathways to Results project to align program coursework from the secondary level to the post-secondary level and from the two-year level to the four-year level.
- Review supply costs and lab fees to assist in maintaining cost effectiveness.

Principle Assessment Methods Used in Quality Assurance for this Program

Please check all that apply.

- Standardized Assessments
- Certification and Licensure Examinations Results
- Writing Samples
- Portfolio Evaluation
- Course Embedded Questions
- Student Surveys

X Analysis of Enrollment, Demographics, and Cost Data

X Other, please specify: Internal Comprehensive Program Review

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 1: Career and Technical Education Programs

CIP Code:	Program Title	Degree Type	Action:
010601	<i>Horticulture Science</i>	03	<i>Discontinued/Eliminated</i>
010601	<i>Horticulture Science Certificate</i>	20	<i>Discontinued/Eliminated</i>

Career Cluster: Agriculture, Food, and Natural Resources

Career Pathway: Plant Systems

Program of Study: None

Improvements or Rationale for Action:

This program was restructured as an option under the Agri-Business Management program (AAS, 9242). Students may select coursework within the Agribusiness Management program emphasizing horticulture interests. This provided program stability for students and a more efficient use of College resources.

Principle Assessment Methods Used in Quality Assurance for this Program

Please check all that apply.

- Standardized Assessments
- Certification and Licensure Examinations Results
- Writing Samples
- Portfolio Evaluation
- Course Embedded Questions
- Student Surveys
- X Analysis of Enrollment, Demographics, and Cost Data
- X Other, please specify: Internal Comprehensive Program Review

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 1: Career and Technical Education Programs

CIP Code:	Program Title	Degree Type	Action:
150503	<i>Sustainable Energy</i>	20	<i>Continue with Minor Improvements</i>

Career Cluster: Architecture and Construction

Career Pathway: Energy Management and Systems Technology/Technician

Program of Study: None

Improvements or Rationale for Action

The 50 hour certificate for Sustainable Energy has three courses (8 hours) specifically pertaining to sustainable concepts. The remainder of the hours come from Engineering Technology courses that are necessary for other degrees and are offered on a regular basis. Therefore, there is not a huge financial drain by continuing this program. In addition, at the most recent Advisory Board meeting, there were a couple of businesses that were very interested in the program. That being said, there seems to be a disconnect between the businesses and the school as the program serves only a couple of students. Two things need to be done at this time. First, Black Hawk College will re-evaluate the program and make sure that the students earning the certificate are either immediately employable or able to transfer to a four-year institution. Second, assuming the program is appropriately serving the students; BHC will market the program over the next two years and determine if enrollment increases.

Principle Assessment Methods Used in Quality Assurance for this Program

Please check all that apply.

- Standardized Assessments
- Certification and Licensure Examinations Results
- Writing Samples
- Portfolio Evaluation
- Course Embedded Questions
- Student Surveys
- X Analysis of Enrollment, Demographics, and Cost Data
- X Other, please specify: Internal Comprehensive Program Review

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 1: Career and Technical Education Programs

CIP Code:	Program Title	Degree Type	Action:
340103	<i>Health, Safety, & Environmental Tech (SCC)</i>	40	<i>Discontinued/Eliminated</i>

Career Cluster: Agriculture, Food and Natural Resources

Career Pathway: Plant Systems

Program of Study: None

Improvements or Rationale for Action:

This program was offered to students by means of a reciprocity agreement with Eastern Iowa Community College. Certain aspects of the “Black Hawk College and Eastern Iowa Community College District for Reciprocity of Career Programs” agreement have been a challenge for Black Hawk College. As a result, the BOT voted in October, 2013 not to renew Black Hawk College's agreement with Eastern Iowa Community College effective Fall 2013.

Principle Assessment Methods Used in Quality Assurance for this Program

Please check all that apply.

- Standardized Assessments
- Certification and Licensure Examinations Results
- Writing Samples
- Portfolio Evaluation
- Course Embedded Questions
- Student Surveys
- X Analysis of Enrollment, Demographics, and Cost Data
- X Other, please specify: Internal Comprehensive Program Review

Statewide Program Issues (if applicable):

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 1: Career and Technical Education Programs

CIP Code:	Program Title	Degree Type	Action:
513801	<i>Associate Degree Nursing</i>	03	<i>Continue with Minor Improvements</i>

Career Cluster: Health Science

Career Pathway: Nursing-Registered Nurse Training (RN, ASN, BSN, MSN)

Program of Study None

Improvements or Rationale for Action:

It is recommended that the ADN program be continued with minor improvements. This program conducted its periodic self-study for ACEN accreditation this year. Site visitors were on campus in the spring of 2015. Though we have not been formally notified of the outcome as of yet, the examiners provided almost universal praise for this program.

The program was given three items for improvement, however. First, one of the full time Faculty members did not have a current transcript in his file in Human Resources. This oversight has been corrected. Second, the examiners expressed concern that the program does not have a full time Director. We explained that per our IFT contract, full time Faculty, who are also department chairs, must teach a minimum of half time. We will however, strive to provide sufficient release time to the Chair to satisfy the examiners' concerns. Third, the program was credit hour heavy. To address this, the department has recommended the elimination of two non-nursing courses. The College also identified that this program did not have sufficient facilities for student success, however, this problem has been addressed with the addition of a new health sciences center, due to be open by August of 2015.

Principle Assessment Methods Used in Quality Assurance for this Program

Please check all that apply.

- Standardized Assessments
- Certification and Licensure Examinations Results
- Writing Samples
- Portfolio Evaluation
- Course Embedded Questions
- Student Surveys
- Analysis of Enrollment, Demographics, and Cost Data
- Other, please specify: Internal Comprehensive Program Review

Statewide Program Issues (if applicable):

The credit hour requirement for associate degree nursing programs has been a statewide issue and has required many programs to examine their non-essential courses in the programs for possible elimination.

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 1: Career and Technical Education Programs

CIP Code:	Program Title	Degree Type	Action:
513901	<i>Practical Nursing</i>	20	Continue with Minor Improvements

Career Cluster: Health Science
Career Pathway: Licensed Practical/Vocational Nurse Training (LPN, LVN, Cert., Dipl., AAS)
Program of Study: None

Improvements or Rationale for Action

It is recommended that the Practical Nursing Program be continued with minor improvements. Despite the fact that the PN program was subject to corrective action by the Illinois Department of Financial and Professional Regulation from January 2012 to January of 2014 due to low NCLEX pass rates, the program has remained strong and greatly improved as a result of the probationary period. New Faculty members were hired for the program and curriculum improvements have enhanced student learning and engagement. Program pass rates are now at 97%. At the time of the last program review, several items for improvement were identified and nearly all will be satisfied thanks to the College's new health sciences center, slated to be open in August 2015. Current opportunities for improvement include an increase in the continuing education budget for practical nursing Faculty. It is vital that Faculty stay up to date with changes in current practice guidelines. Program Faculty have also noted that bedside, computerized documentation would enhance students' skills on their clinical sites and would make students more comfortable with computer technology for test taking, etc.

Principle Assessment Methods Used in Quality Assurance for this Program

Please check all that apply.

- Standardized Assessments
- Certification and Licensure Examinations Results
- Writing Samples
- Portfolio Evaluation
- Course Embedded Questions
- Student Surveys
- Analysis of Enrollment, Demographics, and Cost Data
- Other, please specify: Internal Comprehensive Program Review

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 1: Career and Technical Education Programs

CIP Code:	Program Title	Degree Type	Action:
513902	<i>Basic Nurse Assistant Training Program</i>	30	Continue with Minor Improvements

Career Cluster: Health Science
Career Pathway: Nurse/Nursing Assistant/Aide and Patient care Assistant
Program of Study Basic Nurse Assistant

Improvements or Rationale for Action

Students completing this program are expected to function in the role of an entry-level nursing assistant. Black Hawk College’s goal is to achieve an overall mean score of 80%. Students must be proficient in all the specified manual skills, and be able to pass the state certification exam. In order to increase our scores, the following measures are being implemented:

1. Increased rigor of questions on classroom tests.
2. Implementing a higher grading scale for the adult classes, with 75% average required to pass (currently 70%)
3. Attending workshops on test writing, and working with staff at SIU to improve scores.
4. Structuring more critical thinking questions into the didactic portion of the class. (Asking students more questions about “why” and “what would be the biggest priority and why?”)
5. Increasing the time spent in “hands-on” learning. We are working to develop teaching tools that incorporate more visual and hands-on learning opportunities. With every lecture topic, a portion is devoted to kinesthetic learning. Our students have self-identified as “hands-on” learners, so each instructor is actively working to increase the percentage of time devoted to kinesthetic learning.
6. Restructuring tests to align more with the state certification format.

Principle Assessment Methods Used in Quality Assurance for this Program

Please check all that apply.

- Standardized Assessments
- Certification and Licensure Examinations Results
- Writing Samples
- Portfolio Evaluation
- Course Embedded Questions
- Student Surveys
- Analysis of Enrollment, Demographics, and Cost Data
- Other, please specify: Internal Comprehensive Program Review

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 1: Career and Technical Education Programs

CIP Code:	Program Title	Degree Type	Action:
521803	<i>Business Marketing/Management</i>	03	<i>Continue With Minor Improvements</i>
521803	<i>Team Leader</i>	20	<i>Continue with Minor Improvements</i>
521803	<i>Lead Employee</i>	30	<i>Continue with Minor Improvements</i>

Career Cluster: Marketing Sales and Service
Career Pathway: Retailing and Retail Operations
Program of Study: None

Improvements or Rationale for Action:

It is recommended that the Business Marketing/Management program be continued with minor improvements. Though this program has experienced a downward trend in enrollments since the last review, the rate of decline is consistent with college-wide enrollment figures. The program Faculty have conducted a thorough review of the curriculum and has had lengthy discussions with the Advisory Board for the program. Based on the AB feedback, the program Faculty have made several changes to the program including decreasing the number of credit hours for the degree and aligning the curriculum more closely with the Accounting and Business Education programs. It is recommended that the number of courses with the BA prefix be decreased from the current 46 since many of the courses are seldom offered. It is also recommended that the remaining courses in the program that are not offered online be developed for that delivery mode so that the program can be advertised as available fully online. Finally, the program Faculty has committed to explore offering their courses for dual credit delivery.

Principle Assessment Methods Used in Quality Assurance for this Program

Please check all that apply.

- Standardized Assessments
- Certification and Licensure Examinations Results
- Writing Samples
- Portfolio Evaluation
- Course Embedded Questions
- Student Surveys
- X Analysis of Enrollment, Demographics, and Cost Data
- X Other, please specify: Internal Comprehensive Program Review

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 2: ACADEMIC DISCIPLINES



BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 2: Academic Disciplines

Discipline Area: *Art*

(The same review process and summary as the Cross Discipline Art Discipline Review)

Improvements or Rationale for Action

It is recommended that the Art AA discipline continue with minor improvements.

The current course offerings for Art AA and AFA continue to meet the needs of students who transfer. Past reviews indicated the need for an additional full time Faculty member to improve course offerings in Digital Art. The College addressed this issue in 2014 with the hire of a full time Faculty member who specializes in Digital Art.

The Associate in Fine Arts degree option has been added since the last program review. It is an improvement in the preparation of Art students who transfer on to earn a BFA or MFA.

The discipline continues its practice of assessing student learning in studio courses through a portfolio review process. Several courses (ART 100, ART 281, ART 282, ART 286) are aligned with the General Education outcomes of:

- Apply and synthesize a vocabulary pertinent to the humanities and fine arts.
- Demonstrate thoughtful awareness of the interconnectedness of one's life to past, present, and future human events from a global perspective.
- Examine intellectual, cultural, and aesthetic perspectives in the humanities and fine arts.

Additionally the discipline studied two course sequences to determine the preparation of its ART students. The majority of student moving from ART 121 to ART 122 are successfully completing that sequence of instruction while most student moving from ART 121 to ART 201 do so successfully.

As a result of this review the discipline will make the following improvements:

- Update course syllabi on a more routine basis.
- Digital Art course offerings and enrollment trends will be reviewed and improvements to scheduling will be made.
- A Digital Photography Certificate will be implemented in order to create an added option for career and transfer students.

Principle Assessment Methods Used in Quality Assurance for this Discipline

Please check all that apply.

- Standardized Assessments
- Certification and Licensure Examinations Results
- Writing Samples
- Portfolio Evaluation
- Course Embedded Questions
- Student Surveys
- Analysis of Enrollment, Demographics, and Cost Data
- Other, please specify: Internal Comprehensive Program Review

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 2: Academic Disciplines

Discipline Area: *Education Pre-Teaching: Elementary, Secondary*

Improvements or Rationale for Action

It is recommended that the Elementary Pre-Teaching transfer discipline continue with minor improvements.

The curriculum continues to be developed and revised based on partnerships we have with 4-year educational degree programs, including those at Western Illinois University. The current course offerings are reviewed based on student needs and enrollment trends, adjustments to the schedule are made continually in order to meet student needs.

The students continue to be served by partnerships that we have established with local school districts as observation sites and other community connections.

Upcoming changes to the Illinois Professional Teaching Standards have been implemented into all professional pre-teaching courses upon final approval by the state.

Students will be informed of upcoming change to the requirements for entry into the discipline (Test of Academic Proficiency and changes to the SAT pass rate of 22). Workshops may be developed to aid students with this change.

Two new courses have been added in order to match WIU's teaching requirements. This improvement will stabilize the revenue to unit cost ratio for this discipline.

A more concerted marketing effort to promote the Education Pre-Teaching pathway will be implemented. This will include collaborating with the Regional Office of Education in order to provide current information and occupational data to students.

Principle Assessment Methods Used in Quality Assurance for this Discipline

Please check all that apply.

- Standardized Assessments
- Certification and Licensure Examinations Results
- Writing Samples
- Portfolio Evaluation
- Course Embedded Questions
- Student Surveys
- Analysis of Enrollment, Demographics, and Cost Data
- Other, please specify: Internal Comprehensive Program Review

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 2: Academic Disciplines

Discipline Area: *History: American*

Improvements or Rationale for Action

It is recommended that the History transfer discipline continue with minor improvements.

While there still is a demand for history courses, the number of students enrolled has decreased about 20% from FY2008 to FY2014, a significant drop. In addition, if we look at the seven-year high of FY2011, the decrease is about 29%. There are a number of areas where we can improve.

First is limiting the number of HIST courses we offer. Currently, we have 19 courses on the books but only 8 of them are IAI approved. We will need to get some of the remaining 11 IAI approved or look at removing them from the offerings. This will help us move in the direction of having the student in the right course. In comparison, we consistently offer only three different ECON courses, yet they consistently garner 20+ students per section.

Next, we need to continue to push history offerings as dual credit options. We have Faculty on campus willing and highly qualified to go out to the high schools to teach history, we just need to get the buy-in from the schools. (With the push for more dual credit offerings statewide, we have a very good opportunity with increasing History so that it rivals the success of English and Speech). Because the courses we are looking at offering are IAI approved and meet the general education requirement for most transfer schools, this sell should be easier moving forward.

Finally, we need to be doing a better job of tracking the number of sections of each course being offered. It is not beneficial to run three sections of 12 when we can run two sections of 18. It is not beneficial to run a section in the summer of 7 and another in the fall of 12. We need to do a better job of maximizing the class space, in this sense.

Principle Assessment Methods Used in Quality Assurance for this Discipline

Please check all that apply.

- Standardized Assessments
- Certification and Licensure Examinations Results
- Writing Samples
- Portfolio Evaluation
- Course Embedded Questions
- Student Surveys
- Analysis of Enrollment, Demographics, and Cost Data
- Other, please specify: Internal Comprehensive Program Review

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 2: Academic Disciplines

Discipline Area: *Music – Business, Performance, Therapy*

Improvements or Rationale for Action

It is recommended that the Music transfer discipline continue with minor improvements.

The review of occupational data revealed increases in the demand for music positions, credit hour generation and dual enrollment classes since 2010. To meet this demand, the Music Industry Certificate Program was implemented in 2015. Next, the discipline will consult with the Art and Visual Communication discipline in order to investigate the creation of an AFA degree in Music.

The discipline continues to meet the demand for music instruction by staffing courses with two full time Faculty who often teach overload contracts and with a committed adjunct music Faculty pool. The need for a third full time music Faculty member will be investigated.

The program continues to be financially self-sustaining. Several improvements to course scheduling and the addition of the Music Industry Certificate will improve the cost to revenue ratio.

The discipline plans to improve the curriculum with the development of online Music courses. They will review music theory curriculum and align it other institutions. Piano skills curriculum will be reviewed and improved to meet the needs of music majors. The discipline will implement a sophomore year exit interview process in order to assess student-learning outcomes.

Principle Assessment Methods Used in Quality Assurance for this Discipline

Please check all that apply.

- Standardized Assessments
- Certification and Licensure Examinations Results
- Writing Samples
- Portfolio Evaluation
- Course Embedded Questions
- Student Surveys
- Analysis of Enrollment, Demographics, and Cost Data
- Other, please specify: Internal Comprehensive Program Review

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 2: Academic Disciplines

Discipline Area: *Philosophy*

Improvements or Rationale for Action

It is recommended that the Philosophy transfer discipline continue with minor improvements.

The current course offerings for Philosophy serve as an option to meet the Humanities requirements for the AA and AS degrees. Philosophy 100 also serves as an option to meet the Math and Computer Science requirement for the AAS degree.

A transfer agreement with Western Illinois University was implemented in 2014. The discipline also works cooperatively with Augustana College and other four-year institutions in the area.

The discipline assesses student learning regularly at the course level. In 2015, data will be submitted that will contribute to the assessment of the AA/AS General Education Program.

The discipline continues to be financially self-sustaining. Online courses are now being offered, this has increased enrollment in the discipline.

Staffing East Campus Philosophy courses with qualified adjunct Faculty is the key area that requires immediate improvement.

Principle Assessment Methods Used in Quality Assurance for this Discipline

Please check all that apply.

- Standardized Assessments
- Certification and Licensure Examinations Results
- Writing Samples
- Portfolio Evaluation
- Course Embedded Questions
- Student Surveys
- Analysis of Enrollment, Demographics, and Cost Data
- Other, please specify: Internal Comprehensive Program Review

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 2: Academic Disciplines

Discipline Area: *Theatre*

Improvements or Rationale for Action

It is recommended that the Theatre transfer discipline continue in its limited capacity.

Introduction to Theater (Theater 111) supports the AA/AS and AAS Humanities requirement. Students are enrolling in Theater 210 – Beginning Action and Theater 211 Acting Styles courses as electives. The College has suspended Theatre productions since 2013.

While Theater classes are being offered and are published in course schedules, the discipline will not cluster the courses in the Catalog. If the college decides to fund Theater Play Productions, an additional adjunct Faculty member will need to be hired. At that time, outcomes and objectives will need to be identified.

Principle Assessment Methods Used in Quality Assurance for this Discipline

Please check all that apply.

- Standardized Assessments
- Certification and Licensure Examinations Results
- Writing Samples
- Portfolio Evaluation
- Course Embedded Questions
- Student Surveys
- Analysis of Enrollment, Demographics, and Cost Data
- Other, please specify: Internal Comprehensive Program Review

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 3: CROSS DISCIPLINE PROGRAMS



BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 3: Cross Discipline Programs

Discipline Area: *Professional and Continuing Education*

Improvements or Rationale for Action

The PaCE Department has the ability to offer classes to the community that are needed and suggested. Instructional learning is divided by category (Health and Wellness, Professional Development/Continuing Education, Online Learning, Technology, Community Education, Contractual, Certifications/CE's, and Youth). The outcomes used are enrollment, net revenue, and participant evaluation. For the evaluation, the student uses the ratings of excellent, very good, good, fair, and unsatisfactory.

Student Learning Outcomes – Students in certain classes take certification exams. We have access to the scores for the following exams: Food Service Sanitation Manager (FSSCM), Food Handler, Certified Manager (CM), and Personal Trainer (NFPT-CPT)

The PaCE Department is very economy driven. When the economy is not doing well, the career classes see an increase. When the economy is doing well, the community education classes do well. Income is received from fees, tuition fees, and state apportionment. Recent improvements have included increasing public advertising for health related courses, and moving technology related courses to the Adult Learning Center

In the past five years, PaCE continued to add new classes/programs such as Medical Scribe, the youth camps (Fashion, Language, Math/Science, and Art), Blogging for Beginners, and iPad. The department also made changes in regards to the new State of Illinois requirements for FSSMC. These adjustments have kept these classes full.

Principle Assessment Methods Used in Quality Assurance for this Discipline

Please check all that apply.

- Standardized Assessments
- Certification and Licensure Examinations Results
- Writing Samples
- Portfolio Evaluation
- Course Embedded Questions
- Student Surveys
- Analysis of Enrollment, Demographics, and Cost Data
- Other, please specify: Internal Comprehensive Program Review

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 3. Cross Discipline Programs

Discipline Area: *Agriculture Transfer*

Improvements or Rationale for Action

The current demand for graduates with a degree in the Agriculture Transfer degree program continues to outpace the number of graduates enrolled in the program. According to Economic Modeling Specialist International data, Henry, Mercer, Rock Island, and Stark counties in Illinois posted a job demand of 235 jobs with a median income of \$19.04 per hour. On a statewide level, the report identifies 4,203 job openings within the state of Illinois.

Because of this review, the following improvements will be pursued:

1. Update ICCB Generic Master Syllabi to reflect course articulation and method of delivery and submit revised Syllabi for approval at the September 2015 Curriculum Committee meeting.
2. Consider appropriate pathways for Ag transfer courses to be offered for dual enrollment.
3. Strengthen student understanding and commitment to degree completion prior to transfer.
4. Develop formal articulation agreements with popular out-of-state transfer institutions.

Principle Assessment Methods Used in Quality Assurance for this Discipline

Please check all that apply.

- Standardized Assessments
- Certification and Licensure Examinations Results
- Writing Samples
- Portfolio Evaluation
- Course Embedded Questions
- Student Surveys
- Analysis of Enrollment, Demographics, and Cost Data
- Other, please specify: Internal Comprehensive Program Review

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 3: Cross Discipline Programs

Discipline Area: *Associates in Fine Arts*

(The same review process and summary as the Art Discipline Review)

Improvements or Rationale for Action

It is recommended that the Art AAF discipline continue with minor improvements. The current course offerings for Art AA and AFA continue to meet the needs of students who transfer. Past reviews indicated the need for an additional full time Faculty member to improve course offerings in Digital Art. The College addressed this issue in 2014 with the hire of a full time Faculty member who specializes in Digital Art.

The Associate in Fine Arts degree option has been added since the last program review. It is an improvement in the preparation of Art students who transfer on to earn a BFA or MFA.

The discipline continues its practice of assessing student learning in studio courses through a portfolio review process. Several courses (ART 100, ART 281, ART 282, ART 286) are aligned with the General Education outcomes of:

- Apply and synthesize a vocabulary pertinent to the humanities and fine arts.
- Demonstrate thoughtful awareness of the interconnectedness of one's life to past, present, and future human events from a global perspective.
- Examine intellectual, cultural, and aesthetic perspectives in the humanities and fine arts.

Additionally the discipline studied two course sequences to determine the preparation of its ART students. The majority of student moving from ART 121 to ART 122 are successfully completing that sequence of instruction while most student moving from ART 121 to ART 201 do so successfully.

As a result of this review the discipline will make the following improvements:

- Update course syllabi on a more routine basis.
- Digital Art course offerings and enrollment trends will be reviewed and improvements to scheduling will be made.
- A Digital Photography Certificate will be implemented in order to create an added option for career and transfer students.

Principle Assessment Methods Used in Quality Assurance for this Discipline

Please check all that apply.

- Standardized Assessments
- Certification and Licensure Examinations Results
- Writing Samples
- Portfolio Evaluation
- Course Embedded Questions
- Student Surveys
- Analysis of Enrollment, Demographics, and Cost Data
- Other, please specify: Internal Comprehensive Program Review

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 3: Cross Discipline Programs

Discipline Area: *Horticulture Transfer*

Improvements or Rationale for Action

The discipline/program only requires one horticulture specific course that can also satisfy a general education course requirement. As such, the program requires no additional resources to continue offering it as an option. Some employers specifically seek the horticulture designation separate from agriculture programs so it remains a valuable specialization for students seeking employment in the horticultural industry.

The program attracts a low number of students. Increased marketing efforts may assist with this, but four-year programs remain small or are being closed.

Principle Assessment Methods Used in Quality Assurance for this Discipline

Please check all that apply.

- Standardized Assessments
- Certification and Licensure Examinations Results
- Writing Samples
- Portfolio Evaluation
- Course Embedded Questions
- Student Surveys
- Analysis of Enrollment, Demographics, and Cost Data
- Other, please specify: Internal Comprehensive Program Review

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 4: STUDENT & ACADEMIC SUPPORT SERVICES



BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 4: Student and Academic Support Services

Discipline Area: *Advising*

Major Findings and Improvements/Modifications

Black Hawk College's Academic Advising Center staff consists of five full-time and five part-time academic advisors, along with a full-time office assistant and four student workers at the Quad Cities location. There are three full-time staff members at the East Campus location but each position is a 50/50 split with those staff members also having other duties assigned to them ranging from student activities, dual enrollment, and disability services.

Academic advising is not centralized under one office but rather spread out around the different college locations depending on the type of student being advised and the budget under which each office operates. A federal Trio grant allows 220 transfer students an opportunity to have assigned advisors with three full-time advisors serving these students utilizing the intrusive advising model with the goal of moving towards a developmental model of advising. A second federal Perkins grant employs an academic advisor for non-transfer certificate or terminal AAS degree students. It should be noted that all full-time advisors also have other duties assigned to them so there are no individuals who are 100% academic advisers only.

Key Improvements:

- Any staff member providing academic advising to go through the Academic Advising training module which requires supervised advising appointments to ensure all are providing a consistent message and advising approach that benefits the students.
- Shifted approach on how to advise transfer students from the model that graduated a student with an AA or AS degree at Black Hawk College to one that connects the student to their transfer institution to meet the transfer institutions degree requirements.
- Mandatory advising for any student who has taken fewer than 30 credit hours will go into effect during FY 2016. This will help the advisors work with students who traditionally self-advise and end up taking wrong classes. Mandatory advising sessions will also emphasize the need for students to choose a major and adjust the classes they are going to take as they change their major.
- Data analyzed from the Noel Levitz Student Satisfaction Inventory suggests students are not satisfied with the knowledge advisors have regarding degree requirements. To address this, the College will work on assigning advisors to students based on their major or certificate degree program. This will allow advisors to focus on a determined number of programs rather than having to advise on 144 programs.
- To impact student completion rates the College will be completing degree audits on all students once they complete 45 hours to ensure they are still on track, even after the mandatory advising period is no longer required.
- Until recently, the function of academic advising at both the East Campus and the Quad Cities Campus reported to different supervisors. To facilitate a more unified approach to student services, and specifically advising, the Assistant Dean of East Campus will now report to the Dean of Student Services.

Statewide Program Issues: None

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 4: Student and Academic Support Services

Service Area: *Counseling*

Major Findings and Improvements/Modifications

Black Hawk College's Counseling Office staff of two full-time employees serves the Quad Cities campus, the East Campus in Galva, as well as all college outreach centers. These masters' level licensed counselors assist students and staff with personal, career, or educational counseling. They are trained to provide short-time assistance in cases of crisis or emergencies, connecting students with their actual counselors and directing them to community agencies that provide long-term care on sliding pay scales.

The counselors are versatile and serve on many campus committees that serve to provide a safe campus for students who may be experiencing issues that are hampering their ability to succeed. The counselors belong to many professional organizations and attend addition training throughout the year.

One major focus this year has been Title IX and the Clery Act as it relates to victim's rights. A major marketing campaign is going to begin in the fall to educate the student population on the different services the counseling office provides rather than the perception that a student must have serious mental or psychological issues if they are going to visit the counseling office. The counseling office has been an equal partner with the College's Tobacco-Free Campus initiative attending smoking cessation training and helping create the initiatives website.

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 4: Student and Academic Support Services

Service Area: *Disability Services*

Major Findings and Improvements/Modifications

Black Hawk College's staff of one full-time and two part-time employees, along with student workers maintain the Disability Support Office (DSO) to serve the Quad Cities campus, the East Campus in Galva, as well as all college outreach centers. The staff works with current and potential students to ensure the needs of this population are being served within the guidelines provided by the Americans with Disability Act (ADA).

For students, these services range from reasonable classroom accommodations to advocating on student's behalf with Faculty. Besides the student population, the office is also working to ensure the needs of College staff and visitors with disabilities are met. The DSO is active on campus providing workshops aimed at students with disabilities to help empower them or to have them advocate on their own behalf, to educate Faculty on the rights of students with disabilities, and for the staff or general public to educate them on how to work with or serve students with disabilities. A newsletter with general information about disabilities and accommodations was created to educate Faculty and staff.

A recent improvement was the recently added Read, Write & Gold (a Universal Design tool) which reads electronic text such as from e-books, websites, and documents created in word-processing programs. This service helps writers with predictive spelling, word choice, dictionary, and thesaurus features, and includes voice dictation that also reads aloud what students write and helps them identify errors. A concern of the office is that the administrative assistants are both part-time employees. Because of this, there continues to be a high turnover rate in this position due to lack of benefits. Another concern is the high cost for students needing testing for learning disabilities. This testing is to provide documentation to the College if the student has been out of high school for five years or did not have an Individual Education Plan (IEP) in place in high school.

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 4: Student and Academic Support Services

College Name: *Black Hawk College* 5-digit College Number: *50301* Date: *FY2015*

Service Area: *Library*

Major Findings and Improvements/Modifications

Quad Cities Campus Library

The mission of the Black Hawk College Library is to provide quality services and collections for our students, Faculty, and college community that support academic success, advance information literacy, and promote life-long learning.

The Black Hawk College Library will:

- Offer an accessible and organized collection of resources in a variety of formats that supports the instructional programs offered by the College.
- Provide a variety of services that are user-centered and promote an appreciation of diversity.
- Educate and inform students, Faculty, and the college community regarding access to information to foster information literacy and promote life-long learning.
- Provide a dedicated, professional, service-oriented staff.
- Collaborate with Faculty and others to develop innovative services and programs.
- Cooperate with other libraries and consortia in sharing resources to provide optimal access to resources.
- Provide a facility that is accessible, comfortable, and learning-centered.

East Campus Library

The purpose of the Black Hawk College East Campus Library is to support the mission and goals of the College; to enhance the academic experience of its students; and to serve as a resource for the employees and the community. The Quad Cities Library has recently been renovated and has hired a new, Director of Library Services and Reference and Instruction Librarian. The East Campus Library is in the hiring process in order to staff the Library.

The program review details improvements that will be pursued in the next year.

Key improvements include the following:

- 1- Library will explore consortium and collaboration opportunities that would allow the Quad Cities and East Campus Libraries to participate as one library with two locations.
- 2- The Library will pursue an application to CARLI for an I-share membership. This will increase the access BHC students have to Academic Library resources

BLACK HAWK COLLEGE PROGRAM REVIEW

College Name: Black Hawk College 5-Digit College # 50301

SECTION 5: PROGRAM REVIEW SCHEDULE

Year -- 2016	Year -- 2017	Year -- 2018	Year -- 2019	Year -- 2020
<p><u>Occupational (PCS-12 & 16)</u></p> <ul style="list-style-type: none"> • Agriculture Mechanics Technology <ul style="list-style-type: none"> ○ Agriculture Mechanics ○ Agriculture Mechanics Service-Adv. • Materials Science Technology <ul style="list-style-type: none"> ○ Polymers & Plastics Technology ○ Metallurgical Technology ○ Ceramics & Glass Technology • Engineering Technology <ul style="list-style-type: none"> ○ CNC Manufacturing ○ Intro to CNC Manufacturing ○ CNC Programming Certificate ○ Engineering Technology Fundamentals ○ Manufacturing Processes Cert. • Child Development/Teacher Aide • Carpenter Apprenticeship <ul style="list-style-type: none"> ○ Apprentice Carpenter ○ Intro to Building Trades • Apprentice Machine Repair • Automotive Repair Technology <ul style="list-style-type: none"> ○ Automotive Repair ○ Air Conditioning Specialist ○ Brake Specialist ○ Wheel Alignment/Suspension ○ Automotive Power Service ○ Recreational/Vehicle Repair • Medical Assisting • Physical Therapy Assistant • Small Business Management • International Trade • Diesel Service • Truck Driving <p><u>Transfer – Social & Behavioral Sciences (PCS-11)</u></p> <ul style="list-style-type: none"> • Anthropology • Archaeology • Child Development • College Experience and Success • Criminal Justice • Economics • International Studies • Military Science • Political Science • Psychology • Sociology • Social and Behavioral Studies <p><u>Cross-Disciplinary</u></p> <ul style="list-style-type: none"> • AA, AS, ALS Transfers <p><u>Student & Academic Support Services</u></p> <ul style="list-style-type: none"> • Business Services, Athletics, Student Activities 	<p><u>Occupational (PCS-12 & 16)</u></p> <ul style="list-style-type: none"> • PC Application Programmer Certificate <ul style="list-style-type: none"> ○ Business Software Certificate • Web Developer Certificate • Networking Technician <ul style="list-style-type: none"> ○ Network Administrator Certificate • Electro-Mechanical Certificate • Legal Office Professional <ul style="list-style-type: none"> ○ Legal Office Support Certificate • Law Enforcement Technology <ul style="list-style-type: none"> ○ Law Enforcement • Private Security • Apprentice Electrician • Desktop Support Technician • Health Management Information • Medical Transcription • Medical Coding Specialist • Medical Billing Specialist • Medical Office Receptionist • Massage Therapy & Bodywork <p><u>Transfer – Written & Oral Communication (PCS-11)</u></p> <ul style="list-style-type: none"> • English • French • German • Italian • Japanese • Journalism • Latin • Spanish • Speech <p><u>Cross-Disciplinary</u></p> <ul style="list-style-type: none"> • General Education • General Occupation & Technical Studies <p><u>Student & Academic Support Services</u></p> <ul style="list-style-type: none"> • Enrollment Services • Recruiting 	<p><u>Occupational (PCS-12 & 16)</u></p> <ul style="list-style-type: none"> • IT Support Technician Certificate <ul style="list-style-type: none"> ○ Network+ Prep Certificate ○ A+ Prep Certificate • AutoCAD Certificate <ul style="list-style-type: none"> ○ ProE Certificate • Fire Service Officer • Computer Information Technology • Associate in Science EMS-Paramedic <ul style="list-style-type: none"> ○ EMT: Paramedic Certificate • Radiologic Technology • Executive Assistant <ul style="list-style-type: none"> ○ Administrative Virtual Assistant Certificate ○ Administrative Office Support Certificate ○ Information Processor • Business Information Technology <ul style="list-style-type: none"> ○ Business Information Technology Certificate ○ Information Technology Specialist • Inventory Specialist • Logistics and Warehousing <ul style="list-style-type: none"> ○ Logistics and Warehousing <p><u>Transfer – Mathematics (PCS-11)</u></p> <ul style="list-style-type: none"> • Accounting • Computer Science • Mathematics <p><u>Cross-Disciplinary</u></p> <ul style="list-style-type: none"> • Adult Basic Education (PCS-17) • Adult Secondary Education (PCS-18) • English as a Second Language (PCS-19) <p><u>Student & Academic Support Services</u></p> <ul style="list-style-type: none"> • Student Success Center • Career Planning and Placement 	<p><u>Occupational (PCS-12 & 16)</u></p> <ul style="list-style-type: none"> • Apprentice Machinist • Apprentice Patternmaker • Apprentice Sheet Metal • Apprentice Tool & Die Maker • Welding <ul style="list-style-type: none"> ○ Gas Metal Arc Welding ○ Shield Metal Arc Welding • Visual Communication <ul style="list-style-type: none"> ○ Art Technology • Accounting <ul style="list-style-type: none"> ○ Accounting Clerk • Financial Services Management <ul style="list-style-type: none"> ○ Banking and Finance <p><u>Transfer – Physical & Life Sciences (PCS-11)</u></p> <ul style="list-style-type: none"> • Agriculture • Astronomy • Biology • Chemistry • Geography • General Engineering • Geology • Health • Horticulture • Physical Education • Natural Science • Physics • Physical Science <p><u>Cross-Disciplinary</u></p> <ul style="list-style-type: none"> • Developmental Education <ul style="list-style-type: none"> ○ English ○ Mathematics ○ Reading <p><u>Student & Academic Support Services</u></p> <ul style="list-style-type: none"> • Financial Aid 	<p><u>Occupational (PCS-12 & 16)</u></p> <ul style="list-style-type: none"> • Agri-Business Management <ul style="list-style-type: none"> ○ Agribus Management – Horticulture Option ○ Agribus Mgt Crop Protect Tech Option • Agriculture Production Technology <ul style="list-style-type: none"> ○ Animal Science ○ Beef Production ○ Swine Production • Equestrian Science <ul style="list-style-type: none"> ○ Horse Science Technology ○ Horse Science Technology Certificate • Horticultural Science <ul style="list-style-type: none"> ○ Horticultural Science Certificate • Sustainable Energy Certificate • Music Industry Certificate • Associate Degree Nursing • Practical Nursing • Basic Nurse Assist Training Program • Business <ul style="list-style-type: none"> ○ Team Leader ○ Lead Employee <p><u>Transfer – Humanities & Fine Arts (PCS-11)</u></p> <ul style="list-style-type: none"> • Art • Education • History • Humanities • Music • Philosophy • Theatre • Television <p><u>Cross-Disciplinary</u></p> <ul style="list-style-type: none"> • Professional and Continuing Education • Business Training Center • Associate in Fine Arts, AFA <p><u>Student & Academic Support Services</u></p> <ul style="list-style-type: none"> • Disability Services • Counseling • Advising • Library

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**Black Hawk College
Fiscal Year 2017 Budget**

Appendix G – Glossary

Abatement. A reduction of a previously recorded expenditure or receipt by such things as refunds, rebates, and collections for loss or damages to school property.

Academic Support. Includes the operation of the Library, Independent Learning Center, Media Center, open computer labs, and educational television used in the learning process. It also includes all equipment, materials, supplies, and costs that are necessary to support this function. This program is designed to augment instructional activities in the classroom.

Account Number. A defined code for recording and summarizing financial transactions.

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

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

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

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

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

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

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

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

Auxiliary Enterprises Fund. Often titled Auxiliary Fund, accounts for the College services where a fee is charged to students/staff and the activity is intended to be self-supporting. Examples of accounts in this fund include food services, student stores, and intercollegiate athletics.

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

Bid Letting. Refers to the process of seeking bids and awarding contracts for goods and services required by the College.

**Black Hawk College
Fiscal Year 2017 Budget**

Glossary - Continued

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

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

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

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

Budgetary Control. The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Budgeting for Outcomes (BFO). A budget process that will enable the institution to further refine its efforts to act and re-act more timely and effectively to changing educational and economic climates. This is accomplished by starting with a set of results and encouraging creative ways to achieve them, effectively aligning resources with the results produced.

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

Business Training Center. Various activities, including credit and non-credit courses and seminars, are offered as part of the Business Training Center. These activities, many of which are tailored to meet the specific needs of an individual business, company, or corporation, frequently are used by students to fulfill the requirements for an Associate's degree or certificate program.

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

Career Program. Curricula included within the Career Program are intended to prepare students for various vocational, technical, and semi-technical positions and lead to an Associate in Applied Sciences degree or Certificate. Students enroll in these curricula to receive initial job training, to upgrade vocational and technical skills, or to become qualified for emerging career opportunities.

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

**Black Hawk College
Fiscal Year 2017 Budget**

Glossary – Continued

Cash Basis. An accounting system that records only cash receipts and disbursements. An encumbrance system may be used in conjunction with a cash basis accounting system.

Chart of Accounts. List of all accounts generally used in an accounting system. In addition to account title, the chart includes an account number which has been assigned to each account. Accounts in the chart are arranged with accounts of a similar nature; for example, assets and liabilities.

Chargebacks. Tuition costs paid by Black Hawk College to other community colleges for students (from the BHC District) attending classes not provided by Black Hawk College.

Community Service Program. The Community Service Program consists of activities and non-credit continuing education courses designed to meet the hobby, leisure time, and cultural needs of the community.

Conference and Meeting Expense. Expenses associated with business-related travel.

Contingency. Budgetary appropriations set aside for unforeseen expenditures.

Continuing Education Program. Courses and curricula included within the Continuing Education Program focus on life-long learning opportunities and include those specifically dealing with adult basic education, adult secondary education, and developmental education, English as a second language, homemaking, general studies, vocational retraining, and personal development and classified with reimbursable credit hours.

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

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

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

Course Level. The institutional categorization for the level of offering of a specific course. The categorization generally is derived from the level of student to which any particular course offering within a discipline is primarily directed.

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

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

**Black Hawk College
Fiscal Year 2017 Budget**

Glossary - Continued

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

Current Funds. Those funds through which most educational functions of the College are financed. The acquisition, use and balances of the College's expendable financial resources and the related liabilities are accounted for through current funds. The measurement focus is upon determination of changes in financial position, rather than upon net income determination.

Current Funds, Restricted. Restricted Current Funds consist of those funds expendable for current operating purposes but restricted by donors, outside agencies, or tax levy as to the specific purpose for which they may be expended, i.e., Restricted Purposes, Audit, and Liability, Protection, Settlement.

Current Funds, Unrestricted. Unrestricted current funds consist of those financial resources of the College which are expendable for any purpose in performing the primary objectives of the College (i.e., instruction, academic support, student services, and public services), which have not been designated for other purposes. These funds are the Education, Operations and Maintenance, and Auxiliary Enterprises.

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

Deferred Charges. Includes expenditures which are not chargeable to the fiscal year in which they are made, but are carried over on the asset side of the balance sheet pending amortization or other disposition. Deferred charges differ from prepaid expenditures in that they usually extend over a long period of time and may or may not be regularly recurring costs of operation.

Deferred Revenue. Those monies or entitlements which have been recognized as revenues, but have not been received and are therefore not available for use.

Deficit. (1) The excess of the liabilities of a fund over its assets. (2) The excess of expenditures over revenues during an accounting period.

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

Direct Costs. Those elements of cost which can be easily, obviously, and conveniently identified with specific activities or programs, as distinguished from those costs incurred for several different activities or programs and those elements are not readily identified with specific activities. See also indirect costs.

**Black Hawk College
Fiscal Year 2017 Budget**

Glossary - Continued

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

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

Employee Benefits. The cost of all employee benefits including the portion of insurance paid by the College (not including the portion withheld from the employee's wages, when both the employee and the College contribute toward the benefit), professional development leave salaries, and any pension contributions paid by the College District.

Encumbrances. Actual or anticipated liabilities provided for by an appropriation which is recognized when a contract, purchase order, or salary commitment is made. It reduces the appropriation to avoid expenditure of funds needed to pay anticipated liabilities or expenditures.

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

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

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

Facilities Revenue. Revenue from the use of College facilities.

Faculty, Non-Teaching (Academic Support). Refers to individuals who exercise professional judgment and discretion and directly support the teaching and learning process. Individuals in this classification are limited to librarians and counselors.

Faculty, Teaching. Refers to individuals who spend more than one-half (50 percent) of their workload in the activity of teaching and providing instruction to students.

Federal Governmental Sources. Revenues from all agencies of the Federal Government.

**Black Hawk College
Fiscal Year 2017 Budget**

Glossary – Continued

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

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

Fixed Assets. Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

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

Full-time Equivalent. The full-time equivalent indicator for students is the statistical student unit calculated by dividing all credit hours (both certificate and degree) generated by the College, by 15 credit hours for any given academic term. To determine the annual full-time equivalent student, the total credit hours for the year are divided by 30. The full-time equivalent for faculty is 30 instructional hour equivalents per year. The full-time equivalent for classified staff is 40 hours of work per week.

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

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

Fund Equity. The balance of a fund after all liabilities have been deducted from the assets of the fund.

General Education Program. General education courses are required in all curricula leading to an Associate's degree. They are intended to provide students with a foundation knowledge in communications, mathematics, physical sciences, social and behavioral sciences, humanities, and health and physical fitness.

General Fund. Consists of the Education Fund and the Operations and Maintenance Fund, also referred to as the Operating Funds. These are used to account for all financial resources except those required to be accounted for in another fund.

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

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

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

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Glossary – Continued

Institutional Support. Includes expenditures for central executive-level activities and support services that benefit the entire institution. Examples include expenses for the governing board, President's Office, Administration and Finance Division, Public Information Office, Human Resources Office, administrative data processing, legal services, etc. It also includes all equipment, materials, supplies, and costs that are necessary to support these functions.

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

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

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

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

Investment Revenue. Revenue from investments.

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

Liability, Protection, and Settlement Fund. This fund is established pursuant to 745 ILCS and 40 ILCS 5/21-110.1 of the Illinois Compiled Statutes and utilized for those purposes as given in these sections. Some examples of expenses covered by this fund are tort liability, Public Safety, unemployment or worker's compensation insurance or claims, and Medicare/FICA taxes.

Liberal Studies Program. The Liberal Studies Program is designed for students who desire maximum flexibility in preparing for a non-transfer two-year degree. Transfer, career, and continuing education courses may be used to meet a student's specific educational goals. Students completing this program earn an Associate in Liberal Studies degree.

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

Loan Funds. Loan Funds consist of resources available for loans to students.

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Glossary – Continued

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

Managerial Staff. Managers shall be individuals who have the duty, responsibility, or authority to recommend the employment, transfer, suspension, dismissal, promotion, assignment, reward, or discipline of other staff individuals both full and part-time.

Modified Accrual Basis Accounting. Any accounting system that records revenue when susceptible to accrual both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay the liabilities of the current period. Expenditures other than interest on long-term debts generally are recognized when the related fund liability is incurred.

Net Current Assets. The difference between current assets and current liabilities, also known as working capital.

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

Office Staff. Office staff shall refer to those employees who are engaged in the process of keeping records and processing information upon the direction and request of professional College staff. For example, secretaries, clerks, bookkeepers, data processing operators, printing operators, and general office personnel.

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

Operations and Maintenance Fund, Restricted. Operations and Maintenance Fund, Restricted, represents resources available for the acquisition of institutional physical properties (including equipment for buildings and programs).

Other Expenditures. This object is reserved for all expenditures that cannot be classified in any other object classification.

Other Revenues. Revenues which do not fit into specific revenue source categories.

Other Staff. This category is to be used for positions graded 99 and below or any nongraded work assignment.

Performance Budget. A budget that is structured to allow for expenditure analysis based upon measurable performance of predetermined objectives established by each activity.

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Glossary – Continued

Professional, Technical Staff. Personnel who do not directly support the process of teaching and whose support is not critical to the process of teaching. Such positions shall include data analysts, accountants, computer programmers, engineers, internal auditors, etc.

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

Program Budgeting. A resource allocation technique which facilitates the organization and identification of the activities of an institution in terms of its objectives, displays the cost of these activities over an extended time frame, and relates these activities and their costs to the outputs of the institution's programs. The budgeting aspect of a planning, programming, and budgeting systems.

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

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

Receipt. The actual receipt of cash.

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

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

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

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Glossary – Continued

Revenues. (1) Increases in governmental fund type net current assets from other than expenditure refunds and residual equity transfers. (2) Increases in proprietary fund type net total assets from other than expense refunds, capital contributions, and residual equity transfers.

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

Sales and Service Fees. All fees and charges for other than educational and general purposes, such as auxiliary enterprise sales or charges and admissions charges, and all sales and service charges or contract payment revenues for materials or services from private persons, firms, or other non-governmental entities.

Scholarships, Student Grants, and Waivers. This category includes activities in the form of grants to students, prizes and awards, chargebacks, and aid to students in the form of state-mandated and institutional tuition and fee waivers. Employees/family tuition waivers are not included in this category.

Service Staff. Refers to those employees engaged in housekeeping and the maintenance/repair of College facilities and equipment.

State Governmental Sources. State revenues from all state governmental agencies.

Student Chargeback. Fee paid for a student of one community college district attending a community college in another district to pursue a curriculum not offered in the college of his or her home district. The home community pays the college which the student attends a chargeback at the rate established in the chargeback calculations for each college.

Student Employees. All individuals employed by the College enrolled in six or more credit hours of instruction.

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

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

Surplus. An excess of revenues over expenditures and transfers.

Technology Fee. Assessed to students enrolled in college credit classes, provides the funds for annual licensing and maintenance fees for support of systems used to provide core College related services.

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Glossary – Continued

Transfer Program. Curricula included within the Transfer Program are designed to prepare students for transfer to baccalaureate degree granting institutions and culminate in the awarding of an Associate in Arts or an Associate in Sciences degree. Comprehensive articulation agreements ensure that courses included within these curricula parallel in content, credit, and quality lower division courses offered at baccalaureate degree granting institutions.

Traditional Budget. A budget that is structured primarily upon objects of expenditure rather than a program or organizational structure.

u.select. An online tool providing information on program requirements, course equivalents and transfer information.

Uniform Financial Reporting System. The system developed by the Illinois Community College Board to collect uniform financial data from all the Illinois community colleges for data analysis, comparisons, and review.

Unit Plan. Developed annually by individual departments or units of the College to meet measurable College-wide objectives as determined by the College Strategic Priorities.

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

WEAVEOnline. A web-based assessment management system that helps manage accreditation, assessment, planning, and quality improvement processes.

Working Cash Fund. Working Cash Fund is authorized by statute, to make temporary loans to the Education Fund and the Operations and Maintenance Fund, thus reducing the need for issuance of tax anticipation warrants. The fund was established from the proceeds of the 1972 working cash bond issue and increased with the proceeds of the 1977, 1983, 1988 and 2008 working cash bond issues. Black Hawk College levied a tax for repayment of bond principal and interest and has the authority to have outstanding working cash bonds in an amount not to exceed 75% of the taxes permitted to be levied for educational purposes and for operations and maintenance purposes plus 75% of last known corporate personal property replacement tax allocation. Fund balance is created by retirement of bond principal and investment of cash temporarily not required to meet current obligations net of transfers of investment income to other funds.

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Appendix H – Acronyms

AA	Affirmative Action
ABE	Adult Basic Education
AQIP	Academic Quality Improvement Program
ASE	Adult Secondary Education
BFO	Budgeting for Outcomes
BHC	Black Hawk College
CFDA	Catalog of Federal Domestic Assistance
CIP	Capital Improvement Plan
CPI	Consumer Price Index
CPPRT	Corporate Personal Property Replacement Tax
CQIN	Continuous Quality Improvement Network
CWO	College Wide Objectives
DCEO	Department of Commerce and Economic Opportunity
DOE	Department of Education (Federal)
EAV	Equalized Assessed Valuation
EC	East Campus
EEO	Equal Employment Opportunity
ESL	English as a Second Language
FAFSA	Free Application for Federal Student Aid
FASB	Financial Accounting Standards Board
FMM	Fiscal Management Manual
FTE	Full-time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
HECA	Higher Education Cooperation Act
HLC	Higher Learning Commission
IBHE	Illinois Board of Higher Education
ICCB	Illinois Community College Board
IDES	Illinois Department of Employment Security
IDOL	Illinois Department of Labor
IFT	Illinois Federation of Teachers
IPTIP	Illinois Public Treasurer's Investment Pool
ISDLAF	Illinois School District Liquid Asset Fund
ISBE	Illinois State Board of Education
ITS	Information Technology Systems
LPS	Liability, Protection and Settlement Fund
MAP	Monetary Award Program
NSF	National Science Foundation
NTU	National Technical University
O&M	Operations and Maintenance
PACE	Personnel Assessment of the College Environment
PHS	Protection, Health & Safety
PPB	Program Performance Budgeting
PTAC	Procurement Technical Assistance Center
QC	Quad Cities
RAMP	Resource Allocation and Management Plan

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Acronyms – Continued

SBDC	Small Business Development Center
SEOG	Supplemental Educational Opportunity Grant
SMSA	Standard Metropolitan Statistical Area
SOS	Secretary of State
SURS	State Universities Retirement System
TPA	Third Party Administrator
UAW	United Auto Workers
UFRS	Uniform Financial Reporting System
VTEP	Voluntary Termination of Employment Plan
WIA	Workforce Investment Act
WIU	Western Illinois University
ZBB	Zero-based Budgeting



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