

BOARD OF TRUSTEES  
HARFORD COMMUNITY COLLEGE

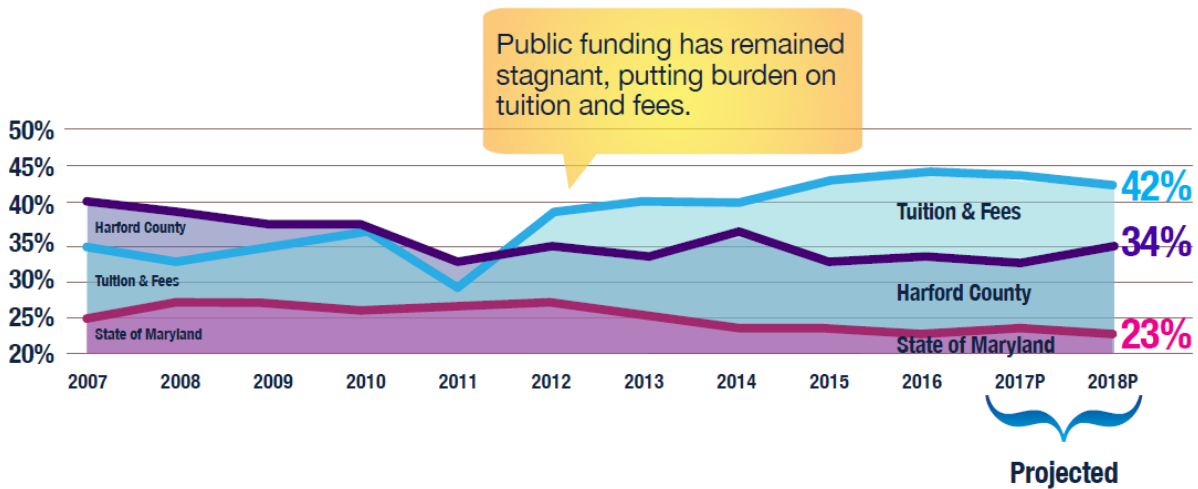
June 13, 2017

**General Operating Fund Revenues**

Background

Harford Community College’s (HCC) general operations are funded through three primary revenue sources: tuition and fee payments from students, funding appropriations from Harford County (the “County”), and funding appropriations from the State of Maryland (the “State”). Prior to 2009, tuition and fees accounted for approximately one-third of HCC’s total operating revenues. Credit enrollment increased at very high rates during fiscal years 2009–2011. This enrollment increase aligned with the theory that during economic recessions, community college enrollments generally rise. During this same period, there was a significant decrease in public funding, specifically County appropriations. As a result, tuition and fees revenues eclipsed County appropriations as the leading revenue source for HCC in 2011. This trend continued and the gap widened in succeeding years (Diagram 1).

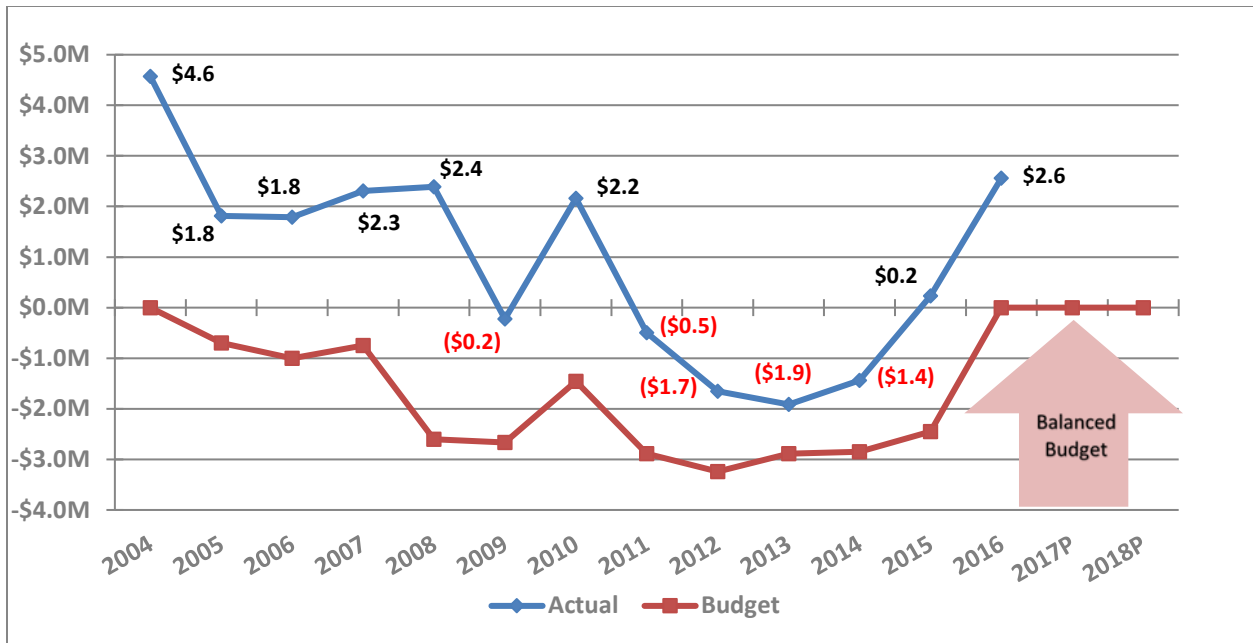
*Diagram 1 – Funding Sources by Percentages*



As enrollment numbers plateaued in 2012 and public funding remained stagnant, HCC continued to provide higher education at a substantially lower tuition rate than comparable community colleges within the state. Based on the history of strong financial support from the County, HCC operated under the assumption that this support would eventually be restored. Therefore, HCC utilized a “transfer-in” of excess fund balance ranging from \$0.5 to \$1.9 million to the operating budget during the period 2011-2014 (Diagram 2).

*Diagram 2 – Favorable/(Unfavorable) Variance in Operating Fund - Actual vs. Budget*

(OVER)



### Tuition Increases

As additional County increases were not awarded, it became apparent that County appropriations were not going to be restored to previous levels in the short-term. Therefore, HCC developed a strategy to ensure that the necessary operating revenues were generated in future years. HCC's Board of Trustees approved \$12, \$12 and \$8 tuition increases for 2015, 2016 and 2017, respectively.

### **Fiscal Year 18 Revenue Budget**

#### State Funding

HCC has been granted an operating fund appropriation of \$11,475,320 for fiscal year 2018 based on the Cade formula. This is the same amount that was awarded to the College in fiscal year 2017. However, this year the College was also granted an additional \$191,709 in state funding as part of a one-time supplemental grant. Colleges that have a 2018 in-county tuition rate increase that is 2% or less were eligible for an allocation of this one-time supplemental grant. The 2018 total state appropriation that is budgeted in the operating fund amounts to \$11,667,029.

#### Enrollment Projections

A great deal of uncertainty continues to exist surrounding future credit enrollments. The last few years have featured enrollment declines. In fiscal years 2014 – 2016, billable credit hours decreased 3.0–3.5% each year. Unfavorable results have continued in 2017, as billable credit hours are currently down approximately 3.6% versus the prior year. This declining enrollment performance has also been common among other community colleges. The enrollment management team continues to implement various strategies in an attempt to boost enrollment. Although HCC is optimistic that these strategies will have a favorable impact, it would not be prudent to take an aggressive approach to budgeting future credit hours based on the latest trend which features the largest decrease in recent years. The enrollment management team produced various scenarios of enrollment projections utilizing historical new student and retention rate data. HCC utilized the most conservative projection which is 2% down versus the 2017 billable credit hours currently estimated.

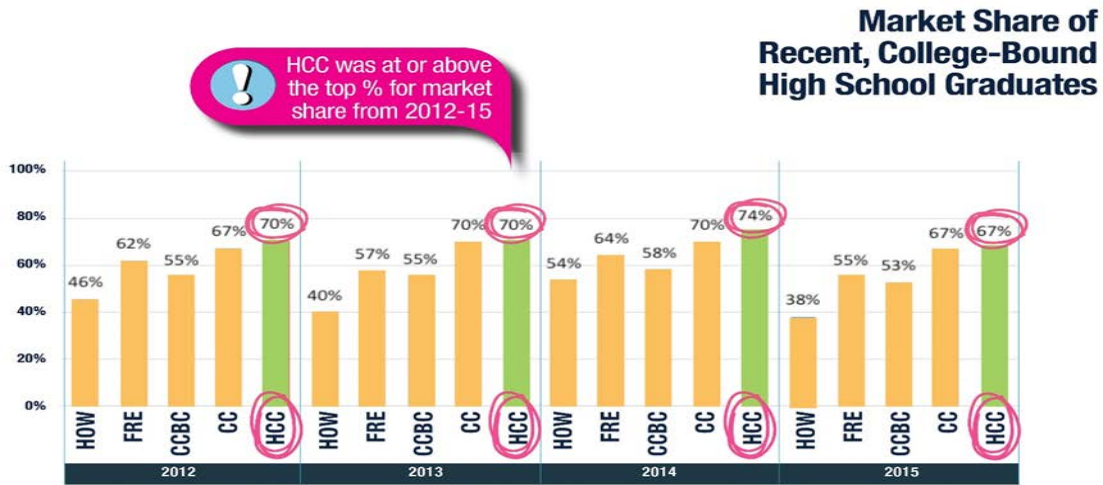
#### Harford County Funding Request

Under the Glassman Administration, the County has provided a \$300,000 increase in funding the

past two years. However, during the period fiscal year 2010 – 2015, local county support of Maryland community colleges increased 9.3% on average statewide while HCC’s local funding from the County actually declined. HCC relies heavily on county funding in order to maintain adequate resources necessary to carry out the College’s mission at an affordable price.

As the County considers future funding increases, it is important to note the HCC’s market share of recent high school graduates (Diagram 3). According to the Maryland Higher Education Commission, 70% of college-bound Harford County Public School graduates attend Harford Community College.

**Diagram 3 – Market Share of High School Graduates**



(Source: MI-HEC, Performance Accountability Report, 2016)

The College requested and has been granted additional funding of \$850,768 in 2018. The request includes a \$300,000 increase along with an additional \$550,768 that will provide for a 2% cost of living adjustment for HCC employees. This funding appropriation brings the College back to a pre-2010 funding level while allowing HCC to invest in their human capital without having to raise tuition at the same levels as in recent years.

Fiscal Year 18 Tuition and Fees Projection

HCC will continue with the strategy of maintaining a balanced budget to ensure that adequate reserves are available. Given the anticipated public funding revenues and initial enrollment projections for 2018, it will still be necessary to increase the in-county tuition rate 2% or \$2.48 per credit hour. This \$2.48 increase is the lowest since 2010. This increase makes the in-county tuition rate \$126.48 per credit hour. Out-of-county and out-of-state tuition will also increase 2% to \$215.22 and \$303.96, respectively. Tuition and fee revenues comprise approximately 42% of total budgeted revenues, down from 43% in 2017 and below the 45% limit that was internally imposed.

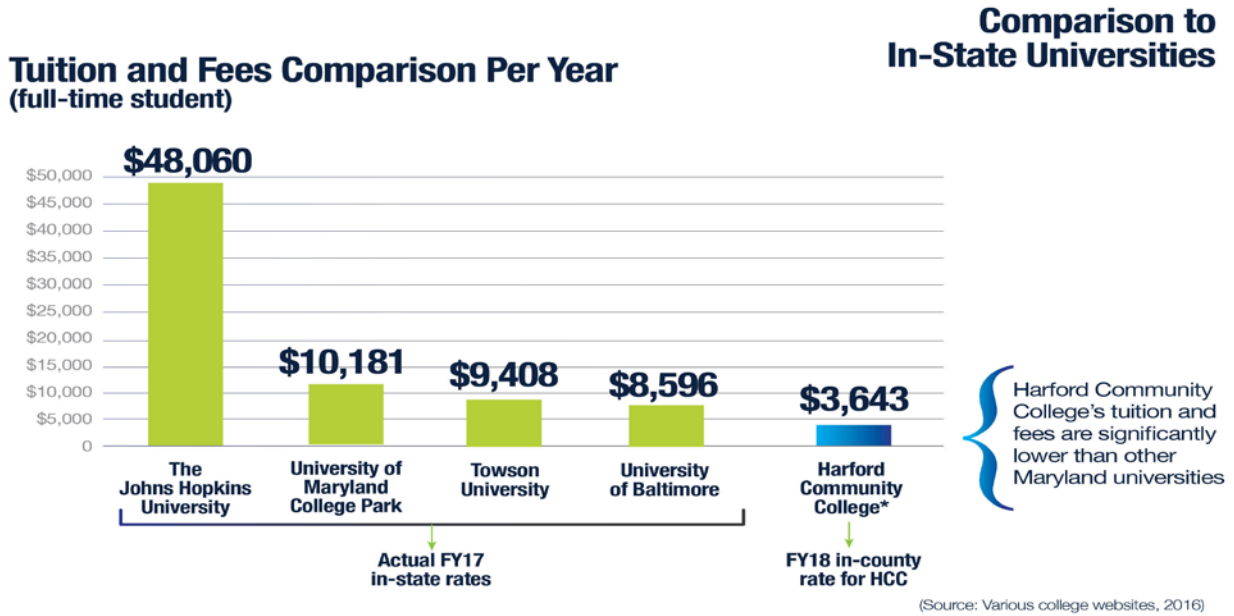
The consolidated fee assessed on this in-county tuition rate will remain at 20% for fiscal year 2018. This consolidated fee is a bundled fee approach that supports the students and HCC with various funding streams, which includes support for the general fund, student athletics, student activities, academic initiatives, parking lot improvements, facility usage, and technology and equipment replacements and investments.

Cost Comparison

A full-time in-county student taking 12 credit hours for the fall and spring semesters would pay

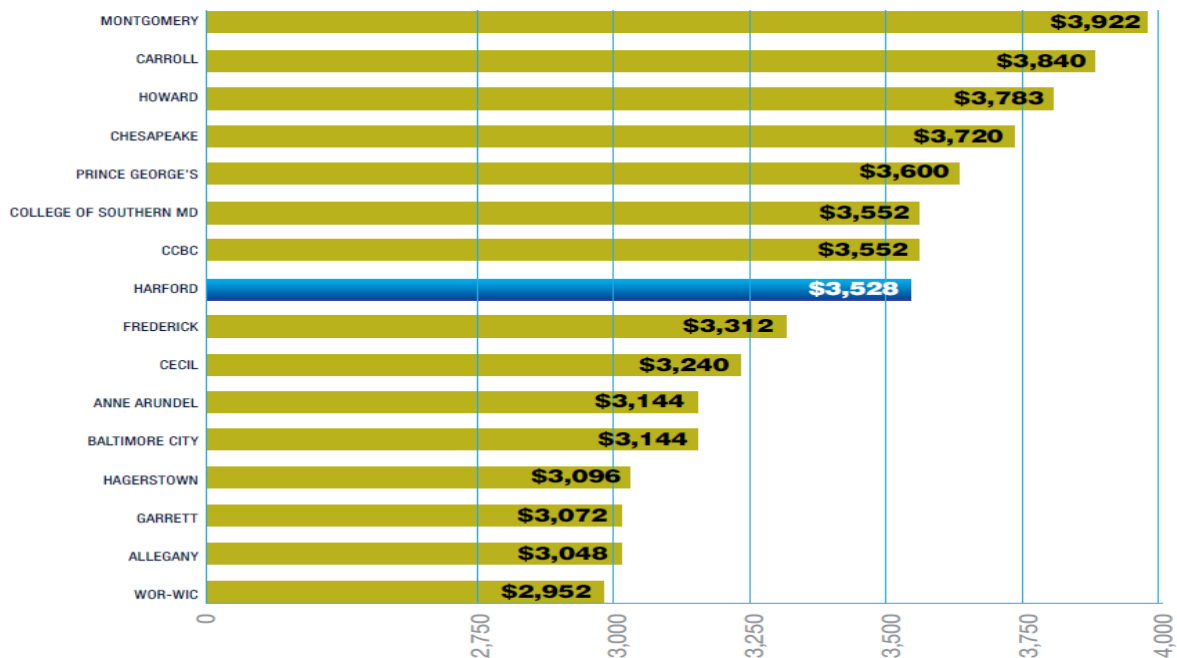
\$3,643 in tuition and consolidated fees. For comparison purposes, a full-time student taking similar lower division, undergraduate courses at Towson University is projected to pay \$9,408 in tuition and fees, absent the \$330 annual parking permit (Diagram 4).

*Diagram 4 – Tuition & Fee Comparison (full-time student)*



Despite necessary tuition increases over the last few fiscal years, HCC’s total tuition and fees for a full-year is ranked 8<sup>th</sup> among the other sixteen Maryland community colleges (Diagram 5). HCC provides accessible, innovative and learner-centered educational opportunities at an affordable and competitive price.

*Diagram 5 – HCC 2017 Full-Year Tuition & Fee Comparison to MD Community College’s*



The following is a summary of revenue-related assumptions included within HCC’s 2018 operating budget:

- \$191,709 State increase attributed to a one-time supplement grant
- 2% decline in billable credit hours
- 5.47% or \$850,768 increase in County funding
- \$2.48 in-county tuition rate increase
- \$4.22 out-of-county tuition rate increase
- \$5.96 out-of-state tuition rate increase
- 3% increase in noncredit revenue
- A balanced budget that features no transfer-in from the fund balance

The 2018 operating budget of \$49,023,633 contains an overall increase of 1.46% in total revenues (Table 1). Other revenue consists of a wide variety of revenue accounts, including building use fees, administrative overhead, waiver reimbursements and interest earnings. The general operating fund supports the College’s mission and the state law with its attendant expectations to provide accessible and affordable higher education; it includes all instructional programs and services as well as projects, personnel, and related costs.

*Table 1 – General Operating Fund Revenues*

HARFORD COMMUNITY COLLEGE GENERAL OPERATING BUDGET PRELIMINARY OPERATING FUND REVENUE & EXPENDITURES BY PROGRAM FOR FY 2018						
	ACTUAL 2014-2015	ACTUAL 2015-2016	BUDGET 2016-2017	PRELIM 2017-2018	\$ Change FY17 to FY18	% Change FY17 to FY18
<b>Revenue</b>						
Tuition and Fees	19,065,301	20,043,860	20,834,527	20,297,219	(537,308)	-2.58%
State of Maryland	10,690,697	10,865,634	11,475,320	11,667,029	191,709	1.67%
Harford County	14,961,612	15,261,612	15,560,844	16,411,612	850,768	5.47%
Other	654,392	788,188	447,772	647,773	200,001	44.67%
<b>Total - Revenue</b>	<b>\$45,372,002</b>	<b>\$46,959,294</b>	<b>\$48,318,463</b>	<b>\$49,023,633</b>	<b>\$705,170</b>	<b>1.46%</b>

### ***Budget Development***

The College restored the prior practice of building budgets from the “bottom up.” All budget managers were asked to reallocate their base budget funds within their respective organizations and submit and prioritize any incremental budget requests to their Vice-President for discussion at the President’s Staff budget meetings.

As the President’s Staff began to make difficult budget decisions, they focused on Harford Community College’s vision to strive to be a national higher education leader by transforming lives through imagination, compassion and rigor. The College developed eight driving factors at the start of the budget development process that supported this vision and drove the prioritization of the decision-making process. These eight driving factors are as follows:

- **Data will inform our recommendations and decisions**  
Data was generated throughout this two month initial budgeting process. Expenditure data was produced and analyzed in many different ways to determine historical trends and opportunities for reductions. Budget managers and Vice Presidents supported any additional investment requests by substantiating the return or benefits to the College. Tuition and fees revenue data was examined thoroughly, specifically focusing on sensitivity analysis of enrollment numbers. The Student Affairs Office, Institutional Research and Finance collaborated to design a conservative enrollment projection model

that is based on county demographics and historical retention rates.

- **Focus on being student-centered**  
When considering budget requests, the direct “student-centered” investments were prioritized at the top. For example, we are recommending that a My College Success Network position and scholarships related to this program be funded within this operating budget. Further, the tuition rate per in-county credit hour will only increase \$2.48, which is HCC’s lowest increase during the last five years.
- **Emphasize teaching and learning**  
This budget also emphasizes teaching and learning. A portion of the consolidated fee will be utilized to fund \$130,000 in new academic initiatives. Some of these academic initiatives includes investing in honors, service learning, and scholar in residence programs.
- **Our employees are our most valuable resource**  
Being that our employees are our most valuable resource, HCC is requesting a 2% cost of living adjustment for all part-time and full-time employees. It is very important to invest in our current human resources that are paramount to the success of the College.
- **Maximize opportunities to move HCC forward**  
HCC applied various strategies within this 2018 operating budget in an effort to maximize opportunities to move the College forward. As new and improved technologies evolve, the College must take advantage of hardware/software upgrades and investments which support the vision. Approximately 27% of the consolidated fee has specifically been reserved for technology and equipment purchases. The operating budget also includes a \$50,000 new marketing/branding initiative that supports this driving factor.
- **Celebrate the College’s history and community impact as an anchor institution**  
This budget contains a \$50,000 allocation to be utilized for a 60<sup>th</sup> Anniversary celebration. We are committed to celebrating the College’s history and community impact as an anchor institution.
- **Tuition will not exceed 45% of revenue**  
Tuition and fees revenue surpassed county funding as HCC’s largest funding source in fiscal year 2011. Public funding has remained stagnant in recent years, making it necessary for HCC to realize additional tuition and fees revenues in order to achieve a balanced budget. Tuition and fees accounts for approximately 42% of the 2018 total budgeted revenues. This is below the 45% level that was outlined as a “guiding principle,” and is actually down from 43% in the current 2017 budget.
- **HCC will have a balanced budget**  
Despite the projected 2% decline in credit hours and the lowest tuition increase in the last five years, the College is still presenting a balanced budget. The College was able to make necessary reductions to certain prior year base expenditures in order to achieve a minimal 1.46% increase in expenditures versus the fiscal year 2017 budget. This increase is below the 1.6% most recent total Higher Education Price Index published for 2016.

### ***General Operating Fund Expenditures***

The proposed fiscal year 2018 operating budget request (Table 2) is a composition of allocations

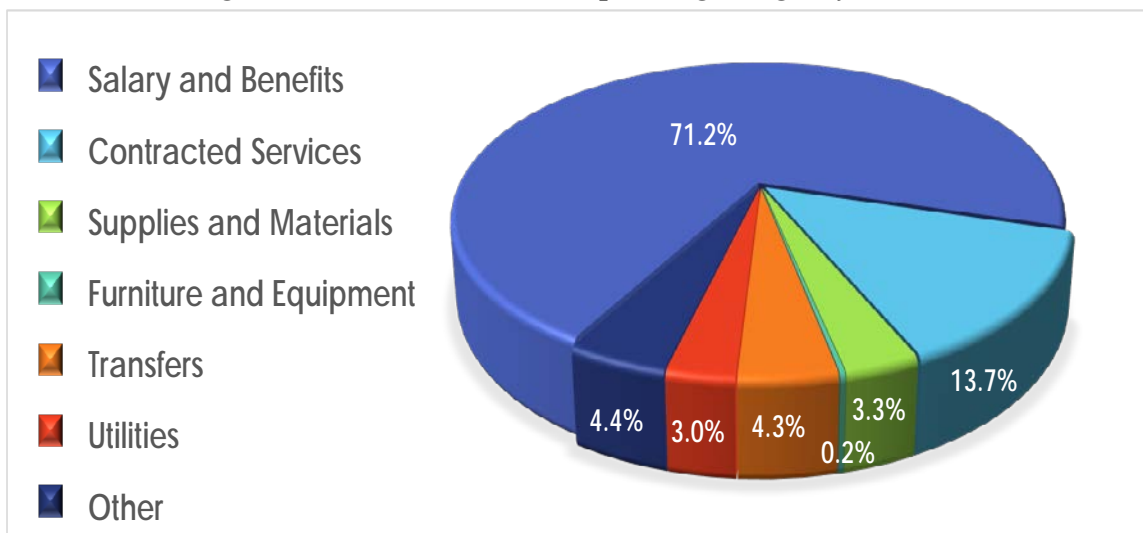
designed to support HCC’s mission and strategic plan. This budget includes a 2% overall salary increase which includes a cost of living adjustment for full-time and part-time employees. There are “cost of doing business” increases associated with custodial services, building and grounds maintenance. There are also transfers-out representing undesignated fund balance transfers to fund institutional scholarships and deferred maintenance. This expenditure budget of \$49,023,633 increases overall expenditures 1.46%, or \$705,170.

**Table 2 – General Operating Fund Expenditures**

HARFORD COMMUNITY COLLEGE GENERAL OPERATING BUDGET PRELIMINARY OPERATING FUND REVENUE & EXPENDITURES BY ACCOUNT TYPE FOR FY 2018						
	ACTUAL 2014-2015	ACTUAL 2015-2016	BUDGET 2016-2017	PRELIM 2017-2018	\$ Change FY17 to FY18	% Change FY17 to FY18
<b>Expenditures</b>						
Salary and Benefits	31,991,289	31,356,554	34,106,659	34,884,628	777,969	2.28%
Contracted Services	5,899,472	6,026,241	6,570,664	6,735,340	164,676	2.51%
Supplies and Materials	1,489,683	1,417,942	1,663,513	1,595,845	(67,668)	-4.07%
Communications	318,019	310,076	374,275	377,291	3,016	0.81%
Professional Development and Training	719,232	771,345	733,696	882,435	148,739	20.27%
Waivers and Transfers	2,224,885	2,165,679	2,426,934	2,092,762	(334,172)	-13.77%
Utilities	1,317,666	1,122,917	1,459,043	1,459,043	-	0.00%
Fixed Charges	785,459	857,239	868,697	881,307	12,610	1.45%
Furniture and Equipment	392,206	369,477	114,982	114,982	-	0.00%
<b>Total - Expenditures</b>	<b>\$45,137,911</b>	<b>\$44,397,470</b>	<b>\$48,318,463</b>	<b>\$49,023,633</b>	<b>\$705,170</b>	<b>1.46%</b>

For budgetary compliance, expenditures are categorized by function into instruction, academic support, student services, institutional support, operations and maintenance of plant, transfers, and scholarships (Diagram 6). The operating budget supports approximately 9,000 credit students and 10,300 noncredit students over the course of the year

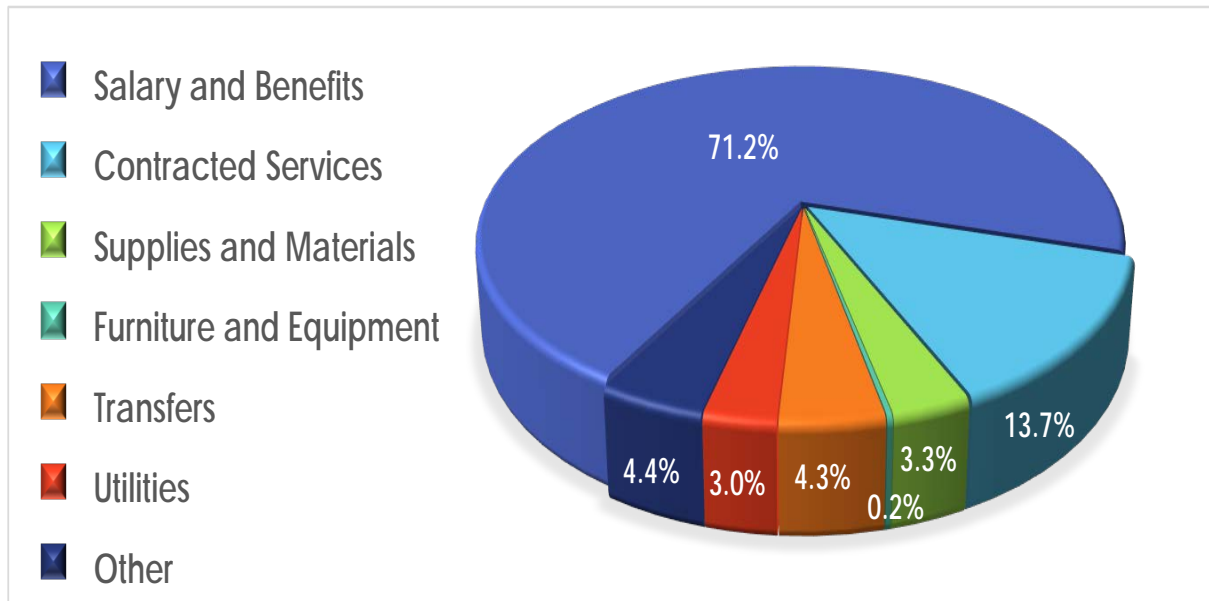
**Diagram 6 – Fiscal Year 2018 Operating Budget by Function**



Examining the proposed operating budget by object, or account type (Diagram 7), demonstrates the distribution of expenditures. Approximately 71.2% of the budget is assigned to salaries and benefits, which accommodates the Board of Trustees’ guideline to keep such expenditures at no more than 75% of the total operating budget. If the budgeted contracted services portion of costs

for security, housekeeping, and grounds are included in this calculation, then the ratio would be approximately 74% of the operating budget. Other contracted services include, but are not limited to, software licenses, access to library databases, audit, legal and IT consulting.

**Diagram 7– Fiscal Year 2018 Operating Budget by Account Type**



The College considers the long-term viability of its decisions to add sufficient resources to attract and retain a strong employee base with competitive benefits in the near term. This guideline ensures that resources are provided to support all the vital aspects of successful educational programs, puts student learning at the forefront, strives to maintain competitive wages with comparable institutions, and provides competitive benefits.

### **Highlights of Budget Requests**

#### **Salary and Benefits**

Compensation includes salary/wages, health insurance, and other employee benefits. This budget contains a 2% cost of living adjustment for full-time and part-time employees estimated at \$570,000.

HCC participates in a healthcare consortium with Harford County and is “self-funded.” Due to favorable experience in fiscal year 2016 and thus far in 2017, the fiscal year 2018 budget contains no increase in medical, dental or vision premiums.

#### **Contracted Services**

As the Financial Accounting and Reporting Manual (FARM) for Higher Education indicates, the contracted services classification is significant monetarily and covers a broad range of expenses including legal, audit, custodial, security, maintenance, grounds, repairs, postage, mailing, printing and duplicating, freight, advertising, rental of property, professional fees, and dues.

Due to the breadth of this classification, subclasses are used to specify types of services such as audit, legal, credit card fees, equipment repair, printing, service agreements, leases, field trips, rent, insurance, and maintenance.



Some of the increases within this budget proposal include:

- Development of a Strategic Plan \$50,000
- New Presidential Initiatives \$47,000
- HCC New Branding Campaign \$50,000

Reallocations of funds to Contracted Services include:

- Computer Software Maintenance reallocated from Computer Supplies \$18,200
- VPAA performance fees reallocated from Adjunct PT Salary \$16,000

### ***Supplies and Materials***

Supplies and materials decreased \$67,668 primarily due to expense reallocations to contracted services. Approximately \$36,000 of this decrease can be attributed to a reduction in printing costs. Custodial supplies and costs associated with campus infrastructure are reported within this classification.

### ***Professional Development, Training and Travel***

The increase of \$148,739 in these accounts is tied primarily to expense reallocations for professional licensing fees and travel and additional professional development for staff.

### ***Utilities***

Utilities are budgeted flat in fiscal year 2018 compared with the fiscal year 2017 budget.

### ***Waivers and Transfers***

Waivers and transfers include the following:

- Transfer to support institutional scholarships \$554,421
- Transfer for deferred maintenance funding \$460,000
- Transfer for athletic field replacement reserve \$60,000
- Waivers and other \$1,018,341

### ***Fixed Charges***

These accounts encompass HCC's property and casualty insurance coverage, workers' compensation, unemployment, and bad debt expenses.

### ***Equipment***

Equipment represents non-recurring costs for fixed assets supporting the College. This budget includes approximately \$115,000 for library books and database access.

The primary resource supporting the acquisition of technology and equipment is the Computer Equipment/Technology capital fund included within the fiscal year 2018 Capital Improvement Program and funded by approximately 27% of the consolidated fee. There is also an Equipment Replacement Reserve (accrued at approximately \$52,000 per year) that can be utilized to acquire other types of equipment or vehicles.

The attached pages provide additional details of the operating budget by program and by account type.

### **Finance and Audit Committee and President's Recommendation**

The Finance and Audit Committee and the President recommends:

The Board of Trustees of Harford Community College approves the FY 2018 operating budget request totaling \$49,023,633. This operating budget includes an increase of the county resident tuition rate to \$126.48 per credit hour. Out-of-county tuition will be set at \$215.22 per credit hour, and out-of-state tuition will be set at \$303.96 per credit hour. The consolidated fee will remain at 20% of the in-county tuition rate.

**HARFORD COMMUNITY COLLEGE  
GENERAL OPERATING BUDGET  
PRELIMINARY OPERATING FUND REVENUE & EXPENDITURES BY PROGRAM FOR FY 2018**

	<b>ACTUAL 2014-2015</b>	<b>ACTUAL 2015-2016</b>	<b>BUDGET 2016-2017</b>	<b>PRELIM 2017-2018</b>	<b>\$ Change FY17 to FY18</b>	<b>% Change FY17 to FY18</b>
<b>FUND SOURCES</b>						
Beginning Balance (undesignated)	\$10,525,550	\$10,759,641	\$13,321,465	\$13,321,465	\$0	0.00%
<b>Revenue</b>						
Tuition and Fees	19,065,301	20,043,860	20,834,527	20,297,219	(537,308)	-2.58%
State of Maryland	10,690,697	10,865,634	11,475,320	11,667,029	191,709	1.67%
Harford County	14,961,612	15,261,612	15,560,844	16,411,612	850,768	5.47%
Other	654,392	788,188	447,772	647,773	200,001	44.67%
<b>Total - Revenue</b>	<b>\$45,372,002</b>	<b>\$46,959,294</b>	<b>\$48,318,463</b>	<b>\$49,023,633</b>	<b>\$705,170</b>	<b>1.46%</b>
<b>Expenditures</b>						
Instruction	17,859,030	17,360,252	18,494,026	18,685,440	191,414	1.04%
Academic Support	6,012,935	6,168,899	6,615,637	6,615,898	261	0.00%
Student Services	5,273,845	5,269,744	5,797,237	5,931,287	134,050	2.31%
Institutional Support	8,827,031	8,884,225	10,005,861	10,662,511	656,650	6.56%
Operations/Maintenance of Plant	4,697,282	4,316,963	4,972,706	4,994,501	21,795	0.44%
Waivers/Work Study	963,820	1,029,088	909,575	1,059,575	150,000	16.49%
Non-mandatory Transfers	1,503,968	1,368,299	1,523,421	1,074,421	(449,000)	-29.47%
<b>Total - Expenditures</b>	<b>\$45,137,911</b>	<b>\$44,397,470</b>	<b>\$48,318,463</b>	<b>\$49,023,633</b>	<b>\$705,170</b>	<b>1.46%</b>
<b>Total - Operating Surplus/(Deficit)</b>	<b>\$234,091</b>	<b>\$2,561,824</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Ending Fund Balance</b>	<b>\$10,759,641</b>	<b>\$13,321,465</b>	<b>\$13,321,465</b>	<b>\$13,321,465</b>	<b>\$0</b>	<b>0.00%</b>

**HARFORD COMMUNITY COLLEGE  
GENERAL OPERATING BUDGET  
PRELIMINARY OPERATING FUND REVENUE & EXPENDITURES BY ACCOUNT TYPE FOR FY 2018**

	<b>ACTUAL 2014-2015</b>	<b>ACTUAL 2015-2016</b>	<b>BUDGET 2016-2017</b>	<b>PRELIM 2017-2018</b>	<b>\$ Change FY17 to FY18</b>	<b>% Change FY17 to FY18</b>
<b>FUND SOURCES</b>						
<b>Beginning Balance</b> (undesignated)	<b>\$10,525,550</b>	<b>\$10,759,641</b>	<b>\$13,321,465</b>	<b>\$13,321,465</b>	<b>\$0</b>	<b>0.00%</b>
<b>Revenue</b>						
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Communications	318,019	310,076	374,275	377,291	3,016	0.81%
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Utilities	1,317,666	1,122,917	1,459,043	1,459,043	-	0.00%
Fixed Charges	785,459	857,239	868,697	881,307	12,610	1.45%
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<b>Total - Operating Surplus/(Deficit)</b>	<b>\$234,091</b>	<b>\$2,561,824</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Ending Fund Balance</b>	<b>\$10,759,641</b>	<b>\$13,321,465</b>	<b>\$13,321,465</b>	<b>\$13,321,465</b>	<b>\$0</b>	<b>0.00%</b>

**HARFORD COMMUNITY COLLEGE  
FY 2018 BUDGETED EXPENDITURES BY FUNCTION**

<b><u>FUNCTION</u></b>	<b><u>DESCRIPTION</u></b>	<b><u>FY2015 ACTUAL</u></b>	<b><u>FY2016 ACTUAL</u></b>	<b><u>FY2017 BUDGET</u></b>	<b><u>FY2018 BUDGET</u></b>
10	Instruction - Includes expenditures for all activities that are part of the College's instructional programs. This includes expenditures for credit and noncredit courses, for academic, vocational, technical, transitional, and tutorial instruction.	\$ 17,859,030	\$ 17,360,252	\$ 18,494,026	\$ 18,685,440
40	Academic Support - Includes expenditures in support of the College's primary mission of instruction and public service. These funds include library services, instructional resources, instructional support services, curriculum development, educational development, distance education support, HEAT, welfare reform, workforce development, academic administration, and a portion of the College's Network and Computer Services.	\$ 6,012,935	\$ 6,168,899	\$ 6,615,637	\$ 6,615,898
50	Student Services - Includes expenditures for enrollment policy and planning, enrollment services (recruitment, outreach, registration, records, financial aid, and student testing), and student development (academic advising, career development, placement, co-op/internships, learning support services, student life, wellness programs, recreation, and intramurals).	\$ 5,273,845	\$ 5,269,744	\$ 5,797,237	\$ 5,931,287
60	Institutional Support - Includes expenditures for the College's administration, planning, legal services, fiscal operations, the remainder of network and computer services, personnel, safety, procurement, media connections, HCN, student identification, APG Liaison, grant development and support services.	\$ 8,827,031	\$ 8,884,225	\$ 10,005,861	\$ 10,662,511
70	Operation and Maintenance of Plant - Includes expenditures for the operation and maintenance of the physical plant, utilities, property insurance.	\$ 4,697,282	\$ 4,316,963	\$ 4,972,706	\$ 4,994,501
80	Scholarships and Fellowships - Includes expenditures for College Work Study stipends, and tuition waivers.	\$ 963,820	\$ 1,029,088	\$ 909,575	\$ 1,059,575
81	Transfers - Includes expenditures for the College's contribution and match to student scholarships, grants, cultural programs, student activities, and various capital projects.	\$ 1,503,968	\$ 1,368,299	\$ 1,523,421	\$ 1,074,421

**FUNCTION 10  
INSTRUCTION**

<u>OBJECT</u>	<u>DESCRIPTION</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<i>FY17 to FY18</i>	
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<i>\$ change</i>	<i>% change</i>
5000	SALARY AND BENEFITS	\$ 16,536,653	\$ 16,034,998	\$ 17,176,148	\$ 17,283,973	\$107,825	0.6%
6000	CONTRACTED SERVICES	726,268	703,264	685,703	720,693	\$34,990	5.1%
6100	SUPPLIES AND MATERIALS	391,509	395,820	452,603	447,367	(\$5,236)	-1.2%
6200	COMMUNICATIONS	29,531	26,125	29,452	31,052	\$1,600	5.4%
6300	PROFESSIONAL DEVELOPMENT AND TRAINING	129,167	123,223	125,392	148,139	\$22,747	18.1%
6400	WAIVERS AND TRANSFERS	-	10,124	-	29,489	\$29,489	
6500	UTILITIES	4,646	4,344	4,705	4,705	\$0	0.0%
6600	FIXED CHARGES	27,006	20,614	20,023	20,022	(\$1)	0.0%
7200	FURNITURE AND EQUIPMENT	14,250	41,740	-	-	\$0	0.0%
		<b>\$ 17,859,030</b>	<b>\$ 17,360,252</b>	<b>\$ 18,494,026</b>	<b>\$ 18,685,440</b>	<b>\$191,414</b>	<b>1.0%</b>

This section includes expenditures for all activities that are part of the College's instructional programs. This includes expenditures for credit and noncredit courses, for academic, vocational, technical, transitional, and tutorial instruction.

**FUNCTION 40  
ACADEMIC SUPPORT**

<u>OBJECT</u>	<u>DESCRIPTION</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<i>FY17 to FY18</i>	
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<i>\$ change</i>	<i>% change</i>
5000	SALARY AND BENEFITS	\$ 4,145,637	\$ 4,139,458	\$ 4,521,748	\$ 4,539,763	\$18,015	0.4%
6000	CONTRACTED SERVICES	1,273,304	1,432,316	1,362,003	1,429,517	67,514	5.0%
6100	SUPPLIES AND MATERIALS	301,752	300,951	379,024	322,857	(\$56,167)	-14.8%
6200	COMMUNICATIONS	77,311	73,508	83,930	84,488	\$558	0.7%
6300	PROFESSIONAL DEVELOPMENT AND TRAINING	77,443	86,779	92,432	97,015	\$4,583	5.0%
6400	WAIVERS AND TRANSFERS	4,850	4,000	61,518	27,276	(\$34,242)	-55.7%
6500	UTILITIES	-	-	-	-	\$0	0.0%
6800	FIXED CHARGES	-	-	-	-	\$0	0.0%
7200	FURNITURE AND EQUIPMENT	132,638	131,887	114,982	114,982	\$0	0.0%
		<b>\$ 6,012,935</b>	<b>\$ 6,168,899</b>	<b>\$ 6,615,637</b>	<b>\$ 6,615,898</b>	<b>\$261</b>	<b>0.0%</b>

This function includes expenditures in support of the College's primary mission of instruction and public service. These funds include library services, instructional resources, instructional support services, curriculum development, educational development, distance education support, HEAT, welfare reform, workforce development, academic administration, and a portion of the College's Network and Computer Services.

**FUNCTION 50  
STUDENT SERVICES**

<u>OBJECT</u>	<u>DESCRIPTION</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY17 to FY18</u>	
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>\$ change</u>	<u>% change</u>
5000	SALARY AND BENEFITS	\$ 4,230,780	\$ 4,281,885	\$ 4,807,076	\$ 4,878,004	\$ 70,928	1.5%
6000	CONTRACTED SERVICES	447,579	377,642	441,773	451,960	\$10,187	2.3%
6100	SUPPLIES AND MATERIALS	214,303	200,514	176,486	193,635	\$17,149	9.7%
6200	COMMUNICATIONS	67,163	55,967	69,462	70,908	\$1,446	2.1%
6300	PROFESSIONAL DEVELOPMENT AND TRAINING	278,893	328,681	213,171	241,756	\$28,585	13.4%
6400	WAIVERS AND TRANSFERS	-	-	57,589	61,464	\$3,875	0.0%
6600	FIXED CHARGES	17,033	20,439	31,680	33,560	1,880	5.9%
7000	FURNITURE AND EQUIPMENT	18,094	4,616	-	-	0	0.0%
		<b>\$ 5,273,845</b>	<b>\$ 5,269,744</b>	<b>\$ 5,797,237</b>	<b>\$ 5,931,287</b>	<b>\$134,050</b>	<b>2.3%</b>

This function includes expenditures for enrollment policy and planning, enrollment services (recruitment, outreach, registration, records, financial aid, and student testing), and student development (academic advising, career development, placement, co-op/internships, learning support services, student life, wellness programs, recreation, and intramurals).

**FUNCTION 60  
INSTITUTIONAL SUPPORT**

<u>OBJECT</u>	<u>DESCRIPTION</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY17 to FY18</u>	
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>\$ change</u>	<u>% change</u>
5000	SALARY AND BENEFITS	\$ 5,772,081	\$ 5,605,948	\$ 6,253,976	\$ 6,798,030	\$544,054	8.7%
6000	CONTRACTED SERVICES	1,720,580	1,781,198	2,175,026	2,189,556	\$14,530	0.7%
6100	SUPPLIES AND MATERIALS	192,602	207,784	245,424	239,010	(\$6,414)	-2.6%
6200	COMMUNICATIONS	136,489	147,628	183,519	182,931	(\$588)	-0.3%
6300	PROFESSIONAL DEVELOPMENT AND TRAINING	231,149	227,086	293,472	386,296	\$92,824	31.6%
6400	WAIVERS AND TRANSFERS	2,650	1,450	60,604	64,049	\$3,445	5.7%
6600	FIXED CHARGES	722,134	792,706	793,840	802,639	\$8,799	1.1%
7000	FURNITURE AND EQUIPMENT	49,346	120,425	-	-	\$0	0.0%
		<b>\$ 8,827,031</b>	<b>\$ 8,884,225</b>	<b>\$ 10,005,861</b>	<b>\$ 10,662,511</b>	<b>\$656,650</b>	<b>6.6%</b>

This function includes expenditures for the College's administration, planning, legal services, fiscal operations, the remainder of network and computer services, personnel, safety, procurement, media connections, HCN, student identification, APG liaison, grant development and support services.

**FUNCTION 70  
OPERATION / MAINTENANCE OF PLANT**

<u>OBJECT</u>	<u>DESCRIPTION</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY17 to FY18</u>	
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>\$ change</u>	<u>% change</u>
5000	SALARY AND BENEFITS	\$ 1,055,735	\$ 1,046,983	\$ 1,113,421	\$ 1,132,630	\$ 19,209	1.7%
6000	CONTRACTED SERVICES	1,731,741	1,731,821	1,906,159	1,943,614	\$37,455	2.0%
6100	SUPPLIES AND MATERIALS	389,517	312,873	409,976	392,976	(\$17,000)	-4.1%
6200	COMMUNICATIONS	7,525	6,848	7,912	7,912	\$0	0.0%
6300	PROFESSIONAL DEVELOPMENT AND TRAINING	2,580	5,576	9,229	9,229	\$0	0.0%
6400	WAIVERS AND TRANSFERS	-	-	48,517	28,716	(\$19,801)	0.0%
6500	UTILITIES	1,313,020	1,118,573	1,454,338	1,454,338	\$0	0.0%
6600	FIXED CHARGES	19,286	23,480	23,154	25,086	\$1,932	8.3%
7200	FURNITURE AND EQUIPMENT	177,878	70,809	-	-	-	0.0%
		<b>4,697,282</b>	<b>4,316,963</b>	<b>4,972,706</b>	<b>4,994,501</b>	\$21,795	0.4%

This function includes expenditures for the operation and maintenance of the physical plant, utilities, grounds, security, and property insurance.

**FUNCTION 80  
WAIVERS/WORK STUDY**

<u>OBJECT</u>	<u>DESCRIPTION</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY17 to FY18</u>	
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>\$ change</u>	<u>% change</u>
5000	SALARY AND BENEFITS	\$ 250,403	\$ 247,282	\$ 234,290	\$ 252,228	\$17,938	7.7%
6400	WAIVERS AND TRANSFERS	713,417	781,806	675,285	807,347	\$132,062	19.6%
		<b>\$ 963,820</b>	<b>\$ 1,029,088</b>	<b>\$ 909,575</b>	<b>\$ 1,059,575</b>	\$150,000	16.5%

This function includes expenditures in support of College Work Study stipends and tuition waivers for both credit and non-credit programs.



**FUNCTION 81  
NON-MANDATORY TRANSFERS**

<u>OBJECT</u>	<u>DESCRIPTION</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<i>FY17 to FY18</i>	
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<i>\$ change</i>	<i>% change</i>
6400	WAIVERS AND TRANSFERS	1,503,968	1,368,299	1,523,421	1,074,421	(\$449,000)	-29.5%
		<b>\$ 1,503,968</b>	<b>\$ 1,368,299</b>	<b>\$ 1,523,421</b>	<b>\$ 1,074,421</b>	<b>(\$449,000)</b>	<b>-29.5%</b>

This function includes expenditures for the College's support of student scholarships (\$470,064), Supplemental Educational Opportunity Grant (SEOG) support (\$33,357), Academic Coaching Scholarship (\$51,000) Deferred Maintenance (Capital project) funding (\$520,000)