Messages from the President and Vice President for Business and Finance

Steve Jobs, arguably one of the most remarkable visionaries of the twenty-first century, commented at an Apple shareholders’ meeting, “We believe that people with passion can change the world for the better.” As 2011 comes to a close, Oakton can point with pride to an impassioned group of people who daily devote their lives to making the world a better place by empowering our students with the knowledge and skills they will need for meaningful lives of work and service.

This year’s Report to the Community documents significant progress in realizing the goals and objectives set forth in Change Matters, the strategic plan for 2008–2012 that has galvanized the College’s commitment to student success. Through the tireless work of faculty, staff, and administrators, the Oakton community focused on initiatives that enriched and engaged our students inside and outside the classroom—from participating in the NASA Lunabotics Mining Competition to exploring the connection between healthy food and a healthy planet.

In addition, the College made significant progress in launching the $68.5 million Master Plan that will result in a new building for science and health careers; expanded spaces for the Enrollment Center, as well as Student Activities and Student Life; upgrades for 50 classrooms at the Des Plaines campus; and infrastructure improvements that will provide a sustainable learning and working environment.

Oakton also embarked on two vital partnerships that will advance the national agenda for higher education. A new agreement with DePaul University will offer an extra incentive for students to finish their bachelor’s degree, and Northern Illinois University will make it possible for our nursing students to continue their education and earn a master of science in nursing in less than three years.

Serving students well requires all of us—regardless of our roles or titles—to share in the essential work that changes lives—and makes the world a more meaningful and better place. As Helen Keller reminds us, “Alone we can do so little; together we can do so much.”

Margaret B. Lee, President

Oakton’s Popular Annual Financial Report (PAFR) for the fiscal year ended June 30, 2011, provides a snapshot of Oakton’s financial performance and major initiatives as well as an overview of trends in the local economy. Above all, the report represents the College’s commitment to inform members of the community about the College’s finances.

The financial information contained in this report derives from the 2011 Comprehensive Annual Financial Report (CAFR), prepared in conformity with Generally Accepted Accounting Principles (GAAP). This report does not replace the CAFR, but includes important details relevant to the College’s fiscal condition. Audited by Sikich, the CAFR received an unqualified opinion.

As you review our Financial Statement beginning on page 20, I invite you to share any questions, concerns, or recommendations. For those seeking a deeper understanding of the College’s finances, a copy of the CAFR and additional financial information are available at www.oakton.edu/cafr.

Carl F. Costanza, Vice President for Business and Finance

Be the yardstick of quality. Some people aren’t used to an environment where excellence is expected.

— Steve Jobs
Teaching Excellence
Camille Harrison, professor of modern languages, and Larry Cohen, instructor of accounting, received the 2011 Ray Hartstein Awards for Outstanding Professional Excellence in Teaching. Named for the founding member of Oakton’s Board of Trustees, the annual award honors one full-time and one part-time faculty member. Nominees must demonstrate excellence in teaching and respect for students and peers. Following a review by the Student Government Association, the Oakton Educational Foundation’s Grants Committee selects the winners.

New Degrees and Certificates
Committed to responding to community needs and the changing educational landscape, the College offered new degree programs in Network Security Administration and Radiologic Technology. New certificate programs include Air Conditioning, Heating, and Refrigeration Technology; Industrial/Commercial Electrical Maintenance; and Person-Centered Elder Support. Paralegal Studies, also new, offers both an associate’s degree and a certificate program.

New Faculty
Oakton’s Science and Health Careers Division welcomedVictoria Fils, Ed.D., professor of health information technology. Fils received her doctoral and master’s degrees in public health from Benedictine University, and her bachelor of science degree from National Louis University.

All the World’s a Stage
Oakton expanded its Performing Arts curriculum with the addition of a new Theater Concentration. The 18-credit-hour program provides students with the opportunity to hone their showmanship skills while completing general education requirements. The curriculum includes fundamental courses in Acting and Stagecraft, while offering electives in Speech, Humanities, and Literature.

Skyway Success
Oakton students took home top honors in two competitions sponsored by the Illinois Skyway Collegiate Conference. Jacob Hsiao and Danny Lee received “Best in Show” in the juried 2011 Skyway Art Competition for their stop-action animated film, Nuts and Bolts. Agnieszka Starzec, Jinu Thomas, and Kyle Van den Bosch earned first place in the Biological Sciences Category of the Second Annual Science, Technology, Engineering, and Math (STEM) Poster Competition for their display, “Effects of plant growth regulators on the inhibition of tomato seed germination by allelo chemicals in the berries of common buckthorns.” In the Math/Technology Category, John Kowols took second place for his exhibit featuring a solar updraft tower.

National Scholarship Winners
Two Oakton students garnered prestigious national scholarships. Kyle Van den Bosch, the College’s 2011 Commencement speaker, was among 80 students in the country to receive a Morris K. Udall and Stewart L. Udall Foundation Scholarship for his commitment to an environment-related career. Dayani Pieri was one of 20 students nationwide to earn a $5,000 Guistwhite Scholarship, which recognizes the scholarly achievements of Phi Theta Kappa (PTK) members. PTK, the international honor society for two-year colleges, also named Van den Bosch and Pieri as 2011 Coca-Cola Community College Academic Team Gold Scholars, providing each with an additional $1,500 scholarship.

Blue Ribbon Technology Gurus
Oakton’s Association of Information Technology Professionals Chapter came out on top at the AITP National Conference in Orlando, Florida. Students Scott Andrews, Brad Campbell, Elena Papastefan, Kathy Ryan, and Daniel Wilczak captured first place in the Web design competition, which challenged teams to build a Web site for a nonprofit organization. Oakton’s winning entry for The South Church in Mount Prospect, Illinois, finished ahead of 19 other contenders from around the nation. In the banner competition, Ryan won second place in the professional category and third place in the artistic category.
Nurse Educator
Dawn Kuerschner, associate professor of nursing, received a $10,000 Nurse Educator Fellowship from the Illinois Board of Higher Education (IBHE) to pursue professional development activities. The funds will help Kuerschner complete her doctorate in education, with a focus on nursing education—skills she’ll bring back to her students at Oakton.

Mad Men (and Women)
Introduction to Advertising students Quinn Carson, Agnieszka Kowalczyk, Andrew Rosset, Natasha Shino, and Judith Wojnar captured the $500 first prize in Best New Ad.com’s contest to develop an ad for LifeSource, the largest blood center in Illinois. The team’s 60-second radio spot, “Share Your Blood, Show Your Love,” encouraged college students to donate blood. LifeSource featured the ad during its fall 2010 advertising campaign. Fellow student Ross Donewald received a “Best Video” award in the same contest.

Inspired Teaching
Some 200 participants came to the Des Plaines campus for “We Are Oakton: 40 Years of Inspired Teaching” in November 2010. Hosted by Oakton’s Educational Foundation, the event showcased a number of the College’s stellar faculty. Keynoter Bill Kurtis, CBS-Channel 2 anchorman, spoke on “Eating for the Earth,” and recounted his experience founding the Tallgrass Beef Company, which raises and markets grass-fed beef. In eight mini-classes, Oakton faculty members did what they do best: engage, enlighten, and educate. Topics ranged from eastern medicine and media literacy to the ecological impact of invasive species, urban farming, and finding one’s creative edge.

Early Childhood Education Library
Launched with a $3,500 grant from Oakton’s Educational Foundation, a new collection in the library at the Skokie campus now offers early childhood education students and faculty members a rich variety of supplemental teaching materials, including activity resource books, children’s literature, and multimedia kits.

Health Care Boost
With a $10,000 grant from the Rice Foundation, the Division of Science and Health Careers purchased a medication dispenser station simulator and its supporting software. The new equipment will enhance learning for students enrolled in pharmaceutical preparation, pharmacy technology, and nursing by providing “real world” experience with the dispenser, commonly used in medical labs, pharmacies, clinics, and hospitals.
Facilities Master Plan
In December 2010, Oakton’s Board of Trustees approved a five-year Facilities Master Plan that will help foster student success. Developed by Legat Architects, the $68.5 million initiative will add more than 75,000 square feet to the Des Plaines campus, create 2,000 new jobs, and pump more than $130 million into the local economy. During the first half of 2011, the College partnered with William Blair & Company and PMI Group, Inc. to finalize financing for the plan—and brought Turner Construction on board as general contractor. Below are some of the project highlights.

- A new Science and Health Careers Building will feature state-of-the-art science labs, flexible learning areas, and enhanced technology. The facility, located to the east of the Des Plaines campus building, will enable the College to keep pace with the increasing demand for health career and science programs.
- An Enrollment Center will integrate student services for admission, advising and counseling, financial aid, registration, and records. Located adjacent to the Des Plaines campus building by Parking Lot D, the Center will create a convenient and welcoming environment that enhances students’ early connections to Oakton.
- A Student Gathering Center, created in existing space, will overlook the lake at the Des Plaines campus. The Center will accommodate growing and diverse student clubs and organizations, informal recreational space, and group study and meeting rooms.
- Classroom improvements for approximately 50 classrooms at the Des Plaines campus will include upgraded technology, lighting, furniture, and finishes.
- Infrastructure improvements will include roof replacement at both campuses; upgrades of the heating, ventilating, and air conditioning (HVAC) systems; enhancements to the parking lots and roads; courtyard pavement replacement; locker room and washroom renovations; and more.
- Green Campus elements, will incorporate permeable or reflective pavement, bio swales, daylight harvesting, on-site composting, and rain water harvesting.
GOAL
INNOVATIVE LEARNING FOR LOCAL AND GLOBAL CITIZENSHIP

OBJECTIVE
We will evaluate and change Oakton’s academic programs and learning opportunities to foster local and global citizenship and to meet clearly identified student and community needs.
**NASA Robots**

Students in the Engineering and Physics Club recently hit the road and headed for Florida, accompanied by a “lunabot” named HOPE. Their goal? To move 10 kilograms of “lunar material” in 15 minutes from 60 meters away—the challenge posed by NASA for its Second Annual Lunabotics Mining Competition. Seventy-two colleges and universities from around the globe entered the contest, and Oakton was the only community college in the mix. The team built HOPE on a shoestring budget of $2,000, using basic materials picked up at Home Depot and Menards. Six months of hard work paid off when HOPE became one of only 37 ‘bots to compete at the Kennedy Space Center—and one of only 18 to appear in the final showdown at the NASA arena.

**Helping the Homeless**

Twelve members of Oakton’s newly-formed Habitat for Humanity Chapter traveled to Oak Ridge, Tennessee, during spring break to lend a hand to Habitat’s Anderson County Affiliate. From re-roofing an entire house and landscaping a new yard to cleaning out a Habitat store gutted by fire, the trip was a revelation for students and their advisors, who gained a deeper understanding of the challenges facing those who are homeless—and how easy it can be to make a difference. The experience energized the group, which made a second trip to a Habitat site in Holland, Michigan, over the summer.

**Lt. Governor Simon on Campus**

In June, Lt. Governor Sheila Simon stopped at Oakton during her tour of Illinois’ 48 community colleges to promote President Obama’s goal of having 60 percent of working-age adults obtain college degrees or certificates by 2025. More than 25 students, faculty, administrators, and Trustees joined President Margaret B. Lee for the 90-minute session, sharing success stories and challenges. The group outlined Oakton’s efforts to increase completion rates and connect students to the workforce, highlighting the College’s ROADMath program (see page 16), the Undergraduate Research Collaborative in biology and chemistry, and the “Ready to Work” initiative.

**Fire Safety Partners**

For many years, the City of Des Plaines Fire Department relied on hand-drawn paper plans of local buildings to identify exits, fire safety features, and structural hazards—vital information during fires and other emergencies. But the drawings were difficult to update and cumbersome to access. Last spring, the City turned old records for approximately 60 high-risk local properties over to Oakton’s Emergency Response Pre-Plan Design class. Students created an electronically-drawn plan for each structure. Now, a link on the City’s geographic information system (GIS) enables first responders to quickly pull up the drawings on in-vehicle computers while at the scene of an emergency.

**Public Health Partners**

Nursing students gave the Village of Skokie a shot in the arm during fall 2010, helping to administer more than 3,000 H1N1 vaccinations to residents at a Village-sponsored flu clinic. The Skokie Board of Trustees subsequently presented Oakton with a “Partners in Healthcare” Award.

**South Asia Reprise**

For the second consecutive year, Oakton received the prestigious Undergraduate International Studies and Foreign Language Program (UISFL) Grant from the U.S. Department of Education. With this $80,000 funding, the College developed curriculum and opportunities for students and faculty related to South Asia. For example, eight students, accompanied by Professor of English Madhuri Deshmukh, spent a month studying at English and Foreign Language University (EFLU) in Hyderabad, India; Hrishikesh Ingle, Ph.D., a visiting professor from EFLU, spent the spring 2011 semester teaching film studies at Oakton; and the College’s Teaching South Asia Critically conference brought prominent academics together to discuss best practices for integrating South Asian curricula.
**Passage from India**
Oakton welcomed Zeeshan Ali, a visiting Fulbright Language Teaching Assistant from India, in August 2010. Ali helped design and teach two new courses for the 2010-2011 academic year: Beginning Hindi-Urdu I and Beginning Hindi-Urdu II.

**Manpower Outlook**
Oakton’s Business Institute partnered with Manpower Group, Inc., a world leader in innovative workforce solutions, to present quarterly reports highlighting the results of the company’s Employment Outlook Survey. With responses from more than 63,000 employers in 39 countries, the survey is one of the most trusted sources of employment activity in the world. These free presentations—open to area businesses and the entire community—forecast industries looking for employees in the next quarter and workforce skills in high demand, and examine how Chicagoland compares with the global employment outlook.

**Bright Futures**
In May, 350 young women from 13 area middle schools gathered at the Skokie campus to attend “Futures Unlimited,” a program that explores math- and science-related career options. Participants attended more than a dozen workshops focusing on such topics as biology, chemistry, energy, and physical therapy. In addition, students met female role models from various professions including dentistry, computer science, chiropractics, and aviation.

**Russian Visitors**
A contingent of Russian scholars visited Oakton in April to gain insight about the operation of community colleges. In addition to observing classes, the team met with Oakton administrators and faculty to explore ways of developing higher learning institutes that offer associate degrees and career programs in their native country.

**Down to The Wire**
Last spring, ten students in a unique “learning community” gained a new perspective on business principles through the prism of HBO’s award-winning series *The Wire*. The show, focused on Baltimore’s police department and a powerful drug gang, brought many standard management concepts to life in an easy-to-understand way. Tracy Fulce, assistant professor of marketing, and Will Crawford, associate professor of English, team-taught the course—which combined Oakton’s Principles of Management and Composition I classes—challenging students to consider what it takes to successfully manage a business.
PROGRESS

Illinois workNet Center
Oakton became an Illinois workNet Center in November 2010. Funded by the Illinois Department of Commerce and Economic Opportunity to “train, connect, and develop Illinois’ workforce,” workNet Centers provide an array of support services for displaced workers and for employers. At Oakton’s Center, located on the Des Plaines campus, clients can meet with career counselors for skills evaluation, use computers to conduct a job search, attend developmental workshops, and access funding for training and educational programs. Employers can tap into recruiting, hiring, and training expertise.

Web Enhancements
Work continued to improve access to key information about classes, programs, and activities at the College. Web pages for all academic departments, athletics, and special programs such as STEM and Global Studies migrated to new, improved templates, and videos and podcasts now play a more prominent role on the site. From the Career Services page, students can view short “CareerSpot” videos about topics such as creating cover letters, building a resume, and networking. Learning Center podcasts focus on test-taking tips, test performance analysis, “overcoming the textbook,” and more.

Beyond Oakton
Students of all ages can access Oakton classes throughout the College’s district and beyond. The Alliance for Lifelong Learning offers noncredit classes at 166 off-site locations, from public libraries and high schools to local restaurants, the Chicago Botanic Garden, and senior living facilities. The College offers continuing education for health professionals at 100 locations, including the Chicago Police Department, the Peoria Civic Center, the Will County Health Department in Joliet, and Glenbrook Hospital.

Cloud Cover
Oakton hosted several dignitaries during Midwest Academic and Resilience Cloud Computing Consortium (MARC3) meetings at the Skokie campus. MARC3 is a group of colleges, universities, and industry partners that investigates the use of “cloud computing”—internet-based on-demand data storage—for businesses. Keynote speakers included Christian Tanasescu, SGI vice president of software engineering; Congresswoman Janice Schakowsky; and Skokie Mayor George Van Dusen.

Online Courses
During the 2010-2011 academic year, 4,459 students enrolled in 357 online course offerings. Distance learning options cover the gamut, from Principles of Financial Accounting and Building a Web Page to the History of the Holocaust, Applied Mathematics, World Religions, and more.
To Our Health
Oakton’s Wellness Committee kicked into high gear, designating 2010 - 2011 as “The Year of Wellness.” More than 600 employees and students participated in at least one Wellness event, including a “Know Your Numbers” health fair, offering free blood pressure, cholesterol, and glucose screenings; “Unlocking the Wellness Code,” a series of seminars about healthy eating led by noted nutritionist Carol Wagner; and the first “From Couch to 5K Run/Walk” at the Des Plaines campus in May. The Wellness Committee also educated employees about ways they could reduce their health care costs, from choosing generic prescriptions to managing sick time wisely. Throughout the year, 24 nursing students helped out, volunteering more than 70 hours of their time.

Art Matters
Through generous donations, the Koehnline Museum of Art acquired two bronze sculptures by Austrian-born sculptor Egon Weiner (1906-1987). The Trolls (c. 1960s) now holds pride of place in the Skokie campus Pavilion atrium, while The Reaper (c. 1930s) graces the Des Plaines campus library. The Museum’s Otto Neumann (1895-1975) collection also added eight works on paper by this German painter and printmaker.

Make a Difference Day
A dozen Oakton students and employees helped out at Hilda’s Place homeless shelter in Evanston on “Make a Difference Day” in October 2010. Volunteers brought food donated by Sodexo and prepared a dinner of lasagna, salad, garlic bread, and brownies for the residents. As part of a month-long campaign to raise awareness about hunger and poverty, the College also donated more than $350 and non-perishable food items to the shelter. The Self-Help Closet and Pantry of Des Plaines also benefitted from this initiative. Contributions helped provide more than 1,400 meals for those most in need.

Thanksgiving Food Drive
The College community gave generously during Oakton’s “Everything but the Turkey Thanksgiving Food Drive” to benefit the Northfield Township Field Pantry. The donation helped more than 85 families enjoy a holiday meal.

Author! Author!
Adjunct instructors with recently published books took a bow at a recognition reception in February. Oakton’s Adjunct Faculty Association honored David Arieti, biology instructor (The Earth Is My Patient); Nathan Harpaz, art instructor (A Gift to Biro-Bidjan: Chicago, 1937 - From Despair to New Hope and The Oakton Community College Collection of Stone Prints by Will Peterson and His Contemporaries); Jackie McNeilly, CTIS instructor (How Uncle Russ Learned to Swim); Jacob Nieva, biology instructor (Prognosis Disaster); Thomas Sanfilip, English instructor (The Art of Anguish, Last Poems, and Myth: A Poem); Richard Smelter, political and military history instructor (Colt Army Revolver: The Life and Times of a Gunman); and Barbara Dean Vallaly, history instructor, (Life on East 76th Street and Life on East Center Street).

Great Books Club
A thriving Great Books Club, open to any Oakton employee, meets monthly over the lunch hour to discuss a wide range of challenging works. In 2010-2011, the group tackled (among others) Thomas Paine’s Common Sense, Jane Austen’s Persuasion, Mario Vargas Llosa’s The Storyteller, and W.E.B. Du Bois’ The Souls of Black Folk.
PROGRESS

Still I Rise
Oakton partnered with Maine East High School’s Black Student Union to host its second Black Teen Summit, “Still I Rise,” at the Skokie campus. More than 180 young men and women from nine area high schools attended the day-long event, which featured motivational speaker Allen J. Bryson. Panels comprising Oakton faculty and staff, as well as representatives from local colleges, discussed college and career opportunities.

NAACP Award
The Evanston-North Shore Branch of the National Association for the Advancement of Colored People (NAACP) honored President Margaret B. Lee with a community service award for her educational leadership. The NAACP recognized her dedication to enhancing race relations and representing American community colleges as a member of a U.S. State Department delegation to India.

Tales from the Windy City
In December 2010 the Chicago Writer’s Series featured author Bayo Ojikutu, award-winning author of two books set in the Windy City: 47th Street Black and Free Burning. Ojikutu received the Washington Prize for Fiction and the Great American Book Award.

Handicap This!
The Performing Arts at Oakton premiered an original work, Handicap This!, in September 2010 and January 2011. The play challenges perceptions of what it’s like to live with a disability, recounting the true story of Oakton student Mike Berkson, an extraordinary young man who lives with cerebral palsy, and his best friend and personal aide Tim Wambach. The young men partnered with playwright Molly Mulcrone for two years to shape the script, and they’re the stars of the show, which covers such topics as depression, dating—and even personal hygiene. The show’s mantra is “improvise, adapt, overcome,” and Berkson and Wambach will be taking that message on the road as Handicap This! leaves the College and heads on to other theater venues in the Chicago area.

Safe Zone
In September 2010 the Office of Access, Equity, and Diversity partnered with the Diversity Council to host Safe Zone training. Facilitated by Liz Thompson, interim director of the University of Illinois at Chicago’s Gender and Sexuality Center, the day-long session equipped 34 employees to become members of Oakton’s “Safe Zone,” a source of support and affirmation for gay, lesbian, bisexual, transgender, and questioning students and employees.

Women and the Holocaust
Wendy Sarti, professor of history, chronicled the role of women during the Holocaust at the Illinois Holocaust Museum in Skokie last April. Although sometimes seen as unwilling accomplices in the Third Reich’s mass genocide, some German women agreed with Hitler’s policies and took an active part in the Holocaust. Sarti shines a spotlight on this issue in her book, Women and Nazis: Perpetrators of Genocide and Other Crimes During Hitler’s Regime, 1933–1945.

Anti-Racism Training
More than 20 employees participated in two-and-a-half-days of anti-racism training facilitated by Crossroads Anti-Racism Organizing and Training in September 2010. Attendees explored how to foster a more compassionate learning and working environment.

GOAL

ANTI-BIAS COLLEGE

OBJECTIVE

We will continue to transform Oakton’s practices, curricula, and ways of engaging with one another in order to overcome racism and other forms of bias.
The Way to Success
La Via, a seminar designed for Latino junior and senior high school students, attracted 126 participants in March—an increase of more than 10 percent over the previous year. The event introduced teens to Oakton and provided information about the higher education process as a whole. Participants learned about college admission and financial aid, degree and career options, the transition from high school to college, student support services, and student life opportunities. Current Oakton students, including members of the Hispanic Club, also shared their experiences.

Fragments of Color
German artist Georg Stahl immigrated to the Netherlands in 1930 to escape Hitler's Third Reich, but his paintings continued to reflect his personal experiences of political persecution, exile, and financial difficulties. In September 2010 Oakton’s Koehnline Museum of Art featured the artist’s dynamic compositions from the 1950s and 1960s in Fragments of Color: Georg Stahl.

Pan African Connection Summit
The 2011 Pan African Connection Summit in February focused on the achievements of African-American students and opportunities for success. DeRionne Pollard, Ph.D., president of Montgomery College in Maryland, delivered the keynote address, “The Power Within: Our Impact on Student Success.”

Pay Equity Day
Oakton’s American Association for Women in Community Colleges Chapter (AAWCC) celebrated National Pay Equity Day last April by sponsoring a clothing drive to benefit Clothes for Fitting Futures, a nonprofit that provides low-income women with interview-appropriate apparel. The Chapter also screened the film Made in Dagenham, which chronicles the 1968 sewing machinists’ strike for equal pay at the Ford plant in Dagenham, England—an initiative that helped end gender-based pay discrimination around the globe and led to the Equal Pay Act of 1970.

At the Border
The 2010 Women's and Gender Studies Conference—At the Border: Transformation and Transition in Contemporary Feminism—featured works by academics, activists, writers, and artists that examine the many ways in which the concept of border and border crossings informs feminist discourse. Attracting 300 participants, the conference featured a keynote address by Julia Serano, Ph.D., writer, award-winning poet, activist, musician, biologist at University of California–Berkeley, and male-to-female transsexual. Mexican-born playwright Tanya Saracho, resident playwright at Teatro Vista and a Goodman Theater fellow, headlined the plenary session.

Girl Power
Oakton received a $1,000 mini-grant from the National Girls Collaborative Project, which brings together more than 8,800 “girl-serving” organizations across 33 states to address gender equity in science, technology, engineering, and math (STEM). Funds enabled the College’s Center for Promoting STEM to develop an event for parents that provided valuable information about encouraging and supporting their daughters in STEM disciplines.

Attracting 300 participants, the conference featured a keynote address by Julia Serano, Ph.D., writer, award-winning poet, activist, musician, biologist at University of California–Berkeley, and male-to-female transsexual. Mexican-born playwright Tanya Saracho, resident playwright at Teatro Vista and a Goodman Theater fellow, headlined the plenary session.
GOAL

GREEN COLLEGE

OBJECTIVE

We will respect, conserve, and improve the environment through our academic offerings, learning opportunities, and ecologically sound practices.
Native Landscaping and Conservation Award
The U.S. Environmental Protection Agency and Chicago Wilderness honored the College with a 2010 Conservation and Native Landscaping Award, which recognizes exceptional projects that incorporate native landscaping, ecosystem restoration, and protection and/or conservation design. The College restored 50 acres of remnant woodlands and reconstructed seven acres of grassland, preserving precious habitat for 400 native plant species.

Food Matters
Healthy eating is inexorably linked to a healthy planet. This theme rippled through campus last year during Oakton’s “Food Matters” service learning initiative. Faculty members wove concepts about food production, healthy eating, and the socio-economic impact of a “cheap food” policy into a range of unique service projects. An economics class investigated how demand, supply, cost, and regulation affected student food choices. Business students surveyed local restaurants regarding their purchase of locally-produced food. Chemistry students helped two Evanston elementary schools test the soil in their community gardens. And students in a composition course crafted opinion essays on nutrition and food policy, and paid a visit to Evanston’s Talking Farm, a nonprofit that raises awareness about the benefits of locally-grown food.

Down on the Farm
As a part of the Food Matters initiative, Terra Brockman, author of The Seasons on Henry’s Farm: A Year of Food and Life on a Sustainable Farm, spoke at both campuses last February. The book tells the story of Brockman’s brother and his Illinois farm—which grows healthy food using sustainable methods that protect the land.

Earth Days
Advising and Counseling and the Ecology Club teamed up to sponsor two days of Earth Day activities in April. Students and employees beautified the Community Garden at the Des Plaines campus, tackling weeds, spreading woodchips, and planting fruit trees and vegetable seeds for the summer. At the Skokie campus, a recycling campaign collected hundreds of plastic bags—enough to fill an industrial-sized garbage can.

Efficiency Pays Dividends
Replacing the drives and motors of the heating, ventilation, and air conditioning (HVAC) equipment at both campuses with more energy-efficient parts paid off for Oakton when the Illinois Department of Commerce and Economic Opportunity provided the College with a $75,000 rebate for completing the project.

Scrap Metal
When it came time to replace its worn-out gym bleachers, Oakton found ways to responsibly recycle the material. Approximately 10,000 pounds of steel found its way to a scrap metal company in Chicago, and Georgia-based Frix Installations salvaged 1,600 wooden boards that will be transformed into playground equipment.

Paperless Billing
In 2010 the College shifted to a paperless billing system, eliminating 25,000 paper bills that were previously mailed each academic year. The move will save thousands of trees—and result in substantial savings.
Raiders Score
Oakton’s nationally-ranked men’s soccer team, led by coach Steve Brody, won 16 matches during the 2010 season—setting a College record. For the first time in College history, the Raiders captured the NJCAA Region IV Tournament and advanced to the Great Lakes District Championship. The team came within one victory of making its first appearance in the National Junior College Athletic Association (NJCAA) Division I Men’s Soccer National Championship. Continuing its stranglehold on the Illinois Skyway Collegiate Conference, the Raiders won their third consecutive conference title. Along the way, Brody earned Coach of the Year and Oakton stretched its unbeaten streak in conference play to 21 matches, dating to 2008. In other sports, freshman Kathleen Alfredson gained the distinction of being the first women’s intercollegiate golfer in College history when she teed off at the Robert Morris University Golf Classic in September 2010. The men’s tennis team qualified for the NJCAA Division I National Tournament in Plano, Texas, for a second consecutive year, finishing 20th in nation. And in November 2010, sophomore Anna Galvez and freshman Sonia Shah-Gonzalez traveled to Spartanburg, South Carolina, to represent Oakton at the 2010 NJCAA Division I Men’s and Women’s Cross Country Championships, joining more than 600 runners representing 50 institutions in 15 states.

Moving On
More than 250 traditional-age and adult learners attended a Transfer College Fair last February. Sponsored by Oakton’s Advising and Counseling Services, the Fair featured 54 Midwest colleges and universities. Oakton students transfer to more than 600 colleges and universities around the country.

ROADMath
Oakton’s new ROADMath initiative helps students move quickly through their pre-college math requirements. Funded by a $40,000 grant from the National Center for Academic Transformation (NCAT), with support from the Bill and Melinda Gates Foundation, the computer-based program addresses each student’s skill level. Students complete course modules, progressing to higher levels as they master each concept. Often, they can finish several modules in a semester—and enroll in college-level math courses faster.

Journey to Success
To encourage student success—and improve retention—Oakton launched a new mandatory orientation program for traditional-age students over the summer. Incoming freshmen attended the “Journey to Success” event, learning about degree requirements, class schedules, and college resources—and then met with an advisor to select their courses. Participants received a “passport” that encouraged them to attend other events and activities throughout the fall.

Student Relief
When the Board of Trustees approved a 2.7 percent raise for President Margaret B. Lee last December, she chose to donate the entire amount—more than $6,000—to the Oakton Educational Foundation’s Student Relief Fund. The Fund provides assistance to students who experience undue hardships that may prevent them from paying tuition and other fees.

Adult Literacy Grant
With help from a $25,000 adult literacy grant awarded by Chicago Tribune Charities, a fund of the McCormick Tribune Foundation, Oakton’s Volunteers in Teaching Adults (VITA) program continued its work with those seeking to enhance their English speaking, reading, and writing skills. Each semester, the College provides free English as a Second Language (ESL) classes to approximately 3,000 adults. The grant funds volunteer training and the purchase of instructional supplies.
GOAL
FINANCIAL STEWARDSHIP

OBJECTIVE
We will use our resources to advance our mission and goals while maintaining adequate reserves for the future.
Scholarships
In 2011, the College awarded $597,506 in financial aid to 517 students, including Educational Foundation and institutional scholarships and Student Government Association grants. New scholarships include the Roberto and Zoila Caballero Scholarship, an Early Childhood Education Scholarship, the Greenspan Family Scholarship, P.E.O. Sisterhood Scholarship, and the Glenview State Bank Scholarship. The Ernest C. Wentrcher Foundation once again provided additional support for 10 Wentrcher Scholars who graduated from Oakton with a G.P.A. of 3.0 or better and transferred to a four-year college or university.

Grants
Oakton continued to seek alternative funding to supplement programs and student support services while enhancing partnerships with businesses, other community colleges, and government agencies. During 2011 the College received more than $2.9 million in federal, state, local, and private grants.

National Center for Excellence in Supply Chain Technology Education
Oakton will receive $160,000 of a four-year, $3.5 million National Science Foundation grant to establish a National Center for Excellence in Supply Chain Technology Education. More than 11 million people work in the supply chain field, which facilitates the storage and efficient movement of large volumes of goods from manufacturers to consumers. Today’s sophisticated supply chain technologies include radio frequency identification (RFID), geographic information systems (GIS), robotics, and product lifecycle management. Led by Norco Community College in Riverside, California, the Center will develop new certificate programs and curricula that prepare students to work in the growing supply chain labor force. Ultimately, the goal is to increase the number of skilled supply chain technicians by 14,000 over four years. As a part of that effort, Oakton will develop, host, and maintain a Web site to disseminate best practices and serve as the Center’s consulting service. Other partners include Sinclair Community College in Ohio, Jefferson Community and Technical College in Kentucky, and Tacoma Community College in Washington.

Workforce Board of Northern Cook County
Oakton continued its grant partnership with the Workforce Board of Northern Cook County for a second year, reaching out to adults affected by lay-offs, downsizing, and outsourcing. Funding from the Board helped the College develop its “Fast Forward” program for dislocated workers in need of job search and computer skills training. The program also provides advising and support services to newly-unemployed workers and U.S. military veterans seeking to enter or re-enter the workforce.

TRiO
Oakton’s TRiO Program assists students who are the first in their families to attend college—or have a critical financial need. Now in the second year of a five-year $1.5 million grant from the U.S. Department of Education, TRiO provides a caring “home base” for more than 200 students each year who need help navigating the path toward earning an associate’s degree. Through the program, students can access academic advising, math tutoring, transfer assistance, financial guidance and scholarship search information, and technology assistance.

Illinois Board of Higher Education
The IBHE recognized Oakton’s exemplary Department of Nursing with two grants this year. Associate Professor Dawn Kuerschner was one of 18 recipients statewide to receive a $10,000 Nurse Educator Fellowship (see page 4)—the third fellowship awarded to a member of Oakton’s nursing faculty. In addition, Oakton received an IBHE Nursing Improvement Grant to support students who struggle with testing and reduce attrition in the nursing program. A retention specialist helps students with their test-taking skills, thereby improving their academic success and ultimately preparing them for the NCLEX-RN requirement for state licensure.

STEM
Qualified Oakton students interested in pursuing a career in science, technology, engineering, or mathematics are eligible to receive tuition assistance by tapping into a $200,000 National Science Foundation scholarship fund. In addition, students in career or technical programs benefit from support staff and equipment funded through the Federal Carl D. Perkins grant program.

State of Illinois
State grants awarded this fiscal year supported student success initiatives, adult education and literacy programs, capital building, cooperative internships, and fine arts programs.
Oakton remains fiscally sound. A complete financial condition and history based on assets, liabilities, and net assets for all funds and account groups are detailed extensively in the College’s Comprehensive Annual Financial Report for each of these years (www.oakton.edu/cafr).

Assets
Current assets are those resources reasonably available within one year. Unlike other forms of assets, cash and equivalents such as checking account balances can be used immediately for current operational needs, such as meeting the payroll or paying vendors. Short-term investments represent the College's holdings in allowable financial instruments due within one year, such as the State Treasurer’s Pool. Receivables represent those monies due to the College but not yet available for use; examples include property taxes not yet paid for the remainder of the current levy and half of the estimated levy for the coming year and accrued interest.

Condensed Statement of Net Assets and History as of June 30

<table>
<thead>
<tr>
<th>FY 07 (000)</th>
<th>FY 08 (000)</th>
<th>FY 09 (000)</th>
<th>FY 10 (000)</th>
<th>FY 11 (000)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$464</td>
<td>$308</td>
<td>$3,114</td>
<td>$4,152</td>
</tr>
<tr>
<td>Property Tax Receivable, net</td>
<td>35,641</td>
<td>38,405</td>
<td>39,750</td>
<td>38,493</td>
</tr>
<tr>
<td>Student Tuition and Fees, net</td>
<td>3,479</td>
<td>3,717</td>
<td>5,938</td>
<td>6,746</td>
</tr>
<tr>
<td>Other Accounts Receivable</td>
<td>1,833</td>
<td>1,480</td>
<td>4,795</td>
<td>1,832</td>
</tr>
<tr>
<td>Inventory</td>
<td>1,097</td>
<td>675</td>
<td>1,213</td>
<td>1,295</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>908</td>
<td>870</td>
<td>583</td>
<td>1,161</td>
</tr>
<tr>
<td><strong>Noncurrent Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debt Certificate Issuance Cost</td>
<td>2,291</td>
<td>1,898</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted Cash and Cash Equivalents</td>
<td>2,291</td>
<td>1,898</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long-term Investments</td>
<td>18,318</td>
<td>32,922</td>
<td>20,173</td>
<td>34,159</td>
</tr>
<tr>
<td>Property Tax Receivable</td>
<td>17,998</td>
<td>18,964</td>
<td>19,500</td>
<td>20,235</td>
</tr>
<tr>
<td>Student Loans</td>
<td>3</td>
<td>3</td>
<td>122</td>
<td>79</td>
</tr>
<tr>
<td>Capital Assets</td>
<td>87,529</td>
<td>88,180</td>
<td>88,066</td>
<td>83,610</td>
</tr>
<tr>
<td>Less: Accumulated Depreciation</td>
<td>(25,481)</td>
<td>(27,158)</td>
<td>(29,314)</td>
<td>(27,225)</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>202,653</strong></td>
<td><strong>213,433</strong></td>
<td><strong>220,288</strong></td>
<td><strong>228,027</strong></td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>520</td>
<td>1,449</td>
<td>2,069</td>
<td>2,144</td>
</tr>
<tr>
<td>Accrued Payroll</td>
<td>1,522</td>
<td>838</td>
<td>861</td>
<td>881</td>
</tr>
<tr>
<td>Accrued Interest Payable</td>
<td></td>
<td></td>
<td></td>
<td>92</td>
</tr>
<tr>
<td>Other Accrued Liabilities</td>
<td>1,064</td>
<td>983</td>
<td>1,825</td>
<td>1,929</td>
</tr>
<tr>
<td>Unearned Revenues</td>
<td>42,292</td>
<td>45,255</td>
<td>48,434</td>
<td>49,883</td>
</tr>
<tr>
<td>Current Portion of Long-Term Debt</td>
<td></td>
<td></td>
<td></td>
<td>1,600</td>
</tr>
<tr>
<td><strong>Noncurrent Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accrued Compensated Absences</td>
<td>1,096</td>
<td>1,191</td>
<td>1,315</td>
<td>1,414</td>
</tr>
<tr>
<td>Other Accrued Liabilities</td>
<td>5,705</td>
<td>5,696</td>
<td>5,451</td>
<td>5,879</td>
</tr>
<tr>
<td>Unearned Property Tax Revenues</td>
<td>17,998</td>
<td>18,964</td>
<td>19,110</td>
<td>19,830</td>
</tr>
<tr>
<td>Long-Term Debt Certificates</td>
<td></td>
<td></td>
<td></td>
<td>28,500</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td><strong>70,197</strong></td>
<td><strong>74,376</strong></td>
<td><strong>79,065</strong></td>
<td><strong>81,960</strong></td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Invested in Capital Assets</td>
<td>62,049</td>
<td>61,022</td>
<td>59,109</td>
<td>56,385</td>
</tr>
<tr>
<td>Restricted</td>
<td>21,746</td>
<td>22,456</td>
<td>22,671</td>
<td>22,416</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>48,662</td>
<td>55,579</td>
<td>59,800</td>
<td>67,266</td>
</tr>
<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td><strong>$132,457</strong></td>
<td><strong>$139,057</strong></td>
<td><strong>$141,580</strong></td>
<td><strong>$146,067</strong></td>
</tr>
</tbody>
</table>
Noncurrent assets are the College’s long-term financial and plant resources. Restricted cash is the College's escrow contribution to the state-supported construction at the Skokie campus. Long-term investments represent the College's holdings in allowable financial instruments due in more than one year, such as T-Bonds and GNMA's. Plant and equipment account for the College’s equity in land, buildings, real estate improvements (such as roads and security lighting), and capital equipment expenses such as computer network servers and digital projectors. Property tax receivable includes the second half of the estimated levy for the coming year. Student loans are the outstanding balances due for loan programs. Depreciation is the recovery of the costs of plant and equipment over their expected useful lives. The debt certificate issuance cost relates to the issuance of the Series 2001 Debt Certificates as described below. The costs include underwriter, bond counsel, financial advisors, and legal fees.

Liabilities
Current liabilities are short-term obligations. Accrued payroll, accounts payable, and other accrued liabilities represent amounts due to employees or vendors for services, supplies, or equipment provided to the College. Unearned revenues include property taxes from the current levy and half the estimated future levy legally collectible but not income until after the end of the fiscal year. The current portion of the long-term debt and related accrued interest payable relates to the issuance of the Series 2011 Debt Certificates to finance the Science and Health Careers Building pursuant to the District’s five-year Facilities Master Plan. Noncurrent liabilities represent long-term obligations, usually due over a number of years. These include: estimated amounts of accrued compensated absences; net other post-employment health care benefits (OPEB) liabilities that will not be paid within the next fiscal year; property tax levies accrued; and the Series 2011 Debt Certificates that are restricted to fiscal years beyond the next fiscal year.

Net Assets
Net assets are either the accumulated resources invested in plant and equipment or resources available with or without restriction; the latter generally is available for payment of future expenses.

Property Taxes
The local property owner has provided almost 42.1 percent of total resources over the last five years. However, for a typical homeowner, Oakton’s 2010 rate of 0.160 dollars per $100 assessed valuation represents only 2.20 percent of the tax bill, compared with a high school rate more than 10 times higher, or the combined county rate more than five times higher. Property taxes are a significant source of revenue for all Illinois community colleges. Based on the latest available state-wide comparative data (2009 levy), Oakton has the lowest property tax rate in the state. In that year, Oakton’s total rate was 0.140; the average total rate for the 10 local community college peer group was 0.266; the highest rate in the state was 0.770; and the average rate for all community colleges in the state was 0.415.

2009 Property Tax Rates
for a typical homeowner in Oakton’s district

<table>
<thead>
<tr>
<th>Taxing Body</th>
<th>Rate</th>
<th>%Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>County</td>
<td>0.733</td>
<td>11.54%</td>
</tr>
<tr>
<td>City</td>
<td>1.059</td>
<td>16.67%</td>
</tr>
<tr>
<td>Township</td>
<td>0.117</td>
<td>1.84%</td>
</tr>
<tr>
<td>Grade School</td>
<td>2.686</td>
<td>42.29%</td>
</tr>
<tr>
<td>High School</td>
<td>1.617</td>
<td>25.46%</td>
</tr>
<tr>
<td>Oakton</td>
<td>0.140</td>
<td>2.20%</td>
</tr>
<tr>
<td><strong>Total Rate</strong></td>
<td>6.352</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

*In dollars per $100 of equalized assessed valuation

Credit Hour Enrollment History
Fiscal Years 2002-2011

The success in maintaining total credit hour enrollment over the last 10 years represents the College’s efforts to meet the educational requirements of the community by providing quality instruction, superior facilities, and course offerings that accommodate student needs.
Revenues by Source
Local residential and business property owners continue as the primary source of revenues for the College, followed in order by student tuition and fees, state grants and contracts, and auxiliary enterprises. However, the property tax cap law will limit increases from this revenue stream in the future, and will require the College to actively seek other avenues of funding to support educational and community services to students and District residents.

Operating Revenue for the 12 months ending June 30, 2011, was $25.3 million, a near flat increase of $100,000 as compared to the prior year’s revenue of $25.2 million. The increase is primarily attributable to royalty income of $1 million received during the year relating to the leasing of the College’s FCC license. The royalty income increase was offset by a decline in bookstore revenue sales of $428,000 because of competition and reduced student enrollment, and a decline of $500,000 in funding for strategic initiatives due to the completion of major initiatives in the previous fiscal year, including the College’s new Web site design.

Non-operating Revenue for the 12 months ending June 30, 2011, was $72.6 million, an increase of $3.8 million as compared to the prior year’s revenue of $68.8 million. The increase is attributable to several factors. The State of Illinois contribution on behalf of Oakton for employees participating in the State’s SURS Program increased by $1.2 million from the previous fiscal year. The Federal Pell Financial Aid Award revenue increased by $1.5 million from the prior year, driven by the increase in the number of students qualifying for Federal financial aid and the increase in the maximum student Pell award from $5,350 in the previous year to $5,550 for the current fiscal year. Property and replacement taxes increased by $1.4 million from the previous fiscal year from the increase in the District’s equalized assessed valuation.

The revenue increase was offset by declining investment yields of $1.4 million as compared with the previous fiscal year.

Revenues for the years ended June 30

<table>
<thead>
<tr>
<th></th>
<th>FY 07 (000)</th>
<th>FY 08 (000)</th>
<th>FY 09 (000)</th>
<th>FY 10 (000)</th>
<th>FY 11 (000)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPERATING REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Tuition and Fees</td>
<td>$12,897</td>
<td>$14,716</td>
<td>$16,161</td>
<td>$16,047</td>
<td>$16,048</td>
</tr>
<tr>
<td>Chargeback Revenue</td>
<td>58</td>
<td>86</td>
<td>130</td>
<td>117</td>
<td>104</td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>9,419</td>
<td>8,206</td>
<td>7,669</td>
<td>7,856</td>
<td>7,597</td>
</tr>
<tr>
<td>Other Sources</td>
<td>138</td>
<td>191</td>
<td>240</td>
<td>1,215</td>
<td>1,577</td>
</tr>
<tr>
<td><strong>Total Operating Revenues</strong></td>
<td>22,512</td>
<td>23,199</td>
<td>24,200</td>
<td>25,235</td>
<td>25,326</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>69,833</td>
<td>76,478</td>
<td>82,589</td>
<td>89,564</td>
<td>91,371</td>
</tr>
<tr>
<td>Operating Loss</td>
<td>(47,321)</td>
<td>(53,279)</td>
<td>(58,389)</td>
<td>(64,329)</td>
<td>(66,045)</td>
</tr>
<tr>
<td><strong>NON-OPERATING REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Taxes</td>
<td>34,905</td>
<td>36,488</td>
<td>38,361</td>
<td>39,817</td>
<td>41,208</td>
</tr>
<tr>
<td>Local Grants and Contracts</td>
<td>320</td>
<td>853</td>
<td>409</td>
<td>455</td>
<td>741</td>
</tr>
<tr>
<td>State Grants and Contracts</td>
<td>10,158</td>
<td>13,150</td>
<td>13,680</td>
<td>16,918</td>
<td>18,357</td>
</tr>
<tr>
<td>Federal Grants and Contracts</td>
<td>3,928</td>
<td>4,424</td>
<td>5,620</td>
<td>9,041</td>
<td>11,120</td>
</tr>
<tr>
<td>Investment Income Earned</td>
<td>4,236</td>
<td>3,818</td>
<td>2,843</td>
<td>2,585</td>
<td>1,237</td>
</tr>
<tr>
<td>Interest on Capital Asset Related Debt</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>(92)</td>
</tr>
<tr>
<td><strong>Total Non-operating Revenues</strong></td>
<td>53,547</td>
<td>58,733</td>
<td>60,913</td>
<td>68,816</td>
<td>72,571</td>
</tr>
<tr>
<td>Increase in Net Assets</td>
<td>$6,226</td>
<td>$5,454</td>
<td>$2,524</td>
<td>$4,487</td>
<td>$6,526</td>
</tr>
</tbody>
</table>

Expenses by Type of Service
Instruction includes those activities that deal directly with or aid in the teaching process. Instruction expenses include not only personnel costs and supplies but also the personnel and materials required to plan, implement, and manage the instructional
programs. Academic support comprises those programs that directly support the instruction process, such as tutoring, library operations, and instructional media services. Student services include registration and records, financial aid, counseling, and other activities that provide non-academic support to students. Operation and maintenance costs relate to those maintenance, housekeeping, public safety, and other costs necessary for the proper and safe operation of the physical plant of the College. General institutional support encompasses general regulation, direction, and administration, as well as those costs applicable to the College on an institution-wide basis, such as Commencement and accreditation activities. Auxiliary enterprises are those activities that charge a fee for service, such as the bookstores, food services, the Early Childhood Education Centers, the Business Institute, and other business-type activities. Depreciation represents the financial acknowledgement of the costs of fixed assets prorated over their estimated useful service lives.

**Operating Expenses** for the 12 months ending June 30, 2011, were $91.3 million, a less than two percent increase of $1.7 million as compared to the prior year’s revenue of $89.6 million. Again, the increase is attributable to a number of factors. Employee SURS pension retirement costs increased by $1.2 million over the previous fiscal year. In addition, the investment in instructional programs increased $1.4 million from the previous year. These expense increases were offset by several factors. The depreciation expense decreased by $700,000 from the previous year due to capital assets reaching their full useful life. The bookstore experienced a $285,000 decrease in costs as a result of declining sales.

**Use of Resources by Type of Service** for the years ended June 30

<table>
<thead>
<tr>
<th></th>
<th>FY 07 (000)</th>
<th>FY 08 (000)</th>
<th>FY 09 (000)</th>
<th>FY 10 (000)</th>
<th>FY 11 (000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$30,616</td>
<td>$29,585</td>
<td>$33,201</td>
<td>$36,750</td>
<td>$38,644</td>
</tr>
<tr>
<td>Academic Support</td>
<td>4,076</td>
<td>8,459</td>
<td>9,042</td>
<td>9,487</td>
<td>9,447</td>
</tr>
<tr>
<td>Student Services</td>
<td>9,733</td>
<td>10,665</td>
<td>10,473</td>
<td>12,992</td>
<td>13,697</td>
</tr>
<tr>
<td>Operations and</td>
<td>5,649</td>
<td>6,732</td>
<td>7,276</td>
<td>7,460</td>
<td>7,603</td>
</tr>
<tr>
<td>Maintenance</td>
<td>7,783</td>
<td>6,255</td>
<td>6,792</td>
<td>6,700</td>
<td>7,534</td>
</tr>
<tr>
<td>General Institutional</td>
<td>9,213</td>
<td>11,601</td>
<td>11,569</td>
<td>11,877</td>
<td>10,848</td>
</tr>
<tr>
<td>Support</td>
<td>2,763</td>
<td>3,181</td>
<td>4,236</td>
<td>4,298</td>
<td>3,598</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$69,833</td>
<td>$76,478</td>
<td>$82,589</td>
<td>$89,564</td>
<td>$91,371</td>
</tr>
</tbody>
</table>

**Expenses by Type of Cost**

As with any service organization, personnel costs—salaries and benefits—make up the largest single cost category at 74.5 percent. Salaries alone represent 56.5 percent of total costs. Benefits, including health, unemployment, and Medicare insurance costs, constitute 18.0 percent of total expenses.

Supplies and service expenses account for nearly 12.6 percent of operating expenses. They include services provided by outside agencies, as well as instructional and administrative supplies. Other expenses include depreciation and miscellaneous expenses. Depreciation accounts for most of this category.

**Use of Resources by Type of Cost** for the years ended June 30

<table>
<thead>
<tr>
<th></th>
<th>FY 07 (000)</th>
<th>FY 08 (000)</th>
<th>FY 09 (000)</th>
<th>FY 10 (000)</th>
<th>FY 11 (000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Costs</td>
<td>$51,710</td>
<td>$56,053</td>
<td>$59,854</td>
<td>$65,212</td>
<td>$68,099</td>
</tr>
<tr>
<td>Supplies and</td>
<td>11,796</td>
<td>12,466</td>
<td>13,279</td>
<td>12,348</td>
<td>11,512</td>
</tr>
<tr>
<td>Services</td>
<td>1,662</td>
<td>1,797</td>
<td>1,412</td>
<td>1,727</td>
<td>1,633</td>
</tr>
<tr>
<td>Utilities</td>
<td>4,665</td>
<td>6,162</td>
<td>8,044</td>
<td>10,277</td>
<td>10,127</td>
</tr>
<tr>
<td>Other Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$69,833</td>
<td>$76,478</td>
<td>$82,589</td>
<td>$89,564</td>
<td>$91,371</td>
</tr>
</tbody>
</table>
Our Vision, Mission and Values

We are the Community’s College.

• We are dedicated, first, to excellence in teaching and learning.
• We challenge our students to experience the hard work and satisfaction of learning that leads to intellectual growth and we support them academically, emotionally, and socially.
• We encourage them to entertain and question ideas, think critically, solve problems, and engage with other cultures, with one another, and with us.
• We expect our students to assume responsibility for their own learning, to exercise leadership, and to apply ethical principles in their academic, work, and personal lives.
• We demand from ourselves and our students tolerance, fairness, responsibility, compassion, and integrity.

We are a Community of Learners.

• We provide education and training for and throughout a lifetime.
• We seek to improve and expand the services we offer in support of the people in the communities we serve.
• We promote a caring community of staff and faculty members, students, administrators, and trustees who, in keeping with our values, work together to fulfill our mission.

We are a Changing Community.

• We recognize that change is inevitable and that education must be for the future.
• We respond to change informed by our values and our responsibility to our students and our communities.
• We challenge our students to be capable global citizens, guided by knowledge and ethical principles, who will shape the future.

*Ratified by the Board of Trustees, October 20, 1998*