

Budget Fiscal Year 2017

Heartland Community College

Community College District #540 • 1500 West Raab Road • Normal, IL 61761



"Modeling Stewardship and Sustainability"

HEARTLAND COMMUNITY COLLEGE

Fiscal Year 2017

Budget

September 20, 2016

Prepared by:

Business Services Division

Douglas E. Minter, Vice President of Business Services
Sharon M. McDonald, Controller
Bridget Miller, Associate Director for Accounting Services
Shelley A. Marquis, Associate Director for Payroll Services



Community College District #540
1500 W. Raab Road
Normal, Illinois 61761
Phone:(309) 268-8000 Fax:(309) 268-7996
www.heartland.edu

Heartland Community College Fiscal Year 2017 Budget



HEARTLAND
COMMUNITY COLLEGE

Table of Contents

Introduction

- 1 Transmittal Letter
- 3 Organizational Structure
- 7 Principal Officials
- 8 Resolution Adopting the Fiscal Year 2017 Budget

Statistics and Graphical Information

- 9 Highlights of the Fiscal Year 2017 Budget
- 16 Operating Fund - Revenues By Source
- 19 Operating Fund - Expenditures By Object
- 22 Education Fund - Expenditures By Object
- 24 Operations & Maintenance Fund - Expenditures by Object

Financial

- 26 Summary of Fiscal Year 2017 Budget By Fund
- 27 Summary of Fiscal Year 2017 Operating Estimated Revenues
- 29 Summary of Fiscal Year 2017 Estimated Revenues-All Other Funds
- 32 Summary of Fiscal Year 2017 Operating Budgeted Expenditures
- 33 Fiscal Year 2017 Budgeted Expenditures-All Other Funds

Heartland Community College Fiscal Year 2017 Budget



HEARTLAND
COMMUNITY COLLEGE

Introduction

Transmittal Letter
Organizational Structure
Principal Officials
Resolution Adopting the Fiscal Year 2017 Budget

September 20, 2016

To the Citizens of Community College District No. 540:

Provided herein is the Heartland Community College District No. 540 Budget for Fiscal Year 2017, the year beginning July 1, 2016 and ending June 30, 2017. This budget incorporates the educational and public service operational commitments of Heartland Community College to District students and residents. It also reflects the fiscal year 2017 financial implications of a *Strategic Multi-Year Plan for Budget and HR Realignment* approved by the Board of Trustees during fiscal year 2016. This budget was adopted following an opportunity for public review and a public hearing conducted on September 20, 2016.

This budget document is presented in three sections:

1. **Introduction** – The Introduction includes this transmittal letter, the Heartland Community College Organizational Structure, a list of principal officials of the College, and the Resolution Adopting the Fiscal Year 2017 Budget.
2. **Statistics and Graphical Information** – This section provides a narrative of highlights of the fiscal year 2017 budget as well as various charts, tables and graphical presentations of the budget.
3. **Financial** – This section includes complete budget documents for all College funds in the format prescribed by the State for all Illinois community colleges.

College staff used a modified zero-based budgeting approach and critically reviewed departmental budget requests and revenue projections necessary to operate the College during fiscal year 2017. Decisions reflected in this budget have been made with a view to assuring the most efficient and effective utilization of institutional resources available for fiscal year 2017. This budget also has been designed to provide the resources necessary to support the College's institutional priorities.

STRATEGIC PRIORITIES

Heartland Community College

Founded in 1990, Heartland Community College is a comprehensive community college operating in accordance with the provisions of the Illinois Public Community College Act. The College is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools and recognized by the Illinois Community College Board. This budget is aligned with and supports the College's mission, foundational commitments and enduring goals.

Mission

Heartland inspires lives through accessible and personalized student support, exemplary innovation, and high expectations for success in teaching and learning.

Foundational Commitments and Enduring Goals

Valuing People

- HCC will engage internal and external constituents to encourage open communication, promote professional and personal development, and implement processes that enhance organizational culture.
- HCC will recruit, hire, professionally develop, and retain talented and collaborative employees to advance organizational excellence.

Collaborating Effectively

- HCC will champion collaboration among internal and external constituents to stimulate social, economic, and environmental advancements.

Serving as a Community Resource

- HCC will provide an array of expertise, programs and facilities to address community needs that align with our mission.

Creating Access to Opportunities

- HCC will broaden pathways to lifelong learning by fostering personal growth, minimizing obstacles, and facilitating progress.

Supporting Student Success

- HCC will effectively transition students into college-level coursework by assessing, accelerating, and augmenting student readiness.
- HCC will empower our students to explore options, develop intentional pathways, and achieve relevant academic and career goals.
- HCC will improve student support by continually assessing and responding to diverse needs.
- HCC will promote a student-centered culture by intentionally building relationships that promote student engagement and development.

Leading Quality Innovation

- HCC will enhance decision making at all levels of the organization through processes and technologies that guarantee quality data and actionable intelligence to support improvement.
- HCC will incorporate systems-oriented, data-informed approaches to create, implement, and share exemplary practices.

Modeling Stewardship and Sustainability

- HCC will adhere to informed and responsible practices that safeguard social, economic, and environmental well-being.
- HCC will practice visionary planning, actively pursuing resources and partnerships to ensure our long-term viability.

Exemplifying Teaching and Learning Excellence

- HCC will recruit, hire, professionally develop, and retain high quality faculty, instructors, and learning support staff.
- HCC will design, deliver, and assess high quality curriculum and instruction for our diverse programs, supporting relevant career pathways for learners.
- HCC will design, develop, and maintain exemplary physical and technological infrastructure to create an optimal teaching and learning environment.
- HCC will effectively assess students' experiences, creating actionable intelligence applied at key momentum points to improve student learning.

Concurrent with the publication of this budget, activities supporting the College's 2012-2017 Strategic Plan are winding down and the College community is fully engaged in preparing the institution's next plan. For the last two years, *Supporting Student Success*, *Serving as a Community Resource* and *Modeling Stewardship and Sustainability* have been the highest institutional priorities. The new plan, when completed, will include updated vision and mission statements, as well as institutional priorities. Undoubtedly, some of the priorities embedded in the current plan will persist.

SUMMARY

Implicit in the presentation of this budget material is the administration's commitment to manage the educational and financial affairs of the College within the guidelines set forth by this adopted budget. This publication of the fiscal year 2017 budget has been prepared to provide the Board, staff, students and the community at-large with an informative financial statement of the proposed educational and operating commitments of Heartland Community College. We hope this document will stimulate interest in and facilitate understanding of the programs and services by which the College intends to realize its higher educational goals and its community service obligations.

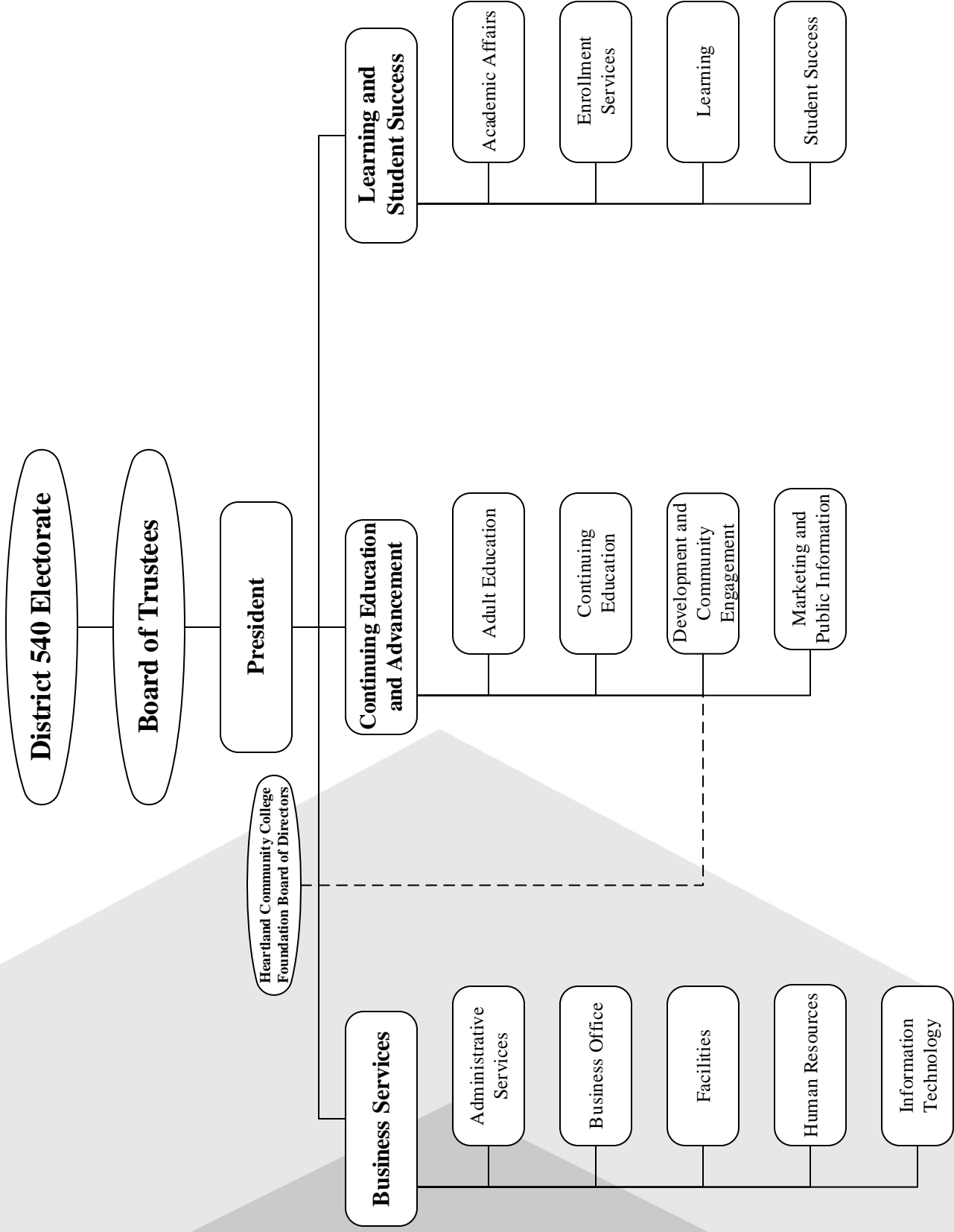
ACKNOWLEDGMENTS

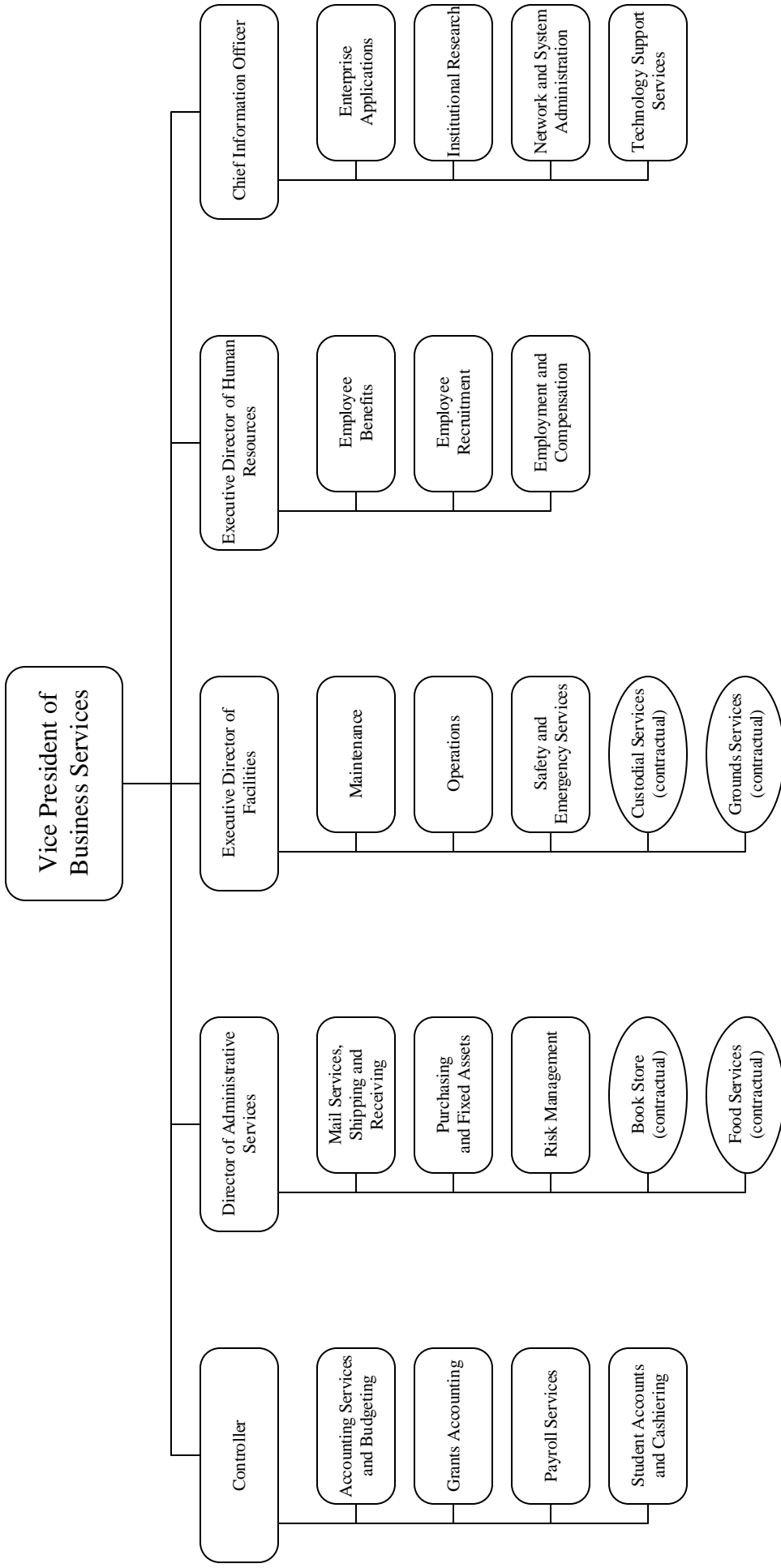
We thank the Board of Trustees for their support and attention to planning and conducting the financial operations of the College in a highly responsible and accountable manner, with fiscal integrity. We also acknowledge the efforts of staff from all areas of the College, particularly the College Advisory Council this year, in the development of this budget.

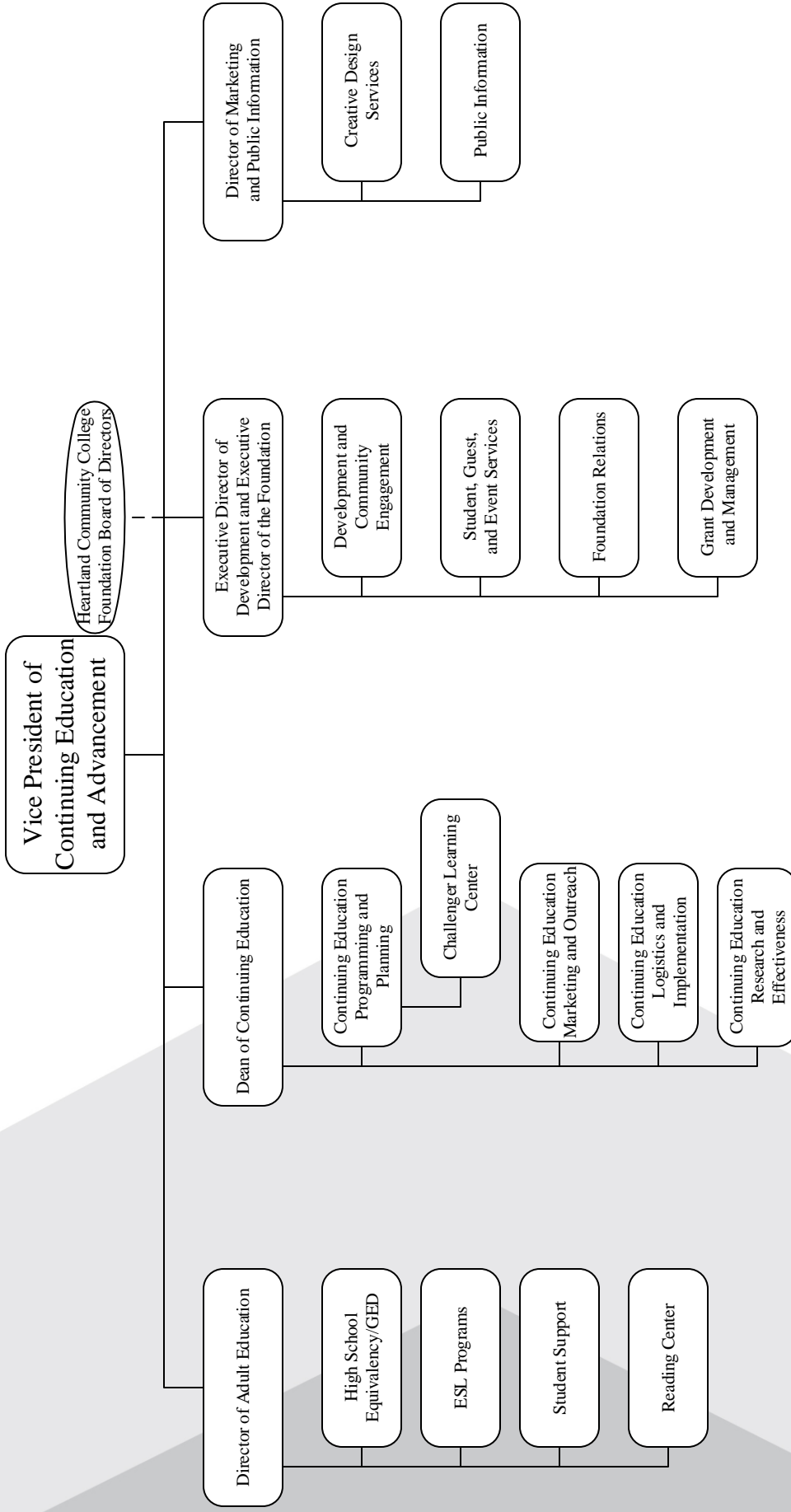
Respectfully submitted,

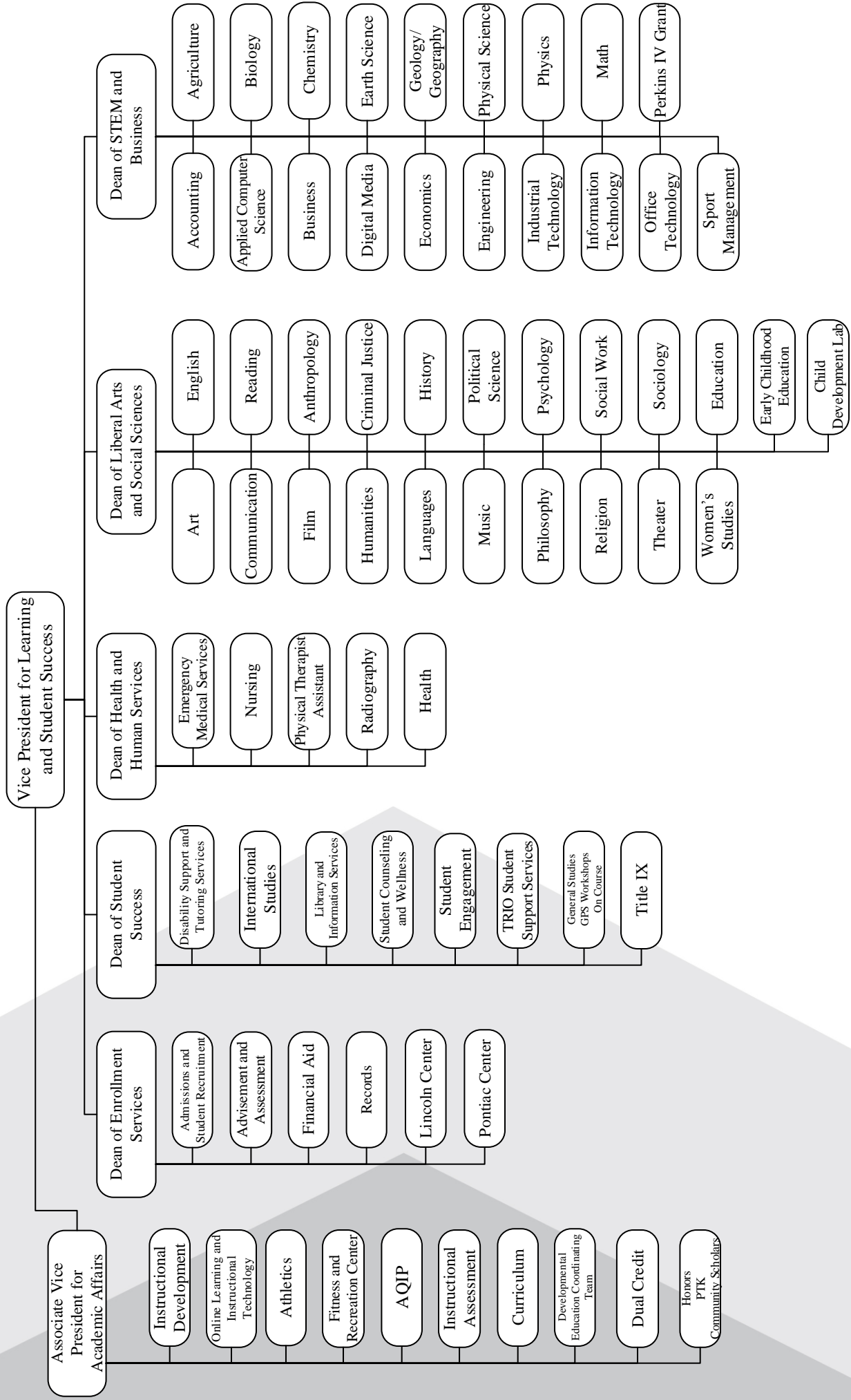
Robert D. Widmer
President

Douglas E. Minter
Vice President of Business Services and Treasurer









**HEARTLAND COMMUNITY COLLEGE
COMMUNITY COLLEGE DISTRICT #540**

PRINCIPAL OFFICIALS

Board of Trustees

	<u>Position</u>	<u>Term Expiration</u>
Gregg Chadwick	Chair	2017
James R. Drew	Vice-Chair	2017
John A. Copes	Secretary	2021
Rebecca Ropp	Trustee	2021
Jeffrey Flessner	Trustee	2019
Donald Gibb	Trustee	2019
Patrick Hardesty	Trustee	2019
Jessica Wheeler	Student Trustee	2017

Officers of the College

Robert D. Widmer	President
Douglas E. Minter	Vice President of Business Services
Kelli Hill	Vice President of Continuing Education and Advancement
Rick Pearce	Vice President for Learning and Student Success

Officials Issuing Report

Sharon M. McDonald	Controller
Bridget Miller	Associate Director for Accounting Services
Shelley Marquis	Associate Director for Payroll Services

Department Issuing Report

Business Services Division

RESOLUTION ADOPTING ANNUAL BUDGET

WHEREAS, the Board of Trustees of Community College District No. 540, Counties of DeWitt, Ford, Livingston, Logan, McLean, and Tazewell, and State of Illinois, must adopt an annual budget within or before the first quarter of each fiscal year; and,

WHEREAS, a tentative budget for the fiscal year 2017 (July 1, 2016 to June 30, 2017) was prepared and made conveniently available to public inspection for at least thirty (30) days heretofore, after due notice of availability for public inspection; and,

WHEREAS, a public hearing has been held regarding such tentative budget, after due notice of the holding of such public hearing; and,

WHEREAS, the provisions of the Illinois Public Community College Act required to be complied with prior to adopting an annual budget have been complied with;

WHEREAS, specific expenses that may be paid from the tax levied for operation and maintenance of facilities purposes and the purchase of college grounds pursuant to Section 3-20.3 of the Illinois Public Community College Act (110 ILCS 805/3-20.3) shall be paid from said tax to the extent provided for in and contemplated by said budget.

NOW, THEREFORE, BE IT HEREBY RESOLVED BY THE Board of Trustees of Community College District No. 540, Counties of DeWitt, Ford, Livingston, Logan, McLean, and Tazewell, and State of Illinois, that the annual budget for the fiscal year 2017 (July 1, 2016 to June 30, 2017), attached hereto and incorporated by reference, is hereby adopted as the annual budget for such fiscal year.

APPROVED: _____
Chair, Board of Trustees

ATTEST:

Secretary, Board of Trustees

Recorded this 20th day of September, 2016

Heartland Community College Fiscal Year 2017 Budget



HEARTLAND
COMMUNITY COLLEGE

Statistics and Graphical Information

Highlights of the Fiscal Year 2017 Budget

Operating Fund - Revenues By Source

Operating Fund - Expenditures By Object

Education Fund - Expenditures By Object

Operations & Maintenance Fund - Expenditures By Object

HIGHLIGHTS OF THE FISCAL YEAR 2017 BUDGET

BACKGROUND INFORMATION

Introduction

The Fiscal Year 2017 Budget has been influenced by several complex factors. Most significant are those driven by the continued financial distress of the State of Illinois and its budget impasse along with the stopgap budgets appropriated for fiscal years 2016 and 2017. The absence of fully funded and appropriated State budgets for both years, and drastic 2016 reductions are ongoing reasons for concern. Nonetheless, this balanced budget is predicated on restoration of State funding consistent with over two decades of historical experience. Additionally, enrollment volatility, a multi-year analysis of revenue and expense trends, and an imminent loss of equalization grant funding have driven the need for the College to focus significant time and effort on both long- and short-term budgetary plans and strategies.

Heartland is pleased to have been recently named a “2016 Great College to Work For” by the Chronicle of Higher Education. This designation stems from an employee climate survey administered during the spring 2016 semester. The Chronicle highlighted Heartland in the “Facilities, Workspace and Security” category. While the budget addresses many priorities, high quality working and learning spaces have been a strategic advantage for the College. The Fiscal Year 2017 Budget allocates funds to maintenance projects and equipment replacements in direct support of this and other related priorities.

Multi-Year Plan

While the focal point of this narrative is fiscal year 2017, the Board of Trustees approved a Strategic Multi-Year Plan for Budget and HR Realignment at its April 2016 meeting. That plan has certainly influenced fiscal year 2017 budget planning and warrants special mention.

Heartland is proud to have served the needs of district residents for 25 years. Throughout its first two decades the College experienced strong growth and has become an important and valued community asset. Educational opportunities are made available to thousands of district residents every year, in both traditional credit instruction programs and a myriad of non-credit programs.

As the College has matured, a variety of financial factors have emerged. These prompted the development of the strategic multi-year plan to achieve long-term structural alignment of revenues and expenses. The most critical factors are:

- Lower enrollment trends, not just at Heartland, but throughout higher education
- Sensitivity to tuition and fees rates
- Long-term concerns about continued ability to access revenue from an equity tax
- Expenses trending at levels that exceed projected revenues
- Lack of confidence in receiving meaningful State funding consistently in the future

During fiscal year 2016, College leadership strategically considered multiple criteria in evaluating programs and services. The following questions were considered for numerous services and functions:

- Mission – Does the program/service clearly relate to the College’s mission? How would the absence of this program/service detract from the mission?
- Impact – What impact is this program/service currently having? What would be the impact if this program was no longer in existence?
- Resources – What resources are necessary for this program/service in its current state? What resources might become necessary or might be eliminated as a result of eliminating this program/service?
- Alternatives – Are there other ways in which this program/service might be continued? How else might this program/service be offered by the College or others?
- Sustainability – Would elimination of this program/service be long-term or short-term? For how long would the College intend for this program/service to be discontinued?

While strategies for both enhancing revenue and reducing expenses were identified and evaluated, the greatest magnitude of structural financial change in the multi-year plan came from the elimination of 23 positions. Among these, 8 are at or above the director level.

The plan includes many additional elements to be implemented in the coming years. It will be evaluated regularly and adjustments are anticipated throughout the life of the plan.

Current Considerations

The General Assembly approved stopgap funding for the State of Illinois before the end of its fiscal year on June 30, 2016. This appropriation was identified as funding through December 2016. It also funded Adult Education grants through the end of December 2016 and provided for funding of spring 2016 student Monetary Award Program (MAP) grants. The College’s Fiscal Year 2017 Budget includes not only the \$1,067,832 of State Base Operating Grant revenue from the stopgap funding appropriated on June 30, but an additional estimated amount of \$1,432,168 of State Base Operating Grant revenue based upon historical State funding levels. The budget also assumes fully funded Adult Education Grants, both state and federal.

The College’s Fiscal Year 2017 Budget is driven by:

- (1) An estimated 1.4% decline in enrollment, presumed to be caused at least in part by state budget woes
- (2) A \$2 per credit hour tuition increase
- (3) A small increase in the local property tax base
- (4) Ever-increasing demands on support by student tuition and fees

These all combine to provide an unprecedented financial backdrop to the adoption of the budget.

This budget documents the financial operations of the College for fiscal year 2017 and emphasizes the need that continues for full state funding. A number of spending cuts in fiscal year 2016 have adversely impacted the College and its students. Deferred capital and maintenance projects continue to accumulate, and instruction has been impacted by restrictions on material and supply

purchases. Further, this budget seeks to ensure that adequate reserves are achieved in order to preserve strong credit ratings and protect the College from ongoing state funding uncertainty.

Despite challenges, the budget for fiscal year 2017 continues to embrace the Heartland Community College institutional priorities of:

- (1) Supporting student success
- (2) Serving as a community resource
- (3) Modeling stewardship and sustainability

While responsible projections of enrollment and needed State grant funding have been incorporated into the Budget, lingering concerns and unknowns dictate that tight budget constraints be imposed across the College as the fiscal year continues.

OPERATING FUNDS

Revenues

The general operating funds of the College are the total of the Education Fund and the Operations and Maintenance Fund. These revenues and transfers for fiscal year 2017 are budgeted at \$29,918,512 in the Education Fund and \$3,937,864 in the Operations and Maintenance Fund. Combined, operating revenues will total \$33,856,376.

Student tuition and course fees. The Fiscal Year 2017 Budget anticipates an overall decrease in student tuition and fees revenue of 0.2% compared to the Fiscal Year 2016 Budget. This decrease is the net result of a tuition increase of \$2 per credit hour combined with a projected credit hour decrease of 1.4%. Student tuition and fees account for 46.4% – nearly half – of operating fund revenues. This causes the College continued concern about students' accessibility to affordable education.

Enrollment as of the 10th day for fall 2016 reflects a credit hour decrease of approximately 1.25%. Spring enrollment historically has followed the trend of fall. Accordingly, total annual credit hours are projected to decrease by 1.4% for fiscal year 2017.

Enrollment decreases are continuing at many community colleges across the State. This trend has been experienced the last few years by several Illinois community colleges and is expected to continue in the upcoming year for many higher education institutions. Staff is continuing to study enrollment and retention data and trends, and will monitor their impacts on College operations throughout fiscal year 2017.

State revenues. The College is projecting a decrease of 2.3% in its State support for fiscal year 2017 when compared to the fiscal year 2016 budgeted amount.

For fiscal year 2016, the College received \$697,222 in stopgap base operating grant funds. These dollars were not received until May, the 11th month of the fiscal year. This year's budget includes the stopgap base operating grants funds of \$1,067,832 appropriated in June 2016 along with an additional \$1,432,168 in base operating grant funds needed to bring the total expected state funding to \$2,500,000.

Special purpose funding from the State, in the form of restricted grants for adult education, are also included in the budget at the full requested amounts of \$382,063, as are federal adult education grants in the amount of \$239,376. Heartland's adult education programs were severely impacted in fiscal year 2016, as no state funding was allocated until the very last day of the fiscal year, long after classes were conducted. Heartland urges its legislature to avoid putting higher education in such a position again in fiscal year 2017.

Local support. Local tax revenue anticipated for the Fiscal Year 2017 Budget is based on the tax levy adopted last fall (2015). The budget is based on an equalized assessed value that increased this year by 1.8%. The largest portion of the increase in local support was driven by a 54.3% (almost \$991,000) increase in the equity tax levy. The overall increase in local support is 8.4% and compares to an increase of 3.5% in the prior year. Local support will provide 39.2% of total operating fund revenues.

During the past few years, the rate of growth in the district's tax base has been impacted by significant farmland assessment adjustments, property tax relief measures, and a general weakening of commercial development and residential real estate transactions. The tax base growth supporting this budget, while positive for three consecutive years, has been much weaker than in past years. Local real estate market indicators appear to be trending in a more positive direction so a more optimistic outlook may be warranted. However, recent closure of the Mitsubishi plant and its sale are likely to negatively impact the trend in future years.

A decrease in Corporate Personal Property Replacement Tax (CPPRT) revenue is being projected for fiscal year 2017. CPPRT tax revenue is budgeted at \$701,936. The decrease is due primarily to an Illinois Department of Revenue correction in its formula used in prior years.

Continuing Education fees. Continuing education fees are generated largely from community education and customized training programs. This revenue source is budgeted at \$2,293,500 for fiscal year 2017, equal to the fiscal year 2016 budgeted amount. Projected increases in some revenue lines, such as truck driver training and youth enrichment programs, will be offset by decreases in others, like traffic safety school and online technical training.

Investment and other income. Investment income is budgeted at \$30,783 for fiscal year 2017, a 7.9% increase from the fiscal year 2016 budgeted amount of \$28,538. Other and federal income includes a variety of grant-related and miscellaneous revenues totaling \$90,000.

A graphical analysis of fiscal year 2017 revenue sources is presented at the beginning of the Statistics and Graphical Information section. Included as well is a comparison of budgeted operating funds revenue sources for fiscal years 2017 and 2016.

Expenditures

Budgeted operating fund expenditures are represented by the combination of the Education Fund and the Operations and Maintenance Fund. The fiscal year 2017 budgeted Education Fund expenditures and transfers are \$29,398,415. The Operations and Maintenance Fund expenditures and transfers included in the Fiscal Year 2017 Budget are \$3,937,864. Total operating expenditures and transfers are budgeted at \$33,336,279. These total operating expenditures are \$520,098 less than operating revenues, providing a budgeted reserve of \$520,098 in the Education Fund.

While significant, this provision provides \$520,098 for reserves consistent with the College's long range strategic budget and annual financial reserves plan. While this budget allocates this full amount to the Education Fund, the College may elect to assign some reserve funding to the Operations and Maintenance Fund once the state actually appropriates funds beyond the stopgap levels. No contribution to reserves could be made in fiscal year 2016, and the ongoing, unstable state funding environment reinforces the importance of the reserves plan.

A variety of expenditure summaries and comparisons are presented in the Statistics and Graphical Information section.

Employee salaries and benefits. Employee salaries and benefits are the most significant component of any community college's expenses. Heartland is no exception. The Fiscal Year 2017 Budget provides for \$22.2 million (66.7%) of the total operating budget for employee compensation. This compares to \$22.6 million (69.0%) in fiscal year 2016 and represents an overall decrease of 1.9%.

The budget provides for overall increases of 2.25% in wages and salaries to full-time employees and eligible part-time employees. It also provides funds for increases to part-time faculty. During fiscal year 2016, collective bargaining agreements were reached with both full-time and part-time faculty, directly informing the wages and salaries budget.

The cost of employee group insurance is the major component of employee benefits. Additional benefit costs reflected in budgeted expenditures include the required contribution by the College to the State of Illinois insurance program for community college retirees, employee and dependent tuition waivers and reimbursements, and employee assistance program costs. The total cost for the group insurance benefits portion of staff compensation is based on a projected overall increase of approximately 4.8% over fiscal year 2016.

Contractual services. The budget reflects an increase of 7.7%, or approximately \$167,000, in contractual services for fiscal year 2017 as compared to fiscal year 2016. This is the result of increases in some facility and maintenance contracts and services, as well as increases in various professional fees, and projected costs of continuing education and customized training contracts. Contractual services will account for 7.0% of the operating fund's expenditures.

General materials and supplies. Materials and supplies costs are projected to increase by 3.2% or approximately \$45,000. This represents basic cost and usage increases across all college lines for this category of spending. Essential material and supply needs for instructional and office use have been identified following a year of priority-only spending during fiscal year 2016.

Conference, travel, and meeting expense. The amount allocated to conference, travel, and meeting expenses for fiscal year 2017 has increased by \$6,420 or 1.4% from the fiscal year 2016 budget level. Professional development expenses for non-faculty were not allowed during much of fiscal year 2016 in response to the absence of – and, eventually greatly-reduced – State funding. Supporting professional development opportunities, however, continues to be a fundamental interest of College leadership and is provided in this year's budget at a total of \$462,908.

Fixed charges. Fixed charges are budgeted to increase 6.7% or by approximately \$71,843 over the fiscal year 2016 budgeted amount. Fixed charges include leases for the Heartland Pontiac Center,

Heartland Lincoln Center and other short-term instructional sites for community education classes, as well as various annual insurance, property taxes and other small equipment lease and rental costs. Debt service payments associated with the guaranteed energy savings performance contract will also increase during fiscal year 2017.

Utilities. The Fiscal Year 2017 Budget includes utilities costs of \$985,085, an increase of 2.8% over the fiscal year 2016 budgeted amount. Utility costs are monitored and managed closely throughout the year.

Capital outlay. Funding for capital outlay has been identified as a priority during fiscal year 2017 to address deferred maintenance projects and other instructional equipment replacement needs that have not been addressed in several years. A total of \$350,000 has been budgeted in the operating fund for capital outlay as compared to \$257,801 in fiscal year 2016. There was no capital spending in the operating fund during fiscal year 2016, again due to the uncertainty – and eventual substantial reduction – of state funding. Another \$100,000 for capital outlay expenditures has been provided in the Restricted Fund using program development and facilities enhancement student fee revenues.

Waivers and Other. Waivers and other expenditures will increase by 12.4% (approximately \$394,000) over the fiscal year 2016 budget amount. The increase is a result of projected increases in the cost of tuition waivers and other miscellaneous costs, such as bad debt write-offs. Projected growth in the dual credit program (College N.O.W.) with district high schools will continue to contribute to this increase in waiver costs. Waivers and other expenses account for 10.7% of the operating budget's expenditures.

Contingencies and transfers. Budgeted contingencies and transfers again are incorporated into the budget. For fiscal year 2017, budgeted contingencies total \$450,000 with \$350,000 in the Education Fund and \$100,000 in the Operations and Maintenance Fund. These provide for the uncertainties associated with the State's finances, fall and spring enrollment fluctuations, utility cost volatility, and other market-driven costs. New for this year is a contingency reserve of \$250,000 specifically designated for allocation by the College's senior leadership to address strategic opportunities and unexpected needs that arise during the year. The total contingency line reflects only 1.3% of the operating budget. A budgeted transfer in the Operations and Maintenance Fund provides for transfers totaling \$235,577 to the Operations and Maintenance (Restricted) Fund. This transfer will continue a commitment to restoring reserves for future campus projects and will fund the annual debt certificate interest payment on the 2010 land purchase. A budgeted transfer from the Education Fund provides \$152,092 to the Auxiliary Enterprises Fund. This transfer will subsidize auxiliary operations such as the Child Development Lab, student athletics, student activities, and other student life initiatives.

OTHER FUNDS

The Fiscal Year 2017 Budget includes anticipated revenues and expenditures for several other funds including the Liability, Protection and Settlement Fund, Restricted Purposes Fund, Audit Fund, Bond and Interest Fund, Operations and Maintenance (Restricted) Fund, Auxiliary Enterprises Fund, Working Cash Fund, Self-Insurance Fund, and the Trust and Agency Fund.

These funds generally derive revenues from State sources, local tax receipts, special fees, and/or interest income, and include expenditures within specifically defined parameters prescribed by the revenue provider or applicable statutes or administrative rules.

The Liability, Protection, and Settlement Fund is used to support the College's risk management program and thereby shield it from tort litigation. Budgeted revenues and expenses for this fund are \$2,293,000 for fiscal year 2017.

The Restricted Purposes Fund is used to account for federal, state, and local grants and initiatives including federal student financial aid. During fiscal year 2017, the Restricted Fund will also be used to account for:

- (1) Approximately \$2.5 million in technology expenditures associated with the 2016 technology funding bond issue
- (2) The guaranteed energy savings facility improvement measures project
- (3) Capital outlay of \$100,000 using the program development and facilities enhancement fees fund

Restricted Fund revenues and expenses are budgeted at \$13,549,001 and \$15,965,728, respectively, for fiscal year 2017. Restricted Fund expenses exceed revenues by \$2.4 million due to technology bond fund revenues having already been received during fiscal year 2016 for expenditures planned during fiscal years 2017 and 2018. It is important to note this fund's balance will change during the year as new grants are awarded and received.

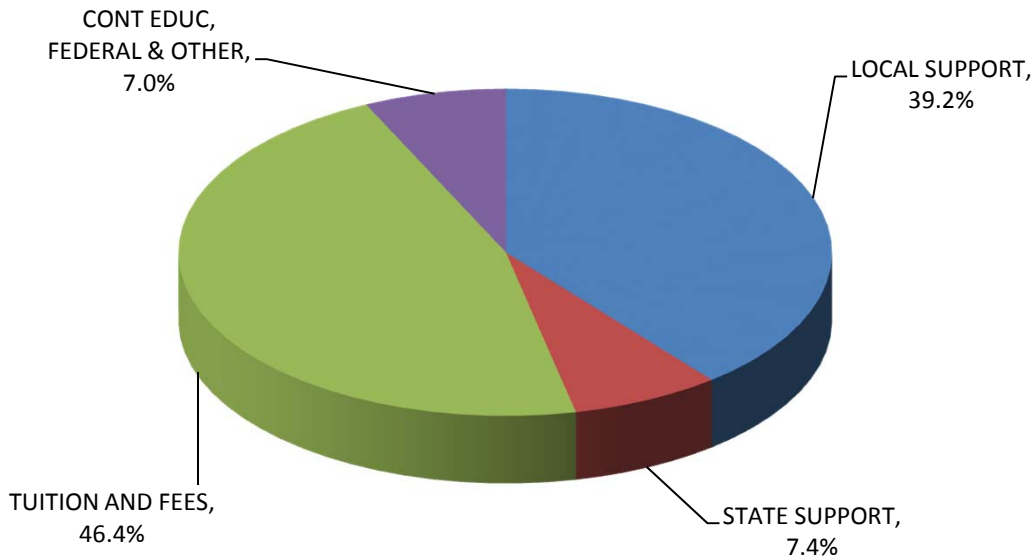
In the Operations and Maintenance (Restricted) Fund for fiscal year 2017, \$100,000 has been budgeted for a protection, health and safety project, \$87,315 for chiller repairs, and \$25,000 for Lincoln renovations. Another \$153,875 is budgeted for interest payments on the 2013 debt certificates issued in conjunction with the land purchase originally financed in 2010 along with interest payments for the FIMS and Wind Turbine projects. The Auxiliary Enterprises Fund continues to account for the Child Development Lab, student athletics, student activities and other student life initiatives, such as city bus transportation for students. Also included in the Auxiliary Fund are revenues and expenses related to international programs. The College is committed to increasing the number of international students and programs during 2017.

The Trust and Agency Fund is used to receive and hold funds when the College serves as a custodian or fiscal agent for another entity. Once again during fiscal year 2017, the College will serve as the fiscal agent for the Illinois Consortium for International Studies and Programs (ICISP). The financial activities of ICISP flow through the Trust and Agency Fund.

Budgeted revenues and expenditures for each of these other funds are presented in the Financial section at the end of this document.

HEARTLAND COMMUNITY COLLEGE
FISCAL YEAR 2017 OPERATING FUND
REVENUES BY SOURCE

FY2017
BUDGET

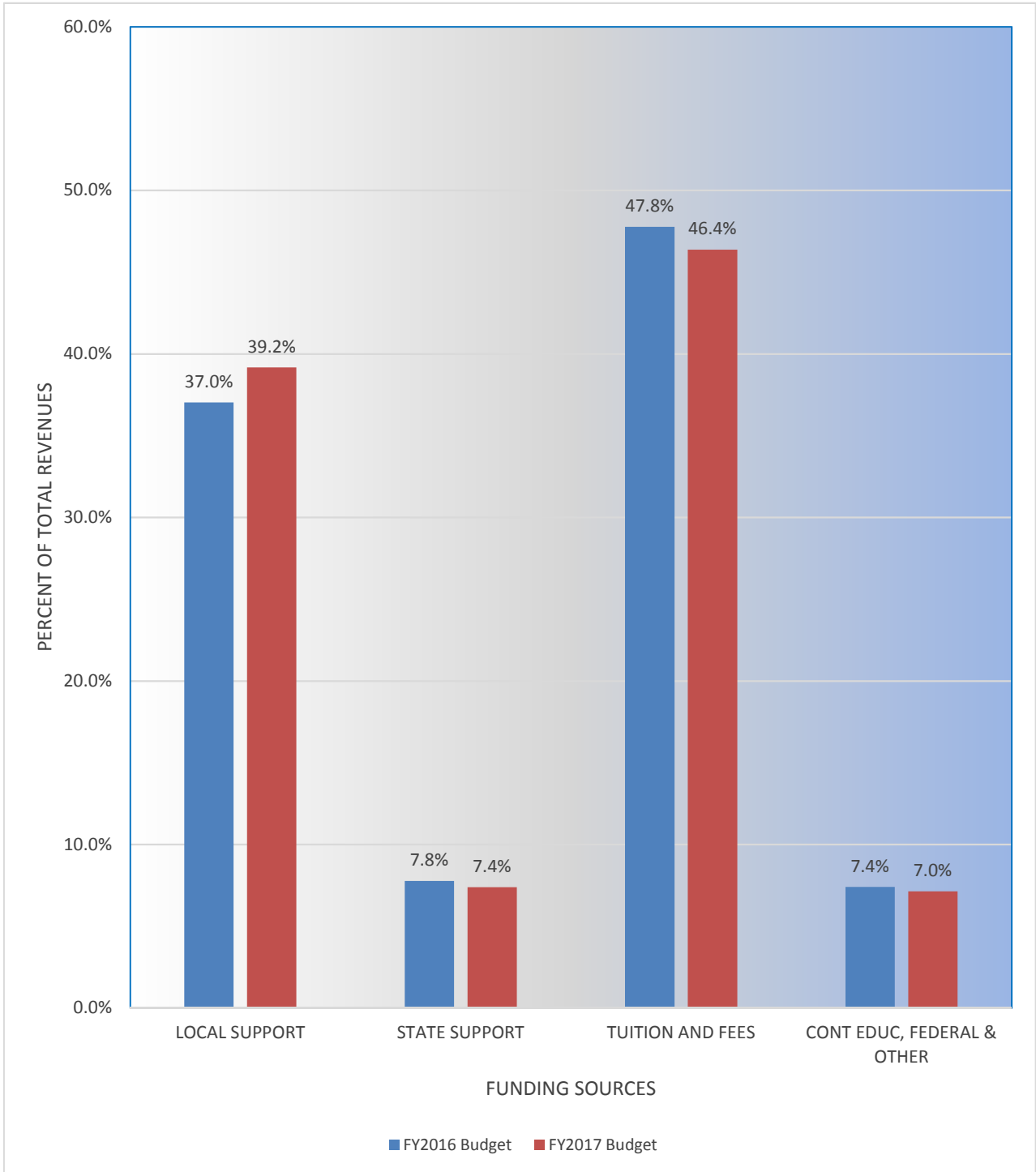


FUNDING SOURCE	EDUCATION FUND	O&M FUND	TOTAL OPERATING REVENUES
LOCAL SUPPORT	\$10,370,060	\$2,858,989	\$13,229,049
STATE SUPPORT	2,500,000	0	2,500,000
TUITION AND FEES	14,637,698	1,063,646	15,701,344
CONT EDUC, FEDERAL & OTHER	2,404,904	9,379	2,414,283
<i>TOTAL REVENUES</i>	<u>\$29,912,662</u>	<u>\$3,932,014</u>	<u>\$33,844,676</u>
TRANSFERS	5,850	5,850	11,700
<i>TOTAL REVENUES AND TRANSFERS</i>	<u><u>\$29,918,512</u></u>	<u><u>\$3,937,864</u></u>	<u><u>\$33,856,376</u></u>

**HEARTLAND COMMUNITY COLLEGE
OPERATING FUND
REVENUES BY SOURCE
FISCAL YEARS 2016 AND 2017**

FUNDING SOURCE	FY2016 BUDGET	FY2017 BUDGET	PERCENT INCREASE/ DECREASE
LOCAL SUPPORT	\$12,201,410	\$13,229,049	8.4%
STATE SUPPORT	2,559,717	2,500,000	-2.3%
TUITION AND FEES	15,737,306	15,701,344	-0.2%
CONT EDUC, FEDERAL & OTHER	<u>2,437,038</u>	<u>2,414,283</u>	<u>-0.9%</u>
<i>TOTAL REVENUES</i>	\$32,935,471	\$33,844,676	2.8%
TRANSFERS	<u>15,600</u>	<u>11,700</u>	<u>-25.0%</u>
<i>TOTAL REVENUES AND TRANSFERS</i>	<u><u>\$32,951,071</u></u>	<u><u>\$33,856,376</u></u>	<u><u>2.7%</u></u>

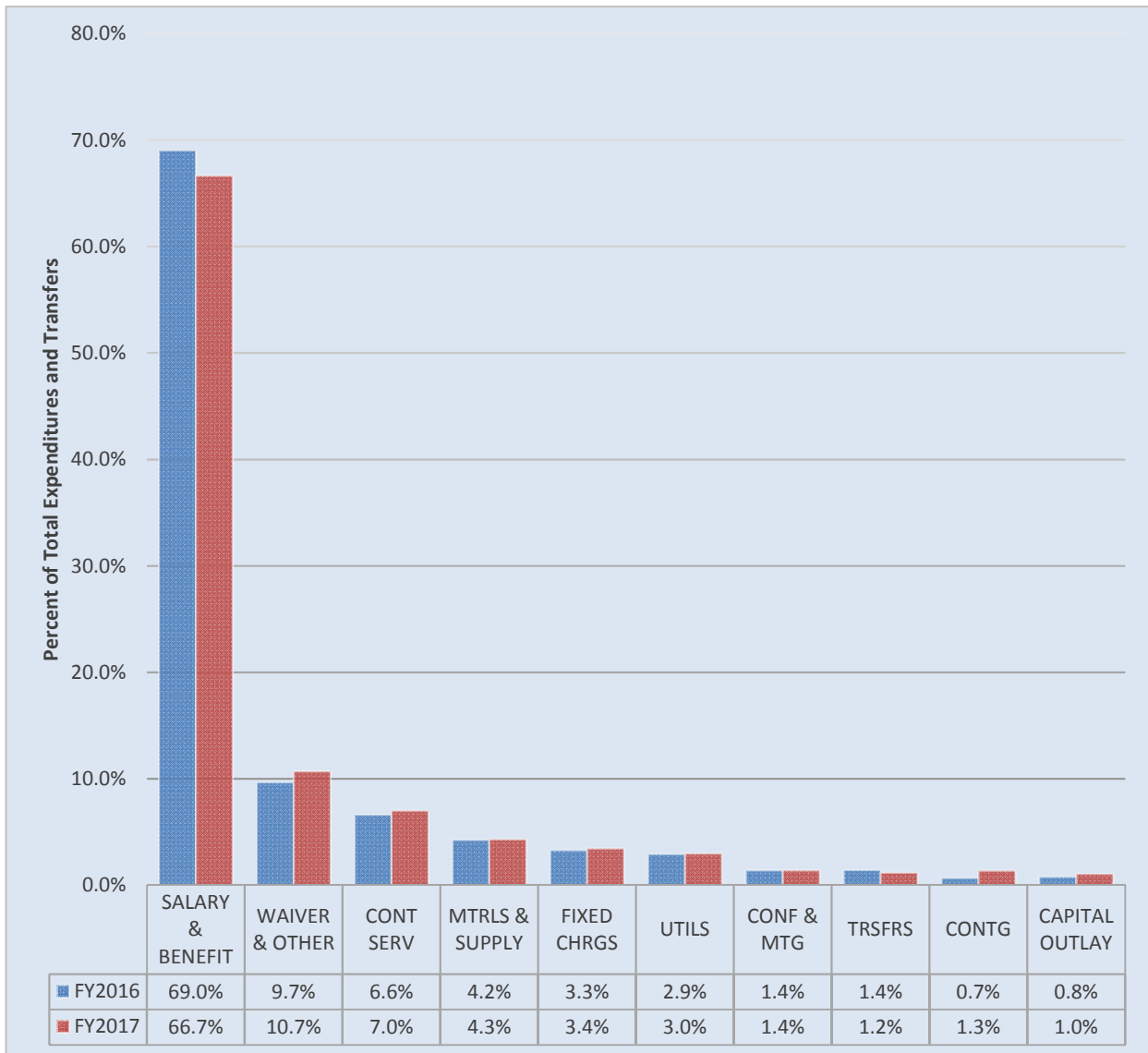
HEARTLAND COMMUNITY COLLEGE
FISCAL YEARS 2016 AND 2017 OPERATING FUND
REVENUES BY SOURCE



**HEARTLAND COMMUNITY COLLEGE
OPERATING FUND
EXPENDITURES BY OBJECT AND TRANSFERS
FISCAL YEARS 2016 AND 2017**

OBJECT	FY2016 BUDGET	FY2017 BUDGET	PERCENT INCREASE/ DECREASE
SALARIES & BENEFITS	\$22,646,277	\$22,221,241	-1.9%
CONTRACTUAL SERVICES	2,166,994	2,333,693	7.7%
GENERAL MATERIALS & SUPPLIES	1,389,137	1,433,594	3.2%
CONFERENCES & MEETINGS	456,488	462,908	1.4%
FIXED CHARGES	1,077,785	1,149,628	6.7%
UTILITIES	958,089	985,085	2.8%
CAPITAL OUTLAY	257,801	350,000	35.8%
WAIVERS & OTHER	3,168,090	3,562,461	12.4%
CONTINGENCY	220,000	450,000	104.5%
<i>TOTAL EXPENDITURES</i>	<u>\$32,340,661</u>	<u>\$32,948,610</u>	1.9%
TRANSFERS	460,410	387,669	-15.8%
<i>TOTAL EXPENDITURES AND TRANSFERS</i>	<u><u>\$32,801,071</u></u>	<u><u>\$33,336,279</u></u>	<u>1.6%</u>
<i>BUDGETED RESERVES</i>	\$150,000	\$520,098	246.7%

HEARTLAND COMMUNITY COLLEGE
OPERATING FUND
FISCAL YEARS 2016 AND 2017
EXPENDITURES BY OBJECT AND TRANSFERS

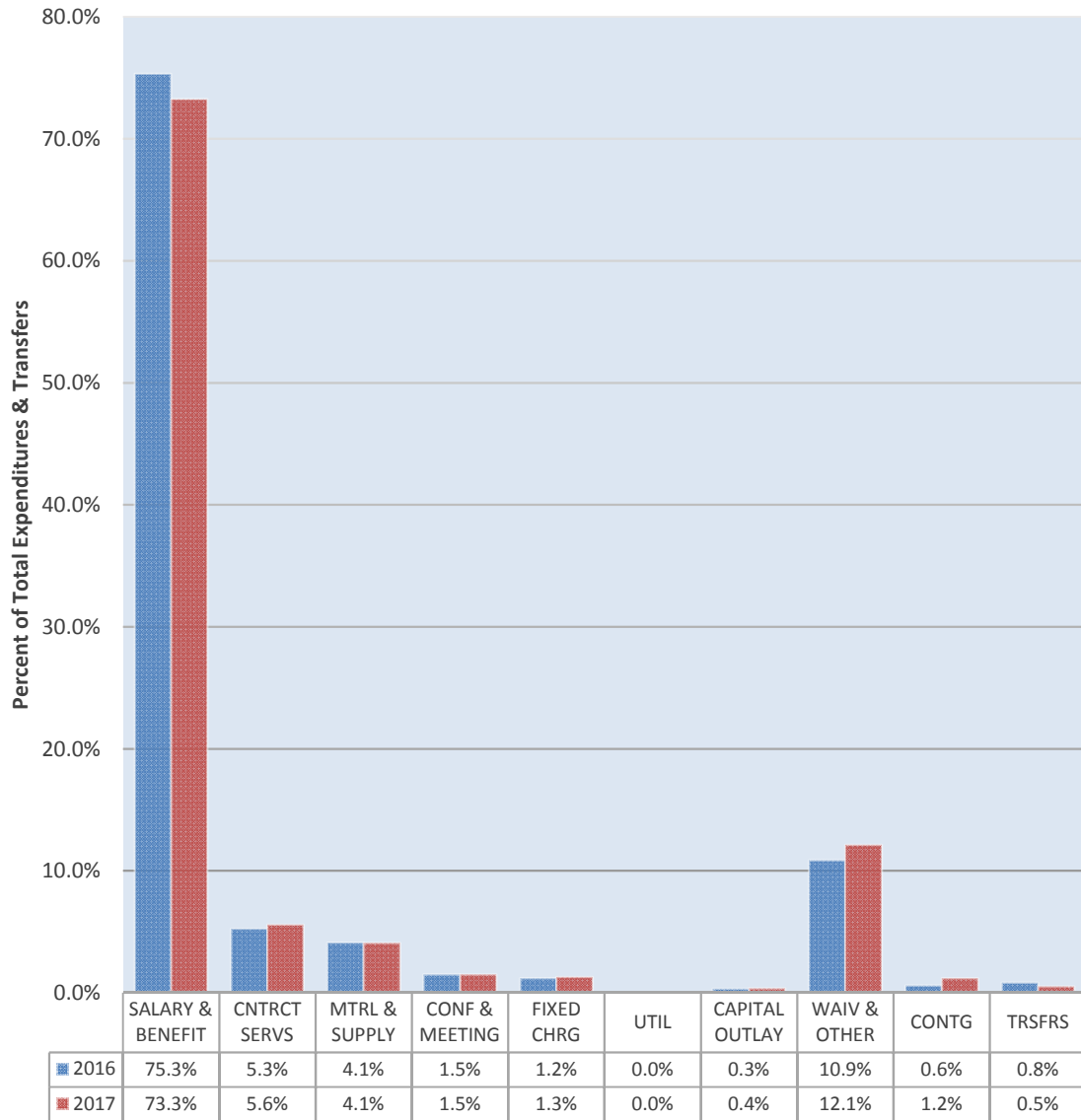


**HEARTLAND COMMUNITY COLLEGE
EDUCATION FUND
EXPENDITURES BY OBJECT AND TRANSFERS
FISCAL YEARS 2016 AND 2017**

OBJECT	FY2016 BUDGET	FY2017 BUDGET	PERCENT INCREASE/ DECREASE
SALARIES & BENEFITS	\$21,966,663	\$21,536,264	-2.0%
CONTRACTUAL SERVICES	1,532,132	1,645,345	7.4%
GENERAL MATERIALS & SUPPLIES	1,195,721	1,230,507	2.9%
CONFERENCES & MEETINGS	436,408	441,408	1.1%
FIXED CHARGES	346,175	379,563	9.6%
UTILITIES	775	775	0.0%
CAPITAL OUTLAY	100,000	100,000	0.0%
WAIVERS & OTHER	3,168,090	3,562,461	12.4%
CONTINGENCY	<u>170,000</u>	<u>350,000</u>	<u>105.9%</u>
<i>TOTAL EXPENDITURES</i>	<u>\$28,915,964</u>	<u>\$29,246,323</u>	<u>1.1%</u>
TRANSFERS	<u>241,266</u>	<u>152,092</u>	<u>-37.0%</u>
<i>TOTAL EXPENDITURES AND TRANSFERS</i>	<u><u>\$29,157,230</u></u>	<u><u>\$29,398,415</u></u>	<u><u>0.8%</u></u>
<i>BUDGETED RESERVES</i>	\$75,000	\$520,098	593.5%

HEARTLAND COMMUNITY COLLEGE

**EDUCATION FUND
FISCAL YEARS 2016 AND 2017
EXPENDITURES BY OBJECT AND TRANSFERS**

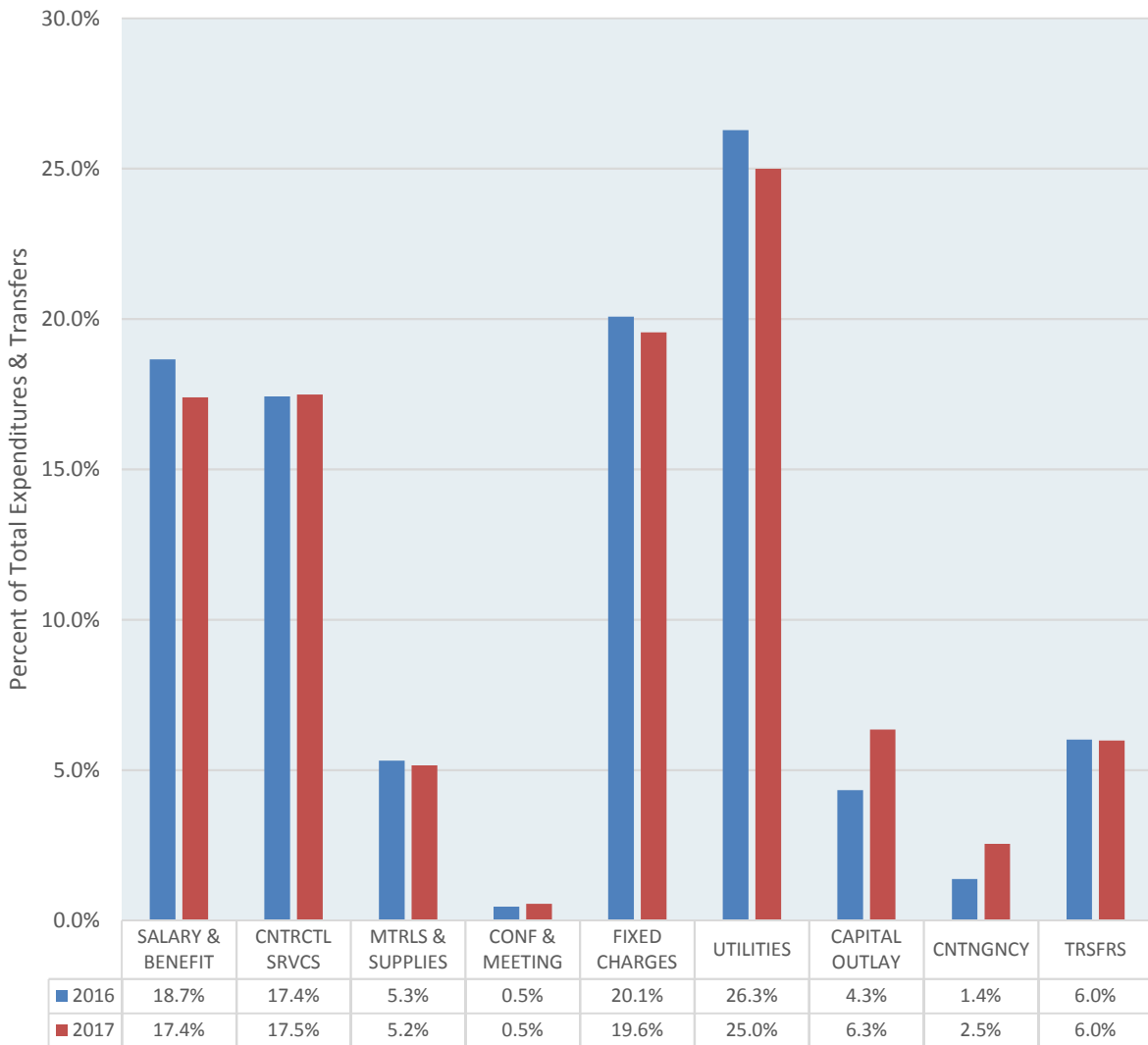


**HEARTLAND COMMUNITY COLLEGE
OPERATIONS AND MAINTENANCE FUND
EXPENDITURES BY OBJECT AND TRANSFERS
FISCAL YEARS 2016 AND 2017**

OBJECT	FY2016 BUDGET	FY2017 BUDGET	PERCENT INCREASE/ DECREASE
SALARIES & BENEFITS	\$679,614	\$684,977	0.8%
CONTRACTUAL SERVICES	634,862	688,348	8.4%
GENERAL MATERIALS & SUPPLIES	193,416	203,087	5.0%
CONFERENCES & MEETINGS	20,080	21,500	7.1%
FIXED CHARGES	731,610	770,065	5.3%
UTILITIES	957,314	984,310	2.8%
CAPITAL OUTLAY	157,801	250,000	58.4%
WAIVERS & OTHER	0	0	NA
CONTINGENCY	50,000	100,000	100.0%
<i>TOTAL EXPENDITURES</i>	<u>\$3,424,697</u>	<u>\$3,702,287</u>	8.1%
TRANSFERS	219,144	235,577	7.5%
<i>TOTAL EXPENDITURES AND TRANSFERS</i>	<u><u>\$3,643,841</u></u>	<u><u>\$3,937,864</u></u>	<u>8.1%</u>
<i>BUDGETED RESERVES</i>	\$75,000	\$0	-100.0%

HEARTLAND COMMUNITY COLLEGE

**OPERATIONS & MAINTENANCE FUND
FISCAL YEARS 2016 AND 2017
EXPENDITURES BY OBJECT AND TRANSFERS**



Heartland Community College Fiscal Year 2017 Budget



HEARTLAND
COMMUNITY COLLEGE

Financial

Summary of Fiscal Year 2017 Budget By Fund

Summary of Fiscal Year 2017 Estimated Revenues

Summary of Fiscal Year 2017 Operating Budget Expenditures

Fiscal Year 2017 Budget Expenditures

SUMMARY OF FISCAL YEAR 2017 ESTIMATED REVENUES

HEARTLAND COMMUNITY COLLEGE	DISTRICT NO. 540	YEAR ENDING JUNE 30, 2017	
	Education Fund	Operations & Maintenance Fund	Total Operating Funds
	<u> </u>	<u> </u>	<u> </u>
OPERATING REVENUE BY SOURCE			
Local Government:			
Current Taxes	\$10,370,060	\$2,157,053	\$12,527,113
Back Taxes	<u> </u>	<u> </u>	<u> </u>
Payment in Lieu of Taxes	<u> </u>	<u> </u>	<u> </u>
Chargeback Revenue	<u> </u>	<u> </u>	<u> </u>
Non-College Territory	<u> </u>	<u> </u>	<u> </u>
Other Community College	<u> </u>	<u> </u>	<u> </u>
Corporate Personal Property	<u> </u>	701,936	701,936
Replacement Tax	<u> </u>	<u> </u>	<u> </u>
Bond Proceeds	<u> </u>	<u> </u>	<u> </u>
Other (List)	<u> </u>	<u> </u>	<u> </u>
TOTAL LOCAL GOVERNMENT	<u>\$10,370,060</u>	<u>\$2,858,989</u>	<u>\$13,229,049</u>
State Government:			
ICCB Credit Hour Grants	\$2,400,000	<u> </u>	\$2,400,000
ICCB Small College Grants	<u> </u>	<u> </u>	<u> </u>
ICCB Equalization Grants	<u> </u>	<u> </u>	<u> </u>
ICCB Career and Tech Education Grant	100,000	<u> </u>	100,000
State Board of Education - Adult Ed	<u> </u>	<u> </u>	<u> </u>
Other (List)	<u> </u>	<u> </u>	<u> </u>
TOTAL STATE GOVERNMENT	<u>\$2,500,000</u>	<u> </u>	<u>\$2,500,000</u>
Federal Government:			
JTPA Grants	<u> </u>	<u> </u>	<u> </u>
Financial Aid	<u> </u>	<u> </u>	<u> </u>
Veterans Cost of Instruction	<u> </u>	<u> </u>	<u> </u>
Title VI Equipment Grant	<u> </u>	<u> </u>	<u> </u>
Dept of Education - Administrative	<u> </u>	<u> </u>	<u> </u>
Cost Allowances	25,000	<u> </u>	25,000
Other (List)	<u> </u>	<u> </u>	<u> </u>
TOTAL FEDERAL GOVERNMENT	<u>\$25,000</u>	<u> </u>	<u>\$25,000</u>
Student Tuition and Fees			
Student Tuition	\$13,784,353	\$1,063,646	\$14,847,999
Fees	853,345	<u> </u>	853,345
TOTAL TUITION AND FEES	<u>\$14,637,698</u>	<u>\$1,063,646</u>	<u>\$15,701,344</u>
Other Sources:			
Continuing Education Fees (Sales/Serv)	\$2,293,500	<u> </u>	\$2,293,500
Facilities Revenue	50,000	<u> </u>	\$50,000
Investment Revenue	21,404	9,379	\$30,783
Non-Government Grants	<u> </u>	<u> </u>	<u> </u>
Other	15,000	<u> </u>	15,000
TOTAL OTHER SOURCES	<u>\$2,379,904</u>	<u>\$9,379</u>	<u>\$2,389,283</u>

**SUMMARY OF FISCAL YEAR 2017 ESTIMATED REVENUES
(continued)**

	<u>Education Fund</u>	<u>Operations & Maintenance Fund</u>	<u>Total Operating Funds</u>
OPERATING REVENUE BY SOURCE			
TRANSFERS	<u>\$5,850</u>	<u>\$5,850</u>	<u>\$11,700</u>
TOTAL 2017 BUDGETED REVENUE	<u>\$29,918,512</u>	<u>\$3,937,864</u>	<u>\$33,856,376</u>
Less Non-Operating Items*:			
Tuition Chargeback Revenue	<u> </u>	<u> </u>	<u> </u>
Instructional Service	<u> </u>	<u> </u>	<u> </u>
Contract Revenue	<u> </u>	<u> </u>	<u> </u>
ADJUSTED REVENUE	<u>\$29,918,512</u>	<u>\$3,937,864</u>	<u>\$33,856,376</u>

*Inter-college revenues that do not generate related local college credit hours are subtracted to allow for statewide comparisons.

SUMMARY OF FISCAL YEAR 2017 ESTIMATED REVENUES
(continued)

LIABILITY, PROTECTION, AND SETTLEMENT FUND	Revenues	Totals	
Local Governmental Sources	\$2,292,000	\$2,292,000	
Other Sources	1,000	1,000	
GRAND TOTAL			\$2,293,000
RESTRICTED PURPOSES FUND			
Local Governmental Sources			
State Governmental Sources			
ICCB - Adult Education	\$382,063		
IL Student Assistance Commission	580,000		
IBHE-Cooperative Work Study	7,891		
DCEO - Challenger Learning Center	88,690		
		\$1,058,644	
Federal Governmental Sources			
Department of Education - Pell	\$6,175,000		
Department of Education - Student Loans	5,070,100		
Department of Education - College Work Study	82,000		
Department of Education - SEOG	90,000		
Department of Education - Adult Education	295,248		
Department of Education - Student Support Services (Trio)	231,103		
Department of Education - STEM Grant	25,000		
Department of HHS - HALO Grant	32,000		
ICCB - Perkins II C	138,912		
Career Link/Dislocated Workers	23,000		
DCEO/ETIP	56,500		
National Science Foundation - Independent Science Grant	2,571		
USDA - Rural Business Enterprise	51,415		
		\$12,272,849	
Student Tuition and Fees	\$214,218	\$214,218	
Other Sources	\$3,290	\$3,290	
TRANSFERS			
GRAND TOTAL			\$13,549,001

SUMMARY OF FISCAL YEAR 2017 ESTIMATED REVENUES
(continued)

BOND AND INTEREST FUND	Revenues	Totals	
Local Governmental Sources	\$8,344,186	\$8,344,186	
Other Sources	4,000	4,000	
TRANSFERS			
GRAND TOTAL			\$8,348,186
OPERATIONS AND MAINTENANCE FUND (Restricted)			
Local Governmental Sources			
Current Taxes	\$50,000	\$50,000	
State Governmental Sources			
Federal Governmental Sources			
Other Sources	500	500	
TRANSFERS		235,577	
GRAND TOTAL			\$286,077
AUXILIARY ENTERPRISES FUND			
Local Government Sources			
State Governmental Sources			
Federal Governmental Sources	\$15,000	\$15,000	
Tuition and Fees	\$986,484	\$986,484	
Other Sources:			
Sales and Service Fees	\$392,550		
Other	24,000		
Total Other Sources		\$416,550	
TRANSFERS		\$152,092	
GRAND TOTAL			\$1,570,126
WORKING CASH FUND			
Other Sources	\$11,700	\$11,700	
TRANSFERS			
GRAND TOTAL			\$11,700

SUMMARY OF FISCAL YEAR 2017 ESTIMATED REVENUES
(continued)

TRUST AND AGENCY FUND

Other Sources	<u>\$460,100</u>	<u>\$460,100</u>	
GRAND TOTAL			<u><u>\$460,100</u></u>

SELF INSURANCE FUND

Other Sources:			
Investment Revenue	\$1,500		
Other	<u>4,088,000</u>		
Total Other Sources		<u>\$4,089,500</u>	
GRAND TOTAL			<u><u>\$4,089,500</u></u>

AUDIT FUND

Local Governmental Sources	\$136,500	\$136,500	
Other Sources	<u>50</u>	<u>50</u>	
TRANSFERS			
GRAND TOTAL			<u><u>\$136,550</u></u>

SUMMARY OF FISCAL YEAR 2017 OPERATING BUDGET EXPENDITURES

	Education Fund	Operations & Maintenance Fund	Total Operating Fund	%
BY OBJECT				
Salaries	\$18,081,962	\$548,450	\$18,630,412	55.9
Employee Benefits	3,454,302	136,527	3,590,829	10.8
Contractual Services	1,645,345	688,348	2,333,693	7.0
General Materials & Supplies	1,230,507	203,087	1,433,594	4.3
Conference & Meeting Expenses	441,408	21,500	462,908	1.4
Fixed Charges	379,563	770,065	1,149,628	3.4
Utilities	775	984,310	985,085	3.0
Capital Outlay	100,000	250,000	350,000	1.0
Other	3,562,461	0	3,562,461	10.7
Provision for Contingency	350,000	100,000	450,000	1.3
TOTAL 2017 TENTATIVE BUDGET EXPENDITURES	\$29,246,323	\$3,702,287	\$32,948,610	98.8
TRANSFERS	152,092	235,577	387,669	1.2
TOTAL 2017 TENTATIVE BUDGET EXPENDITURES AND TRANSFERS	\$29,398,415	\$3,937,864	\$33,336,279	100.0
Less Non-Operating Items*:				
Tuition Chargebacks	66,500		66,500	0.2
Instructional Service Contracts				
ADJUSTED EXPENDITURES	\$29,331,915	\$3,937,864	\$33,269,779	99.8

*Inter-college expenses that do not generate related local college credit hours are subtracted to allow for statewide comparisons.

FISCAL YEAR 2017 BUDGET EXPENDITURES

(continued)

<u>RESTRICTED PURPOSES FUND</u>	<u>Appropriations</u>	<u>Totals</u>
INSTRUCTION		
Salaries	\$569,790	
Employee Benefits	78,519	
Contractual Services	148,301	
General Materials & Supplies	109,929	
Conference and Meeting Expense	32,225	
Fixed Charges	7,000	
Other	4,342	
Utilities	2,500	\$952,606
ACADEMIC SUPPORT		
Salaries	\$189,162	
Employee Benefits	27,189	
Contractual Services	22,815	
General Materials & Supplies	18,833	
Conference and Meeting Expense	13,729	
Other	17,100	\$288,828
STUDENT SERVICES		
Salaries	\$34,325	
Contractual Services	24,871	
General Materials & Supplies	585	
Conference and Meeting Expense	2,490	\$62,271
PUBLIC SERVICE		
Salaries	\$25,630	
Employee Benefits	2,000	
Contractual Services	135,775	
General Materials & Supplies	74,687	
Conference and Meeting Expense	3,323	
Capital Outlay	17,380	
Other	500	\$259,295
Operation and Maintenance of Plant		
Contractual Services	1,549	\$1,549
AUXILIARY SERVICES		
Salaries	6,830	\$6,830
INSTITUTIONAL SUPPORT		
Salaries	\$6,830	
Contractual Services	907,891	
General Materials & Supplies	969,028	
Capital Outlay	595,500	\$2,479,249
SCHOLARSHIPS, STUDENT GRANTS & WAIVERS		
Other	\$11,915,100	\$11,915,100
GRAND TOTAL		<u>\$15,965,728</u>

FISCAL YEAR 2017 BUDGET EXPENDITURES

(continued)

<u>BOND AND INTEREST FUND</u>	<u>Appropriations</u>	<u>Totals</u>
INSTITUTIONAL SUPPORT		
Salaries		
Employee Benefits		
Contractual Services	\$5,000	
General Materials and Supplies		
Conference and Meeting Expense		
Fixed Charges	8,317,215	
Utilities		
Capital Outlay		
Other		<u>\$8,322,215</u>
TRANSFERS		
GRAND TOTAL		<u><u>\$8,322,215</u></u>
 <u>OPERATIONS AND MAINTENANCE FUND (Restricted)</u>		
OPERATION AND MAINTENANCE OF PLANT		
Salaries		
Employee Benefits		
Contractual Services	\$41,500	
General Materials and Supplies	25,000	
Conference and Meeting Expense		
Fixed Charges	153,875	
Utilities		
Capital Outlay	187,315	
Other		<u>\$407,690</u>
INSTRUCTION		
General Materials and Supplies		
TRANSFERS		
GRAND TOTAL		<u><u>\$407,690</u></u>
 <u>AUXILIARY ENTERPRISE FUND</u>		
AUXILIARY SERVICES		
Salaries	\$605,444	
Employee Benefits	125,419	
Contractual Services	255,721	
General Materials and Supplies	166,083	
Conference and Meeting Expense	111,970	
Fixed Charges	61,214	
Other/Scholarships, Grants and Waivers	244,275	
		<u>\$1,570,126</u>
TRANSFERS		
GRAND TOTAL		<u><u>0</u></u>
GRAND TOTAL		<u><u>\$1,570,126</u></u>

FISCAL YEAR 2017 TENTATIVE BUDGET EXPENDITURES

(continued)

<u>AUDIT FUND</u>	<u>Appropriations</u>	<u>Totals</u>
INSTITUTIONAL SUPPORT		
Salaries	\$70,000	
Employee Benefits	11,000	
Contractual Services	51,005	
General Materials and Supplies	560	
Conferences and Meeting Expense	200	
Fixed Charges		
Utilities		
Capital Outlay		
Other		<u>\$132,765</u>
TRANSFERS		
GRAND TOTAL		
		<u><u>\$132,765</u></u>
 <u>SELF INSURANCE FUND</u>		
INSTITUTIONAL SUPPORT		
Fixed Charges	\$150,000	
Other	<u>3,857,000</u>	<u>\$4,007,000</u>
GRAND TOTAL		
		<u><u>\$4,007,000</u></u>
 <u>WORKING CASH FUND</u>		
TRANSFERS		
		<u>\$11,700</u>
GRAND TOTAL		
		<u><u>\$11,700</u></u>
 <u>TRUST AND AGENCY FUND</u>		
INSTITUTIONAL SUPPORT		
Salaries	\$27,000	
Employee Benefits	40	
Contractual Services	1,215	
General Materials and Supplies	3,000	
Travel/Fees and Meeting Expense	426,345	
Other	500	
ICISP Scholarship	<u>2,000</u>	<u>\$460,100</u>
GRAND TOTAL		
		<u><u>\$460,100</u></u>

FISCAL YEAR 2017 BUDGET EXPENDITURES

(continued)

<u>LIABILITY, PROTECTION, AND SETTLEMENT FUND</u>	<u>Appropriations</u>	<u>Totals</u>
INSTRUCTION		
Salaries	\$150,459	
Employee Benefits	28,444	
Other		<u>\$178,903</u>
ACADEMIC SUPPORT		
Salaries	\$1,406	
Employee Benefits	280	
General Materials and Supplies	3,000	
Conference and Meeting Expense	4,500	
Fixed Charges	4,100	<u>\$13,286</u>
STUDENT SERVICES		
Salaries	\$18,824	
Employee Benefits	2,430	
Contractual Services	350	<u>\$21,604</u>
PUBLIC SERVICES		
Salaries	\$1,683	
Employee Benefits	210	
Fixed Charges	1,390	<u>\$3,283</u>
INSTITUTIONAL SUPPORT		
Salaries	\$358,664	
Employee Benefits	488,498	
Contractual Services	106,905	
General Materials and Supplies	12,963	
Conferences and Meeting Expense	10,000	
Fixed Charges	122,530	
Utilities	9,450	
Other		<u>\$1,109,010</u>
AUXILIARY OPERATIONS		
Salaries	46,305	
Employee Benefits	14,000	<u>\$60,305</u>
OPERATION AND MAINTENANCE OF PLANT		
Salaries	\$177,515	
Employee Benefits	24,000	
Contractual Services	635,265	
General Materials and Supplies	46,400	
Conference and Meeting Expense	3,650	
Fixed Charges	12,054	
Utilities	7,725	
Other		<u>\$906,609</u>
TRANSFERS		
		<u> </u>
GRAND TOTAL		<u><u>\$2,293,000</u></u>

HEARTLAND COMMUNITY COLLEGE

**Community College District #540
1500 West Raab Road
Normal, Illinois 61761
Phone: (309) 268-8000 Fax: (309) 268-7996
www.heartland.edu**