

**Rock Valley College
Community College District No. 511
3301 N Mulford Road, Rockford, IL 61114
COMMITTEE OF THE WHOLE MEETING
Woodward Technology Center (WTC), Room 1308**

8:30 a.m. Saturday, January 20, 2024 (Rescheduled from January 16, 2024 due to lack of a quorum)

AMENDED AGENDA

- A. Call to Order**
- B. Roll Call**
- C. Communications and Petitions (Public Comment)**
- D. Board Member Attendance by Means Other than Physical Presence**
- E. Recognition of Visitors**
- F. Review of Minutes:** Committee of the Whole December 5, 2023
- G. General Presentations:** Bookstore Presentation / Dr. Patrick Peyer
- H. Teaching, Learning & Communications Discussion: Board Liaison Trustee Simpson**
 - 1. Enrollment Update
 - 2. Cybersecurity Certificates
- I. Finance Discussion: Board Liaison Trustee Trojan**
 - 1. Purchase Reports (A, B)
 - 2. Cash and Investment Report
 - 3. Purchase Policy Update Board Policy 5:10.120 / Second Reading
- J. Operations Discussion: Board Liaison Trustee Kennedy**
 - 1. Personnel Report
 - 2. Lease Extension with The Iconic Building, LLC for Rock Valley College Downtown
 - 3. Strategic Plan Update: IBHE Equity Plan Update
 - 4. Certified Project Completion Certifications
 - 5. Americans with Disabilities Act (ADA) New Board Policy 2:10.120 / Second Reading
 - 6. Rock Valley College Events Calendar
 - 7. Rock Valley College Downtown – West Campus Update
- K. Other Business: Unfinished Business/New Business**
- L. Board of Trustees Retreat Discussion**
 - 1. State of the College – Heather Snider and Ellen Olson
 - 2. 10-Year Financial Projections – Ellen Olson
 - 3. Strategic Plan Update – Heather Snider
 - 4. Studer Education Update/Employee Culture Survey – Dr. Julie Kunselman
- M. Adjourn to Closed Session** to discuss the appointment, employment, compensation, discipline, performance, or dismissal of specific employees, specific individuals who serve as independent contractors in a park, recreational, or educational setting per Section 2 (c) (1), in accordance with the Illinois Open Meetings Act.
- N. Reconvene Open Session**
- O. Next Regular Board of Trustees Meeting:** January 30, 2024, at 5:15 p.m.; (Rescheduled from January 23, 2024.) The meeting will be held in the Performing Arts Room (PAR, Room 0214) in the Educational Resource Center (ERC) on the main campus.
- P. Next Committee of the Whole Meeting:** February 13, 2024, at 5:15 p.m.; The meeting will be held in the Performing Arts Room (PAR, Room 0214) in the Educational Resource Center (ERC) on the main campus.
- Q. Board of Trustees ACCT Retreat:** February 24, 2024, at 9:00 a.m.; The meeting will be held in Room 1308 in the Woodward Technology Center (WTC) on the main campus.
- R. Next Decennial Committee Meeting:** February 27, 2024, at 5:15 p.m.; The meeting will be held in the Performing Arts Room (PAR, Room 0214) in the Educational Resource Center (ERC) on the main campus.
- S. Regular Board of Trustees Meeting:** February 27, 2024, at 5:30 p.m.; The meeting will be held in the Performing Arts Room (PAR, Room 0214) in the Educational Resource Center (ERC) on the main campus.
- T. Adjourn**

Gloria Cardenas Cudia, Board Chair

Rock Valley College
Community College District No. 511
3301 N. Mulford Road, Rockford, IL 61114
BOARD OF TRUSTEES COMMITTEE OF THE WHOLE MEETING
5:15 p.m. Tuesday, December 5, 2023
MINUTES

Call to Order

The Rock Valley College (RVC) Board of Trustees Committee of the Whole meeting was convened in person on Tuesday, December 5, 2023, in the Performing Arts Room (PAR, Room 0214) in the Educational Resource Center (ERC). The meeting was called to order at 5:15 p.m. by Chairperson Gloria Cardenas Cudia.

Roll Call

The following members of the Board of Trustees were present at roll call:

Ms. Gloria Cardenas Cudia
Mr. Richard Kennedy
Mr. Robert Trojan
Mr. Paul Gorski

Mr. John Nelson joined the meeting at 6:24 p.m.
Ms. Kristen Simpson
Mr. Juan Noguera, RVC Student Trustee

The following Trustee was absent at roll call: Ms. Crystal Soltow.

Also present: Dr. Howard J. Spearman, President; Dr. Amanda Smith, Vice President of Academic Affairs; Mr. Rick Jenks, Vice President of Operations; Ms. Ellen Olson, Vice President of Finance; Mr. Jim Handley, Vice President of Human Resources; Dr. Patrick Peyer, Vice President of Student Affairs; Mr. Keith Barnes, Vice President of Equity and Inclusion; Ms. Ann Kerwitz, Assistant to the President; Ms. Betsabe Saucedo, Assistant to the President; Ms. Tracy Luethje, Executive Assistant to the Vice President of Operations; Attorney Matthew Gardner, Robbins Schwartz.

Communications and Petitions

Chairperson Cardenas Cudia introduced Mr. John Messley from Zion Lutheran Church, who thanked the Board of Trustees for passing the Downtown Campus.

Chairperson Cardenas Cudia introduced Ms. Ann Rundall from Eliminate Racism 815. Ms. Rundall turned in signed petitions in support of the Downtown Campus. Ms. Rundall stated that she has lived on the west side of Rockford for over 40 years and has watched as the needs of many of Rockford's most vulnerable children have gone unmet. Ms. Rundall believes the campus will provide students with multiple pathways from which to choose.

Recognition of Visitors

There were no visitors to be recognized.

Review of Minutes

There were no comments on the minutes from the November 7, 2023, Board of Trustees Committee of the Whole meeting.

General Presentations

There were no general presentations.

Teaching, Learning & Communications Discussion: Board Liaison Trustee Simpson

1. Enrollment Update

Dr. Patrick Peyer, vice president of student affairs, presented the FY2024 enrollment update. Dr. Peyer explained that when the report was run, RVC was at 93% to budget for Summer II, Fall, Winterim, and Spring terms. As of this morning, RVC is at 95% to goal.

Trustee Trojan inquired if the Summer II and Fall enrollment are 59,166 credit hours and Winterim and Spring enrollment are 39,072. Why is there such a big difference in credit hours? Dr. Peyer stated that the spring semester typically has a small enrollment. Trustee Trojan suggested that at a future Committee of the Whole meeting, include a discussion of measures RVC could take to increase the Spring Enrollment.

2. Academic Calendar 2025-2026

Dr. Amanda Smith, vice president of academic affairs, presented the 2025-2026 Academic Calendar. Dr. Smith stated that the administration seeks approval for the 2025-2026 Academic Calendar. The College is submitting a full calendar beginning with Summer Session 2025 through Summer Interim 2026. This will allow the College to align its fiscal and academic year.

Finance Discussion: Board Liaison Trustee Trojan

1. Purchase Report

Ms. Ellen Olson, vice president of finance, presented the purchase reports.

Purchase Report A – FY2024 Purchases:

- A. Fire Science Instructional Equipment – (Instructional Supplies General – Perkins Grant)
 - 1. Air One Equipment, Inc. South Elgin, IL \$ 39,700.00 (1)*
Not to Exceed

- B. Fire Science Instructional Equipment – (Instructional Supplies General – Perkins Grant)
 - 2. Dinges Fire Company Amboy, IL \$ 10,347.00 (2)*
Not to Exceed

- C. Trailers – (Capital Instructional Equipment – Truck Driver Training)
 - 3. Airoidi Brothers Rockford, IL \$ 48,000.00 (3)*
Meiborg Holdings, Inc. Rockford, IL \$ 45,000.00
Jim Hawk Truck Trailers, Inc. Davenport, IA \$ 49,500.00

- D. Computers – (Instructional Computer Equipment – Computers and Information Systems)
 - 4. Amazon, Inc. Seattle, WA \$ 14,959.83 (4)*
CDW-G Chicago, IL \$ 16,150.00**
Entre Computer Solutions Machesney Park, IL \$ 22,054.85

**This submission did not meet the specifications.

- E. Cables – (Other Capital Outlay – General Institution)
 - 5. CDW-G Chicago, IL \$ 28,863.67 (5)*
Howard Technology Solutions Ellisville, MS \$ 31,707.00
Burwood Group, Inc. Oak Brook, IL \$ 34,687.55

- F. Simulation Manikin – (Capital Instructional Equipment – PATH Grant)
 - 6. Laerdal Medical Corporation Wappingers Falls, NY \$ 63,169.05 (6)*

G. SMART Lab Equipment – (Instructional Computer Equipment – DERA Grant)

7.	Entre Computer Solutions	Machesney Park, IL	\$ 24,395.81 (7)*
	Hyper Tech USA, Inc.	Tempe, AZ	\$ 25,158.40
	One Screen Solutions	San Diego, CA	\$ 25,506.61
	Virtucom	Peachtree Corners, GA	\$ 26,388.00
	B&H Photo	New York, NY	\$ 26,467.02
	Technology International, Inc.	Lake Mary, FL	\$ 32,765.00

H. Auditor Services – (Audit Services – Financial Services)

8.	Sikich LLP	Naperville, IL	\$105,000.00 (8)*
			Not to Exceed
	Wipfli LLP	Rockford, IL	

I. Power Shed Reconstruction – (Other Capital Outlay – Power Shed)

9.	Scandroli Construction	Rockford, IL	\$467,190.00 (9)*
			Not to Exceed
	Larson & Larson Builders, Inc.	Loves Park, IL	\$507,428.00
	Gehrke Construction, Inc.	DeKalb, IL	\$623,550.00

J. Building E Flooring Upgrade – (Site Improvements – Current Capital Need)

10.	Benchmark Flooring	Loves Park, IL	\$ 33,440.00 (10)*
			Not to Exceed
	Boss Carpet One	Dixon, IL	\$ 42,718.50
	Tiles in Style, LLC	South Holland, IL	No Amount Provided

In response to a question from Trustee Trojan on item I, Mr. Rick Jenks, vice president of operations, stated that the power shed reconstruction was not in the FMP as it was a smaller project and had been in the works before the FMP discussions.

2. Cash and Investment Report

Ms. Olson presented the Cash and Investment Report through November 26, 2023. Total operating cash is \$42,075,353. Total operating cash and investments are \$87,986,345. Total capital funds are \$20,247,128. Since October 31, 2023, the change in capital funds is <\$715,307>. The operating cash and investments change since October 31, 2023, is \$1,706,728. Ms. Olson stated that the total operating cash and investment funds were 81.97% of the Fiscal Year 2024 operating budget.

Trustee Trojan wanted to know if the RVC's Certificate of Deposits (CD) and Certificate of Deposit Account Registry Service (CDAR) received at least 5% interest. Ms. Olson stated that due to rates dropping because the Federal Government decided not to raise the rates, the CDs and CDARs are coming in at a high 4%.

3. Audit Services Recommendation

Ms. Olson explained that the College periodically bids out the contracts for professional services, and the existing term for the auditing services expired with the audit for FY2023. The College issued a Request for Proposal (RFP) to eight firms in October and received three responses; two provided proposals, Sikich LLP and Wipfli LLP. The third vendor could not meet RVC's requirements. Evaluation of the written proposals focused on experience with Illinois community colleges, value-added services, the expertise of the team to be assigned to RVC, preparation of the Annual Comprehensive Financial Report, and overall fee structure. Ms. Olson stated that with many similarities between the firms' capabilities, the overall fee structure and operational expense to RVC were the largest deciding factors.

Considering all the factors, the administration recommends that the College engage Sikich LLP as RVC's audit services firm. Discussion ensued.

4. FY2024 Fund Transfer Request

Ms. Olson explained that Board Policy 5:10.160 states the goal of the Operating Fund Balance is to establish and maintain an operating fund (education fund and operations and maintenance fund) balance of 35% to 50% of the following year's budgeted expenses. RVC's FY2023 revenues exceeded expenditures by \$16,879,940, bringing the Operating Funds Balance to \$38,443,503. Ms. Olson stated that the administration would like to transfer \$13,000,000 from Operating Funds 01 and 02 for various strategic initiatives. Transferring the \$13,000,000 to the various strategic requests will maintain a 44.19% balance. Discussion ensued.

5. FY2025 Capital Project Requests

Mr. Rick Jenks, vice president of operations, presented the FY2025 Capital Project Requests. Mr. Jenks submitted a list of items or projects as capital or other expense needs. Funding for these items will be from money transferred from the operations fund to the capital fund or other funding sources listed. The total capital requested is \$5,008,000, and the total Protection Health and Safety (PHS) funds requested is \$2,200,000. Mr. Jenks stated that the total request for funds for the capital projects request will not exceed \$7,300,000. Discussion ensued. Chairperson Cardenas Cudia gave accolades to Mr. Jenks for looking to the future and planning the future maintenance of the College's assets. Discussion ensued.

6. Board Policy 5:10.120 Purchasing / First Reading

Ms. Olson stated that the current \$10,000 Board Policy requirement goes back to Board Report #5519, dated January 1993, which was rescinded on October 18, 1999, with Board Report #5741. The \$10,000 Board Policy requirements did not change in alignment with the escalation of inflation over the past 20+ years. Ms. Olson explained that a recommendation was made at the October 24, 2023, Decennial Committee to increase the requirements for the Board of Trustees approval from \$10,000 for expenditures to \$25,000. Ms. Olson said this would create efficiencies in conducting purchasing transactions with vendors, allow for a quicker turnaround time on expenditures less than \$25,000, and also facilitate the implementation of smaller projects and programs that may exceed \$10,000. Ms. Olson stated all expenditures are available for review on the monthly claims report provided at the Regular Board of Trustees meeting. Ms. Olson presented a summary of the purchase reports over 13 months by dollar amount and nature of the request.

Trustee Trojan requested a listing of items once a month to see what was being spent, and Mr. Gorski said he would even like a quarterly report. Ms. Olson asked if an Excel report with the vendor's name and amount would be acceptable, and the Trustees agreed that it would be fine.

Operations Discussion: Board Liaison Trustee Kennedy

1. Personnel Report

Mr. Jenks presented the December 2023 Personnel Report. Mr. Jenks stated that there is one appointment and one correction to a title. Mr. Kenneth Pierce accepted the Sociology Instructor position effective January 12, 2024, and Mr. Peter Held's title was corrected to Dean of Workforce Development, effective December 1, 2023. Discussion ensued regarding Trustee Gorski's request for a more detailed Personnel Report. Dr. Spearman indicated that a quantitative report could be prepared and presented to trustees on a quarterly basis.

2. Facilities Projects Update

Mr. Jenks presented the Capital and Construction Summary. Mr. Jenks explained that since FY2022, ten new pieces of equipment, including mowers, golf carts, treadmills, forklifts, and ground equipment, were added. RVC added eleven vehicles, including fleet vans, plow trucks, and a squad car. There have been six technology upgrades and five construction projects, including an HVAC replacement project, the Support Services Building (SSB) parking lot, Boiler House ramp replacement, seal coating of parking lots, road inlets, and the ATC parking lot and roof replacement. Mr. Jenks listed the projects in process and what was coming up in FY2025. Discussion ensued.

3. Americans With Disabilities Act (ADA) New Board Policy 2:10.120 / First Reading

The Americans with Disabilities Act is a federal civil rights law prohibiting discrimination based on disability. RVC currently has various policies that reference individuals with disabilities, namely Meetings of the Board (1:10.040), Equal Employment Opportunity (3:10.010), Service Animals (3:10.270) (4:10.270), Family Medical Leave Act (3:30.090), and Non-Discrimination (4:10.010). Mr. Jenks explained that the policies reflect the College's commitment against discrimination of all kinds, as well as the College's compliance with federal and state laws. Mr. Jenks stated that the College does not have a Board Policy that specifically outlines the College's adherence to the ADA. The administration is requesting that the Board of Trustees adopts a new ADA Board Policy. The policy will address RVC's compliance with the ADA in its physical facilities, online digital presence, and employee, student, and community stakeholder needs. Mr. Jenks said the policy will also ensure that applicable procedures are created to support the policy. Discussion ensued.

Trustee Nelson joined the Board of Trustees Committee of the Whole meeting at 6:24 p.m.

4. Acceptance of Contributions (f/k/a Solicitation) Board Policy Update 2:10.100 / Second Reading

Mr. Jenks presented the Solicitation Board Policy update. Mr. Jenks stated that RVC has an existing Board Policy 2:10.100, Solicitation. This policy addresses solicitations and acceptance of gifts and political events on campus, citing the Election Code, 10 ILCS 5/9-25.1. The policy will be renamed Acceptance of Contributions. It will update the language to capture the requirements of statutes, rules, and regulations relating to solicitations and acceptance of gifts, considering the restrictions outlined in the State Officials and Employee Ethics Act. Mr. Jenks explained that the revised Acceptance of Contributions policy removes mention of limitations on using College property for political purposes. Such limitations must be clearly articulated as they are subject to higher levels of scrutiny relative to constitutional issues concerning equal access and speech. The political events on campus language will be addressed through the College's facilities use policy, Board Policy 2:40.010, Facilities and Grounds Rental. Discussion ensued.

5. Cyber and Information Security New Board Policy 2:30.060 / Second Reading

Mr. Jenks presented the new Cyber and Information Security Board Policy. Mr. Jenks stated that the need for a secure network and information technology (IT) infrastructure is critical to the success of any organization in today's world. Over the past few years, RVC's IT Department has started to implement many improvements in its cybersecurity efforts and will continue to strengthen its defenses against any cybersecurity threat or attack. Mr. Jenks stated that the Cyber and Information Security Board Policy will allow the administration to create procedures that will help document the equipment, software, and steps the IT department uses to secure the IT network. Some examples Mr. Jenks mentioned were account management guidelines, confidentiality statements, credit card procedures, and firewall-router-switch guidelines.

6. Rock Valley College Events Calendar

Mr. Jenks presented the RVC on-campus events calendar for December 2023 and highlighted several upcoming events. Mr. Jenks mentioned the Fall Phlebotomy Pinning Ceremony, the Nursing Pinning Ceremony, the DEI Completion Ceremony, and the St. Anthony College of Nursing Commencement. Discussion ensued.

New Business/Unfinished Business

New Business: Trustee Nelson is interested in having a session at an RVC Board Retreat on Board Governance Policies. Trustee Nelson explained that when he was at the Association of Community College Trustees (ACCT) Leadership Congress held in Las Vegas, he attended a session hosted by a community college in Wisconsin. Trustee Nelson stated that the community college explained how they changed their Board Governance Policy and how it has worked for their college and feels it would be suitable for RVC.

Unfinished Business: Dr. Spearman asked for the availability of the Trustees for the ACCT Complimentary Board Retreat on April 27, 2024. Dr. Spearman stated that some Trustees have responded, but Dr. Spearman is asking for 100% participation. Mr. Gorski noted that he was unable to make that meeting.

Dr. Spearman said that he wanted to discuss Trustees having RVC email addresses. Dr. Spearman stated that if any Trustee would like an RVC email to notify Ms. Kerwitz, so Trustees could learn how to use/manage their RVC email. Discussion ensued.

Adjourn to Closed Session

At 6:40 p.m., a motion was made by Trustee Trojan, seconded by Trustee Simpson, to adjourn to closed session to discuss: 1) The appointment, employment, compensation, discipline, performance, or dismissal of specific employees, specific individuals who serve as independent contractors in a park, recreational, or educational setting per Section 2 (c) (1); and/or 2) Collective negotiating matters per Section 2 (c) (2); and/or 3) Litigation has been filed, is pending or probable per Section 2 (c)(11), all in accordance with the Illinois Open Meetings Act. The motion was approved by a unanimous roll call vote.

Reconvene Open Session

At 7:21 p.m., a motion was made by Trustee Gorski, seconded by Trustee Nelson, to adjourn the closed session and reconvene to the open session. The motion was approved by a unanimous roll call vote. No action was taken as a result of the closed session.

Next Decennial Committee Meeting

The next Decennial Committee Meeting will be held on December 19, 2023, at 5:15 p.m.; The meeting will be held in the Performing Arts Room (PAR, Room 0214) in the Educational Resource Center (ERC) on the main campus.

Next Regular Board of Trustees Meeting

The next Regular Board of Trustees Meeting will be held on December 19, 2023, at 5:30 p.m.; The meeting will be held in the Performing Arts Room (PAR, Room 0214) in the Educational Resource Center (ERC) on the main campus.

Next Committee of the Whole Meeting

The next Committee of the Whole Meeting will be held on January 9, 2024, at 5:15 p.m.; The meeting will be held in the Performing Arts Room (PAR, Room 0214) in the Educational Resource Center (ERC) on the main campus.

Board of Trustees Retreat

The Board of Trustees Retreat will be held on January 20, 2024, at 8:30 a.m.; The retreat will be held in Room 1308 in the Woodward Technology Center (WTC) on the main campus. The location changed for this meeting only.

Next Regular Board of Trustees Meeting

The next Regular Board of Trustees Meeting will be held on January 23, 2024, at 5:15 p.m.; The meeting will be held in the Performing Arts Room (PAR, Room 0214) in the Educational Resource Center (ERC) on the main campus.

Adjourn

At 7:25 p.m., a motion was made by Trustee Trojan, seconded by Trustee Nelson, to adjourn the meeting. The motion was approved by a unanimous roll call vote.

Submitted by: Tracy L. Luethje

Robert Trojan, Secretary

Gloria Cardenas Cudia, Chairperson



Bookstore Presentation

Rock Valley College Board of Trustees Committee of the Whole Meeting
Date: January 20, 2024

Presented By: Dr. Patrick Peyer, Vice President of Student Affairs

Executive Summary

The Rock Valley College (RVC) Bookstore contract with Barnes and Noble will expire as of June 30, 2024, with a one-year extension available to RVC.

Chief Operations Officer Rick Jenks has been meeting with the Bookstore Committee since June 9, 2022, to explore bookstore options. This committee has researched bookstore trends and solutions other colleges and universities have adopted. The committee has included faculty in the discussion.

Student Affairs conducted a student survey and an open town hall meeting regarding bookstore use. It has considered student costs, accessibility, and access to materials. The Bookstore Committee recommends that the College issue a request for proposal (RFP) for a bookstore vendor, which allows for either an online or physical presence with significant online potential. This recommendation supports the College's Strategic Plan for Pillar I: Access, and Pillar II: Exceptional Education.

Further, the Illinois Public Act, 02-0122, and the College Course Materials Affordability and Equitable Access Collaborative Study Act support ongoing attention to closely monitoring and improving course material affordability.

Considerations: Cost

Goal:

- To provide the most cost-effective way for students to purchase books.

Current Contract Agreement:

- College receives commissions based on sales.
- Commission helps offset expenses in the Auxiliary Fund for programs that do not earn enough revenue to support themselves.
- Traditional on-site store providing physical and e-materials.

Online Bookstore Options:

- Often offer lower prices on printed textbooks and e-books.
- Online platforms facilitate easy price comparison.

Considerations: Accessibility and Convenience

Goal:

- To eliminate barriers and provide students ease in purchasing course materials.

Physical Presence on Campus:

- Staff available to answer questions and assist with ordering.
- Availability to have books shipped to RVC.

Online Bookstore Options:

- Eliminates the need for physical store hours.
- Accessible to students at the Advanced Technology Center, airport, downtown, or other locations.
- Could provide a physical location for delivery, pick-up, and return of paper materials.

Data provided by RVC Institutional Research

Considerations: Access to Course Materials, including Open Education Resources (OER)

Goals:

- To efficiently ensure timely access to materials.
- To provide cost-effective materials to students by increasing the use of OER and low-cost materials.

Online Bookstore Option:

- Ease of access to digital materials embedded into the Learning Management System (LMS) or other online platforms for students.
- Reduce the need and cost of paper materials.
- Promote OER.

Tentative Timeline for Project

February 2024:

- Request for bid Proposals (RFPs).

March 2024:

- The Bookstore Committee reviews the bids.

April 2024:

- Recommend vendor to the RVC Board of Trustees.
- RVC Board of Trustees approves a vendor, anticipating a five-year contract.

May 2024 through December 2024:

- Migration planning if a new vendor is selected.

July 1, 2024:

- Begin a new contract with a new vendor or extend a contract with the current bookstore vendor.

Spring 2025:

- If there is a new vendor, begin receiving faculty material requests and provide materials for summer/fall 2025.

Questions?



Cost Efficiency and Cost for Students

A Word from the College Community



Whereas these interviews were conducted to promote open educational resources, many of the comments reflect the need to consider making adaptations in our current bookstore agreement.

Click on the images of the Vice President of Student Affairs Dr. Patrick Peyer, and Student Trustee Juan Noguera to hear what they have to say regarding the cost of textbooks.

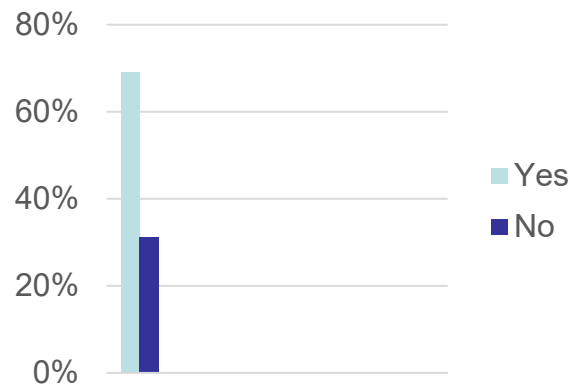


Data provided by RVC Institutional Research

Cost Efficiency and Cost for Students

Student Survey Results

Does cost influence your decision to purchase or not purchase textbooks?



- Cost is the biggest factor. If I have looked into all the options and there is no reasonable price, I will check at libraries to see if I can rent them for a couple of weeks at a time.
- If it's too expensive, I will try and go without.
- If I can find it cheaper elsewhere, I prefer to get that.
- If I cannot afford it, I can't buy it.
- I am poor.

Data provided by RVC Institutional Research

Accessibility and Convenience

A Word from the College Community



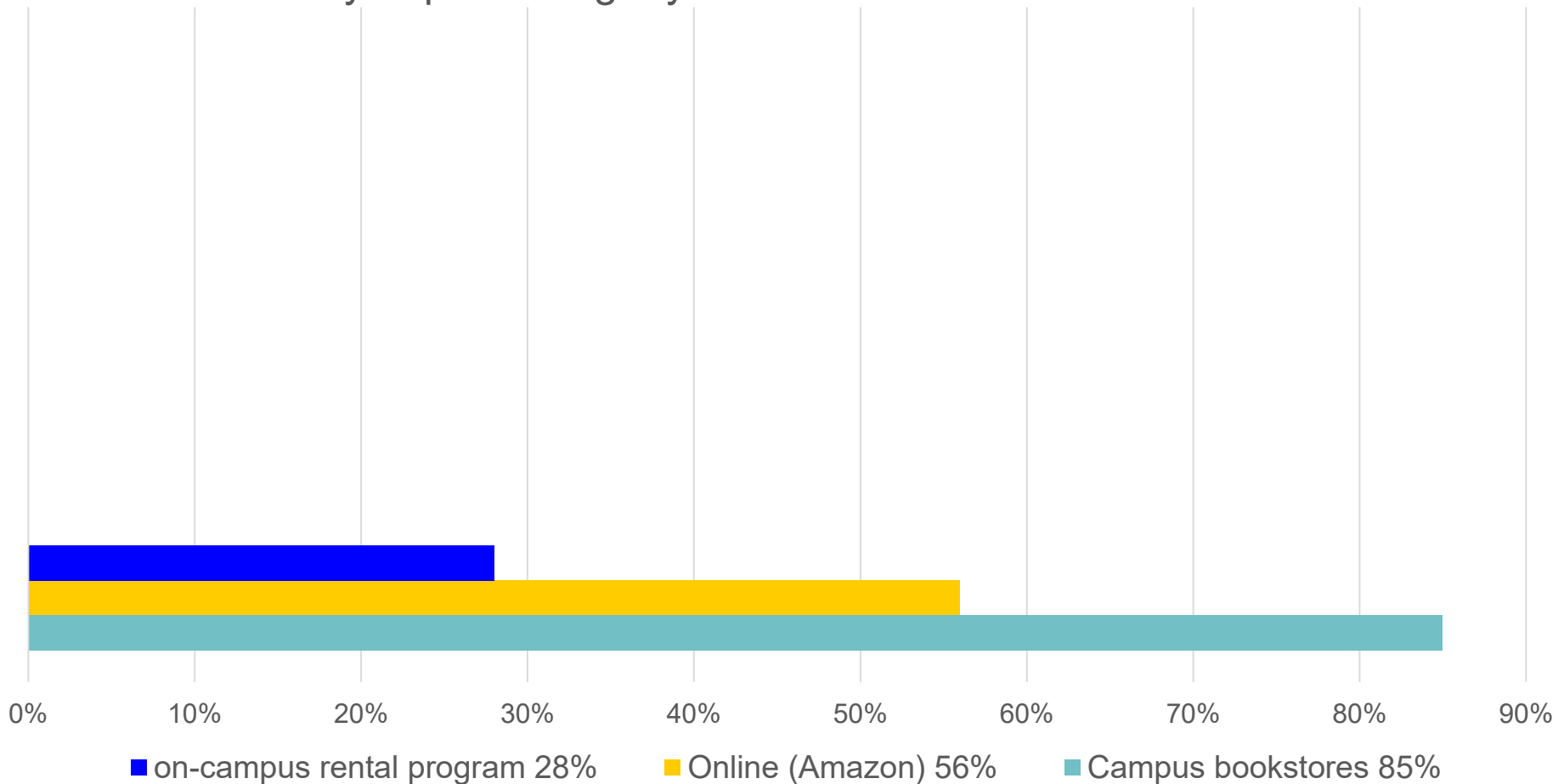
Rose Goodloe, Personal and Success Counselor, and Sports Coordinator and Coach Kevan Watkins discuss ways to make materials easier for students to access.

Click on the images to hear comments regarding the need for accessibility and convenience of course materials.



Accessibility and Convenience Student Survey Results

Where do you prefer to get your textbooks and course materials?



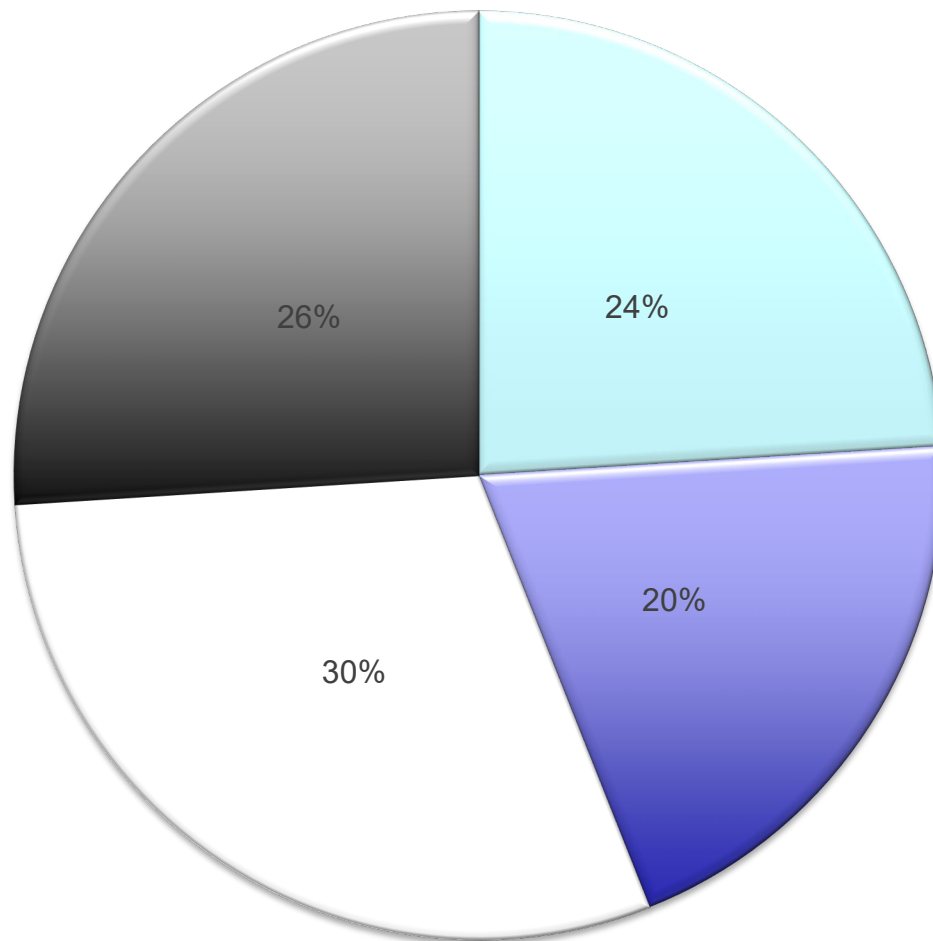
Data provided by RVC Institutional Research

Access to Course Materials, including Open Education Resources (OER) A Word from the College Community



Click on the images to hear what librarian Lukas Wenner and Executive Director of Instructional Design, Teaching, and Innovation Dr. Kym Blanchard say about open educational resources and how a student, Jasmine Nathan, feels about having resources embedded into the classroom.

Access to Course Materials, including Open Education Resources (OER) Student Survey Results



■ Prefer OER ■ Prefer traditional text ■ Need more information about OER ■ No Preference

Data provided by RVC Institutional Research

Peer and Local Institution Trends

- **Beloit College:**

Transitioned from a brick-and-mortar outsourced bookstore to an online and self-run bookstore.

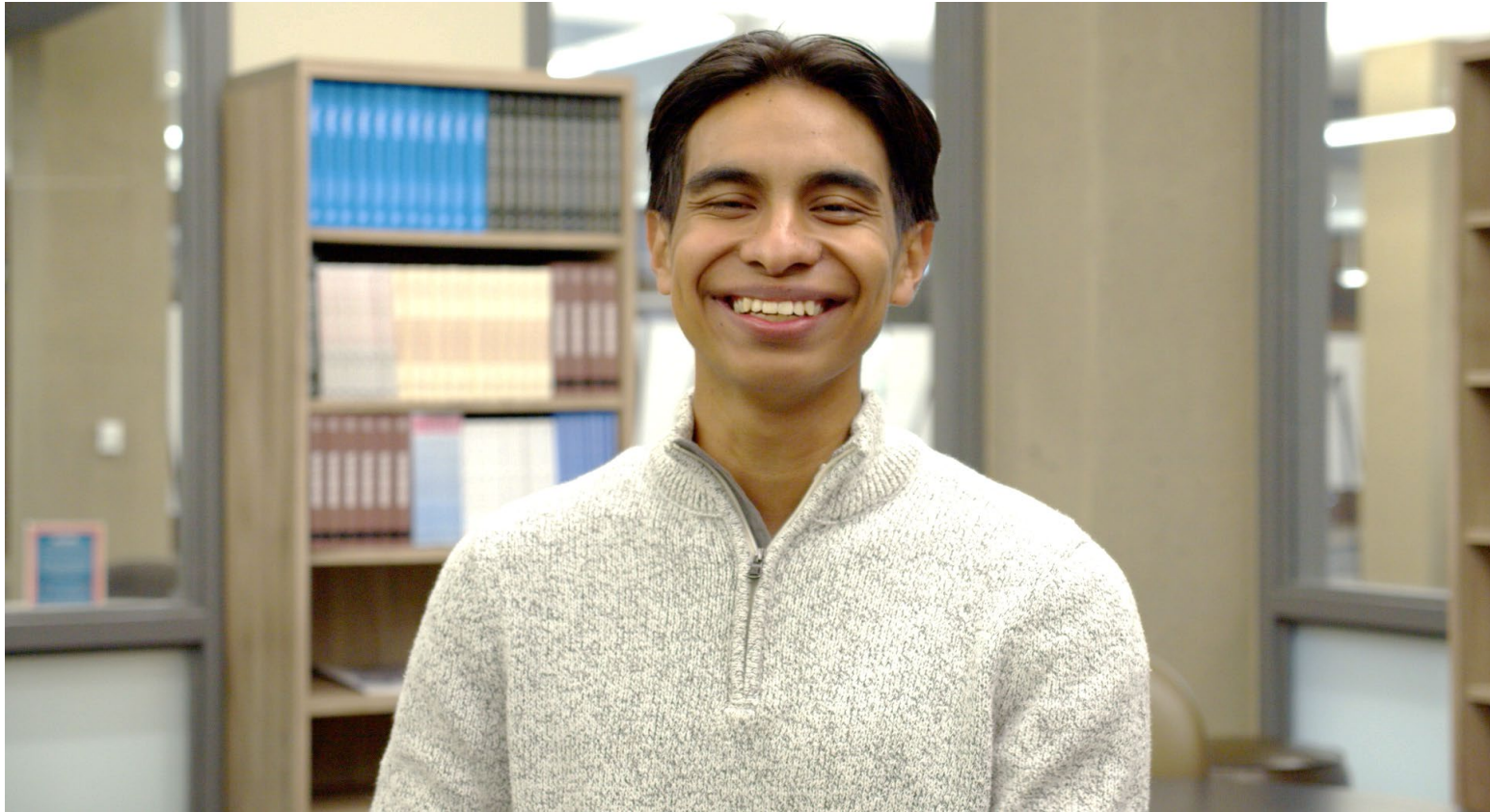
- **Rockford University:**

Transitioned from a brick-and-mortar outsourced bookstore to an online bookstore.

- **Illinois Valley Community College:**

Transitioned from a brick-and-mortar outsourced bookstore to an online bookstore.

One Last Word from the College Community



Click on the image to hear Student Trustee Juan Noguera share his comments regarding Rock Valley College's efforts to make resources affordable to students.

Data provided by RVC Institutional Research

FY2024 Enrollment Update

Board of Trustees Committee of the Whole – January 20, 2024

Term	Unduplicated Headcount				Credit Hours				Budget	
	FY2023	FY2024	Change	% Change	FY2023	FY2024	Change	% Change	Budget	% to Budget
Summer II	1,936	1,858	-78	-4.03%	8,436	7,922.5	-514	-6.09%	9000	88%
Fall	5,373	5,417	44	0.82%	50,712	52,600.5	1,889	3.72%	51,100	103%
Subtotal (Summer II + Fall)	7,309	7,275	-34	-0.47%	59,148	60,523.0	1,375	2.32%	60,100	101%
Winterim	375	435	60	16.00%	1,221	1,444	223	18.26%	900	160%
Spring	4,725	4,827	102	2.16%	45,763	46,652.0	889	1.94%	45,000	104%
Subtotal (Summer II + Fall + Winterim + Spring)	12,409	12,537	128	1.03%	106,132	108,619	2,487	2.34%	106,000	102%
Summer I	--	--	--	--	--	--	--	--	4,000	--
Total	--	--	--	--	--	--	--	--	110,000	--

Sources: FY2024 Summer II (Final 08/04/23), Fall (Final 12/12/23), Winterim (Final 01/12/24), and Spring Enrollment Tickers (01/17/24)

Important Dates:

- Students were dropped from Spring for non-payment on December 13, 2023.
- Spring semester began January 13, 2024.
- Spring 14th Day Enrollment Census is January 30, 2024.



Cybersecurity Technician Advanced Cybersecurity Technician

Presented to: Rock Valley College Board of Trustees Committee of the Whole Meeting
Date: January 20, 2024

Hansen Stewart, Ed.D.
Vice President of CTE and Workforce Development

Executive Summary

The introduction of the **Cybersecurity Technician Certificate** positions Rock Valley College as a *leader* in cybersecurity education in the region.

This strategic move meets current industry demands and anticipates future needs, demonstrating the college's commitment to staying at the forefront of technology education.

Industry Demand: As of August 2022, there were over **700,000 open positions** in cybersecurity in the United States, and according to Bureau of Labor Statistics projections, jobs for information security analysts are **expected to grow 32% from 2022 to 2032**.

Industry Partners: **Over 10 Industry partners** were involved in the certificate design, including Woodward, RPS205, Trekk, and Savant Wealth Management.

Educational Gap: With the rapid evolution of technology, there exists a gap in the education system regarding the latest cybersecurity practices and tools.

Enhancing Employability: Graduates will be well-prepared to enter the workforce immediately and have a competitive edge in the job market, enhancing their overall employability.

Community Impact: The Certificate aligns with RVC's commitment to community development. By producing skilled cybersecurity professionals, the college contributes to the overall security posture of the local community, businesses, and organizations, fostering a safer digital environment.

Flexible Learning Options: Recognizing the diverse needs of learners, the program offers flexible learning options, including online courses and evening classes, making it accessible to a broader audience.

Career Advancement Opportunities: The program serves as a stepping stone for individuals looking to advance their careers in the rapidly evolving field of cybersecurity. Graduates can pursue further education or certifications.

Compliance with National Standards: The curriculum aligns with national cybersecurity standards and certifications, ensuring graduates are well-prepared for industry-recognized exams and certifications.

Proposed Certificate Offerings

Cybersecurity Technician Certificate:

- Provides students with the fundamental knowledge and skills to secure computer systems and networks.
- Initial step for individuals who wish to pursue advanced studies or certifications in cybersecurity, such as the CompTIA Security+ or the Certified Ethical Hacker (CEH) certifications.

Advanced Cybersecurity Technician Certificate:

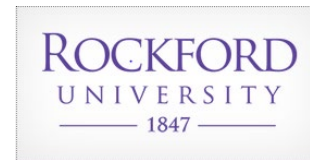
- Specialized program designed to provide students with the skills and knowledge to be employed as security analysts, network security specialists, cybersecurity technicians, and other related roles.
- Advanced training for those pursuing higher-level industry certifications, such as the Certified Information Systems Security Professional (CISSP).

Local Industry Engagement

- Advisory committee involved in the design of both certificates

- Partners include:

- Entre Computer Solutions
- Rockford Park District
- Rockford Public Schools
- Rockford University
- Savant Wealth Management
- SonicWall
- Taylor
- Trekk
- VmWare
- Woodward



Labor Market (National)

As of August 2022, there were over [700,000 open roles in cybersecurity in the United States](#), and according to Bureau of Labor Statistics projections, jobs for information security analysts are expected to grow [32% from 2022 to 2032](#).

It's clear that cyber talent is in demand.



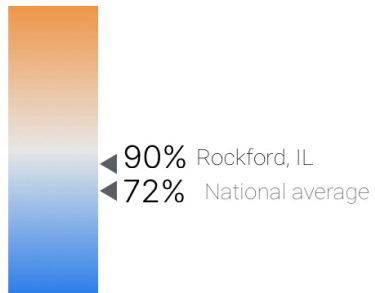
Source: <https://cybersecurityventures.com/cybersecurity-almanac-2022/>

Labor Market (Rockford Region)

Rockford, IL

SUPPLY/DEMAND RATIO ⓘ

ROCKFORD, IL, 2023



TOTAL CYBERSECURITY JOB OPENINGS ⓘ

ROCKFORD, IL, 2023

157

TOTAL EMPLOYED CYBERSECURITY WORKFORCE ⓘ

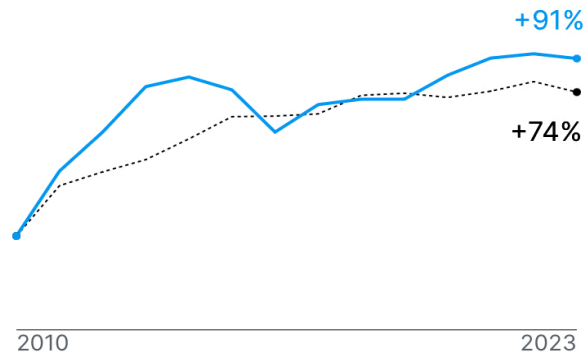
ROCKFORD, IL, 2023

195

HISTORICAL CYBERSECURITY JOB OPENINGS ⓘ

NATIONAL AVG

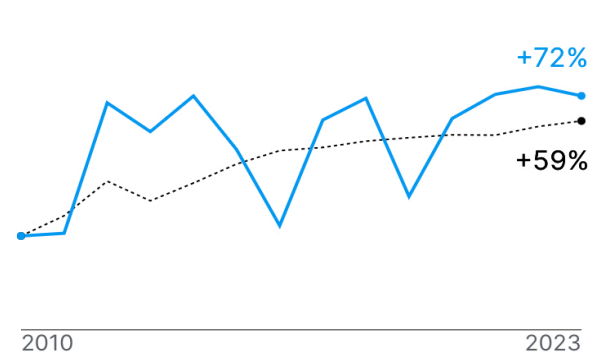
ROCKFORD, IL



HISTORICAL EMPLOYED CYBERSECURITY WORKFORCE ⓘ

NATIONAL AVG

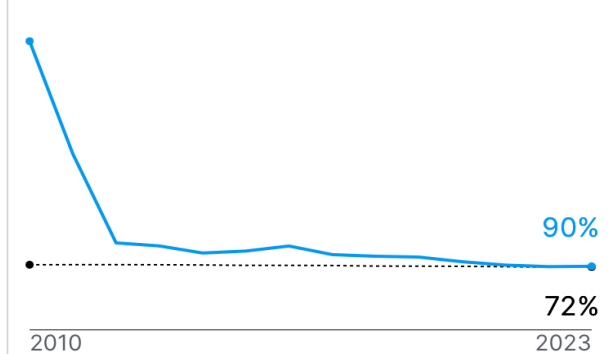
ROCKFORD, IL



HISTORICAL SUPPLY/DEMAND FOR CYBERSECURITY [BETA] ⓘ

NATIONAL AVG

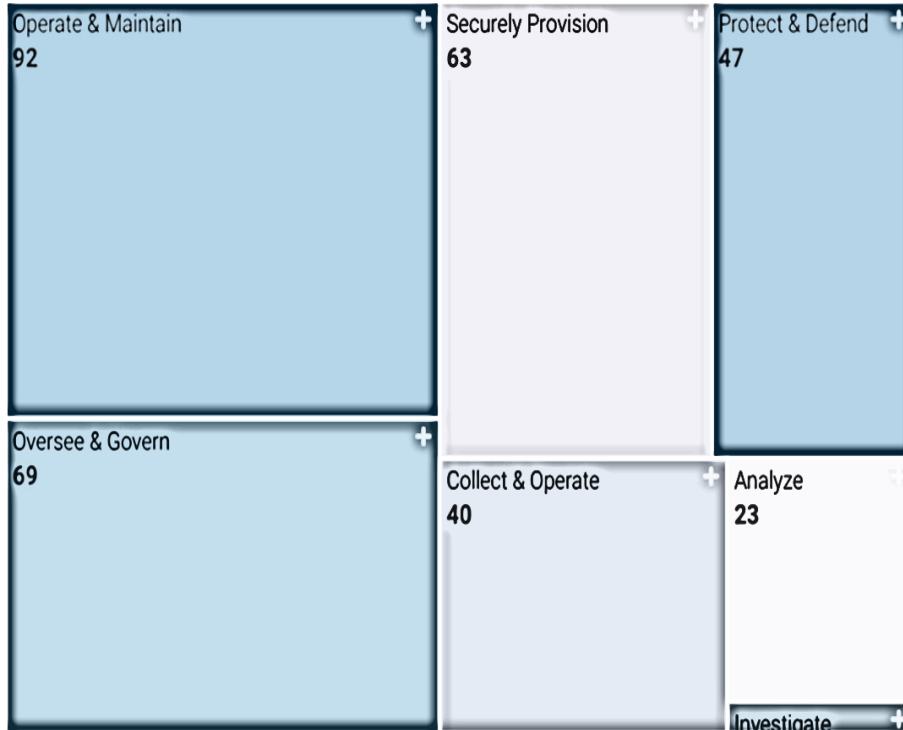
ROCKFORD, IL



Labor Market (Rockford Region)

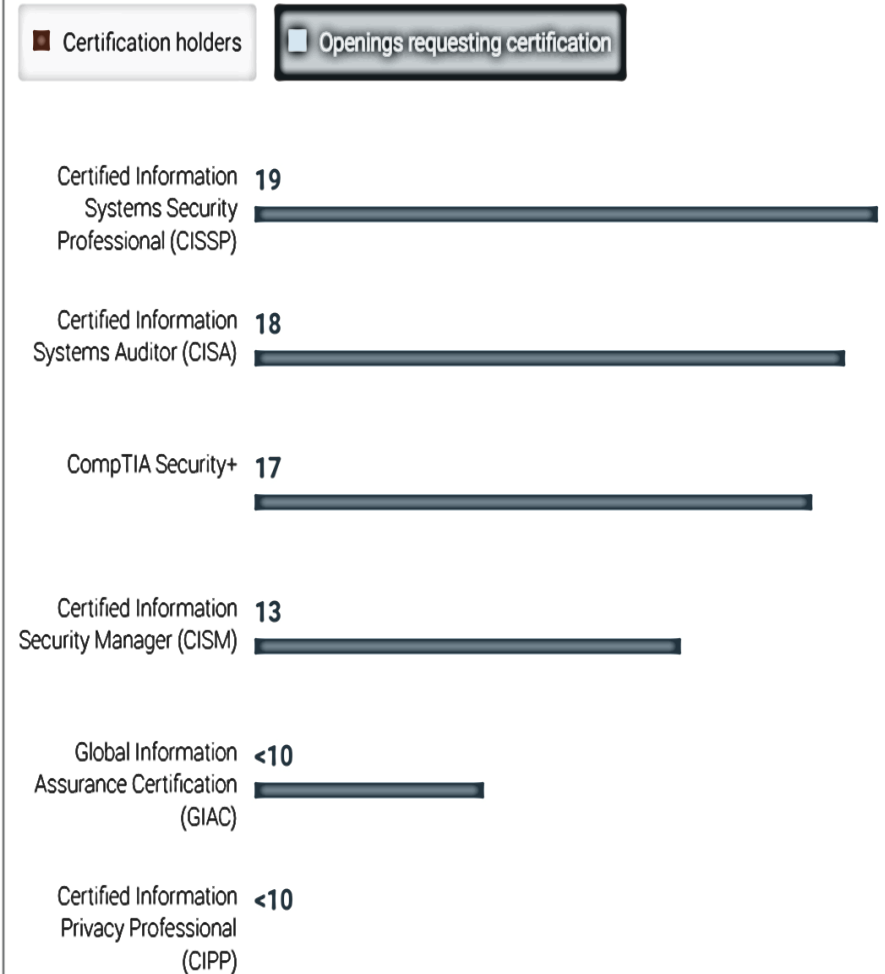
JOB OPENINGS BY NICE CYBERSECURITY WORKFORCE FRAMEWORK CATEGORY

NICE



Notes: The NICE Workforce Categories are not mutually exclusive- one job could perform multiple roles within the framework. The data shown here are not intended to be aggregated.

CERTIFICATION HOLDERS / OPENINGS REQUESTING CERTIFICATION



Program Learning Objectives

- **Develop foundational knowledge:** Equip students with a solid understanding of cybersecurity principles, concepts, and best practices to establish a strong foundation for their career in the field.
- **Hands-on skill acquisition:** Provide practical, hands-on experiences that enable students to develop technical skills in areas such as network security, cryptography, and incident response, ensuring they can apply theoretical knowledge in real-world scenarios.
- **Critical thinking and problem-solving:** Foster the ability to analyze and solve cybersecurity challenges by promoting critical thinking skills, decision-making processes, and strategic approaches to addressing evolving threats.
- **Communication and collaboration:** Cultivate effective communication skills and the ability to collaborate within interdisciplinary teams, preparing students to articulate cybersecurity issues, solutions, and recommendations to diverse stakeholders in both technical and non-technical domains.
- **Ethical and legal awareness:** Instill a strong sense of ethical responsibility and an understanding of legal considerations in the cybersecurity field, ensuring students are equipped to navigate complex ethical dilemmas and comply with legal standards in their professional roles.

Questions?



**Application for Permanent Approval of an Occupational Curriculum
Cybersecurity Technician and Advanced Cybersecurity Technician**

Background:

Rock Valley College is designing two new certificates: Cybersecurity Technician and Advanced Cybersecurity Technician. Students completing the Cybersecurity Technician certificate will be prepared for entry-level employment in cybersecurity. Students completing the Advanced Cybersecurity Technician certificate will be prepared for more skilled employment and attain industry certifications such as the Certified Ethical Hacker (CEH) and Certified Information Systems Security Professional (CISSP) certifications.

Information Technology continues to be an industry in high demand within the Rockford Region (2022, Illinois Northern Stateline WIOA Regional and Local Plan). Information Technology is integrated into all of the targeted industry sectors in the Region. With the changes to the workforce that resulted from the Pandemic, including moving work to a virtual setting and increasing the use of the Cloud for data storage, cybersecurity is growing as a profession. It is needed to support all high-demand industries.

The development of these certificates was completed to complement the current Associate of Applied Science degree in Cybersecurity. These stackable certificates will allow students to enter the workforce earlier while upskilling for more skilled employment.

Recommendation:

It is recommended that the Board of Trustees approves the submission of a proposal to the Illinois Community College Board (ICCB) to approve the Cybersecurity Technician and Advanced Cybersecurity Technician certificates. The ICCB Form 20 proposal includes:

- Part A. Feasibility, Curriculum Quality and Cost Analysis, and
- Part B. Supportive Documentation and Data

Howard J. Spearman, Ph.D.
President

Board Approval: _____
Secretary, Board of Trustees

Illinois Community College Board

Application for Permanent Approval Career & Technical Education Curriculum

COLLEGE NAME:	Rock Valley College	5-DIGIT COLLEGE NUMBER:	51101
CONTACT PERSON:	Jenn Mickelson	PHONE:	815-921-4257
EMAIL:	j.mickelson@rockvalleycollege.edu	FAX:	

CURRICULUM INFORMATION

AAS TITLE:		CREDIT HOURS:		CIP CODE:	
AAS TITLE:		CREDIT HOURS:		CIP CODE:	
CERTIFICATE TITLE:	Cybersecurity Technician	CREDIT HOURS:	15	CIP CODE:	11.1003
CERTIFICATE TITLE:	Advanced Cybersecurity Technician	CREDIT HOURS:	20	CIP CODE:	11.1003

PROPOSED CLASSIFICATION:	District	<input checked="" type="checkbox"/> X	Regional		Statewide	
PROPOSED IMPLEMENTATION DATE:	5/15/2024					

SUBMISSION INCLUDES:	
	Part A: Feasibility, Curriculum Quality and Cost Analysis
	Part B: Supportive Documentation and Data

<i>This curriculum was approved by the college Board of Trustees on:</i>	<i>Date:</i>	
State approval is hereby requested:		
Signature	<i>Required- Chief Administrative Officer</i>	<i>Date</i>

ICCB USE ONLY:			
ICCB APPROVAL DATE:	AAS:	<29 ch Cert:	30+ ch Cert:
IBHE APPROVAL DATE for AAS:			

Please note: ICCB Use only Box must remain on front page of Application Form.

OCCUPATIONAL CURRICULUM APPROVAL APPLICATION
PART A: Feasibility, Curriculum Quality and Cost Analysis

FEASIBILITY

1. Labor Market Need. Verify that the program is feasible from a labor market standpoint and demonstrate convincing evidence of labor market need.

a. Program purpose: Briefly describe the employment goal for completers of the program. (i.e. “...to provide entry-level employment training or support the pursuance of advancement opportunities”.) If more than one program is included in the application, delineate the purpose for each program.

The purpose of a Cybersecurity Technician Certificate is to provide students with the knowledge and skills to secure computer systems and networks, and to prepare them for employment or further education in cybersecurity. By obtaining a cybersecurity technician certificate, individuals can demonstrate their proficiency in these areas to potential employers and increase their chances of securing employment in the field. The certificate also provides a stepping stone for individuals who wish to pursue advanced studies or certifications in cybersecurity, such as the CompTIA Security+ or the Certified Ethical Hacker (CEH) certifications.

An Advanced Cybersecurity Technician Certificate is a specialized program designed to provide students with the skills and knowledge needed to advance in cybersecurity. This certificate aims to prepare individuals for cybersecurity careers, as security analysts, network security specialists, cybersecurity technicians, and other related roles. Upon completion of the certificate, graduates can pursue career advancement in cybersecurity. The certificate also provides a higher level of training for individuals who wish to pursue further education or industry certifications, such as the Certified Ethical Hacker (CEH) and Certified Information Systems Security Professional (CISSP) certifications.

b. Target population. Describe the target audience for the proposed program. Indicate whether this program is intended for individuals seeking entry-level employment, for advancement or cross-training opportunities for existing employees, or for those looking to increase their skill set through specialized education and training.

The target audience for the Cybersecurity Technician certificate would be students enrolled in any of the CIS, PCT, or WEB degrees or certificates, particularly those working towards the Network Technician Certificate, Cybersecurity Specialist AAS Degree, and Network Systems Administrator AAS Degree.

The target audience for the Advanced Cybersecurity Technician certificate would be students enrolling in CIS, PCT, or WEB degrees or certifications, particularly those pursuing the Cybersecurity Technician Certificate, Network Technician Certificate, Cybersecurity Specialist AAS Degree, or Network Systems Administrator AAS Degree.

c. Related occupations. Describe the types of jobs for which the program(s) will train graduates (i.e. specific occupational titles and/or multiple jobs within a Career Cluster/Pathway(s) and specify cluster). See [CTE Career Clusters](#) or [Illinois Programs of Study](#) for more information on Career Clusters and Programs of Study in Illinois. Complete the **Occupational Chart** (Part B).

The career cluster for the cybersecurity technician certificate would be the Information Technology career cluster. This career cluster encompasses a wide range of occupations and industries that are related to the design, development, and implementation of technology solutions, including cybersecurity. Those who complete an advanced cybersecurity technician certificate program would be qualified for various careers, including network security analyst, security administrator, and information security analyst. It comprises current courses and can be stacked towards the Network Systems Administrator and Cybersecurity Specialist degrees, with the Network Technician and Cybersecurity Specialist certifications preceding it.

d. Supply-Demand Information. Append in Part B labor market information from current sources (i.e., the Illinois Department of Employment Security) which represent projected demand/job openings versus existing supply/completers in related programs in *your district and/or neighboring districts as appropriate*.

For comparison purposes you may want to include statewide data and/or regional data. Regional proposals should include data reflective of all districts to be served. Complete the **Enrollment Chart** (Part B).

Cybersecurity is an emerging field. There is a projected increase of 5.3% of jobs in the region. This demonstrates a real need in the region, as there are not any local cybersecurity programs currently.

e. Alternate Documentation. If labor market data is not applicable (such as with some new and emerging occupations), or not available (such as for your district) provide alternate documentation of program need. This might include survey data, local classified /online advertisements for related occupations, or job outlook information from reputable sources. Append to Part B of this application. See ICCB’s “Labor Market Analysis: Ten Easy Steps to Conduct a Basic Analysis for Program Approval” for more information. [Appendix B - Labor Market Need Analysis: Ten Easy Steps to Conduct a Basic Analysis for Program Approval](#)

As this is an emerging field, it is important to look not only at local market data. Nationally, the job outlook is also strong. The Bureau of Labor Statistics show a job growth of 32% between 2022-2032 (<https://www.bls.gov/ooh/computer-and-information-technology/information-security-analysts.htm>).

f. Planning and Collaboration. Describe how the proposed curriculum fits into the colleges overall plans and goals to meet career and technical education/workforce preparation needs within the district/region.

1. Educational & Workforce Partnerships. Address how the program meets priority needs, and describe steps taken to plan and deliver the curriculum in collaboration with others, such as the Program Advisory Committee, Secondary institutions, Baccalaureate Institutions, Local Workforce Boards, Labor Councils and other appropriate partners.

The program has worked with their advisory committee to ensure there is need for a Cybersecurity Technician program at Rock Valley College. Information was gathered regarding the skills needed for a successful program from professionals in the area.

2. Employer Partners. List all employer partners and their locations (city/state). Employer partners include those that are actively engaged in the development, implementation, and evaluation of the CTE program. Additionally, employer partners may be engaged in the work-based learning component of the program and where successful students may obtain available employment.

Entre Computer Solutions, Rockford, Illinois

Rockford Park District, Rockford, Illinois

Rockford Public Schools District 205, Rockford, Illinois

Rockford University, Rockford, Illinois

Savant Wealth Management, Rockford, Illinois

SonicWall, Malpitas, California

Taylor Company, Rockton, Illinois

Trekk, Rockford, Illinois

Vmware, Rockford, Illinois

Woodward, Loves Park, Illinois

3. Employer Input. Append employer advisory committee meeting minutes and other pertinent documents to reflect the private sector input obtained in the development of the proposed curriculum.

Attached.

g. Addressing Issues of Equity. Describe institutional-level plans to close equity gaps as it pertains to students and the proposed program(s).

1. Institutional Plan. Describe the institution’s plan, as it relates to the proposed program(s), for attracting, recruiting, retaining, and completing a diverse group of students including working adults, students of color, low-income students or students from other underrepresented/underserved backgrounds.

The college has a commitment to recruit underrepresented student populations into CTE programs through various efforts, both event-focused and materials-focused. Program materials are disseminated through bus tails, billboards, radio spots and TV ads, strategically placed or

available to underrepresented populations, such as low income, adult education and English-language learners. All mentioned have been offered in Spanish as well as English.

Secondary/Postsecondary collaboration is driven by secondary representation on our advisory committee as well as participation in the CEANCI Summer Industry Immersion that partnered secondary, postsecondary and industry representatives through business roundtables and tours of education and industry facilities.

In addition, collaboration occurs through select dual credit/early college coursework in general education. Secondary students are informed about the programs at Rock Valley by our articulated and dual credit relationships with surrounding high schools.

In general, students enrolled in high school pathways are advised in partnership with their high school counselor and the Early College office. Early College serves as the point of contact for all high school students enrolled in articulated and dual credit classes to ensure accurate registration and grading. While enrolled in high school, students complete RVC applications and learn more about the opportunities for continuing their pathways at the College from their dual credit instructors, counselors, and the Early College office. Early College works with Admissions and Advising to connect students to campus resources and prepare for additional pathways coursework upon high school graduation. Bridge programs for specific programs are also available to students desiring to continue their pathways coursework over the summer months, along with individualized advising, job shadows and internships.

Recruitment for this program ensures sufficient enrollment of students to fulfill the labor market need.

2. Support Services. Describe the institutions and/or program-specific student support services to ensure equitable access and success for all students enrolled in the proposed program(s).

The CIS department works with TRIO Student Support Services and their Achieve, Complete and Upward Bound programs to provide wrap around services for students either still enrolled in high school or returning to school after years in an industry. We also have very capable tutoring support that can provide a wide array of subject matter support for our coding and WEB classes. In general, students receive wraparound support, which includes academic and transfer advising, career services, advising and placement, financial aid and financial literacy advising as well as personal and success counseling as part of the RVC package of student support.

3. Evidence-based Practices. What evidence-based best practices has the college identified and will deploy to ensure equitable completion of programs and/or credentials.

The College employs practices that will support course and certificate completion. The program is designed to be completed in a short timeframe, which will allow students to enter the workforce and obtain a living wage. There are also programs available which provide essential wrap-around services, providing case management that will increase the likelihood of completions, such as ICAPS programs, TRiO, and others.

4. Data Collection. Has your college established a target for (disaggregated) enrollment? How are you monitoring progress and collecting information to assess completion of credentials and programs to ensure equitable outcomes?

The College has a goal of having an enrollment in all programs that is reflective of the college community. This would be a goal of an enrollment of 12% Black/African American and 16% Hispanic. Disaggregated data regarding enrollment and completion data is reviewed each year, and fully analyzed during each Program Review.

h. Related Offerings: Describe what similar programs are being offered by your institution and other training providers within your district. Include information on neighboring districts or border state providers as appropriate.

While there are information technology programs at area colleges, no certificates are offered in Cyber Security.

i. Regional Programs: If the college is seeking "regional" designation for the proposed program, define the "region" to be served, describe how the college will ensure the region is adequately served by the program, (i.e. via distance learning, online education or campus branches) and include separate letters from each of the colleges within the defined region indicating their support for the proposed program at your college.
[The college is not seeking "regional" designation.](#)

2. Need Summary. Provide a brief summary of your findings which support the need to develop and offer the proposed program(s) within your district. Include any additional information not already reported that illustrates demand for the program(s).

[Information Technology continues to be an industry that is in need within the Rockford Region \(2022, Illinois Northern Stateline WIOA Regional and Local Plan\).](#) Information Technology is integrated in all of the targeted industry sectors in the Region. With the changes to the workforce that was a result of the Pandemic, moving more work online and virtual and the increase use of the Cloud for data storage, Cybersecurity is growing as a profession, and will be needed in each of the targeted industries.

CURRICULUM QUALITY

1. Curriculum Information. All CTE programs must be comprehensive and aligned with rigorous standards, and they must prepare learners for opportunities in high-skill and in-demand fields. Demonstrate the college has developed quality curricula that aligns with federal, state and local requirements, is responsive to local workforce needs, and will prepare graduates with the appropriate level of skill to meet their educational and employment goals.

a. Curriculum: Provide a catalog description and curriculum layout for the program. If submitting a degree and certificate together, include a description and curriculum *for each*.

1) Catalog description. Provide a description of the program(s) as it will appear in the college's catalog.
[The Cybersecurity Technician certificate program provides a foundation in the fundamentals of cybersecurity. The program typically covers essential concepts, such as security threats and vulnerabilities, security management, access control, cryptography, and network security. The objective of the program is to equip individuals with the knowledge and skills needed to understand the basic principles of cybersecurity and to protect their organizations from cyber threats.](#)

[The Advanced Cybersecurity Technician certificate program aims to offer a thorough curriculum for creating a trained workforce in information technology security. Maintaining information confidentiality and protection, risk management, data and system integrity, availability, authenticity, and utility are all parts of managing information security programs. The curriculum is built on the information security concepts, principles, methodologies, strategies, practices, and procedures that serve as the standard for modern IT security experts. Graduates of this curriculum are prepared for careers in cybersecurity as network security professionals, IT security analysts, and cybersecurity technicians.](#)

2) Curriculum. Complete a Curriculum Chart (Part B) for each program.
[Attached.](#)

b. Educational alignment: Describe how the proposed program(s) illustrate a Program of Study. See ICCB's Programs of Study website for more information: [Illinois Programs of Study](#).

1) Academic/Curricular Alignment. Describe the alignment of content between secondary and postsecondary coursework and curricula. Include opportunities for dual credit or articulated credit in both academic and career/technical areas between high school and community college. How will the college ensure a smooth transition for students entering the program, whether from high school, adult education, or other workforce training pipelines?
[The Cybersecurity Technician certificate is designed to align with educational opportunities both at the secondary level and adult education level. Area high schools are offering pathways in direct alignment with the Computer & Information Systems AAS degree, which will allow students to earn up to 12 credits through dual credit opportunities. An Integrated](#)

Education and Training program has been designed and implemented in Network Technician, and offers a similar opportunity to adult education students; this will be explored for the Cybersecurity Technician certificate. The Advanced Cybersecurity Technician certificate then builds upon the Cybersecurity Technician certificate.

The College has identified an academic advisor that works specifically with students entering or attending programs in the division of CTE, of which Computer & Information Systems is a part. This aids to a smooth transition for students entering the program. The Transitions Coordinator in Adult Education and Pathways Coordinators in Early College also work to eliminate barriers.

- 2) **Rationale.** If a program is over 60 credit hours (for AAS degrees) or over 30 credit hours (for CTE Certificates), provide a rationale as to why the program exceeds those credit hours. This may include supportive documentation from curricular design, licensure/accrediting bodies, workforce partners, etc.

NA

- 3) **Relationship to existing curricula at the college:** Indicate how this program(s) may provide educational laddering opportunities between short- and long-term certificates and degree curricula.

The Cybersecurity Technician certificate leads into the Advanced Cybersecurity Technician certificate, which only requires 3 more courses. Both certificates are comprised of current courses that are stackable towards the Network System Administration and Cybersecurity Specialist AAS degrees.

- 4) **Articulation.** Specify how the program is structured or articulated to provide educational opportunities for students beyond community college (i.e. baccalaureate capstone programs). If applicable, include information on the specific programs and baccalaureate institutions with which the college has been working towards articulation.

No articulation agreements have been established at this time. As the program grows, articulation agreements will be sought and established for those students who wish to continue their education to a bachelor's degree.

- 5) **Academic & Technical Skill Requirements.** Describe how the college ensures that the proposed curricula will provide needed education and skills for the occupation and will meet program objectives by addressing the following:

- a. **Academic Entry Skills:** Describe the reading, writing, math and/or science knowledge/skill requirements for students to enter and be successful in the proposed program. How will the college ensure appropriate remediation for students (e.g. through Academic Support Services or CTE/DevEd Bridge Instruction).

Some general skills and knowledge areas typically expected for someone entering a cybersecurity program at an introductory level are basic computer skills, problem-solving skills, attention to detail, and a passion for technology. It's worth noting that these skills can often be developed or improved through study and practice. This certificate program is designed to provide students with the foundation they need to start a career in cybersecurity, even if they have little prior experience. Students needing additional support will be provided opportunities for academic tutoring, and instructors will work with students to ensure student success.

- b. **General Education:** Describe how the general education requirements support the technical skill requirements of the CTE program. Do each of the courses in Math, Communication, Science, etc. support the level of technical skill required to complete the program and obtain employment?

We have not included general education courses in the certificate, but they are included in the degree. The general education courses in the degree support the

development of technical skills by providing students with a foundation in critical thinking, communication, and ethical reasoning. These skills are essential for success in cybersecurity, as they help individuals understand and articulate the complex technical and policy issues involved in protecting information and computer systems.

- c. **Technical Skills:** Describe what industry skill standards have been set for related occupations and what professional credentialing (licensure, certification, registration, etc...) is required or optional to students, when and through what agency/entity? Is it optional or required (i.e., is licensure or certification required or optional for job entry?) What steps has the college completed to ensure that students will learn the skills required to obtain the necessary licensure or certification?

As the certificates were designed, alignment was conducted to ensure industry standards are included. CompTIA certifications are available for students who continue in the Cybersecurity pathway.

- d. **Employability Skills:** Describe how employability skills (the transferable skills needed by an individual to make them employable) are incorporated into the content of the program. Include any specific employability skills identified by employers and/or program developers.

It is essential that students learn and employ essential employability skills that prepare them to enter the workforce. Employability skills are woven throughout the program, with expectations set in each class. The CIS department offers many opportunities for students to experience work-based learning activities and internships. Partnering with RVC Career Services, local employers, former students, and community contacts provides a variety of experiences for students. Students may receive credit for internships within cybersecurity. They allow students to connect their work experiences directly to concepts taught in our classes. A faculty advisor oversees the students' internship and works with the organization on goals and achievements tied to their major.

- 6) **Career Development.** Describe how career information, resume building and employment search activities are incorporated into the curriculum.

Career pathways in cybersecurity are discussed throughout the program. Current job postings with educational and skill requirements will be studied in classes. Students will be taught resume building basics for employment in this industry. Students also have access to career development workshops that are offered through the college's Career Services, Advising & Placement, as well as the local Workforce one-stop-operator to gain assistance in resume development, interviewing skills, and other career development activities.

- 7) **Course Syllabi.** Append in Part B the appropriate ICCB course syllabi/documentation for new courses or any existing courses that are being modified significantly for the proposed curricula. Course addition and/or modification requests should be submitted via ICCIS once the proposed program receives approval.

N/A

c. Work-Based Learning. Work-based learning provides participants with work-based opportunities to practice and enhance the skills and knowledge gained in their program of study or industry training program, as well as to develop employability, and includes an assessment and recognition of acquired knowledge and skills. Examples include: internships, service learning, paid work experience, on-the-job training, incumbent worker training, transitional jobs, and apprenticeships. See the Career Pathway Dictionary for the full continuum of work-based learning and employer engagement strategies, including specific definitions. Describe how work-based learning will be incorporated into the curricula. Append to Part B a list of work-based learning sites to be used for internship, career exploration, job shadowing, clinical practicum, or apprenticeship coursework.

The Computers and Information Systems department maintains, through RVC Career Services, the CIS Advisory Committee, former students and industry contacts, several venues for students to connect with internship and other work-based learning opportunities.

Internships

Embedded into our programs are Internship for credit opportunities for students. These 1 / 2 / or 3 credit hour classes are aimed at allowing a student to connect their work experiences directly to concepts taught here in Computers and Information Systems while employed at a local cooperating business or not-for-profit organization. The experience is supervised by a faculty advisor in the program and students work with the organization / faculty on goals / achievements that can be tied directly to learning goals in any given program strand. Faculty meet with the student several times over the course of the experience to ensure that the student is immersed in the industry and is getting the most out of the experience.

Secondary to Postsecondary Continuum

Through relationships with secondary school instructors and administration through the Advisory Committee and various MOUs with local high schools, Rock Valley College has sought to normalize and establish effective relationships between secondary and postsecondary curricula. CIS has shared out our curriculum for our CIS102 course (Introduction to Computers and Information Systems), our WEB101 course (Introduction to Web Programming and Design), and has various networking courses running in the high schools.

Career Exploration Opportunities

An annual TechExpo brings employers and credit transfer opportunities to RVC so that students can explore possible internships and job openings, as well as network with employers to explore their prospective industries in depth.

The CIS department works with the college's STU 100 (Planning for Success courses) to provide seminars and career exploration. Our instructors meet either virtually or in person with STU100 classes and discuss careers in Computer Science.

Team-Based Challenge

Embedded in every course in the CIS curriculum are hands on, project-based learning opportunities. This includes coding projects to develop actual products, web projects to create hosted web pages, security appliance setups, network development and more. In so doing our students get hands on practice with the concepts they'll deploy in their industries post-graduation.

Community Outreach for Career Exploration

CIS has regularly created home-grown clubs that engage our students and the community with hands on experience and competitions. Our instructors have created an RVC Hour of Code which creates a fun, hands on learning workshop centered on coding and robots. This is available to all ages 5 and up so we are able to cast a wide net and start developing relationships with prospective students early in their academic careers.

Before the pandemic, Girls Who Code was also created to address the gender divide that exists in the STEM fields. Girls in primary and secondary grades attended weekly workshops to address the gender gap in technology and to use computer science to impact their community and join supportive peers and role models.

Through the RVC Tech Bus, Rock Valley College will be able to offer students, from the young to the young at heart, quality educational experiences regardless of their zip code, transportation limitations, or circumstances. Through the offering of credit courses, noncredit courses, youth programming, and job skills training, the RVC Tech Bus removes the brick-and-mortar boundaries we face and makes education attainable for all.

d. Accreditation for Programs. Describe what external approval or accreditation is required and/or optional for this program, when and through what agency/entity it is available. (i.e., is program approval/accreditation by a regulatory agency or industry-related entity required prior to enrolling students or graduates earning their licensure/certification? What steps has the college completed to obtain that approval/accreditation?)

This certificate will not need approval from other agencies and will align with professional certifications within networking and cybersecurity, depending on the topic or course being taught.

e. Assessment of Student Learning: Describe how the college plans to ensure students will meet the objectives for this program through evaluation of knowledge and skills at both the course and program-level.

1) Student Learning Objectives. Describe or list the broad program-level learning objectives/outcomes that each student is expected to have mastered upon completion of each program related to:

- the general education component of the curriculum, and
- the career and technical education component of the curriculum.

Students completing the Cybersecurity Technician certificate and Advanced Cybersecurity Technician certificate will have the following student outcomes:

- Integrate various security practices into systems.
- Maintain secure data and systems.
- Troubleshoot systems and network design for effective security.

2) Assessment of Student Learning Objectives. Describe the overall course-level assessment method(s) to be used, and the end-of-program assessment method(s) the college will use to ensure that students demonstrate these learning objectives just prior to program completion. (i.e., assessment through portfolio review, cumulative course completion, team project, comprehensive written/performance test, or industry/state pre-certification/licensure examination).

Course and program objectives will be assessed through a variety of methods to ensure a successful evaluation is obtained. These assessment methods include:

- Assignments
- Exams
- Hands-on labs

f. Continuous Quality Improvement.

1) Describe how the college will utilize continuous quality improvement to ensure the curricula remains rigorous and relevant.

Rock Valley College will use continuous quality improvement to ensure the curricula remains relevant and rigorous. Multiple methods of assessment will be employed, including the feedback received from the Advisory Committee. The College will also ensure that a program review is completed during the five-year cycle to ensure relevance. The College will also connect with the Local Workforce Innovation Board and area employers to ensure the curricula meet industry standards.

2) Describe how the college will use Assessment of Student Learning information/data to improve the curricula.

The program actively participates in course and program assessment. The results of the course and program assessment will be reviewed as part of the assessment cycle. If the data indicate that students are not achieving stated objectives, improvements to the curricula will be implemented and may include changes in materials, pedagogy, or student support.

2. Unique or noteworthy features of the program. Describe how the proposed program(s) stands apart from other programs similar in nature. Include Information on instructional delivery method(s). (i.e., classroom only, online only, hybrid, distance learning).

An introductory cybersecurity certificate can be an excellent opportunity for students wishing to start a career in cybersecurity or for those looking to enhance their understanding of cybersecurity. The Cybersecurity Technician certificate will provide students with a strong foundation in cybersecurity and pursue a career in this rapidly growing and important field.

The Advanced Cybersecurity Technician certificate is appropriate for those who want to broaden their understanding of cybersecurity. An Advanced Cybersecurity Technician certificate would provide hands-on experience, industry-recognized standards aligned with the CompTIA certifications, up-to-date industry knowledge and practices, and professional growth.

3. Faculty Requirements. Describe the minimum/required qualifications for faculty, including educational/professional/work experience/teaching qualifications; the number of new and existing full- and part-time faculty required to support the proposed program; and how the institution plans to address issues of equity among faculty as it relates to the proposed program(s).

a. Faculty Qualifications. Complete the **Faculty Qualifications Chart** (Part B).
Attached.

b. Faculty Needs. Complete the **Faculty Needs Chart** (Part B)
Attached.

c. Professional Development of Faculty. Describe how the institution will provide professional development opportunities for faculty (e.g. to remain updated with relevant industry knowledge, to better understand working with students of color/cultural sensitivity, etc.)?

Faculty are provided three days of professional development at the campus, focusing on pedagogical trainings, professional development in cultural competency and equity, and assisting students of special populations. Additional workshops are available throughout the academic year. Adjuncts are invited to these opportunities as well.

Each faculty member also receives \$500 toward their professional development. For professional development opportunities that exceed that amount, faculty can utilize Perkins funding to support those expenses.

d. Addressing Issues of Equity. Describe the institutions plan, as it relates to the proposed program, to attract and retain a diverse faculty, staff, and administration (e.g. exposure may include through clinical experiences, to community leaders in relevant programs, etc.)?

The College works closely with the community to attract and retain students who represent many special populations, including working adults, students of color, low-income students, and other underserved populations. The program may be approved for funding through WIOA Title I. The college will work with the students who entered the program through those opportunities, to encourage them to remain engaged and complete certificates.

The College is developing a plan to increase the diversity in the workforce. Over the past year, the college has begun to implement DDI targeted selection interviewing when hiring new faculty, in an effort to reduce bias. The College is also committed to supporting the faculty and staff to move to a more inclusive environment, through completion of the Intercultural Development Inventory and supported activities. Students will continue to have exposure to diversity not only in the classroom but through industry visits, etc.

4. Academic Control. Describe how the college will maintain academic control over the program, including student admissions, faculty, and program content and quality.

a. Internal Oversight. Indicate what department and staff at the institution are responsible for maintaining the academic integrity of the program.

The Cybersecurity program is part of the division of Career & Technical Education. As such, the program will have direct oversight by the dean on the division. This will include responsibilities of hiring and retaining qualified instructors, program content and program quality. This division is a part of Academic Affairs, and will have oversight also by the Vice President of CTE and Workforce Development and the Chief Academic Officer.

b. Contractual/Cooperative Agreements. Append to Part B
There are no contracts or cooperative agreements.

COST ANALYSIS

Verify the college has the fiscal resources in place or budgeted to support the program in a cost-effective manner. Document the financial feasibility of the proposed program.

- 1. Source of Funds.** Specify the source of funds the college will use to support the proposed program and note what portion of funds will come from reallocation of existing resources as compared to new resources. Indicate how this program(s) will share resources (i.e. faculty, facilities, etc...) with existing programs. Include grant resources and amounts (i.e. Postsecondary Perkins, \$5,000 for program development; or USDOL Grant, \$10,000 for equipment).

The College will utilize institutional funds to support the Cybersecurity Technician certificate and the Advanced Cybersecurity Technician certificate. No additional equipment is required to implement the cybersecurity certificates being proposed. Other programs utilizing the same facility are Computer & Information Systems (CIS). Faculty teaching in CIS will teach the new certificates.

- 2. NOTE for Perkins funded CTE programs:** In order for CTE programs to be supported, in whole or part, by federal Perkins funding, they must meet or be working towards fulfilling the federal and state requirements of a Program of Study. Applicants should include a statement as to whether they have completed (or are in progress to complete) the Perkins Programs of Study process for relevant programs.

See the policy notice Appendix C: Using Perkins funding to Support New and Existing CTE Programs attached to this Manual for more information.

- 3. Equipment.** If necessary, append to Part B [Attached](#).

- 4. Facilities.** Verify the college has adequate facilities (i.e. classroom or laboratory space) to implement and support the program. Include plans for utilizing facilities through partners (i.e. local businesses, labor councils, community organizations, etc...) to deliver the program accordingly. Also describe any new costs associated with renovation or development of facilities.

Embedded in every course in the CIS curriculum are project-based learning opportunities. The hands-on labs include programming routers and switches, creating virtual test environments, programming security appliances, and troubleshooting network configurations. Our students gain hands-on practice with the concepts they'll use outside the classroom.

The CIS department offers many opportunities for students to experience work-based learning activities and internships. Partnering with RVC Career Services, local employers, former students, and community contacts provides a variety of experiences for students. Students may receive credit for internships within cybersecurity. These courses range from 1 to 4 credits. They allow students to connect their work experiences directly to concepts taught in our classes. A faculty advisor oversees the students' internship and works with the organization on goals and achievements tied to their major.

- 5. Finance.** Complete the **Finance Chart** (Part B) [Attached](#).

OCCUPATIONAL CURRICULUM APPROVAL APPLICATION
PART B: Supportive Documentation and Data

This part of the application is designed to document the program-to-occupational demand connection, the college's projected enrollment, proposed curricular structure, faculty requirements, and fiscal support.

OCCUPATIONAL DEMAND

1. a) Labor Market Data. *Append* any occupational or industry projections data that supports the need for the proposed program(s).

1. b) Occupational Chart. List occupational titles related to the proposed program(s) and corresponding employment projections and completer data.		
Soc Job Codes & Titles * Other Job titles if alternate date also submitted	Annual District Openings*	Employment Projections: Annual Program Completers ** (indicate from which surrounding districts)
Information Security Analysts (151212)	15	0
Computer Network Support Specialists (151231)	32	0
Computer Network Architects (151241)	16	0

* SOC (Standard Occupational Classification) Job titles/codes & AAJO (Average Annual Job Openings) by Community College district can be found through the IDES [Illinois Dept. of Employment Security website](http://www.ides.state.il.us/).

** Program completer data can be used from the most current ICCB Data and Characteristics Report or completer data provided by the college.

1. c) Enrollment Chart. Provide an estimate of enrollments and completions over the first three years of the program. Include separate figures for each program (i.e. separate estimates for each degree and/or certificate included in this application).			
	First Year	Second Year	Third Year
Full-Time Enrollments:	85	90	95
Part-Time Enrollments:	20	22	25
Completions:	10	15	20

1. c) Enrollment Chart. Provide an estimate of enrollments and completions over the first three years of the program. Include separate figures for each program (i.e. separate estimates for each degree and/or certificate included in this application).			
	First Year	Second Year	Third Year
Full-Time Enrollments:	85	90	95
Part-Time Enrollments:	20	22	25
Completions:	10	15	20

NOTE: Provide a separate Enrollment Chart for EACH program if submitting multiple programs in one application.

CURRICULUM STRUCTURE

2 a) Curriculum Chart. List general education, career and technical education, work-based learning, and elective courses within the proposed program. Asterisk"*"courses with pre-requisites; *Italicize* transferrable courses.

BOLD new courses.

Program Title:		Cybersecurity Technician Certificate			
	Course Prefix/#	Course Title	Credit Hours	Lecture Hours	Lab Hours
General Education Courses <i>(required coursework).</i> Specify Courses.					
Total					
Career and Technical Education (CTE) Courses <i>(required coursework)</i>	*PCT 110	Network Essentials	3	3	0
	*PCT 130	Intro to Network Security Fundmnts	3	3	0
	*PCT 230	Intro to Ethical Hacking	3	3	0
	*PCT 262	A+ Essentials	3	2	2
	*PCT 270	Intro to Unix/Linus	3	3	0
Total					
Work-Based Learning Courses (internship, practicum, apprenticeship, etc.)					
Total					
CTE Electives					
Total					
TOTAL CREDIT HOURS REQUIRED FOR COMPLETION			15		

2 a) Curriculum Chart. List general education, career and technical education, work-based learning, and elective courses within the proposed program. Asterisk "*" courses with pre-requisites; *Italicize* transferrable courses. **BOLD** new courses.

Program Title: Advanced Cybersecurity Technician Certificate					
	Course Prefix/#	Course Title	Credit Hours	Lecture Hours	Lab Hours
General Education Courses <i>(required coursework).</i> Specify Courses.					
Total					
Career and Technical Education (CTE) Courses <i>(required coursework)</i>	*CIS 190	Intro to Python Programming	4	3	1
	*PCT 130	Intro to Network Security Fundmnts	3	3	0
	*PCT 132	Advanced Network Security	3	3	0
	*PCT 230	Intro to Ethical Hacking	3	3	0
	*PCT 270	Intro to Unix/Linus	3	3	0
	*PCT 275	Cisco Firewall Design	4	4	0
Total					
Work-Based Learning Courses (internship, practicum, apprenticeship, etc.)					
Total					
CTE Electives					
Total					
TOTAL CREDIT HOURS REQUIRED FOR COMPLETION			20		

NOTE: Provide a separate Curriculum Chart for EACH program if submitting multiple programs in one application.

2. b) Curriculum Sequence. Provide a copy of the term-by-term sequence of courses required to complete the program as it will appear in the college’s catalog.

Course	Description	Credit
Full-time Sequence		
Semester 1		
PCT 110	Network Essentials	3
PCT 270	Introduction to Linux/Unix	3
Semester 2		
PCT 262*	A+ Essentials	3
PCT 130*	Security Essentials	3
PCT 230*	Introduction to Ethical Hacking	3
*As of 2/23, these courses are offered in the spring only.		

Course	Description	Credit
Full-time Sequence		
Semester 1		
CIS 190		3
PCT 132		
PCT 270	Introduction to Linux/Unix	3
PCT 275		
Semester 2		
PCT 130*	Security Essentials	3
PCT 230*	Introduction to Ethical Hacking	3
*As of 2/23, these courses are offered in the spring only.		

2. c) Contractual/Cooperative Agreements. Append to Part B a copy of the contractual or cooperative agreement if another entity is involved in the delivery of the program. This includes any partnership agreement with another college, university, the regional consortia, an apprenticeship or labor organization, a private institution, business, or other outside entity.

[There are no contractual/cooperative agreements.](#)

FACULTY REQUIREMENTS

3. a) Faculty Qualifications. Include general minimum qualifications and those credentials that are specific to instructors in the proposed field of study (i.e. Cosmetology Instructor Certification to teach Cosmetology).

Degree	Field	Credential	Years of Related Occupational Experience	Years of Teaching Experience
Bachelors	CIS or related		2	4

3. b) Faculty Needs. Cite the number of faculty, including new and existing faculty that the program will need for each of the first three years noting if they will serve as full-time faculty or part-time.

	First Year		Second Year		Third Year	
	Full-Time	Part-time	Full-Time	Part-time	Full-Time	Part-time
# of New Faculty	0	0	0	0	0	0
# of Existing Faculty	2	1	2	1	2	1

FISCAL SUPPORT

4. a) Equipment. If necessary, append to Part B a list of new (new to the institution or program) equipment to be purchased, shared, or leased to implement the curriculum. Include donations of equipment.

Equipment			
Item	First Year	Second Year	Third Year
Equipment updating for all CIS department labs. (WTC 2100 & 2620)	\$40,000		
TOTAL NEW COSTS	\$40,000	\$0	\$0

4. b) Finance Chart. Identify projected new direct costs to establish the program over the next three years.			
	First Year	Second Year	Third Year
Faculty Costs	\$		
Administrator Costs			
Other Personnel costs (specify positions)			
Equipment Costs (append list)			
Library/LRC Costs			
Facility Costs*			
Other (specify)			
TOTAL NEW COSTS	\$0	\$0	\$0

*Capital projects that use state funds require prior ICCB approval, as do capital projects over \$250,000 that use local funds.

Purchase Report-A - FY2024 Amendments

Recommendation: Board approval for items marked with an asterisk.

A. Software – (IT Maintenance Services Software Support – Student Services Departments)

Carahsoft **Reston, VA** **\$40,000.00*(1)**

1. This expense is for the software renewal related to the Customer Relationship Management (CRM) project. The annual Carahsoft renewal includes Salesforce licenses, Marketing Engagement Cloud (formerly Pardot), and additional email contacts. This increase is due to additional departments adopting Salesforce and increased student usage.

Original approved amount \$ 60,000.00
Increase requested \$ 40,000.00
New total expenditure \$100,000.00 Not to Exceed

FY2024 Budgeted and Grant Expense
Original Board Report BR #8049-E

B. HVAC Equipment and Installation (Capital Expense - Plant Operations and Maintenance)

Helm Service (formerly Mechanical Inc) Freeport, IL **\$43,000.00*(2)**

2. This expense is for a five percent (5%) contingency related to the replacement of two air handling units (AHU) located in the Woodward Technology Center. This project was originally awarded under Bid #22-25 HVAC Modifications, and the AHUs being replaced are over forty years old. The original bid responses did not include a contingency.

Original approved amount \$1,444,900.00
Increase requested \$ 43,000.00
New total expenditure \$1,487,900.00 Not to Exceed

FY2024 Capital Expense
Original Board Report BR #7992-B

Howard J. Spearman, Ph.D.
President

Board Approval: _____
Secretary, Board of Trustees

Purchase Report-B - FY2024 Purchases

Recommendation: Board approval for items marked with an asterisk.

A. Environmental Maintenance – (Risk Management Fund)

Critical Environments Professionals	Arlington Heights, IL	\$12,000.00*(1)
		Not to Exceed

1. This expense is for the repairs and annual inspections of the fume hoods in the JCSM and WTC. The fume hoods are necessary to maintain safe environments in the science labs by controlling and exhausting hazardous odors and chemicals. The annual costs usually do not exceed \$8,000, but the emergency replacement of a computer board to control one of the fume hoods increased the anticipated amount.

FY2024 Budgeted Expense

B. Door Repair – (Maintenance Services Buildings - Plant Operations)

Door Systems ASSA ABLOY US Inc	Naperville, IL	\$24,346.00*(2)
---------------------------------------	-----------------------	------------------------

2. This expense is for the repair of the extra-large doors at the Aviation Facility and the Bengt Sjostrom Theatre (BST). A recent inspection determined that the BST doors have two faulty and leaking gearboxes that need to be replaced along with a safety edge. The Aviation doors have one pendant and safety edge that needs to be replaced. Twenty-two vendors in the Rockford and Chicagoland areas were contacted for quotes, and Door Systems was the only vendor who responded that they would be willing to do the work required for the large doors.

FY2024 Budgeted Expense

C. Backstage Communication System – (Theatre Program - Foundation)

Full Compass Systems LTD	Madison, WI	\$12,863.67*(3)
Sweetwater	Fort Wayne, IN	\$ 13,063.00
ProSound and Stage Lighting	Westminster, CA	\$ 13,474.16

3. This expense is for eleven (11) Clear-coms and their headset and battery charger accessories. Funding for this equipment was requested and awarded through the Kjellstrom Grant. Starlight Theatre will use the devices to improve the communication and safety of the crew backstage during rehearsals and performances.

FY2024 Grant Expense

Purchase Report-B - FY2024 Purchases

D. JCSM Generator – (Other Capital Outlay – Current Capital Needs)

Powerlink Electric, LLC	Vernon Hills, IL	\$147,361.50*(4)
Helm Electric	Rockford, IL	\$ 149,990.96
Ballard Engineering	Rockford, IL	\$ 152,900.00

4. This expense is for a generator to replace the UPS battery backup system in the JCSM. SEPS, our unit bidder, inspected the existing UPS system and determined that the UPS system has failed and needs to be replaced. A generator will have a longer life expectancy than a UPS system, which requires expensive battery replacements every three years. The project was bid out as Bid #23-26 JCSM Generator, and three submittals were opened on November 21, 2023. Each vendor’s submittal includes a ten percent (10%) contingency. Powerlink Electric was the lowest responsible bidder.

FY2024 Capital Expense

Howard J. Spearman, Ph.D.
President

Board Approval: _____
Secretary, Board of Trustees

ROCK VALLEY COLLEGE
Cash and Investment Report
December 31, 2023

Month End Balance

Operating Cash Accounts

Illinois Bank & Trust	5,713,601
PMA Operating Cash	10,680,808
Petty Cash	3,274
ISDLAF*	23,693,226

Total Operating Cash: 40,090,908

Operating Investments Accounts

PMA Operating	40,498
ISDLAF*	825,025
CD's and CDARS	38,110,742
Treasuries	5,825,044
ISDLAF Term Series	1,250,000
FHLB Discount Notes	477,431

Total Operating Investments: 46,528,740

Total Operating Cash & Investments: 86,619,649

Total Operating Cash and Investments on November 30, 2023	<u>87,396,331</u>
Total Operating Cash and Investments on December 31, 2023	<u>86,619,649</u>
Total Operating Cash and Investments on December 31, 2022	<u>79,115,154</u>
% of Operating Budget	80.70%
Change in Operating Cash and Investments since November 30, 2023	(776,682)

*Illinois School District Liquid Asset Fund

Month End Balance

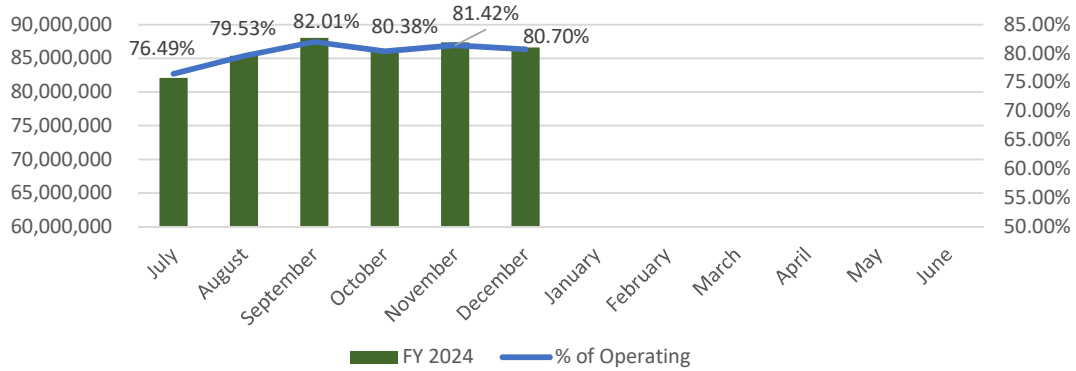
Capital Funds

Debt Service	55,154
Life Safety	3,435,234
CDB Escrow	4,304,722
Building Funds	4,227,874
ATC Capital	-

Total Capital Funds: 12,022,984

Total Capital Funds on November 30, 2023	<u>20,349,393</u>
Total Capital Funds on December 31, 2023	<u>12,022,984</u>
Change in Capital Funds since November 30, 2023	(8,326,409)

Operating Cash Balance and % Coverage of FY'24 Operating Budget



Month / Year	Cash & Investments	Capital	Total
December 2023	86,619,649	12,022,984	98,642,633
December 2022	76,593,409	17,140,956	93,734,364
November 2023	87,396,331	20,349,393	107,745,724
November 2022	76,181,482	18,315,921	94,497,403
October 2023	86,279,617	20,962,436	107,242,052
October 2022	79,115,154	18,105,076	97,220,230
September 2023	88,021,757	19,753,543	107,775,300
September 2022	75,483,681	19,659,183	95,142,864
August 2023	85,365,989	18,758,217	104,124,206
August 2022	72,609,823	20,355,497	92,965,321
July 2023	82,104,819	17,993,199	100,098,019
July 2022	73,227,608	19,835,297	93,062,906
June 2023	83,887,036	16,942,490	100,829,526
June 2022	72,894,073	20,046,781	92,940,854
May 2023	76,503,790	13,085,170	89,588,960
May 2022	67,022,029	14,717,680	81,739,710
April 2023	75,375,546	11,330,563	86,706,108
April 2022	64,250,129	13,129,795	77,379,925
March 2023	76,720,650	11,325,913	88,046,563
March 2022	63,583,011	13,360,996	76,944,007
February 2023	73,535,274	11,506,241	85,041,515
February 2022	67,637,051	13,516,541	81,153,592
January 2023	76,505,959	11,467,053	87,973,012
January 2022	68,827,552	13,507,358	82,334,910
December 2022	76,593,409	17,140,956	93,734,364
December 2021	69,848,911	13,496,844	83,345,754

**Board Policy 5:10.120 Purchasing
Second Reading**

Background:

The Administration presented a recommendation to the Decennial Committee to increase efficiency in the purchasing process by updating Board Policy 5:10.120 Purchasing. Currently, expenditures in excess of \$10,000 are to be approved by the Board prior to awarding such contracts. To align with the Illinois Public Community College Act, Chapter 110, Illinois Compiled Statutes, 805/3-27.1, the Administration recommends that expenditures in excess of \$25,000 be approved by the Board of Trustees. In addition, the policy clarifies the use of exemptions allowed by the Act.

The current \$10,000 Board Policy requirement goes back to Board Report #5519, dated January 25, 1993, which was rescinded on October 18, 1999, with Board Report #5741. However, the \$10,000 Board Policy requirement did not change in alignment with the escalation of inflation over the past 20+ years.

Increasing the requirement for the Board of Trustees approval to \$25,000 will create efficiencies in conducting purchasing transactions with vendors in a business-like and fair manner by permitting quicker turnaround times on expenditures less than \$25,000. This will assist in facilitating the implementation of smaller projects and programs that may exceed \$10,000.

All expenditures are available for review on the monthly claims report provided to the Board of Trustees.

Below is a summary of items presented on 12 Purchase Reports over 13 months from October 2022 through October 2023 by dollar amount and nature of the request.

October 2022-October 2023

<u>Dollar Amount</u>	<u>Number of Requests</u>	<u>% of Total</u>
\$10,000-\$14,999	51	39.5%
\$15,000-\$19,999	41	31.8%
\$20,000-\$25,000	37	28.7%
	<u>129</u>	

<u>Nature of Request</u>	<u>Number of Requests</u>	<u>% of Total</u>
Misc Commodities	32	24.8%
Grant Pass-thru	28	21.7%
Software/Phone/Internet/Fiber	20	15.5%
Other-Budgeted	20	15.5%
Capital	9	7.0%
Theatre Related	6	4.7%
Continuing & Community Ed	5	3.9%
Foundation	3	2.3%
POM	2	1.6%
Membership Dues	2	1.6%
Site Rental	1	0.8%
Bid-Contract	1	0.8%
	<u>129</u>	

Recommendation: It is recommended that the Board of Trustees approves and ratifies the updated Purchasing Board Policy 5:10.120 to align with the Illinois Community College Act, Chapter 110, Illinois Compiled Statutes, 805/3-27.1. **Attorney reviewed.**

 Howard J. Spearman, Ph.D.
 President

Board Approval: _____
 Secretary, Board of Trustees

Attachment: Board Policy 5:10.120 Purchasing

PURCHASING
Second Reading

It is the policy of the Rock Valley College Board of Trustees to provide needed supplies, materials, equipment, and services to support the educational programs of the College through the use of sound, efficient, and effective purchasing procedures which: (1) require Board approval for the award of contracts for supplies, materials, equipment, and/or services involving an expenditure in excess of the amount currently authorized by the Illinois Public Community College Act, Chapter 110, Illinois Compiled Statutes, 805/3-27.1; and (2) authorize the College Administration to award contracts for expenditures less than or equal to the amount currently authorized by the Illinois Community College Act, Chapter 110, Illinois Compiled Statutes, 805/3-27.1.

Board Approval Amount

The College will ensure that expenditures in excess of \$25,000 are approved by the Board of Trustees prior to awarding such purchase order(s) and/or contract(s). (110 ILCS 805/3-27.1).

Requirement for Contract Legal Review

The College Administration will have any purchase order or contract in excess of \$50,000 reviewed by legal counsel. All other contracts, regardless of amount, shall, by the judgment of the College's Leadership Team, be reviewed by legal counsel. For purposes of this Policy, grant-related documents will be reviewed when the College's Leadership Team determines that legal review is warranted. **(RVC Board Requirement).**

Responsible Bidder Compliance

Responsible bidder for purposes of construction contracts over \$150,000.00 shall require submission of proof of compliance with the following criteria: **(RVC Board Requirement):**

1. All applicable law prerequisites to do business in Illinois.
2. Evidence of compliance with:
 - a. Federal Employer Tax Identification Number or Social Security Number (for individuals).
 - b. Provision of Section 2000(e) of Chapter 21, Title 42 of the United States Code and Federal Executive Order No. 11246 as amended by Executive Order No. 11375 (known as the Equal Opportunity Employment provisions).
3. Certificate of insurance indicating the following coverages: general liability, workers' compensation, completed operations, automobile, hazardous occupation, product liability, and professional liability.
4. Compliance with all provisions of the Illinois Prevailing Wage Act, including wages, submission of certified payroll records, medical and hospitalization insurance, and retirement for those trades covered in the Act.

5. Participation in apprenticeship and training programs applicable to the work being performed on the projects which are approved by and registered with the United States Department of Labor's Office of Apprenticeship and Training.

This Responsible Bidder Compliance Policy shall be reviewed annually by the Board of Trustees from the date of its enactment to evaluate the Policy's impact on Board Policy 5:10.140 (Diverse Vendor Enterprise Use).

Purchases Less Than or Equal to \$25,000

Purchases less than or equal to \$25,000 will be governed by procedures set forth by the Chief Operations Officer (COO) or the COO's designee and shall be made available for public viewing.

Purchases Subject to Competitive Bidding

All purchases involving expenditures in excess of \$25,000 and which are not covered by the fourteen (14) statutory bid exemptions (discussed further below) must be competitively bid. In accordance with the Illinois Public Community College Act, these bids must be sealed by the bidder and must be opened by a member or employee of the Board at a public bid opening, at which the contents of the bids must be announced. Each bidder must receive at least three (3) days' notice of the time and place of such bid opening, and the bid must be advertised for at least ten (10) days. (110 ILCS 805/3-27.1).

For purposes of this Section, due advertisement includes but is not limited to, at least one public notice at least 10 days before the bid date in a newspaper published in the district, or if no newspaper is published in the district, in a newspaper of general circulation in the area of the district. (110 ILCS 805/3-27.1).

The College President shall recommend approval of all purchases of goods and services in excess of \$25,000, which shall be subject to the Board of Trustees' discretionary approval.

Exemptions to the Bidding Requirements

1. Purchases Not Subject to Competitive Bid

All purchases of items that qualify for a statutory bid exemption pursuant to Section 3-27.1 of the Public Community College Act may be made by the Finance/Business Office without advertising for bids and without requiring price quotations. If, for any reason, competitive bids or price quotations are deemed advisable by the VP of Finance/CFO, or the VP of Operations/COO or his/her designee, they will be obtained, and awards will be made on the basis of conformance to specifications and the total cost of the bids/quotes. Items procured under this section will still be subject to Board review and approval if in excess of \$25,000. (110 ILCS 805/3-27.1).

2. Cooperative Purchasing

The College may participate in joint purchases by governmental units pursuant to 110 ILCS 805/3-27.2 when it is in the College's best interest to do so. Any cooperative will be

reviewed by the College's attorney to ensure compliance with all applicable statutes, rules, and regulations. (110 ILCS 805/3-27.2).

3. Change Orders – Competitive Bid Contracts

The Public Community College Act (Illinois Compiled Statutes, Chapter 110, Paragraph 805/3-27.1(d)) states that change orders for competitively bid contracts made for the purchase of supplies, materials, or work involving an expenditure in the excess of \$25,000 are exempt from competitive bidding only when the change order does not cause additional expenditures in excess of 10% of the contract price, and the change order is due to unforeseen revisions which are not the fault of the contractor. The Board authorizes the College Administration to exercise change orders for construction that are less than 10% of the contract price when the change order amount has previously been approved by the Board of Trustees pursuant to the contract contingency. In order to keep projects moving and avoid delays, which can increase the costs of construction, the Administration may approve change orders that are less than 10% of the contract price without having to receive additional Board approval in accordance with procedures set forth by the COO or the COO's designee which shall be made available for public viewing. All change orders shall be made in writing, and the Board will have no duty to pay for change orders that are not approved by the Administration in writing. The Administration shall disclose all change orders to the Board at the next public Board meeting. (110 ILCS 805/3-27.1(d)).

4. Technology Products and Services

The Public Community College Act (Illinois Compiled Statutes, Chapter 110, Paragraph 805/3-27.1(f)) allows for the purchase of technology and data processing related equipment, software, or services and telecommunications and interconnect equipment, software, and services without formal bids. Therefore, the Board authorizes the President or designee to utilize this provision when, in the opinion of the Administration, it is in the best interest of the College to purchase such products without formal bids. Items procured under this section will still be subject to Board review and approval if in excess of \$25,000. (110 ILCS 805/3-27.1(f)).

5. Emergency Expenditures

The Purchasing Department should be contacted as soon as a department determines that an emergency purchasing situation exists. "Emergency Purchases" must follow a special procedure in order to obtain goods or services that exceed the competitive solicitation threshold but must be purchased quickly to respond to an emergency. An emergency arises when (1) the safety and welfare of any person or damage to valuable real or personal property is actual or imminent; (2) the operation or the educational program of the College is disrupted, or disruption may be imminent unless immediate action is taken; and/or (3) the failure to take prompt action may trigger delay and addition unnecessary expense to the College. Examples of an emergency purchase is repair of damages related to a natural disaster (tornado, earthquake, flood, etc.), a manmade disaster (chemical spill, active shooter, fire, etc.), or a biological emergency (communicable disease outbreak, *i.e.*, COVID-19 or other).

Approvals for emergency expenditures over \$25,000, unless otherwise exempt, must be approved by 75 percent or six (6) members of the Board of Trustees. In order to efficiently

and promptly address emergencies, for any emergency expenditure between \$25,000 and \$100,000, the President may provide the initial approval of the expenditure after receiving verbal approval from the Board Chairman, and the Board may retroactively approve the expenditure at the next Board meeting. (110 ILCS 805/3-27.1(m)).

Changes to Shipping and/or Freight Costs

The Administration shall not be required to obtain Board approval for expenditures for shipping, freight, and/or delivery costs or small price increases which cause the Board-approved purchase price to slightly increase so long as such additional costs comply with Section 3-27.1 of the Community College Act and this Board policy.

Reference: Board Report 5838; Board Report 7564

Implemented: September 12, 2000

Revised: October 28, 2014; October 23, 2018, December 2, 2019

**ROCK VALLEY COLLEGE
BOARD POLICY**

5:10:120

PURCHASING

The College will follow Section 3-27.1 of the Illinois Public Community College Act, 110 ILCS 805/3-27.1, regarding the public bidding and award of contracts for supplies, materials, equipment or work in excess of the specified dollar amount. The College will ensure that expenditures in excess of \$10,000 are approved by the Board of Trustees prior to awarding such contracts.

Requirement for Contract Legal Review

In addition, the College will have the following contracts reviewed by the College's attorney prior to being presented to the Board for approval:

- contracts (including construction contracts) involving an expenditure in excess of \$50,000;
- bid documents (prior to being released) for construction contracts in excess of \$50,000;
- any request for qualifications for professional services and related contracts in excess of \$50,000;
- intergovernmental agreements; and
- any other contract, which in the judgment of the College's Leadership Team, warrant legal review.
- For purposes of this policy, grant related documents will be reviewed when the College's Leadership Team determines that legal review is warranted.

Responsible Bidder Compliance

Responsible bidder for purposes of construction contracts over \$150,000.00 shall require submission of proof of compliance with the following criteria:

1. All applicable law prerequisite to doing business in Illinois.
2. Evidence of compliance with:
 - a. Federal Employer Tax Identification Number or Social Security Number (for individuals).
 - b. Provision of Section 2000(e) of Chapter 21, Title 42 of the United States Code and Federal Executive Order No. 11246 as amended by Executive Order No. 11375 (known as the Equal Opportunity Employment provisions).

3. Certificate of insurance indicating the following coverages: general liability, workers' compensation, completed operations, automobile, hazardous occupation, product liability, and professional liability.
4. Compliance with all provisions of the Illinois Prevailing Wage Act, including wages, submission of certified payroll records, medical and hospitalization insurance, and retirement for those trades covered in the act.
5. Participation in apprenticeship and training programs applicable to the work being performed on the projects which are approved by and registered with the United States Department of Labor's Office of Apprenticeship and Training.

This Responsible Bidder Compliance policy shall be reviewed biennially by the Board of Trustees from the date of its enactment to evaluate the policy's impact on Board Policy 5:10.140 (Diverse Vendor Enterprise Use). **Attorney Reviewed.**

Reference: Board Report 5838; Board Report 7564
Implemented: September 12, 2000
Revised: October 28, 2014; October 23, 2018

Personnel Report
Changes made since January 16, 2024

Recommendation: The Board of Trustees approves the following personnel actions:

A. APPOINTMENTS

Carol Kaufman, Director of Library Services, Full-Time, ADM, Grade P, \$70,900, effective February 2, 2024.

Atiya Roby, Nursing Lab/Simulation Instructor, Temporary Full-Time, FAC, Lane II, Step 9, \$34,365, prorated for the balance of the fiscal year, effective January 13, 2024.

_____, Dean of Health Sciences, Full-Time, ADM, Grade S, \$ _____, effective _____, 2024.

B. DEPARTURES

Elizabeth “Liz” Duhn, Nursing Lab/Simulation Professor, Full-Time Faculty, resigning effective January 16, 2024.

Howard J. Spearman, Ph.D.
President

Board Approval: _____
Secretary, Board of Trustees

Personnel Report
Changes made since January 16, 2024

Formatted: Indent: Left: 0", Right: 0.01"

Recommendation: The Board of Trustees approves the following personnel actions:

A. APPOINTMENTS

Carol Kaufman, Director of Library Services, Full-Time, ADM, Grade P, \$70,900, effective February 2, 2024.

_____, Atiya Roby, Nursing Lab/Simulation Instructor, Temporary Full-Time, FAC, Lane _____, II, Step _____, 9, \$ _____, \$34,365, prorated for the balance of the fiscal year, effective _____, January 13, 2024.

_____, Dean of Health Sciences, Full-Time, ADM, Grade S. S _____, effective _____, 2024.

B. DEPARTURES

Elizabeth "Liz" Duhn, Nursing Lab/Simulation Professor, Full-Time Faculty, resigning effective January 16, 2024.

Howard J. Spearman, Ph.D.
President

Board Approval: _____
Secretary, Board of Trustees

**Lease Extension with The Iconic Building LLC
for Rock Valley College Downtown**

Background:

On August 25, 2015, Rock Valley College (RVC) entered a ten-year lease with Gateway Media Illinois Holdings, Inc. for the downtown campus at 99 E. State Street in Rockford. Illinois Holler LLC purchased the building in 2021, and the lease was transferred to Illinois Holler LLC. In 2023, Illinois Holler LLC changed its name to The Iconic Building LLC.

The current annual lease amount is \$10.80 per square foot with a leasable square footage of 14,462 for a total of \$156,189.

The construction of the new RVC Downtown campus is not scheduled to be completed until August 2026. Rather than move the current downtown campus to a temporary location, The Iconic Building LLC has offered to extend the lease for the current location for an additional year or until August 2026. In addition, they have offered an additional one-year extension, if needed, which would extend the lease until August 2027.

The Iconic Building LLC has requested the square footage cost be raised from \$10.80 per square foot to \$15.00 per square foot during the lease extension. This would raise the annual cost to \$216,930. This increases the annual amount by \$60,741. By remaining at the current site, the College will not need to pay moving costs and will allow the Adult Education program to continue without moving to a new location in 2025 and again in 2026.

Recommendation:

It is recommended that the Board of Trustees approves the lease extension agreement with The Iconic Building LLC for the current RVC Downtown campus. **Attorney reviewed.**

Howard J. Spearman, Ph.D.
President

Board Approval: _____
Secretary, Board of Trustees

Attachment: The Iconic Building LLC Lease Extension Agreement

SECOND AMENDMENT TO LEASE AGREEMENT

This Second Amendment to Lease Agreement (the “Second Amendment”) is entered into on this ____ day of _____, 2024, by and between The Iconic Building LLC, 99 East State Street, Rockford, Illinois (“Landlord”) and Rock Valley College, 3301 North Mulford Road, Rockford, Illinois (“Tenant”). The Landlord and Tenant may be referred to as herein as a “Party” or collectively the “Parties.”

WHEREAS, on or about August 25, 2015, GateHouse Media Illinois Holdings, Inc., d/b/a Rockford Register Star, owned the building located at 99 East State Street, Rockford, Illinois (the “Building”);

WHEREAS, on or about August 25, 2015, GateHouse Media Illinois Holdings, Inc. and Tenant entered into a certain lease agreement (the “Lease”), under which Landlord leased to Tenant space on the second floor of the Building;

WHEREAS, on or about November 24, 2015, GateHouse Media Illinois Holdings, Inc. and Tenant entered into the First Amendment to Lease Agreement (“First Amendment”) to clarify the rent obligations under the Lease;

WHEREAS, prior to April 27, 2022, Landlord purchased the Building from GateHouse Media Illinois Holdings, Inc. and assumed all rights, benefits, and obligations under the Lease;

WHEREAS, on or around April 27, 2022, Landlord and Tenant agreed that the “usable square footage of the Premises” is 14,462 square feet for purposes of determining rent under Section 5.b. of the Lease;

WHEREAS, the Lease is set to expire on August 25, 2025, and the Parties desire to enter into this Second Amendment to extend the Lease so that it expires on August 25, 2026, with the tenant’s option for an additional one-year renewal.

NOW, THEREFORE, in consideration of the terms and conditions contained in the Lease and in this Second Amendment, and intending to be legally bound, the Landlord and Tenant agree as follows:

1. Section 3 of the Lease is stricken and replaced with the following provision:

3. Term.

- The initial term of the Lease shall be extended one year with an expiration date of August 25, 2026 (“Initial Term”). The Tenant shall have the right to extend the Term of the Lease for an additional consecutive term of one (1) year at the end of the Initial Term by providing the Landlord at least one (1) month’s prior written notice to the Landlord of Tenant’s intent to renew the Lease at the end of the then-current Initial Term. The Initial Term, along with any Renewal Term, is collectively referred to as the “Term.”

2. Section 5 of the Lease is stricken and replaced with the following provision:
5. Rent.

a. Until September 1, 2025, Tenant’s obligation to pay rent shall continue in the same manner and amounts as set forth under the Lease and First Amendment.

b. Beginning September 1, 2025, Tenant shall pay rent to Landlord in the annual amount of Fifteen Dollars (\$15.00) per square foot of usable space in the Premises (the “Rent”). Rent shall be payable in equal monthly installments on the first (1st) day of each month during the Term of the Lease. The usable square footage of the Premises shall be established as 14,462 square feet.

c. Landlord may impose a late charge of five percent (5%) for any installment of Rent not received by Landlord within five (5) days after the date on which it is due.

3. All other provisions of the Lease and First Amendment remain effective. This Second Amendment, the First Amendment, the Lease, and the documents referenced and incorporated in the Lease constitute the entire agreement between Landlord and Tenant with respect to their subject matter and may only be modified or canceled by the written agreement of the parties.

IN WITNESS WHEREOF, the parties have executed this Amendment as of the day and year last written below.

LANDLORD: The Iconic Building LLC By: _____ Title: _____ Date: _____	TENANT: ROCK VALLEY COLLEGE By: _____ Title: _____ Date: _____
----------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------

518023v1



Illinois Board of Higher Education Equity Plan Update

Rock Valley College Board of Trustees Committee of the Whole Meeting
Date: January 20, 2024

Presented by:
Keith R. Barnes, Vice President of Equity and Inclusion

Executive Summary

- Governor Pritzker signed into law in June 2022 HB 5464 (P.A. 102-1046), an amendment to the IBHE Act that requires all public institutions of higher education in Illinois to develop and submit to the Illinois Board of Higher Education (IBHE) an equity plan and practices to increase the access, retention, completion, and student loan repayment rates of minorities, rural students, adult students, women, and individuals with disabilities who are traditionally underrepresented in education programs and activities (Robbins Schwartz, 2022).
- In preparation to fulfill this law, RVC adopted an equity plan in February 2023 to support RVC's Strategic Plan Pillar IV – Diversity, Equity, and Inclusion/Strategic Goal two: Close equity gaps so that students from diverse racial, gender, and socioeconomic backgrounds can access and achieve their academic and career goals.
- The first official Equity Plan submission to the Illinois Community College Board (ICCB) will be due May 31, 2024. RVC will convene a second round of forums with key RVC Stakeholders in the spring of 2024 to revise the current Equity Plan the college adopted in February 2023.

RVC Equity Plan Requirements

- Equity Plan Framework:
 - Table of Contents.
 - Introduction.
 - Analyze Data.
 - Assess Climate (Campus Climate Surveys).
 - Policies, Strategies, Services, and Practices.
- Read the Equity Plan & Practices Framework and Baseline Plan for a more detailed description of each component within the framework.
- RVC Point Person:
 - Keith R. Barnes, Vice President of Equity and Inclusion.

RVC Equity Plan Revision Timeline

- Attend the Equity Plan Framework Guidance Webinar on December 4, 2023.
- Host Equity Council Meetings
(in conjunction with the Dean's Council Meeting)
 - Thursday, January 25, 2024, and April 2024 (to be announced).
- Attend appropriate meetings during the spring of 2024 to review the plan with key RVC stakeholders:
 - Promoting An Inclusive Community (PAIC) Meeting (campus DEI committee).
 - Academic Council Meeting.
 - Strategic Enrollment Management Subcommittee Meetings.
 - Student Government Executive Council Meeting.
 - Institutional Research (to collect the appropriate data).
 - Illinois Community College Diversity Commission Meetings and Workshops.

RVC Equity Plan Revision Timeline

- Conduct a student climate survey in February/March 2024.
- Submit a final draft to Howard J. Spearman, Ph.D., President, in April 2024.
- Review the final draft with the Cabinet in April 2024.
- Review the final draft with the Board of Trustees during the May 14, 2024, Board of Trustees Committee of the Whole Meeting.
- Submit the final draft to the Illinois Community College Board (ICCB) before Memorial Day, May 27, 2024.

Capital Projects Approval

Background: The Illinois Community College Board (ICCB), per the ICCB Administrative Rules Title 23 Subtitle A, Chapter VII Part 1501 Subpart F section 1501.609, requires that upon completion of a capital project, the project shall be certified by a licensed architect or engineer as having been constructed within the budget and having met applicable plans, codes, and specifications. This is an annual report provided every January.

The following completed projects are submitted for compliance:

<u>RVC or ICCB Project ID</u>	<u>RVC Project Name</u>
RVC #79797	ATC Phase One
ICCB #810-080-019	ERC Exterior Stairwell Repair
RVC #79777	LED Interior Light Upgrade
RVC #79800	SC ADA Door Replacement

Recommendation: It is recommended that the Board of Trustees approves these four projects per the attached Statement of Final Completion of State, Local, and Public Health and Safety Funded Projects.

Howard J. Spearman, Ph.D.
President

Board Approval: _____
Secretary, Board of Trustees

Attachments: Certified Final Completion Certificate for the Advanced Technology Center (ATC) Phase One.
Certified Final Completion Certificate for the Educational Resource Center (ERC) Exterior Stairwell Repair.
Certified Final Completion Certificate for the LED Interior Light Upgrades.
Certified Final Completion Certificate for the Student Center (SC) ADA Door Replacement.

STATEMENT OF FINAL COMPLETION OF STATE, LOCAL AND PUBLIC HEALTH & SAFETY PROJECTS

ICCB or RVC Project Title **Advanced Technology Center (ATC)**

ICCB or RVC Project Number **#79797**

Name and address of architect/engineer providing the Statement of Final Completion:

**Ollmann Ernest Martin Architects
200 South State St
Belvidere, IL 61008**

Final Cost and scope of the project:

**Remodel a vacant building into the Advance Technology Center which houses Welding,
Mechatronics and CNC Machining.**

Approved Budget **\$9,048,064.79** Actual Cost **\$8,880,715.54**

I have reviewed the originally recommended construction program, cost estimate, actual construction work in place, and contractor's pay records, and hereby certify that to the best of my knowledge the project has been constructed within the original or amended budget and has met applicable plans, codes and specifications.



Architect/Engineer's Signature

4-24-2023

Date

01-016077

Illinois Registration or License Number

Seal



**STATEMENT OF FINAL COMPLETION
OF STATE, LOCAL AND PUBLIC HEALTH & SAFETY PROJECTS**

ICCB or RVC Project Title **Rock Valley College Stair and Sidewalk Repair**

ICCB or RVC Project Number **810-080-019**

Name and address of architect/engineer providing the Statement of Final Completion:

**TERRA Engineering, Ltd.
225 W Ohio St, 4th Floor
Chicago, IL 60654**

Final Cost and scope of the project:

Reconstruction of the (3) stair and ramp entrances to the Rock Valley College (RVC) Educational Resource Center (ERC). The stairs and ramps at the main and east entrances were installed with snow melt systems inset into the concrete.

Approved Budget \$399,089.00

Actual Cost \$521,553.51

I have reviewed the originally recommended construction program, cost estimate, actual construction work in place, and contractor’s pay records, and hereby certify that to the best of my knowledge the project has been constructed within the original or amended budget and has met applicable plans, codes and specifications.



Architect/Engineer’s Signature

December 20, 2023

Date

062.069948

Illinois Registration or License Number

Seal



**STATEMENT OF FINAL COMPLETION
OF STATE, LOCAL AND PUBLIC HEALTH & SAFETY PROJECTS**

ICCB or RVC Project Title **LED Interior Lighting Upgrade**

ICCB or RVC Project Number **79777**

Name and address of architect/engineer providing the Statement of Final Completion:

**IMEG
623 26th Ave
Rock Island, IL 61201-5263**

Final Cost and scope of the project: **Upgrade interior building lights to LED in ERC, PEC, WTC, SSB, and Building E.**

Approved Budget **\$810,000** Actual Cost **\$853,533**

I have reviewed the originally recommended construction program, cost estimate, actual construction work in place, and contractor’s pay records, and hereby certify that to the best of my knowledge the project has been constructed within the original or amended budget and has met applicable plans, codes and specifications.



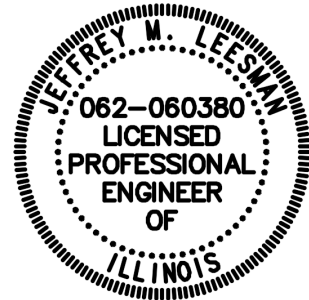
Architect/Engineer’s Signature

April 24, 2023

Date

062-060380

Illinois Registration or License Number



**STATEMENT OF FINAL COMPLETION
OF STATE, LOCAL AND PUBLIC HEALTH & SAFETY PROJECTS**

ICCB or RVC Project Title **SC ADA Door Replacement**

ICCB or RVC Project Number **79800**

Name and address of architect/engineer providing the Statement of Final Completion:

**Larson & Darby
4949 Harrison Ave Ste 100
Rockford, IL 61108-7947**

Final Cost and scope of the project: **Replace the ADA exterior and vestibule doors of the SC (bridge side)**

Approved Budget \$72,535.00

Actual Cost \$66,625.00

I have reviewed the originally recommended construction program, cost estimate, actual construction work in place, and contractor's pay records, and hereby certify that to the best of my knowledge the project has been constructed within the original or amended budget and has met applicable plans, codes and specifications.



Architect/Engineer's Signature

4-18-2023
Date

001.021564

Illinois Registration or License Number



**Board Policy 2:10.120 Americans With Disabilities Act (ADA)
Second Reading**

Background:

The Americans with Disabilities Act (ADA) is a federal civil rights law prohibiting discrimination based on disability. Rock Valley College (RVC) is covered under both Title I (Employment) and Title II (State and Local Government) of the ADA and other state and federal disability discrimination laws. The ADA covers all programs and activities conducted by the College, as well as employment at the College, and mandates that “no qualified individual with a disability shall, by reason of such disability, be excluded from participation in or be denied the benefits of the services, programs or activities of a public entity, or be subjected to discrimination by such entity.”

RVC currently has various policies that reference individuals with disabilities, namely Meetings of the Board 1:10.040, Equal Employment Opportunity 3:10.010, Service Animals 3:10.270 & 4:10.270, Family Medical Leave Act (FMLA) 3:30.090, and Non-Discrimination 4:10.010. These policies reflect the College’s commitment against discrimination of all kinds, as well as the College’s compliance with federal and state laws.

The College does not, however, currently have a Board Policy that specifically outlines the College’s adherence to the Americans with Disability Act (ADA).

Recommendation:

The administration is requesting that the Board of Trustees adopts a new Board Policy for the Americans with Disabilities Act (ADA). This policy will address RVC’s compliance with the ADA in their physical facilities, online digital presence, and employee, student, and community stakeholder needs. It will also ensure that applicable procedures are created to support the policy. **Attorney reviewed.**

Howard J. Spearman, Ph.D.
President

Board Approval: _____
Secretary, Board of Trustees

Attachment: Board Policy 2:10.120 Americans with Disabilities Act (ADA)

AMERICANS WITH DISABILITY ACT (ADA)
Second Reading

Reference(s): Title I and II of the Americans with Disabilities Act (ADA) of 1990 as amended, Section 504 of the Rehabilitation Act of 1973; 28 Code of Federal Regulations Part 35, and other applicable federal and state laws and regulations that prohibit discrimination on the basis of disability.

The Americans with Disabilities Act (ADA) is a federal civil rights law that prohibits discrimination against people with disabilities. The ADA requires that people with disabilities be provided the same opportunities as everyone else to engage in everyday activities, such as employment opportunities and participation in educational programs. Rock Valley College appreciates its commitment to all its stakeholders with disabilities and will comply with all relevant and applicable state and federal laws.

It is, therefore, the policy of Rock Valley College that discrimination on the basis of a disability is prohibited. Ensuring that all stakeholders of the college community have access to necessary facilities, information, and information technology (including websites) associated with administration and services, coursework and instruction, programs, and college-sponsored activities is critical to the College's educational mission and is among its highest priorities.

Non-discrimination includes making reasonable accommodations in accordance with applicable College procedures. Rock Valley College will endeavor, in compliance with state and federal law, to make such reasonable accommodations unless those accommodations fundamentally alter the nature of the service, program, or activity, or would place an undue burden on the College.

Rock Valley College prohibits retaliation against any individual who reports concerns regarding discrimination on the basis of disability, who cooperates with or participates in any investigation of allegations of disability discrimination, or any individual who is perceived to have engaged in any of these actions.

Rock Valley College understands that diversity, equity, and inclusion (DEI) are fundamental to achieving its mission. Therefore, Rock Valley College is committed to building and maintaining a community that reflects diversity and improves opportunities for all, including all qualified individuals with disabilities. This commitment is an expectation of our College's shared values, consistent with an intellectual community that celebrates individual differences and diversity.

Reference: Board Report #XXXX
Implemented:

Rock Valley College will establish procedures for employees, students, facilities, and technology regarding compliance with the ADA and other applicable state and federal laws, including information on submitting requests for accommodations.

DRAFT

Reference: Board Report #XXXX
Implemented:

ROCK VALLEY COLLEGE 2024 - AT A GLANCE CAMPUS FACILITY EVENTS

(These are in-person scheduled events) As of 1/17/24

Date	Event	Staff	Student	Athletic	Community
January					
1/6/2024	Rumble in the Rock - PEC Gym, 10am	X	X	X	X
1/11/2024	New Student Welcome Event - SC Atrium, 11am	X	X		X
1/12/2024	Faculty Development Day - ERC PAR, 8am	X			
01/12 - 01/13	MLK Basketball Classic - PEC Gym, 5pm & 10am	X	X	X	X
1/16/2024	Women's Basketball Game - PEC Gym, 5pm	X	X	X	X
1/17/2024	MLK Day Celebration - SC Atrium, 11am	X	X		
1/18/2024	Men's & Women's Basketball Games - PEC Gym, 5pm & 7pm	X	X	X	X
01/22 - 01/25	Spring Welcome Week - SC Atrium, 11am	X	X		X
1/25/2024	Men's & Women's Basketball Games - PEC Gym, 5pm & 7pm	X	X	X	X
1/26/2024	DEI Transforming Together - PEC 0110, 11am	X	X		
1/31/2024	Breakfast with Intercultural Student Services - SC Atrium, 9am	X	X		
1/31/2024	Town Hall Meeting - SC Atrium, 1:30pm	X	X		X
February					
2/1/2024	Men's & Women's Basketball Games - PEC Gym, 5pm & 7pm	X	X	X	X
2/2/2024	BHM Ebony Breakfast - SC Atrium, 9am	X	X		
2/3/2024	BHCC College and Literary Fair - SC Atrium, 11am	X	X		X
2/6/2024	First Tuesday Lecture - SC Atrium, 12pm	X	X		X
2/6/2024	Men's & Women's Basketball Games - PEC Gym, 5pm & 7pm	X	X	X	X
2/6/2024	IL Small Business Development Center Info Session - SC Atrium, 5:30pm				X
2/8/2024	Men's & Women's Basketball Games - PEC Gym, 5pm & 7pm	X	X	X	X
2/9/2024	ACES Academic Competition - SC Atrium and ERC, 8am	X	X		
2/12/2024	1st Generation Speaker Series - SC Atrium, 12pm	X	X		X
2/13/2024	Men's Basketball Game - PEC Gym, 7pm	X	X	X	X
2/14/2024	Wellness Wednesday - SC Atrium, 10am	X	X		X
2/14/2024	Valentine's Day Karaoke Party - SC Atrium, 12pm	X	X		X
2/19/2024	New Student Visit Day - SC Atrium, 9am	X	X		X
2/21/2024	NIU Engineering @ RVC Internship & Job Fair - WTC Lobby, 3:30pm	X	X		X
2/22/2024	Rockford Promise Career Exploration Breakfast - SC Atrium, 8:30am	X	X		
2/22/2024	WEI Skilled Trades Career Fair - SC Atrium, 2pm	X	X		X
2/23/2024	Hunger Coalition Poverty Simulation - SC Atrium, 8am	X	X		X
2/24/2024	ICTM Regional Math Contest - JCSM, ERC, SC, CLI, 10am	X	X		X
2/24/2024	Men's & Women's Basketball Games - PEC Gym, 1pm & 3pm	X	X	X	X
2/24/2024	RVC Alumni & Donor Reception - PEC Gym, 2pm	X	X		X
2/27/2024	IHSA Sectional Basketball Game - PEC Gym, 6pm	X	X	X	X
2/28/2024	Women in Technology & Manufacturing Symposium - SC Atrium, 10am	X	X		X
2/28/2024	IHSA Sectional Basketball Game - PEC Gym, 6pm	X	X	X	X
2/29/2024	African Diaspora and Fashion Show - SC Atrium, 12pm	X	X		
2/29/2024	RVC Basketball Postseason Region IV Tournament - PEC Gym, 4pm	X	X	X	X
March					
3/1/2024	IHSA Sectional Basketball Game - PEC Gym, 6pm	X	X	X	X
3/2/2024	RVC Basketball Postseason Region IV Tournament - PEC Gym, 10am	X	X	X	X
3/3/2024	RVC Basketball Postseason Region IV Tournament - PEC Gym, 10am	X	X	X	X
3/4/2023	1st Generation Speaker Series - SC Atrium, 12pm	X	X		X
03/05 - 03/07	Spring Midterm Mania - SC 1306, 11am	X	X		
3/5/2024	First Tuesday Lecture - SC Atrium, 12pm	X	X		X



Rock Valley College / Downtown West Side Campus - Update

Presented to: Rock Valley College Board of Trustees Committee of the Whole Meeting
Date: January 20, 2024

Heather Snider, Vice President of Institutional Effectiveness and Communications
Rick Jenks, Vice President of Operations

Proposed Programs

- **Automotive**
 - Automotive Service
 - Collision Repair
 - Diesel Mechanic
- **Human Services**
- **Early Childhood Education**
- **Police and Fire**
 - Criminal Justice
 - Fire Science / EMT
 - Fire Truck, Hose
 - Cadet Program
 - Training Facility
 - Certified Professional Development Units
- **Adult Education**
 - GED
 - English as a Second Language
 - Integrated Career and Academic Preparation System
- **Grant Programs**
 - Refugee Services
 - Dislocated Workers
- **Truck Driver Training**

Enrollment Trends & Projections

Program	FY2019	FY2020	FY2021	FY2022	FY2023	Projected
Automotive Service	30	41	43	63	92	100
Adult Education	1010	1016	637	850	1,039	1,250
Cadet Program	N/A	N/A	N/A	N/A	N/A	9
Certified Professional Development Units	N/A	N/A	N/A	N/A	N/A	100
Collision Repair	N/A	N/A	N/A	N/A	N/A	10
Criminal Justice	240	289	290	334	330	412
Diesel Mechanic	N/A	N/A	N/A	N/A	N/A	10
Early Childhood Education	87	80	133	132	107	172
Fire Science/EMT	100	108	110	91	83	83
Fire Truck, Hose	N/A	N/A	N/A	N/A	N/A	8
Human Services	N/A	N/A	N/A	N/A	N/A	100
Training Facility	N/A	N/A	N/A	N/A	N/A	10
Truck Driver Training	42	28	44	90	90	90
TOTAL	1,509	1,562	1,257	1,560	1,741	2,354

Construction Manager at Risk Selection Committee Process

January 17, 2024	Release bid.
February 2, 2024	Open bid.
February 2 – 7, 2024	Review by committee.
February 12-13, 2024	Interview finalists.
February 16, 2024	Select top firm.
February 27, 2024	Present the top firm's proposal and fee to the Board of Trustees for approval.
February 27 thru March 1, 2024	Finalize contract.
March 5, 2024	CM-R begins work with the RVC team.

*Bid will be sent to local and regional construction contractors and/or construction manager firms.

Committee Members

Trustee Bob Trojan

Trustee Richard Kennedy

Rick Jenks

Janet Taylor

Vicki Brust

Patrick Peyer

Ellen Olson

John Skupien

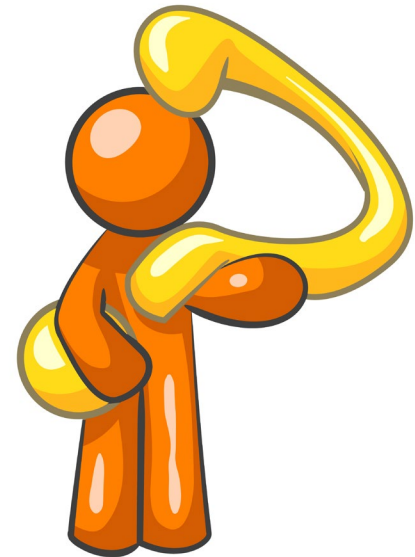
Karen Kerr

Dominick Demonica

Design Update

1. Finished meeting with all potential programs and assessed their needs/wants.
2. Currently, the square footage is estimated at 124,656 square feet.
3. RVC construction team will begin reducing the square footage.
4. Leadership team will meet with the construction team to discuss options to reduce square footage.
5. In February, we need to begin Schematic Design.

Questions?



Rock Valley College

State of the College Executive Summary

Board of Trustees Retreat - January 20, 2024

Process

The State of the College is presented to the Board of Trustees as part of its annual retreat. On January 5, 2024, trustees received the State of the College video from President Spearman. This video and corresponding PowerPoint document were prepared by Heather Snider, Vice President of Institutional Effectiveness and Communications, and Ellen Olson, Chief Financial Officer. Trustees had one week to submit questions to President Spearman and his Cabinet. Many of those questions will be addressed during the January 20, 2024 Board of Trustees Retreat. Some questions require a more thorough response and will be addressed at upcoming Committee of the Whole meetings.

The State of the College contains a summary of the College's mission, vision, core values, and strategic plan followed by six data sections. These sections consist of information about district demographics, enrollment, student success, employees, finance, and community. This information is used to make decisions and monitor success.

Mission, Vision, Core Values & Strategic Plan

Rock Valley College's (RVC) mission is to empower students and community through lifelong learning. The College's vision is to empower the community to grow as a society of learners through well-designed educational pathways, leading to further education, rewarding careers, cultural enrichment, and economic-technological development. This vision is supported by the core values of learner-centered community, mutual respect, excellence, diversity, collaboration, innovation, and public trust.

The mission, vision, and core values are further supported by the four pillars of the Strategic Plan: Access, Exceptional Educational Opportunities, Exceptional Training Opportunities, and Diversity, Equity, and Inclusion.

District Demographics

Over the last 10 years, the combined population of Boone, Ogle and Winnebago counties has declined by 6,485 people (a decline of 1.6%). The population of this tri-county region is expected to remain flat over the next five years. For the first time in several years, the age ranges that contain high school students and traditional college-age students are projected to grow slightly over the next five years. RVC will continue to recruit students in this age group as well as nontraditional students without a college degree. Retirement risk is about average for a region this size, with 123,836 people projected to retire soon.

Educational attainment in the RVC Region is lower than in the state and nation. Approximately one-third (33%) of adults aged 25 and older living in the tri-county region have earned an associate degree or higher, compared with 45% in Illinois and 44% nationally. Educational attainment data reveal equity gaps among Asian, White, Black/African American, and Hispanic adults in the region. More than half (55%) of Asian

adults in the RVC Region have earned a college degree, compared to 37% of White adults, 27% of Black/African American adults, and only 18% of Hispanic adults.

In addition to population demographics, the State of the College considers labor market and industry characteristics. In 2020, the COVID-19 pandemic created a spike in unemployment rates. Since then, unemployment rates have approximately returned to pre-COVID rates for the tri-county region, state of Illinois, and Nation. Regardless of the strength of the economy, the tri-county region has consistently had a higher unemployment rate than the state and nation since 2018.

From 2017 to 2022, the number of jobs in the tri-county region declined by 3.9%. This change fell short of the national growth rate of 3.8%. The number of jobs in the region increased from 2021 to 2022 and is projected to continue growing through 2027. Industries projected to grow include Arts, Entertainment and Recreation, Transportation and Warehousing, Utilities, and Healthcare and Social Assistance. While Manufacturing jobs are declining, this industry remains the top employer in the RVC Region.

Enrollment

The College has experienced a 30% decline in enrollment since fiscal year 2014. There was an increase from FY 2019 to FY 2020 before the pandemic forced the College to transition to remote learning. The first full year of COVID impact on enrollment was FY 2021, which may explain the decrease in credit hour enrollment after the one-year increase. Enrollment increased again from FY 2022 to FY 2023. In FY 2023, 28% of credits sold were for Career and Technical Education (CTE) course work and 72% of credits sold were for Liberal Arts and Sciences (LAS) coursework. Nearly half (45%) of the College's enrollment comes from the city of Rockford.

Like credit hour enrollment, non-credit enrollment was experiencing a steady decline in the years leading up to COVID. Since FY 2021, non-credit enrollment has increased each year. Most noncredit seats sold since FY 2017 fall into the category of Personal and Social Development.

Student Success

The RVC fall-to-fall retention rate of 70% for first-time, full-time students is higher than the peer (66%), state (65%), and national (62%) averages. Fourteen percent (14%) of first-time, full-time students who began in Fall 2018 graduated within normal time (i.e., two years for an associate degree), which is less than the peer (21%), state (22%), and national (24%) averages. When considering 150% of normal time and 200% of normal time, RVC graduation rates are comparable to the peer, state, and national averages. These data suggest that, although RVC students are retained well, they take longer to graduate than students at other public, two-year colleges.

When all students are considered (i.e., full-time, part-time, first-time, and transfer-in), earning an RVC credential is most likely for first-time, full-time students. After eight years, 42% of full-time first-time students and 40% of full-time transfer students complete a degree or certificate, compared to 21% of part-time first-time students and 27% of part-time transfer students.

Racial inequities exist in student success. Black/African American students are less likely to be retained and graduate when compared to their White and Hispanic peers.

Employees

In Fall 2021, RVC administered an Employee Culture Survey, which identified “trust in leadership” and “professional development” as areas in need of improvement. When the same survey was administered in Fall 2023, ratings improved on all items in these areas of concern. Employees also rated the item *I would recommend RVC as a great place to work* higher in 2023 than in 2021, with the average rating increasing from 2.85 to 3.04 on a four-point scale.

Racial and ethnic equity gaps exist for faculty and staff when compared to community demographics. Among the faculty, Black/African American individuals are underrepresented by 6% when compared to the population of Boone and Winnebago counties, and Hispanic individuals are underrepresented by 14%. When faculty are disaggregated by full-time and adjunct status, the inequities are similar. Among RVC staff, Hispanic individuals are underrepresented by 6%. Equity gaps are more pronounced when disaggregated by employee group.

Employee culture and equity can impact turnover. Overall, annual turnover has decreased from 15.3% in FY 2019 to 12.8% in FY 2023. Turnover is projected to decrease even further to 9.9% in FY24 based year-to-date turnover extrapolated over a 12-month period. Turnover tends to be lowest for faculty and highest for support staff, police, and educational support staff.

Although credit hour enrollment has declined over the last 10 years, the number of full-time staff remained stable until reduced after the State budget impasse in FY 2016, and the number of full-time faculty remained stable until reduced in FY 2018. Since the reductions in force, the number of full-time staff has increased, and the number of full-time faculty continued to decline until increasing slightly in FY23.

In Fall 2022, 55% of full-time equivalent (FTE) faculty was comprised of full-time faculty. This means that at least 55% of credit hours were taught by full-time faculty (more if faculty carried overload). This represents a decrease since Fall 2018, when at least 77% of credit hours were taught by full-time faculty. In Fall 2022, the peer average was 65% and the state average was 60%.

Finance

The four largest sources of revenue for RVC are local property tax, federal grants and contracts, student tuition and fees (net), and state revenue. Revenue from local property taxes, which is dependent upon the Equalized Assessed Value of properties, declined by 9% (approximately \$1.5M) from FY 2014 to FY 2016, then increased by 52% (approximately \$8.0M) from 2016 to 2023. Federal grants and contracts, which include revenue from COVID relief funds, increased from FY 2019 through FY 2021, decreased in FY 2022, and remained relatively flat in FY 2023. State funding has been restored since the FY 2016 state budget crisis and has increased each year since FY 2018; however, future state funding still

remains uncertain. Revenue from student tuition and fees has increased since FY 2014. Increases in tuition rates and differential tuition for CTE courses have offset enrollment declines. An increase in credit hour enrollment also contributed to an increase in revenue for FY 2023.

Instructional expenses represent most of the College's expenses. From FY 2022 to FY 2023, expenses for instruction, academic support, student services, plant/operations/maintenance, institutional support, auxiliary services, and scholarships/grants/waivers decreased. Much of the decrease is related to decreases in SURS on behalf. Over the same time period, expenses for public service and depreciation increased. The operating fund balance increased from FY 2022 and FY 2023. The operating fund balance as a percentage of operating budget has been over 50% for the last three years, regardless of whether or not SURS on behalf is included.

In addition to revenues by source and expenses by function, the College monitors non-credit net revenue (loss) and instructional unit cost (credit). Aside from FY 2020, non-credit programs have operated at a net loss since FY 2018. From FY 2020 through FY 2023, the College has maintained a credit hour unit cost between its goal of \$10 above or below zero.

Per the Illinois Community College Act, the College's in-district tuition and fees cannot exceed one-third of its per capita cost. From FY 2017 to FY 2023, the maximum in-district rate has increased from \$127.19 to \$198.45. The current in-district tuition and universal fee rate is \$142.00 per credit hour for LAS courses and \$167.00 per credit hour for CTE courses. RVC tuition remains lower than the peer and state averages.

Community

The scorecard includes two targets related to community engagement. The first of these targets is to "increase industry partner engagement by 2027." RVC has developed a model by which it can measure industry partner engagement and work towards this target. Industry partners will be rated on whether they donate funds for scholarships for program development, provide internship opportunities for students, offer job placement opportunities for completers, and participate as advisory community members. The next step is to develop a mechanism to track which companies provide students with internships and job opportunities.

The second community target is to "increase the amount of RVC contractual dollars awarded to Business Enterprise Partner (BEP) recognized vendors to between 10% and 20% by 2027." BEP recognized vendors are defined as businesses owned by underrepresented racial and ethnically diverse people, women, people with disabilities, and protected veterans. Purchasing is working on definitions and processes to move this goal forward.

A photograph of a large, modern building at dusk. The building features a mix of stone masonry on the lower levels and large glass windows on the upper levels. The interior lights are on, and the sky is a deep blue. A stone pillar stands in the foreground near a pond. The text "State of the College" is overlaid in white on the lower left.

State of the College

Board of Trustees Retreat
January 20, 2024



Agenda

- Mission, Vision, Core Values & Strategic Plan
- District Demographics
- Enrollment
- Student Success
- Employees
- Finance
- Community

MISSION, VISION, CORE VALUES & STRATEGIC PLAN





Mission & Vision

Mission Statement

Rock Valley College empowers students and community through lifelong learning.

Vision Statement

Rock Valley College empowers the community to grow as a society of learners through well-designed educational pathways, leading to further education, rewarding careers, cultural enrichment, and economic-technological development.



Core Values

Learner-centered Community

Rock Valley College is dedicated to providing affordable lifelong learning opportunities that foster student success.

Mutual Respect

At all times, Rock Valley College upholds the dignity of each individual by being ethical, respectful, fair, and courteous in communications and actions.

Excellence

Rock Valley College maintains high expectations for teaching and learning and holds itself accountable for promoting continuous improvement.

Diversity

Rock Valley College promotes, celebrates, and embraces differences, including cultural and ethnic diversity and diversity of thought.

Collaboration

Rock Valley College fosters innovative, enriching partnerships within the college community and among others that serve the region.

Innovation

Rock Valley College is a forward thinking institution that explores creative approaches for the future.

Public Trust

Rock Valley College honors and upholds its commitment to the community through integrity of actions and efficient use of resources.



Strategic Plan 2022-2027



rockvalleycollege.edu/about/leadership/strategic-plan



Scorecard Metrics

- Enrollment/Growth
- Student Success/Retention/Graduation
- Employees
- Finance
- Community (Revenue Producing/Cost Efficiencies/ROI)

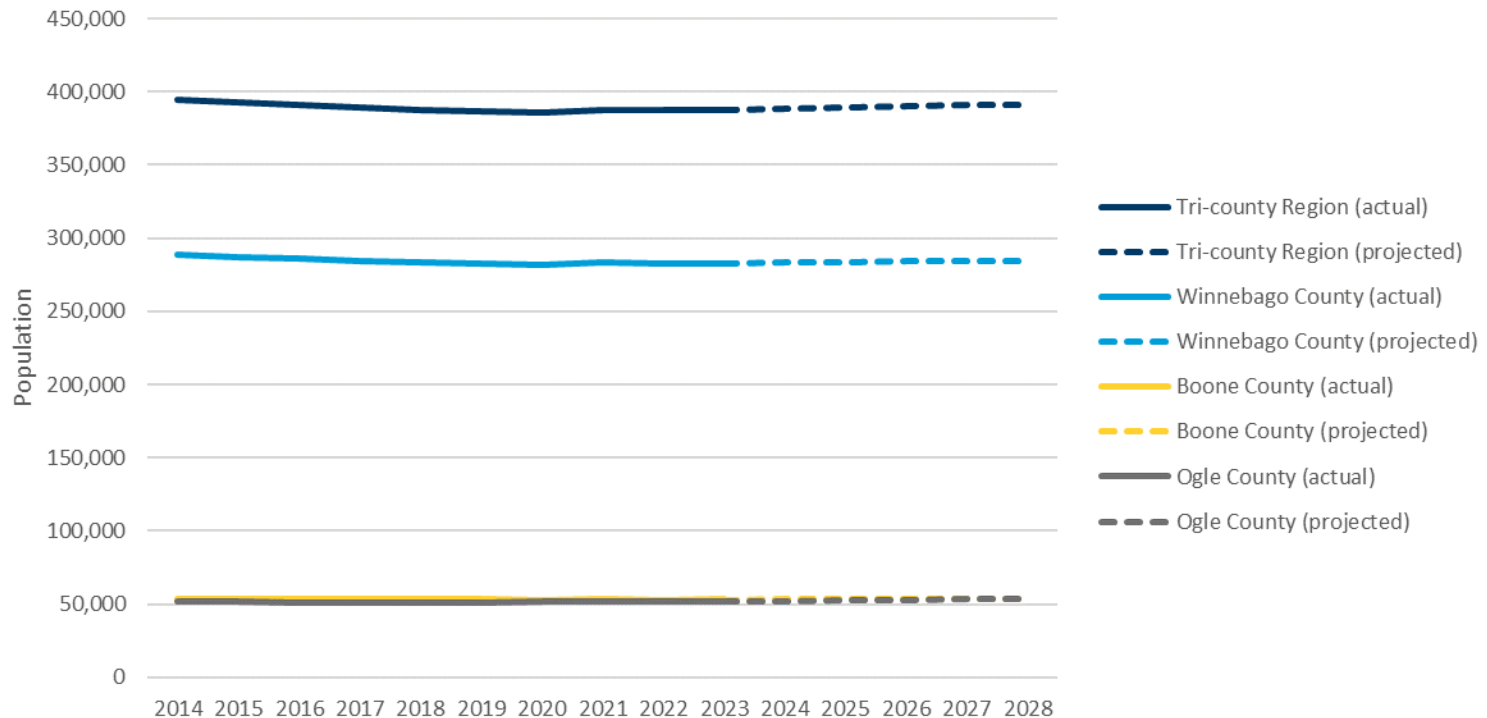


DISTRICT DEMOGRAPHICS



Population by County

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	10-year Change	
											#	%
Boone	53,702	53,571	53,559	53,481	53,369	53,281	52,777	53,159	53,023	53,244	(458)	-0.9%
Ogle	51,944	51,572	51,174	51,021	50,802	50,660	51,694	51,474	51,351	51,774	(170)	-0.3%
Winnebago	288,770	287,237	286,171	284,658	283,588	282,465	281,295	283,119	282,766	282,913	(5,857)	-2.0%
Tri-county Region	394,416	392,380	390,904	389,160	387,759	386,406	385,766	387,752	387,140	387,931	(6,485)	-1.6%





Population by Age

Projected Change in Population by Age Tri-county Region (Boone, Ogle, and Winnebago Counties)

Age Cohort	2023 Population	2028 Population	Change	% Change	2028 % of Cohort
Under 5 years	22,494	22,516	22	0%	5.8%
5 to 9 years	24,886	23,242	(1,644)	(7%)	5.9%
10 to 14 years	25,429	26,545	1,116	4%	6.8%
15 to 19 years	25,401	25,424	23	0%	6.5%
20 to 24 years	24,253	25,046	792	3%	6.4%
25 to 29 years	23,174	24,059	884	4%	6.1%
30 to 34 years	24,371	22,791	(1,580)	(6%)	5.8%
35 to 39 years	23,231	25,478	2,247	10%	6.5%
40 to 44 years	23,372	23,640	268	1%	6.0%
45 to 49 years	21,903	23,865	1,962	9%	6.1%
50 to 54 years	24,513	21,656	(2,858)	(12%)	5.5%
55 to 59 years	24,593	24,297	(296)	(1%)	6.2%
60 to 64 years	25,870	22,846	(3,024)	(12%)	5.8%
65 to 69 years	23,284	24,372	1,088	5%	6.2%
70 to 74 years	18,864	20,099	1,235	7%	5.1%
75 to 79 years	14,597	15,895	1,298	9%	4.1%
80 to 84 years	9,134	10,474	1,341	15%	2.7%
85 years and over	8,562	9,170	609	7%	2.3%
Total	387,931	391,414	3,483	1%	100.0%

Contains
Traditional
College-age
Students



Retirement Risk



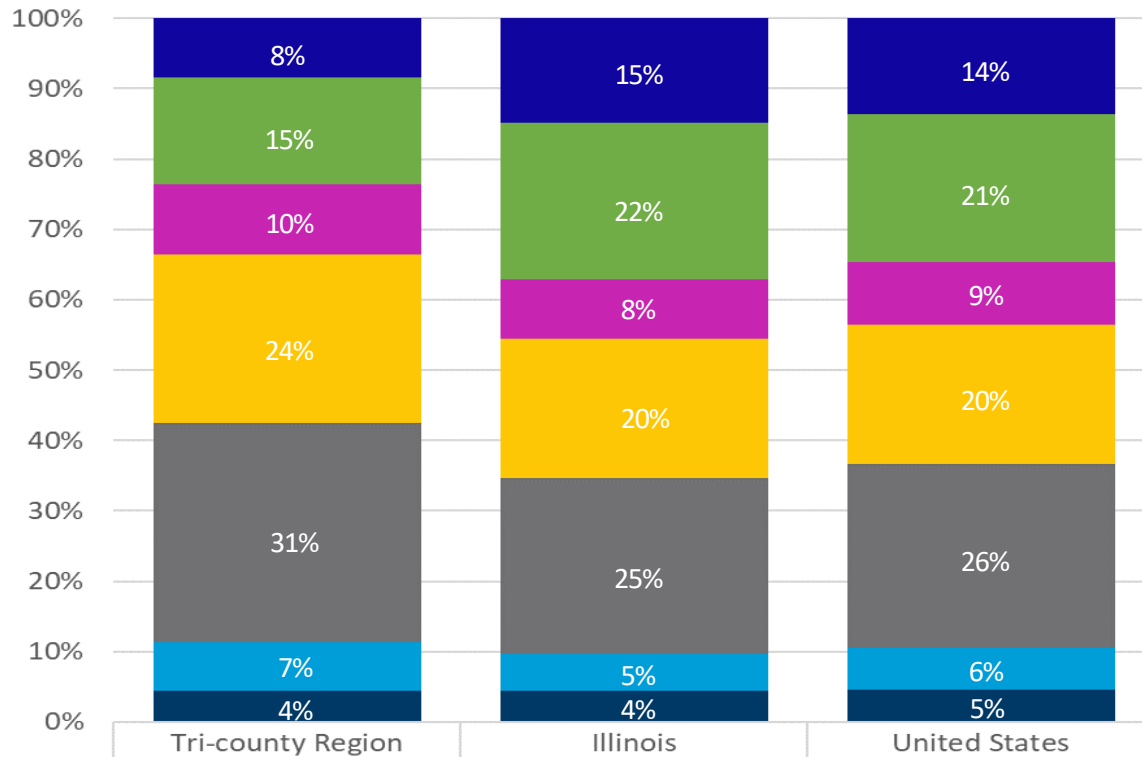
Your area has 70,376 millennials (ages 25-39). The national average for an area this size is 78,628.



Retirement risk is about average in your area. The national average for an area this size is 115,885 people 55 or older, while there are 123,836 here.



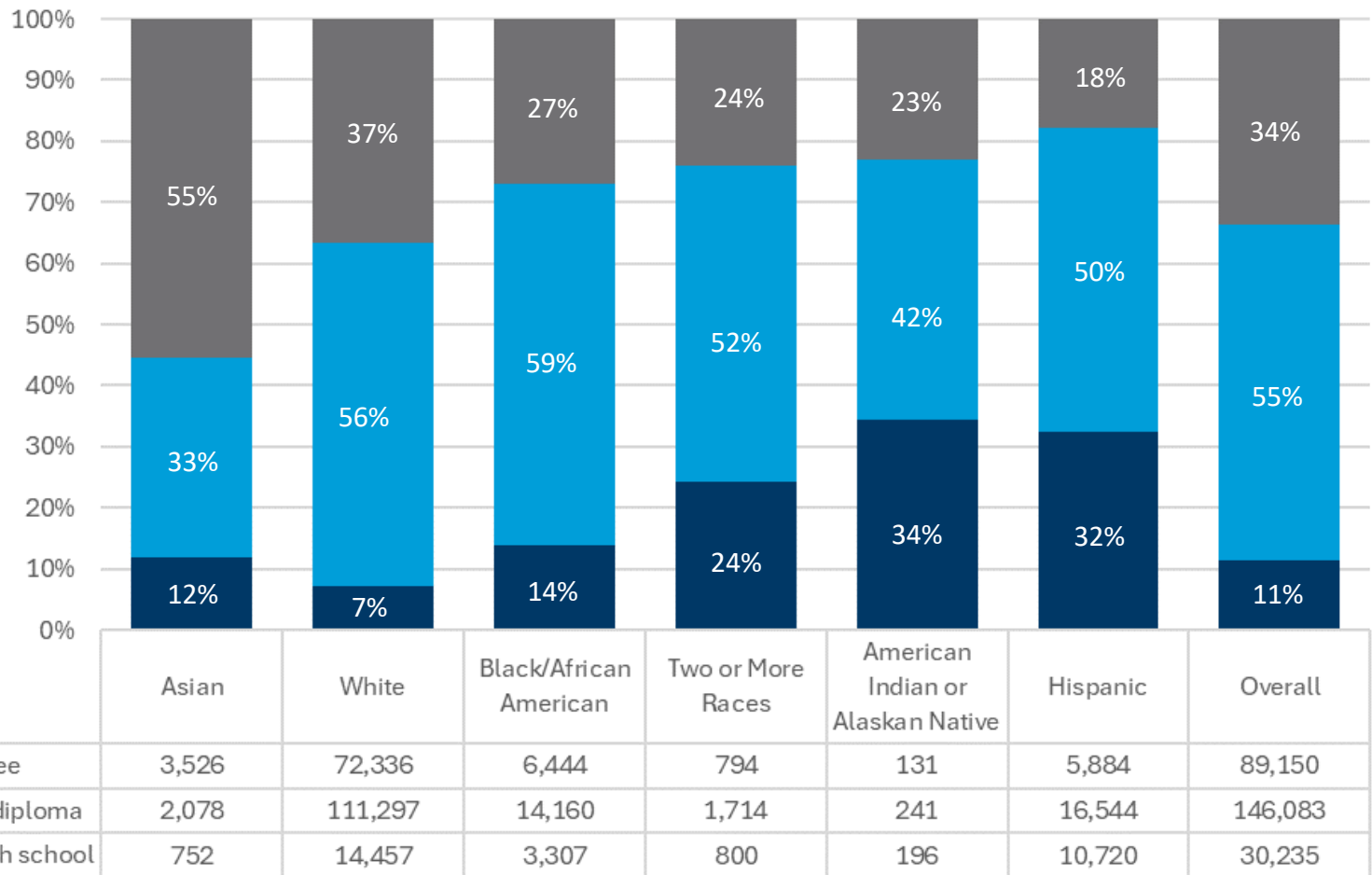
Population by Educational Attainment



	Tri-county Region	Illinois	United States
Graduate degree and higher	22,362	1,295,973	31,404,196
Bachelor's degree	40,271	1,940,093	48,904,470
Associate's degree	26,518	736,402	20,678,094
Some college	63,424	1,722,495	45,508,840
High school diploma	82,658	2,182,962	60,460,712
9th grade to 12th grade	18,637	462,390	13,952,917
Less than 9th grade	11,597	383,428	10,657,461

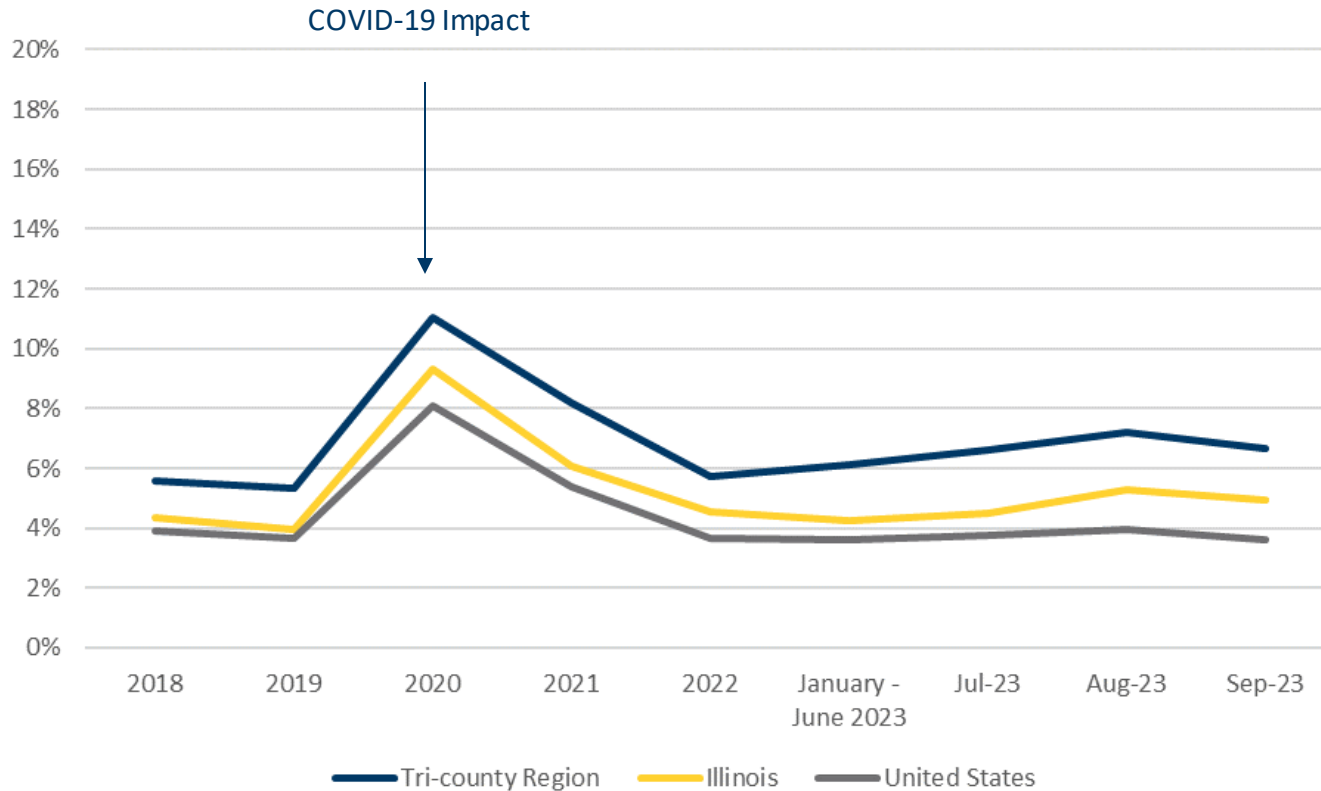


Educational Attainment by Race/Ethnicity: Tri-county Region





Unemployment Rate

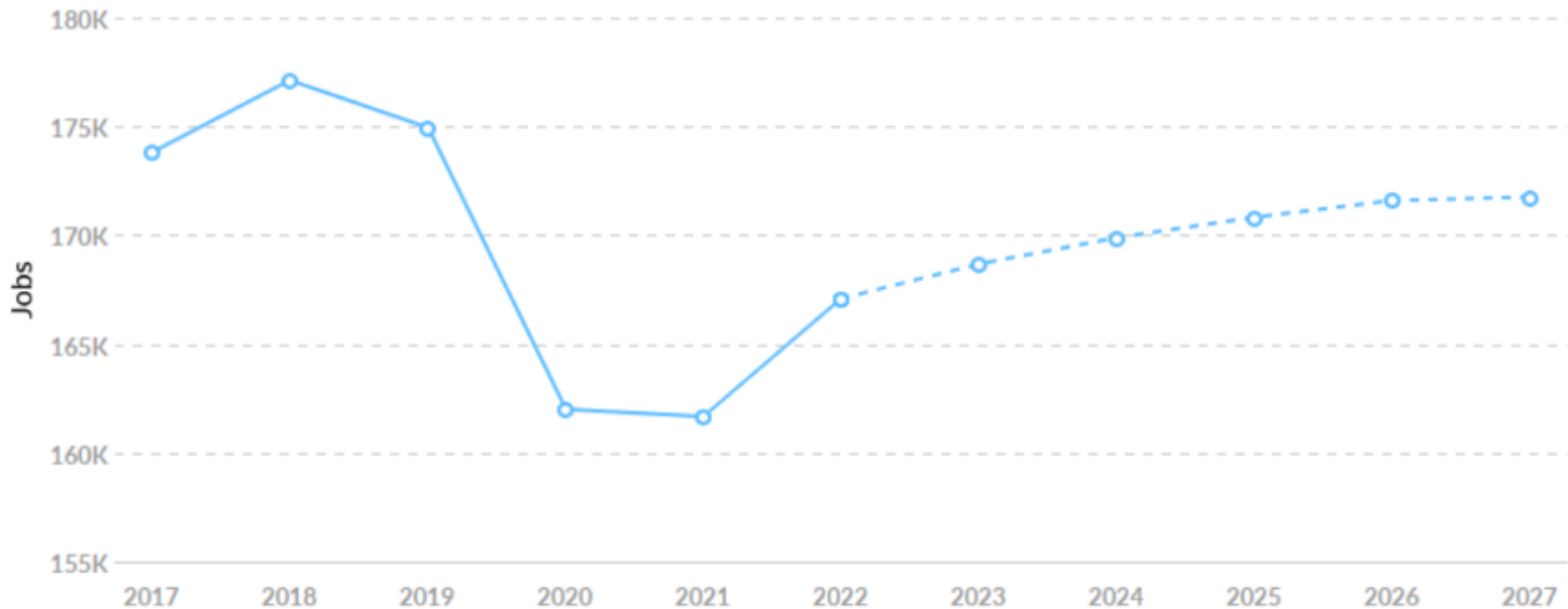


Region	September 2018	September 2023	5-year Change
Tri-county Region (Boone, Ogle, and Winnebago Counties)	5.58%	6.68%	-0.53
Illinois	4.37%	4.92%	-0.52
United States	3.90%	3.61%	-1.04



Job Trends

From 2017 to 2022, jobs declined by 3.9% in Tri-County Region from 173,817 to 167,091. This change fell short of the national growth rate of 3.8% by 7.7%.

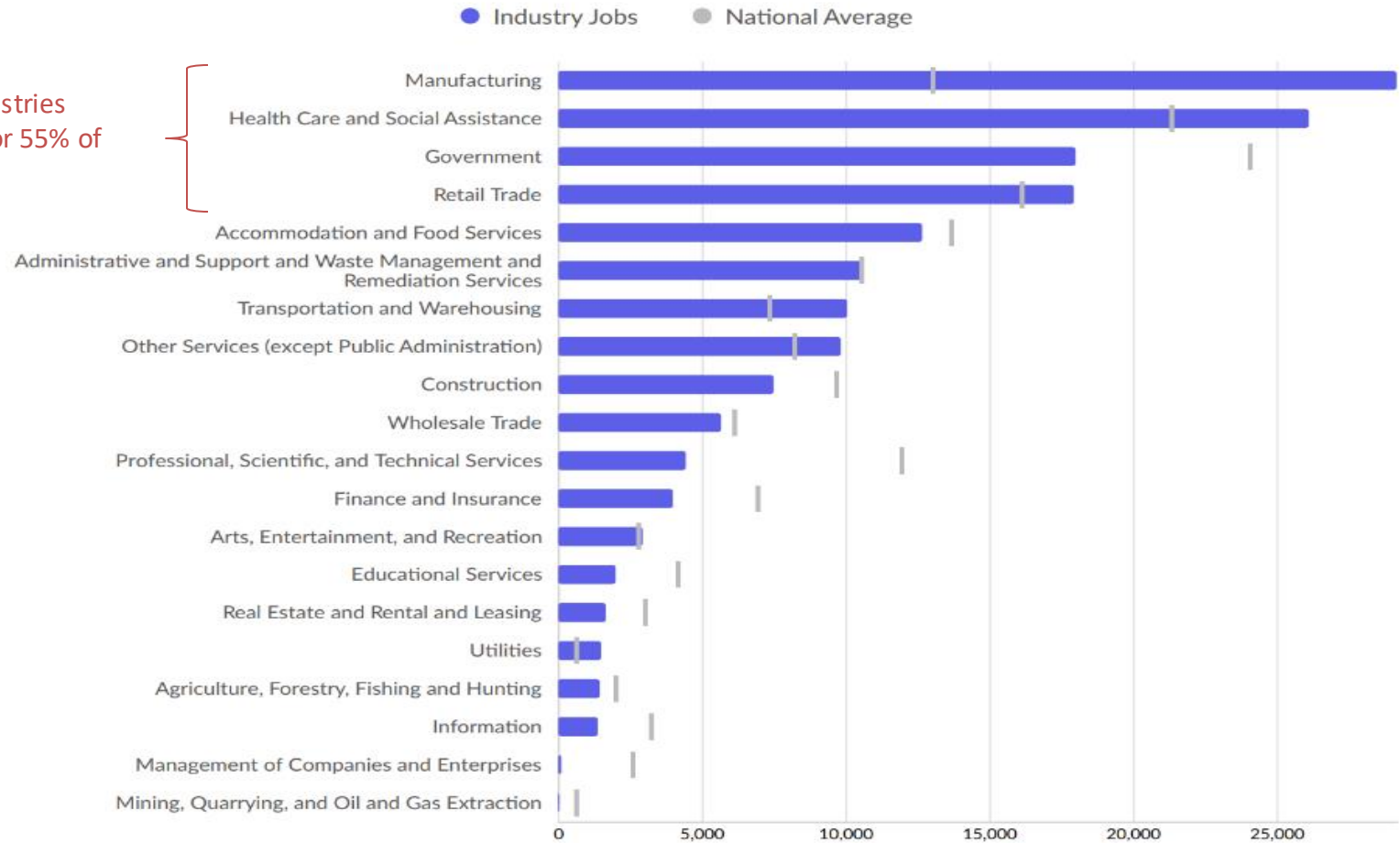




Largest Industries

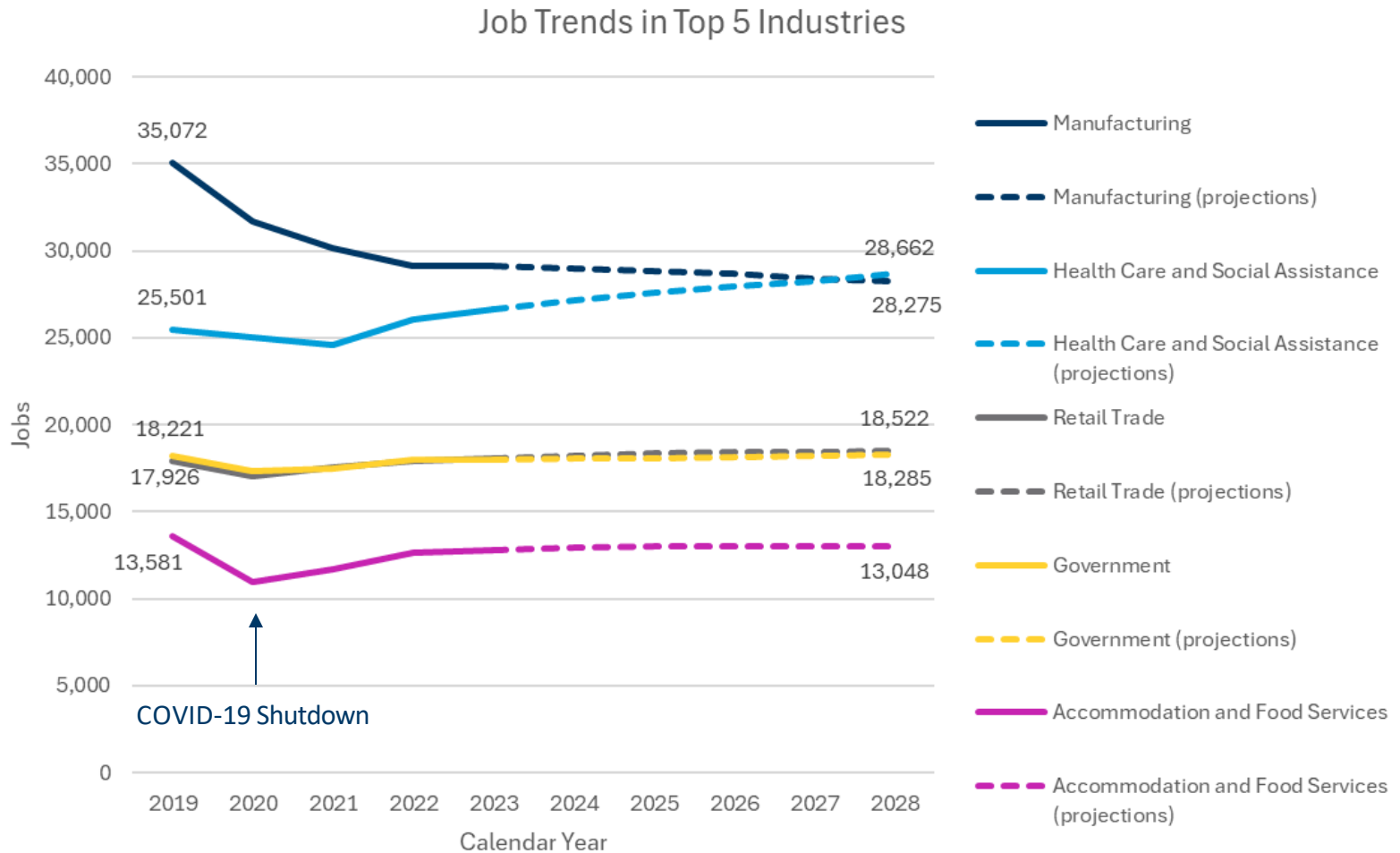
Largest Industries

Top 4 industries account for 55% of all jobs.





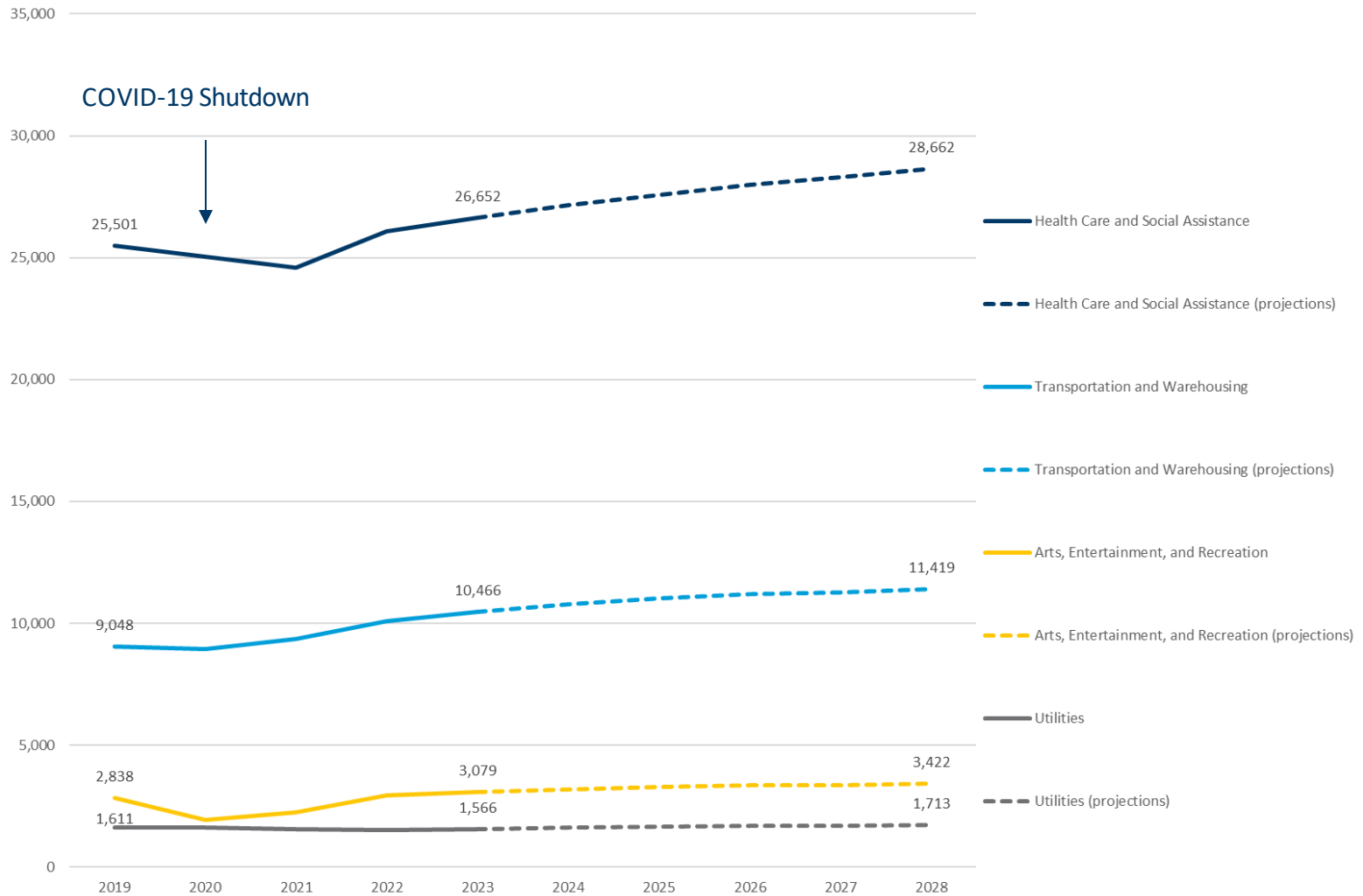
Job Trends: Top Industries





Job Trends: Growing Industries

Job Trends in Top Growing Industries





ENROLLMENT



Enrollment Target 1: Credit Hour Enrollment

Enrollment/Growth					
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2023 Outcome	Related Metrics
Access	I.1: Provide district residents improved accessibility to credit programs and certificates.	Sustain 110,000 credit hours annually through 2027.	111,994.5 credit hours	112,590 credit hours	<ul style="list-style-type: none"> • Credit hour enrollment by category • LAS and CTE enrollment • Enrollment by region • Market distribution by region

1 = Alert

2 = Area of Concern

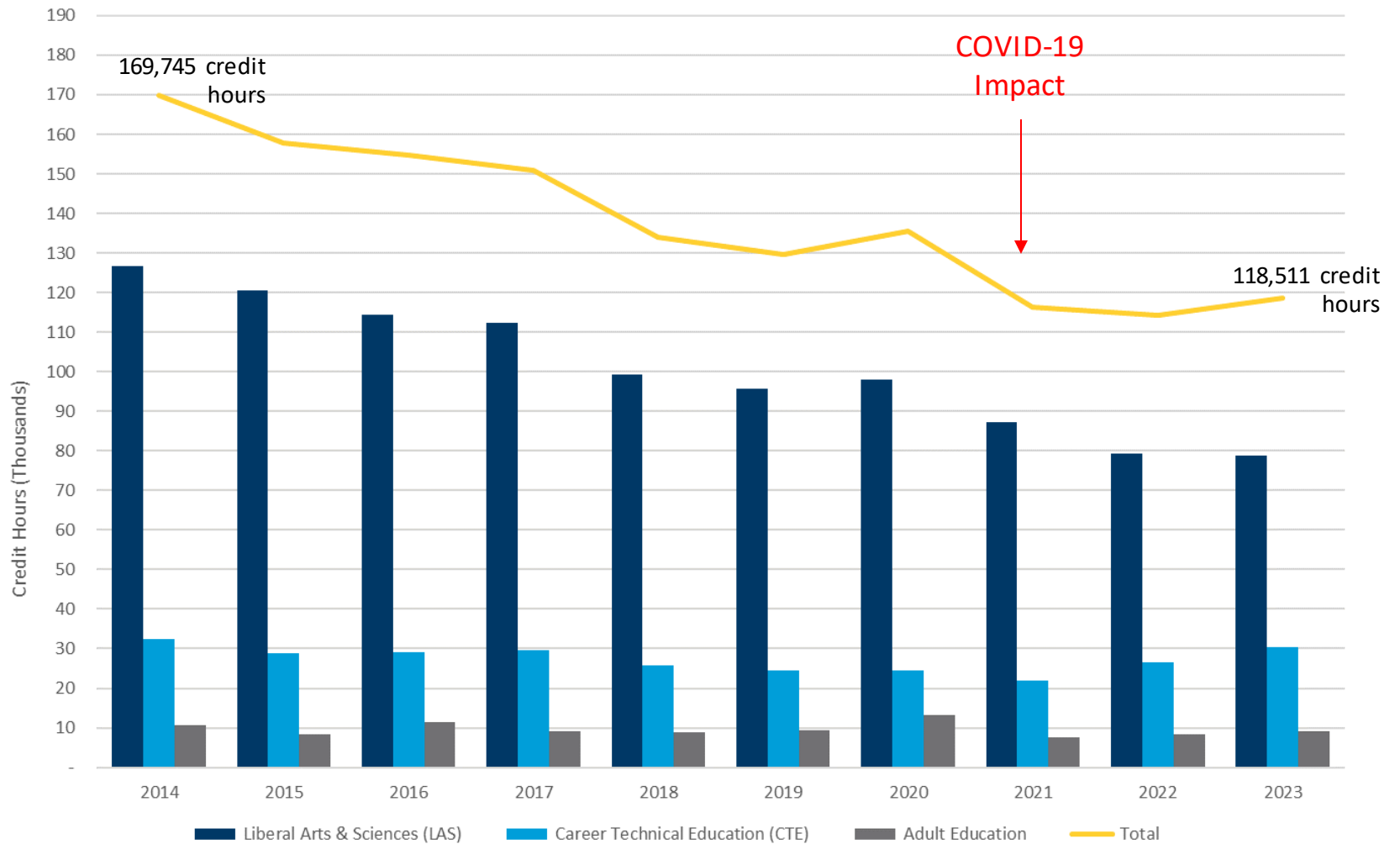
3 = Met Goal

4 = Stretch Goal

5 = Super Stretch Goal

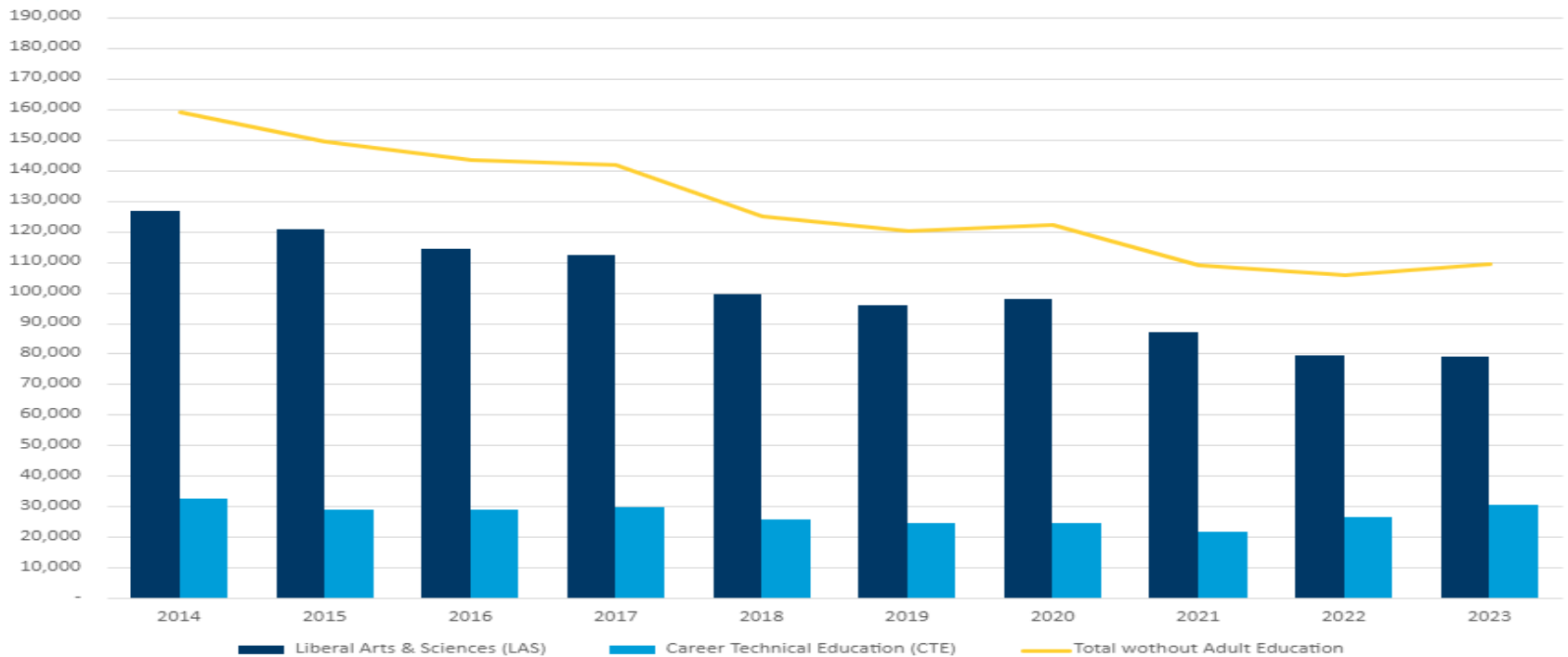


Credit Hour Enrollment by Category





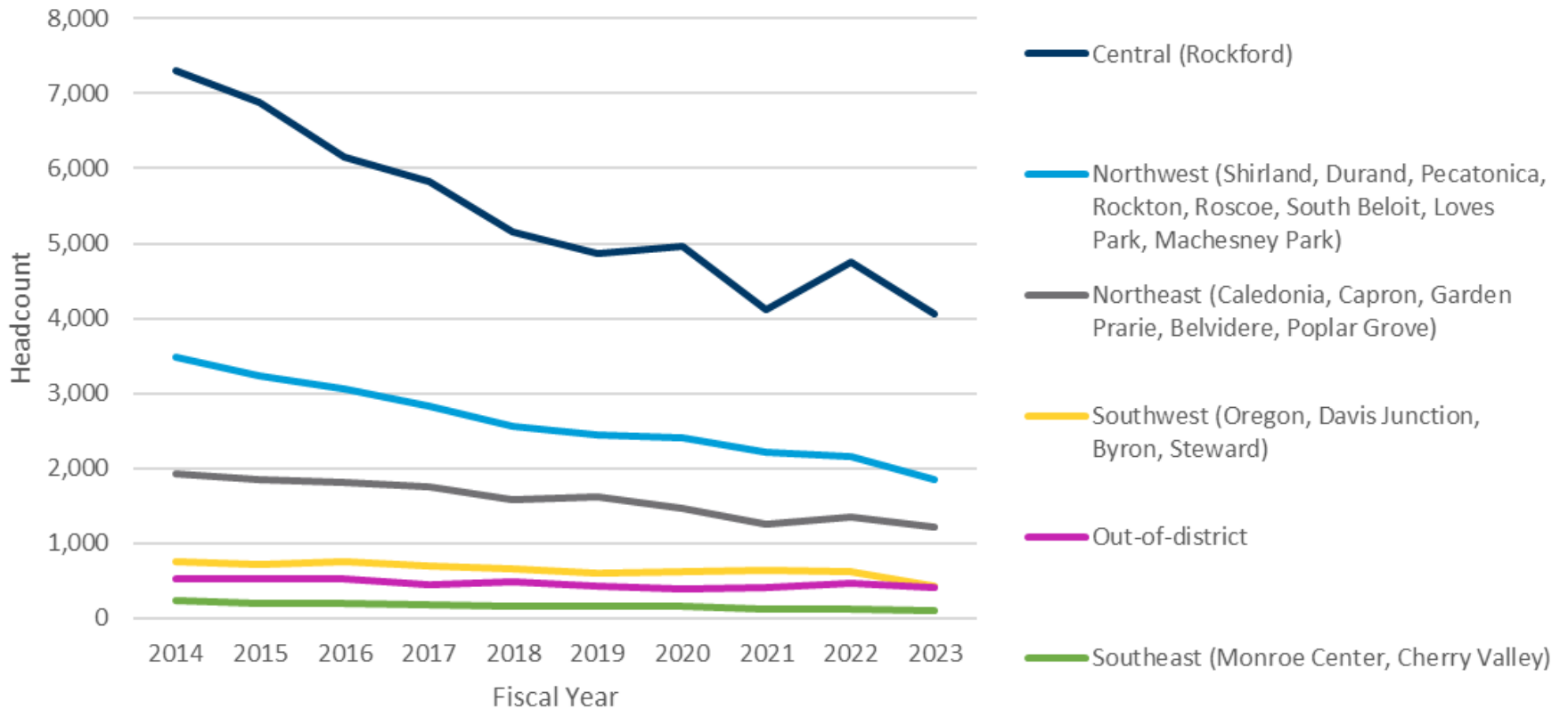
Credit Hour Enrollment: LAS and CTE



Category	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Liberal Arts & Sciences (LAS)	80%	81%	80%	79%	79%	80%	80%	80%	75%	72%
Career & Technical Education (CTE)	20%	19%	20%	21%	21%	20%	20%	20%	25%	28%

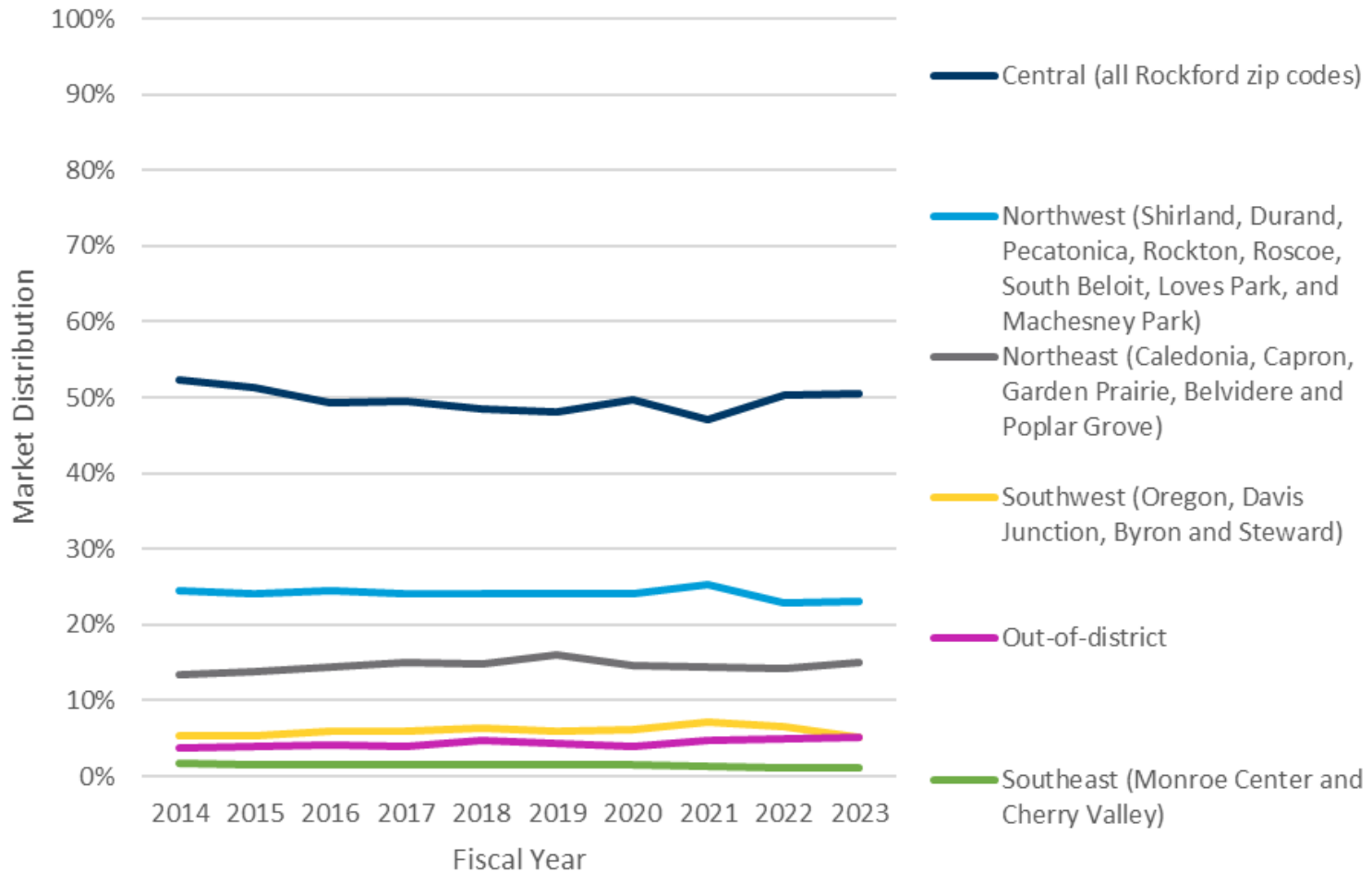


Headcount Enrollment by District Region





Market Distribution by District Region





Enrollment Target 2: Non-credit Enrollment

Enrollment/Growth					
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2023 Outcome	Related Metric(s)
Access	I.2: Provide district residents improved accessibility to noncredit programs, certificates, and training.	Achieve 20,000 seats sold by 2027.	10,767 seats sold	12,971 seats sold	<ul style="list-style-type: none">Noncredit enrollment by category

1 = Alert

2 = Area of Concern

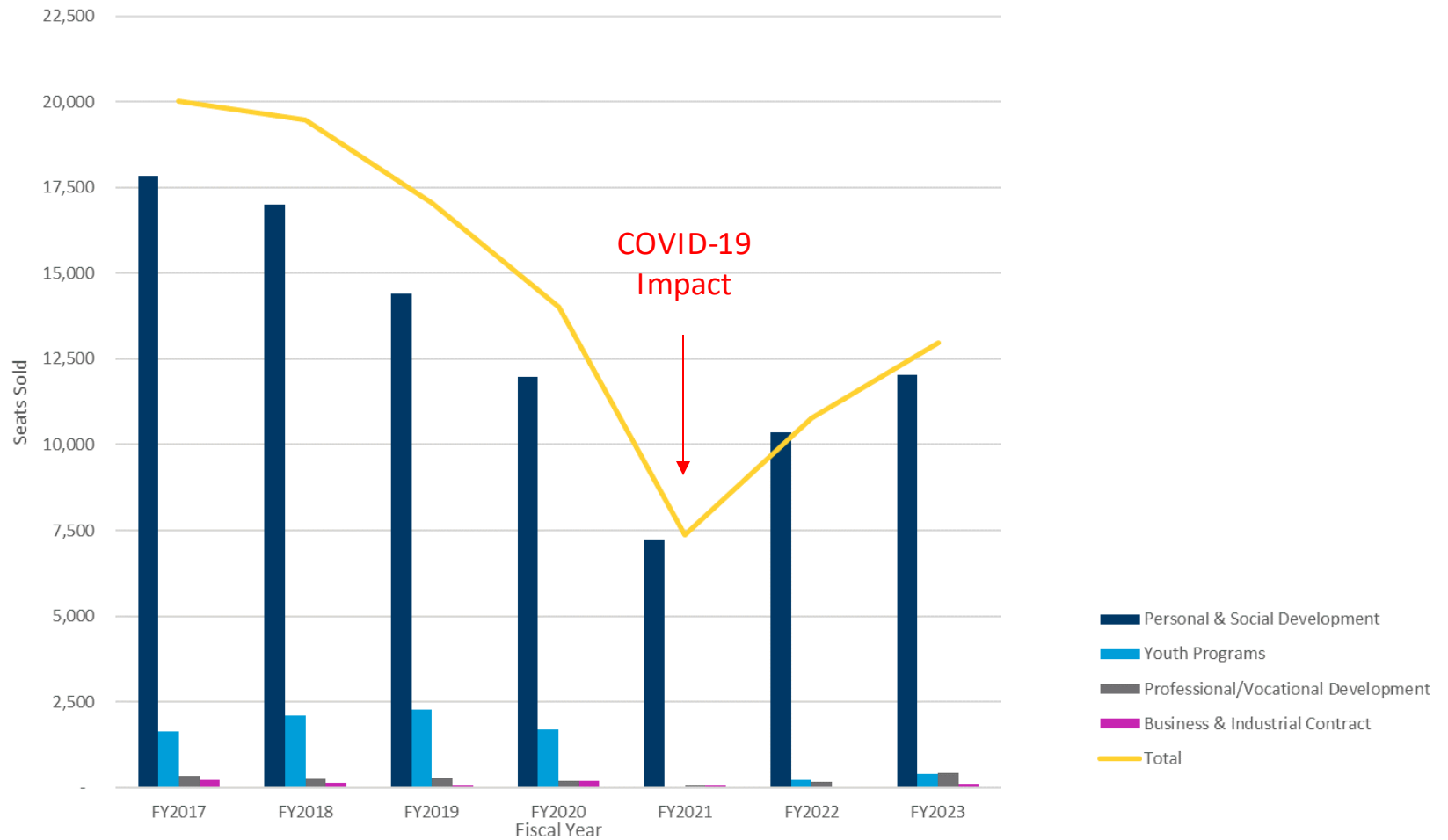
3 = Met Goal

4 = Stretch Goal

5 = Super Stretch Goal



Noncredit Enrollment by Category





STUDENT SUCCESS



Student Success Target 1: On-time Completion

Enrollment/Growth					
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2023 Outcome	Related Metric(s)
Exceptional Educational Opportunities	II.2: Improve student readiness, academic success, and sense of belonging.	Improve on-time completion rate to 20% for first-time, full-time cohort by 2027.	14% on-time completion rate	13% on-time completion rate	<ul style="list-style-type: none">Retention RatesGraduation Rates

1 = Alert

2 = Area of Concern

3 = Met Goal

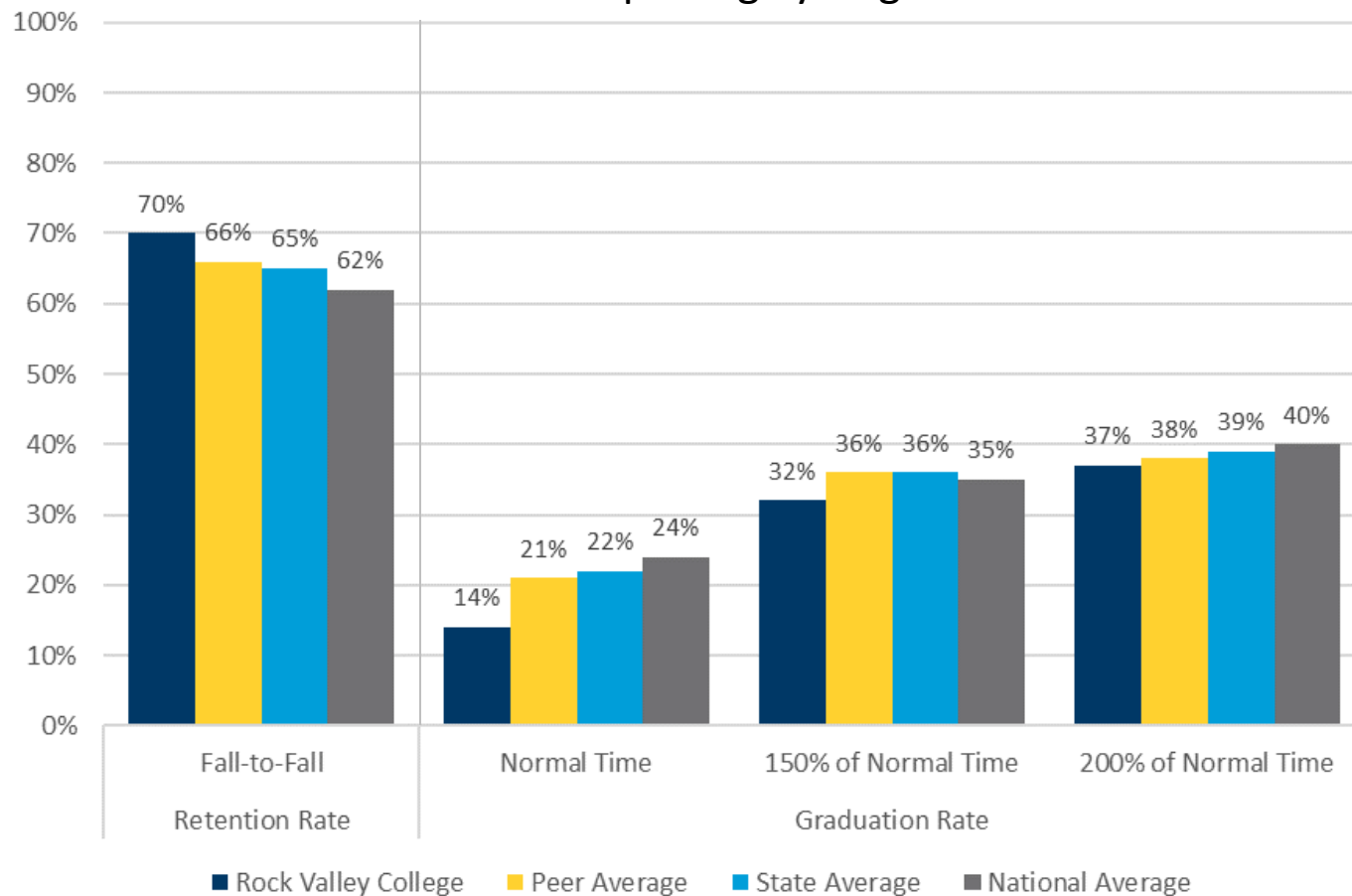
4 = Stretch Goal

5 = Super Stretch Goal



Retention & Graduation Rates

Retention and Graduation Rates by Completion Time:
First-time, Full-time Cohort beginning in Fall 2018
and Completing by August 2022





Student Success Target 2: Outcome Measures

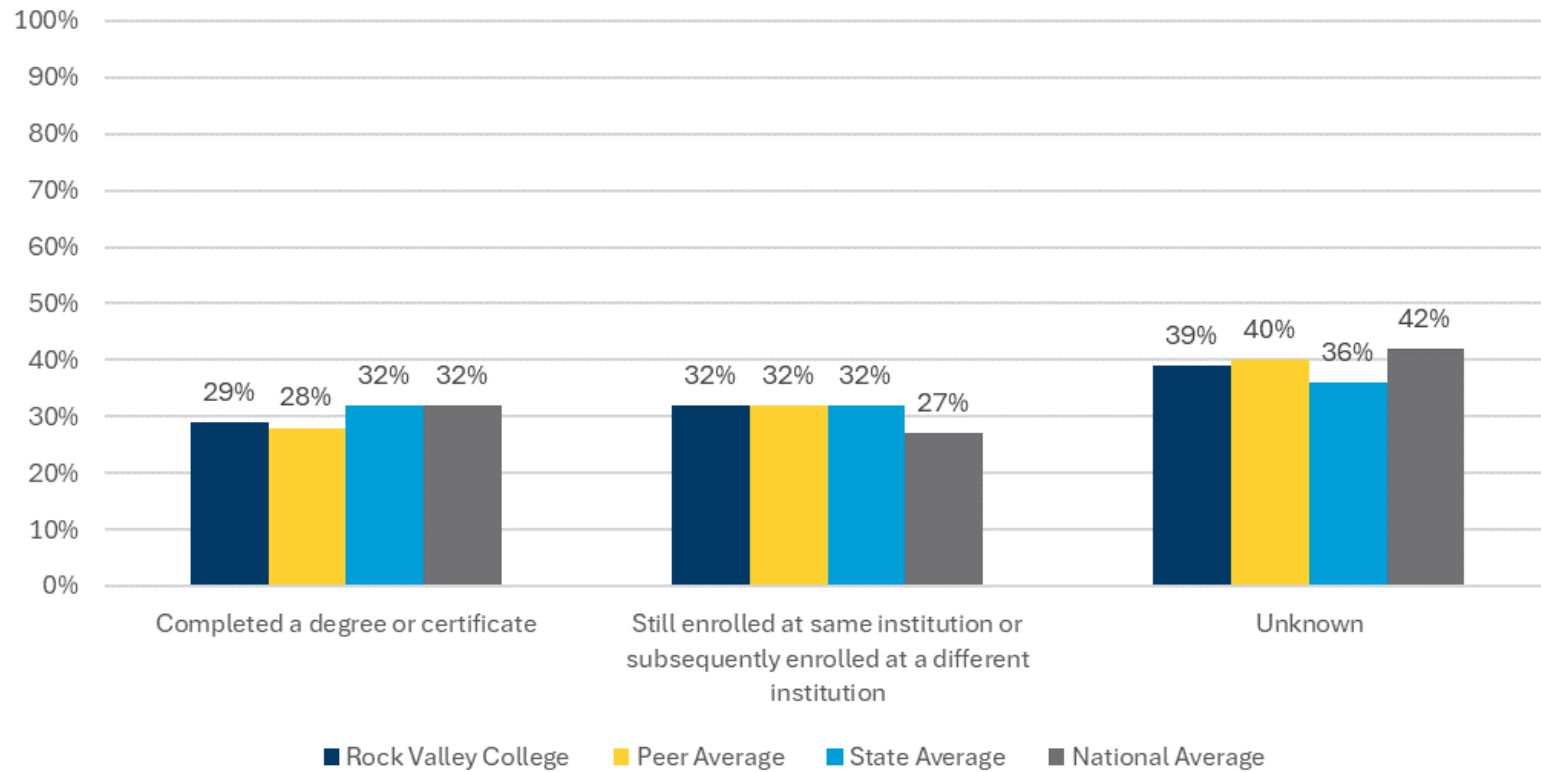
Enrollment/Growth					
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2023 Outcome	Related Metric(s)
Exceptional Educational Opportunities	II.2: Improve student readiness, academic success, and sense of belonging.	Improve IPEDS outcome measures (certificate/degree completion, still enrolled, transfer-out) to 65% by 2027.	61%	61%	Outcomes for: <ul style="list-style-type: none"> • First-time, full-time students • First-time, part-time students • Transferred-in, full-time students • Transferred-in, part-time students

1 = Alert	2 = Area of Concern	3 = Met Goal	4 = Stretch Goal	5 = Super Stretch Goal
-----------	---------------------	--------------	------------------	------------------------



Student Outcomes

Outcomes 8 years after initial enrollment for all students who entered in 2014-2015

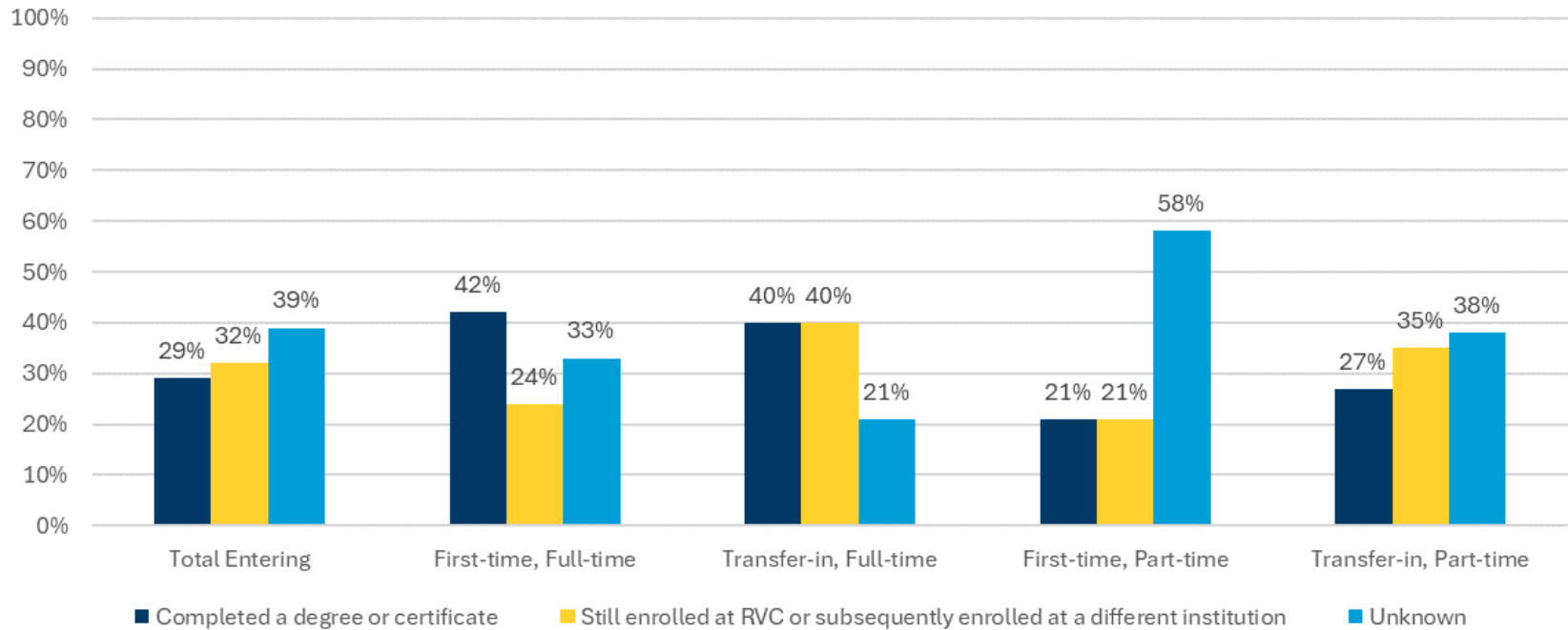




Outcome by Student Type

Rock Valley College

Outcomes 8 years after initial enrollment for students who entered RVC in 2014-2015





Student Success Target 3: Transfer GPA

Enrollment/Growth					
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2023 Outcome	Related Metric(s)
Exceptional Educational Opportunities	II.1: Ensure high-quality and relevant certificate, degree, co-curricular programs.	Achieve at least a 3.00 GPA yearly weighted average in Fall semester at transfer destinations through 2027.	FY21 = 3.19 FY22 unavailable	3.26	<ul style="list-style-type: none"> Transfer GPA

1 = Alert

2 = Area of Concern

3 = Met Goal

4 = Stretch Goal

5 = Super Stretch Goal

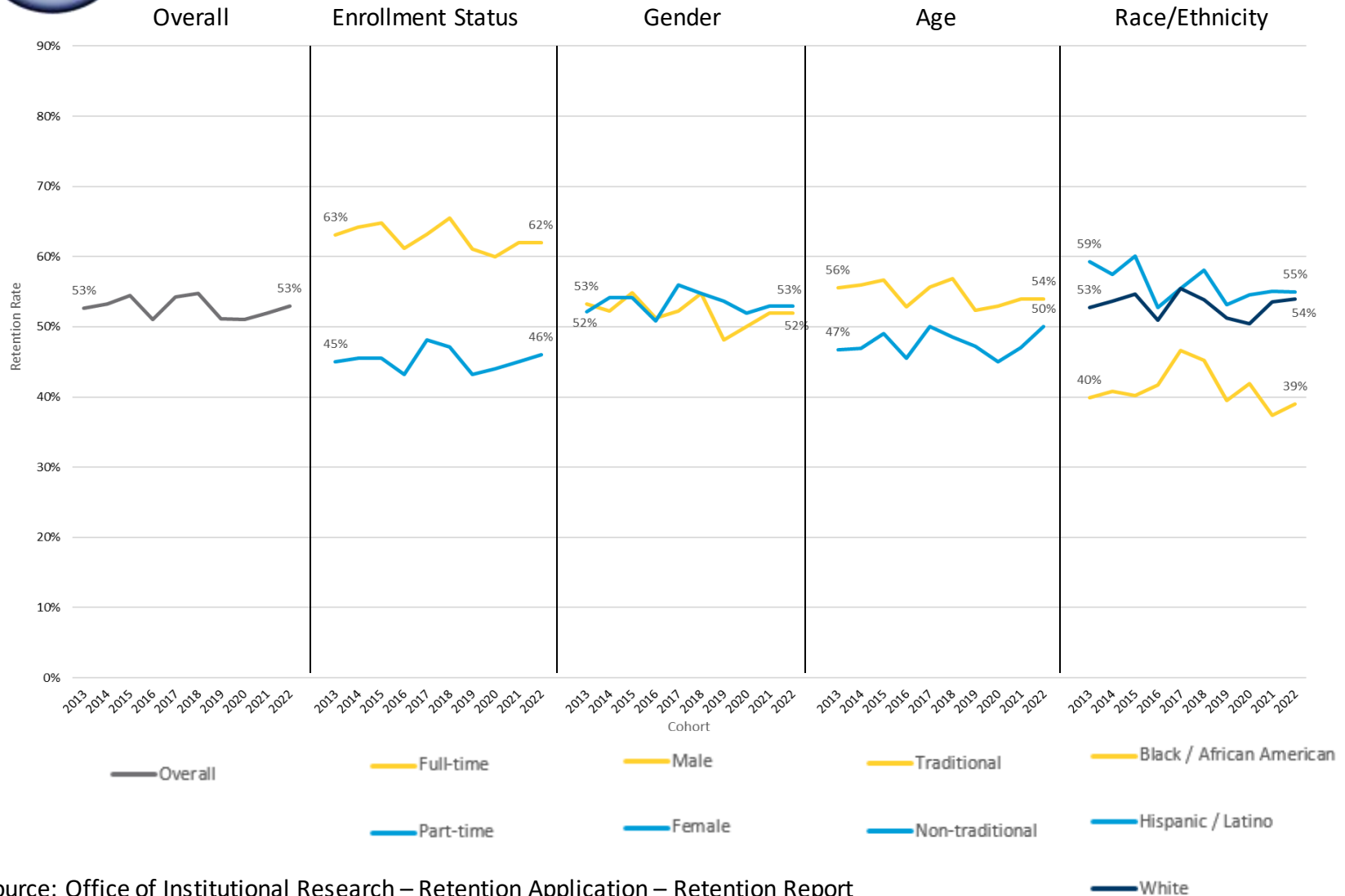


Student Success Target 4: Equity Gaps

Enrollment/Growth					
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2023 Outcome	Related Metric(s)
Diversity, Equity, and Inclusion	IV.2: Close equity gaps so that students from diverse racial, gender, and socioeconomic backgrounds can access and achieve their academic and career goals.	Close equity gaps in graduation and transfer-out rates to zero (no difference) by 2027.	Gaps of 16% for Black/African American and 11% for Hispanic	Gaps of 14% for Black/African American and 18% for Hispanic	Equity gaps for: <ul style="list-style-type: none"> • Retention • Graduation • Transfer out

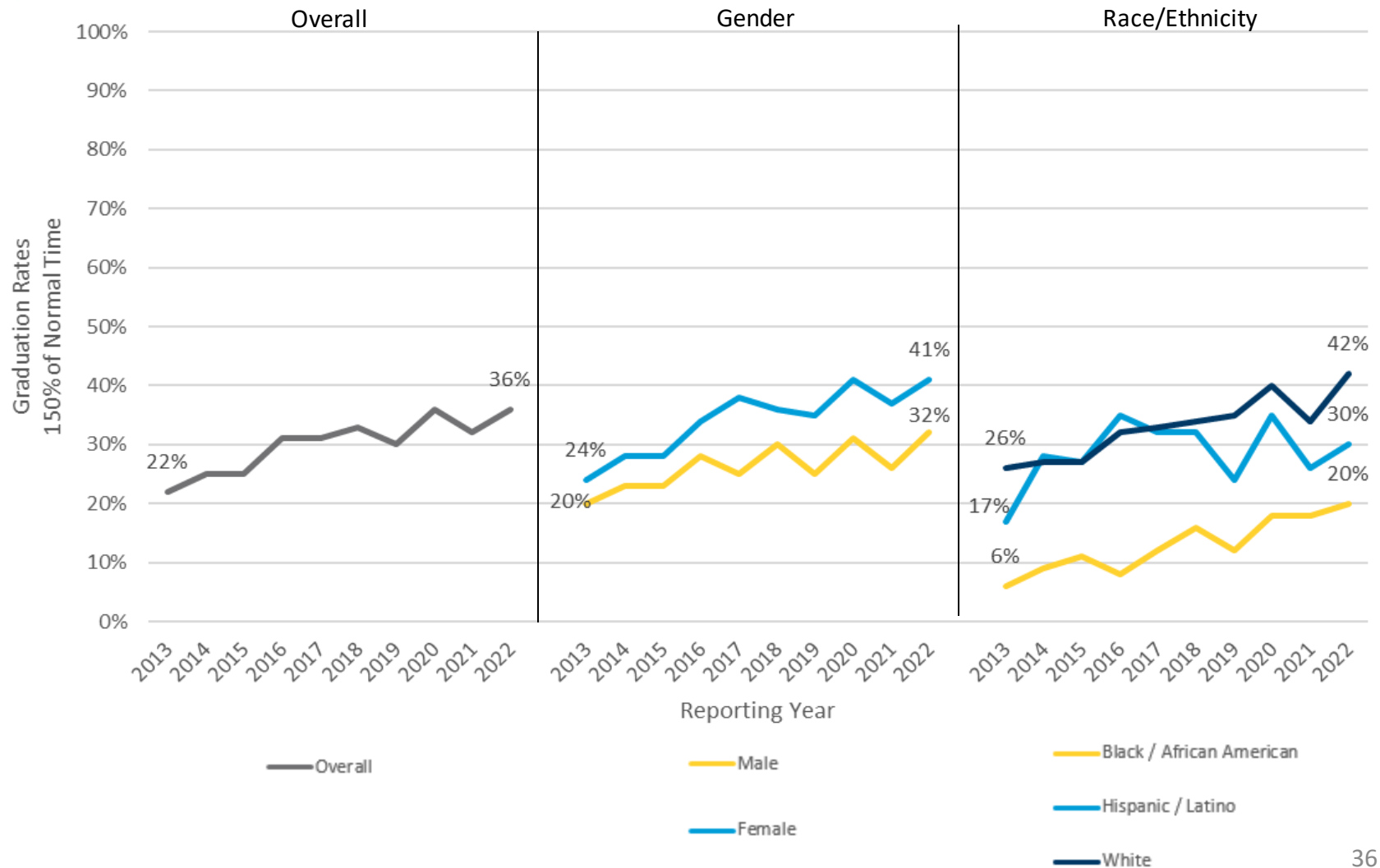
1 = Alert	2 = Area of Concern	3 = Met Goal	4 = Stretch Goal	5 = Super Stretch Goal
-----------	---------------------	--------------	------------------	------------------------

Disaggregated Retention Rates: All Students



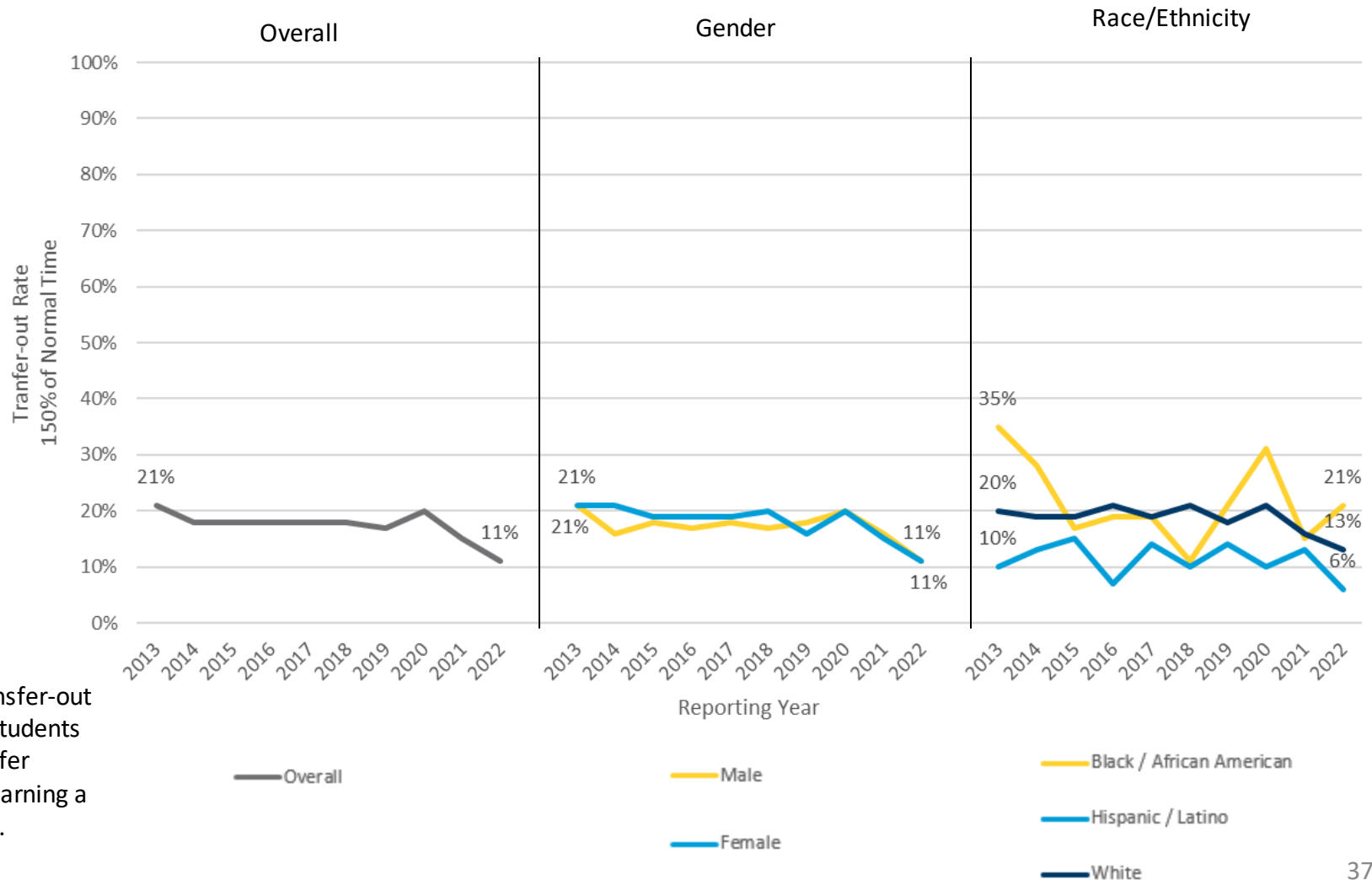


Disaggregated Three-year Graduation Rates: First-time, Full-time Students





Disaggregated Three-year Transfer-out Rates: First-time, Full-time Students



Note: Transfer-out refers to students who transfer **without** earning a credential.

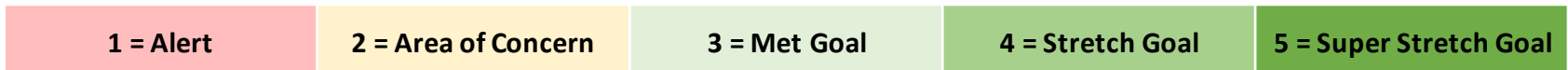


EMPLOYEES



Employee Target 1: Great Place to Work

Employees					
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2024 Outcome*	Related Metric(s)
Diversity, Equity, and Inclusion	IV.1: Improve the campus culture by establishing cultural competence, trust, and a sense of belonging among employees and learners.	Increase Score on Culture Survey item "I would recommend RVC as a great place to work" to 3.50 by 2027.	2.85/4.00	3.04/4.00	Culture Survey Item: <ul style="list-style-type: none"> I would recommend RVC as a great place to work.

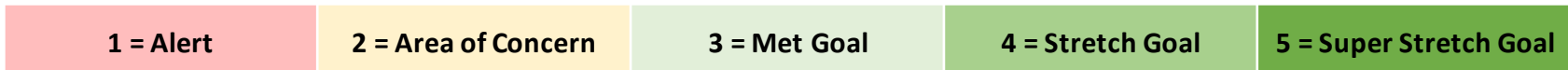


*The Culture Survey was not administered in FY23. Instead, the College used the Great Places to Work survey. Scorecard outcomes reflect the Fall 2023 (FY24) Culture Survey results.



Employee Target 2: Trust in Leadership

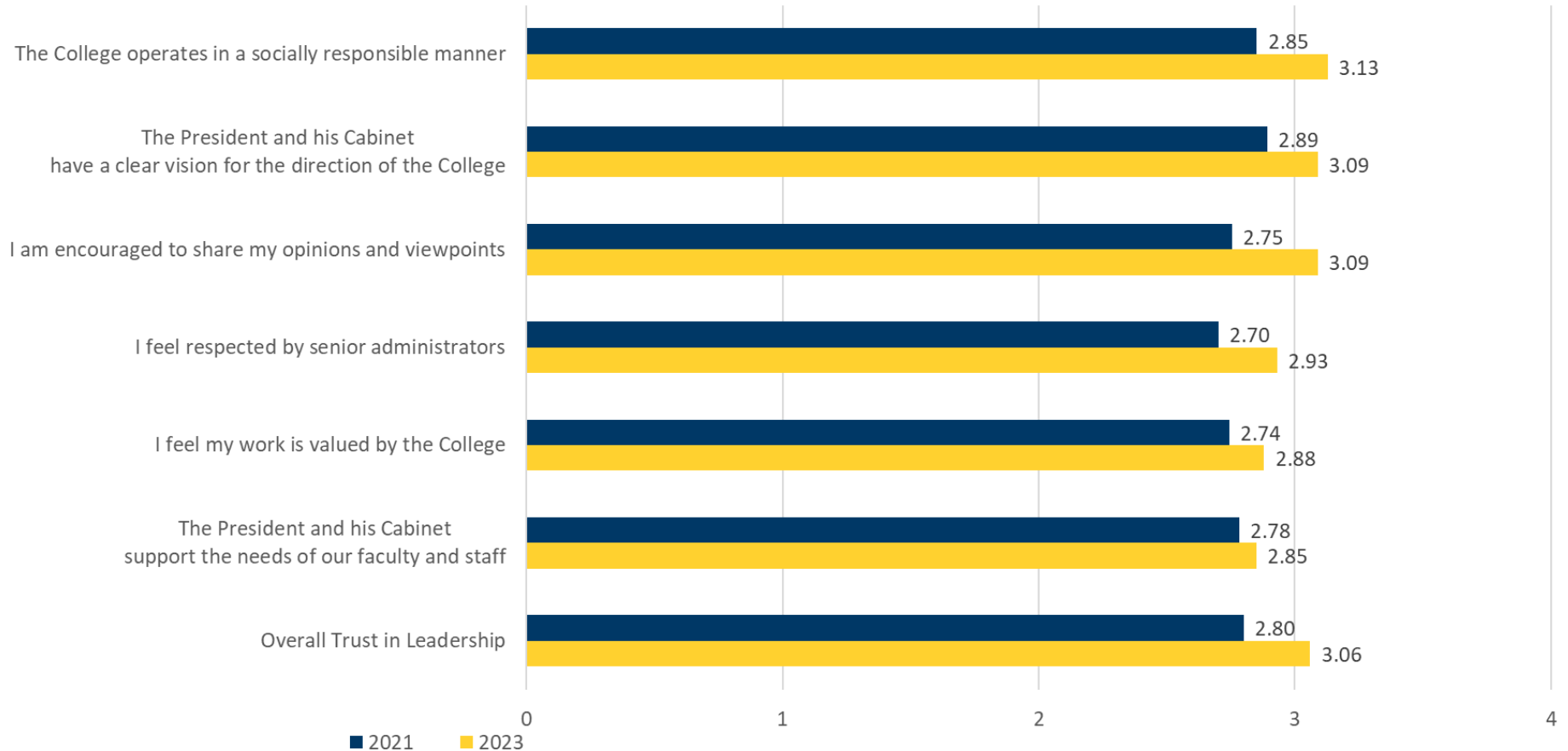
Employees					
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2024 Outcome*	Related Metric(s)
Diversity, Equity, and Inclusion	IV.1: Improve the campus culture by establishing cultural competence, trust, and a sense of belonging among employees and learners.	Increase score on Culture Survey composite "Trust in Leadership" to 3.54 by 2027.	2.79/4.00	3.00/4.00	Culture Survey Items: <ul style="list-style-type: none"> • The President and his Cabinet support the needs of our faculty and staff. • The President and his Cabinet have a clear vision for the direction of the College. • I feel respected by senior administrators. • I feel my work is valued by the College. • I am encouraged to share my opinions and viewpoints. • The College operates in a socially responsible manner.



*The Culture Survey was not administered in FY23. Instead, the College used the Great Places to Work survey. Scorecard outcomes reflect the Fall 2023 (FY24) Culture Survey results.



Trust in Leadership



Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree



Employee Target 3: Professional Development

Employees					
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2023 Goal & Status as of 11/15/2022	Related Metric(s)
Exceptional Training Opportunities	III.2: Provide high-quality training and professional development to improve human performance and to bridge the gap between college needs and employees' educational and career goals.	Increase score on Culture Survey composite "Professional Development & Advancement" to 3.47 by 2027.	2.72/4.00	2.85/4.00	Culture Survey Items: <ul style="list-style-type: none"> • I have a development plan in place that will help me grow professionally. • I have the opportunity to develop in my current role. • I have the opportunity to advance into other roles within the College.

1 = Alert

2 = Area of Concern

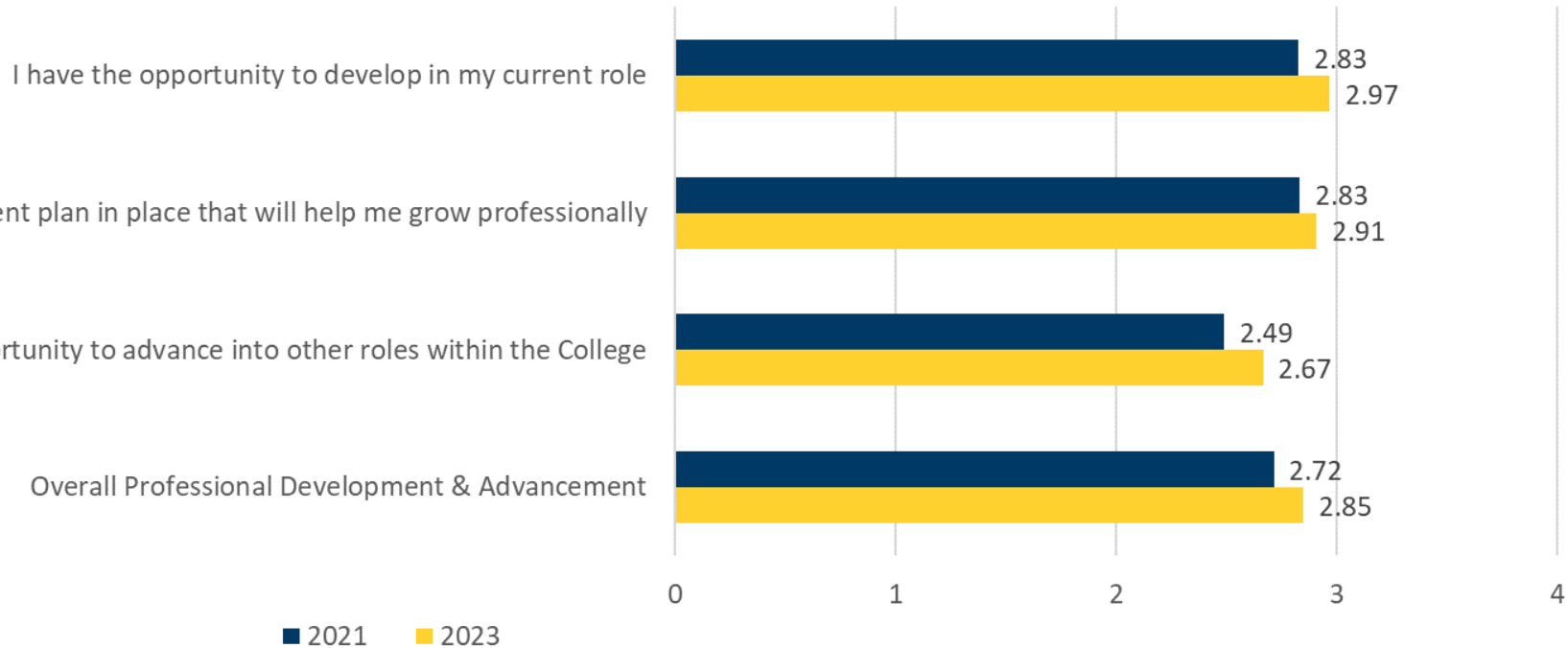
3 = Met Goal

4 = Stretch Goal

5 = Super Stretch Goal



Professional Development & Advancement



Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree



Employee Target 4: Equity Gaps

Employees					
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2023 Outcome	Related Metric(s)
Diversity, Equity, and Inclusion	IV.3: Employ a culturally competent workforce that reflects student and community demographics.	Narrow equity gaps between employee and community demographics by 2027.	Largest gap is 15% (Hispanic Faculty), 13% (Hispanic Staff), 7% Black/African American Faculty	Gaps are greater than 12% for Hispanic/Latino Administrators (13%), Supervisory Staff (17%), Full-time Faculty (15%), and Part-time Faculty (13%).	<ul style="list-style-type: none"> Faculty equity gaps Staff equity gaps

1 = Alert

2 = Area of Concern

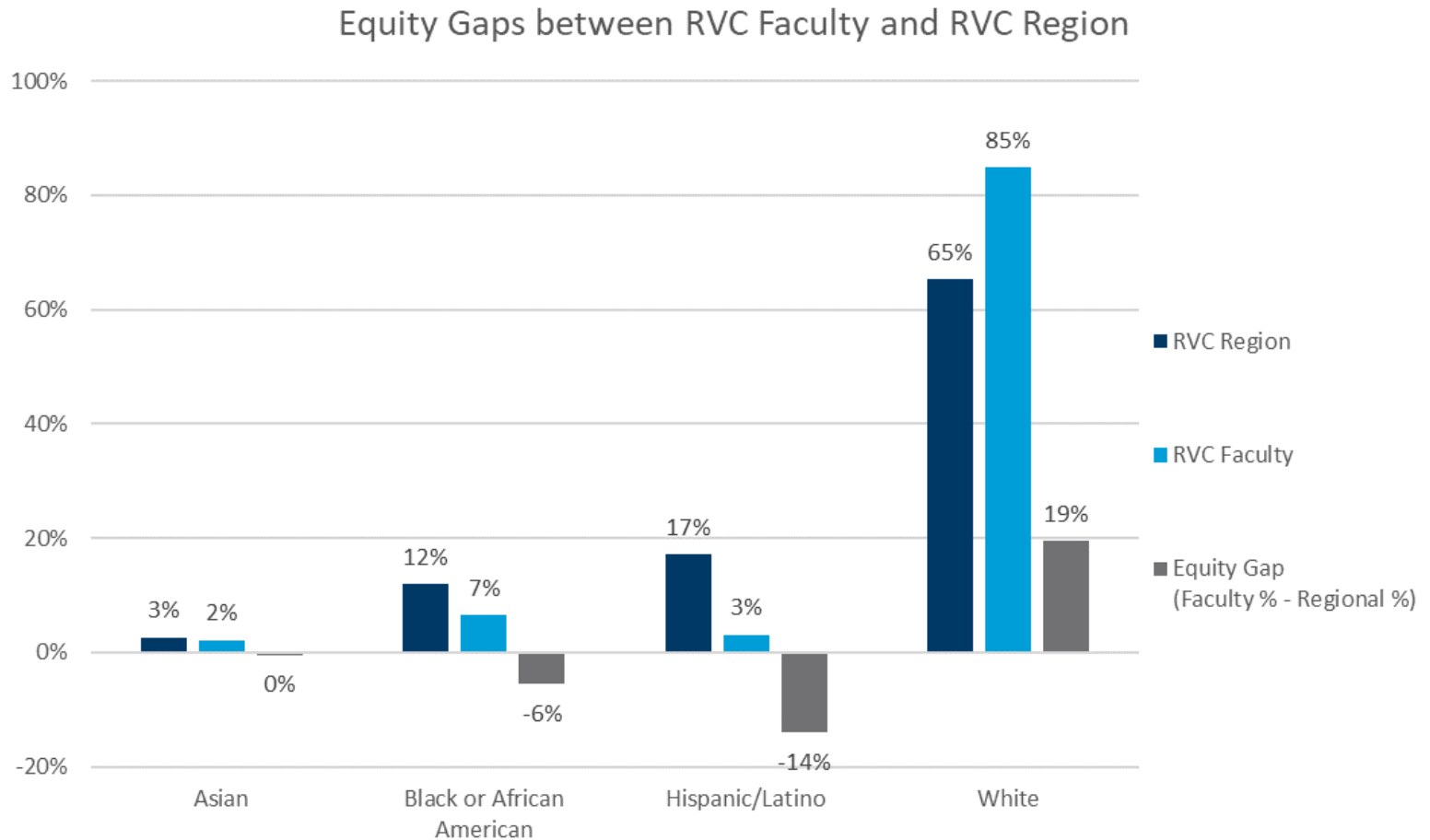
3 = Met Goal

4 = Stretch Goal

5 = Super Stretch Goal



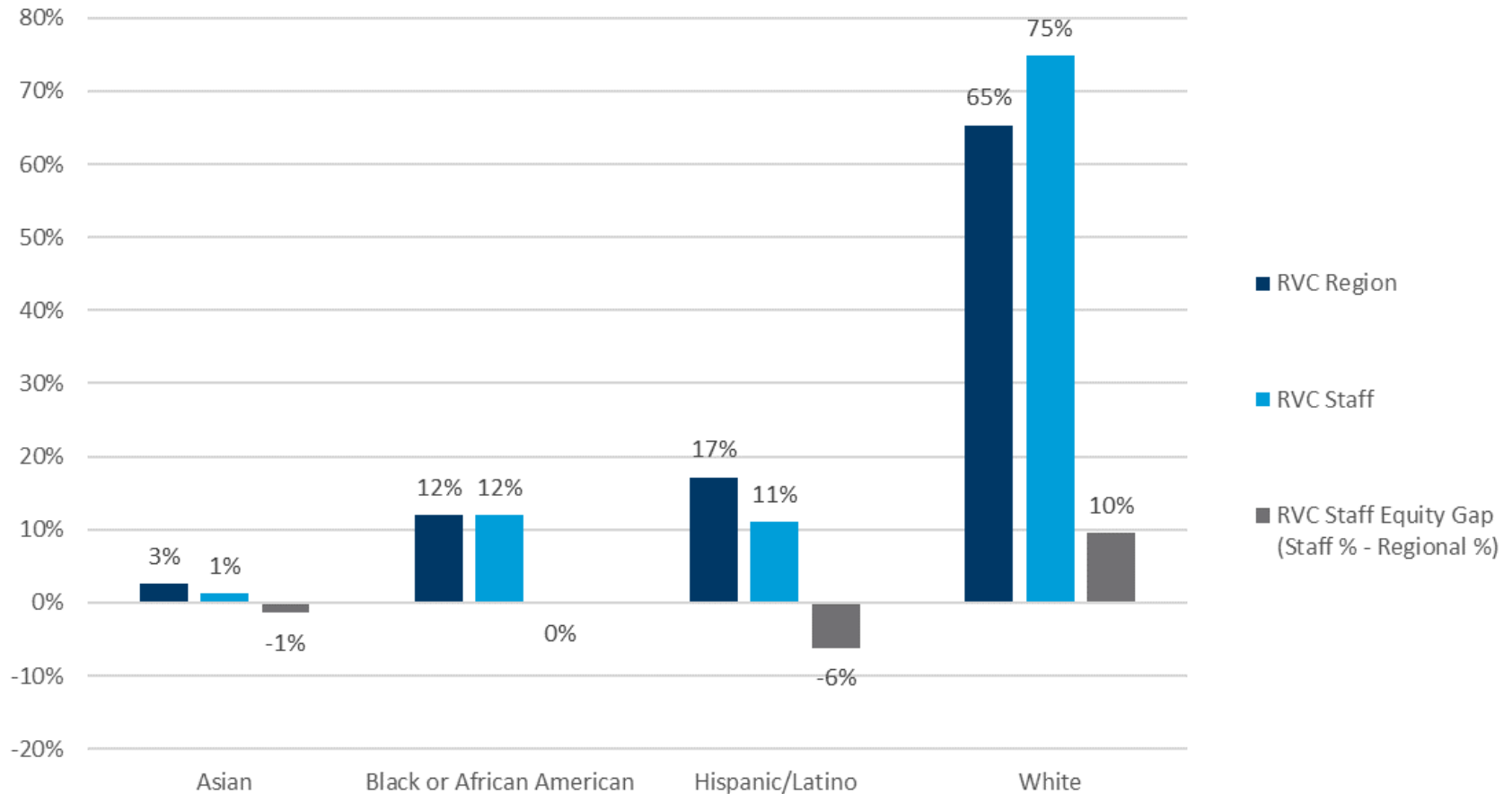
Faculty Equity Gaps





Staff Equity Gaps

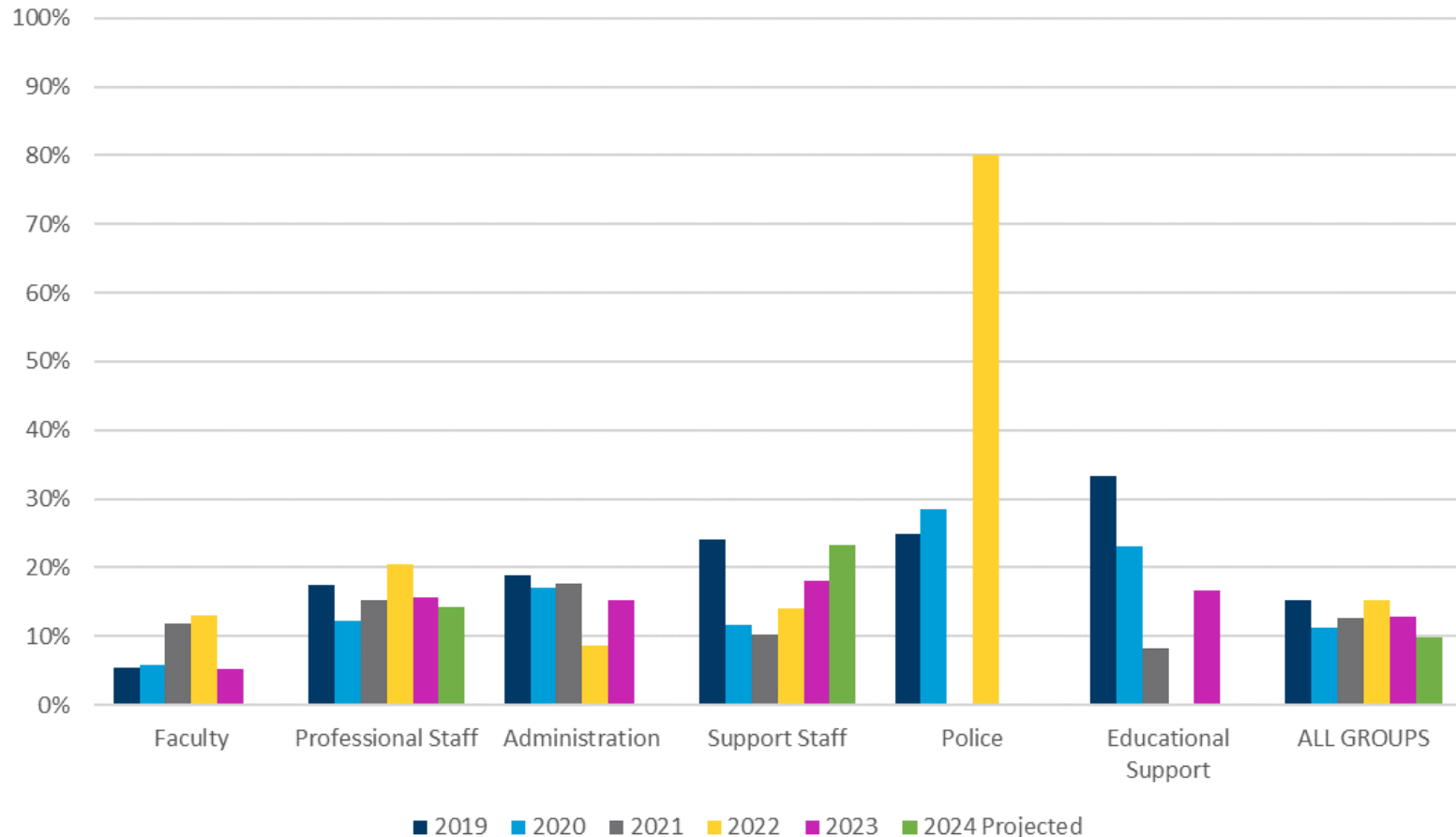
Equity Gaps between RVC Staff and RVC Region





Turnover

Turnover by Employee Group

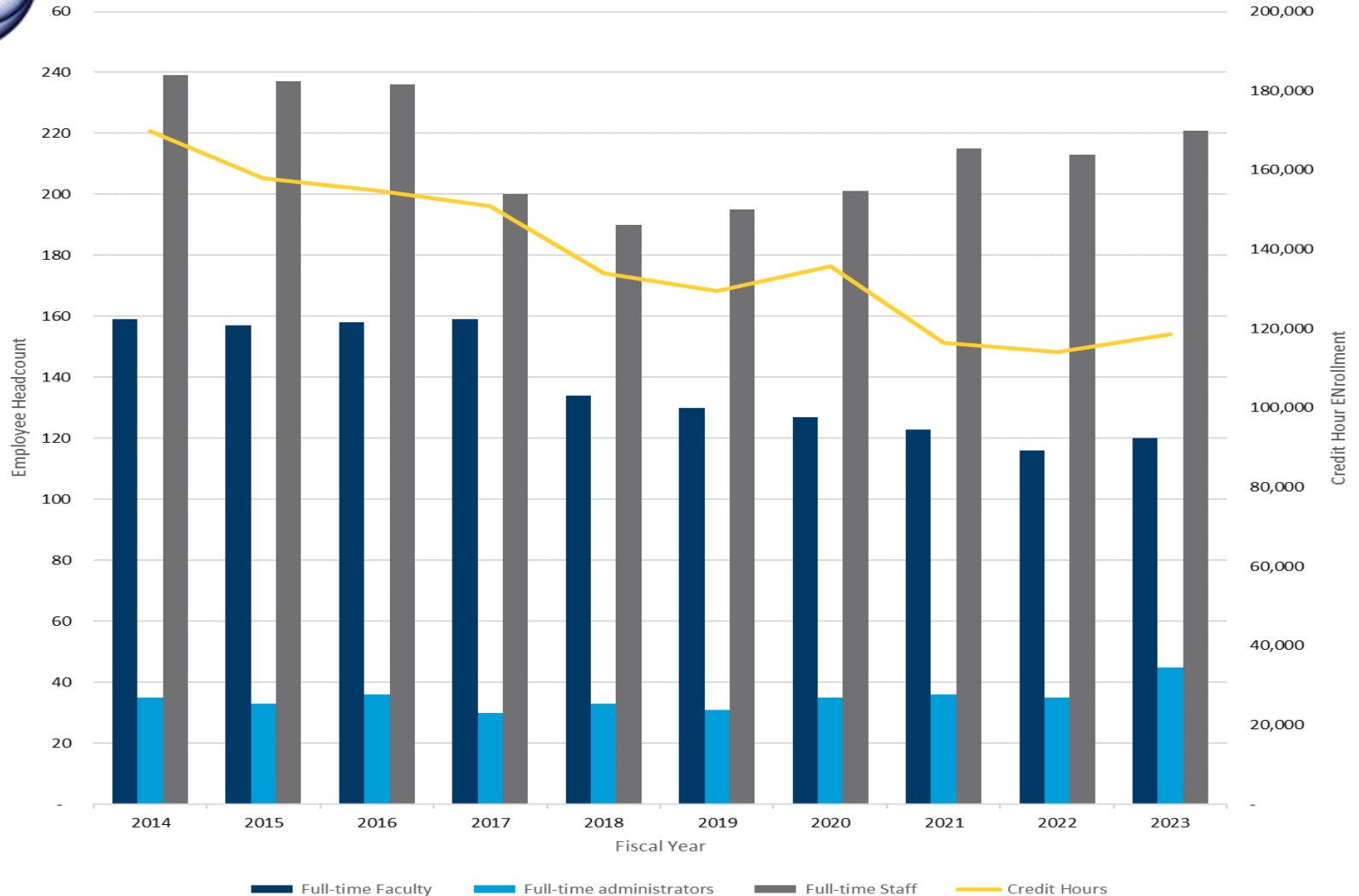


SOURCE: Colleague

NOTES: Turnover = Annual Separations / Annual Headcount; 2024 Projections based on year-to-date turnover extrapolated over 12 months



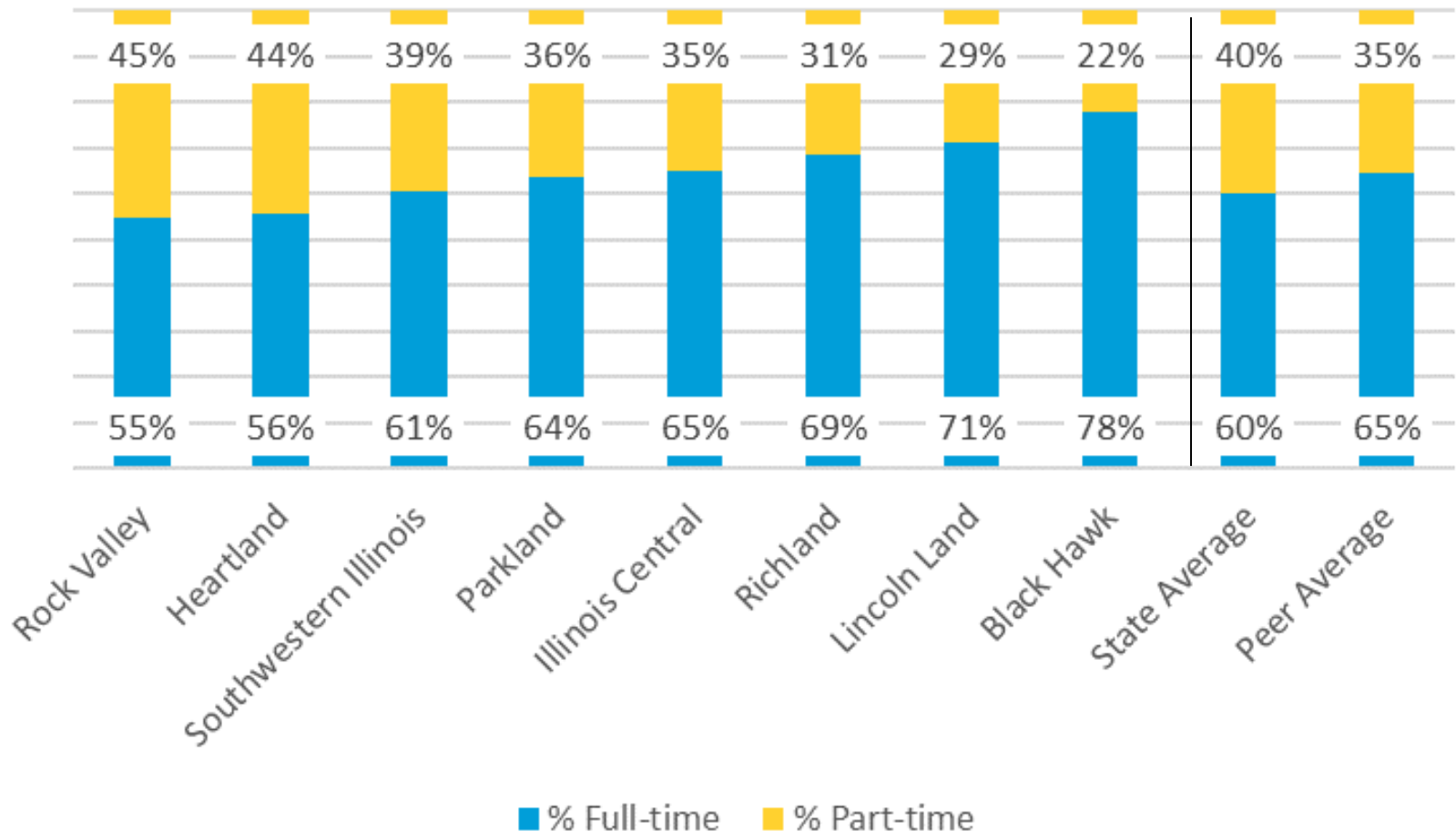
Faculty and Staff





Full-time Equivalent (FTE) Faculty Fall 2022

Percentage of Faculty FTE by Full-time and Part-time Status (Fall 2022)



SOURCE: 2023 Illinois Community College Board Data Book, Table II-1

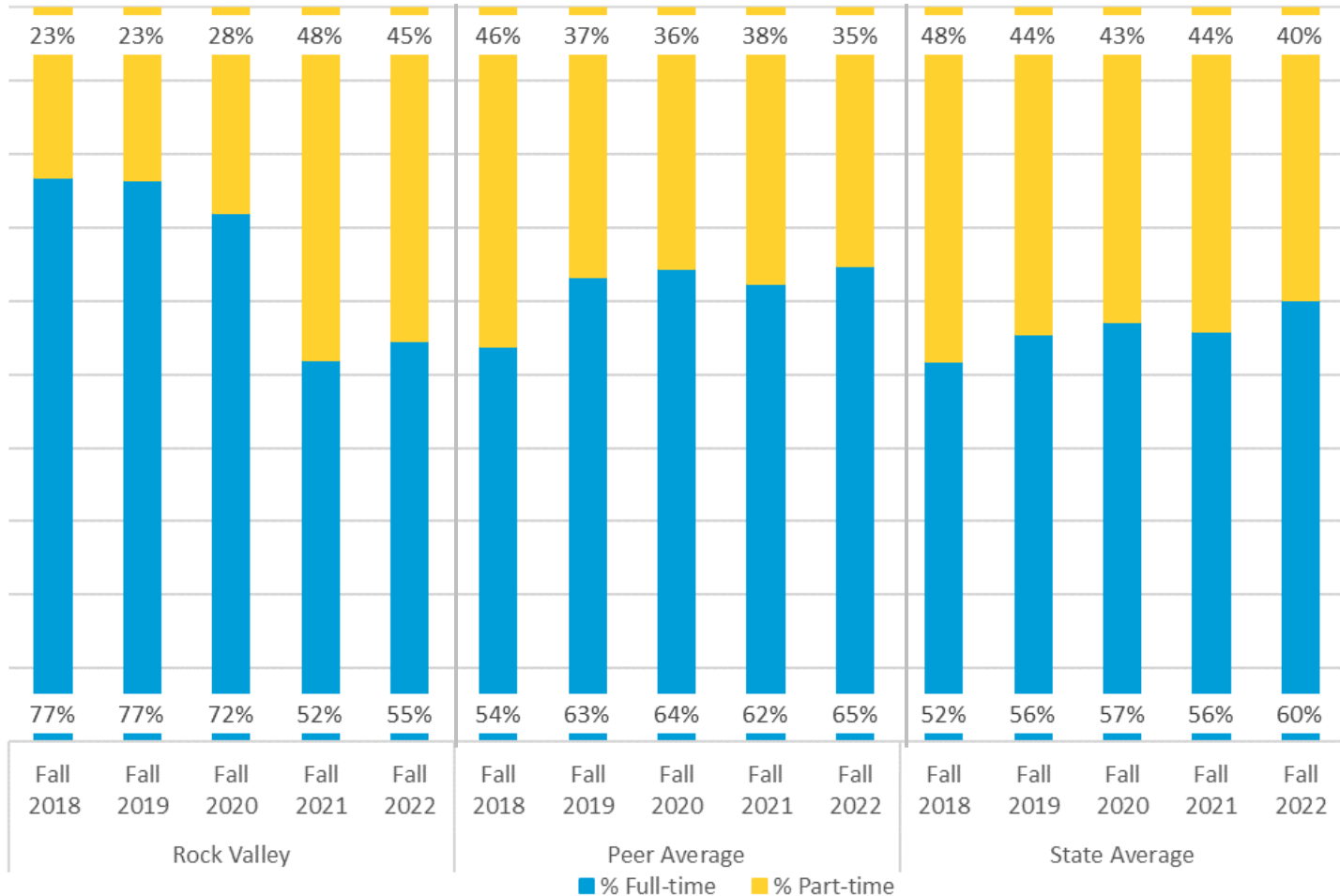
NOTE: Faculty FTE = Full-time Headcount + (Credit hours taught by part-time faculty)/15



Full-time Equivalent (FTE) Faculty

Fall 2018 – Fall 2022

Percentage of Faculty FTE by Full-time and Part-time Status



SOURCE: Illinois Community College Board Data Books, Table II-1

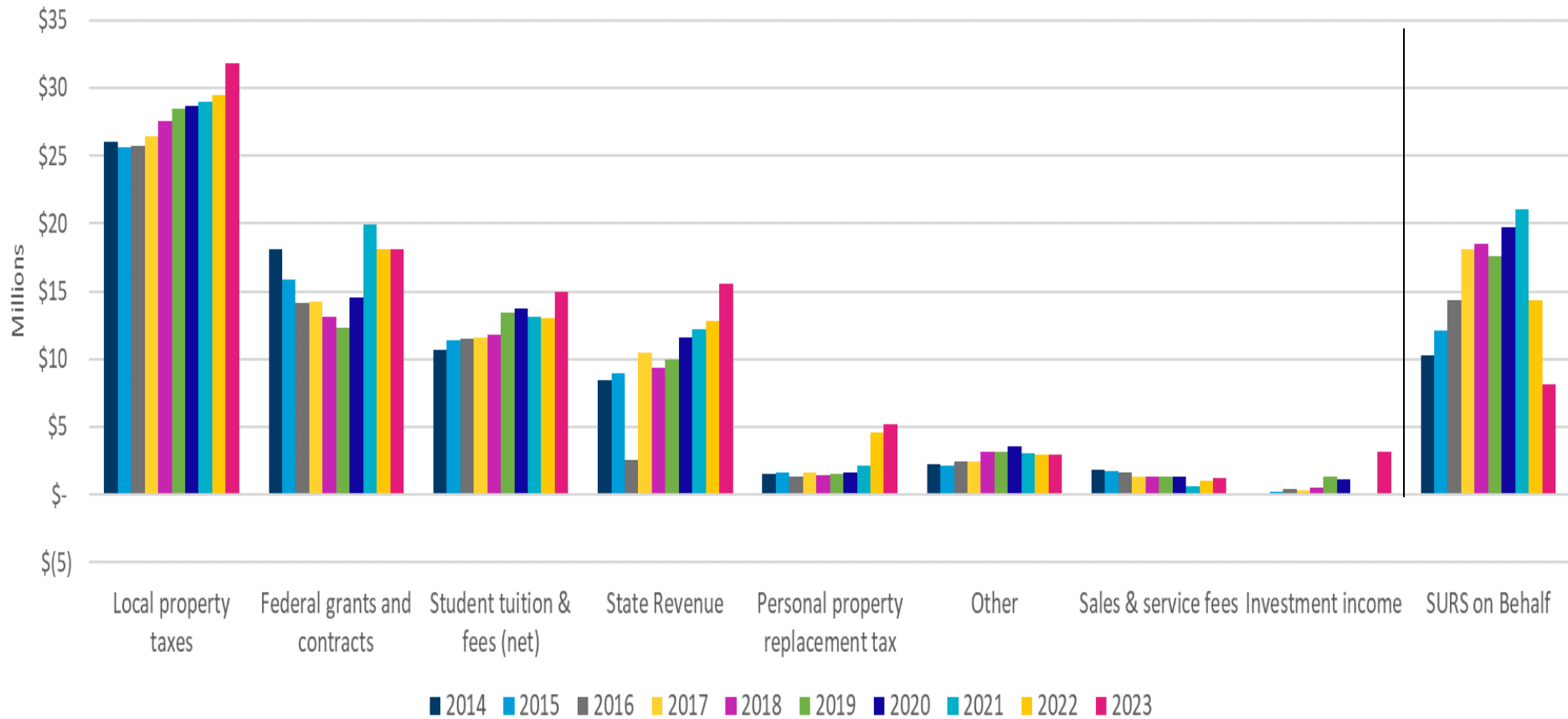
NOTE: Faculty FTE = Full-time Headcount + (Credit hours taught by part-time faculty)/15



FINANCE

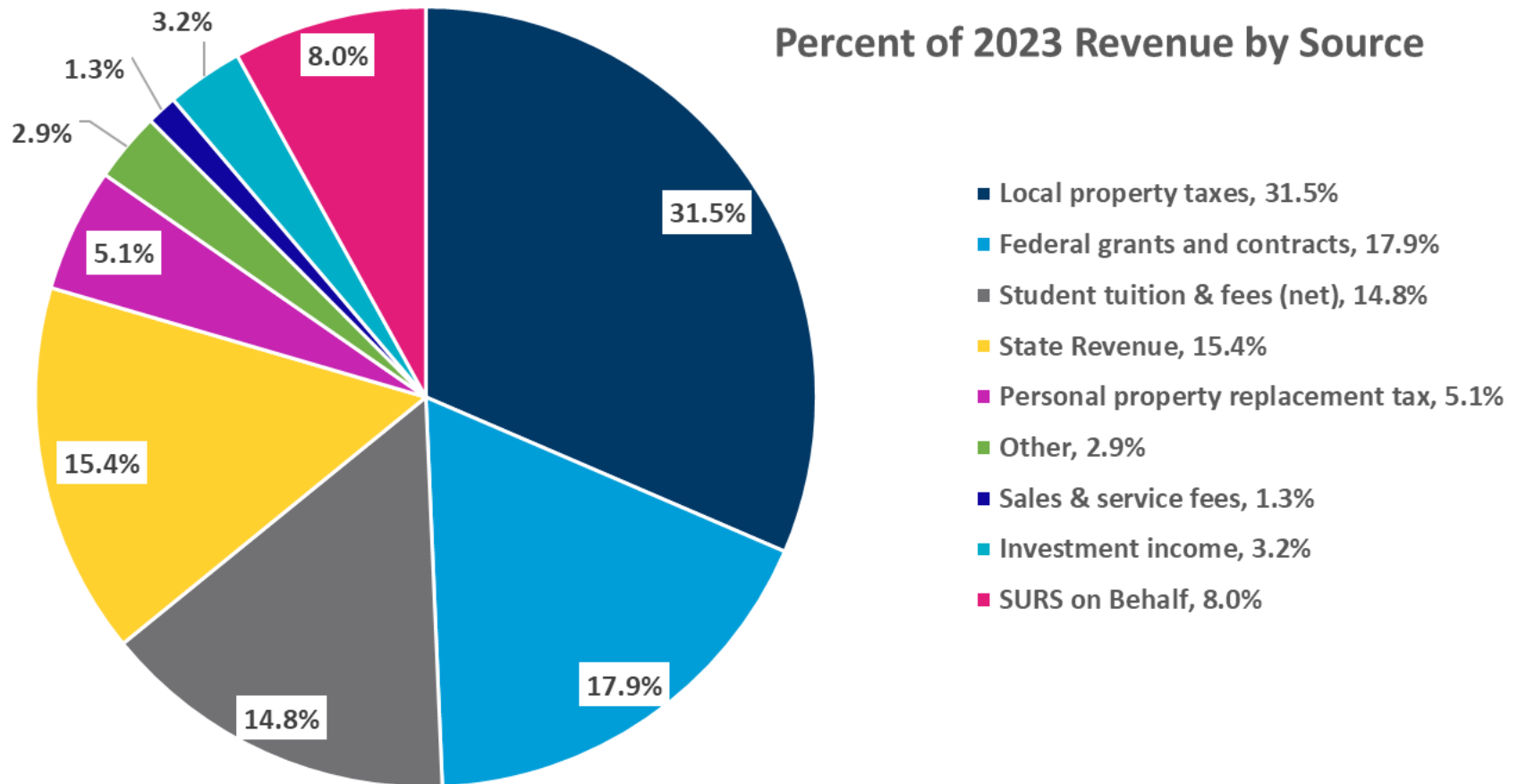


Sources of Revenue





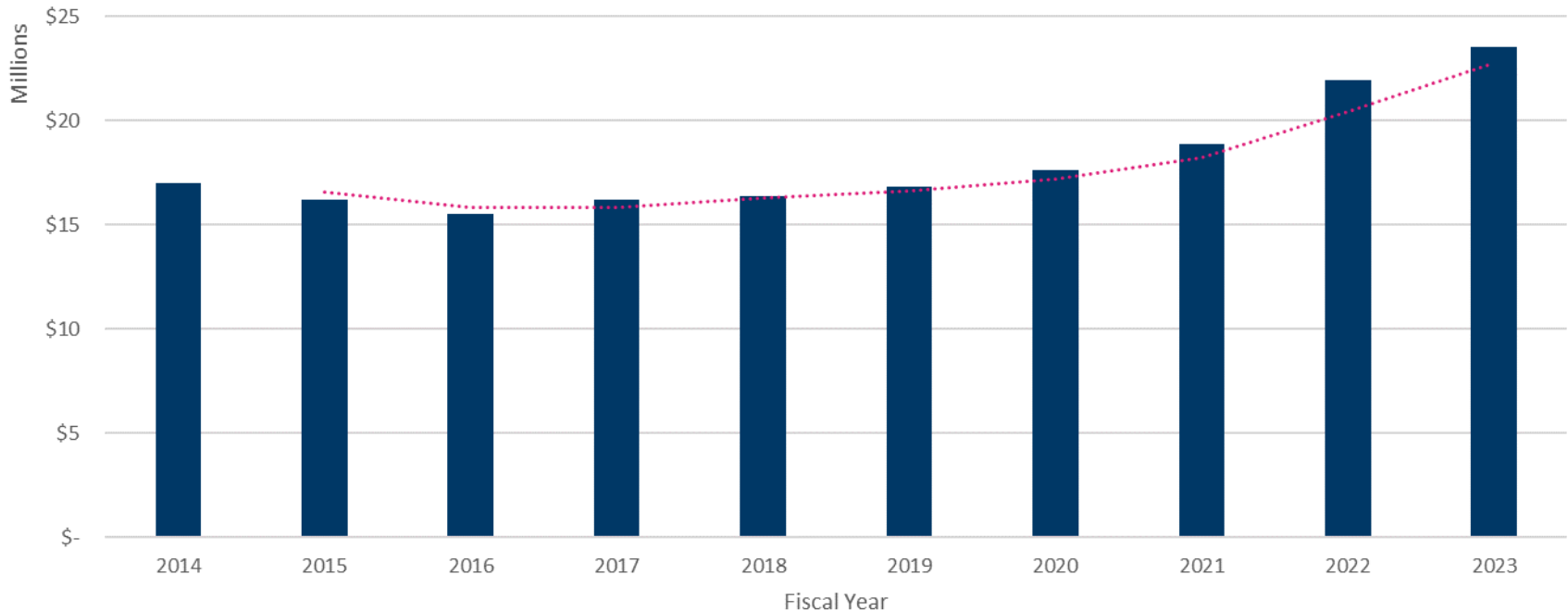
Revenue – Percent by Source





Property Tax Revenue – Operating Funds

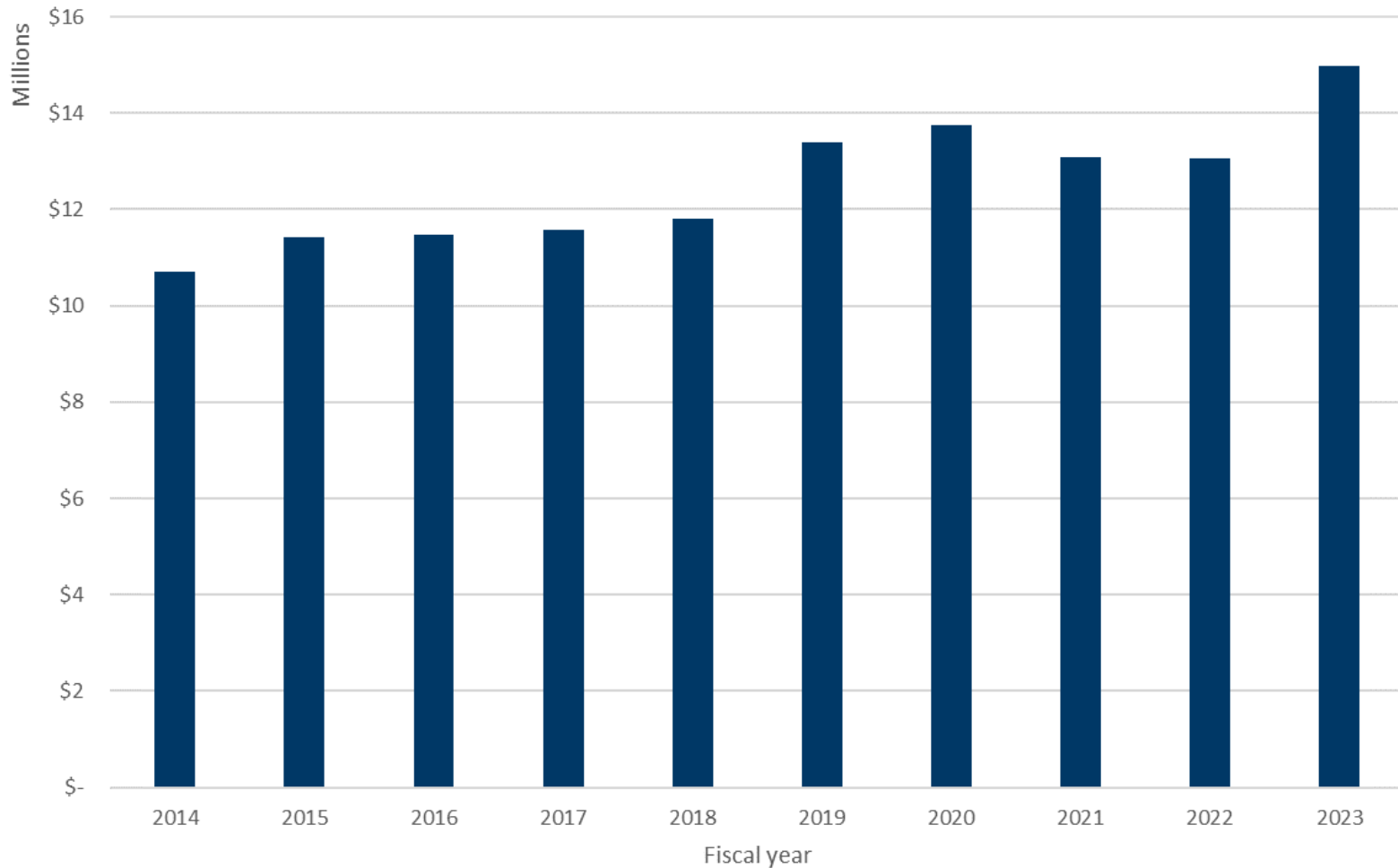
Local property taxes - Operating Funds (01 & 02)



NOTE: Property tax revenue declined by 9% (approximately \$1.5M) from 2014 to 2016, then increased by 52% (approximately \$8.0M) from 2016 to 2023.



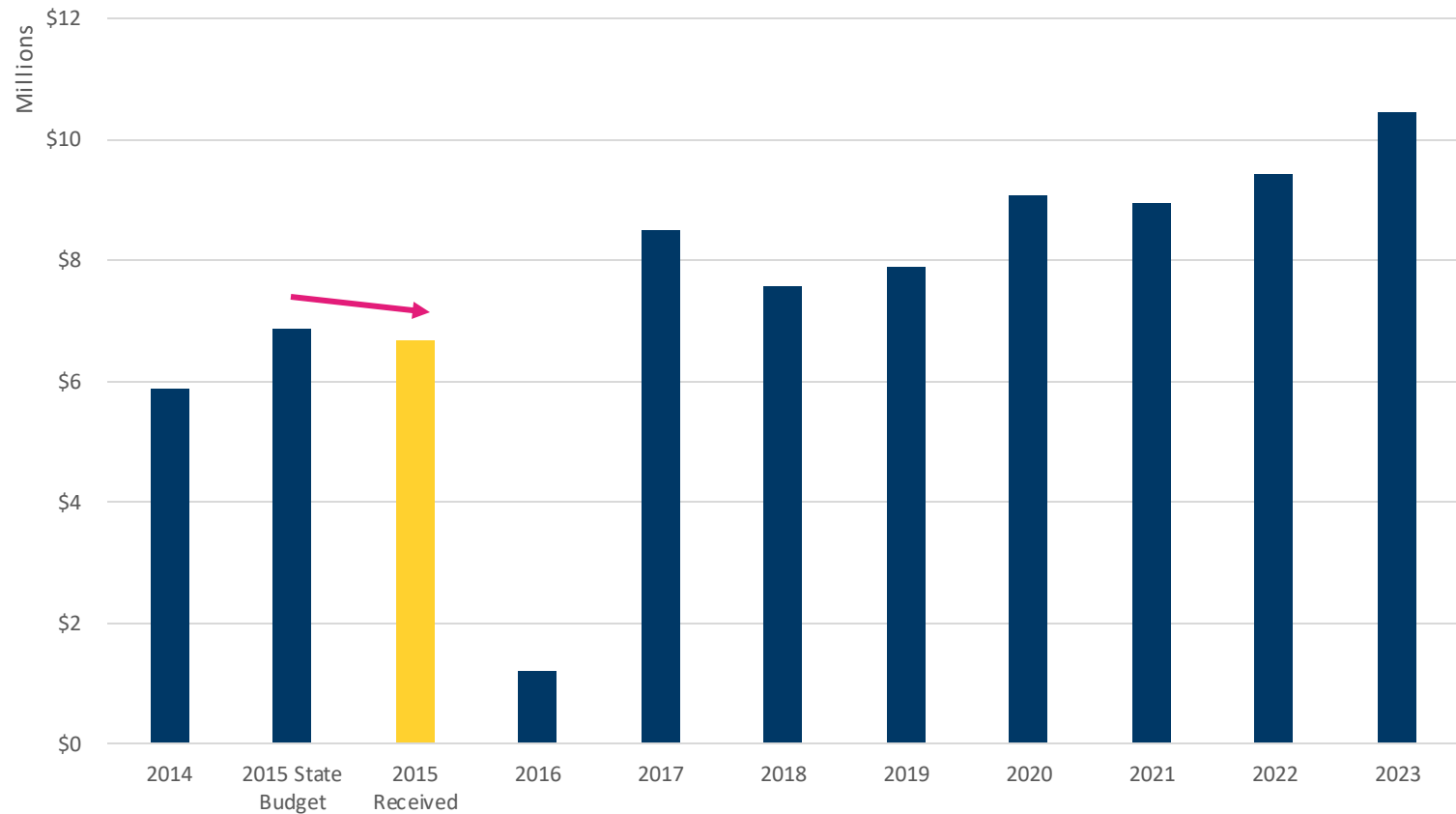
Student Tuition & Fees (Net) Revenue





State Revenue – Operating Funds

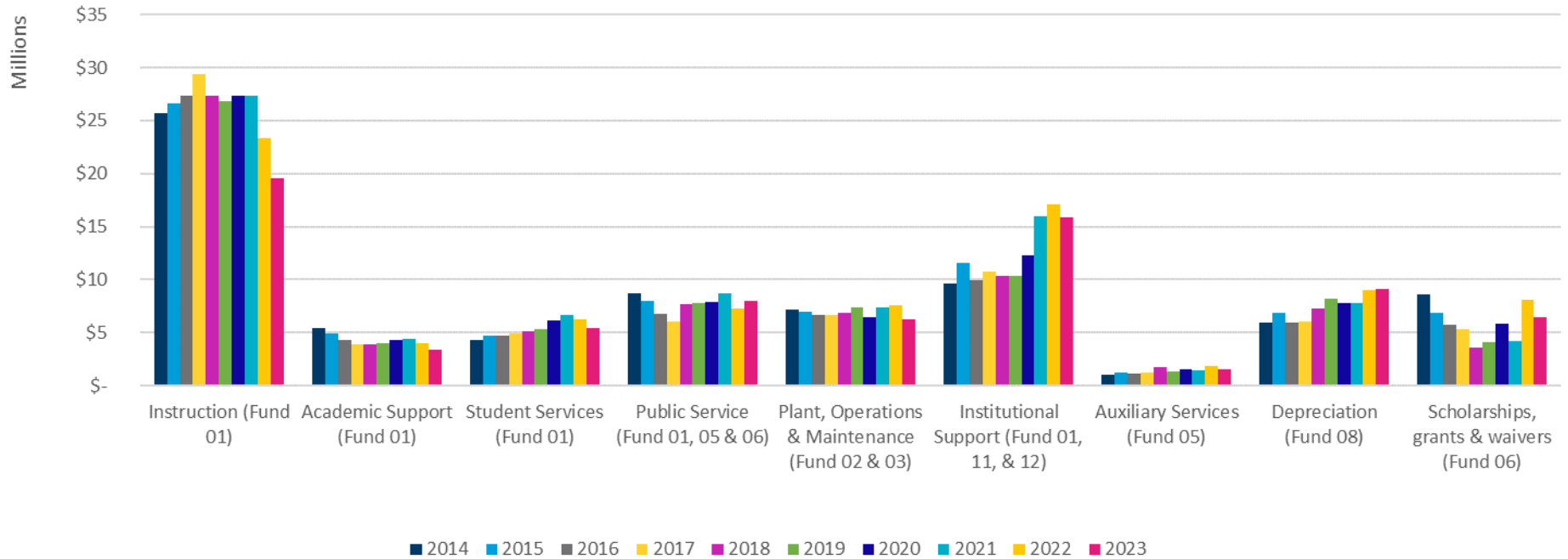
State Revenue Operating Funds (01 & 02)
Net SURS on Behalf





Expenses by Function

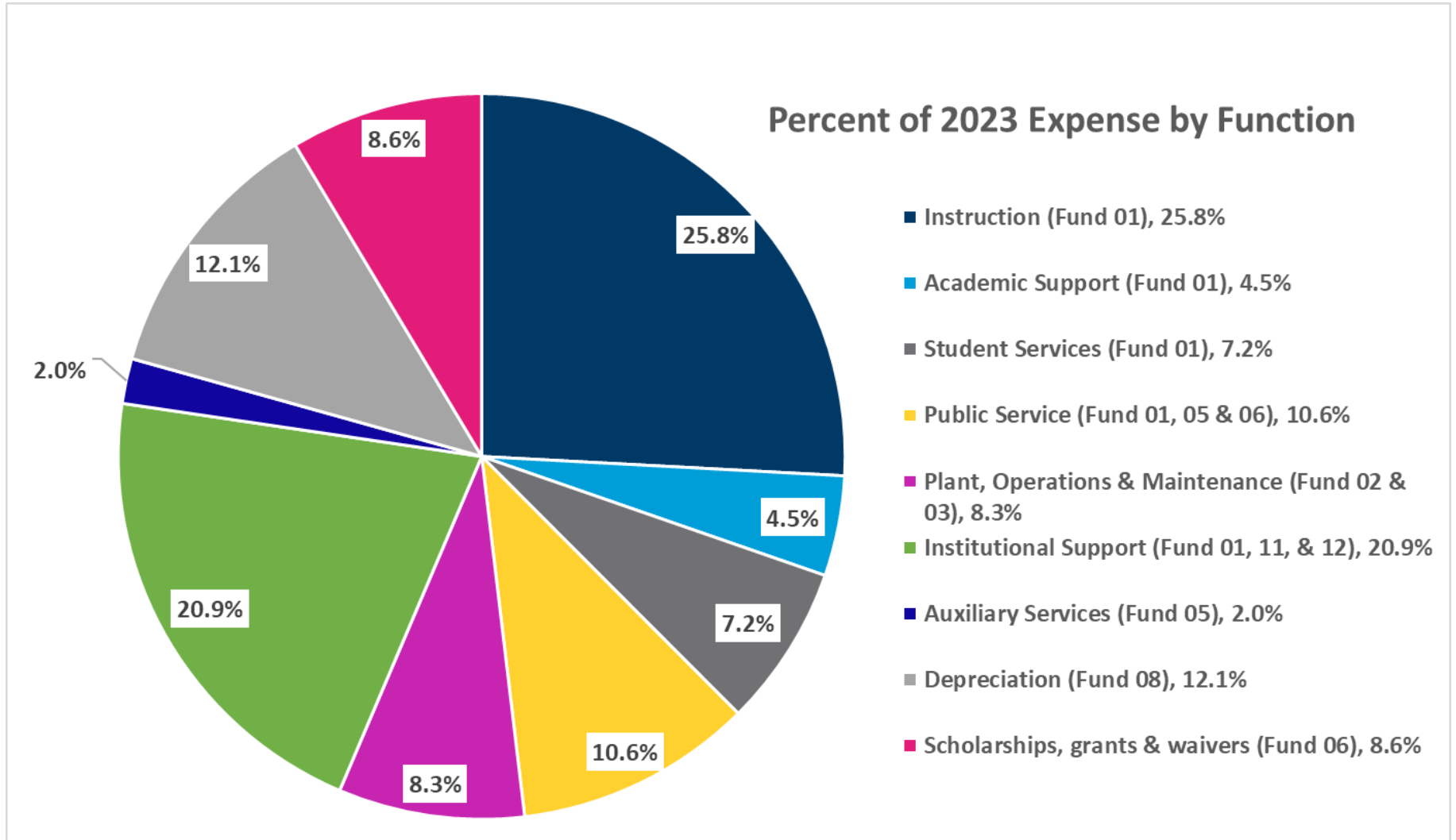
College Expenses by Function (All Funds) Fiscal Years 2014 through 2023



NOTE: FY21 was restated due to the implementation of GASB 87, Leases. FY22 was restated due to the implementation of GASB 96, Subscription Based Information Technology Agreements.



Expenses – Percent by Function



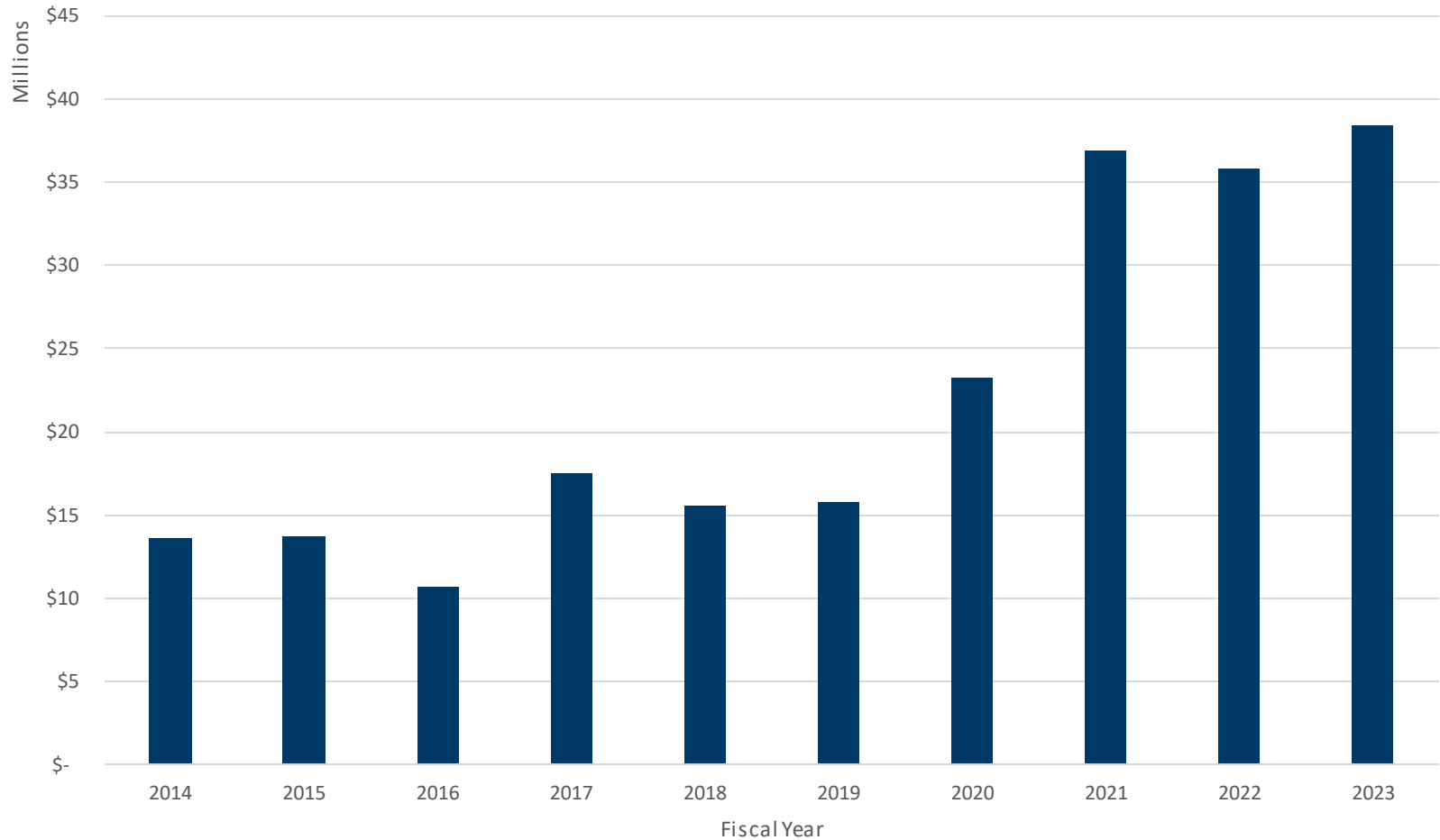


Function Definitions

- **Instructional Function** includes all costs directly related to teaching. These costs are included in the unit cost calculation.
- **Academic Support** includes expenses related to functions that support teaching. This function includes library, media services, tutoring, and academic deans.
- **Student Services** includes functions that provide direct services to students. This function includes counseling, admission & records, advising and financial aid.
- **Public Services** includes expenses related to non-credit and other activities related to service of the public. This function includes Community Education (non-credit), Continuing Education, and Customized Training.
- **Plant Operations & Maintenance** includes expenses related to capital and maintaining the College's facilities and grounds.
- **Institutional Support** includes expenses related to executive level services and support services that benefit the entire college. This includes information technology, finance, institutional research, business services, and President's office.
- **Auxiliary Services** includes expenses related to athletics, bookstore, student clubs, and Starlight Theatre.
- **Depreciation** not only includes the depreciation of new assets, but also the amortization of assets as defined by GASB 87, Leases and GASB 96, Subscription Based Information Technology Agreements (SBITAs).
- **Scholarships, Grants and Waivers** are expenses related to grants and scholarship to students or employees.



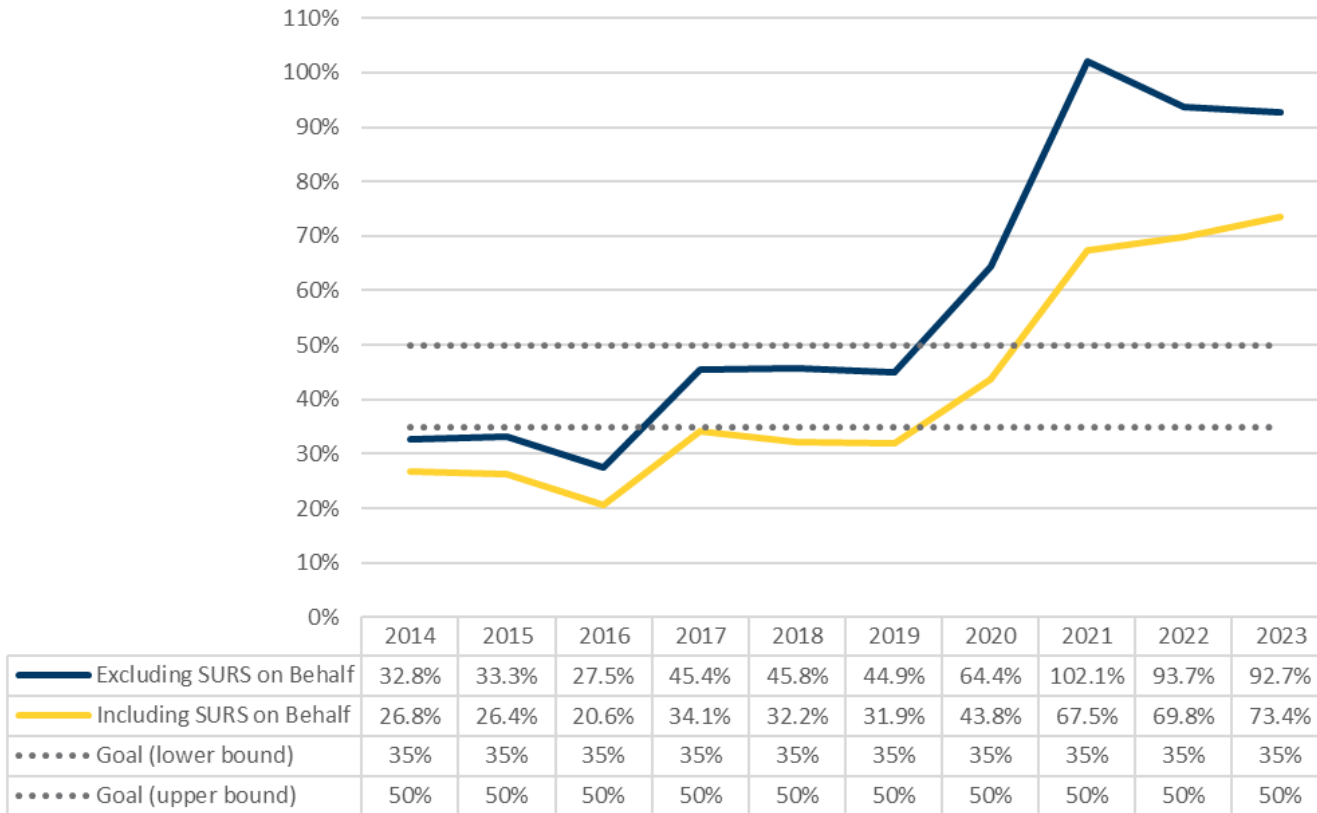
Operating Fund Balance





Operating Fund Balance

Total Operating Fund Balance as % of Operating Budget





Finance Target 1: Non-credit Net Revenue

Finance (Revenue Producing/Cost Efficiencies/ROI)					
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2023 Outcome	Related Metric(s)
Access	I.2: Provide district residents improved accessibility to noncredit programs, certificates, and training.	Increase net revenue from non-credit programs to \$372,000 by 2027.	\$(22,372) Net revenue	\$(43,895) Net revenue	<ul style="list-style-type: none"> Historical revenue Revenue by program

1 = Alert

2 = Area of Concern

3 = Met Goal

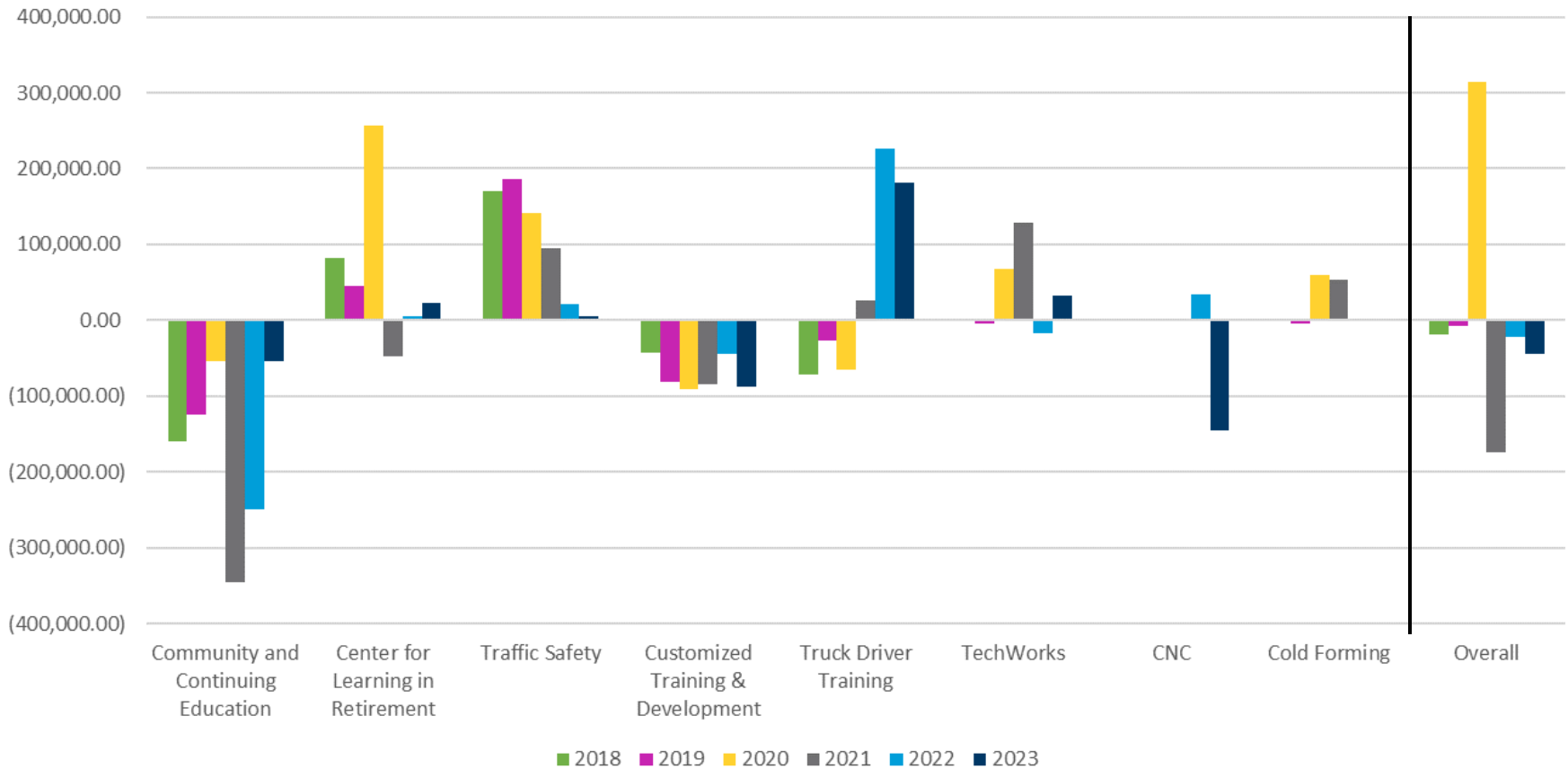
4 = Stretch Goal

5 = Super Stretch Goal



Non-credit Revenue

Net Revenue (Loss)





Finance Target 2: Unit Cost (Credit)

Finance (Revenue Producing/Cost Efficiencies/ROI)					
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2023 Outcome	Related Metric(s)
Access	I.1: Provide district residents improved accessibility to credit programs and certificates.	Maintain the margin between unit cost and unit revenue at +/- \$10 for credit programs.	\$5.25 more revenue than cost per credit hour	\$1.42 more revenue than cost per credit hour	<ul style="list-style-type: none"> Section Fill Rates Unit Cost Tuition and Fees

1 = Alert

2 = Area of Concern

3 = Met Goal

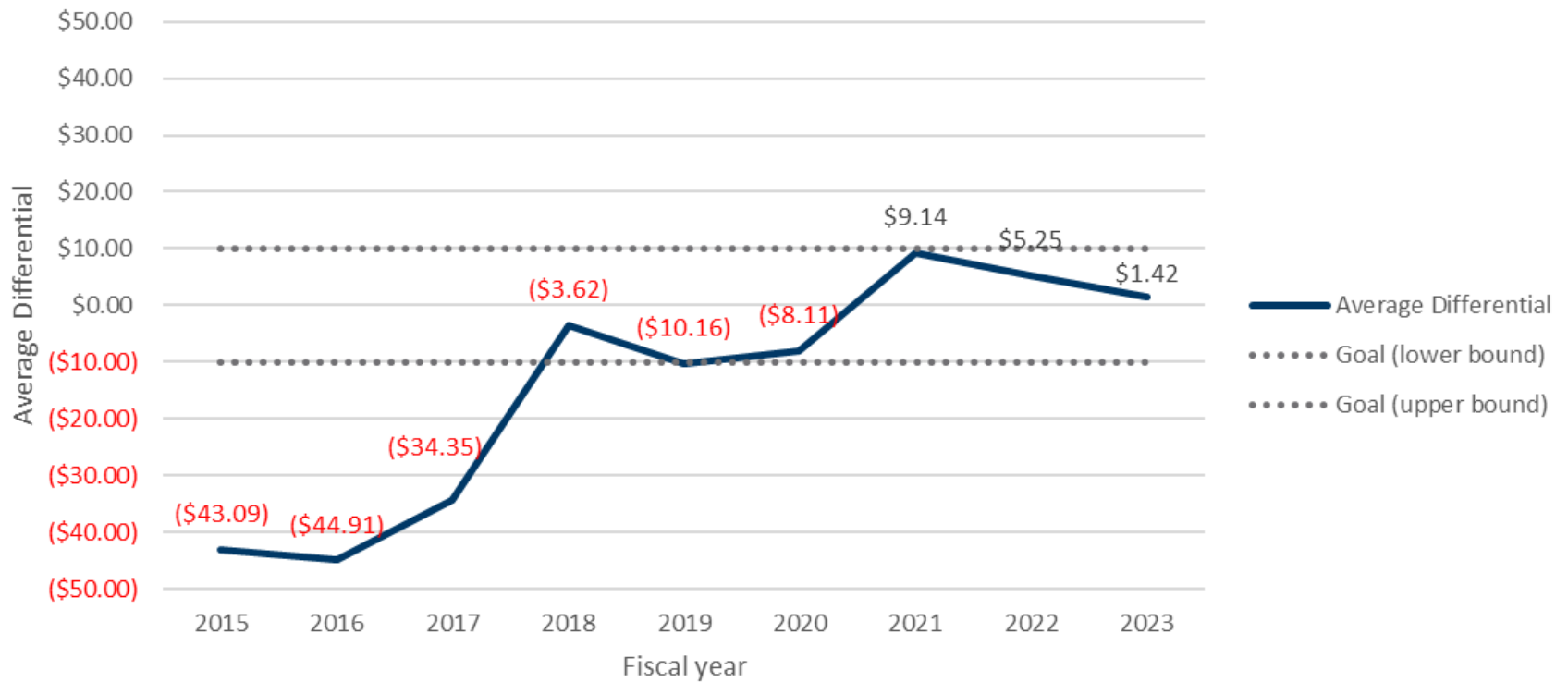
4 = Stretch Goal

5 = Super Stretch Goal



Unit Cost

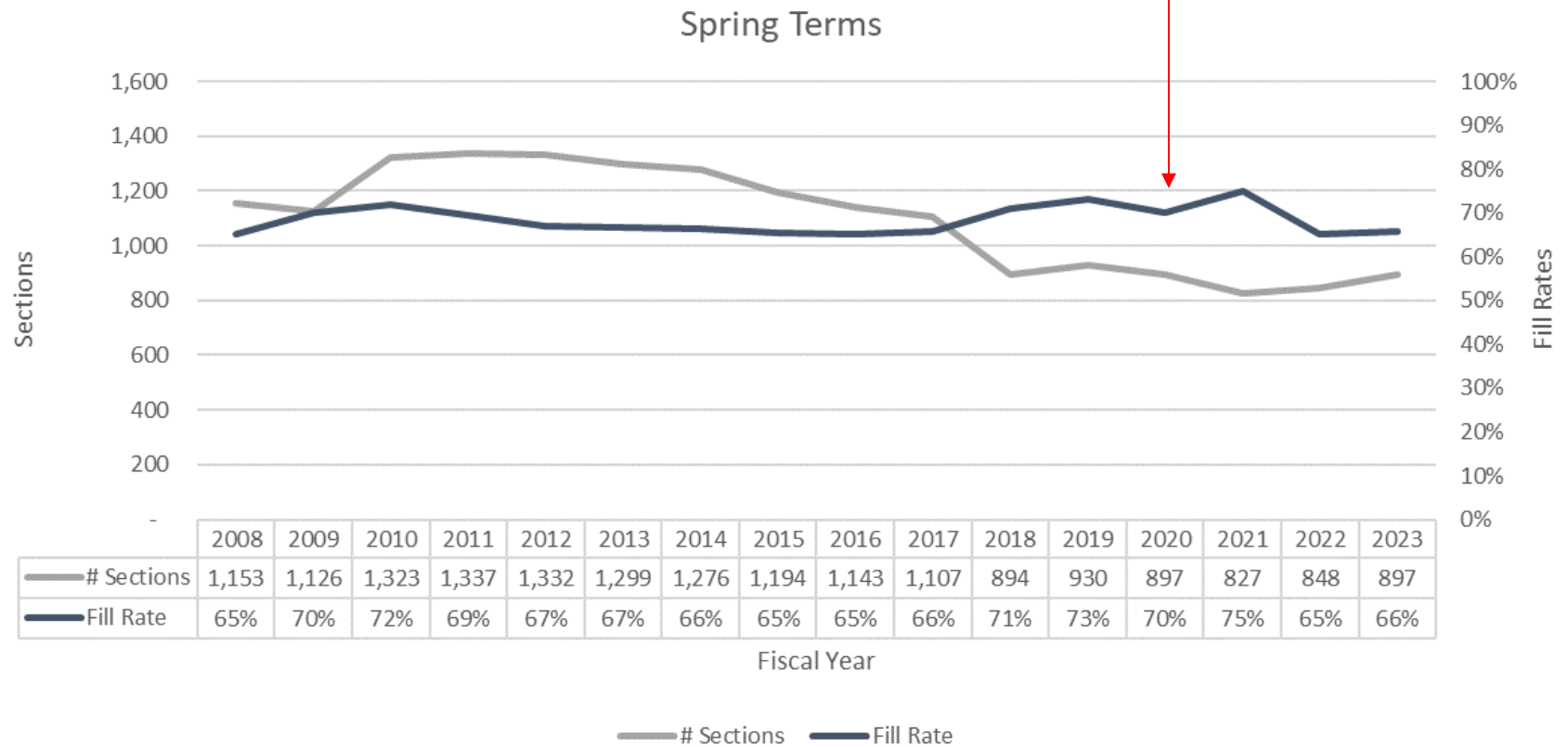
Average Differential between Unit Revenue and Unit Cost





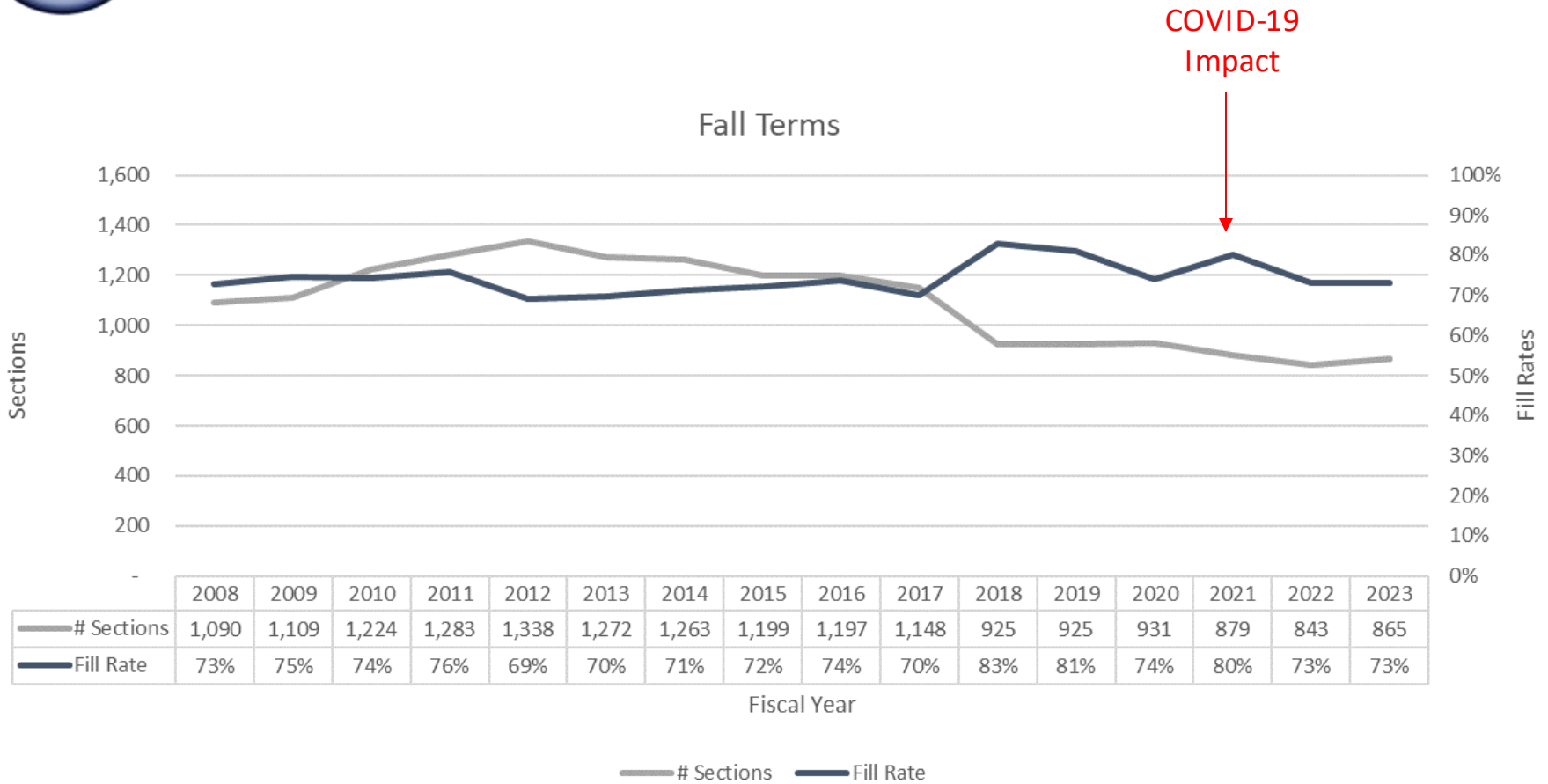
Sections and Fill Rates

COVID-19
Emergency Shift





Sections and Fill Rates



COVID-19
Impact





Per Capita Cost and Tuition

Per Capita Rate and Tuition

- Per 110 ILCS 805/6 of the *Public Community College Act* and ICCB Rule 1501.505 – In-District student tuition and fees may not exceed one-third of the per capita cost as defined in the chargeback reimbursement calculation

RVC's Per Capita Rate

- FY2017 – \$381.58 for one-third capita of \$127.19
- FY2018 - \$430.98 for one-third capita of \$143.66
- FY2019 - \$453.11 for one-third capita of \$151.04
- FY2020 - \$452.54 for one-third capita of \$150.85
- FY2021 - \$541.50 for one-third capita of \$180.85
- FY2022 - \$569.24 for one-third capita of \$189.75
- FY2023 - \$595.36 for one-third capita of \$198.45

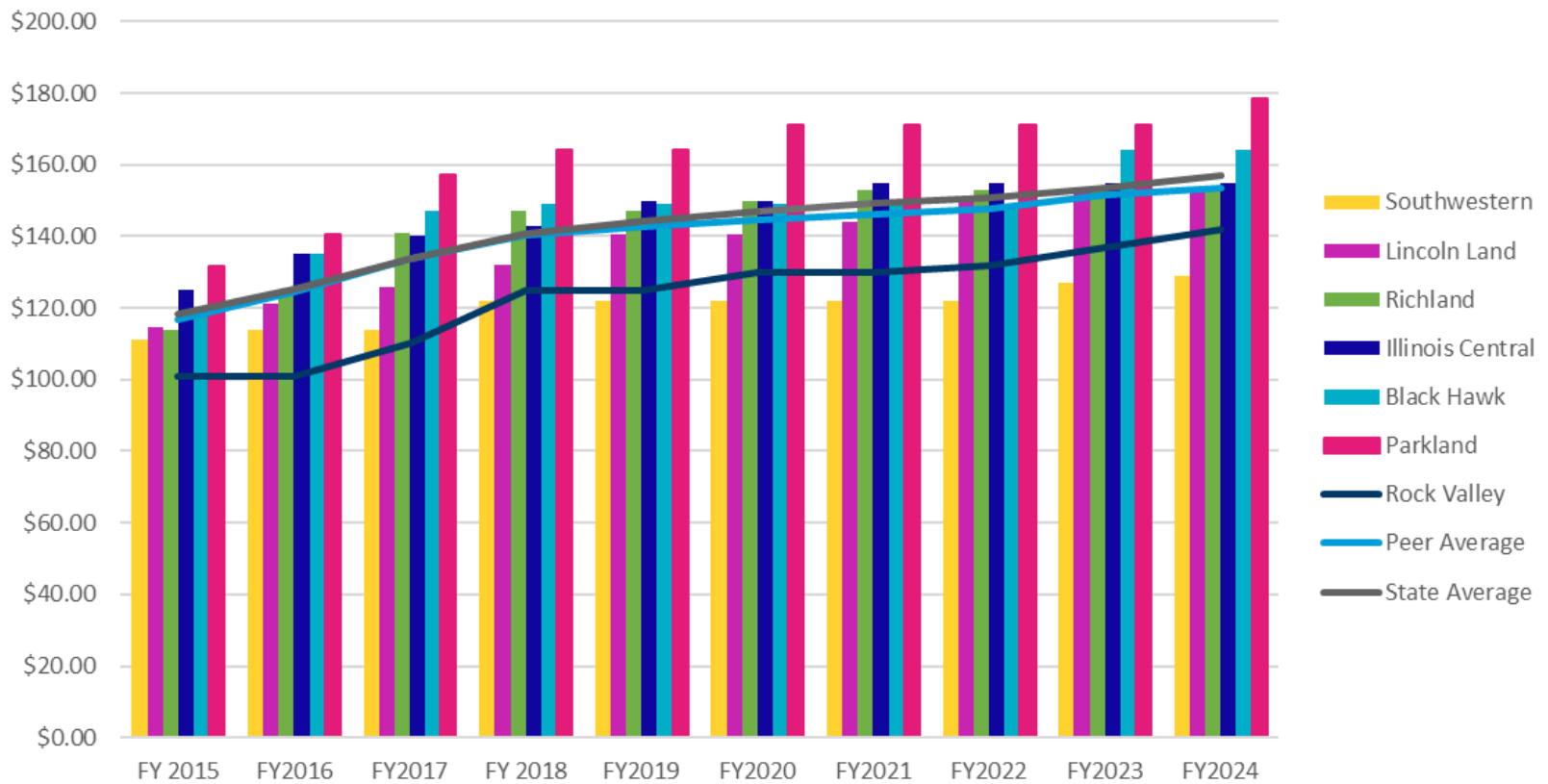
Effect of RVC's Per Capita Rate

- Limits the amount the College can increase tuition
- Need to determine other revenue sources to cover obligated CBA costs



Tuition Rates

Tuition and Universal Fees
FY2014-FY2023





COMMUNITY



Community Scorecard Targets

Community					
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2023 Outcome	Related Metric(s)
Exceptional Training Opportunities	III.1 - Increase the number of grants, scholarships, and endowments to support students enrolled in credit and noncredit programs that meet the regional workforce need for skilled employees.	Increase industry partner engagement by 2027.	In progress	Framework developed	<ul style="list-style-type: none"> Scholarship/program development donor Internship provider Job placement for completers Advisory committee member
Diversity, Equity, and Inclusion	IV.1: Improve the campus culture by establishing cultural competency, trust, equity, and a sense of belonging among employees and learners.	Increase the amount of RVC contractual dollars awarded to Business Enterprise Partner (BEP) recognized vendors to between 10% and 20% by 2027.	In progress	In progress	<ul style="list-style-type: none"> BEP eligibility BEP authentication BEP contracts awarded

1 = Alert

2 = Area of Concern

3 = Met Goal

4 = Stretch Goal

5 = Super Stretch Goal



Thank you





10-Year Forecast

Presented to: Board of Trustees Board Retreat
January 20, 2024

Ellen Olson, Vice President of Finance & CFO

10-Year Forecast Assumptions

1. The forecast is based on FY24 forecasted revenue and expenses.
2. Revenue assumptions:
 - a. Property Tax revenue increase 6% FY25, 4% FY26 3% FY27 and thereafter per year
 - b. Enrollment assumes a stretch goal of 115,000 credit hours
 - c. Tuition to remain flat at \$125/credit hour until FY27, with an increase of \$10/credit hour through FY29, with another \$10/credit hour increase
 - d. A split of 25% CTE and 75% LAS credit hours
 - e. State Revenue – Apportionment increase 5% FY25 and FY26, 4% FY27 through FY29 and 3% thereafter per year
 - f. Facility Revenue to increase 2% per year except for a projected increase due to usage of the future Downtown Campus with increases in FY28 and FY29.
 - g. Gifts, Grants and Bequests to increase 1% annually
 - h. Other Revenue to increase 2% annually
 - i. All other revenue sources remain flat

Assumptions (continued)

3. Expense assumptions
 - a. Salary increase 3%, assumes a 5% vacancy rate
 - b. Benefit increase 7% FY25 6% FY26 and thereafter per year
 - c. Contractual Services to increase 3% FY25, to remain flat thereafter
 - d. 5% decrease in FY25 for the following, to remain flat thereafter
 - i. Materials & Supplies
 - ii. Travel & Conference Meeting Exp.
 - iii. Other Expenses
 - e. 1% increase for Fixed Charges
 - f. Reflects fund transfers for FY24 and projected fund transfers for future years for Auxiliary Enterprises, OPEB, Restricted Operations & Maintenance and Emergency Fund

Assumptions

Assumptions - Operating Fund (Fund 01 & 02)

	FY 2024 Budget	FY2024 Forecast	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034
Revenues												
Property Tax Increase			6.0%	4.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Credit Hours	110,000	110,000	115,000	115,000	115,000	115,000	115,000	115,000	115,000	115,000	115,000	115,000
Tuition Rate Increase			\$ -	\$ -	\$ 10	\$ -	\$ -	\$ 10	\$ -	\$ -	\$ 10	\$ -
LAS Tuition Rate	\$ 125	\$ 125	\$ 125	\$ 125	\$ 135	\$ 135	\$ 135	\$ 145	\$ 145	\$ 145	\$ 155	\$ 155
CTE Tuition Rate	\$ 150	\$ 150	\$ 150	\$ 150	\$ 160	\$ 160	\$ 160	\$ 170	\$ 170	\$ 170	\$ 180	\$ 180
LAS Hours %			75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%
CTE Hours %			25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%
Technology Fee (\$10.00 in which \$3.00 Restricted)	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10
Student Activity Fee*	\$ 7	\$ 7	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10
*Student Activity Fee is allocated to the Auxiliary fund, not operating funds												
State Government			5.0%	5.0%	4.0%	4.0%	4.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Sales & Service Fees			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Facilities Revenue			2.0%	2.0%	2.0%	3.0%	5.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Gifts, Grants & Bequests			1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Other Revenue			2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Expenses												
Salary Increase			3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Employee Benefits			7.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Contractual Services			3.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
General Materials & Supplies			-5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Travel & Conference Meeting Exp			-5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Fixed Charges			1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Utilities			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other Expenditures			-5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Operating Funds (Fund 01 & Fund 02)

Operating Funds Fund (01) and Fund (02) Operating Funds

	FY 2024 Budget	FY2024 Forecast	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034
Revenue												
Local Government	21,468,342	21,468,342	22,756,443	23,452,672	24,226,909	24,770,715	25,586,613	26,165,721	27,025,652	27,642,276	28,548,753	29,205,245
State Government	10,446,311	10,446,311	10,968,627	11,517,058	11,977,740	12,456,850	12,955,124	13,343,778	13,744,091	14,156,414	14,581,106	15,018,539
Federal Government	0	0	0	0	0	0	0	0	0	0	0	0
Student Tuition & Fees	18,321,814	18,321,814	18,947,443	18,956,930	20,116,512	20,126,189	20,135,964	21,295,836	21,305,807	21,315,877	22,476,049	22,486,322
Sales & Service Fees	101,000	113,860	113,860	113,860	113,860	113,860	113,860	113,860	113,860	113,860	113,860	113,860
Facilities Revenue	968,000	968,000	987,360	1,007,107	1,027,249	1,058,067	1,110,970	1,133,190	1,155,853	1,178,970	1,202,550	1,226,601
Investment Revenue	1,207,000	1,207,000	1,207,000	1,207,000	1,207,000	1,207,000	1,207,000	1,207,000	1,207,000	1,207,000	1,207,000	1,207,000
Gifts, Grants & Bequests	346,555	346,555	350,021	353,521	357,056	360,627	364,233	367,875	371,554	375,269	379,022	382,812
Other Revenue	383,000	383,000	390,660	398,473	406,443	414,572	422,863	431,320	439,947	448,746	457,720	466,875
SURS on-behalf revenue	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565
Total Revenue	70,852,587	70,865,447	73,331,978	74,617,186	77,043,334	78,118,444	79,507,192	81,669,144	82,974,328	84,048,977	86,576,624	87,717,819
Expenses												
Salaries	30,361,067	29,173,797	30,049,011	30,950,482	31,878,996	32,835,366	33,820,427	34,835,040	35,880,091	36,956,494	38,065,189	39,207,144
Employee Benefits	6,058,729	5,456,794	5,838,769	6,189,095	6,560,441	6,954,068	7,371,312	7,813,590	8,282,406	8,779,350	9,306,111	9,864,478
Contractual Services	5,554,903	5,554,903	5,721,550	5,721,550	5,721,550	5,721,550	5,721,550	5,721,550	5,721,550	5,721,550	5,721,550	5,721,550
General Materials & Supplies	3,373,926	3,373,926	3,205,230	3,205,230	3,205,230	3,205,230	3,205,230	3,205,230	3,205,230	3,205,230	3,205,230	3,205,230
Travel & Conference Meeting Exp	556,381	556,381	528,562	528,562	528,562	528,562	528,562	528,562	528,562	528,562	528,562	528,562
Fixed Charges	786,780	786,780	794,648	802,594	810,620	818,726	826,914	835,183	843,535	851,970	860,490	869,095
Utilities	2,527,220	2,039,238	2,039,238	2,039,238	2,039,238	2,039,238	2,039,238	2,039,238	2,039,238	2,039,238	2,039,238	2,039,238
Capital Outlay	106,539	106,539	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Other Expenditures	885,135	885,135	840,878	840,878	840,878	840,878	840,878	840,878	840,878	840,878	840,878	840,878
SURS On-Behalf Allocation	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565
Total Expenses	67,821,245	65,544,057	66,753,451	68,013,194	69,321,080	70,679,182	72,089,675	73,554,835	75,077,054	76,658,836	78,302,812	80,011,739
Contingency	3,031,342	0	0	0	0	0	0	0	0	0	0	0
Net Income (Loss)	(0)	5,321,390	6,578,527	6,603,992	7,722,254	7,439,262	7,417,517	8,114,308	7,897,274	7,390,141	8,273,813	7,706,080
Auxiliary Fund	(1,000,000)	(2,000,000)	(1,500,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Retiree Health (OPEB)		(1,000,000)		(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
O&M Restricted		(10,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)
Emergency Fund			(2,500,000)	(2,500,000)	(1,000,000)	0	0	0	0	0	0	0
Net Transfers	(1,000,000)	(13,000,000)	(9,000,000)	(9,500,000)	(8,000,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)
Beginning Fund Balance	38,443,501	38,443,501	30,764,891	28,343,417	25,447,409	25,169,663	25,608,925	26,026,442	27,140,750	28,038,025	28,428,165	29,701,978
Change in Fund Balance	(1,000,000)	(7,678,610)	(2,421,473)	(2,896,008)	(277,746)	439,262	417,517	1,114,308	897,274	390,141	1,273,813	706,080
Fund Balance	37,443,501	30,764,891	28,343,417	25,447,409	25,169,663	25,608,925	26,026,442	27,140,750	28,038,025	28,428,165	29,701,978	30,408,058
Fund % Operating Exp	55.21%	46.94%	42.46%	37.42%	36.31%	36.23%	36.10%	36.90%	37.35%	37.08%	37.93%	38.00%

Assumptions

Assumptions - Auxiliary Fund (Fund 05)

	FY 2024 Budget	FY2024 Forecast	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034
Revenues												
Tuition & Fee Increase			3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Sales & Service Fees			2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Gifts, Grants & Bequests			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other Revenue			1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Expenses												
Salary Increase			2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Employee Benefits			7.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Contractual Services			5.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
General Materials & Supplies			-5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Travel & Conference Meeting Exp			-5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Fixed Charges			1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Utilities			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other Expenditures			-5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Auxiliary Enterprises Fund (Fund 05)

Auxiliary Enterprises Fund Fund (05) Auxiliary Enterprises Fund

	FY 2024 Budget	FY2024 Forecast	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034
Revenue												
Student Tuition & Fees	2,094,697	2,094,697	2,157,538	2,222,264	2,288,932	2,357,600	2,428,328	2,513,319	2,588,719	2,666,381	2,746,372	2,828,763
Sales & Service Fees	1,655,396	1,655,396	1,688,504	1,722,274	1,756,719	1,791,854	1,827,691	1,864,245	1,901,530	1,939,560	1,978,351	2,017,918
Gifts, Grants & Bequests	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Other Revenue	578,798	578,798	584,586	590,432	596,336	602,300	608,323	614,406	620,550	626,755	633,023	639,353
SURS on-behalf revenue	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193
Total Revenue	5,783,084	5,783,084	5,884,821	5,989,163	6,096,181	6,205,946	6,318,534	6,446,163	6,564,991	6,686,889	6,811,939	6,940,228
Expenses												
Salaries	2,485,044	2,485,044	2,534,745	2,585,439	2,637,148	2,689,891	2,743,689	2,798,563	2,854,534	2,911,625	2,969,857	3,029,254
Employee Benefits	513,348	513,348	549,283	582,240	617,174	654,205	693,457	735,064	779,168	825,918	875,473	928,002
Contractual Services	569,073	569,073	597,527	615,452	633,916	652,934	672,522	692,697	713,478	734,882	756,929	779,637
General Materials & Supplies	552,995	552,995	525,345	525,345	525,345	525,345	525,345	525,345	525,345	525,345	525,345	525,345
Travel & Conference Meeting Exp	273,498	273,498	259,823	259,823	259,823	259,823	259,823	259,823	259,823	259,823	259,823	259,823
Fixed Charges	6,950	6,950	6,603	6,603	6,603	6,603	6,603	6,603	6,603	6,603	6,603	6,603
Utilities	1,200	1,200	1,140	1,140	1,140	1,140	1,140	1,140	1,140	1,140	1,140	1,140
Capital Outlay	0	0	0	0	0	0	0	0	0	0	0	0
Other Expenditures	900,310	900,310	855,295	855,295	855,295	855,295	855,295	855,295	855,295	855,295	855,295	855,295
SURS On-Behalf Allocation	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193
	6,753,612	6,753,612	6,780,952	6,882,530	6,987,637	7,096,428	7,209,066	7,325,723	7,446,579	7,571,824	7,701,658	7,836,291
Contingency	0	0	0	0	0	0	0	0	0	0	0	0
Net Income (Loss)	(970,528)	(970,528)	(896,132)	(893,367)	(891,456)	(890,481)	(890,531)	(879,560)	(881,587)	(884,935)	(889,719)	(896,064)
Net Transfers	1,000,000	2,000,000	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Beginning Fund Balance	(33,781)	(33,781)	995,692	1,599,560	1,706,193	1,814,737	1,924,255	2,033,724	2,154,164	2,272,577	2,387,643	2,497,924
Change in Fund Balance	29,472	1,029,472	603,868	106,633	108,544	109,519	109,469	120,440	118,413	115,065	110,281	103,936
Fund Balance	(4,308)	995,692	1,599,560	1,706,193	1,814,737	1,924,255	2,033,724	2,154,164	2,272,577	2,387,643	2,497,924	2,601,860

Financial Strategies

- Implement stretch goals for credit hour attainment
- Create a culture of cost awareness
- Continue to transfer funds to against OPEB so that any transfer to the Colleges will not have an immediate impact
- Continue to transfer to O&M restricted to maintain existing campus facilities and for replacement of capital equipment
- Maintain Fund Balance between 35% to 50%
- Create an Emergency Savings and invest accordingly



Thank you.