

Portland Community College

Portland, Oregon

Fiscal Year 2006–2007

Adopted Budget

July 1, 2006

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PORTLAND COMMUNITY COLLEGE

MISSION

Portland Community College provides education in an atmosphere that encourages the full realization of each individual's potential. The College offers students of all ages, races, cultures, economic levels, and previous educational experience opportunities for personal growth and attainment of their goals.

To achieve its mission, Portland Community College offers accessible and affordable education to the residents of its 1500 square mile district and to the residents of its service districts. As a public, comprehensive, post-secondary institution, this multi-campus college offers lower division college transfer programs, occupational and technical programs, basic skill education, and community education programs. Partnerships with business, industry, labor, educational institutions, and public sector agencies provide training opportunities for the local work forces and promote economic development.

Through effective teaching and supportive student services, Portland Community College prepares students for success as individuals, members of a democratic society, and citizens of a rapidly changing world.

VISION

Building futures for our students and communities.

STATEMENT OF VALUES

We believe that certain fundamental values characterize the institution in which we work and guide us in the accomplishment of our mission and goals. As a college community, we value:

- The dignity and worth of each individual
 - Effective teaching
 - Open and honest communication
 - Teamwork and cooperation
 - An environment that encourages the expression of original ideas and creative solutions
 - Effective and ethical use of public funds
-

<u>Zone</u>	<u>Board of Directors</u>	<u>Term Expires</u>
2	Harold Williams, Chair	June 30, 2007
5	Doreen Margolin, Vice Chair	June 30, 2009
1	Denise Frisbee	June 30, 2009
3	Bob Palmer	June 30, 2007
4	Jim Harper	June 30, 2009
6	Jaime Lim	June 30, 2009
7	Karen McKinney	June 30, 2007

Administration

Dr. Preston Pulliams, District President
Randy McEwen, Vice President of Administrative Services
Wing-Kit Chung, Associate Vice President of Finance
Odie Sarmiento, Budget Manager
Dana Petersen, Financial Analyst



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**Portland Community College
Oregon**

For the Fiscal Year Beginning

July 1, 2005

President

Executive Director

THE PRESIDENT'S BUDGET MESSAGE

THE PRESIDENT'S BUDGET MESSAGE

June 15, 2006

TO: Board of Directors, the Budget Committee of Portland Community College, Citizens, Taxpayers, Staff, Faculty and Students of Portland Community College

As required by Chapter 294, Sections 294.305 to 294.520 of the Oregon Revised Statutes, and Section B 501 of the Board Policy, I hereby present the legally adopted budget of Portland Community College for fiscal year 2006-2007.

On April 20, 2006, the Board of Directors of the District, acting as a budget committee, approved the budget and the proposed tax levy for submission to the Multnomah County Tax Supervising and Conservation Commission (TSCC). On May 24, 2006 after due notice and a public hearing, TSCC approved and certified the District's Fiscal Year 2006-2007 budget. On June 15, 2006 the Board passed the resolution to adopt the budget and authorized a property tax levy for Fiscal Year 2006-2007 as follows:

- a) for the General Fund, a permanent rate levy of \$0.2828 per \$1,000 of assessed value of real properties within the district, subject to the education limit set by Measure 5, and
- b) for the Debt Service Fund, a property tax levy of \$16,857,927 outside of the limit, for payments of principal and interest on the District's general obligation bonds

This Budget outlines the College's priorities for the upcoming fiscal year and this message describes the important features of the FY 2006-07 budget document, reviews briefly the assumptions and history leading to its formation, sets forth the reasons for any major differences from the previous year's operation, and explains any salient changes in the financial and budgetary policy of the College.

BUDGET DEVELOPMENT AND REVIEW PROCESS FOR PORTLAND COMMUNITY COLLEGE

Last year, the College budget process underwent a dramatic change when a Citizen Budget Committee (CBC) was established by the Board as required by the Oregon Budget Law. The establishment of the CBC was required because the published real market value of properties subject to taxation in Washington County exceeded the real market value of properties subject to taxation in Multnomah County. Because of this, the Multnomah County Tax and Supervising Commission (TSCC) formally notified the College that the College's budget review and approval process was outside of their jurisdiction. On March 17, 2005, the Board of Directors passed a resolution establishing the CBC for Portland Community College and appointed seven (7) electors of the College District to the Committee. The seven citizen members corresponded to the number of board members, a requirement of the ORS 294.336. The CBC was authorized by ORS 294.406 to review and approve the College Fiscal Year 2005-2006 budget.

On January 5, 2006 the TSCC notified the College that the published real market value of properties in Washington County included the value of properties in an approximate amount of \$4 billion which were exempt from property tax assessment under the County's Strategic Investment Program. Staff has verified this oversight with the officials at the Taxation and Assessment Office of Washington County and after making the \$4 billion adjustment in the published real market value, the value of properties subject to taxation in Washington County computed to less than that of Multnomah County. This "change" put the College back under the jurisdiction of TSCC.

On February 16, 2006, the Board passed a resolution dissolving the CBC and acknowledging TSCC as the oversight agency to review and certify the College's budget according to ORS 294.625.

As part of the College budget development process, I have continued the internal Budget Advisory Committee (BAC), whose membership includes students, faculty, academic professionals, classified staff, managers and the President's Cabinet. The BAC meets monthly mid-fiscal year to discuss the budgetary issues that the College faces. The purpose of the BAC is at least twofold:

- Provide insight, perspectives, and ideas to the District President concerning budget priorities and opportunities with particular focus on the College's proposed budget, and
- Provide the District President with input concerning the impact on the College of potential budget actions, and with advice on possible alternative approaches to budget challenges.

The FY 2006-07 budget is for the second year of the biennial plan that was approved last year. As such, fewer things are in play this year than last year. Last year funding was provided for approximately \$1.2 million in new initiatives, and because of the 15-month wait period for faculty and academic professional reductions, plans were developed for budget reductions, largely in academic areas, to take place in 2007. The original amount of savings to be effected in fiscal year 2006-2007 was \$1.34 million, which is substantially reduced in this budget. The State budget allocation was approved by the legislature in July 2005 and was set at \$428 million for the community colleges. The allocation to the colleges is based on a formula approved by the State Board of Education (SBE) last year. The SBE adopted the two basic principles for formula allocation that the College supported:

1. Allocations should be done based on total public resources as defined to include both income tax (State General Fund) and all the property tax levied by the Oregon community colleges, excluding the local option levies.
2. Each community college student, regardless of where he/she goes to school, should have the benefit of approximately the same amount of total public resources.

To achieve the second principle listed above, the SBE adopted a six-year implementation plan, the so-called move to equity. Fiscal year 2006-2007 will be the second year of six. When the student FTE figures were finalized for the 17 community colleges in Oregon last fall, they were run through the allocation formula. As a result, Portland Community College will receive a slightly higher allocation than originally projected, about \$340,000.

I have continued to work with the Board, the Budget Advisory Committee, and the staff as we develop detailed spending plans for the upcoming budget year.

HIGHLIGHTS OF THE ADOPTED BUDGET

The college has proactively managed its financial resources and has adopted budgetary principles and guidelines that address cost reductions and revenue enhancement. The development of the 2006-2007 budget is in line with the College Educational Master Plan and the biennial plan that was adopted three years ago and updated last year. It continues to adhere to the following principles:

- Maintain the quality of educational programs and service,
- Place priority on the academic and student support services,
- Maintain access to our educational programs for students,
- Support a diverse student population across different ages, ethnic backgrounds, economic strata, and locations within the district,
- Strive to make "narrow and deep" rather than "across the board" budget reductions, and
- Balance cuts with revenue increases, and consider the impact of any recommendations on student access.

During the budget development process, I shared with the Board the themes that our limited budget flexibility needs to respond to for the FY 2006-07 budget and the Board concurred with them. These themes are:

- Diversity
- Full-time to Part-Time Faculty Ratio
- Management compensation
- Restoration on a very selective basis of budget reductions made over the past five years

The adopted budget for FY 2006-07 reflects the above themes and key areas of the College's Educational Master Plan (EMP) are listed as follows:

- Educational Programs and Services: The College will fund and offer a well-defined mix of transfer disciplines and professional technical programs as the core of its educational programs and services.
- Student Access and Development: The College will focus on student development services that facilitate student success and continuous, lifelong learning.
- Community and Economic Development: The College will take a leadership role in establishing a regional workforce development system.
- College Workforce: The College will recruit, hire, retain, and promote a skilled and diverse workforce that is committed to the mission and values of PCC.
- Fiscal Affairs: The College will develop a fiscal plan that is driven by the EMP and the effective use of available resources.
- Technology: The College will use technology in ways that enhance teaching and learning and improve the delivery of student services.
- Facilities: The College will ensure that educational programs and services are fully supported by continued development of the three existing PCC campuses.

One important note about this budget is worthy of a brief statement. This adopted budget is presented with the long term (two biennia at least) health of the College in mind. That is, we are taking into consideration the impact of any budget actions on the future, not just FY 2006-07. As such, some of the strategic actions may not be obvious in the budget line items. Here are some examples:

1. We plan to replenish, over 3 years starting fiscal year 2007, the capital (deferred) maintenance budget cut (by over \$1 million) as funds from the 2000 Bond program are exhausted.
2. We will continue to maintain the minimum 5% fund balance directive from the Board on a biennial basis. A one-year look may not show this to be obvious.

3. We have developed a college-wide marketing plan. The future impact of this plan may not be obvious until a year or biennium later.
4. Academic planning for the future has become an on-going part of college's operations. Many of the new academic initiatives and restorations in the proposed budget are the top priorities from such planning.
5. We will continue to fund, as we have in past years, the operating and maintenance costs of new College facilities.

On the revenue side of the equation, during the last two biennia, the College has experienced a decline in State support, its major revenue source. However, as discussed earlier, the level of State support for this biennium has been increased. Unless we experience significant economic downturn this year, which seems unlikely, we are certain of our State revenue estimated for FY 2006-07.

The second major source of our revenue comes from student tuition and fees. Community college tuition, including PCC's, has risen steeply over the last 5 years in response to the consistent reduction in state funding. The Board is always concerned with any significant tuition increase. However, in order to balance our budget with the various expense increases we will experience next year (utilities, wages and benefits, service agreements, etc.), the adopted budget includes a tuition fee increase from \$64 to \$67 per credit hour beginning Summer Term of 2006, an increase of \$3 per credit hour, or 4.7%. We also projecting that enrollment in FY 2006-07 will be flat as compared with FY 2005-06. In addition, this budget also includes increases in various fees by a total of \$0.75 per credit hour to support technology infrastructure and student activities.

The seemingly incessant reductions of state support over the last two biennia have resulted in a shift of cost to students via tuition and progressive constraints on our ability to support General Fund programs.

Just like managing our personal budgets, we are experiencing the pressure of rising costs, some of which are predictable, some of which are not. This budget includes an increase in predictable items (such as utilities costs, software license costs, etc.) of approximately \$450,000. Utility costs alone account for \$370,000 of this increase.

While PERS costs continue to present us with ongoing challenges, we believe that we have provided enough resources in the PERS reserve fund to buffer the future impact of the rate increase that was implemented by the PERS Board last year. In fact, this budget includes using the reserve fund to buy down the PERS rate by 1.5% (approximately \$1.07 million savings) to reduce the need to raise tuition further. Without this buy down, we would have to increase tuition by another \$1.50 per credit hour to balance the College's budget. We will continue to use caution to evaluate, on a yearly basis, how and how much we deploy the reserve to help reduce the ongoing cost increases.

PCC serves a large district with ever-changing needs and opportunities. It is essential that even in "tough" times we explore and seriously consider funding new programs and new ways of serving our mission. In January 2006, I asked the Cabinet to identify possible new initiatives. The initial list would have required approximately \$3.2 million to fund. I have asked the Cabinet to develop a budget proposal that included the highest priority initiatives. Some of these initiatives restore cuts that are scheduled to take place in fiscal year 2006-2007. Others create new capabilities and employment opportunities at the College. The total restorations and new initiatives totaling \$1.16 million are summarized below:

- Restore ESOL (formerly ENNL), Radiography, Ophthalmic Medical Technology, and CIS faculty positions scheduled to be cut in FY 2006-07
- Add four full time faculty positions, one for Chemistry, one for Social Science, and two in CAT Dealer Service Technician (Think Big) Program.
- Provide increase funding to staff the Student Testing Center at all campuses and the SE Center
- Add back a curriculum support position to maintain state report compliance
- Slightly expand support for diversity-related initiatives
- Fund developing ideas such as the Kitchen cabinet, the Metro consortium, and the upcoming legislative session

- Provide some capability for management compensation improvements

Even with the above restorations and new initiatives, the adopted FY 2006-07 General Fund budget includes implementing the reductions of \$1.1 million (down from the original \$1.34 million) that were identified and reviewed with the Board during the fiscal year 2005-2006 budget development process. This budget includes the following scheduled reductions:

- The District CIS program will still be reduced and consolidated at Sylvania Campus
- The ENNL and ESL programs will be consolidated into the new ESOL program and will still be reduced District wide
- A one-time draw down of \$743,000 from the Ending Fund Balance is needed to make lump sum payments according to the terms of the labor contract settlements in December 2005
- The Skill Center Program will be funded by grant monies from the State
- The General Fund support of *The Bridge* is eliminated

As I have worked with the Board, the Budget Advisory Committee, and the staff over the past four months in developing this budget, we have been careful to focus on all significant uncertainties, not just State and tuition-based revenue. This is to ensure that we continue to take the long view of our financial outlook. Also included in the proposed budget is the full funding of the effect of the recently concluded collective bargaining agreement with the Faculty and Classified federations as well as the effect of the newly approved "funding formula" which allocates the Community College Support Fund appropriation to individual colleges.

FACILITIES ADDITIONS AND IMPROVEMENTS

Construction projects financed by the general obligation bonds approved by District voters in November 2000 have essentially been completed. The only remaining project that will be carried over to fiscal year 2006-2007 is

the College Services Building at Sylvania Campus. It will be completed before Fall 2006. As I noted in my earlier comments, the adopted budget includes the first year of a 3-year plan to replenish the capital maintenance budget transfer. We expect to increase this transfer by at least \$400,000 per year for each of the next 3 years.

Budget details of the projects can be found in the Capital Construction Fund and Capital Projects Fund sections of the budget document.

THE COMPREHENSIVE BUDGET

The budget contained in this document has been prepared and presented in accordance with the requirements of Oregon Budget Law. The college operates and maintains 18 funds to account for its operations. The General Fund is the primary operating fund of the college that finances the general instructional programs and the services that support those programs. The other funds receive and expend resources in support of specific programs and are listed below:

<u>Fund</u>	<u>Adopted Budget</u>
General Fund	\$146,009,939
CEU/CED Fund (Self-Supporting)	7,632,901
Auxiliary Fund	910,272
Contracts and Grants Fund	33,771,798
Student Activities Fund	1,172,545
Student Financial Aid Fund	26,970,512
Capital Projects Fund	6,305,820
Capital Construction Fund	3,358,636
College Bookstore Fund	16,835,316
Food Services Fund	4,213,577
Parking Operations Fund	2,564,039
Print Center Fund	1,581,075
Risk Management Fund	3,518,519
Internal Charge -PERS/Reserve	26,533,962
Debt Service Fund (G.O. Bonds)	20,186,105
Capital/Lease Purchase Fund	244,016
PERS Debt Services Fund	6,888,879
Early Retirement Fund	<u>2,041,924</u>
Total	<u>\$310,739,835</u>

The following is a summary of the adopted General Fund budget for the FY 2006-07:

	<u>Instructional</u>	<u>Student</u>	<u>College</u>	<u>Total</u>
	<u>Instruction</u>	<u>Support</u>	<u>Support</u>	<u>Support</u>
Sylvania	\$29,306,043	\$1,386,081	\$3,249,024	\$33,941,148
Rock Creek	15,690,297	1,321,197	2,583,777	19,595,271
Cascade	12,046,895	903,506	2,418,392	15,368,793
Extended Learning	5,323,702	1,355,443	459,181	7,138,326
Ofc. of Student & Acad.	437,489	6,913,066	3,908,668	356,734
Ofc. of the President		3,572	8,000	2,684,327
Admin. Services		2,413,742		17,872,435
Physical Plant				14,737,651
Transfers				4,412,050
Contingency				<u>2,756,894</u>
Total Appropriations	<u>\$62,804,426</u>	<u>\$14,296,607</u>	<u>\$12,627,042</u>	<u>\$35,651,147</u>
Ending Fund Balance				<u>13,461,773</u>
Total General Fund				<u>\$146,009,939</u>

MAJOR RESOURCES

State Resources: General state support through income tax resources to community colleges is based primarily on student enrollment. For FY 2006-07, we have estimated the College's share of the state support at \$55.7 million. This amount represents approximately 42.37% of total General Fund operating resources and is based on the new funding allocation formula.

Additionally, the state provides resources restricted to certain programs. These state-supported, program-specific resources are budgeted in the Contracts and Grants Fund and may also be affected by State budget reductions. Large state-funded contracts and grants include the Public School Dropout Recovery Program, Multi-Cultural Academic Program, Portland High School Completion Program, the Steps to Success Program, and the Northeast Skill Center Program.

Tuition and Fees: Tuition and fee revenue accounts for 36.9% of the total General Fund operating resources. The budgeted revenue for FY 2006-07 of about \$48.4 million is based on an estimated enrollment of 23,300 full-time equivalent (FTE) students and includes a proposed tuition rate increase

of \$3 per credit for a total tuition charge of \$67 per credit for Oregon residents. As noted earlier, we are projecting that the FY 2006-07 enrollment will be flat as compared to the FY 2005-06.

Differentiated tuition and fee revenue for self-improvement courses, continuing education units and community education classes is estimated at \$7.9 million. These programs are accounted for in the CEU/CED Fund and are designated to be self-supporting. This budget also includes an estimate of the proposed \$0.50 per credit increase in the Technology fee.

Federal and Other Resources: The College receives Federal funds in support of student aid estimated at \$22.9 million. These funds are budgeted in the Student Financial Aid Fund. Additionally, sponsored program revenue from federal sources, estimated at \$18.6 million, is budgeted in the Contracts and Grants Fund. Continuing grants that account for the majority of the federally funded programs include Steps to Success, Dislocated Worker, Vocational Education, Perkins Title I, and Building Futures Program. Other Federal grants are:

- \$942,760 - U.S. Department of Education (TRIO Student Support Services) for the Sylvania ROOTS Program
- \$745,513 - U.S. Department of Education (English Language Acquisition) for PCC's Program to provide instruction to teachers and para-educators in Portland Public Schools to work effectively with English language learners
- \$748,975 - U.S. Department of Health and Human Services (Hispanic Head Start) to prepare Head Start teachers to work effectively with Hispanic children and their families
- \$106,682 - U.S. DOC - Public Telecommunications Facilities Program - one year - establishing a statewide consortium of community colleges to design and plan the distance learning technology to provide healthcare education to Oregon's rural and underserved areas.
- \$250,000 - Jobs for the Future/NCWE/Charles Stewart Mott Foundation - to redesign advising and support services to Developmental Education students interested in professional technical programs college-wide.

- \$800,000 - U.S. DOE - four years - to create a new PCC-PSU pathway in special education that provides education and training to para-educators, helping them to become special education paraprofessionals and teachers who are fully licensed and highly qualified in an academic content area.
- \$372,878 - City of Portland - three years - Provides a three-year renewal of PCC's current grant to expand the PCC Sylvania Child Care Center hours and capacity and to offer parenting classes.
- \$135,300 - U.S. DOL - one and a half year - To create a distance learning Medical Lab Technology Program for students statewide - the grant will allow PCC to double MLT capacity.

Property Taxes: Total PCC property tax revenue to support ongoing operating costs is estimated at \$21,410,631 (net of uncollectible accounts and discounts) or 16.3 % of total General Fund operating resources.

Additionally, PCC collects property tax revenue to pay for the maturing principal and interest on general obligation bonds. These taxes are estimated at \$16,857,927, including uncollectible accounts and discounts.

Revenues from Sales: Bookstore sales are estimated at \$9.9 million. Food Service sales are estimated at \$3.6 million while Parking sales are estimated at \$2.1 million. Revenue for the Print Center, an internal service provider that derives most of its income from sales of graphic design and copy services to College departments, is estimated at \$1.2 million. The proposed budget includes an estimate of the increase in the parking fees that took effect in January 2006.

SIGNIFICANT COLLEGE ACCOMPLISHMENTS

PCC continues to maintain its single-minded focus on our Mission. Even in the uncertain times of the past year, PCC people lead the creation and achievement of bold new ideas and goals. A sampling of these accomplishments includes:

- The Sylvania campus was the site of numerous cultural events including Japanese and Vietnamese New Years', the Annual Powwow, Dhvani Music of India, and the Native American Film Festival. The campus also hosted the Oregon Health Career

Center's annual Health Careers Day attracting over 1,800 high school students who were interested in the rapidly growing health careers field.

- The English and World Languages Division of Sylvania Campus recently opened a new 30-seat Languages Learning Lab to serve ASL, World Languages and English Acquisition (ESL, ENNL) and Comp/Lit students.
- The Automotive Services Repair Technology (ASRT) program and the General Motors Automotive Service Education Program (GM-ASEP) both earned a 5-year re-certification through the National Automotive Technicians Education Foundation, Inc. The Automotive Program also received an annual contract from GM-Raytheon for \$130,000 to provide General Motors technicians with hands-on training and certification testing.
- The Northview Gallery at Sylvania Campus hosted the Regional Student Juried Exhibition for the National Council on Education in Ceramic Arts. The Gallery also hosted a special display entitled "figuring the feminine"-women ceramicists of the Pacific Northwest" with a \$5,000 grant from the Regional Arts and Culture Commission.
- The Nursing program received a full accreditation from the National League of Nursing Accreditation Commission. The certification is valid through 2011. The program also showed a significant improvement in the passing rate of students who take the national certification exam (NCLEX), increasing the ratio from 84% last year to 92.7% this year.
- For the 10th consecutive year, one of Sylvania's Graphic Design students designed the PCC African Film Festival poster. Graphic Design students also designed the posters for the campus "Main Stage Productions and Alchemy".
- The Sylvania Child Development Center received a grant from the City of Portland's Children's Investment Fund to provide evening and weekend child care services to PCC students.
- Students and faculty of Sylvania's Fitness Technology Program hosted a Health and Fitness Fest which was attended by over 1,000 PCC faculty, staff and high school students.
- The Rock Creek Campus Writing Center, established during the winter term 2006, was an immediate success providing over 160 writing tutoring sessions during its first term.
- The Art History Department pioneered and created a template for the college in effective and responsible on-line teaching of Art History. This project incorporated the latest Camtasia technology in on-line courses to provide students with illustrated audio lectures.
- The Art Department expanded its collection to include six new works through student fund raising efforts and donations from collectors. The Department also purchased a work of Eunice Parsons. Other accomplishments of the Art Department include: expansion of the study abroad program to Italy by offering hybrid studio art and art history courses; development of an arts and cultural calendar to be mailed to Washington County residents within the campus zip code; and, establishment of a service learning partnership between the studio painting classes and the Beaverton Lodge, a retirement residence in Beaverton.
- PCC recently became the first college in the Pacific Northwest to partner with Caterpillar Inc., an international heavy-equipment manufacturer, to host the company's "ThinkBIG" program. The partnership will give the Rock Creek Campus Diesel Service Technology program the opportunity to train students from Oregon, Washington, Alaska, Montana, and Idaho as Caterpillar technicians. The addition of PCC to the Caterpillar ThinkBIG program expanded the program to 14 colleges, 10 of which are located in the United States. Other locations are in Canada, Chile, Peru, and Ecuador. Caterpillar dealers will recruit 24 qualified applicants for the Service Technician Program and the classes will provide students with knowledge of Caterpillar equipment and their systems. The program teaches a special, two-year college level curriculum developed by Caterpillar and awards graduates with Associate of Applied Science degree.

- The *Oregonian* article published in February 2006 on the Microelectronics Program (MT) has significantly increased enrollment for the 2006 spring classes. Also, in February 2006, MT hosted a group of 36 Latino high school students from Hillsboro School District to participate in a 3-day semiconductor technology camp organized by SEMI in conjunction with INTEL. The students enjoyed spending an afternoon actively engaged in conducting technical experiments in the microelectronics technology labs.

The internship "Academics and Industry (A&I)" with INTEL is doing well with 30 enrollees. The MT department and Student Employment Services at Rock Creek Campus are helping over 30 students for a May 2006 job interviews with INTEL for new openings in the "A&I" internship.

Other semiconductor companies in the area, like Walker-Siltronics and Cascade Mircrotech have expressed interest in developing similar internship programs with the MT Department. We see this as recognition of the quality of the MT graduates that PCC is producing every year.

- Rock Creek Campus, in partnership with Portland State University (PSU), is offering PCC students two baccalaureate degree programs through PSU. These programs offer evening, weekend, and partial and full on-line classes to make it more convenient for adult learners and working professionals to earn a bachelor's or master's degree on a schedule that fits their busy schedules. Students can choose from the following programs:
 - BA/BS Liberal Studies
 - BA/BS Social Science
 - Minor, Business Administration

In addition, the Cascade Campus/PSU partnership to strengthen the transfer of students to PSU upon completing a community college program was launched in the Fall Term 2006. The program provides a seamless transition for PCC-Cascade students who earn a minimum of 90 credit hours to move to PSU to complete a bachelor's degree. As part of the agreement, PSU now has an advisor housed at Cascade Campus to work with prospective transferees

- Rock Creek Campus received a grant from the Mott Foundation to assist first year students who test into Math 10/20, Reading 80/90 and/or Writing 80/90, and who will be required to meet with a regular college advisor. Students with professional/technical degree or certificate interests and who are interested in enhanced services will be referred to Mott advisor. During the first 2 terms, students will take Career Exploration and College Success Skills (one each term) together as a cohort. Cost of books and instruction will be provided through the grant.
- The College was awarded the Child Care Access Means Parents in School (CCAMPIS) grant from the US Department of Education to support the retention and graduation of low-income students through provision of child care services (students must be eligible to receive a Federal Pell Grant in order to qualify). Rock Creek will use this grant money to offer day care services for pre-kindergarten (ages 3-5) children of students enrolled in the campus. CCAMPIS is a four-year grant and the College will receive approximately \$140,000 per year for a total of \$560,000 over the grant period. The intent of this grant is to provide campus-based child care and all facilities using CCAMPIS funds must be accredited within three years.
- In ENNL and ESL, a major accomplishment was to create a single, seamless language acquisition program called English for Speakers of Other Languages (ESOL). The ESL and ENL staff worked throughout this school year to overcome many barriers to develop a grounded curriculum to better serve second language learners.
- The International Education program is starting to see more growth in the international student population. The department is working to further enhance recruitment and retention efforts to support these students. Included in this effort is a partnership with sister colleges in Japan and Korea and this brought in 14 new students last year. The department also hosted two short-term summer ESL programs for Leader University and Southern Taiwan University of Technology during the summer of 2005. The department will also sponsor 14 faculty and administrators to participate in the CIEE International Faculty Development seminars during summer 2006.
- The PCC Sustainable Task Force as established in November 2005 to enhance communication, learning, and adoption of the best

practices in campus sustainability. The task force co-sponsored the Green Home Forum, a monthly public education event for Portland area homeowners interested in connecting with green building professionals. Seven sessions were held so far with over 500 attendees.

- Washington County Recycle at Work Program and Community Environmental Services are partnering with Rock Creek's Environmental Consciousness Club to conduct a preliminary waste audit, waste analysis and to offer on-going assistance with waste reduction outreach.
- A Learning Garden has been established at Rock Creek for use as a laboratory by the organic gardening class and the childcare center to grow food for the Oregon Food Bank and the salad bar in the campus cafeteria.
- Rock Creek Campus takes a very collaborative approach to multicultural programming. Between a core group of staff, faculty and students, the campus manages to produce numerous activities, lectures, performances, trainings, and discussion groups to increase awareness, respect, knowledge and understanding of our complex world. Among the events the Associated Students of PCC and the Multicultural Committee sponsored during the academic year 2005-2006 were:
 - Diversity Training—Power and Privilege Exercise for all student leaders
 - Courage to Lead – a lecture/seminar that offered student leaders a perspective from marginalized communities to become a strong student leader through empowerment
 - National Coming Out Day—invited a guest speaker to share personal story about coming out to family and friends
 - Dios de los Muertos—a Latin American ritual on celebrating the Day of the Dead.
 - Martin Luther King Celebration—sponsored a celebration honoring the spirit of Dr. King. The event was a joint collaboration with the City of Beaverton and Washington County Inter Religious Action Network.

- The Cascade Campus Skill Center developed a Pre-Apprenticeship Training program in collaboration with the Oregon Department of Transportation, Bureau of Labor, Tradeswomen Incorporated, and Oregon Employment Department to identify, recruit and provide pre-apprenticeship training (including job and career orientation and assessment) to unemployed and underemployed adults. The first training cycle began in November 2005 with 63 participants. The participants were exposed to Principles of Trades Technology, which include orientation to Trades, Trades Math, Reading, and Blueprint Reading, tool use and safety, basic electrical, and CPR. The Transportation Pre-Apprenticeship Training is supported by a \$250,000 grant from the Oregon Department of Transportation. In addition to this grant, the Skill Center received an Oregon Legislative Appropriation of \$330,000. Thus, the Skill Center acquired a total of \$580,000 of external funding to support its mission. The Skill Center has served an aggregate of 381 participants to date for Academic Year 2005-06 and projects to serve an additional 100 students in Spring Term 2006, thus, totaling 481 students for the year. Of the participants enrolled to date, 53% (201 students) were employed after training. The post-training hourly wages show an average of 61% (from \$7.25 to \$11.70). Forty percent (40%) of completers enrolled in PCC- Cascade professional technical curriculum program.

The Skill Center sponsored the *Portland Night High School* project to provide high school students in danger of dropping out the opportunity to retrieve lost academic credits. Partners in this project include school counselors, principals, and students from the following schools: Grant; Jefferson; Rosemary Anderson; Roosevelt; and Helens View High Schools. This program demonstrates the critical link between project-based vocational skill development and achieving academic growth with career focuses via two-year programs. Students also receive motivational training in addition to mentoring, academic skills, and technical skills development. Thus far in 2005-06, 40 juniors and seniors completed the program.

The Skill Center's Technology Training for Immigrant and Refugee Residents program has provided training to 60 economically disenfranchised refugees and immigrant newcomers. Participants learned technology skills for employment purposes, supplemented by Workplace Communication training. The primary objective of the

12-week program was to prepare these individuals, who have limited English speaking abilities, to acquire livable wage employment. The curriculum included English Communication, Hands-On Computer and Technology Instruction, job shadowing experiences, and visitations to business and industry sites. This project was made available via an \$11,000 grant from the Portland Bureau of Housing and Community Development.

- The Middle College (dual credit enrollment) program between Jefferson High School/Portland Public Schools and Cascade Campus was launched during the Fall of 2005 and provided services (i.e., placement testing in reading, writing and mathematics, SAT fees, and coaching) to 49 students in Fall Term, and 24 enrolled in college level courses in an array of programs (including, but not limited to, Fire Science, Business, Criminal Justice, Multimedia and Liberal Arts and Mathematics); services were provided to 50 students in the Winter Term and 29 enrolled in PCC college level courses. In addition to the academic rigor students receive, the college experience is under girded by the work of the cohort coordinator (coach). The cohort coordinator serves as the academic coach and advisor, and has daily contact with students to help them succeed. The coordinator helps students navigate the college system, and equip them with success and coping skills, ranging from the importance of doing homework to being on-time for classes. The coordinator also works with PCC faculty, staff and administrators to coordinate services as part of the comprehensive support of students. The primary mission of the Middle College is to get students oriented and connected to college early to increase the probability of their success in high school, continuing through college, and on to sustainable employment upon graduating from college. The Middle College is supported by an existing PCC Gear Up Grant, and Portland Public Schools who also affords one full-time staff position.
- During the Summer of 2005, PCC-Cascade Campus, in partnership with several community and state organizations and agencies, including the African American Chamber of Commerce, Metropolitan Public Defenders Office, the Multnomah County District Attorney's office, Department of Motor Vehicles, and the City of Portland, sponsored the state's first Project Clean Slate, with over 3,000 participants. This project provides opportunities for people with

outstanding warrants, DMV issues, and some criminal offenses to have their records expunged, if possible. Thus far, the project has been a tremendous success and continues to gain momentum. There are some 9,000 individuals waiting to enter the program so they too can gain control of their lives, protect and provide for their families, and make positive contributions to the community. To strengthen Project Clean Slate, and to ensure the success of participants, the Director of Emergency Medical Training, in coordination with the Cascade Campus Skill Center Director, designed an educational component, *Personal and Community Development Program (PCD)*. PCD is designed to move the Project Clean Slate participants from their current educational level to technical/professional careers, or to a community college general education track. This approach allows the college to create pathways for participants to obtain sustainable employment and careers that lead to living wage jobs. With the addition of the educational component, the economic potential to the community is tremendous as these people prepare for and move into the workforce.

- The Gear Up Program facilitated the COMPASS placement testing of virtually all seniors and juniors at Jefferson High School. It supported and funded more than 80 high school students to earn college curriculum credit during the 2005-06 school year. It provided assistance to over 50 seniors in completing and submitting the Free Application for Federal Student Aid to help transition them from high school to college beginning in fall 2006. Through the Demo Learning Center more than 100 students were provided in depth, credit bearing, in-school academic and study skills services to support them in their studies. Gear Up also provided staff and funding that allowed more than 100 students at Tubman Middle School to have mentors/tutors throughout the school year, and sponsored visitation to Oregon State University and the University of Oregon. For the third consecutive year, the program was recognized by the Tears of Joy Theatre as an outstanding community partner.
- The 2006 Oregon Governor's Fire Science Summit was held at PCC-Cascade on January 7th and 8th. The Cascade Fire Science Leadership organized and facilitated the Summit to discuss and create a State vision that would have a positive impact on Oregon's

fire services over the next 25 years. Seventy (70) of Oregon's fire and emergency management professionals attended the summit which was a tremendous success.

- Enrollment at the Liberal Arts and Mathematics (LAM) Division at Cascade Campus is at all time high. In 2004-05, the Division earned an aggregate of 1,457 FTEs and has already surpassed this count by Winter Term 2006 with an aggregate of 1,754 FTEs. District. LAM's enrollment includes more than 14,000 student headcount per year.
- Through a partnership with the Native American Youth and Family Center and Cascade Campus, 32 high school Native American students participated in a summer academy focused on expanding their academic skills in writing, mathematics and college survival. Ninety-eight percent (98%) of the students enrolled successfully completed some college credit— 11 students successfully passed 10 credit hours, nine (9) students successfully passed seven (7) credits, 12 completed less than seven credit hours, and only one student fell short of the goal of completing the program. The Native American Youth Association afforded \$28,000 in support of this initiative.
- Through a partnership with Moore Street Salvation Army, Jefferson High School, and Intel Corporation, an academic summer academy was established to provide high risk students, ages 16-18, an opportunity to build academic skills in math, writing and reading, language arts, and to introduce them to various vocational education/training opportunities via PCC. Fifteen (15) students earned 110 college credit hours in total during the summer of 2005, with more than half earning 10 credits each. This program was supported by Intel and a \$10,000 contribution from the Moore Street Salvation Army.
- Cascade Campus opened its new centralized student learning center in the fall of 2005 and has already tripled its tutoring services. The services have expanded from Mathematics and Writing to include Biology, Chemistry, ESL, ENNL, Physics and Spanish. The growth in services has been achieved without additional revenue to the learning center's base budget. In part, costs have been contained by using volunteers to provide some of the services.

During Winter Term, 20 faculty members and six (6) Student Services Advisors volunteered significant time to provide tutoring and other related student services which directly correlate to student success and retention. Moreover, through the Center's structure, students are able to establish direct relationships with at least one faculty member in each discipline. To further strengthen the student learning center, beginning Fall Term 2006, the Learning Center will house its first faculty in residence, who will develop a model for effective tutoring services in Chemistry. The Center is expected to have a greater economic impact on the Campus' budget as it serves to improve student retention and success.

- The Cascade Campus Professional Music Program sponsored Grammy in the Schools, a project of the international Grammy Music Foundation that brought 200 high school students on January 13, 2006, from nine schools to the Moriarty Arts and Humanities Building on Cascade Campus. The schools represented included Portland high schools (Metropolitan Learning Center, Madison and Wilson), the Portland metropolitan region (Donald E. Long School, Milwaukie and Lake Oswego High Schools), as well as students from as far away as Hood River, The Dalles and Goldendale, Washington.
- The Cascade Campus Trades and Industry Department hosted an Open House for Heating, Ventilation and Air Conditioning businesses, manufacturers, workers, and community on January 6, 2006. The primary purpose of the Open House was to familiarize people, particularly prospective students, with education and training opportunities available in HVAC at Cascade Campus. United Refrigeration, one of the participants, donated a \$4,000 commercial pie case and a condensing unit for instructional use. Students will practice installing, repairing, and troubleshooting these units as part of the HVAC training.
- The Cascade Campus Multimedia Program has become the only authorized Apple training center in the State of Oregon. The training center will offer industry-approved curriculum credit classes in partnership with Apple. The Multimedia program received State approval for the Associate Degree offering. Heretofore, the College was limited to offering a one-year diploma. The approval of the two-year degree offering should promote the growth of the program.

- The Education Department received a four-year \$800,000 grant to implement an innovative project that will improve the quality of education for children with special needs. The grant will assist 45 para-educators to become Special Education para-educators and teachers who are fully licensed and highly qualified in an academic content area. The Education Department is partnering with Northwest Regional Educational Services District to develop and offer classes for para-educators specializing in Speech Pathology.
- The Business, Technology and Public Services Division is partnering with Sabin Community Development Corporation (CDC) and Microsoft on several projects including a film project that will be completed by high school students and PCC Multimedia students for the Oregon Department of Education. Through this partnership, the campus is also developing a College Jumpstart program that will train PCC students to conduct presentations and give orientations on how to get into college. This partnership is supported by a \$240,000 grant awarded to Sabin CDC for training program software, instructional support dollars, and equipment and learning tools for the community.

The Business, Technology and Public Services Division also developed a partnership with Ferguson Plumbing Supply, the largest plumbing supply company in the United States. Through this partnership, the Division will create three short-term certificate programs for their employees. The Division created, in partnership with the Career Pathways Program, visual roadmaps for the Criminal Justice and Accounting degrees that will be available to students, advisors, and community members via the PCC webpage. The Division's Computer Applications Department has also developed several new short-term certificates of completion that will aid students in securing credentials that lead to PCC degrees.

- The College successfully completed the National Science Foundation grant (approximately \$600,000) for CASE (Creating Avenues for Success and Equity). This was a three-year grant that began in Fall 2001 and concluded in Summer 2005. The purpose of CASE was to develop, implement, and evaluate a pilot project using a non-traditional approach to student recruitment, academic advising, career exploration, and support services. The goal of CASE was to increase the participation and success of women and

people-of-color in advanced technical careers. It was implemented at both Cascade and Sylvania campuses. The grant funded two Student Success Facilitators who worked with student recruitment, advising, and support. In addition, we created a new class - CIS 100 - which helped students explore careers in technology. The grant served 409 students with intensive services and an additional 937 students who participated in events such as workshops with technology professionals. As a result of this grant, the number of women and students-of-color increased significantly in the computer technology programs. One of the final grant accomplishments (at Cascade) was the awarding of 20 \$1,000 student scholarships for PCC students in technology programs.

- The Cascade Campus, in partnership with the Education Department, is developing a comprehensive plan to create a Center for Excellence in Education. According to the Oregon Employment Department, seven of the fastest growing occupations in the Portland area over the next ten years will be in education. In response to this tremendous demand, The Center for Excellence in Education will present an array of educational career offerings including, but not necessarily limited to, classes for individuals interested in teaching professional and technical classes at the community college level; information on careers in education; Portland Teachers Program, as the premier teacher preparation program in Oregon for students of color; teacher re-licensing classes; alternative teacher certification; the Para-education Program; and a child care center with the dual purpose of childcare services and training labs for students. To support this initiative, the College is submitting a \$17 million State Capital Construction proposal to construct a 50,000 square foot educational/mixed use facility (includes land acquisition).
- Cascade Campus Allied Health and Science Division enrollment has grown by 50% from FY 2002-03 until present. Much of this growth is attributed to the renovation and expansion of Jackson Hall. The principal growth has occurred in the core sciences, biology and chemistry, which have increased by 124% and 155% respectively. The annual SFTE for these two departments has more than doubled, increasing by almost 300 SFTEs from 229 in 2002-2003 to 526 in the current year.

- Cascade Campus Medical Laboratory Technology (MLT) department has implemented a collaborative program with Lane Community College and Rogue Community College to extend the reach of PCC's programming. PCC offers the only medical laboratory technology associate degree program in Oregon. Through this new initiative, PCC's curricula are delivered through a variety of distance-delivery modes. A network of affiliated hospitals, clinical laboratories and partner community colleges will assist in the delivery of the laboratory and clinical instruction. The program will expand next year to include one additional college partner next year. Two grants were received this year to assist in the implementation of the MLT extension project. The Northwest Health Foundation awarded PCC \$40,399 to support the development of online educational programs in gerontology and medical laboratory technology. PCC also received \$133,000 through a comprehensive grant awarded to Chemeketa community college to assist in expanding allied health programs statewide. The MLT initiative is one of 10 programs supported through the parent grant.
- The Portland Teachers Program received a generous donation of 500 shares of Washington Mutual Bank stock from the bank's vice president. In addition to this contribution, PTP received \$11,100 of additional external support: \$5,000 from the Washington Mutual Foundation, \$3,600 in donations made in memory of Dr. Peter Nathan, who practiced medicine in the Portland Metropolitan area for many years, and \$2,500 from the Nathan Family Fund. The shares of stock and other contributions will provide, pursuant to donor's request, financial assistance for students and to support other aspects of the Portland Teachers Program such as the PTP Celebration of Students/Graduation Event and the annual essay contest. This year, the Portland Teachers Program served 67 participants (18 new students, and 49 continuing students, ranging from freshmen to sophomores to graduate students).
- Portland Community College's Athletic Program (Men's and Women's Intercollegiate Basketball Teams) completed its first year at Cascade Campus with high marks. The Women's basketball program had the best season in the history of the team, winning 11 games. The southern region of the Northwest Athletic Association of Community Colleges recognized this achievement by naming one of Cascade's women players to the regional sophomore all-star

team. The men's basketball program tied for their best record in history, winning 14 games which doubles the total wins during last year's season. Several players received regional honors and three were named to the Southern Regional Sophomore All-Star Team. In addition to a successful season of both teams, all players maintained full-time enrollment carrying 12 credit hours or greater per term, and achieved academic success. The program generated \$8,000 in fundraising and gate receipts. All home games were hosted at the new 32,000 square foot, \$4.9 million, state-of-the-art, multipurpose athletic and physical education facility at Cascade Campus.

- Governor Kulongoski made two visits to Cascade Campus during the 2005-06 Academic Year. On September 28th he signed the largest need-based Oregon Opportunity Grant (Senate Bill 5584) in history in the new Dan Moriarty Arts and Humanities Building. The \$77.8 million Opportunity Grant supports an additional 20,000 students statewide during the current biennium. It will also fund for the first time, part-time (half-time) students beginning in the second year of the biennium, thus, providing access to education to more Oregonians. Before the ceremonial signing, the Governor took part in a roundtable discussion, with students and the community, regarding the Opportunity Grant, college tuition, educational programs and other issues.

On November 28, 2005, Governor Kulongoski presented to the PCC-Cascade Campus Skill Center a check for \$150,000 to support a partnership between the Skill Center and the Oregon Department of Transportation. Through this partnership, the Center is providing pre-apprentice training to unemployed, underemployed and economically disenfranchised citizens to equip them with the skills needed for living wage jobs in the Oregon Transportation construction industry. More recently, the Skill Center received an additional \$100,000, thus totaling \$250,000 in support of the PCC-Cascade/ODOT partnership.

The Cascade Campus has received a two-year scholarship to be awarded on an ongoing basis for a student to attend Washington State University at Vancouver. The scholarship is entitled Community College Presidents' Award and will be presented to a transfer student to complete the junior and senior years of a

baccalaureate degree. The first award will be made in time for a student to begin at WSU-Vancouver in the Fall Semester, 2006. The scholarship will cover the cost of full-time study of 10-18 semester hours per term (full-time tuition per semester is \$2,753 for in-state residents and \$7,257 for non-residents). This award is designed for students who have leadership potential, are community service oriented, and who have the potential to become successful at WSU-V.

- A redesign of the Peer Advisor program has been initiated, in order to expand staffing and services, to be implemented in Fall 2006. This was done partly as a result of the LEAN recommendation to "better utilize student resources to help during registration" and partly done because of the statewide discussions of retention best practices, one of which was at Linn-Benton Community College that involved Student Ambassadors calling new students four times per term. Staff reviewed LBCC's program, as well as current Peer Advisor programs at all three campuses, and proposed a new job description, improved recruitment, training, and supervision, and is now seeking additional funding sources.
- The Small Business Development Center (SBDC) entered into an agreement with the Portland Development Commission (PDC) to provide technical business assistance and training to selected clients of PDC. PDC is sending selected loan recipients to the SBDC for customized one-on-one business advising to help the businesses develop and grow. SBDC is participating with other parts of PCC in a grant from the US Department of House and Urban Development under their COPC program. SBDC is providing a three part series of classes on developing a business for participants in north and northeast Portland. The Center is also providing free business advising.

The Small Business International Trade Center, under a grant PCC received from the US Department of Education's International and Business Education program, developed an eight part series of classes to help businesses develop a strategic plan to enter the international markets. The "Going Global" program provides businesses assessment tools for various international activities for businesses to develop action plans. The "Going Global" program also utilizes community partnerships including the US Export

Assistance Center, Oregon Economic and Community Development Department, the Portland business Alliance, the Columbia River Customs Brokers and Freight Forwarders Association, and the Export Council of Oregon and SW Washington.

- PCC's Institute of Health Professionals (IHP) is the largest Community Training Center affiliated with the American Heart Association offering certification courses to emergency medical professionals for Advanced Cardiac Life Support (ACLS), Basic Life Support (BLS) and Pediatric Advanced Life Support (PLAS). IHP is the trainer of choice through contract for these courses by the major hospital systems such as Legacy, OSHU, Providence, Kaiser and other hospitals and organizations.

IHP offers the only Healthcare Interpreter Training program in Oregon and also offers it statewide through interactive television. Last year, Lane Community College and Rogue Community College continued their partnership with PCC to train health care interpreters. The didactic information was transmitted by Interactive Television from PCC. Tuality Hospital has become one of IHP's training sites and the spring term session will be broadcast from this site. In partnership with Pacific University, 2 faculty in the Physician Assistant Program at Pacific will take the Interpreter Health care training program. Once they complete the program, they will be trained to be mentors for the interpreter practicum to be held in Hillsboro clinics.

IHP is now offering the Adult Foster Care Home training course on-line making it accessible to Oregonians on a state-wide basis. The course is an introduction to the health, safety, and welfare requirements to operate or work in an adult care home in Oregon. Enrollment is up in both the traditional classes as well as the on-line classes.

As one of the approved CNA training programs by the Oregon State Board of Nursing, IHP's program has consistently met its enrollment target of 52 students per term for its 150 hours program. In partnership with Beaverton High School, IHP is now providing Nursing Assistant training (CAN) to 24 high school students.

- Customized and Workplace Training (CWT) Department is implementing a \$200,000 training project for Precision Wire Components (PWC), a local bio-science company based in Tualatin. CWT conducted a job/task analysis of PWC's entry-level jobs and developed more than 130 hours of modularized on-the-job training materials.
- CWT brought Lean Business Practices to PCC by conducting a four and half day "train and do" workshop with 40 PCC employees from various departments. The goal was to streamline the enrollment process from initial inquiry to the second week of class. The result of the workshop were immediate and impressive with highlights including PCC's response time to initial student inquiry being reduced by more than 90%; turnaround time on sending acceptance letters being reduced by more than 90%; reduction of "permission forms" by 60%; and, reduction in the number of students with holds on their account by 29%. Changes were made to the Registration Process for Spring-Term 2006. These changes allowed students to register without their access to Banweb being compromised during the first two hours of registration as it had been during previous winter and spring terms.
- The Career Pathways Vocational ESL Training for non-native English speakers was honored as a Distinguished Honoree of the Theodore E. Small Workforce Partnership Award by the National Association of Workforce Boards. Representatives from Worksystems, Inc., the workforce development board for the Portland metropolitan area were recognized at the award ceremony on February 26, 2006 in Washington, D.C.
- Career Pathways, a partnership between PCC and Mt. Hood Community College, enables individuals with limited English proficiency to obtain entry-level jobs with a career path. More than 120 participants a year receive vocational training, work experience, and job development support. Since its inception, the vocational ESL team has placed 80% of the program participants in jobs following the training.
- The Adult Basic Skills (ABS) faculty developed and implemented a GED on-line course to suit the needs of working students. It is believed to be the first GED course to be offered on-line in the state and the nation. The ABS program, which is reviewed every five years, received a high rating from the Office of Community Colleges and Workforce Development (OCCWD).
- Under the auspices of the college Basic Skills Coordinating Council, ESL and ENNL will be combined into one program called ESOL. The program will offer a graduated cost to students with the goal of better student retention at the intermediate levels. The program will also offer non-credit or credit (pending state approval) classes and students will be able to stay in ESOL for the appropriate length of time for them to move on to the Workforce Development Vocational ESL program.
- The college became a significant partner in the development of a new educational center located in New Columbia through a grant from Housing and Urban Development. New Columbia is a new mixed use housing development in North Portland for low income residents. Academic advising, credit courses and ABE/GED and ESOL will be offered at the center. This grant has also partnered with the Small Business Development Center to offer bilingual advising to residents who are interested in starting their own business.
- A pilot project in Washington County, funded by the Community Development Block Grant has allowed the ESOL department to offer bilingual literacy instruction in a partnership with Forest Grove High School. Students are learning English while also gaining basic literacy and math skills in their native Spanish. Several students who have successfully completed this course went on to continue their education at the Rock Creek Campus.
- The Community Education Department had a banner year in enrollment and also made a significant gain in a positive budget. This was due to the hard work of the entire staff, from managers through administrative staff. The Community Education Department offered a partnership program this year with Franklin High School and Marshall High Tech Center Lab School for Wood Working classes using an instructor who donates his salary to upgrade the equipment at the high schools. A similar arrangement is being worked out for Cleveland High School.

- New professional completion programs have been developed and implemented in several areas. New offerings in Fashion Design, Public Relations and Mediation have all been well received and have expanded the community education outreach to the small business community.
- A new CED partnership includes Mahasiddha Buddhist Center, Alder Creek Kayak, Aquila Glass Studio, Multnomah Yacht Club, Tangle Knitting Studio, and Academy of Ballet and Dance Arts. These partnerships again take Community Education into new territory and meet the needs of an entirely new student base.
- The Staff Development Office of Academic and Student Affairs successfully completed a series of workshops on Effective Leadership for Managers. The Effective Leadership program will also be offered to Classified Lead Workers. Other management leadership development projects currently underway are: Crucial Conversation and Cultural Competency.

The Staff Development Office also added a Career Development Internship program for classified staff.

- Library faculty and Distance Learning will collaborate to improve the integration of library skills into Distance Education classes.
- The Service-Learning Program has been restructured to provide better support to faculty, increase campus coordination, and strengthen overall program oversight.
- Over the past two years, the Office of Academic and Student Affairs have placed over 50 students in part-time AmeriCorps Students in Service positions. These students serve 300 or 450 hours in the community and receive up to \$1,250 education award to use for tuition and school expenses. There were approximately 360 students in the Service-Learning Program during the Fall Term 2005.
- PCC Online Faculty and Staff trained in Quality Matters principles. Distance Learning brought in a Quality Matters trainer from Maryland on-line to deliver initial Quality Matters training to 16 PCC

faculty and staff. Quality Matters is a researched based process that uses trained faculty peer reviewers to recommend changes to online courses for the purposes of course improvement and best practice.

- Curriculum Support Services (CSS) recently hired two on-line development facilitators. CSS now can provide additional technical and curriculum support to faculty who are developing online or hybrid courses. These support positions will permit faculty to add a variety of technical aspects to online courses such as on demand video streaming, PowerPoint, and learning objects. These new facilitators will provide individual help and mentoring for faculty seeking ways to enhance their courses.
- Strong Enrollment in PCC Distance Learning Courses for Spring 2006. There are 7,000 students enrolled in spring distance learning courses. That is 590 FTE, made up of 290 individual course sections of which 160 are filled. As of spring break 78% of all available seats are filled.
- PCC shuttle ridership increased 35.3% during calendar year 2005 over 2004, even though enrollment did not increase. This demonstrates that alternative transportation continues to play an important role for PCC students in support of their educational goals. The increase also validates the decision to replace smaller vans with buses, as a means to meet increasing demand. Vans were completely replaced by buses as of April 2006.
- The College successfully concluded negotiation of four-year collective bargaining agreements with both the PCC Faculty Federation and the PCC Federation of Classified Employees.
- Students are now able to order parking permits on-line, effective Winter Term 2006. In addition, through our new secure web site PCC Pay, students can now pay their tuition and fees online with their credit/debit cards anywhere they have access to MyPCC. These services are integrated into the registration process through our MyPCC portal, and have substantially reduced student lines during the first week of the term.

- The College continued its emergency planning and preparedness activities, with a full blown exercise scenario during Fall Term. Emergency planning experts from local agencies helped guide and critique the exercise.
- Human Resources completed the transition to an internet-based employment application process with the expansion of the system to include subject-area part-time faculty applicant pools. In conjunction with the expansion of this systems, and as mentioned earlier, the first-ever Part-Time Faculty Job Fair was hosted by the Sylvania campus, drawing over 200 potential applicants.
- Despite a very turbulent college funding environment at the beginning of Fiscal 06, PCC was awarded its fifth consecutive Distinguished Budget Presentation Award by the Government Finance Officers Association.
- Construction and renovation work for the 2000 Bond program continued at a fever-pitch, with the focus changing to more renovation work than new construction work, including the following:
 - Renovated all of the existing Terrell Hall classroom and office spaces to match the new Terrell Hall addition.
 - Completed the Moriarty Arts and Humanities Building, which includes a new Cascade bookstore. The dedication was a fitting tribute to President (emeritus) Dan Moriarty.
 - Renovated the former bookstore space in the Cascade Student Center building as a new home for student activities and student government.
 - Renovated the Cascade Student Center dining area
 - Added much-needed campus parking at Cascade
 - Renovated Building 2 at Rock Creek to create nine new, fully-equipped classrooms
 - Renovated RC Bldg. 3 to create new spaces for student activities and student government
 - Completed classroom renovations in the SS building at Sylvania.
 - Completed classroom renovations and created a state-of-the-art new Art History classroom in the Sylvania CT building
 - Began construction of the new College Services Building at Sylvania. This is the final building to be built as a part of the 2000 Bond program.
- Design and development work continued on the Athletic field complex to be constructed by Tualatin Hills Parks and Recreation Dept. on PCC land immediately east of the Rock Creek campus. Construction is expected to begin June 2006.
- We implemented a major upgrade to our enterprise administrative computing system, moving to Banner 7. This major conversion was implemented nearly flawlessly, and ahead of schedule. This upgrade increases functionality and improves support for our portal, MyPCC, and numerous other services dependent on Banner data.
- We installed another 60 “podium” (“wired”) classrooms across the District, bringing our total district-wide to nearly 200. We also upgraded audio-visual equipment throughout the district to enable central support over the network.
- We completed the third year of the 5-year telecommunication upgrade plan ahead of schedule. This included increasing our network bandwidth from 18 mb to 150 mb, and actually saving \$8,400 per year.

BUDGETING, ACCOUNTING AND FINANCIAL REPORTING METHOD

The basis of accounting used for purposes of financial reporting in accordance with generally accepted accounting principles (GAAP) is not the same basis used in preparing the budget document. The timing of revenue and expenditures may be different under the GAAP basis of accounting than under the budgetary basis of accounting. For example, in GAAP accounting, revenues are recognized when earned regardless of receipt of cash whereas revenue recognition under the budgetary basis of accounting may be deferred until amounts are actually received in cash.

For accounting and entity-wide financial reporting purposes, the college utilizes the GAAP basis of accounting. Under this method, revenues are recognized in the accounting period in which they are earned and become measurable and expenses are recognized in the period incurred. Also, under this method, receipt of long-term debt proceeds, capital outlays and debt service principal payments are not reported in operations but rather are classified as “other financing sources” and “other financing uses” and are reported as liabilities and assets respectively on the balance sheet. Likewise, depreciation and amortization are recorded as expenses.

For budgetary purposes, the term “basis of accounting” describes the timing of recognition when the effects of transactions or events are recognized. For example, property taxes are recognized as revenues in the years for which they are levied, and grants and similar items are recognized as revenues as soon as all eligibility requirements imposed by the grantor have been met. Also under the budgetary basis, long-term debt proceeds are reported as revenues while debt service payments and capital outlays are reported as expenditures. Depreciation and amortization are not recognized as expenditures under the budgetary basis of accounting.

Various transfers occur between the different funds of the College. Transfers to the General Fund are generally to reimburse the fund for costs incurred in providing support services to programs accounted for in the other funds. For example, Contracts and Grants, College Bookstores and Parking Operations reimburse the General Fund for various services provided to those operations. Transfers from the General Fund are for specific purposes required by contract or management decisions.

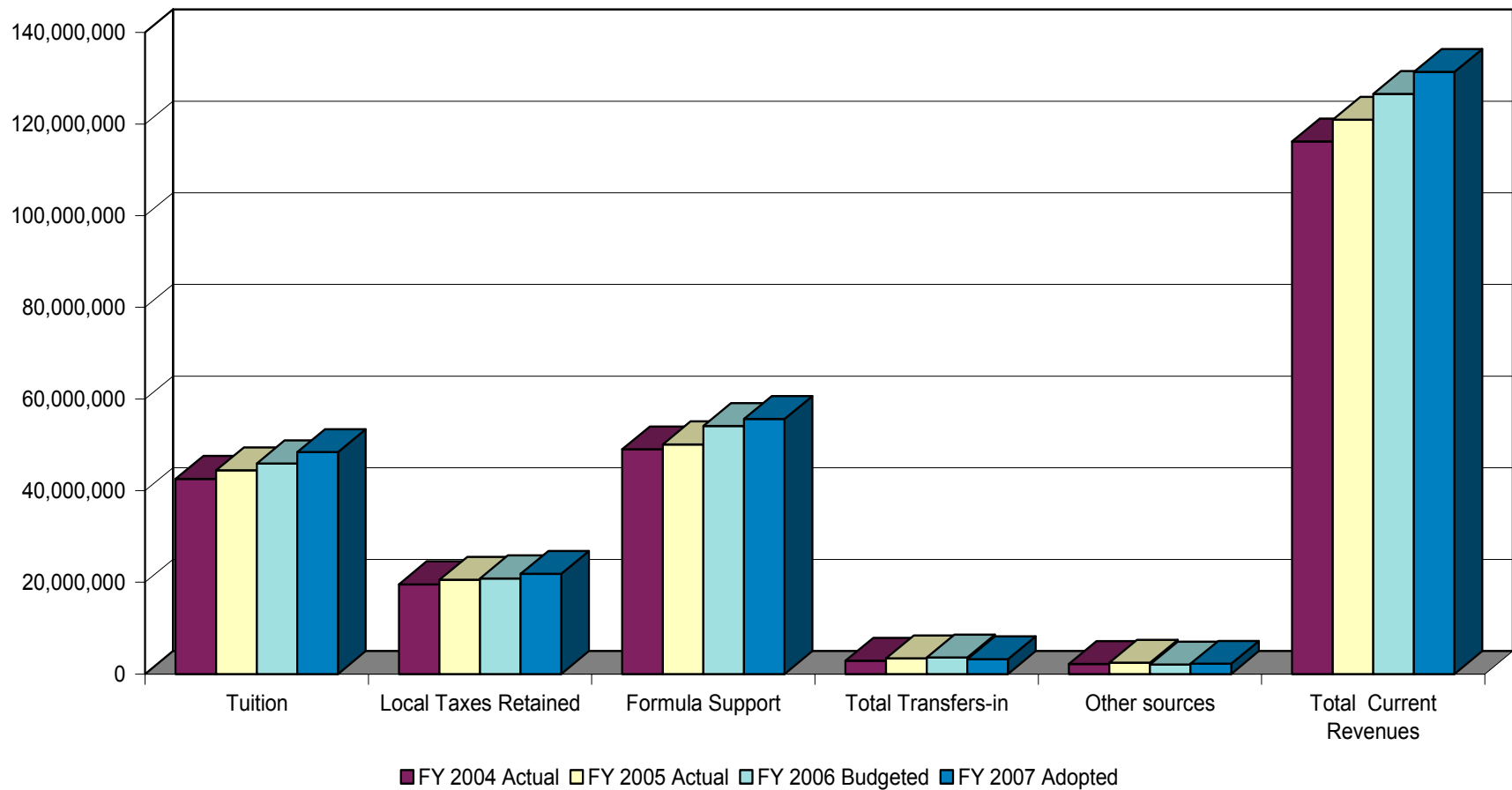
ACKNOWLEDGMENTS

I would like to extend my gratitude to all faculty, management, and classified staff for their dedication, commitment and professionalism, especially to those who have put a considerable amount of time, energy, and patience into the development of this budget. With the College mission and priorities in mind, they have extended their cooperation, offered suggestions, and helped resolve difficult questions that inevitably arise whenever the College must deal with budgeting constraints.

Finally, I wish to express my deep appreciation to the Board of Directors for their continued support, leadership and focus on doing “what is right” so that the College can continue to provide a strong learning environment for the citizens of the District.

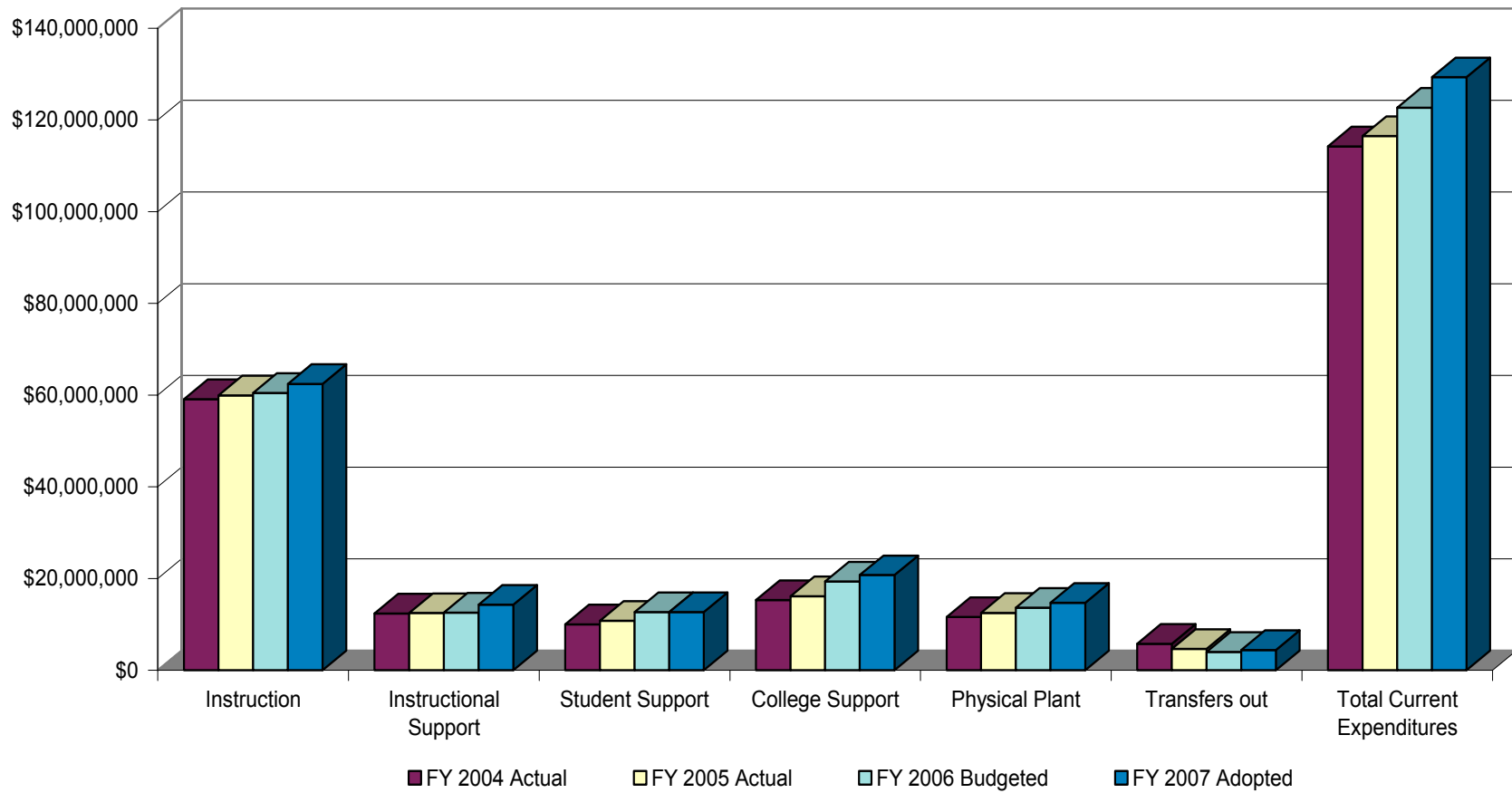
Dr. Preston Pulliams
District President

General Fund Operating Revenues by Sources

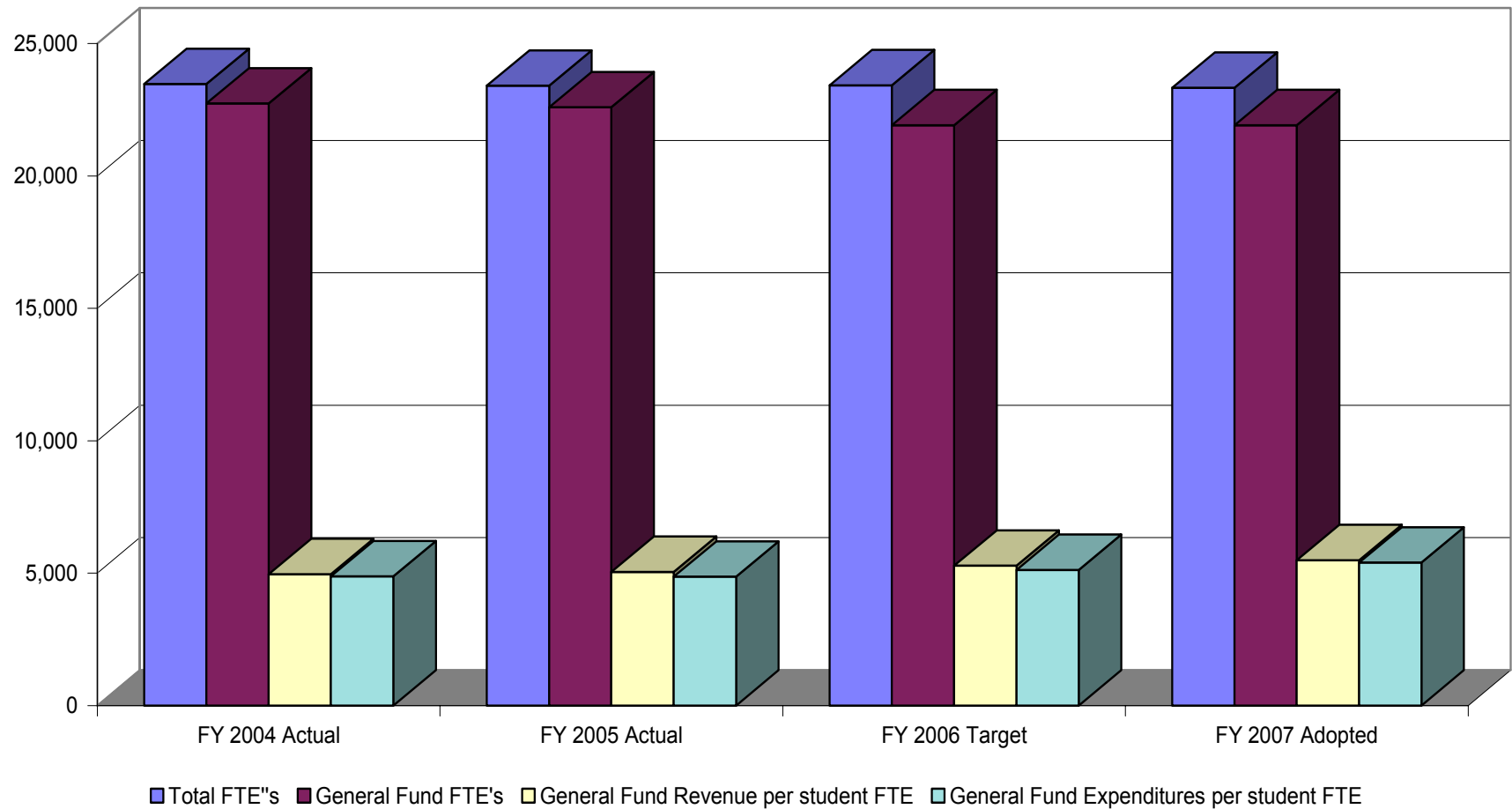


Note: The FY2006 Budgeted Formula Support revenue has been adjusted to reflect the amount of additional revenue that PCC is scheduled to receive during the year.

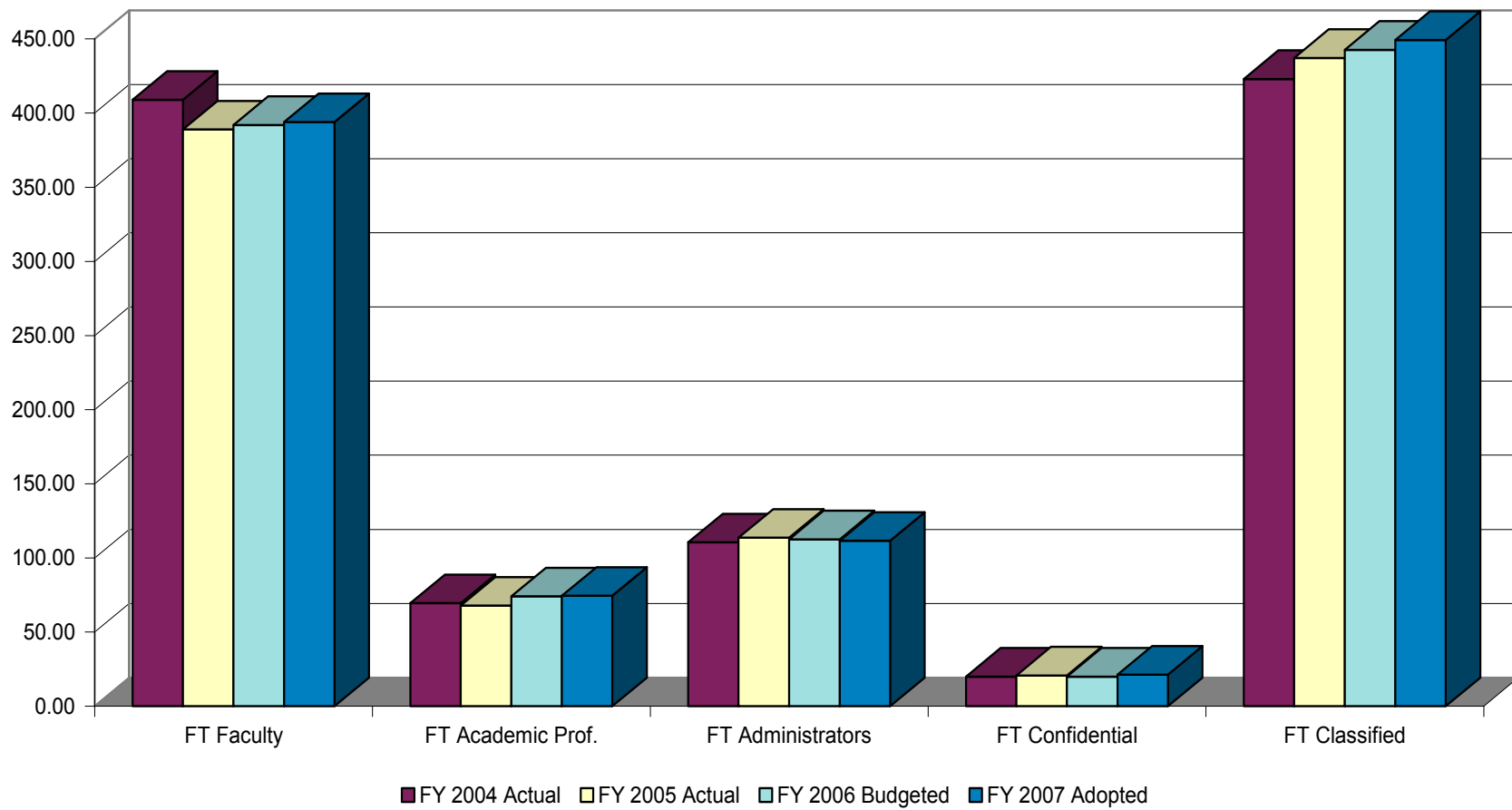
General Fund Operation Expenditures by Functions



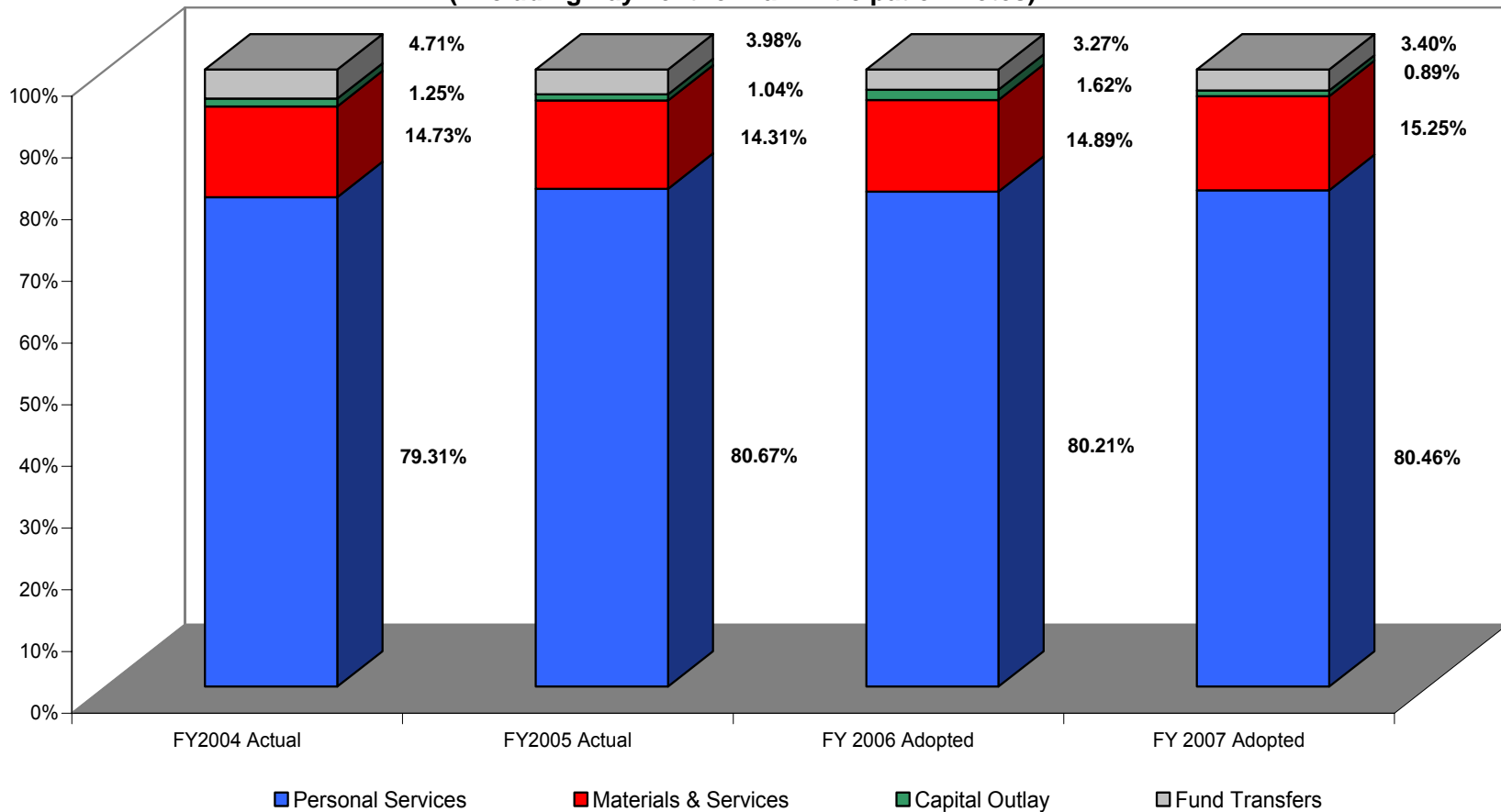
General Fund Revenues & Expenditures per Student FTE (Adjusted for inflation; 2003 is the base)

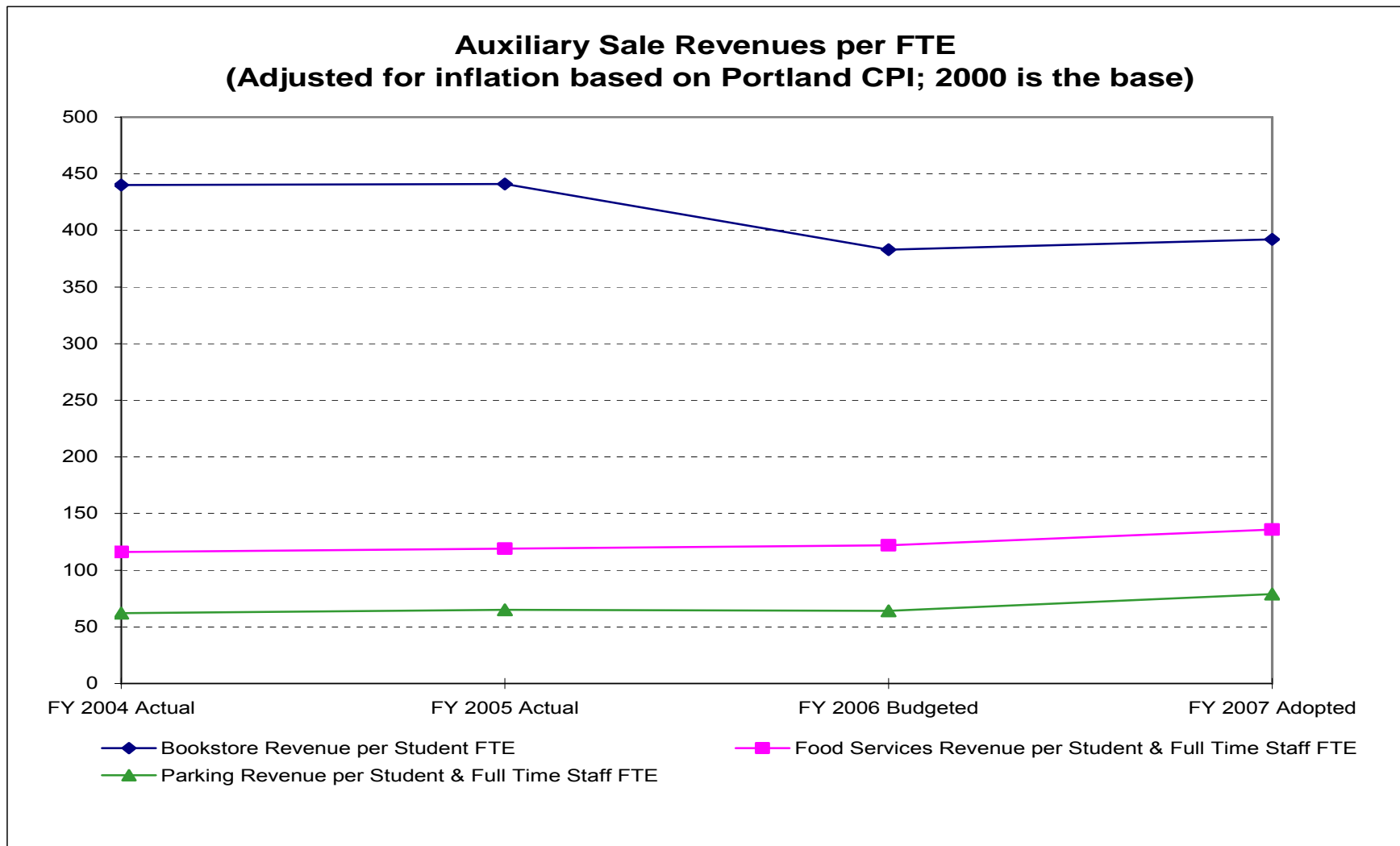


General Fund Budgeted Full Time Equivalent Staff



**Comparative General Fund Expenditures By Category
Last 4 Fiscal Years 2004 to 2007
(Excluding Payment for Tax Anticipation Notes)**

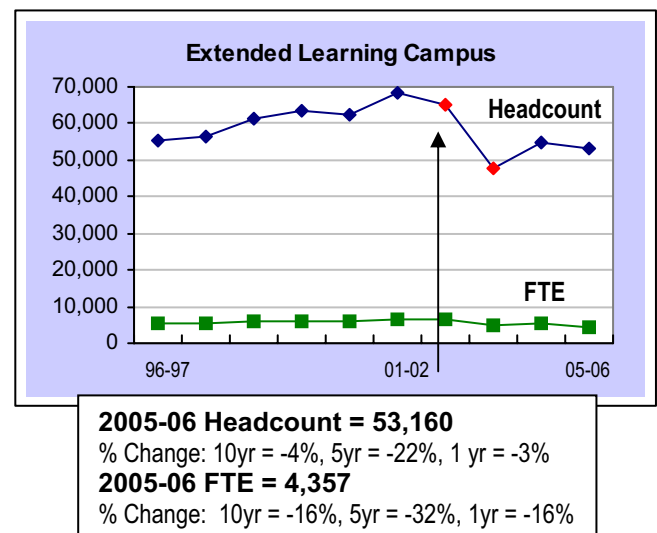
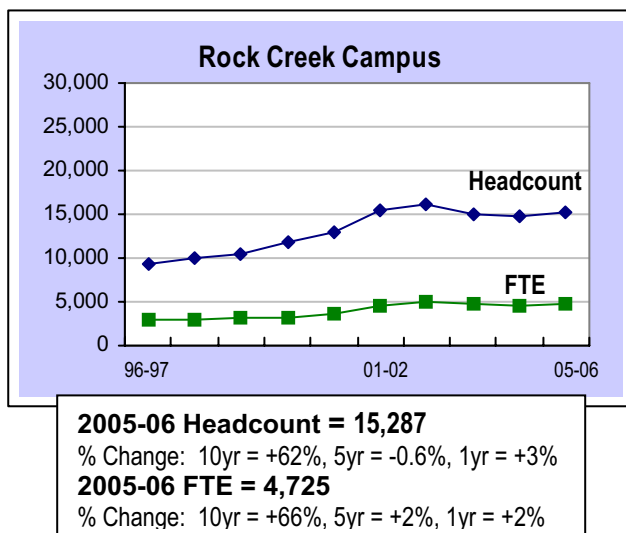
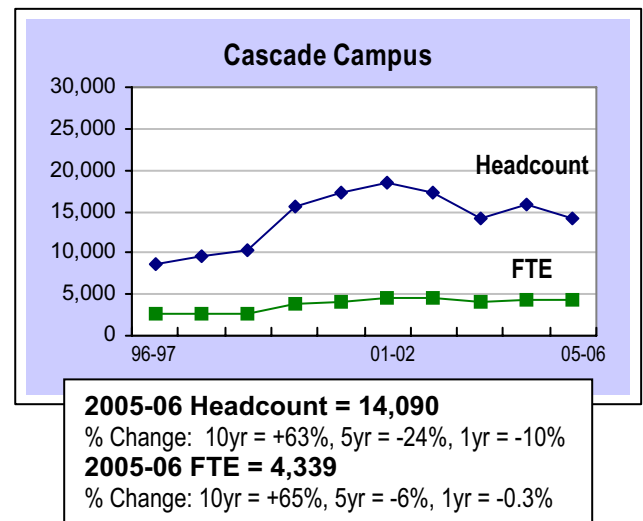
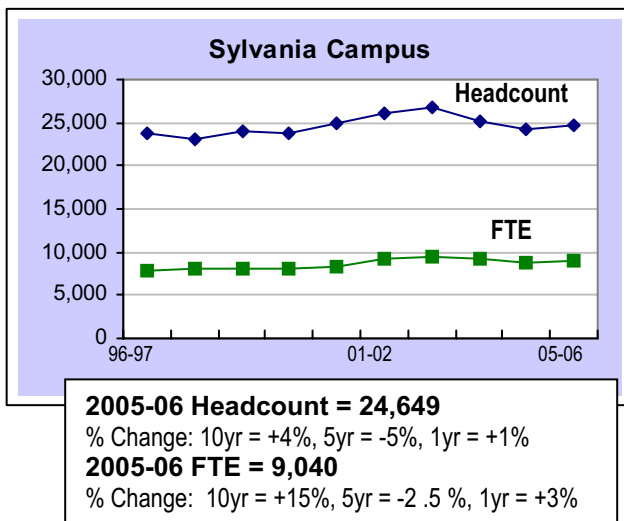
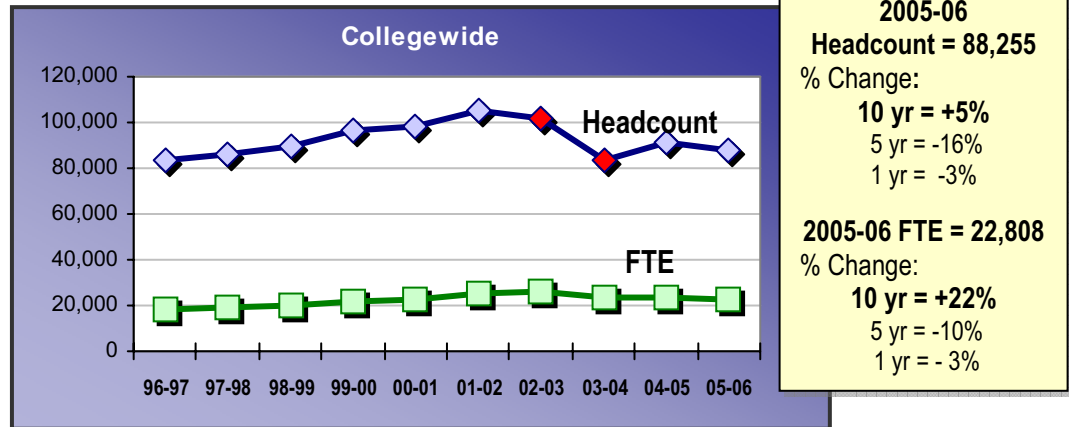




Note: Auxiliary Services are not available in campuses/centers during all hours of operation; therefore, correlation between sales revenues and total student/staff FTE is not absolute. The projected decrease in Bookstore Revenues for 2006 is a result of providing for the effect of the 3 to 4 hours credit conversion that is due for implementation beginning in Fall of 2005.

ENROLLMENT DATA

10-Year Student Headcount and FTE Trends

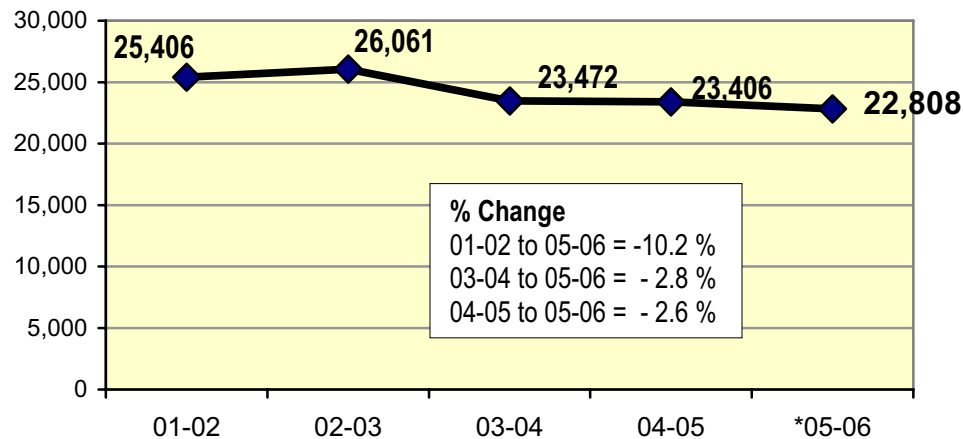


◆ State funding declined. In addition, the 2002-03 state revised definition of a “reimbursable” course excluded some courses previously state funded. Most of these were taught through the Extended Learning Campus which accounted for 92% of the District headcount decrease from 2002-03 to 2003-04.

College headcounts are unduplicated and do not equal to the sum of campus headcounts. Campus 6 is included in college figures.

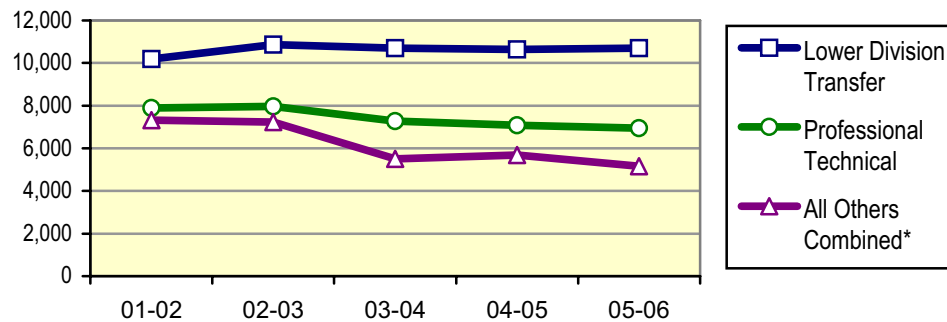
5-Year FTE Trends: College Total

College FTE reached a record high in 2002-03 and subsequently declined due to fewer enrollments in Community Education and Professional Technical courses.



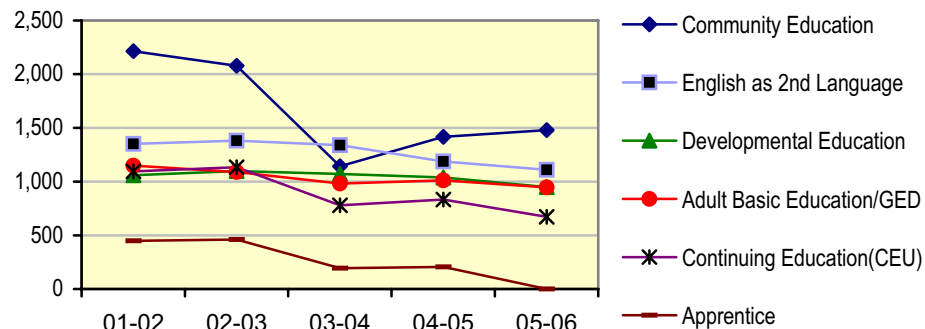
* Includes 966 non-reimb FTE (out of state=419, non-reimb courses=547). In comparison, 2004-05 non-reimb FTE = 815 (out of state=363, courses=452). Prior year totals also include non-reimb FTE.

College FTE by Program Area



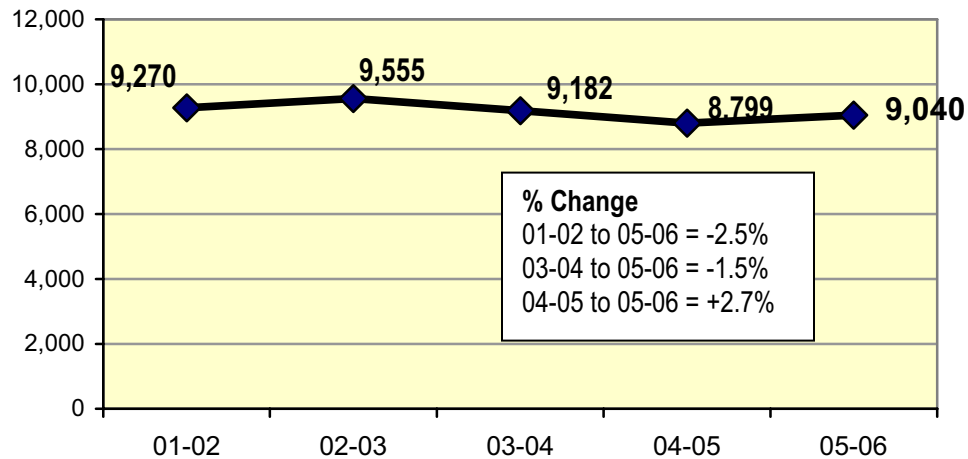
% Change	01-02 to 05-06	03-04 to 05-06	04-05 to 05-06
Lower Division Transfer	4.9%	0	0.6%
Professional Technical	-11.9%	-4.4%	-1.9%
All Others Combined	-29.4%	-6.2%	-9.2%

Detail of (above) *All Others Combined

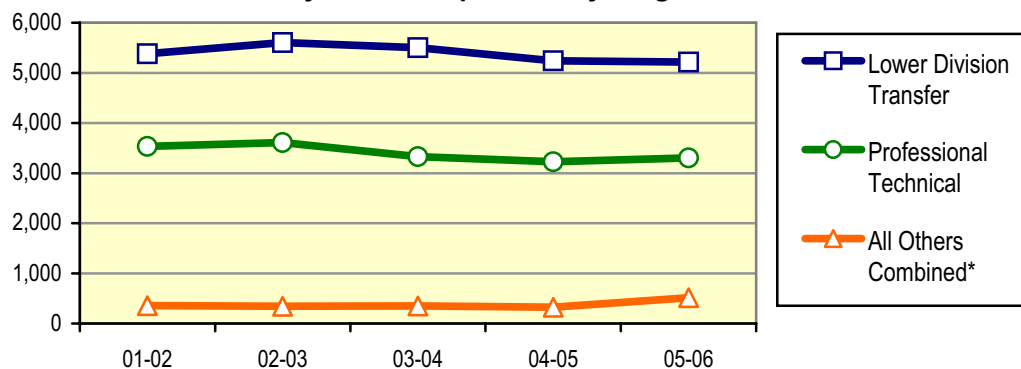


Sylvania Campus 5-Year FTE Trends

FTE from Lower Division Transfer and Professional Technical courses remain below the record levels set in 2002-03.

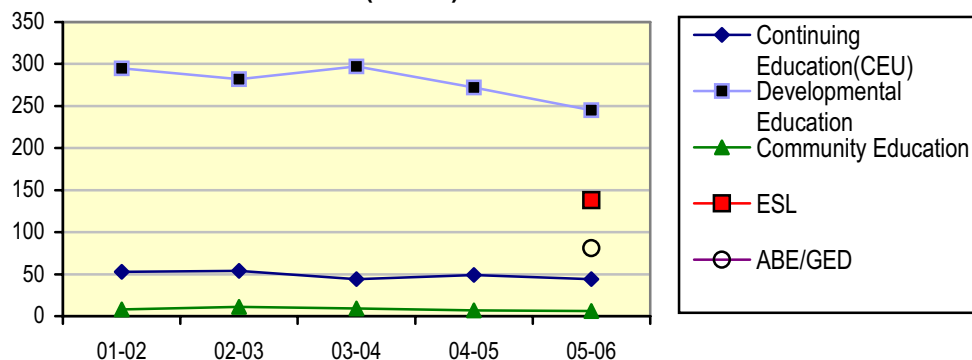


Sylvania Campus FTE by Program Area



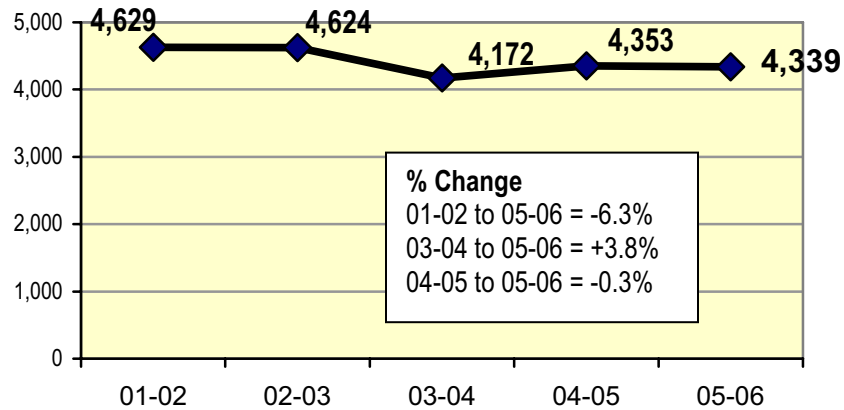
% Change	01-02 to 05-06	03-04 to 05-06	04-05 to 05-06
Lower Division Transfer	-3.0%	-5.2%	-0.5%
Professional Technical	-6.4%	-0.7%	2.4%
All Others Combined	44.9%	47.9%	57.8%

Detail of (above) *All Others Combined

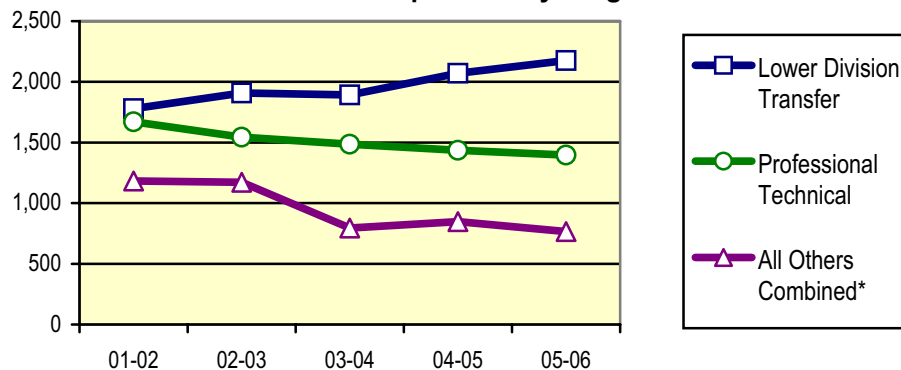


Cascade Campus 5-Year Trends

Total FTE remains below 2001-02 levels while enrollments continue to increase in lower division transfer courses and decline in professional technical courses.

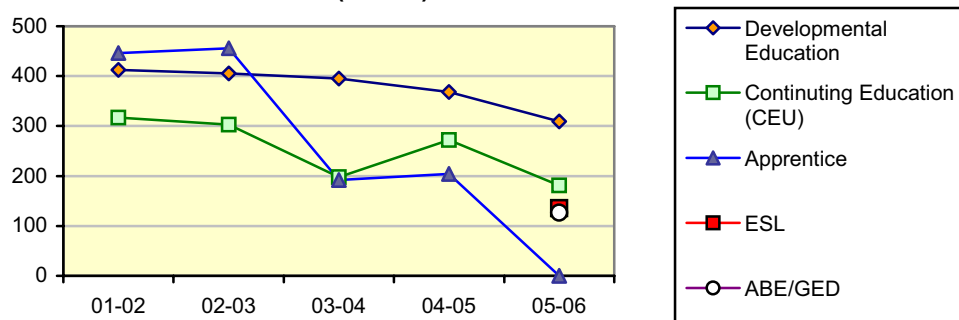


Cascade Campus FTE by Program Area



% Change	01-02 to 05-06	03-04 to 05-06	04-05 to 05-06
Lower Division Transfer	22.4%	15.0%	5.1%
Professional Technical	-16.4%	-6.0%	-2.7%
All Others Combined	-35.1%	-3.5%	-9.6%

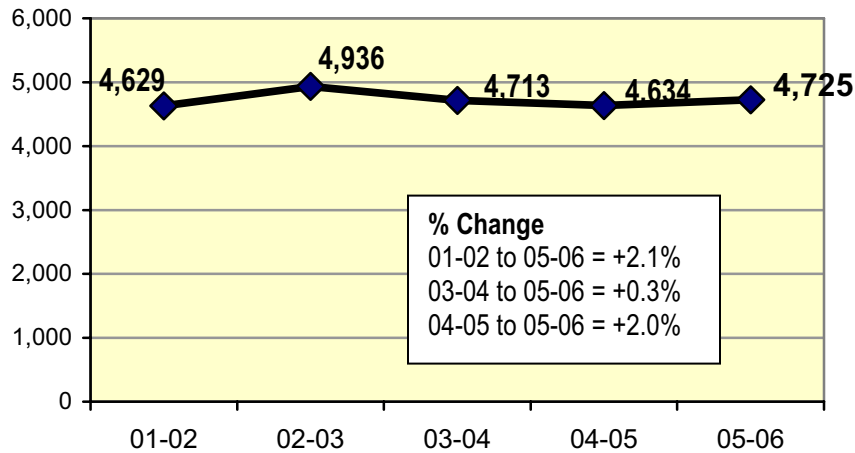
Detail of (above) * All Others Combined



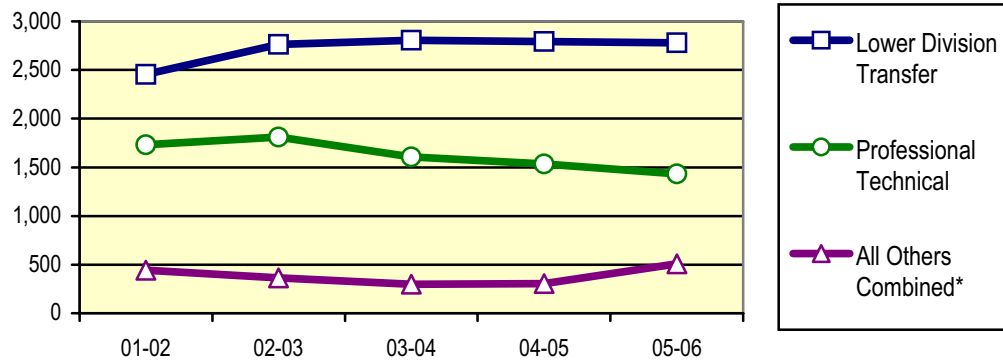
Data: Banner (SXRCEMR) Campus code = 2

Rock Creek Campus 5-Year FTE Trends

Total FTE is below 2002-03 levels but is higher than all other previous time periods with recent growth attributed to ESL/ABE/GED enrollments previously reported through the ELC.

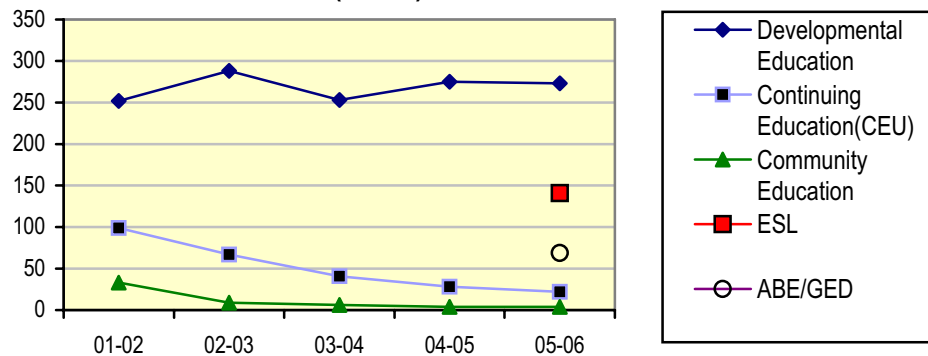


Rock Creek Campus FTE by Program Area



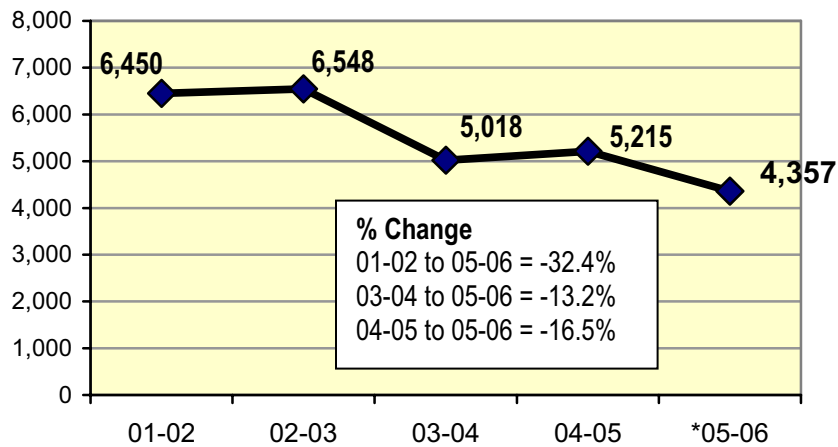
% Change	01-02 to 05-06	03-04 to 05-06	04-05 to 05-06
Lower Division Transfer	13.4%	-0.9%	-0.4%
Professional Technical	-17.2%	-10.8%	-6.6%
All Others Combined	14.6%	70.6%	66.1%

Detail of (above) *All Others Combined



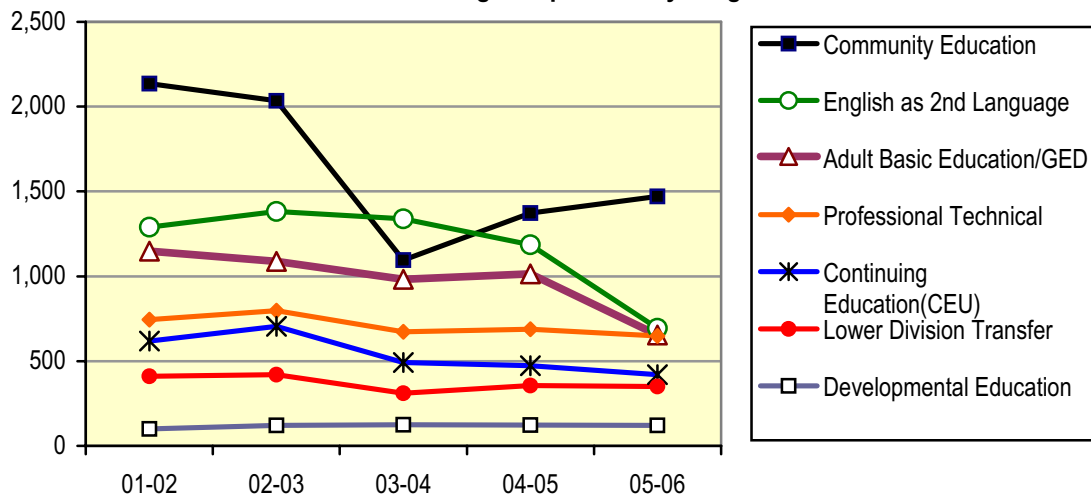
Extended Learning Campus 5-Year FTE Trends

Total FTE remains below 2001-02 levels. The most recent decrease is attributed to the shift in reporting ABE/ESL/GED FTE from the ELC to each campus.



* Includes 519 FTE from non-reimbursed courses. In comparison, 2004-05 non-reimbursed FTE = 454. Prior year totals also include non-reimbursed FTE.

Extended Learning Campus FTE by Program Area



% Change	01-02 to 05-06	03-04 to 05-06	04-05 to 05-06
Lower Division Transfer	-14.8%	12.4%	-2.0%
Professional Technical	-12.8%	-3.7%	-5.8%
Continuing Education(CEU)	-31.9%	-14.6%	-11.2%
English as 2nd Language	-46.3%	-48.2%	-41.6%
Adult Basic Education/GED	-43.1%	-33.4%	-35.5%
Developmental Education	19.2%	-3.1%	-2.4%
Community Education	-31.2%	34.1%	7.2%

Data: Banner (SXRCEMR) Campus code = 4

Annual Enrollment Reports

Portland Community College

[Annual Enrollment Reports Home](#)

COLLEGEWIDE *								
Program Area	Summer Endt 2005	Fall Endt 2005	Winter Endt 2006	Spring Endt 2006	Total 2005-2006	Total 2004- 2005	Incr/Decr FTE	Incr/Decr %
Lower Division Transfer	1019.05	3421.50	3056.24	2930.36	10427.16	10401.44	25.72	0.2%
Vocational Preparatory	736.35	2136.67	1985.58	2013.56	6872.15	7005.61	-133.46	-1.9%
Vocational Supplementary	103.73	209.22	173.28	182.63	668.86	823.53	-154.67	-18.8%
Apprentice	0.00	0.00	0.00	0.00	0.00	204.30	-204.30	-100.0%
ESL	198.35	295.33	299.99	289.11	1082.78	1175.04	-92.25	-7.9%
ABE	70.09	103.36	108.00	101.82	383.27	485.17	-101.90	-21.0%
GED	65.69	169.34	147.24	153.38	535.65	515.20	20.45	4.0%
Postsecondary Remedial	82.66	373.53	290.06	188.77	935.03	1028.59	-93.56	-9.1%
Self Improvement	215.29	268.46	206.07	247.51	937.34	956.99	-19.66	-2.1%
Total Reimbursable FTE	2491.21	6977.42	6266.46	6107.14	21842.23	22595.87	-753.64	-3.3%
Out of State	42.46	132.66	115.03	119.11	409.26	361.34	47.92	13.3%
Nonreimb Courses	86.79	146.75	201.13	122.07	556.74	453.58	103.16	22.7%
Total Nonreimb FTE	129.26	279.41	316.15	241.18	966.01	814.92	151.08	18.5%
TOTAL FTE	2620.47	7256.83	6582.61	6348.32	22808.24	23410.79	-602.56	-2.6%
			HEADCOUNT		88255	91030	-2775	-3.0%
Contracted Out-of-District	39.79	33.13	33.25	61.60	167.78	151.79	15.98	10.5%
				COD Headcount	426	253	173	68.4%

SYLVANIA CAMPUS:

Located at 12000 S.W. 49th Avenue, Portland, Oregon in suburban southwest Portland between Lake Oswego, Tigard and Portland, Sylvania is the largest campus, serving approximately 24,000 students annually. The following instructional programs are exclusively provided at Sylvania Campus:

Allied Health	Graphic Design
Architectural Design, AUTOCAD and Drafting	Machine Manufacturing Technology
Automotive Services	Nursing
Building Inspection Technology	Dental Programs
Early Education & Family Studies	Most Languages
Electronic Engineering Technology	Real Estates
Foods and Nutrition	Sign Language Studies
Interior Design	Theatre Arts

CASCADE CAMPUS:

Located at 705 N.E. Killingsworth, Portland, Oregon in an urban setting with easy access to public transportation, the campus serves approximately 9,000 students each year. The campus has become a focal point for rebirth in the neighborhood and it offers the following program unique to the campus:

Alcohol and Drug Counselor	Multimedia
Emergency Medical Technology	Music (Professional)
Emergency Telecom-911 program	Ophthalmic Medical Technician
Electrical Trades	Para-Legal courses
Facilities Maintenance Tech.	Skills Center

ROCK CREEK CAMPUS:

Located at 17705 N.W. Springville Road, Portland, Oregon in a rapidly growing area, is approximately 15 miles west of downtown Portland serving the Beaverton-Hillsboro area of Washington County and serves almost 10,000 students annually. The 256-acre campus provides a beautiful setting for college transfer and professional and technical programs. Programs uniquely in Rock Creeks are:

Aviation Science	Building construction technology
Aviation Maintenance Technology	Horticulture program
Auto Collision Repair	Landscape Technology
Biotechnology	CAT Dealership (Think Big Program)
Chicano Latino Studies	Microelectronics
Diesel Service Technology	Sustainability
Veterinary medicine	Welding Tech

EXTENDED LEARNING CAMPUS:

The 94,000-square-foot Southeast Center at Southeast 82nd Avenue and Division Street opened to students in 2004. The center also serves as headquarters for PCC's Extended Learning Campus, which offers a wide array of programs throughout the metropolitan areas including:

Workforce training	Community education
High School Completion program (GED)	Continuing education programs
Adult basic education	Management and supervisory development
English as a second language (ESOL)	Center of Business & Industry
Professional Skills	

**PORTLAND COMMUNITY COLLEGE
ADOPTED BUDGET
FISCAL YEAR 2006-2007**

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

CONSOLIDATED RESOURCES AND REQUIREMENTS-ALL FUNDS

<u>SUMMARY OF ALL FUNDS</u>	2003-2004 <u>Actual</u>	2004-2005 <u>Actual</u>	2005-2006 Adopted <u>Budget</u>	2006-2007 Proposed <u>Budget</u>	2006-2007 Approved <u>Budget</u>	2006-2007 Adopted <u>Budget</u>
Current Operating Resources:						
Local Sources:						
Property Taxes	\$36,166,149	\$37,228,503	\$37,179,088	\$38,142,882	\$38,142,882	\$38,142,882
Tuition and Fees (credit & non-credit)	42,570,225	44,429,542	45,352,534	48,405,654	48,405,654	48,405,654
CEU/CED Revenues	4,332,493	5,304,303	7,532,957	7,912,487	7,912,487	7,912,487
Enterprise Revenues	15,019,483	15,590,347	14,548,179	15,666,879	15,666,879	15,666,879
Local Contracts	2,782,774	3,437,521	3,143,441	6,888,010	6,888,010	6,888,010
Interest Earnings	1,332,143	2,006,613	764,585	1,185,454	1,185,454	1,185,454
Service Charges	2,751,251	3,057,588	3,366,847	3,809,882	3,809,882	3,635,882
Sale of Property	135,226	4,791,245	4,500,000	0	0	0
Miscellaneous	14,178,897	14,529,585	16,071,641	13,420,290	13,420,290	13,420,290
State Sources (see Note)	54,339,381	55,938,114	57,024,721	61,888,919	61,888,919	61,888,919
Federal Sources	34,579,489	36,574,606	39,933,695	41,480,516	41,480,516	41,480,516
Student Loan Repayments	2,520,464	2,418,278	3,005,328	2,507,893	2,507,893	2,507,893
Proceeds from sale of Notes						
Proceeds from Bond Sale	0	96,707,763	0	0	0	0
Fund Transfers	14,945,696	14,671,581	15,597,049	14,657,166	14,657,166	14,775,130
Total Current Operating Resources	\$225,653,671	\$336,685,589	\$248,020,065	\$255,966,032	\$255,966,032	\$255,909,996

Note: After the budget was adopted, the State Legislature allocated additional funding to community colleges. PCC 'sshare of the additional funding allocation is estimated at \$3.3 million. On October 2005, the Board approved a supplemental budget to include this money in the FY 06 budget. As such, the final allocation from the State for FY 06 is estimated at \$54,103,939.

Current Requirements:**By Function:**

Instruction Services-Classroom	\$87,042,190	\$89,218,637	\$91,702,265	\$97,972,115	\$97,972,115	\$98,317,450
Support Services:						
Student Services	10,796,555	11,639,847	13,135,397	14,175,243	14,175,243	13,965,481
Instructional Support	12,403,940	12,472,967	12,538,397	14,304,035	14,304,035	14,296,607
Administration	2,299,170	2,352,271	2,459,814	2,684,327	2,684,327	2,684,327
Business Services	4,184,053	4,344,614	4,612,904	5,039,371	5,039,371	5,039,371
Facility Operations & Maintenance	11,629,112	12,525,916	13,645,921	14,729,807	14,729,807	14,737,651
Central Activities	9,184,981	9,733,648	12,451,289	13,506,239	13,506,239	13,574,428
Sub-Total	\$137,540,001	\$142,287,900	\$150,545,987	\$162,411,137	\$162,411,137	\$162,615,315

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

CONSOLIDATED RESOURCES AND REQUIREMENTS-ALL FUNDS

	2003-2004	2004-2005	2005-2006	2006-2007	2006-2007	2006-2007
<u>SUMMARY OF ALL FUNDS-continued</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	<u>Approved Budget</u>	<u>Adopted Budget</u>
Enterprise and Community Services						
Bookstore	\$9,791,354	\$9,577,213	\$9,338,187	\$9,586,286	\$9,586,286	\$9,600,682
Food Services	2,973,051	3,135,877	3,394,449	3,732,297	3,732,297	3,732,297
Parking	1,285,609	1,272,318	1,478,764	1,924,599	1,924,599	1,924,599
Print Center	1,051,800	1,035,470	1,124,808	1,164,807	1,164,807	1,164,807
Risk Management	1,684,620	1,341,544	2,092,951	1,805,295	1,805,295	1,805,295
Sub-Total	16,786,434	16,362,422	17,429,159	18,213,284	18,213,284	18,227,680
Facilities Acquisition & Construction	66,733,878	39,008,559	23,622,832	8,347,142	8,347,142	8,332,423
Payment to PERS for UAL	0	0	2,949,395	0	0	0
Student Loans & Financial Aid	21,471,566	23,142,781	24,129,271	26,171,275	26,171,275	26,171,275
Trust Funds	908,644	648,592	1,024,506	861,998	861,998	861,998
Debt Service	28,733,191	119,763,444	29,013,609	24,744,812	24,744,812	24,744,812
Fund Transfers	14,945,696	14,671,581	15,597,049	14,657,166	14,657,166	14,775,130
Contingencies	0	0	10,025,042	8,377,738	8,377,738	8,358,061
Sub-Total	132,792,975	197,234,957	106,361,704	83,160,131	83,160,131	83,243,699
Total Current Requirements	<u>\$287,119,410</u>	<u>\$355,885,279</u>	<u>\$274,336,850</u>	<u>\$263,784,552</u>	<u>\$263,784,552</u>	<u>\$264,086,694</u>
Excess (deficit) Current Resources						
Current Requirements	(61,465,739)	(19,199,690)	(26,316,785)	(7,818,520)	(7,818,520)	(8,176,698)
Beginning Fund Balances	<u>149,047,218</u>	<u>87,581,479</u>	<u>54,577,954</u>	<u>54,829,839</u>	<u>54,829,839</u>	<u>54,829,839</u>
Ending Fund Balances	<u>\$87,581,479</u>	<u>\$68,381,789</u>	<u>\$28,261,169</u>	<u>\$47,011,319</u>	<u>\$47,011,319</u>	<u>\$46,653,141</u>

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

CONSOLIDATED RESOURCES AND REQUIREMENTS-ALL FUNDS

SUMMARY OF ALL FUNDS <u>Requirements By Expenditure Category</u>	2003-2004 <u>Actual</u>	2004-2005 <u>Actual</u>	2005-2006 Adopted <u>Budget</u>	2006-2007 Proposed <u>Budget</u>	2006-2007 Approved <u>Budget</u>	2006-2007 Adopted <u>Budget</u>
Personal Services	\$117,627,831	\$122,172,834	\$127,670,885	\$136,805,637	\$136,805,637	\$137,068,096
Materials, Services & Supplies	63,166,914	60,268,862	63,512,016	68,510,121	68,510,121	68,451,517
Capital Outlay	62,645,778	39,008,559	25,573,854	10,694,078	10,694,078	10,694,078
Payment to PERS for UAL & Bond cost	0	0	2,949,395	0	0	0
Debt Service	28,733,191	119,763,444	29,008,609	24,739,812	24,739,812	24,739,812
Fund Transfers	14,945,696	14,671,581	15,597,049	14,657,166	14,657,166	14,775,130
Contingency	<u>0</u>	<u>0</u>	<u>10,025,042</u>	<u>8,377,738</u>	<u>8,377,738</u>	<u>8,358,061</u>
Total Expenditures By Category	\$287,119,410	\$355,885,280	\$274,336,850	\$263,784,552	\$263,784,552	\$264,086,694
 Ending Fund Balance	 <u>87,581,479</u>	 <u>68,381,789</u>	 <u>28,261,169</u>	 <u>47,011,319</u>	 <u>47,011,319</u>	 <u>46,653,141</u>

PORTLAND COMMUNITY COLLEGE**Fiscal Year 2006-2007 ADOPTED BUDGET
SUMMARY- ALL FUNDS**

		Fiscal Year 2003-2004		Fiscal Year 2004-2005		Fiscal Year 2005-2006		Fiscal Year 2006-2007 PROPOSED		Fiscal Year 2006-2007 APPROVED		Fiscal Year 2006-2007 ADOPTED
	<u>FTE</u>	<u>Actual</u>		<u>Actual</u>		<u>Budget</u>		<u>Budget</u>		<u>Budget</u>		<u>Budget</u>
General Fund	1,699.30	\$132,897,569	1,689.02	\$132,895,187	1,698.60	\$134,583,291	1,704.81	\$145,891,975	1,704.81	\$145,891,975	1,717.78	\$146,009,939
CEU/CED-1900 Fund	138.35	5,452,871	115.92	5,656,587	101.65	7,532,957	99.92	7,632,901	99.92	7,632,901	99.92	7,632,901
Auxiliary Fund	4.45	834,094	4.33	839,854	3.62	703,831	2.99	910,272	2.99	910,272	3.04	910,272
Contracts and Grants Fund	355.08	26,951,205	436.06	28,012,210	436.06	29,789,338	492.59	33,771,798	492.59	33,771,798	492.59	33,771,798
Student Activities Fund	12.43	708,735	15.12	833,307	15.94	967,775	16.78	1,346,545	16.78	1,346,545	16.78	1,172,545
Student Financial Aid Fund	5.00	23,139,945	5.00	25,054,889	5.00	24,513,271	5.00	26,970,512	5.00	26,970,512	5.00	26,970,512
Capital Projects Fund	0.00	7,110,377	0.00	7,038,886	0.00	5,376,927	0.00	6,305,820	0.00	6,305,820	0.00	6,305,820
Capital Construction Fund	9.25	109,416,900	9.25	50,947,479	8.00	20,435,084	7.50	3,358,636	7.50	3,358,636	7.50	3,358,636
College Bookstore Fund	31.95	16,581,052	32.97	17,211,942	32.67	14,430,230	32.72	16,835,316	32.72	16,835,316	32.72	16,835,316
Food Services Fund	53.06	3,489,697	53.88	3,682,769	51.81	3,877,531	51.80	4,213,577	51.80	4,213,577	51.80	4,213,577
Parking Operations Fund	13.71	2,711,201	15.59	2,788,995	16.98	2,652,183	19.23	2,564,039	19.23	2,564,039	19.23	2,564,039
Risk Management Fund	2.08	4,699,606	3.08	4,061,052	3.08	3,374,743	3.36	3,518,519	3.36	3,518,519	3.36	3,518,519
Print Center Fund	12.15	1,592,827	10.15	1,602,639	10.15	1,619,899	10.15	1,581,075	10.15	1,581,075	10.15	1,581,075
Internal Service-PERS/Reserve	0.00	12,515,385	0.00	18,931,519	0.00	24,982,086	0.00	26,533,962	0.00	26,533,962	0.00	26,533,962
Early Retirement Fund	0.00	1,937,439	0.00	1,835,233	0.00	1,839,003	0.00	2,041,924	0.00	2,041,924	0.00	2,041,924
Debt Service Fund (G.O. Bonds)	0.00	18,515,897	0.00	116,106,541	0.00	18,846,811	0.00	20,186,105	0.00	20,186,105	0.00	20,186,105
P.E.R.S. Debt Service Fund	0.00	5,904,858	0.00	6,525,940	0.00	6,829,144	0.00	6,888,879	0.00	6,888,879	0.00	6,888,879
Capital Lease/Purchase Fund	0.00	241,231	0.00	242,040	0.00	243,915	0.00	244,016	0.00	244,016	0.00	244,016
Total	2,336.81	\$374,700,889	2,390.37	\$424,267,069	2,383.56	\$302,598,019	2,446.85	\$310,795,871	2,446.85	\$310,795,871	2,459.87	\$310,739,835

(a) Note: Debt Service Fund total of Fiscal Year 2004-2005 includes \$96.1 million in Refunding transaction.

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

REQUIREMENTS BY EXPENDITURES CATEGORY- ALL FUNDS

	<u>FTE</u>	<u>Fiscal Year 2006-2007 ADOPTED Budget</u>	<u>Personal Services</u>	<u>Materials, Services & Supplies</u>	<u>Capital Outlay</u>	<u>Debt Service</u>	<u>Transfers</u>	<u>Contingency</u>	<u>Ending Fund Balance</u>
General Fund	1,717.78	\$146,009,939	\$104,429,607	\$19,788,170	\$1,161,445	\$0	\$4,412,050	\$2,756,894	\$13,461,773
CEU/CED-1900 Fund	99.92	7,632,901	4,815,752	2,409,707	50,000	0	318,498	38,944	0
Auxiliary Fund	3.04	910,272	112,468	437,959	99,532	0	140,964	27,219	92,130
Contracts and Grants Fund	492.59	33,771,798	19,703,229	7,708,975	825,361	0	2,024,000	1,411,878	2,098,355
Student Activities Fund	16.78	1,172,545	299,653	773,457	0	0	0	99,435	0
Student Financial Aid Fund	5.00	26,970,512	972,113	25,199,162	0	0	95,900	703,337	0
Capital Projects Fund	0.00	6,305,820	0	0	5,020,000	0	0	500,000	785,820
Capital Construction Fund	7.50	3,358,636	647,423	0	2,665,000	0	0	46,213	0
College Bookstore Fund	32.72	16,835,316	1,347,389	8,074,493	178,800	0	385,813	1,422,957	5,425,864
Food Services Fund	51.80	4,213,577	2,112,913	1,619,384	0	0	40,300	440,980	0
Parking Operations Fund	19.23	2,564,039	939,462	622,137	363,000	0	385,813	253,627	0
Internal Service-PERS/Reserve	0.00	26,533,962	0	0	0	0	6,888,879	0	19,645,083
Risk Management Fund	3.36	3,518,519	213,652	1,591,643	0	0	0	335,000	1,378,224
Print Center Fund	10.15	1,581,075	612,437	221,430	330,940	0	82,913	203,577	129,778
Early Retirement Fund	0.00	2,041,924	861,998	0	0	0	0	118,000	1,061,926
Debt Service Fund (G.O. Bonds)	0.00	20,186,105	0	0	0	17,657,398	0	0	2,528,707
Capital Lease/Purchase Fund	0.00	244,016	0	0	0	198,535	0	0	45,481
P.E.R.S. Debt Service Fund	0.00	6,888,879	0	5,000	0	6,883,879	0	0	0
Total	2,459.87	\$310,739,835	\$137,068,096	\$68,451,517	\$10,694,078	\$24,739,812	\$14,775,130	\$8,358,061	\$46,653,141

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

REQUIREMENTS BY PROGRAM CATEGORY- ALL FUNDS

<u>FUND TYPES</u>	<u>Instructional Services</u>	<u>Instructional Support Services</u>	<u>Student Support Services</u>	<u>College Support Services</u>	<u>Plant Services</u>	<u>Enterprise and Community Services</u>	<u>Inter-Fund Transfers</u>	<u>Debt Service</u>	<u>Contingency</u>	<u>Ending Fund Balance (see Note)</u>	<u>TOTAL</u>
General Fund	\$62,804,426	\$14,296,607	\$12,627,042	\$20,913,496	\$14,737,651		\$4,412,050	\$0	\$2,756,894	\$13,461,773	\$146,009,939
<u>Special Revenue Funds:</u>											
Continuing & Community Education Fund	7,275,459						318,498		38,944	0	7,632,901
Auxiliary Fund			265,329	384,630			140,964		27,219	92,130	910,272
Student Activities Fund			1,073,110						99,435	0	1,172,545
Contracts and Grants Fund	28,237,565						2,024,000		1,411,878	2,098,355	33,771,798
Student Financial Aid Fund			26,171,275				95,900		703,337	0	26,970,512
<u>Capital Projects Funds:</u>											
Capital Projects Fund				5,020,000					500,000	785,820	6,305,820
Capital Construction Fund				3,312,423					46,213	0	3,358,636
<u>Enterprise Funds:</u>											
Food Services Fund						3,732,297	40,300		440,980	0	4,213,577
College Bookstore Fund						9,600,682	385,813		1,422,957	5,425,864	16,835,316
Parking Operations Fund						1,924,599	385,813		253,627	0	2,564,039
<u>Internal Service Funds:</u>											
Print Center Fund						1,164,807	82,913		203,577	129,778	1,581,075
Risk Management Fund						1,805,295			335,000	1,378,224	3,518,519
P.E.R.S. Internal Service Fund							6,888,879			19,645,083	26,533,962
<u>Fiduciary Funds:</u>											
Early Retirement Fund				861,998					118,000	1,061,926	2,041,924
<u>Debt Service Funds:</u>											
G.O. Debt Service Fund								17,657,398		2,528,707	20,186,105
Capital Lease/Purchase Fund								198,535		45,481	244,016
P.E.R.S. Debt Service Fund								6,888,879		0	6,888,879
TOTAL - COLLEGE	<u>\$98,317,450</u>	<u>\$14,296,607</u>	<u>\$40,136,756</u>	<u>\$30,492,547</u>	<u>\$14,737,651</u>	<u>\$18,227,680</u>	<u>\$14,775,130</u>	<u>\$24,744,812</u>	<u>\$8,358,061</u>	<u>\$46,653,141</u>	<u>\$310,739,835</u>

Note: Unappropriated Ending Fund Balance is not an appropriation.

PORTLAND COMMUNITY COLLEGEFiscal Year 2006-2007 ADOPTED BUDGET
SUMMARY BY APPROPRIATIONS- ALL FUNDS

	<u>APPROPRIATION</u>		<u>APPROPRIATION</u>
GENERAL FUND		CEU/CED (1900) Fund	
Sylvania Campus	\$33,941,148	Sylvania Campus	\$303,101
Rock Creek Campus	19,595,271	Cascade Campus	43,613
Cascade Campus	15,368,793	Extended Learning Campus	6,928,745
Extended Learning Campus	7,138,326	Transfer to General Fund	318,498
Office of the President	2,695,899	Contingency	<u>38,944</u>
Office of Student & Academic Affairs	11,615,957	TOTAL CEU/CED (1900) FUND	<u>\$7,632,901</u>
Administrative Services	35,023,828		
Transfers	4,412,050	AUXILIARY FUND	
Contingency	<u>2,756,894</u>	Facilities Usage	\$384,630
TOTAL APPROPRIATIONS	\$132,548,166	The Bridge	8,813
Unappropriated Ending Fund Balance (see note)	<u>13,461,773</u>	Campus Activities	256,516
TOTAL GENERAL FUND	<u>\$146,009,939</u>	Transfers	140,964
		Contingency	<u>27,219</u>
		TOTAL APPROPRIATIONS	\$818,142
CONTRACTS AND GRANTS FUND		Unappropriated Ending Fund Balance (see note)	<u>92,130</u>
State Grants	\$5,532,480	TOTAL AUXILIARY FUND	<u>\$910,272</u>
Federal Grants	16,855,089		
Local Contracts	5,849,996	STUDENT ACTIVITIES FUND	
Transfers	2,024,000	Child Care	\$163,192
Contingency	<u>1,411,878</u>	Student Governance	779,972
TOTAL APPROPRIATIONS	\$31,673,443	Intramural Activities	31,446
Unappropriated Ending Fund Balance (see note)	<u>2,098,355</u>	Student Activities	70,000
TOTAL CONTRACTS AND GRANTS FUND	<u>\$33,771,798</u>	Phi Theta Kappa	28,500
		Contingency	<u>99,435</u>
		TOTAL APPROPRIATIONS	\$1,172,545
STUDENT FINANCIAL AID FUND		Unappropriated Ending Fund Balance (see note)	<u>0</u>
College Funded Programs	\$311,206	TOTAL STUDENT ACTIVITIES FUND	<u>\$1,172,545</u>
Federal Programs	25,539,018		
Short Term Student Loan Program	321,051	CAPITAL PROJECTS FUND	
Transfer	95,900	Capital Outlay	5,020,000
Contingency	<u>703,337</u>	Contingency	<u>500,000</u>
TOTAL APPROPRIATIONS	\$26,970,512	TOTAL APPROPRIATIONS	\$5,520,000
Unappropriated Ending Fund Balance (see note)	<u>0</u>	Unappropriated Ending Fund Balance (see note)	<u>785,820</u>
TOTAL STUDENT FINANCIAL AID FUND	<u>\$26,970,512</u>	TOTAL CAPITAL PROJECTS FUND	<u>\$6,305,820</u>

Note: Unappropriated Ending Fund Balance is not an appropriation.

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

SUMMARY BY APPROPRIATIONS- ALL FUNDS - continued

	<u>APPROPRIATION</u>		<u>APPROPRIATION</u>
CAPITAL CONSTRUCTION FUND		FOOD SERVICES FUND	
Physical Plant	\$747,423	Food Services Operations	\$3,732,297
Sylvania Campus	1,215,000	Transfers	40,300
Cascade Campus	700,000	Contingency	<u>440,980</u>
Rock Creek Campus	500,000	TOTAL APPROPRIATIONS	\$4,213,577
District-wide Projects	150,000	Unappropriated Ending Fund Balance (see note)	<u>0</u>
Contingency	<u>46,213</u>	TOTAL FOOD SERVICES FUND	<u>\$4,213,577</u>
TOTAL APPROPRIATIONS	\$3,358,636		
Unappropriated Ending Fund Balance (see note)	<u>0</u>	PRINT CENTER FUND	
TOTAL CAPITAL CONSTRUCTION FUND	<u>\$3,358,636</u>	Print Center Operations	\$1,164,807
		Transfers	82,913
		Contingency	<u>203,577</u>
COLLEGE BOOKSTORE FUND		TOTAL APPROPRIATIONS	\$1,451,297
Bookstore Operations	\$9,600,682	Unappropriated Ending Fund Balance (see note)	<u>129,778</u>
Transfers	385,813	TOTAL PRINT CENTER FUND	<u>\$1,581,075</u>
Contingency	<u>1,422,957</u>		
TOTAL APPROPRIATIONS	\$11,409,452	PARKING OPERATIONS FUND	
Unappropriated Ending Fund Balance (see note)	<u>5,425,864</u>	Parking Operations	\$1,924,599
TOTAL COLLEGE BOOKSTORE FUND	<u>\$16,835,316</u>	Transfers	385,813
		Contingency	<u>253,627</u>
RISK MANAGEMENT FUND		TOTAL APPROPRIATIONS	\$2,564,039
Self Insurance & Risk Administration	\$1,805,295	Unappropriated Ending Fund Balance (see note)	<u>0</u>
Contingency	<u>335,000</u>	TOTAL PARKING OPERATIONS FUND	<u>\$2,564,039</u>
TOTAL APPROPRIATIONS	\$2,140,295		
Unappropriated Ending Fund Balance (see note)	<u>1,378,224</u>	INTERNAL CHARGE-P.E.R.S.\Reserve	
TOTAL RISK MANAGEMENT FUND	<u>\$3,518,519</u>	Transfers	6,888,879
		Contingency	<u>0</u>
		TOTAL APPROPRIATIONS	\$6,888,879
		Unappropriated Ending Fund Balance (see note)	<u>19,645,083</u>
		TOTAL INTERNAL CHARGE-P.E.R.S.\Reserve F	<u>\$26,533,962</u>

Note: Unappropriated Ending Fund Balance is not an appropriation.

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

SUMMARY BY APPROPRIATIONS- ALL FUNDS - continued

	<u>APPROPRIATION</u>		<u>APPROPRIATION</u>
EARLY RETIREMENT FUND		CAPITAL LEASE/PURCHASE FUND	
Personal Services	\$861,998	Debt Service	\$198,535
Contingency	<u>118,000</u>	Unappropriated Ending Fund Balance (see note)	<u>45,481</u>
TOTAL APPROPRIATIONS	\$979,998	TOTAL CAPITAL LEASE/PURCHASE FUND	<u>\$244,016</u>
Unappropriated Ending Fund Balance (see note)	<u>1,061,926</u>		
TOTAL EARLY RETIREMENT FUND	<u>\$2,041,924</u>		
DEBT SERVICE (G.O. Bonds) FUND		P.E.R.S. Bond Fund	
Debt Service	\$17,657,398	Debt Service	\$6,888,879
Unappropriated Ending Fund Balance (see note)	<u>2,528,707</u>	Unappropriated Ending Fund Balance (see note)	<u>0</u>
TOTAL DEBT SERVICE (G.O. Bonds) FUND	<u>\$20,186,105</u>	TOTAL DEBT SERVICE (G.O. Bonds) FUND	<u>\$6,888,879</u>

Note: Unappropriated Ending Fund Balance is not an appropriation.

GENERAL FUND

The General Fund is the College's primary operating fund. It accounts for all major instructional programs and services supporting these programs. Principal sources of revenue are property taxes, tuition, and community college funding from the State of Oregon. For budgetary compliance, expenditures are budgeted by Campuses, the Office of the President and the Administrative Services Division. For reporting purposes, expenditures are further categorized into instruction, instructional support, student support, college support, physical plant and transfers to other funds.

PORTLAND COMMUNITY COLLEGE
Fiscal Year 2006-2007 ADOPTED BUDGET
GENERAL FUND

	Fiscal Year 2003-2004 <u>Actual</u>	Fiscal Year 2004-05 <u>Actual</u>	Fiscal Year 2005-06 ADOPTED <u>Budget</u>	Fiscal Year 2006-07 PROPOSED <u>Budget</u>	Fiscal Year 2006-07 APPROVED <u>Budget</u>	Fiscal Year 2006-07 ADOPTED <u>Budget</u>
REVENUES:						
From local sources						
Property Tax - current year (see Note)	\$19,147,873	\$20,084,600	\$20,425,699	\$21,410,631	\$21,410,631	\$21,410,631
Property Tax - prior year	417,436	472,646	447,168	415,811	415,811	415,811
Tuition and fees	42,570,225	44,429,542	45,352,534	48,405,654	48,405,654	48,405,654
CEU/CED Charges	2,468	0	0	0	0	0
Interest from investments	207,789	418,773	222,600	368,500	368,500	368,500
Other local sources	1,975,716	2,021,652	1,801,400	1,866,300	1,866,300	1,866,300
From state sources (see Note)	49,016,672 (a)	50,112,117	50,829,252 (b)	55,664,429	55,664,429	55,664,429
Operating transfers in:						0
From Contracts & Grants Fund	1,818,585	1,889,776	2,095,200	2,024,000	2,024,000	2,024,000
From CEU/CED Fund	0	312,222	408,685	318,498	318,498	318,498
From Bookstore Fund	428,600	479,200	397,200	343,900	343,900	343,900
From Auxiliary Fund	16,710	21,779	18,600	23,000	23,000	140,964
From Student Financial Aid Fund	189,995	249,254	139,000	95,900	95,900	95,900
From Print Center Fund	39,400	40,200	40,200	41,000	41,000	41,000
From Parking Operations Fund	317,200	365,190	365,190	343,900	343,900	343,900
From Food Services Fund	44,687	38,723	107,500	40,300	40,300	40,300
Total Operating Revenues	<u>\$116,193,356</u>	<u>\$120,935,674</u>	<u>\$122,650,228</u>	<u>\$131,361,823</u>	<u>\$131,361,823</u>	<u>\$131,479,787</u>
Beginning Fund Balance	<u>16,704,213</u>	<u>11,959,513</u>	<u>11,933,063</u>	<u>14,530,152</u>	<u>14,530,152</u>	<u>14,530,152</u>
TOTAL REVENUES	<u><u>\$132,897,569</u></u>	<u><u>\$132,895,187</u></u>	<u><u>\$134,583,291</u></u>	<u><u>\$145,891,975</u></u>	<u><u>\$145,891,975</u></u>	<u><u>\$146,009,939</u></u>

Note:

(a) Net of \$13,305,281 of FY 2003-04 revenues from State FTE Reimbursement appropriated after 6/30/2003 by Senate Bill 1022

(b) After the budget was adopted, the State Legislature allocated additional funding to community colleges. PCC's share of the additional funding allocation is estimated at \$3.3 million. On October 2005, the Board approved a supplemental budget to include this money in the FY 06 budget. As such, the final allocation from the State for FY 06 is estimated at \$54,103,939.

Property Taxes: Beginning July 1, 2004 (Fiscal Year 2004-05) the State FTE formula distribution was changed whereby community college taxing districts will retain 100% of the property tax revenues collected within their district.

State Formula Funding: Since July 2001, the Community College Revenue Distribution formula adopted by the State Board of Higher Education combines State Funding with 50% of the property taxes collected by community Colleges. Beginning July 1, 2004, the formula was revised whereby community colleges keeps 100% of the property taxes levied within their district. For fiscal year 2006-2007 the College share of the state support revenues is estimated at \$55.7 million or approximately 42.37% of the total General Fund operating revenues.

Tuition: Tuition revenue accounts for approximately 36.9% of the total General Fund operating resources. Tuition is calculated at \$67 per credit hour and includes a proposed increase of \$3 per credit hour over last fiscal year. The estimated revenue is based on a projected enrollment figure of about 23,300 for fiscal year 2006-2007. It includes technology fees estimated at \$2.4 million.

Transfer revenues which totals \$3.48 million are charges to other funds for overhead reimbursement. It accounts for approximately 2.5% of the total resources.

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

GENERAL FUND-continued

EXPENDITURES AND OTHER REQUIREMENTS	F.T.E.	Fiscal Year 2003-2004 Actual	F.T.E.	Fiscal Year 2004-05 Actual		Fiscal Year 2005-06 ADOPTED Budget		Fiscal Year 2006-07 PROPOSED Budget		Fiscal Year 2006-07 APPROVED Budget		Fiscal Year 2006-07 ADOPTED Budget
Sylvania Campus												
Instruction	454.59	\$27,415,394	454.99	\$27,282,130	444.48	\$27,935,127	443.33	\$29,337,669	443.33	\$29,337,669	442.37	\$29,306,043
Instructional Support Services	106.58	6,645,752	97.24	6,779,524	18.25	1,427,384	16.97	1,429,239	16.97	1,429,239	16.10	1,386,081
Student Support Services	46.05	2,402,766	45.63	2,602,925	49.41	2,976,201	51.41	3,240,093	51.41	3,240,093	51.63	3,249,024
Total	607.22	\$36,463,912	597.86	\$36,664,579	512.14	\$32,338,712	511.71	\$34,007,001	511.71	\$34,007,001	510.10	\$33,941,148
Rock Creek Campus												
Instruction	239.42	\$14,117,852	247.36	\$14,462,399	252.87	\$14,832,343	235.54	\$15,470,993	235.54	\$15,470,993	248.72	\$15,690,297
Instructional Support Services	45.13	2,632,777	37.45	2,526,730	9.46	979,893	15.93	1,321,197	15.93	1,321,197	15.93	1,321,197
Student Support Services	30.31	1,811,558	32.27	2,003,622	36.51	2,687,629	36.46	2,595,597	36.46	2,595,597	35.46	2,583,777
Total	314.86	\$18,562,187	317.08	\$18,992,751	298.84	\$18,499,865	287.93	\$19,387,787	287.93	\$19,387,787	300.11	\$19,595,271
Cascade Campus												
Instruction	212.05	\$12,167,189	212.46	\$12,703,224	204.13	\$12,237,644	198.77	\$11,889,238	198.77	\$11,889,238	201.77	\$12,046,895
Instructional Support Services	15.13	759,743	12.11	746,364	11.89	957,797	8.05	903,506	8.05	903,506	8.05	903,506
Student Support Services	31.62	1,642,534	31.39	1,841,449	33.49	2,239,789	34.92	2,418,392	34.92	2,418,392	34.92	2,418,392
Total	258.80	\$14,569,466	255.96	\$15,291,037	249.51	\$15,435,230	241.74	\$15,211,136	241.74	\$15,211,136	244.74	\$15,368,793
Extended Learning Campus												
Instruction	109.96	\$4,954,403	100.00	\$5,177,542	101.95	\$5,134,412	104.02	\$5,323,702	104.02	\$5,323,702	104.02	\$5,323,702
Instructional Support Services	13.22	948,166	11.07	816,141	12.67	1,202,961	13.62	1,354,017	13.62	1,354,017	13.62	1,355,443
Student Support Services	6.99	225,613	6.99	302,153	7.62	362,762	9.33	459,181	9.33	459,181	9.39	459,181
Total	130.17	\$6,128,182	118.06	\$6,295,836	122.24	\$6,700,135	126.97	\$7,136,900	126.97	\$7,136,900	127.03	\$7,138,326
Total Campus Requirements	1,311.05	\$75,723,747	1,288.96	\$77,244,203	1,182.73	\$72,973,942	1,168.35	\$75,742,824	1,168.35	\$75,742,824	1,181.98	\$76,043,538
President and Governing Board												
Instruction (sabbatical leave)	6.75	\$433,003	0.00	\$0	0.00	\$0		\$0		\$0		\$0
Instructional Support Services	21.52	1,417,502	0.00	7,079	0.00	3,543		3,572		3,572		3,572
Student Support Services	65.17	3,943,701	0.00	0	0.00	8,000		8,000		8,000		8,000
College Support Services	21.05	2,299,170	20.52	2,352,271	20.13	2,459,814	19.78	2,684,327	19.78	2,684,327	18.30	2,684,327
Total	114.49	\$8,093,376	20.52	\$2,359,350	20.13	\$2,471,357	19.78	\$2,695,899	19.78	\$2,695,899	18.30	\$2,695,899

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

GENERAL FUND-continued

EXPENDITURES AND OTHER REQUIREMENTS: -continued	F.T.E.	Fiscal Year 2003-2004 Actual	F.T.E.	Fiscal Year 2004-05 Actual	Fiscal Year 2005-06 ADOPTED Budget	Fiscal Year 2006-07 PROPOSED Budget	Fiscal Year 2006-07 APPROVED Budget	Fiscal Year 2006-07 ADOPTED Budget
Ofc. of Student & Academic Affairs								
Instruction (sabbatical leave)	0.00	\$0	4.33	\$309,451	4.25	\$336,589	5.33	\$437,489
Instructional Support Services	0.00	0	20.36	1,597,129	82.76	6,287,991	92.13	6,878,762
Student Support Services	0.00	0	64.17	4,030,548	59.96	3,784,790	58.96	3,941,541
College Support Services	0.00	0	2.16	0	2.16	242,869	2.41	356,734
Total	0.00	\$0	91.02	\$5,937,128	149.13	\$10,652,239	158.83	\$11,614,526
Administrative/Physical Plant								
Instructional Support Services	0.00	\$0	0.00	\$0	23.99	\$1,678,828	26.78	\$2,413,742
College Support Services	148.90	13,015,747	153.37	13,766,372	176.73	16,638,929	178.68	17,706,282
Physical Plant	124.86	11,629,112	135.15	12,525,916	145.89	13,645,921	152.39	14,729,807
Total	273.76	\$24,644,859	288.52	\$26,292,288	346.61	\$31,963,678	357.85	\$34,849,831
Debt Service								
Bond Issuance costs				\$600,710				
Principal payment (TRAN)		\$6,600,000		0		\$4,900,000		
Interest payment (TRAN)		88,733		0		50,000		
		<u>\$6,688,733</u>		<u>\$600,710</u>		<u>\$4,950,000</u>	<u>\$0</u>	<u>\$0</u>
EXPENDITURES AND OTHER REQUIREMENTS: -continued								
Transfers out:								
To Capital Projects Fund		\$2,290,000		\$2,290,000		\$2,290,000		\$2,690,000
To Capital Projects Construction Fund		61,000						
To Continuing & Community Educ. Program		1,006,669						
To Contracts & Grants Fund		66,947		69,959		69,959		74,220
To Student Financial Aid Fund		1,312,312		1,227,000		614,000		629,350
To Retirement Fund		780,900		780,900		780,900		819,945
To Capital Lease/Purchase Fund		197,783		197,783		198,320		198,535
To Auxiliary Fund		71,730		71,730		41,871		0
Total		<u>\$5,787,341</u>		<u>\$4,637,372</u>		<u>\$3,995,050</u>		<u>\$4,412,050</u>
Contingency		0		0		3,131,447		2,756,894
Total Operating Expenditures	1,699.30	\$120,938,056	1,689.02	\$117,071,051	1,698.60	\$130,137,713	1,704.81	\$132,072,024
Unappropriated Ending Fund Balance		11,959,513		15,824,136		4,445,578		13,819,951
TOTAL GENERAL FUND	1,699.30	<u>\$132,897,569</u>	1,689.02	<u>\$132,895,187</u>	1,698.60	<u>\$134,583,291</u>	1,704.81	<u>\$145,891,975</u>

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

GENERAL FUND-continued

	Fiscal Year 2003-2004		Fiscal Year 2004-05		Fiscal Year 2005-06 ADOPTED		Fiscal Year 2006-07 PROPOSED		Fiscal Year 2006-07 APPROVED		Fiscal Year 2006-07 ADOPTED	
	<u>F.T.E.</u>	<u>Actual</u>	<u>F.T.E.</u>	<u>Actual</u>	<u>Budget</u>		<u>Budget</u>		<u>Budget</u>		<u>Budget</u>	
SUMMARY OF EXPENDITURES BY PROGRAM:												
Instruction	1,022.77	59,087,841	1,019.14	59,934,746	1,007.68	60,476,115	986.99	62,459,091	986.99	62,459,091	1,002.21	62,804,426
Instructional Support	201.58	12,403,940	178.23	12,472,967	159.02	12,538,397	173.48	14,304,035	173.48	14,304,035	173.36	14,296,607
Student Support Services	180.14	10,026,172	180.45	10,780,697	186.99	12,059,171	191.08	12,662,804	191.08	12,662,804	190.36	12,627,042
College Support Services	169.95	15,314,917	176.05	16,118,643	199.02	19,341,612	200.87	20,747,343	200.87	20,747,343	199.46	20,913,496
Physical Plant	124.86	11,629,112	135.15	12,525,916	145.89	13,645,921	152.39	14,729,807	152.39	14,729,807	152.39	14,737,651
Transfers		5,787,341		4,637,372		3,995,050		4,412,050		4,412,050		4,412,050
Debt Service		6,688,733		600,710		4,950,000		0		0		0
Contingency		0		0		3,131,447		2,756,894		2,756,894		2,756,894
Total Operating Expenditures	1,699.30	\$120,938,056	1,689.02	\$117,071,051	1,698.60	\$130,137,713	1,704.81	\$132,072,024	1,704.81	\$132,072,024	1,717.78	\$132,548,166
Unappropriated Ending Balance		11,959,513		15,824,136		4,445,578		13,819,951		13,819,951		13,461,773
TOTAL GENERAL FUND	1,699.30	\$132,897,569	1,689.02	\$132,895,187	1,698.60	\$134,583,291	1,704.81	\$145,891,975	1,704.81	\$145,891,975	1,717.78	\$146,009,939

SUMMARY OF RESOURCES AND REQUIREMENTS:

Total Operating Revenues	\$116,193,356	\$120,935,674	\$122,650,228	\$131,361,823	\$131,361,823	\$131,479,787
Less: Total Operating Expenditures	120,938,056	117,071,051	130,137,713	132,072,024	132,072,024	132,548,166
Excess of revenues over (under) expenditures	(\$4,744,700)	\$3,864,623	(\$7,487,485)	(\$710,201)	(\$710,201)	(\$1,068,379)
Beginning Fund Balance	16,704,213	11,959,513	11,933,063	14,530,152	14,530,152	14,530,152
Ending Fund Balance	\$11,959,513	\$15,824,136	\$4,445,578	\$13,819,951	\$13,819,951	\$13,461,773

SPECIAL REVENUE FUNDS

The Special Revenue Funds account for revenue sources that are legally restricted to expenditures for specific purposes. Funds included in the Special Revenue Fund category are:

Auxiliary Fund:

This fund accounts for a variety of pilot programs and other College sponsored activities which cannot be accounted for in other funds or in the General Fund. Major sources of revenue include facilities usage charges, a variety of campus activities and advertising and subscription revenues from the Bridge newspaper. Major program expenditures include the publication of the Bridge newspaper, management of campus facility rental activities and other College sponsored activities.

CEU/CED (1900) Fund:

This fund was established to provide a separate accounting of revenues and expenditures for self-improvement classes and non-traditional credit courses. Programs in this fund are to be self-sufficient. Registration fees and other charges provide the majority of revenue in this fund.

Contracts and Grants Fund:

This fund accounts for Federal, State, and Local grants and contracts that fund various training and literary programs, the development and operation of experimental programs, and the improvement and enhancement of existing programs. This fund is dependent on grants and contract awards that will be received during the fiscal year. The major source of revenue is from federal, state, and local contracts and grants.

Student Activities Fund:

This fund was established to account for programs and activities related to student functions. The resources for this fund come from student fees and from fund raising activities. Programs under this fund are Child Care, Student Government, intramural activities, other student activities and membership in Phi Theta Kappa National Honor Society.

Student Financial Aid Fund:

This fund was established to provide for a separate accounting of student financial assistance. Federal and state student aid programs provide the majority of revenue in this fund.

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

AUXILIARY FUND

		Fiscal Year 2003-2004		Fiscal Year 2004-2005		Fiscal Year 2005-06 ADOPTED		Fiscal Year 2006-07 PROPOSED		Fiscal Year 2006-07 APPROVED		Fiscal Year 2006-07 ADOPTED
	<u>F.T.E.</u>	<u>Actual</u>		<u>Actual</u>		<u>Budget</u>		<u>Budget</u>		<u>Budget</u>		<u>Budget</u>
REVENUES:												
Facilities usage charges		\$209,212		\$267,103		\$223,058		\$282,164		\$282,164		\$282,164
The Bridge-advertising		27,525		32,964		27,000		30,000		30,000		30,000
Campus activities		106,324		107,916		108,546		109,250		109,250		109,250
Interest from investments		111		0		0		0		0		0
Other revenues (Pace Services)		41,055		8,500		0		0		0		0
Others-from local sources		0		0		0		28,300		28,300		28,300
Operating transfers in:												
From Contracts & Grants				274								
From General Fund		71,730		71,730		41,871						
Total Operating Revenues		\$455,957		\$488,487		\$400,475		\$449,714		\$449,714		\$449,714
Beginning Fund Balance		378,137		351,367		303,356		460,558		460,558		460,558
TOTAL REVENUES		\$834,094		\$839,854		\$703,831		\$910,272		\$910,272		\$910,272
EXPENDITURES AND OTHER REQUIREMENTS:												
FACILITIES USAGE	2.57	\$216,581	2.42	\$187,632	2.42	\$182,395	2.40	\$482,594	2.40	\$482,594	2.45	\$384,630
THE BRIDGE	1.29	112,730	1.32	105,179	0.61	71,392	0.00	8,813	0.00	8,813	0.00	8,813
CAMPUS ACTIVITIES	0.59	70,871	0.59	84,180	0.59	135,172	0.59	256,516	0.59	256,516	0.59	256,516
PACE SERVICES		65,835		40,078		0		0		0		0
TRANSFER TO GENERAL FUND		16,710		21,779		18,600		23,000		23,000		140,964
CONTINGENCY		0		0		41,871		47,219		47,219		27,219
Sub-total	4.45	\$482,727	4.33	\$438,848	3.62	\$449,430	2.99	\$818,142	2.99	\$818,142	3.04	\$818,142
Unappropriated Ending Fund Balance		351,367		401,006		254,401		92,130		92,130		92,130
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	4.45	\$834,094	4.33	\$839,854	3.62	\$703,831	2.99	\$910,272	2.99	\$910,272	3.04	\$910,272
SUMMARY OF RESOURCES AND REQUIREMENTS:												
Total Operating Revenues		\$455,957		\$488,487		\$400,475		\$449,714		\$449,714		\$449,714
Less: Total Operating Expenditures		482,727		438,848		449,430		818,142		818,142		818,142
Excess of revenues, over (under) expenditures		(\$26,770)		\$49,639		(\$48,955)		(\$368,428)		(\$368,428)		(\$368,428)
Beginning Fund Balance		378,137		351,367		303,356		460,558		460,558		460,558
Ending Fund Balance		\$351,367		\$401,006		\$254,401		\$92,130		\$92,130		\$92,130

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

AUXILIARY FUND-continued

		Fiscal Year 2003-2004		Fiscal Year 2004-2005		Fiscal Year 2005-06 ADOPTED		Fiscal Year 2006-07 PROPOSED		Fiscal Year 2006-07 APPROVED		Fiscal Year 2006-07 ADOPTED	
Program Detail Requirements	F.T.E.	Actual		Actual		Budget		Budget		Budget		Budget	
CAMPUS ACTIVITIES:													
Financial Services (General)	0.00	\$20,430	0.00	26,976	0.00	\$66,791	0.00	\$142,126	0.00	\$142,126	0.00	\$142,126	
Van Pool	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	
Art Beat	0.00	1,200	0.00	795	0.00	0	0.00	950	0.00	950	0.00	950	
Campus Activities-Others	0.00	4,638	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	
Dental Services	0.00	0	0.00	23,055	0.00	0	0.00	0	0.00	0	0.00	0	
Welding Certificates	0.00	2,864	0.00	1,730	0.00	3,228	0.00	0	0.00	0	0.00	0	
Welding Technology	0.00	0	0.00	0	0.00	0	0.00	4,909	0.00	4,909	0.00	4,909	
Auto Collision	0.00	0	0.00	42	0.00	2,944	0.00	3,400	0.00	3,400	0.00	3,400	
Diesel Technology	0.00	0	0.00	127	0.00	0	0.00	0	0.00	0	0.00	0	
Aviation Maintenance	0.59	0	0.59	0	0.59	14,415	0.59	14,250	0.59	14,250	0.59	14,250	
Aviation Technology	0.00	0	0.00	10,487	0.00	0	0.00	0	0.00	0	0.00	0	
Asset / Compass Testing	0.00	0	0.00	0	0.00	16,000	0.00	0	0.00	0	0.00	0	
District-wide testing (Cascade) - New	0.00	0	0.00	0	0.00	0	0.00	10,848	0.00	10,848	0.00	10,848	
Career Services Job Fair (Cascade) - Ne	0.00	0	0.00	0	0.00	0	0.00	18,000	0.00	18,000	0.00	18,000	
Buss. Technology (Cascade) - New	0.00	0	0.00	0	0.00	0	0.00	11,400	0.00	11,400	0.00	11,400	
Child Care Program	0.00	1,399	0.00	775	0.00	10,000	0.00	13,600	0.00	13,600	0.00	13,600	
Counseling/Assessment-Rock Crk	0.00	0	0.00	0	0.00	6,211	0.00	6,123	0.00	6,123	0.00	6,123	
Catalog Sales	0.00	9,000	0.00	0	0.00	3,624	0.00	9,389	0.00	9,389	0.00	9,389	
OCCIR (Institutional Research)	0.00	0	0.00	7,581	0.00	0	0.00	7,000	0.00	7,000	0.00	7,000	
Admission-Sylvania	0.00	0	0.00	0	0.00	308	0.00	0	0.00	0	0.00	0	
Futures Teachers Conference	0.00	0	0.00	508		0	0.00	0	0.00	0	0.00	0	
Science-Sylvania	0.00	18,289	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	
Theater	0.00	0	0.00	0	0.00	3,579	0.00	5,011	0.00	5,011	0.00	5,011	
Modern Language	0.00	0	0.00	1,545		3,310	0.00	5,435	0.00	5,435	0.00	5,435	
Visual Performing Arts	0.00	4,309	0.00	2,874	0.00	0	0.00	0	0.00	0	0.00	0	
Graphic Design	0.00	0	0.00	3,038	0.00	2,296	0.00	2,612	0.00	2,612	0.00	2,612	
Testing Services-Sylvania	0.00	8,742	0.00	4,647	0.00	2,466	0.00	1,463	0.00	1,463	0.00	1,463	
TOTAL CAMPUS ACTIVITIES	0.59	\$70,871	0.59	84,180	0.59	\$135,172	0.59	\$256,516	0.59	\$256,516	0.59	\$256,516	
THE BRIDGE	1.29	112,730	1.32	105,179	0.61	71,392	0.00	8,813	0.00	8,813	0.00	8,813	
FACILITIES USAGE	2.57	216,581	2.42	187,632	2.42	182,395	2.40	482,594	2.40	482,594	2.45	384,630	
PACE SERVICES		65,835		40,078		0		0		0		0	
TRANSFER TO GENERAL FUND		16,710		21,779		18,600		23,000		23,000		140,964	
CONTINGENCY		0		0		41,871		47,219		47,219		27,219	
ENDING FUND BALANCE		351,367		401,006		254,401		92,130		92,130		92,130	
Total Requirements	4.45	\$834,094	4.33	839,854	3.62	\$703,831	2.99	\$910,272	2.99	\$910,272	3.04	\$910,272	

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

CEU/CED (1900) FUND

	Fiscal Year 2003-2004		Fiscal Year 2004-05		Fiscal Year 2005-06 ADOPTED		Fiscal Year 2006-07 PROPOSED		Fiscal Year 2006-07 APPROVED		Fiscal Year 2006-07 ADOPTED	
	<u>F.T.E.</u>	<u>Actual</u>		<u>Actual</u>		<u>Budget</u>		<u>Budget</u>		<u>Budget</u>		<u>Budget</u>
REVENUES:												
From local sources												
CEU/CED charges		\$4,330,025		\$5,304,303		\$7,532,957		\$5,750,248		\$5,750,248		\$5,750,248
Other local sources		0						2,162,239		2,162,239		2,162,239
Transfer from General Fund		<u>1,122,846</u>										
Total Operating Revenues		\$5,452,871		\$5,304,303		\$7,532,957		\$7,912,487		\$7,912,487		\$7,912,487
Beginning Fund Balance		<u>0</u>		<u>352,284</u>		<u>0</u>		<u>(279,586)</u>		<u>(279,586)</u>		<u>(279,586)</u>
TOTAL REVENUES		<u>\$5,452,871</u>		<u>\$5,656,587</u>		<u>\$7,532,957</u>		<u>\$7,632,901</u>		<u>\$7,632,901</u>		<u>\$7,632,901</u>
EXPENDITURES AND OTHER REQUIEMENTS												
Sylvania Campus	3.21	\$76,658	3.44	\$27,000	1.16	\$301,627	1.16	\$303,101	1.16	\$303,101	1.16	\$303,101
Extended Learning Campus	135.14	5,023,929	112.48	5,317,365	99.48	6,495,465	97.76	6,928,745	97.76	6,928,745	97.76	6,928,745
Cascade Campus					1.01	42,206	1.00	43,613	1.00	43,613	1.00	43,613
Transfer to General Fund				312,222		408,685		318,498		318,498		318,498
Contingency						<u>284,974</u>		<u>38,944</u>		<u>38,944</u>		<u>38,944</u>
Total Operating Expenditures	138.35	\$5,100,587	115.92	\$5,656,587	101.65	\$7,532,957	99.92	\$7,632,901	99.92	\$7,632,901	99.92	\$7,632,901
Unappropriated Ending Balance		<u>352,284</u>		<u>0</u>								
TOTAL CEU/CED (1900) FUND	138.35	<u>\$5,452,871</u>	115.92	<u>\$5,656,587</u>	101.65	<u>\$7,532,957</u>	99.92	<u>\$7,632,901</u>	99.92	<u>\$7,632,901</u>	99.92	<u>\$7,632,901</u>

PORTLAND COMMUNITY COLLEGE**Fiscal Year 2006-2007 ADOPTED BUDGET
CONTRACTS AND GRANTS FUND**

		Fiscal Year 2003-2004		Fiscal Year 2004-2005		Fiscal Year 2005-2006		Fiscal Year 2006-2007		Fiscal Year 2006-2007		Fiscal Year 2006-2007
	F.T.E.	<u>Actual</u>		<u>Actual</u>		<u>Budget</u>		<u>Budget</u>		<u>Budget</u>		<u>Budget</u>
REVENUES:												
From local sources		\$2,662,083		\$3,284,655		\$3,143,441		\$6,888,010		\$6,888,010		\$6,888,010
From state sources		5,322,709		5,825,997		6,195,469		6,224,490		6,224,490		6,224,490
From federal sources		16,823,672		16,668,918		19,592,338		18,585,112		18,585,112		18,585,112
Transfer from General Fund		66,947		69,959		69,959		74,220		74,220		74,220
Total Operating Revenues		<u>\$24,875,411</u>		<u>\$25,849,529</u>		<u>\$29,001,207</u>		<u>\$31,771,832</u>		<u>\$31,771,832</u>		<u>\$31,771,832</u>
Beginning Fund Balance		2,075,794		2,162,681		788,131		1,999,966		1,999,966		1,999,966
TOTAL REVENUES		<u><u>\$26,951,205</u></u>		<u><u>\$28,012,210</u></u>		<u><u>\$29,789,338</u></u>		<u><u>\$33,771,798</u></u>		<u><u>\$33,771,798</u></u>		<u><u>\$33,771,798</u></u>
EXPENDITURES AND OTHER REQUIRMENTS:												
State Grants	71.71	\$4,587,390	107.56	\$5,324,967	107.56	\$5,430,709	116.47	\$5,532,480	116.47	\$5,532,480	116.47	\$5,532,480
Federal Contracts	248.81	15,644,541	278.97	15,274,895	278.97	16,250,428	296.12	16,855,089	296.12	16,855,089	296.12	16,855,089
Local Contracts-general	34.56	2,621,831	49.53	3,339,664	49.53	2,705,715	80.00	5,849,996	80.00	5,849,996	80.00	5,849,996
Local Contracts-customized		0		0								
Transfers:												
To General Fund-overhead		1,590,993		1,628,728		1,770,820		1,698,165		1,698,165		1,698,165
To General Fund-direct cost reimb.		227,592		261,048		324,380		325,835		325,835		325,835
To Continuing & Community Ed Prg		116,177		0								
To Auxiliary Fund		0		274								
Contingency		0		0		1,303,099		1,411,878		1,411,878		1,411,878
Sub-total	355.08	<u>\$24,788,524</u>	436.06	<u>\$25,829,576</u>	436.06	<u>\$27,785,151</u>	492.59	<u>\$31,673,443</u>	492.59	<u>\$31,673,443</u>	492.59	<u>\$31,673,443</u>
Unappropriated Ending Fund Balance		2,162,681		2,182,634		2,004,187		2,098,355		2,098,355		2,098,355
TOTAL EXPENDITURES AND OTHER REQUIRMENTS	<u>355.08</u>	<u><u>\$26,951,205</u></u>	<u>436.06</u>	<u><u>\$28,012,210</u></u>	<u>436.06</u>	<u><u>\$29,789,338</u></u>	<u>492.59</u>	<u><u>\$33,771,798</u></u>	<u>492.59</u>	<u><u>\$33,771,798</u></u>	<u>492.59</u>	<u><u>\$33,771,798</u></u>
SUMMARY OF RESOURCES AND REQUIREMENTS:												
Total Operating Revenues		\$24,875,411		\$25,849,529		\$29,001,207		\$31,771,832		\$31,771,832		\$31,771,832
Less: Total Operating Expenditures		<u>24,788,524</u>		<u>25,829,576</u>		<u>27,785,151</u>		<u>31,673,443</u>		<u>31,673,443</u>		<u>31,673,443</u>
Revenues, over (under) expenditures		\$86,887		\$19,953		\$1,216,056		\$98,389		\$98,389		\$98,389
Beginning Fund Balance		2,075,794		2,162,681		788,131		1,999,966		1,999,966		1,999,966
Ending Fund Balance		<u><u>\$2,162,681</u></u>		<u><u>\$2,182,634</u></u>		<u><u>\$2,004,187</u></u>		<u><u>\$2,098,355</u></u>		<u><u>\$2,098,355</u></u>		<u><u>\$2,098,355</u></u>

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

CONTRACTS AND GRANTS FUND-continued

HISTORICAL DATA

			FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-2007	FY 2006-2007	FY 2006-2007
			Actual	Actual	ADOPTED	PROPOSED	APPROVED	ADOPTED
PROGRAM REQUIREMENTS			Expenditures	Expenditures	BUDGET	Budget	Budget	Budget
STATE SOURCES								
A30410	411435	State of Oregon Building Code Certification	\$0	\$4,831	\$0	\$2,400	\$2,400	\$2,400
B30100	411430	State of Oregon Certification Testing	0	24,442	2,470	3,500	3,500	3,500
E40410	410231	Minority Outreach Grant	0	10,668	0	0	0	0
E40410	410226	Small Business Development Center Lottery	59,597	38,718	59,597	95,000	95,000	95,000
E40420	410234	Small Business International Trade Program	51,051	71,244	61,161	0	0	0
E40470	411295	Multi-cultural Academic Program	1,069,554	1,198,868	1,081,641	1,080,000	1,080,000	1,080,000
E40470	411335	GED (Public School Drop Out Recovery)	348,957	407,943	406,237	366,300	366,300	366,300
E40470	411336	YES-Instruction	157,435	121,241	158,807	160,000	160,000	160,000
E40470	411345	Portland High School Completion Program	732,604	776,920	733,014	660,000	660,000	660,000
E40470	412071	Washington County Regional Investment Fund	49,525		0	0	0	0
E40470	412071	Going Home	49,835	73,449	0	102,000	102,000	102,000
E40480	410093	Columbia River Corrections	103,888	112,661	114,300	139,461	139,461	139,461
E40480	410092	Coffee Creek Correctional Facility	682,972	769,113	765,450	829,489	829,489	829,489
E40720	420236	Food Stamp-Employment & Training West	0	0	44,151	0	0	0
E40720	420231	Steps to Success - West	515,567	555,615	665,378	654,330	654,330	654,330
E40720	420234	Steps to Success - North	766,405	1,146,709	1,085,145	1,140,000	1,140,000	1,140,000
E40720	420236	Food Stamp-Employment & Training North	0		103,358	0	0	0
E40720	410223	Small Business Development Emerging & Minority	0	12,545	0	0	0	0
	41xxxx	Grants in Application Process			150,000	300,000	300,000	300,000
TOTAL STATE SOURCES			\$4,587,390	\$5,324,967	\$5,430,709	\$5,532,480	\$5,532,480	\$5,532,480

PORTLAND COMMUNITY COLLEGE
**Fiscal Year 2006-2007 ADOPTED BUDGET
CONTRACTS AND GRANTS FUND-continued**

		FY 2003-04 Actual Expenditures	FY 2004-05 Actual Expenditures	FY 2005-06 ADOPTED BUDGET	FY 2006-2007 PROPOSED Budget	FY 2006-2007 APPROVED Budget	FY 2006-2007 ADOPTED Budget
<u>PROGRAM REQUIREMENTS</u>							
<u>FEDERAL SOURCES</u>							
A30313	422516 Childcare Access Means Parents in School (CCAMPUS)	\$0	\$0	\$0	\$129,765	\$129,765	\$129,765
A30401	422102 TRIO - Student Support Services	226,113	221,977	23,000	218,527	218,527	218,527
A40201	422304 TRIO - Upward Bound	102,892	194,299	206,414	206,804	206,804	206,804
A40201	422072 NSF: Women & Minorities in Advance Tech.	185,771	70,427	0	0	0	0
A40405	421447 Alternative Fuels	12,270	8,720	5,000	10,000	10,000	10,000
A40503	422546 Childcare & Adult Food Program	0	0	0	1,000	1,000	1,000
A40513	422253 Community Based Dental Partnership	2,241	3,320	3,000	3,700	3,700	3,700
A40531	422001 Hispanic HeadStart	165,674	145,141	149,990	138,880	138,880	138,880
A40531	422334 Early Reading First	27,119	13,625	5,000	30,000	30,000	30,000
A40601	422374 NSF: CSEMS	50,890	75,482	99,633	99,679	99,679	99,679
B30100	422213 TRIO: Talent Search	227,213	218,611	204,000	188,889	188,889	188,889
B33800	421971 College Assistance Migrant Education Program	89,759	89,514	0	0	0	0
B40305	422021 H1-B Visa	3,081	0	0	0	0	0
B40305	421012 National Science Foundation: Plasma Aided Mfg.	108,085	144,081	150,000	0	0	0
B40305	421590 National Science Foundation: Advance Material Joining	61,621	8,941	0	0	0	0
B40360	422314 NSF: Framing Student Success	49,813	111,964	197,472	90,290	90,290	90,290
B50100	421910 Learning Anytime/Anywhere	6,705	0	0	0	0	0
C30100	421991 Gear Up	537,322	587,083	589,000	168,282	168,282	168,282
C40301	422506 Highly Qualified Special Educator (HQ-SPED)	0	0	0	194,158	194,158	194,158
C40301	422223 Raising Educational Achievement of Para-professionals	296,149	308,741	263,346	272,105	272,105	272,105
C40301	422445 Portland Para-educator Opportunity Program	0	117,075	136,886	141,929	141,929	141,929
E40310	422465 Incentive Grant	0	9,014	0	0	0	0
E40310	422536 Incentive Grant - IGA 06312	0	0	0	35,377	35,377	35,377
E40330	422243 Community Technology Center	68,006		0			
E40480	422233 Even Start: Coffee Creek	120,136	128,092	120,000	160,000	160,000	160,000
E40505	421619 Survival English	6,944	4,615	0	0	0	0
E40505	422273 Regence TGR IT Upgrade Training	25,928	0	0	0	0	0
E40710	42xxxx Dislocated Worker's Program (combined)	5,763,788	4,383,841	4,654,515	4,594,500	4,594,500	4,594,500
E40710	421578 Dislocated Worker's Program/STS West-Vendor Contracts	70,943		0			
E40720	420231 Steps to Success - West	1,202,513	1,159,246	1,552,550	1,526,771	1,526,771	1,526,771
E40720	420234 Steps to Success - North	1,787,565	2,231,611	2,532,005	2,660,000	2,660,000	2,660,000
E40740	420281 Washington County Consortium-Building Futures Program	563,107	704,738	712,195	775,253	775,253	775,253
E40740	421568 Step To Success - One Stop Center	30,989	6,077	0	4,500	4,500	4,500
E40740	421598 Step to Success-West Office Space Lease Sharing Agreement	2,573		0			
E40310	421508 TOPS/Accountability	\$58,185	\$55,809	\$54,500	\$54,500	\$54,500	\$54,500
E40310	420070 ABE Program Improvement	9,062	8,538	8,700	8,050	8,050	8,050
E40310	422092 Comprehensive Services Grant	374,137	408,500	430,000	435,000	435,000	435,000
E40310	422172 EL Civic Grant	87,602	119,627	84,550	84,550	84,550	84,550
E40310	421467 Multnomah County Corrections-Grant	18,642	65,436	40,000	40,000	40,000	40,000
E40330	422192 Even Start: Grant S.E.	150,400	137,011	120,000	153,531	153,531	153,531
E40330	422384 Community Outreach Partnership	25,716	76,517	115,892	122,222	122,222	122,222
E40330	422425 Community Development Block Grant	0	28,744	0	38,000	38,000	38,000
E40350	421981 Outreach Tutoring	75,810	70,802	79,688	80,000	80,000	80,000

PORTLAND COMMUNITY COLLEGEFiscal Year 2006-2007 ADOPTED BUDGET
CONTRACTS AND GRANTS FUND-continued

HISTORICAL DATA

		FY 2003-04 Actual Expenditures	FY 2004-05 Actual Expenditures	FY 2005-06 ADOPTED BUDGET	FY 2006-2007 PROPOSED Budget	FY 2006-2007 APPROVED Budget	FY 2006-2007 ADOPTED Budget
<u>PROGRAM REQUIREMENTS</u>							
<u>FEDERAL SOURCES-continued</u>							
E40410	42102x Small Business Development Center	\$52,311	\$41,586	\$30,250	\$60,500	\$60,500	\$60,500
E40420	422415 Going Global	0	27,561	60,297	0	0	0
E40420	42103x Small Business International Trade Program	30,962	23,602	30,250	0	0	0
E40430	4290xx CWT Grants	114,990	310,855	2,475	0	0	0
E40430	429013 YoCream	43,504	0	0	0	0	0
E40430	429023 SYSCO	0	0	0	0	0	0
E40430	429033 Latitudes	57,137	0	0	0	0	0
E40430	429043 Electronics Manufacturing	73,191	0	0	0	0	0
E40710	422475 SOCC - Career Pathways	0	27,905	0	36,800	36,800	36,800
E40710	421578 DWP - TRA/NAFTA	0	905	0	8,000	8,000	8,000
E40720	420236 Food Stamp Employment & Training - NORTH	251,792	266,464	241,168	469,595	469,595	469,595
E40720	420236 Food Stamp Employment & Training - WEST	61,561	150,376	103,019	300,030	300,030	300,030
E40730	422455 HAP - Neighborhood Network	0	29,409	0	30,500	30,500	30,500
E40730	421699 OTN-Oregon Tradeswoman Network	22,680	28,500	28,000	28,000	28,000	28,000
E40730	422011 METRO One Stop	527,603	527,205	567,018	660,000	660,000	660,000
E40730	422132 Metro Workforce Shuttle	26,202	31,213	30,823	34,300	34,300	34,300
E40730	422203 Housing Authority of Portland /Goal Post	19,612	14,759	0	0	0	0
E40740	422182 Washington County Retention Project	113,822	0	0	0	0	0
E40740	422031 Semiconductor Recruitment/Training	77,336	99,245	117,029	0	0	0
R30303	421961 Learn and Serve America	91,663	0	0	0	0	0
S20400	422293 Multnomah County Health Dept.-Smoking Policy	6,659	1,342	0	0	0	0
T10100	420665 PAVTEC-Title III E	225,332	214,423	266,458	261,102	261,102	261,102
T10100	420015 PERKINS - Career Pathways	0	5,053	0	11,000	11,000	11,000
T10100	420745 PAVTEC Small School Alliance	56,735	54,322	57,871	51,735	51,735	51,735
T10100	420904 Vocational Education Basic Grant (Perkins Title I)	1,079,071	1,091,381	1,032,652	1,121,000	1,121,000	1,121,000
T10100	422263 NW Girls Collaborative Project	1,000	0	0			
T10100	422394 Civic Solutions	3,508	9,230	0	12,000	12,000	12,000
T50100	422485 Library Services Tech	0	0	0	30,000	30,000	30,000
S20400	420080 Child Care	2,738		0			
S30700	420511 Veterans (Enrollment Administration)	4,541	0	21,697	29,920	29,920	29,920
T10100	450572 Perkins Non-traditional Employment & Training	8,000	11,400	12,000	10,000	10,000	10,000
T30700	422354 Title III - PORTALS	97,826		0			
T40100	422526 Public Telecommunications Facilities				25,000	25,000	25,000
	42xxxx Other Grants	0	390,940	362,085	359,345	359,345	359,345
C40601	42xxxx N.E. Skill Center				150,000	150,000	150,000
	42xxxx Grants in Application Process	0		750,000	500,000	500,000	500,000
TOTAL FEDERAL SOURCES		\$15,644,540	\$15,274,895	\$16,250,428	\$16,855,089	\$16,855,089	\$16,855,089

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET
CONTRACTS AND GRANTS FUND-continued

		HISTORICAL DATA			FY 2006-2007 PROPOSED Budget	FY 2006-2007 APPROVED Budget	FY 2006-2007 ADOPTED Budget
		FY 2003-04 Actual Expenditures	FY 2004-05 Actual Expenditures	FY 2005-06 ADOPTED BUDGET			
<u>PROGRAM REQUIREMENTS</u>							
<u>LOCAL CONTRACTS (General)</u>							
A30206	432564	Illumination Project	\$8,656	\$14,899	\$4,000	\$5,000	\$5,000
A40207	430822	Oregon Association of Realtors	345	0	0	0	0
A40301	432442	EET's Intel Retention Program	521	0	0	0	0
A40405	430404	General Motors Training Center	2,639	0	0	1,000	1,000
A40405	430759	Raytheon Training LLC	119,813	114,075	150,000	200,000	200,000
A40503	432554	Children's Investment Fund	26,719	123,032	28,116	99,998	99,998
A40504	432625	Strengthening Early Childhood	0	3,729	0	0	0
A40611	432584	Watershed	4,337	3,356	0	0	0
B10100	430034	Nagoya Feminine Culture College	0	0	20,858	0	0
B33008	432401	Oregon Leadership Institute	5,510	0	0	0	0
B40305	432665	Intel Foundation Grant	0	21,182	0	0	0
B40305	432381	Peer Tutoring	2,053	0	0	0	0
B40305	432452	Micro Tech Engineering Tutor Pro	359	0	0	0	0
B40360	432331	Associated General Contractors	38,415	54,752	19,891	0	0
B40465	432706	Think Big Program (CAT)	0	0	0	60,000	60,000
B50100	432574	Metro Area Communications	0	122,018	122,018	0	0
B50100	430801	Mt. Hood Cable Grant	0	187,906	0	0	0
B60100	432208	International Ed	1,528	11,245	11,331	12,000	12,000
C30100	431164	Portland Teachers Program	114,739	111,487	117,000	120,000	120,000
C30300	432269	Career Services Special Project	15,197	26,134	0	20,000	20,000
C40207	432361	AHEC	152,128	0	0	0	0
C40208	432483	OHCC	5,816	0	0	0	0
C40301	450045	REAP - Program Income	12,717	6,298	13,000	9,000	9,000
C40301	432533	Business & Governmenty Contract Training	18,063	9,317	15,000	12,000	12,000
C40301	450095	Portland Para-Educator Oppurtunity Program match	0	2,397	0	7,000	7,000
C40901	430112	EMT	0	0	0	83,000	83,000
E40310	432493	Multnomah County Literacy	104,955	101,963	0	103,000	103,000
E40310	432604	TOPS Database Project	11,500	0	0	0	0
E40430	439094	Harry's Fresh Food - matching	0	5,000	0	0	0
E40505	430025	Survival English - Autzen foundation	0	7,182	0	0	0
E40740	430972	CCC: Direct Costs	120,154	146,613	375	0	0
G30203	431055	Multnomah County Corrections Partnership	893	0	0	0	0
E40241	430494	Professional Skills	\$223,549	\$227,070	\$250,000	\$210,000	\$210,000
E40241	430497	Professional Skills Training-OJE	995	0	0	6,720	6,720
E40241	430498	Professional Skills Training-Individualize	1,551	5,371	0	5,000	5,000
E40330	432473	Verizon	8,991	6,779	0	0	0
E40410	430160	Small Business Development. Center. - Program Income	105,797	133,578	100,000	90,000	90,000
E40410	431459	Small Business Development Center - Special Funds	0	4,747	0	0	0
E40420	430249	Small Buss. International Trade - Program Income	21,389	17,639	10,000	0	0
E40420	430582	Small Buss. International Trade Program-Matching Funds	27,416	23,856	17,000	27,000	27,000
E40470	432543	College Bound Replication-Gates	612,365	1,105,609	652,599	3,500,000	3,500,000
E40470	432696	Mott Foundation: Break Through	0	0	0	100,000	100,000

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

CONTRACTS AND GRANTS FUND-continued

				HISTORICAL DATA			FY 2006-2007 PROPOSED Budget	FY 2006-2007 APPROVED Budget	FY 2006-2007 ADOPTED Budget
				FY 2003-04 Actual Expenditures	FY 2004-05 Actual Expenditures	FY 2005-06 ADOPTED BUDGET			
PROGRAM REQUIREMENTS									
LOCAL CONTRACTS (General)-continued									
E40710	430361	Student Success-METRO		\$10,438	\$832	\$2,000	\$0	\$0	\$0
E40710	432513	Bureau of Housing & Community Development-Portland		43,159	0	0	0	0	0
E40710	450055	DWP - Program Income		181,668	128,197	140,000	100,000	100,000	100,000
E40710	432320	DWP - North Vendor Contract		110,459	49,890	43,000	46,000	46,000	46,000
E40710	432553	DWP - Capital		0	49,572	0	0	0	0
E40720	432310	Steps to Success - North Vendor Contract		302,250	74,175	200,000	200,000	200,000	200,000
E40730	430014	Enterprise Zone		15,400	0	0			
E40730	430015	One Stop Vendor Fund		0	11,818	40,000	39,000	39,000	39,000
E40730	430065	Metro Program Income		0	10,049	5,500	20,000	20,000	20,000
E40730	432594	PMWTC Facilities use					10,000	10,000	10,000
E40740	430123	CCC: Business Services		4,918	7,528	5,250	6,250	6,250	6,250
E40740	432614	Washington County United Way HELP		0	154,155	120,866	150,297	150,297	150,297
E40740	432635	Washington County One Stop-Forest Grove Emplmt Dept		0	56,123	11,200	0	0	0
E40740	450015	Washington County Regional Investment		0	16	1,620	18,000	18,000	18,000
E40740	450035	Steps West-Office sharing agreement		0	1,402	3,600	3,900	3,900	3,900
E40740	432645	Washington County Verizon High Tech Training		0	5,970	0	0	0	0
E40740	422031	Semiconductor Recruitment/Training (local sources)		0	0	0	105,907	105,907	105,907
Sxxxx	431090	Non-Reimbursable Item		3,695	6,797	0	0	0	0
T10100	431223	PAVTEC - Special Projects		48,593	49,762	41,225	17,000	17,000	17,000
T10100	432391	PAVTEC -Partnership		49,356	66,789	210,066	10,000	10,000	10,000
T40100	432716	Partnership for Access to Allied Health		0	0	0	16,000	16,000	16,000
T50100	432686	Portland Area Library Service		0	0	0	100,000	100,000	100,000
	43xxxx	Ford Foundation					100,000	100,000	100,000
	4xxxx	Local Contracts in Application Process		0		350,000	200,000	200,000	200,000
TOTAL LOCAL CONTRACTS-General				<u>\$2,539,046</u>	<u>\$3,270,309</u>	<u>\$2,705,515</u>	<u>\$5,813,072</u>	<u>\$5,813,072</u>	<u>\$5,813,072</u>
OTHER LOCAL CONTRACTS (Customized)									
C40316	440382	Apprenticeship		\$4,635	\$285	\$0	\$35,424	\$35,424	\$35,424
G30100	440100	Student Testing Services		0	0	200	1,500	1,500	1,500
G40301	440341	Customized Workforce Training		77,526	69,070	0	0	0	0
G40503	440362	Institute of Management. & Profess. Development. (IMPD)		624	0	0	0	0	0
TOTAL OTHER LOCAL CONTRACTS (Customized)				<u>\$82,785</u>	<u>\$69,355</u>	<u>\$200</u>	<u>\$36,924</u>	<u>\$36,924</u>	<u>\$36,924</u>

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

CONTRACTS AND GRANTS FUND-continued

	HISTORICAL DATA			FY 2006-2007 PROPOSED Budget	FY 2006-2007 APPROVED Budget	FY 2006-2007 ADOPTED Budget
	FY 2003-04 Actual Expenditures	FY 2004-05 Actual Expenditures	FY 2005-06 ADOPTED BUDGET			
<u>PROGRAM REQUIREMENTS</u>						
 TOTAL LOCAL CONTRACTS	 <u>\$2,621,831</u>	 <u>\$3,339,664</u>	 <u>\$2,705,715</u>	 <u>\$5,849,996</u>	 <u>\$5,849,996</u>	 <u>\$5,849,996</u>
 Total State, Federal and Local Contracts	 <u>\$22,853,761</u>	 <u>\$23,939,526</u>	 <u>\$24,386,852</u>	 <u>\$28,237,565</u>	 <u>\$28,237,565</u>	 <u>\$28,237,565</u>
Transfer to General Fund-overhead	\$1,590,993	\$1,628,728	\$1,770,820	\$1,698,165	\$1,698,165	\$1,698,165
Transfer to General Fund-direct cost reimbursement	227,593	261,048	324,380	325,835	325,835	325,835
Transfer to Auxiliary Fund		274				
Transfer to Continuing & Community Education Program	116,177		0	0	0	0
TOTAL TRANSFERS	<u>\$1,934,763</u>	<u>\$1,890,050</u>	<u>\$2,095,200</u>	<u>\$2,024,000</u>	<u>\$2,024,000</u>	<u>\$2,024,000</u>
 CONTINGENCY	 <u>\$0</u>	 <u>\$0</u>	 <u>\$1,303,099</u>	 <u>\$1,411,878</u>	 <u>\$1,411,878</u>	 <u>\$1,411,878</u>
 UNAPPROPRIATED ENDING FUND BALANCE	 <u>\$2,162,681</u>	 <u>\$2,182,634</u>	 <u>\$2,004,187</u>	 <u>\$2,098,355</u>	 <u>\$2,098,355</u>	 <u>\$2,098,355</u>
 TOTAL CONTRACTS AND GRANTS FUND	 <u>\$26,951,205</u>	 <u>\$28,012,210</u>	 <u>\$29,789,338</u>	 <u>\$33,771,798</u>	 <u>\$33,771,798</u>	 <u>\$33,771,798</u>

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

STUDENT ACTIVITIES FUND

	Fiscal Year 2003-2004		Fiscal Year 2004-2005		Fiscal Year 2005-2006 ADOPTED		Fiscal Year 2006-2007 PROPOSED		Fiscal Year 2006-2007 APPROVED		Fiscal Year 2006-2007 ADOPTED	
	F.T.E.	Actual	F.T.E.	Actual	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget
REVENUES:												
Student activities fees		\$659,775		\$721,907		\$883,653		\$1,165,548		\$1,165,548		\$991,548
Other local sources		63,921		58,942		22,000		98,500		98,500		98,500
Interest from investments		71		1,376		750		1,500		1,500		1,500
Total Operating Revenues		\$723,767		\$782,225		\$906,403		\$1,265,548		\$1,265,548		\$1,091,548
Beginning Fund Balance		(15,032)		51,082		61,372		80,997		80,997		80,997
TOTAL REVENUES		\$708,735		\$833,307		\$967,775		\$1,346,545		\$1,346,545		\$1,172,545
EXPENDITURES AND OTHER REQUIREMENTS												
Child Care	0.00	\$100,609	0.00	\$109,588	0.00	\$137,100	0.00	\$143,610	0.00	\$143,610	0.00	\$163,192
Student Governance	11.54	480,015	14.58	557,935	15.27	611,202	16.31	989,000	16.31	989,000	16.11	779,972
Intramural Activities	0.89	15,508	0.54	27,291	0.54	30,354	0.34	16,000	0.34	16,000	0.54	31,446
Student Activities		41,708		42,348	0.13	62,506	0.13	70,000	0.13	70,000	0.13	70,000
Phi Theta Kappa		19,813		16,809		28,500		28,500		28,500		28,500
Contingency		0		0		98,113		99,435		99,435		99,435
Sub-total	12.43	\$657,653	15.12	\$753,971	15.94	\$967,775	16.78	\$1,346,545	16.78	\$1,346,545	16.78	\$1,172,545
Unappropriated Ending Fund Balance		51,082		79,336		0		0		0		0
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	12.43	\$708,735	15.12	\$833,307	15.94	\$967,775	16.78	\$1,346,545	16.78	\$1,346,545	16.78	\$1,172,545
SUMMARY OF RESOURCES AND REQUIREMENTS:												
Total Operating Revenues		\$723,767		\$782,225		\$906,403		\$1,265,548		\$1,265,548		\$1,091,548
Less: Total Operating Expenditures		657,653		753,971		967,775		1,346,545		1,346,545		1,172,545
Rvenues over (under) expenditures		\$66,114		\$28,254		(\$61,372)		(\$80,997)		(\$80,997)		(\$80,997)
Beginning Fund Balance		(15,032)		51,082		61,372		80,997		80,997		80,997
Ending Fund Balance		\$51,082		\$79,336		\$0		\$0		\$0		\$0

PORTLAND COMMUNITY COLLEGE
**Fiscal Year 2006-2007 ADOPTED BUDGET
STUDENT FINANCIAL AID FUND**

	F.T.E.	Fiscal Year 2003-2004 Actual	F.T.E.	Fiscal Year 2004-2005 Actual	F.T.E.	Fiscal Year 2005-2006 ADOPTED Budget	F.T.E.	Fiscal Year 2006-2007 PROPOSED Budget	F.T.E.	Fiscal Year 2006-2007 APPROVED Budget	F.T.E.	Fiscal Year 2006-2007 ADOPTED Budget
REVENUES:												
From private sources		\$2,520,464		\$2,418,278		\$3,005,328		\$2,507,893		\$2,507,893		\$2,507,893
From state sources		0		0		0		0		0		0
From federal sources		17,755,817		19,905,688		20,341,357		22,895,404		22,895,404		22,895,404
Interest from investments		20,190		25,538		29,334		11,334		11,334		11,334
Transfer from General Fund		1,312,312		1,227,000		614,000		629,350		629,350		629,350
Total Operating Revenues		<u>\$21,608,783</u>		<u>\$23,576,504</u>		<u>\$23,990,019</u>		<u>\$26,043,981</u>		<u>\$26,043,981</u>		<u>\$26,043,981</u>
Beginning Fund Balance		<u>1,531,162</u>		<u>1,478,384</u>		<u>523,252</u>		<u>926,531</u>		<u>926,531</u>		<u>926,531</u>
TOTAL REVENUES		<u><u>\$23,139,945</u></u>		<u><u>\$25,054,888</u></u>		<u><u>\$24,513,271</u></u>		<u><u>\$26,970,512</u></u>		<u><u>\$26,970,512</u></u>		<u><u>\$26,970,512</u></u>
EXPENDITURES AND OTHER REQUIREMENTS:												
College Funded Programs	1.00	\$866,716	1.00	\$670,082	1.00	\$311,206	1.00	\$311,206	1.00	\$311,206	1.00	\$311,206
State Grant Programs	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Federal Programs	4.00	19,618,503	4.00	22,227,247	4.00	22,627,406	4.00	25,539,018	4.00	25,539,018	4.00	25,539,018
Scholarship Programs		754,340		5,558		899,500		0		0		0
Short Term Student Loan Program		232,007		239,894		291,159		321,051		321,051		321,051
Transfer to General Fund		189,995		249,254		139,000		95,900		95,900		95,900
Contingency		0				245,000		703,337		703,337		703,337
Sub-total	5.00	<u>\$21,661,561</u>	5.00	<u>\$23,392,035</u>	5.00	<u>\$24,513,271</u>	5.00	<u>\$26,970,512</u>	5.00	<u>\$26,970,512</u>	5.00	<u>\$26,970,512</u>
Unappropriated Ending Fund Balance		<u>1,478,384</u>		<u>1,662,854</u>		<u>0</u>		<u>0</u>		<u>0</u>		<u>0</u>
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	5.00	<u><u>\$23,139,945</u></u>	5.00	<u><u>\$25,054,889</u></u>	5.00	<u><u>\$24,513,271</u></u>	5.00	<u><u>\$26,970,512</u></u>	5.00	<u><u>\$26,970,512</u></u>	5.00	<u><u>\$26,970,512</u></u>
SUMMARY OF RESOURCES AND REQUIREMENTS:												
Total Operating Revenues		\$21,608,783		\$23,576,504		\$23,990,019		\$26,043,981		\$26,043,981		\$26,043,981
Less: Total Operating Expenditures		<u>21,661,561</u>		<u>23,392,035</u>		<u>24,513,271</u>		<u>26,970,512</u>		<u>26,970,512</u>		<u>26,970,512</u>
Excess of revenues, over (under) expenditures		<u>(\$52,778)</u>		<u>\$184,469</u>		<u>(\$523,252)</u>		<u>(\$926,531)</u>		<u>(\$926,531)</u>		<u>(\$926,531)</u>
Beginning Fund Balance		<u>1,531,162</u>		<u>1,478,384</u>		<u>523,252</u>		<u>926,531</u>		<u>926,531</u>		<u>926,531</u>
Ending Fund Balance		<u><u>\$1,478,384</u></u>		<u><u>\$1,662,853</u></u>		<u><u>\$0</u></u>		<u><u>\$0</u></u>		<u><u>\$0</u></u>		<u><u>\$0</u></u>

PORTLAND COMMUNITY COLLEGEFiscal Year 2006-2007 ADOPTED BUDGET
STUDENT FINANCIAL AID FUND-continued

PROGRAM REQUIREMENTS BY FUNDING SOURCE	FTE	Fiscal Year 2003-2004 Actual	FTE	Fiscal Year 2004-2005 Actual	FTE	Fiscal Year 2005-2006 Adopted Budget	FTE	Fiscal Year 2006-2007 PROPOSED Budget	FTE	Fiscal Year 2006-2007 APPROVED Budget	FTE	Fiscal Year 2006-2007 ADOPTED Budget
College Funded Programs (net of contingency & fund balance)												
53002-28 Financial Aid Tuition Grants	0.00	\$36,675	0.00	\$25,472	0.00	\$56,000	0.00	\$56,000	0.00	\$56,000	0.00	\$56,000
53002-58001 Senior Citizens Tuition Grants	0.00	4,570	0.00	4,000	0.00	0	0.00	0	0.00	0	0.00	0
53002-58002 Project Independence Grants	0.00	38,114	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
53002-58003 G.E.D. Tuition Grants	0.00	76,885	0.00	96,165	0.00	0	0.00	0	0.00	0	0.00	0
53002-58008 Ethnic Minority Grants	0.00	59,934	0.00	72,348	0.00	0	0.00	0	0.00	0	0.00	0
53002-58011 Tuition Grants Contingency	0.00	1,885	0.00	789	0.00	5,000	0.00	5,000	0.00	5,000	0.00	5,000
53002-58012 New Directions Tuition Grants	0.00	16,459	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
53002-58013 PCC Work Study	1.00	63,721	1.00	41,508	1.00	125,206	1.00	125,206	0.00	125,206	0.00	125,206
53002-58015 Intern'l Student Exchange Tuition Grants	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
53002-58xxx Miscellaneous	0.00	568,473	0.00	429,800	0.00	125,000	0.00	125,000	0.00	125,000	0.00	125,000
TOTAL COLLEGE FUNDED PROGRAMS	1.00	\$866,716	1.00	\$670,082	1.00	\$311,206	1.00	\$311,206	0.00	\$311,206	0.00	\$311,206
Federal Programs (net of contingency & fund balance)												
52003-S80300-28 Federal Pell Grants	0.00	\$14,077,712	0.00	\$15,793,758	0.00	\$16,500,000	0.00	\$17,500,000	0.00	\$17,500,000	0.00	\$17,500,000
52001-S80300-28 Federal NTA Loans	0.00	287,785	0.00	296,137	0.00	263,250	0.00	384,115	0.00	384,115	0.00	384,115
52004-S80300-28 Federal SEOG Grants	0.00	1,117,445	0.00	1,419,727	0.00	1,143,453	0.00	1,230,000	0.00	1,230,000	0.00	1,230,000
52005-S80300-28 Federal Work Study Program	4.00	725,581	4.00	650,971	4.00	846,907	4.00	846,907	0.00	846,907	0.00	846,907
52006-S80300-28 Federal Perkins/NSDL Loans	0.00	1,488,410	0.00	1,929,278	0.00	1,738,796	0.00	1,975,496	0.00	1,975,496	0.00	1,975,496
52008-S80300-28 Federal Aid-Grants/Loans/Scholarships	0.00	1,921,570	0.00	2,137,376	0.00	2,135,000	0.00	3,602,500	0.00	3,602,500	0.00	3,602,500
TOTAL FEDERAL PROGRAMS	4.00	\$19,618,503	4.00	\$22,227,247	4.00	\$22,627,406	4.00	\$25,539,018	0.00	\$25,539,018	0.00	\$25,539,018
Scholarship Program (net of contingency & fund balance)												
53019 B.I.A. and Other Miscellaneous Scholarships	0.00	754,340	0.00	5,558	0.00	899,500	0.00	0	0.00	0	0.00	0
TOTAL SCHOLARSHIP PROGRAMS	0.00	\$754,340	0.00	\$5,558	0.00	\$899,500	0.00	\$0	0.00	\$0	0.00	\$0

PORTLAND COMMUNITY COLLEGE**Fiscal Year 2006-2007 ADOPTED BUDGET
STUDENT FINANCIAL AID FUND-continued**

	FTE	Fiscal Year 2003-2004 Actual	FTE	Fiscal Year 2004-2005 Actual	FTE	Fiscal Year 2005-2006 Adopted Budget	FTE	Fiscal Year 2006-2007 PROPOSED Budget	FTE	Fiscal Year 2006-2007 APPROVED Budget	FTE	Fiscal Year 2006-2007 ADOPTED Budget
Short-term Student Loan Programs (net of contingency & fund balance)												
53003 Sears Roebuck Foundation Loan Fund	0.00	\$0	0.00	\$0	0.00	\$782	0.00	\$0	0.00	\$0	0.00	\$0
53004 Tigard Kiwanis Club Loan Fund	0.00	0	0.00	0	0.00	314	0.00	0	0.00	0	0.00	0
53005 Selectra Student Loan Fund	0.00	0	0.00	0	0.00	6,092	0.00	0	0.00	0	0.00	0
53006 Klaus Hoenich Memorial Loan Fund	0.00	0	0.00	0	0.00	401	0.00	0	0.00	0	0.00	0
53007 Selma Leonard Memorial Loan Fund	0.00	0	0.00	0	0.00	260	0.00	0	0.00	0	0.00	0
53008 Amy Spird Memorial Loan Fund	0.00	0	0.00	0	0.00	872	0.00	0	0.00	0	0.00	0
53009 Blanche V. Howard Memorial Loan Fund	0.00	0	0.00	0	0.00	129	0.00	0	0.00	0	0.00	0
53010 Student Activities Loan Fund	0.00	94,823	0.00	130,136	0.00	107,159	0.00	152,159	0.00	152,159	0.00	152,159
53011 King City Lions Loan Fund	0.00	7,465	0.00	4,363	0.00	10,500	0.00	10,500	0.00	10,500	0.00	10,500
53012 St. Vincent Medical Staff Loan Fund	0.00	0	0.00	0	0.00	5,259	0.00	0	0.00	0	0.00	0
53013 Blair-Thatcher Memorial Loan Fund	0.00	150	0.00	0	0.00	6,284	0.00	5,700	0.00	5,700	0.00	5,700
53014 Neil M. Coventry Loan/Grant Fund	0.00	0	0.00	0	0.00	126	0.00	0	0.00	0	0.00	0
53015 Kurt Schlesinger Scholarship Fund	0.00	23,575	0.00	21,000	0.00	47,692	0.00	47,692	0.00	47,692	0.00	47,692
53016 Kenneth Walrod Memorial Loan Fund	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
53018 Becky Larimer Nursing Loan Fund	0.00	0	0.00	0	0.00	289	0.00	0	0.00	0	0.00	0
53020 Individual Referrals	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
53020 Oregon Rural Scholarships	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
53026 Robert Zertanna Memorial Fund	0.00	105,994	0.00	84,395	0.00	105,000	0.00	105,000	0.00	105,000	0.00	105,000
TOTAL SHORT-TERM STUDENT LOAN PROGRAMS	0.00	\$232,007	0.00	\$239,894	0.00	\$291,159	0.00	\$321,051	0.00	\$321,051	0.00	\$321,051
09526 Transfer to General Fund		189,995		249,254		139,000		95,900		95,900		95,900
09800 CONTINGENCY		0		0		245,000		703,337		703,337		703,337
09890 UNAPPROPRIATED ENDING FUND BALANCE		1,478,384		1,662,854		0		0		0		0
TOTAL REQUIREMENTS	5.00	\$23,139,945	5.00	\$25,054,889	5.00	\$24,513,271	5.00	\$26,970,512	0.00	\$26,970,512	0.00	\$26,970,512

CAPITAL PROJECT FUNDS

These funds account for the College's major capital expenditures relating to the acquisition, construction, and remodeling of capital facilities. Revenue sources to finance the expenditures include the sale of General Obligation Bonds and Certificate of Participation Bonds, sale of property and transfers from other funds. Funds included in the Capital Project Fund category are:

Capital Projects Fund:

This fund was established to account for expenditures for minor construction projects, remodeling, major maintenance of facilities, and replacement of major equipment. The major source of funding is transfer from the General Fund.

Capital Construction Fund:

This fund accounts for all activities relating to major construction projects not accounted for in the Capital Projects Fund. This fund was established in 1992 to account for projects provided for by the voter approved bond authority.

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

CAPITAL PROJECTS FUND

	<u>F.T.E.</u>	Fiscal Year 2003-2004 <u>Actual</u>	<u>F.T.E.</u>	Fiscal Year 2004-2005 <u>Actual</u>	<u>F.T.E.</u>	Fiscal Year 2005-2006 ADOPTED <u>Budget</u>	<u>F.T.E.</u>	Fiscal Year 2006-2007 PROPOSED <u>Budget</u>	<u>F.T.E.</u>	Fiscal Year 2006-2007 APPROVED <u>Budget</u>	<u>F.T.E.</u>	Fiscal Year 2006-2007 ADOPTED <u>Budget</u>
<u>REVENUES:</u>												
Interest from investments		\$54,670		\$124,838		\$60,528		\$96,774		\$96,774		\$96,774
From other sources		56,770		93,924								
Operating transfers in:												
From General Fund		2,290,000		2,290,000		2,290,000		2,690,000		2,690,000		2,690,000
From Capital Construction Fund												
Total Operating Revenues		<u>\$2,401,440</u>		<u>\$2,508,762</u>		<u>\$2,350,528</u>		<u>\$2,786,774</u>		<u>\$2,786,774</u>		<u>\$2,786,774</u>
Beginning Fund Balance		<u>4,708,937</u>		<u>4,530,124</u>		<u>3,026,399</u>		<u>3,519,046</u>		<u>3,519,046</u>		<u>3,519,046</u>
TOTAL REVENUES		<u><u>\$7,110,377</u></u>		<u><u>\$7,038,886</u></u>		<u><u>\$5,376,927</u></u>		<u><u>\$6,305,820</u></u>		<u><u>\$6,305,820</u></u>		<u><u>\$6,305,820</u></u>
<u>EXPENDITURES AND OTHER REQUIREMENTS:</u>												
Capital Outlay		\$2,580,253		\$3,954,060		\$4,800,000		\$5,020,000		\$5,020,000		\$5,020,000
Contingency		<u>0</u>		<u>0</u>		<u>150,000</u>		<u>500,000</u>		<u>500,000</u>		<u>500,000</u>
Sub-total		<u>\$2,580,253</u>		<u>\$3,954,060</u>		<u>\$4,950,000</u>		<u>\$5,520,000</u>		<u>\$5,520,000</u>		<u>\$5,520,000</u>
Unappropriated Ending Fund Balance		<u>4,530,124</u>		<u>3,084,826</u>		<u>426,927</u>		<u>785,820</u>		<u>785,820</u>		<u>785,820</u>
TOTAL EXPENDITURES AND AND OTHER REQUIREMENTS	<u>0.00</u>	<u><u>\$7,110,377</u></u>	<u>0.00</u>	<u><u>\$7,038,886</u></u>	<u>0.00</u>	<u><u>\$5,376,927</u></u>	<u>0.00</u>	<u><u>\$6,305,820</u></u>	<u>0.00</u>	<u><u>\$6,305,820</u></u>	<u>0.00</u>	<u><u>\$6,305,820</u></u>
<u>SUMMARY OF RESOURCES AND REQUIREMENTS:</u>												
Total Operating Revenues		\$2,401,440		\$2,508,762		\$2,350,528		\$2,786,774		\$2,786,774		\$2,786,774
Less: Total Operating Expenditures		<u>2,580,253</u>		<u>3,954,060</u>		<u>4,950,000</u>		<u>5,520,000</u>		<u>5,520,000</u>		<u>5,520,000</u>
Revenues over (under) expenditures		<u>(\$178,813)</u>		<u>(\$1,445,298)</u>		<u>(\$2,599,472)</u>		<u>(\$2,733,226)</u>		<u>(\$2,733,226)</u>		<u>(\$2,733,226)</u>
Beginning Fund Balance		<u>4,708,937</u>		<u>4,530,124</u>		<u>3,026,399</u>		<u>3,519,046</u>		<u>3,519,046</u>		<u>3,519,046</u>
Ending Fund Balance		<u><u>\$4,530,124</u></u>		<u><u>\$3,084,826</u></u>		<u><u>\$426,927</u></u>		<u><u>\$785,820</u></u>		<u><u>\$785,820</u></u>		<u><u>\$785,820</u></u>

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

CAPITAL CONSTRUCTION FUND

	F.T.E.	Fiscal Year 2003-2004 Actual	F.T.E.	Fiscal Year 2004-2005 Actual	F.T.E.	Fiscal Year 2005-2006 ADOPTED Budget	F.T.E.	Fiscal Year 2006-2007 PROPOSED Budget	F.T.E.	Fiscal Year 2006-2007 APPROVED Budget	F.T.E.	Fiscal Year 2006-2007 ADOPTED Budget
REVENUES:												
Interest from investments		\$795,535		\$736,302		\$248,231		\$20,000		\$20,000		\$20,000
Sale of Property				4,791,245								
Other revenues		135,226		156,657		4,500,000						
Transfer from Bookstore Fund		171,134				555,000						
Transfer from General Fund		61,000										
Transfer from Parking Operations Fund						530,000						
Total Operating Revenues		\$1,162,895		\$5,684,204		\$5,833,231		\$20,000		\$20,000		\$20,000
Beginning Fund Balance		108,254,005		45,263,275		14,601,853		3,338,636		3,338,636		3,338,636
TOTAL REVENUES		\$109,416,900		\$50,947,479		\$20,435,084		\$3,358,636		\$3,358,636		\$3,358,636
EXPENDITURES AND OTHER REQUIREMENTS												
Physical Plant	9.25	\$1,031,001	9.25	\$1,222,559	8.00	\$2,522,832	7.50	\$762,142	7.50	\$762,142	7.50	\$747,423
Sylvania Campus		17,330,650		8,063,688		6,800,000		1,215,000		1,215,000		1,215,000
Cascade Campus		21,333,445		16,219,965		6,000,000		700,000		700,000		700,000
Rock Creek Campus		18,158,897		9,219,145		3,000,000		500,000		500,000		500,000
Southeast Center		6,218,825		184,105		0						
District-wide Projects		80,807		145,037		500,000		150,000		150,000		150,000
Contingency						1,612,252		31,494		31,494		46,213
Sub-total	9.25	\$64,153,625	9.25	\$35,054,499	8.00	\$20,435,084	7.50	\$3,358,636	7.50	\$3,358,636	7.50	\$3,358,636
Unappropriated Ending Fund Balance		45,263,275		15,892,980		0		0		0		0
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	9.25	\$109,416,900	9.25	\$50,947,479	8.00	\$20,435,084	7.50	\$3,358,636	7.50	\$3,358,636	7.50	\$3,358,636
SUMMARY OF RESOURCES AND REQUIREMENTS:												
Total Operating Revenues		\$1,162,895		\$5,684,204		\$5,833,231		\$20,000		\$20,000		\$20,000
Less: Total Operating Expenditures		64,153,625		35,054,499		20,435,084		3,358,636		3,358,636		3,358,636
Revenues over (under) expenditures		(\$62,990,730)		(\$29,370,295)		(\$14,601,853)		(\$3,338,636)		(\$3,338,636)		(\$3,338,636)
Beginning Fund Balance		108,254,005		45,263,275		14,601,853		3,338,636		3,338,636		3,338,636
Ending Fund Balance		\$45,263,275		\$15,892,980		\$0		\$0		\$0		\$0

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET
CAPITAL CONSTRUCTION FUND-continued

								As of: 02/28/06
								Life-to-Date
Account		FY01	FY02	FY03	FY04	FY05	FY06	Revenue/
Number	Description	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
Revenues								
	Bond Proceeds	\$46,859,653	\$99,635,083	\$0	\$0	\$0	\$0	\$146,494,736
	Sale of Hillsboro property	0	1,596,975	0	0	0	0	1,596,975
	Less commision	0	0	0	(96,000)	0	0	(96,000)
	Sale of old SE Center	0	0	0	100,000	4,791,245	0	4,891,245
	Less related expenses old SE Cente	0	0	(4,271)	(582,936)	(470,380)	(25,347)	(1,082,934)
	Investment Earnings	130,544	5,841,035	4,157,162	1,686,175	643,542	179,466	12,637,924
	<i>Future Investment Earnings</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>17,000</i>
	Food Services expenses	0	0	0	(971,134)	0	0	(971,134)
	All transfers	0	800,000	80,000	232,134	0	555,000	1,667,134
	<i>Future transfer from Parking Operati</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>530,000</i>
	Insurance claims colleted	0	0	0	0	65,000	342,500	407,500
	Others	0	0	58,231	35,225	87,907	754	182,117
	Total Revenues	\$46,990,197	\$107,873,093	\$4,291,122	\$403,464	\$5,117,314	\$1,052,373	\$166,274,563

PORTLAND COMMUNITY COLLEGE
Fiscal Year 2006-2007 ADOPTED BUDGET
CAPITAL CONSTRUCTION FUND-continued

Account Number	Description	FY01 Expenditures	FY02 Expenditures	FY03 Expenditures	FY04 Expenditures	FY05 Expenditures	FY06 Expenditures	Life-to-Date Revenue/ Expenditures
Expenditures								
01110	Administration - FT	\$0	\$244,180	\$502,906	\$530,258	\$543,161	\$374,819	\$2,195,324
01120	Administration - PT	0	0	0	0	48,486	0	48,486
01125	Administration - Casual	0	0	0	0	0	0	0
01510	Classified - FT	0	41,555	50,733	63,637	118,948	56,167	331,040
01521	Classified, PT BU 600-2079	0	0	0	17,009	27,060	14,036	58,105
01522	Casual Labor	0	0	5,910	23,201	27,833	615	57,559
01550	Classified, BU overtime	0	0	0	2,766	589	183	3,538
02xxx	Benefits	0	80,638	157,835	254,465	319,056	191,218	1,003,212
	Total Salary & Benefits	<u>\$0</u>	<u>\$366,373</u>	<u>\$717,384</u>	<u>\$891,336</u>	<u>\$1,085,133</u>	<u>\$637,038</u>	<u>\$3,697,264</u>
03010	Supplies	\$0	\$3,699	\$24,432	\$34,921	\$19,403	\$49,905	\$132,360
03250	Minor Equipments (Replace 07050)	0	0	0	1,109,853	3,060,797	943,894	5,114,544
03353	Moving and Storage fees	0	0	22,853	170,709	201,614	51,571	446,747
03361	Legal Services	47,193	81,069	111,745	98,993	23,621	34,454	397,075
03371	Consultant/Professional Services	57,200	82,758	95,439	221,718	16,534	4,455	478,104
03372	Survey & Inspection Fees	0	0	300	39,735	7,471	3,370	50,876
03410	Publications & Periodical	0	0	360	247	(247)	0	360
03420	Dues and Fees	25,441	81,244	664,124	1,293,788	281,293	51,484	2,397,374
03430	Software Licenses & Fees	0	0	0	0	0	24,463	24,463
03501	Rental Expenses	0	0	24	481	0	721	1,226
03523	Copy card charges and printing	0	823	5,340	12,307	19,490	1,419	39,379
03552	Contracted Maintenance & Services	11,553	6,940	88,670	198,748	299,661	49,274	654,846
03578	Telephone Long Distance Charges	0	0	3,609	4,589	2,700	1,893	12,791
03581	Advertising	5,975	7,322	14,837	5,352	2,845	0	36,331
03618	Claim Adjusting Expenses	0	0	4	0	0	0	4
03910	Overnight Travel Expenses	284	0	1,655	0	0	1,111	3,050
03920	Staff Mileage - In-district	0	3,623	7,931	6,612	5,309	2,772	26,247
03925	Non-overnight Travel Expenses	0	1,454	377	810	329	0	2,970
	Total Materials, Services & Supplies	<u>\$147,646</u>	<u>\$268,932</u>	<u>\$1,041,700</u>	<u>\$3,198,863</u>	<u>\$3,940,820</u>	<u>\$1,220,786</u>	<u>\$9,818,747</u>

PORTLAND COMMUNITY COLLEGEFiscal Year 2006-2007 ADOPTED BUDGET
CAPITAL CONSTRUCTION FUND-continued

Account Number	Description	FY01 Expenditures	FY02 Expenditures	FY03 Expenditures	FY04 Expenditures	FY05 Expenditures	FY06 Expenditures	Life-to-Date Revenue/ Expenditures
07050	Equipment - Minor Assets	\$0	\$24,689	\$107,641	\$0	\$0	\$0	\$132,330
07070	Capital Lease	0	0	1,952	2,543	0	0	4,495
07100	Furniture / Fixtures / Equipment	0	294,216	359,692	3,018,452	1,394,604	(11,879)	5,055,085
07300	New Construction - Buildings	0	419	3,163,921	22,082,371	23,939,538	3,370,765	52,557,014
07310	Capital Improvement - Building	663,495	4,880,416	15,338,292	26,661,349	(3,850,883)	4,736,381	48,429,050
07360	Capital, Contracted Services	0	0	3,604	21,280	11,103	103	36,090
07371	Architect/Design/Engineering	910,820	4,140,673	5,816,783	2,520,665	1,814,009	807,409	16,010,359
07385	Purchase of Property - Building	0	12,164	6,130	(8,424)	145	0	10,015
07395	Bond Issuance Costs	310,457	495,366	0	0	21,850	0	827,673
07410	Purchase of Property - Land	0	9,033,642	1,466,271	2,154,983	29,093	794	12,684,783
07420	Purchase of Property - ROW	0	0	0	1,818	0	0	1,818
07430	Improvements to Land	0	0	198,275	106,457	2,088,923	0	2,393,655
07435	Demolition - Land	0	16,025	54,721	725	0	0	71,471
07440	Relocation	632	363,171	140,007	218,994	(632)	0	722,172
07471	Environmental Expenses	62,528	100,679	458,589	237,268	241,248	28,384	1,128,696
07610	Art	0	22,857	0	37,000	145,546	178,460	383,863
07710	Roads	0	5,285	0	0	0	0	5,285
07721	Parking Lots, Sidewalk	0	132,240	96,226	215,055	988,456	92,551	1,524,528
07722	Landscaping	0	174,569	0	491	2,140	170	177,370
07730	Utility System	0	0	355,663	1,141,528	2,732,227	20,548	4,249,966
08050	Bond Ancillary Costs	1,500	400	400	800	800	800	4,700
	Total Capital Outlay	<u>\$1,949,432</u>	<u>\$19,696,811</u>	<u>\$27,568,167</u>	<u>\$58,413,355</u>	<u>\$29,558,167</u>	<u>\$9,224,486</u>	<u>\$146,410,418</u>
Total Expenditures		<u>\$2,097,078</u>	<u>\$20,332,116</u>	<u>\$29,327,251</u>	<u>\$62,503,554</u>	<u>\$34,584,120</u>	<u>\$11,082,310</u>	<u>\$159,926,429</u>
Old SE legal expenses							(22,739)	
Old SE environmental expenses							(2,608)	
Subtotal							(25,347)	
Net							<u>11,056,963</u>	

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET
CAPITAL CONSTRUCTION FUND-continued

	FY 01	FY 02	FY 03	FY 04	As of: FY 05	2/28/2006 FY 06		Life-to-Date
	Revenues/ Expenditures	Revenues/ Expenditures	Revenues/ Expenditures	Revenues/ Expenditures	Revenues/ Expenditures	Revenues/ Expenditures	Encumbrances	Revenues/ Campus Expenditures
Revenues								
Bond Proceeds	46,859,653	99,635,083	0	0	0	0	0	146,494,736
Sale of Hillsboro property	0	1,596,975	0	0	0	0	0	1,596,975
Less commistion	0	0	0	(96,000)	0	0	0	(96,000)
Sale of old SE Center	0	0	0	100,000	4,791,245	0	0	4,891,245
Less related expenses old SE Center	0	0	(4,271)	(582,936)	(470,380)	(25,347)	0	(1,082,934)
Investment earnings	130,544	5,841,035 *	4,157,162 *	1,686,175	643,542	179,466	0	12,637,924
Future investment earnings (estimated)	0	0	0	0	0	0	0	17,000
Transfers from General Fund	0	0	80,000	61,000	0	0	0	141,000
Transfer from Food Services	0	800,000	0	0	0	0	0	800,000
Food Services expenses	0	0	0	(971,134)	0	0	0	(971,134)
Transfer from Bookstore - Sylvania	0	0	0	171,134	0	0	0	171,134
Transfer from Bookstore - Cascade	0	0	0	0	0	345,000	0	345,000
Transfer from Bookstore - Rock Creek	0	0	0	0	0	210,000	0	210,000
Future trnsfr from Parking Fund- Rock Creek	0	0	0	0	0	0	0	170,000
Future trnsfr from Parking Fund - Sylvania	0	0	0	0	0	0	0	360,000
Insurance claims collected	0	0	0	0	65,000	342,500	0	407,500
Other Fund 2100 receipts	0	0	30,231	35,225	87,907	754	0	154,117
Others	0	0	28,000	0	0	0	0	28,000
Total revenues	<u>46,990,197</u>	<u>107,873,093</u>	<u>4,291,122</u>	<u>403,464</u>	<u>5,117,314</u>	<u>1,052,373</u>	<u>0</u>	<u>166,274,563</u>

PORTLAND COMMUNITY COLLEGEFiscal Year 2006-2007 ADOPTED BUDGET
CAPITAL CONSTRUCTION FUND-continued

	FY 01	FY 02	FY 03	FY 04	As of: FY 05	2/28/2006 FY 06		Life-to-Date Revenues/ Campus Expenditures
	<u>Revenues/ Expenditures</u>	<u>Revenues/ Expenditures</u>	<u>Revenues/ Expenditures</u>	<u>Revenues/ Expenditures</u>	<u>Revenues/ Expenditures</u>	<u>Revenues/ Expenditures</u>	<u>Encumbrances</u>	
<u>Expenditures</u>								
College-Wide	359,434	954,397	1,004,721	912,941	752,180	588,112	252,779	4,824,564
Cascade	600,037	5,281,665	9,516,707	21,332,397	16,218,830	4,895,660	1,141,500	58,986,796
Rock Creek	2,456	761,602	2,239,936	18,158,896	9,219,146	3,525,696	262,697	34,170,429
Sylvania	1,128,362	5,942,880	2,947,774	16,359,516	8,063,689	2,032,534	3,550,250	40,025,005
Southeast (Pool)	6,026	7,331,116	13,605,796	5,675,106	184,105	0	0	26,802,149
WCWTC	0	5,705	8,766	63,973	145,037	48,505	47,461	319,447
PMWTC	764	0	0	0	0	2,250	40,000	43,014
CPWTC	0	0	0	0	0	0	0	0
Bond Staff Office	0	54,750	3,551	725	1,133	0	0	60,159
Owner Costs (Interest)	0	0	0	0	0	0	0	0
Contingency	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures	<u><u>2,097,079</u></u>	<u><u>20,332,115</u></u>	<u><u>29,327,251</u></u>	<u><u>62,503,554</u></u>	<u><u>34,584,120</u></u>	<u><u>11,092,757</u></u>	<u><u>5,294,687</u></u>	<u><u>165,231,563</u></u>

* Year-ended book-to-market adjustments: \$966,831 in FY02 and \$884,039 in FY03.

PORTLAND COMMUNITY COLLEGEFiscal Year 2006-2007 ADOPTED BUDGET
CAPITAL CONSTRUCTION FUND-continued**Cascade**

Base Bond Plan	\$54,468,299
Contribution to IMP cost	184,590
Transfer from Bookstore	345,000
Supplemental additional funding	2,000,000
Real estate acquisition over plan	592,182
Real estate acquisition: Renaissance	2,207,339
Demo. non-Anex property: South	75,700
House moves	7,500
Demo. house West	56,500
Demo. Albina church	45,437
Total adjusted authorized spending - Cascade	<u>\$59,982,547</u>

Rock Creek

Base Bond Plan	33,315,721
Transfer from Bookstore	210,000
Transfer from Parking	170,000
Replenish FY02 to FY03 roll	102,000
Total adjusted authorized spending - Rock Creek	<u>\$33,797,721</u>

Sylvania

Base Bond Plan	\$39,239,491
Transfer from Food Services	1,000,000
Total adjusted authorized spending - Sylvania	<u>\$40,239,491</u>

Note: Sylvania authorized spending is off by \$30,000.

Note: SE Legal cost	<u>\$81,308</u>
Rock Creek legal cost	<u>\$994</u>

Southeast

Property purchase	\$ 5,700,000	\$5,700,000
Construction and indirects	\$20,059,878	20,059,878
Food Services addition	\$ 510,000	510,000
Real estate commission costs reimb - per Ra	\$ 342,000	342,000
Re-zone existing	\$ 95,800	95,800
Replenish FY02 to FY03 roll	\$ 120,943	120,943
Total adjusted authorized spending - Southeast	<u>\$26,828,621</u>	<u>\$26,828,621</u>

College-wide/ Central Admin.

Pre-acquisition appraisals at Cascade	\$57,035
Bond program staff costs	3,461,612
Legal	467,000
Property acquisition (ROWA)	450,000
Real Estate commissions	462,600
Bond issuance costs	807,323
Real Estate commission - Renaissance	<u>0</u>
Total adjusted authorized spending - College-wide	<u>\$ 5,705,570</u>

WCWTC - Base Bond Plan **\$ 264,500****CPWTC - Base Bond Plan** **\$ -****PMWTC - Base Bond Plan** **\$ -****Total revised authorized spending as of 9/17/03** **166,818,450**

PORTLAND COMMUNITY COLLEGEFiscal Year 2006-2007 ADOPTED BUDGET
CAPITAL CONSTRUCTION FUND-continued

Description	FY 01 Actual	FY 02 Actual	FY 03 Actual	FY 04 Actual	FY 05 Actual	Actual Y-T-D thru 6/30/2005	FY 06 Expenditures	Encumbrances	Project Multi-year Expenditures
College-Wide Unallocated	284	37,927	201,039	86,611	(134,287)	191,574	9,316	1,672	202,562
Cascade Unallocated Expenditures	514,577	112,904	(466,434)	31,279	(105,594)	86,732	38,964	162,374	288,070
Rock Creek Unallocated Expenditures	2,456	277,304	35,362	7,744	5,061	327,927	0	87,429	415,356
Sylvania Unallocated Expenditures	76,643	339,309	(359,919)	8,879	1,553	66,465	7,773	271	74,509
Southeast Unallocated Expenditures	6,026	15,921	30,004	(22,593)	(247)	29,111	0	0	29,111
WCWTC Unallocated Expenditures	0	4,143	92	0	0	4,235	0	0	4,235
PMWTC Unallocated Expenditures	764	0	0	0	0	764	0	0	764
CPWTC Unallocated Expenditures	0	0	0	0	0	0	0	0	0
Pre-acquisition appraisals at CA	0	0	0	0	0	0	0	0	0
Bond program staff costs	0	339,365	691,537	825,530	886,467	2,742,899	578,796	251,107	3,572,802
Legal	47,193	81,339	111,745	0	0	240,277	0	0	240,277
Property Acquisition (ROWA)	0	0	0	0	0	0	0	0	0
Real Estate Commissions	0	0	0	0	0	0	0	0	0
Bond Issuance costs	311,957	495,766	400	800	0	808,923	0	0	808,923
Real Estate Commissions - Renaissance	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0
Total Unallocated Costs	959,900	1,703,978	243,826	938,250	652,953	4,498,907	634,849	502,853	5,636,609

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET
CAPITAL CONSTRUCTION FUND-continued

Description	FY 01 Actual	FY 02 Actual	FY 03 Actual	FY 04 Actual	FY 05 Actual	Actual Y-T-D thru 6/30/2005	FY 06 Expenditures	Encumbrances	Project Multi-year Expenditures
Cascade									
Expanded Boundaries & Campus Gateway	0	4,021,657	1,803,816	579,246	119,998	6,524,717	95,376	0	6,620,093
Humanities Programs	12,097	19,853	338,886	(1,960)	(21,435)	347,441	0	0	347,441
Advanced Tech & Skill Center Complex	16,615	25,795	558,429	(2,795)	(33,853)	564,191	0	0	564,191
Multipurpose Physical Education Complex	9,039	342,418	465,593	(71,593)	(94,754)	650,703	0	0	650,703
Science Facility	0	266,369	(266,369)	0	0	0	0	0	0
General Purpose & Dedicated Classrooms	0	57,912	217,023	945	0	275,880	0	0	275,880
Staff Offices/Faculty Workstations	37,936	118,022	1,395	49,317	(6,268)	200,402	0	0	200,402
GED testing Office	0	0	0	0	0	0	0	0	0
Emergency Dispatch 9-1-1	9,773	15,963	47,709	0	(17,011)	56,434	0	0	56,434
Fire Science (Bond funds only are shown)	0	1,494	10,424	0	0	11,918	0	0	11,918
Replacement Facilities	0	13,963	(2,475)	(23)	0	11,465	0	0	11,465
Distance Learning Classroom Remodel	0	68	7,844	(41)	0	7,871	0	0	7,871
ITS Back-up Storage Vaults (CAS portion)	0	0	0	0	0	0	0	0	0
Grounds Workspace & Equipment Storage	0	647	23,129	0	0	23,776	0	0	23,776
Custodial Ofc (Cascade share)	0	0	4,007	0	0	4,007	0	0	4,007
Campus Storage (Cascade share)	0	16	2,605	0	0	2,621	0	0	2,621
Campus Recycling Facilities (Cas. portion)	0	0	0	0	0	0	0	0	0
ADA Accessibility/OSHA (Cas. portion)	0	0	0	2,802	0	2,802	0	0	2,802
Mobile Trailer for Bond Project Mgmt	0	54,750	3,551	725	1,133	60,159	0	0	60,159
Plng Process for Campuses (CAS portion)	0	6,000	1,375	0	0	7,375	0	0	7,375
Scheduled Maintenance	0	278,568	(209,836)	(3)	0	68,729	0	0	68,729
Space Evaluation Repairs	0	0	174,125	(1,095)	0	173,030	0	0	173,030
Air Conditioning for Electronic PS Equipt	0	16	1,195	0	0	1,211	0	0	1,211
CA Student Center Elevator Modernization	0	0	47,758	24,436	0	72,194	0	0	72,194
CA Electrical Infrastructure Project	0	0	19,185	8,626	0	27,811	0	0	27,811
CA Jackson Hall Project	0	0	5,729,184	2,079,716	297,307	8,106,207	(75,747)	0	8,030,460
CA Student Services Building (SSB)	0	0	523,924	498,173	20,995	1,043,092	286,281	0	1,329,373
CA Public Services Education Building	0	0	0	3,605,954	1,454,969	5,060,923	68,658	0	5,129,581
CA PE Building Project	0	0	13,039	5,283,181	393,454	5,689,674	156,949	0	5,846,623

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET
CAPITAL CONSTRUCTION FUND-continued

Description	FY 01 Actual	FY 02 Actual	FY 03 Actual	FY 04 Actual	FY 05 Actual	Actual Y-T-D thru 6/30/2005	FY 06 Expenditures	Encumbrances	Project Multi-year Expenditures
Cascade-continued									
CA Technology Building Project	0	0	255,072	5,731,498	3,486,599	9,473,169	38,741	183,322	9,695,232
CA Art & Humanities Building Project	0	0	160,506	196,485	6,098,625	6,455,616	2,908,700	331,938	9,696,254
CA North Parking Lot	0	0	0	413,444	2,941	416,385	(15,223)	0	401,162
CA West Parking Lot	0	0	0	600,139	307,568	907,707	6,287	11,431	925,425
CA Plumbing Fixture Retrofit	0	0	0	2,827	0	2,827	0	0	2,827
CA Jackson Hall Remodel Project-South	0	0	0	56,075	1,854	57,929	0	0	57,929
CA Terrell Hall Roofing Project	0	0	0	60,689	10,698	71,387	1,666	0	73,053
CA SSB Building Upgrade 1st & 2nd Floors	0	0	0	23,562	22,286	45,848	0	0	45,848
CA Terrell Hall Project	0	0	49,071	45,635	3,925,009	4,019,715	1,121,194	113,030	5,253,939
CA Student Center (SC) Project	0	0	6,527	5,878	114,571	126,976	221,808	31,761	380,545
CA Jackson Hall Elevator Modernization	0	0	0	0	53,710	53,710	0	0	53,710
CA ITS Infrastructure Project			0	0	187,161	187,161	20,548	4,097	211,806
CA Code Blue Phone Project			0	0	0	0	16,909	0	16,909
CA West Parking Lot - Argo Building							4,549	303,547	308,096
Total Cascade	85,460	5,223,511	9,986,692	19,191,843	16,325,557	50,813,063	4,856,696	979,126	56,648,885
Other sources (Cascade)									
Cascade Bookstore - from Auxiliary Svcs				0	0	0	0	0	0
Contribution to IMP cost				0	0	0	0	0	0
Cascade supplemental additional funding				0	0	0	0	0	0
Real Estate acquisition over plan				0	0	0	0	0	0
Real Estate acquisition - Renaissance				2,110,000	0	2,110,000	0	0	2,110,000
Demolition non-annex property - South				0	0	0	0	0	0
House moves				0	0	0	0	0	0
Demolition houses - West				0	0	0	0	0	0
Demolition Albina Church				0	0	0	0	0	0
Total Cascade add'l funding as of 4/14/03	0	0	0	2,110,000	0	2,110,000	0	0	2,110,000

PORTLAND COMMUNITY COLLEGEFiscal Year 2006-2007 ADOPTED BUDGET
CAPITAL CONSTRUCTION FUND-continued

Description	FY 01 Actual	FY 02 Actual	FY 03 Actual	FY 04 Actual	FY 05 Actual	Actual Y-T-D thru 6/30/2005	FY 06 Expenditures	Encumbrances	Project Multi-year Expenditures
Rock Creek									
Library	0	250,918	337,078	202	1,698	589,896	0	0	589,896
General Purpose Classrooms	0	16,652	36,058	0	0	52,710	0	0	52,710
Faculty Workstations	0	9,185	32,018	0	0	41,203	0	0	41,203
Remodel Counseling/Career Classroom	0	0	3,701	0	0	3,701	0	0	3,701
Remodel Assessment Center Classrooms	0	0	3,047	0	0	3,047	0	0	3,047
Science Laboratory Addition	0	141,609	222,758	0	0	364,367	0	0	364,367
Diesel Renovation	0	0	0	0	0	0	0	0	0
Ceramics/Arts Programs Renovation	0	0	0	0	0	0	0	0	0
Welding Expansion	0	0	0	0	0	0	0	0	0
Landscape Technology Pole Structure	0	3,375	10,480	0	0	13,855	0	0	13,855
Microelectronics Relocation	0	25,959	66,718	0	0	92,677	0	0	92,677
Forum Remodel	0	0	5,567	27,224	0	32,791	0	0	32,791
Bldg. Const. Tech Classroom Remodel	0	0	0	0	0	0	0	0	0
Student Activities/Bookstore Relocation	0	15,124	32,452	0	0	47,576	0	0	47,576
Auto Collision Repair/Remodel	0	0	0	0	0	0	0	0	0
Distance Lrng - (RC portion)	0	4,119	10,324	24,345	0	38,788	0	0	38,788
Student Records Relocation	0	0	0	0	0	0	0	0	0
Campus Storage Expansion (RC portion)	0	5,631	6,633	0	0	12,264	0	0	12,264
Campus Recycling Facilities (RC portion)	0	0	0	0	0	0	0	0	0
ADA Accessibility/OSHA (RC portion)	0	0	0	0	0	0	0	0	0
Master Planning Process	0	10,406	23,320	0	1,743	35,469	3,971	0	39,440
Scheduled Maintenance	0	0	13,121	0	0	13,121	0	0	13,121
Space Evaluation Repairs	0	0	162,009	0	0	162,009	0	0	162,009
Expand Dining Area	0	0	0	0	0	0	0	0	0
Grounds & Eqpt Storage (RC portion)	0	1,320	4,440	0	0	5,760	0	0	5,760

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET
CAPITAL CONSTRUCTION FUND-continued

Description	FY 01 Actual	FY 02 Actual	FY 03 Actual	FY 04 Actual	FY 05 Actual	Actual Y-T-D thru 6/30/2005	FY 06 Expenditures	Encumbrances	Project Multi-year Expenditures
Rock Creek-continued									
Rock Creek Elevator Modernization	0	0	9,276	35,094	0	44,370	3,529	0	47,899
Rock Creek Electrical Infrastructure	0	0	354,450	592,044	79,790	1,026,284	3,398	3,800	1,033,482
Rock Creek Building 7 Expansion			206,137	6,004,479	584,633	6,795,249	33,832	0	6,829,081
Rock Creek Building 9 Expansion			443,510	9,324,744	2,640,927	12,409,181	(90,690)	0	12,318,491
Rock Creek SiteWork			221,477	1,892,622	590,073	2,704,172	64,154	2,000	2,770,326
Rock Creek Phase 2 Bldg 2 Addition				156,388	1,170,322	1,326,710	31,085	0	1,357,795
Rock Creek Phase 2 Bldg 3 Renovation				61,604	581,506	643,110	995,764	49,912	1,688,786
Rock Creek Phase 2 Bldg 5 Renovation				32,406	493,957	526,363	(10,470)	21,700	537,593
Rock Creek Bldg 1 Elevator Modernization					45,579	45,579	0	0	45,579
Rock Creek Bldg 2 Elevator Modernization					51,946	51,946	0	0	51,946
Rock Creek Phase 2 Bldg 2 Renovation					2,971,911	2,971,911	2,468,361	97,856	5,538,128
Rock Creek Code Blue Phone Project							10,788	0	10,788
Rock Creek Bldg 3 Chiiler Replacement							11,974	0	11,974
Total Rock Creek	0	484,298	2,204,574	18,151,152	9,214,085		3,525,696	175,268	33,755,073

Other Sources (Rock Creek)

RC Bookstore (from Auxiliary Services)

RC Parking (from Auxiliary Services)

RC: Replenish FY02 to FY03 roll

Total Rock Creek additional Funding as of 4/14/03

Fiscal Year 2006-2007 ADOPTED BUDGET
CAPITAL CONSTRUCTION FUND-continued

[illegible]

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET
CAPITAL CONSTRUCTION FUND-continued

Description	FY 01 Actual	FY 02 Actual	FY 03 Actual	FY 04 Actual	FY 05 Actual	Actual Y-T-D thru 6/30/2005	FY 06 Expenditures	Encumbrances	Project Multi-year Expenditures
<u>Sylvania-continued</u>									
Master Planning Process	0	2,406	(1,809)	0	0	597	0	0	597
Distance Learning (Sylvania portion)	0	36,476	199,346	0	0	235,822	0	0	235,822
Summer Project - Sylvania	0	0	1,153,874	19,913	1,835	1,175,622	0	0	1,175,622
Syl Gym Asbestos Removal	0	0	108,916	0	0	108,916	0	0	108,916
Air Conditioner Replacement CC219	0	0	0	0	0	0	0	0	0
Syl Electrical Infrastructure Proj.	0	0	58,723	2,536,765	676,844	3,272,332	2,837	0	3,275,169
Sylvania Campus Air Conditioning	0	0	163,202	3,147,629	820,024	4,130,855	0	0	4,130,855
Sylvania Technology Classroom Building	0	0	290,526	8,479,601	2,674,940	11,445,067	3,959	0	11,449,026
Sylvania FY04 Summer Improvement Proj	0	0	173,728	2,465,625	52,273	2,691,626	5,269	0	2,696,895
Sylvania FY04 Fire & Sprinkling Proj	0	0	32,333	476,390	214,092	722,815	1,086	0	723,901
Sylvania Track Surfacing Project	0	0	0	100,851	3,255	104,106	0	0	104,106
Sylvania CC HT Skylight Replacement	0	0	0	4,035	281,580	285,615	826	0	286,441
Sylvania SS Roofing Project	0	0	0	58,005	71,359	129,364	0	0	129,364
Sylvania Site, Parking Renovation	0	0	0	0	0	0	0	0	0
Sylvania College Services Building	0	0	0	23,947	616,114	640,061	1,232,589	3,498,476	5,371,126
Sylvania Gym Lighting Upgrade	0	0	0	300	39,051	39,351	0	0	39,351
Sylvania SS Building Ceiling Replacement	0	0	0	0	278,704	278,704	8,655	0	287,359
Sylvania CT Kiln Bunker Development	0	0	0	0	31,030	31,030	0	0	31,030
Sylvania FY05 Summer Improvement Proj	0	0	0	0	1,614,295	1,614,295	177,042	0	1,791,337
Sylvania FY05 CT Building Improvement	0	0	0	0	483,516	483,516	540,133	51,503	1,075,152
Bookstore VFD Return Fan Replacement			0	0	0	0	0	0	0
Sylvania HP Building Roofing Project			0	0	157,963	157,963	0	0	157,963
Sylvania Code Blue Phone System			0	0	0	0	13,268	0	13,268
Sylvania EMS Control System Upgrade			0	0	19,868	19,868	0	0	19,868
Sylvania One-Stop Area Remodel			0	0	0	0	39,097	0	39,097
			0						0
Total Sylvania	1,051,719	5,603,571	3,307,693	16,350,637	8,062,136	34,375,756	2,024,761	3,549,979	39,950,496

Other sources: Sylvania Food Services

PORTLAND COMMUNITY COLLEGEFiscal Year 2006-2007 ADOPTED BUDGET
CAPITAL CONSTRUCTION FUND-continued

Description	FY 01 Actual	FY 02 Actual	FY 03 Actual	FY 04 Actual	FY 05 Actual	Actual Y-T-D thru 6/30/2005	FY 06 Expenditures	Encumbrances	Project Multi-year Expenditures
Southeast Center									
S.E Ctr Remodel/Expansion/Land Acq	0	7,315,195	13,575,792	5,697,699	184,352	26,773,038	0	0	26,773,038
Space Evaluation Repairs	0	0	0	0	0	0	0	0	0
Downsizing, Creating 4 classrooms	0	0	0	0	0	0	0	0	0
Distance Learning (SEC portion)	0	0	0	0	0	0	0	0	0
Campus Storage Expansion	0	0	0	0	0	0	0	0	0
Campus Recycling Facilities (SE portion)	0	0	0	0	0	0	0	0	0
AC for Electronic PS Equipt (SE piece)	0	0	0	0	0	0	0	0	0
Scheduled Maintenance	0	0	0	0	0	0	0	0	0
Master Planning Process	0	0	0	0	0	0	0	0	0
Total Southeast	0	7,315,195	13,575,792	5,697,699	184,352	26,773,038	0	0	26,773,038
Other Sources									
Food Services Addition (from interest)									
Real estate commission costs reimb.									
Rezone existing									
Replenish FY02 to FY03 roll									
Total SE additional funding as of 4/14/03									
	1,137,179	18,626,575	29,074,751	61,501,331	33,786,130	114,071,857	10,407,153	4,704,373	159,237,492

PORTLAND COMMUNITY COLLEGE
Fiscal Year 2006-2007 ADOPTED BUDGET
CAPITAL CONSTRUCTION FUND-continued

Description	FY 01 Actual	FY 02 Actual	FY 03 Actual	FY 04 Actual	FY 05 Actual	Actual Y-T-D thru 6/30/2005	FY 06 Expenditures	Encumbrances	Project Multi-year Expenditures
WCWTC									
Distance Learning (WCWTC portion)	0	0	0	0	0	0	0	0	0
Scheduled Maintenance	0	1,562	(1,562)	0	0	0	0	0	0
PAVTEC relocate to WCWTC	0	0	10,236	0	0	10,236	0	0	10,236
Financial Aid Archives	0	0	0	63,973	66,171	130,144	48,505	47,461	226,110
Cafeteria Roofing					78,866	78,866	0	0	78,866
Total Collegewide WCWTC	0	1,562	8,674	63,973	145,037	219,246	48,505	47,461	315,212
PMWCT									
Recycling Facilities (PMWTC portion)	0	0	0	0	0	0	0	0	0
Scheduled Maintenance	0	0	0	0	0	0	0	0	0
PMWTC Upgrade HVAC Control To DDC							2,250	40,000	42,250
Total Collegewide PMWTC	0	0	0	0	0	0	2,250	40,000	42,250
CPWTC									
Custodial Ofc Expansion (CPWTC portion)	0	0	0	0	0	0	0	0	0
Recycling Facilities (CPWTC portion)	0	0	0	0	0	0	0	0	0
Scheduled Maintenance	0	0	0	0	0	0	0	0	0
Total Collegewide PMWTC	0	0	0	0	0	0	0	0	0
Total Collegewide Expenditures	0	1,562	8,674	63,973	145,037	219,246	50,755	87,461	357,462
Grand Total	2,097,079	20,332,115	29,327,251	62,503,554	34,584,120	118,790,010	11,092,757	5,294,687	165,231,563

ENTERPRISE FUNDS

These funds account for operations that are financed and operated in a manner similar to private business. Funds in this category are:

Bookstore Fund:

The College Bookstore operation provides students and staff with books and instructional supplies needed to carry out their educational programs. The principal source of revenue is from sales of merchandise.

Food Services Fund:

This fund accounts for the operation of the cafeterias and related food services. The principal source of revenue is from food sales.

Parking Operations Fund:

This fund accounts for the College parking program. Resources are expended for alternative transportation options and maintenance of the parking lots. The major sources of revenue are from parking permits and parking fines.

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

COLLEGE BOOKSTORE FUND

	Fiscal Year 2003-2004		Fiscal Year 2004-2005		Fiscal Year 2005-2006 ADOPTED		Fiscal Year 2006-2007 PROPOSED		Fiscal Year 2006-2007 APPROVED		Fiscal Year 2006-2007 ADOPTED	
	<u>F.T.E.</u>	<u>Actual</u>	<u>F.T.E.</u>	<u>Actual</u>	<u>F.T.E.</u>	<u>Budget</u>	<u>F.T.E.</u>	<u>Budget</u>	<u>F.T.E.</u>	<u>Budget</u>	<u>F.T.E.</u>	<u>Budget</u>
REVENUES:												
Sales of merchandise		\$10,537,105		\$10,812,640		\$9,711,081		\$9,934,638		\$9,934,638		\$9,934,638
Interest from investments		51,199		110,614		48,500		70,849		70,849		70,849
Miscellaneous income		85,255		135,727		77,688		50,000		50,000		50,000
Total Operating Revenues		<u>\$10,673,559</u>		<u>\$11,058,981</u>		<u>\$9,837,269</u>		<u>\$10,055,487</u>		<u>\$10,055,487</u>		<u>\$10,055,487</u>
Beginning Fund Balance		<u>5,907,493</u>		<u>6,152,961</u>		<u>4,592,961</u>		<u>6,779,829</u>		<u>6,779,829</u>		<u>6,779,829</u>
Total Resources		<u><u>\$16,581,052</u></u>		<u><u>\$17,211,942</u></u>		<u><u>\$14,430,230</u></u>		<u><u>\$16,835,316</u></u>		<u><u>\$16,835,316</u></u>		<u><u>\$16,835,316</u></u>
EXPENDITURES AND OTHER REQUIREMENTS:												
Bookstore Operations	31.95	\$9,791,354	32.97	\$9,577,213	32.67	\$9,338,187	32.72	\$9,586,286	32.72	\$9,586,286	32.72	\$9,600,682
Debt Service												
Transfers out:												
To General Fund		428,600		479,200		397,200		343,900		343,900		343,900
To Food Services Fund		37,003		37,217		38,760		41,913		41,913		41,913
To Capital Construction Fund		171,134				555,000		0		0		0
Contingency						1,372,862		1,437,353		1,437,353		1,422,957
Sub-total	31.95	<u>\$10,428,091</u>	32.97	<u>\$10,093,630</u>	32.67	<u>\$11,702,009</u>	32.72	<u>\$11,409,452</u>	32.72	<u>\$11,409,452</u>	32.72	<u>\$11,409,452</u>
Unappropriated Ending Fund Balance		<u>6,152,961</u>		<u>7,118,312</u>		<u>2,728,221</u>		<u>5,425,864</u>		<u>5,425,864</u>		<u>5,425,864</u>
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	<u>31.95</u>	<u><u>\$16,581,052</u></u>	<u>32.97</u>	<u><u>\$17,211,942</u></u>	<u>32.67</u>	<u><u>\$14,430,230</u></u>	<u>32.72</u>	<u><u>\$16,835,316</u></u>	<u>32.72</u>	<u><u>\$16,835,316</u></u>	<u>32.72</u>	<u><u>\$16,835,316</u></u>

PORTLAND COMMUNITY COLLEGE
**Fiscal Year 2006-2007 ADOPTED BUDGET
COLLEGE BOOKSTORE FUND-continued**

	Fiscal Year 2003-2004		Fiscal Year 2004-2005		Fiscal Year 2005-2006 ADOPTED		Fiscal Year 2006-2007 PROPOSED		Fiscal Year 2006-2007 APPROVED		Fiscal Year 2006-2007 ADOPTED	
SUMMARY OF RESOURCES AND REQUIREMENTS:	<u>Actual</u>	<u>F.T.E.</u>	<u>Actual</u>	<u>F.T.E.</u>	<u>Budget</u>	<u>F.T.E.</u>	<u>Budget</u>	<u>F.T.E.</u>	<u>Budget</u>	<u>F.T.E.</u>	<u>Budget</u>	<u>F.T.E.</u>
Total Operating Revenues	\$10,673,559		\$11,058,981		\$9,837,269		\$10,055,487		\$10,055,487		\$10,055,487	
Less: Total Operating Expenditures	10,428,091		10,093,630		11,702,009		11,409,452		11,409,452		11,409,452	
Revenues over (under) expenditures	\$245,468		\$965,351		(\$1,864,740)		(\$1,353,965)		(\$1,353,965)		(\$1,353,965)	
Beginning Fund Balance-Budgetary Basis	5,907,493		6,152,961		4,592,961		6,779,829		6,779,829		6,779,829	
Ending Fund Balance -Budgetary Basis	<u>\$6,152,961</u>		<u>\$7,118,312</u>		<u>\$2,728,221</u>		<u>\$5,425,864</u>		<u>\$5,425,864</u>		<u>\$5,425,864</u>	

Reconciliation of Budgetary Fund Balance to Financial Statement Fund Balance:

Ending Fund Balance -Budgetary Basis	\$6,152,961	\$7,118,312	\$2,728,221	\$5,425,864	\$5,425,864	\$5,425,864
Add (Deduct): Adj. to reflect Financial Statement Fund Balance						
Depreciation & amortization	(143,251)	(105,921)	(155,000) *	(150,000) *	(150,000) *	(150,000) *
Prior period adjustments (contributed capital)	0	0				
Capitalized value of fixed assets	0	145,955	336,366 *	178,800 *	178,800 *	178,800 *
Total adjustment to reflect Financial Statement Fund Balance	(143,251)	40,034	181,366	28,800	28,800	28,800
Cumulative effect of adjustment to reflect Financial Statement Fund Balance	2,450,633	2,307,382	2,898,375	3,079,741	3,079,741	3,079,741
Total Adjustments	2,307,382	2,347,416	3,079,741	3,108,541	3,108,541	3,108,541
Ending Fund Balance - Financial Statement Basis	<u>\$8,460,343</u>	<u>\$9,465,728</u>	<u>\$5,807,962 *</u>	<u>\$8,534,405 *</u>	<u>\$8,534,405 *</u>	<u>\$8,534,405 *</u>

* Estimated adjustments against Financial Statement Fund Balance

There are differences in the State of Oregon budget law reporting requirements and financial statement presentation requirements for Enterprise and Internal Service Funds. For example, budget law requires all cash outflows to be recorded as expenses, including the acquisition of capital assets and repayment of debt. These transactions are classified as balance sheet additions and liability removals, respectively, for financial statement presentation. Also, depreciation of assets is not recorded for budget purposes but is recognized as an expense for financial statement presentation. This section provides a reconciliation of the fund balance as reported for budget purposes and the fund balance as reported in the audited financial statements.

Fiscal Year 2006-2007 ADOPTED BUDGET
FOOD SERVICES FUND

EXPENDITURES AND OTHER REQUIREMENTS

Food Services Operations	53.06	\$2,973,051	53.88	\$3,135,877	51.81	\$3,394,449	51.80	\$3,732,297	51.80	\$3,732,297	51.80	\$3,732,297
Transfer to Capital Construction Fund		0				0						
Transfer to General Fund		44,687		38,723		107,500		40,300		40,300		40,300
Contingency						375,582		440,980		440,980		440,980
Sub-total	53.06	\$3,017,738	53.88	\$3,174,600	51.81	\$3,877,531	51.80	\$4,213,577	51.80	\$4,213,577	51.80	\$4,213,577
Unappropriated Ending Fund Balance		471,959		508,169		0		0		0		0
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	53.06	\$3,489,697	53.88	\$3,682,769	51.81	\$3,877,531	51.80	\$4,213,577	51.80	\$4,213,577	51.80	\$4,213,577

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

FOOD SERVICES FUND-continued

	Fiscal Year 2003-2004		Fiscal Year 2004-2005		Fiscal Year 2005-2006 ADOPTED		Fiscal Year 2006-2007 PROPOSED		Fiscal Year 2006-2007 APPROVED		Fiscal Year 2006-2007 ADOPTED	
	<u>Actual</u>	<u>F.T.E.</u>	<u>Actual</u>	<u>F.T.E.</u>	<u>Budget</u>	<u>F.T.E.</u>	<u>Budget</u>	<u>F.T.E.</u>	<u>Budget</u>	<u>F.T.E.</u>	<u>Budget</u>	<u>F.T.E.</u>
SUMMARY OF RESOURCES AND REQUIREMENTS:												
Total Operating Revenues	\$3,019,607		\$3,210,810		\$3,388,633		\$3,764,627		\$3,764,627		\$3,764,627	
Less: Total Operating Expenditures	<u>3,017,738</u>		<u>3,174,600</u>		<u>3,877,531</u>		<u>4,213,577</u>		<u>4,213,577</u>		<u>4,213,577</u>	
Revenues over (under) expenditures	1,869		36,210		(488,898)		(448,950)		(448,950)		(448,950)	
Beginning Fund Balance-Budgetary Basis	<u>470,090</u>		<u>471,959</u>		<u>488,898</u>		<u>448,950</u>		<u>448,950</u>		<u>448,950</u>	
Ending Fund Balance -Budgetary Basis	<u><u>\$471,959</u></u>		<u><u>\$508,169</u></u>		<u><u>\$0</u></u>		<u><u>\$0</u></u>		<u><u>\$0</u></u>		<u><u>\$0</u></u>	

Reconciliation of Budgetary Fund Balance to Financial Statement Fund Balance:

Ending Fund Balance -Budgetary Basis	<u>\$471,959</u>	<u>\$508,169</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Add (Deduct): Adj. to reflect Financial Statement Fund Balance						
Depreciation	(59,006)	(59,614)	(65,000) *	(60,000) *	(60,000)	(60,000) *
Prior period adjustments (contributed capital)	0	0				
Capitalized value of fixed assets		12,838	0 *	0 *	0 *	0 *
Total adjustment to reflect Financial Statement Fund Balance	<u>(59,006)</u>	<u>(46,776)</u>	<u>(65,000)</u>	<u>(60,000)</u>	<u>(60,000)</u>	<u>(60,000)</u>
Cumulative effect of adjustment to reflect Financial Statement Fund Balance	<u>1,021,402</u>	<u>962,396</u>	<u>979,056</u>	<u>914,056</u>	<u>914,056</u>	<u>914,056</u>
Total Adjustments	<u>\$962,396</u>	<u>\$915,620</u>	<u>\$914,056</u>	<u>\$854,056</u>	<u>\$854,056</u>	<u>\$854,056</u>
Ending Fund Balance - Financial Statement Basis	<u><u>\$1,434,355</u></u>	<u><u>\$1,423,789</u></u>	<u><u>\$914,056</u></u>	<u><u>\$854,056</u></u>	<u><u>\$854,056</u></u>	<u><u>\$854,056</u></u>

* Estimated adjustments against Financial Statement Fund Balance

There are differences in the State of Oregon budget law reporting requirements and financial statement presentation requirements for Enterprise and Internal Service Funds. For example, budget law requires all cash outflows to be recorded as expenses, including the acquisition of capital assets and repayment of debt. These transactions are classified as balance sheet additions and liability removals, respectively, for financial statement presentation. Also, depreciation of assets is not recorded for budget purposes but is recognized as an expense for financial statement presentation. This section provides a reconciliation of the fund balance as reported for budget purposes and the fund balance as reported in the audited financial statements.

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

PARKING OPERATIONS FUND

	Fiscal Year 2003-2004		Fiscal Year 2004-2005		Fiscal Year 2005-2006 ADOPTED		Fiscal Year 2006-2007 PROPOSED		Fiscal Year 2006-2007 APPROVED		Fiscal Year 2006-2007 ADOPTED	
	<u>F.T.E.</u>	<u>Actual</u>	<u>F.T.E.</u>	<u>Actual</u>	<u>F.T.E.</u>	<u>Budget</u>	<u>F.T.E.</u>	<u>Budget</u>	<u>F.T.E.</u>	<u>Budget</u>	<u>F.T.E.</u>	<u>Budget</u>
REVENUES:												
Parking permits		\$1,457,402		\$1,510,343		\$1,446,128		\$1,920,521		\$1,920,521		\$1,920,521
Parking fines		119,620		178,006		127,021		183,320		183,320		183,320
Interest from investments		11,352		29,257		21,427		12,317		12,317		12,317
Total Operating Revenues		<u>\$1,588,374</u>		<u>\$1,717,606</u>		<u>\$1,594,576</u>		<u>\$2,116,158</u>		<u>\$2,116,158</u>		<u>\$2,116,158</u>
Beginning Fund Balance		<u>1,122,827</u>		<u>1,071,389</u>		<u>1,057,607</u>		<u>447,881</u>		<u>447,881</u>		<u>447,881</u>
TOTAL REVENUES		<u><u>\$2,711,201</u></u>		<u><u>\$2,788,995</u></u>		<u><u>\$2,652,183</u></u>		<u><u>\$2,564,039</u></u>		<u><u>\$2,564,039</u></u>		<u><u>\$2,564,039</u></u>
EXPENDITURES AND OTHER REQUIREMENTS:												
Parking Operations	13.71	\$1,285,609	15.59	\$1,272,318	16.98	\$1,478,764	19.23	\$1,924,599	19.23	\$1,924,599	19.23	\$1,924,599
Transfers out:												
To General Fund		317,200		365,190		365,190		343,900		343,900		343,900
Transfer to Capital Construction Fund				0		530,000		0		0		0
To Food Services Fund		37,003		37,217		38,760		41,913		41,913		41,913
Contingency						180,578		253,627		253,627		253,627
Sub-total	13.71	<u>\$1,639,812</u>	15.59	<u>\$1,674,725</u>	16.98	<u>\$2,593,292</u>	19.23	<u>\$2,564,039</u>	19.23	<u>\$2,564,039</u>	19.23	<u>\$2,564,039</u>
Unappropriated Ending Fund Balance		<u>1,071,389</u>		<u>1,114,270</u>		<u>58,891</u>		<u>0</u>		<u>0</u>		<u>0</u>
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	13.71	<u><u>\$2,711,201</u></u>	15.59	<u><u>\$2,788,995</u></u>	16.98	<u><u>\$2,652,183</u></u>	19.23	<u><u>\$2,564,039</u></u>	19.23	<u><u>\$2,564,039</u></u>	19.23	<u><u>\$2,564,039</u></u>

*Note: Fund Balance adjusted to reflect budgetary basis.

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

PARKING OPERATIONS FUND-continued

	Fiscal Year 2003-2004		Fiscal Year 2004-2005		Fiscal Year 2005-2006 ADOPTED		Fiscal Year 2006-2007 PROPOSED		Fiscal Year 2006-2007 APPROVED		Fiscal Year 2006-2007 ADOPTED	
	<u>Actual</u>	<u>F.T.E.</u>	<u>Actual</u>	<u>F.T.E.</u>	<u>Budget</u>	<u>F.T.E.</u>	<u>Budget</u>	<u>F.T.E.</u>	<u>Budget</u>	<u>F.T.E.</u>	<u>Budget</u>	<u>Budget</u>
SUMMARY OF RESOURCES AND REQUIREMENTS:												
Total Operating Revenues	\$1,588,374		\$1,717,606		\$1,594,576		\$2,116,158		\$2,116,158		\$2,116,158	
Less: Total Operating Expenditures	<u>1,639,812</u>		<u>1,674,725</u>		<u>2,593,292</u>		<u>2,564,039</u>		<u>2,564,039</u>		<u>2,564,039</u>	
Revenues over (under) expenditures	<u>(\$51,438)</u>		<u>\$42,881</u>		<u>(\$998,716)</u>		<u>(\$447,881)</u>		<u>(\$447,881)</u>		<u>(\$447,881)</u>	
Beginning Fund Balance-Budgetary Basis	<u>1,122,827</u>		<u>1,071,389</u>		<u>1,057,607</u>		<u>447,881</u>		<u>447,881</u>		<u>447,881</u>	
Ending Fund Balance -Budgetary Basis	<u><u>\$1,071,389</u></u>		<u><u>\$1,114,270</u></u>		<u><u>\$58,891</u></u>		<u><u>\$0</u></u>		<u><u>\$0</u></u>		<u><u>\$0</u></u>	

Reconciliation of Budgetary Fund Balance to Financial Statement Fund Balance:

Ending Fund Balance -Budgetary Basis	<u>\$1,071,389</u>	<u>\$1,114,270</u>	<u>\$58,891</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Add (Deduct): Adj. to reflect Financial Statement Fund Balance						
Depreciation	<u>(52,119)</u>	<u>(83,594)</u>	<u>(133,000) *</u>	<u>(130,000)</u>	<u>(130,000)</u>	<u>(130,000) *</u>
Capitalized value of fixed assets	<u>313,782</u>	<u>107,666</u>	<u>130,000 *</u>	<u>363,000 *</u>	<u>363,000 *</u>	<u>363,000 *</u>
Total adjustment to reflect Financial Statement Fund Balance	<u>261,663</u>	<u>24,072</u>	<u>(3,000)</u>	<u>233,000</u>	<u>233,000</u>	<u>233,000</u>
Cumulative effect of adjustment to reflect Financial Statement Fund Balance	<u>371,431</u>	<u>633,094</u>	<u>844,173</u>	<u>841,173</u>	<u>841,173</u>	<u>841,173</u>
Total Adjustments	<u>\$633,094</u>	<u>\$657,166</u>	<u>\$841,173</u>	<u>\$1,074,173</u>	<u>\$1,074,173</u>	<u>\$1,074,173</u>
Ending Fund Balance - Financial Statement Basis	<u><u>\$1,704,483</u></u>	<u><u>\$1,771,436</u></u>	<u><u>\$900,064 *</u></u>	<u><u>\$1,074,173 *</u></u>	<u><u>\$1,074,173 *</u></u>	<u><u>\$1,074,173 *</u></u>

* Estimated adjustments against Financial Statement Fund Balance

There are differences in the State of Oregon budget law reporting requirements and financial statement presentation requirements for Enterprise and Internal Service Funds. For example, budget law requires all cash outflows to be recorded as expenses, including the acquisition of capital assets and repayment of debt. These transactions are classified as balance sheet additions and liability removals, respectively, for financial statement presentation. Also, depreciation of assets is not recorded for budget purposes but is recognized as an expense for financial statement presentation. This section provides a reconciliation of the fund balance as reported for budget purposes and the fund balance as reported in the audited financial statements.

INTERNAL SERVICE FUNDS

These funds account for the financing of goods or services provided by one department to other departments on a cost-reimbursement basis. Funds in this category are:

Print Center Fund:

This fund was established to account for the College's expenses relating to printing and photocopying. The primary source of revenue is from charges for services to the College's operating funds.

Internal Service-P.E.R.S./Reserve Fund:

This was established to centrally manage and account for the additional P.E.R.S. employer rate. The primary source of revenue is from charges to the College's operating funds on all salaries subject to P.E.R.S. Primary expenditure is a transfer of accumulated charges to the P.E.R.S. Bond Fund.

Risk Management Fund:

This fund accounts for the expenses relating to the College's management of its self-insurance operation which includes property, casualty, unemployment and worker's compensation insurance. The primary source of revenue is from charges to the College's operating funds.

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

PRINT CENTER FUND

		Fiscal Year 2003-2004		Fiscal Year 2004-2005		Fiscal Year 2005-2006 ADOPTED		Fiscal Year 2006-2007 PROPOSED		Fiscal Year 2006-2007 APPROVED		Fiscal Year 2006-2007 ADOPTED
	<u>F.T.E.</u>	<u>Actual</u>	<u>F.T.E.</u>	<u>Actual</u>	<u>F.T.E.</u>	<u>Budget</u>	<u>F.T.E.</u>	<u>Budget</u>	<u>F.T.E.</u>	<u>Budget</u>	<u>F.T.E.</u>	<u>Budget</u>
<u>REVENUES:</u>												
Charges for services-internal		\$602,842		\$613,965		\$595,154		\$588,144		\$588,144		\$588,144
Charges for services-external		24,585		22,128		18,687		25,526		25,526		25,526
Copy machine revenues		522,000		486,925		538,567		543,538		543,538		543,538
Miscellaneous		6,775		14,997		11,872		18,003		18,003		18,003
Total Operating Revenues		<u>\$1,156,202</u>		<u>\$1,138,015</u>		<u>\$1,164,280</u>		<u>\$1,175,211</u>		<u>\$1,175,211</u>		<u>\$1,175,211</u>
Beginning Fund Balance		<u>436,625</u>		<u>464,624</u>		<u>455,619</u>		<u>405,864</u>		<u>405,864</u>		<u>405,864</u>
TOTAL REVENUES		<u><u>\$1,592,827</u></u>		<u><u>\$1,602,639</u></u>		<u><u>\$1,619,899</u></u>		<u><u>\$1,581,075</u></u>		<u><u>\$1,581,075</u></u>		<u><u>\$1,581,075</u></u>
<u>EXPENDITURES AND OTHER REQUIREMENTS:</u>												
Print Center Operations	12.15	\$1,051,800	10.15	\$1,035,470	10.15	\$1,124,808	10.15	\$1,164,807	10.15	\$1,164,807	10.15	\$1,164,807
Transfer to Food Services Fund		37,003		37,217		38,760		41,913		41,913		41,913
Transfer to General Fund		39,400		40,200		40,200		41,000		41,000		41,000
Contingency						200,752		203,577		203,577		203,577
Sub-total	12.15	<u>\$1,128,203</u>	10.15	<u>\$1,112,887</u>	10.15	<u>\$1,404,520</u>	10.15	<u>\$1,451,297</u>	10.15	<u>\$1,451,297</u>	10.15	<u>\$1,451,297</u>
Unappropriated Ending Fund Balance		<u>464,624</u>		<u>489,752</u>		<u>215,379</u>		<u>129,778</u>		<u>129,778</u>		<u>129,778</u>
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	12.15	<u><u>\$1,592,827</u></u>	10.15	<u><u>\$1,602,639</u></u>	10.15	<u><u>\$1,619,899</u></u>	10.15	<u><u>\$1,581,075</u></u>	10.15	<u><u>\$1,581,075</u></u>	10.15	<u><u>\$1,581,075</u></u>

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

PRINT CENTER FUND-continued

	Fiscal Year 2003-2004		Fiscal Year 2004-2005		Fiscal Year 2005-2006 ADOPTED		Fiscal Year 2006-2007 PROPOSED		Fiscal Year 2006-2007 APPROVED		Fiscal Year 2006-2007 ADOPTED	
	<u>Actual</u>	<u>F.T.E.</u>	<u>Actual</u>	<u>F.T.E.</u>	<u>Budget</u>	<u>F.T.E.</u>	<u>Budget</u>	<u>F.T.E.</u>	<u>Budget</u>	<u>F.T.E.</u>	<u>Budget</u>	<u>F.T.E.</u>
SUMMARY OF RESOURCES AND REQUIREMENTS:												
Total Operating Revenues	\$1,156,202		\$1,138,015		\$1,164,280		\$1,175,211		\$1,175,211		\$1,175,211	
Less: Total Operating Expenditures	<u>1,128,203</u>		<u>1,112,887</u>		<u>1,404,520</u>		<u>1,451,297</u>		<u>1,451,297</u>		<u>1,451,297</u>	
Revenues over (under) expenditures	\$27,999		\$25,128		(\$240,240)		(\$276,086)		(\$276,086)		(\$276,086)	
Beginning Fund Balance	<u>436,625</u>		<u>464,624</u>		<u>455,619</u>		<u>405,864</u>		<u>405,864</u>		<u>405,864</u>	
Ending Fund Balance	<u><u>\$464,624</u></u>		<u><u>\$489,752</u></u>		<u><u>\$215,379</u></u>		<u><u>\$129,778</u></u>		<u><u>\$129,778</u></u>		<u><u>\$129,778</u></u>	

Reconciliation of Budgetary Fund Balance to Financial Statement Fund Balance:

Ending Fund Balance -Budgetary Basis	<u>\$464,624</u>	<u>\$489,752</u>	<u>\$215,379</u>	<u>\$129,778</u>	<u>\$129,778</u>	<u>\$129,778</u>
Add (Deduct): Adj. to reflect Financial Statement Fund Balance						
Depreciation	(101,120)	(98,254)	(110,000) *	(102,000)	(102,000)	(102,000) *
Prior period adjustments (contributed capital)	0	0				
Capitalized value of fixed assets	<u>93,028</u>	<u>89,854</u>	<u>101,114</u> *	<u>330,940</u> *	<u>330,940</u> *	<u>330,940</u> *
Total adjustment to reflect Financial Statement Fund Balance	(8,092)	(8,400)	(8,886)	228,940	228,940	228,940
Cumulative effect of adjustment to reflect Financial Statement Fund Balance	<u>81,465</u>	<u>73,373</u>	<u>74,984</u>	<u>66,098</u>	<u>66,098</u>	<u>66,098</u>
Total Adjustments	<u>\$73,373</u>	<u>\$64,973</u>	<u>\$66,098</u>	<u>\$295,038</u>	<u>\$295,038</u>	<u>\$295,038</u>
Ending Fund Balance - Financial Statement Basis	<u><u>\$537,997</u></u>	<u><u>\$554,725</u></u>	<u><u>\$281,477</u></u> *	<u><u>\$424,816</u></u> *	<u><u>\$424,816</u></u> *	<u><u>\$424,816</u></u> *

* Estimated adjustments against Financial Statement Fund Balance

There are differences in the State of Oregon budget law reporting requirements and financial statement presentation requirements for Enterprise and Internal Service Funds. For example, budget law requires all cash outflows to be recorded as expenses, including the acquisition of capital assets and repayment of debt. These transactions are classified as balance sheet additions and liability removals, respectively, for financial statement presentation. Also, depreciation of assets is not recorded for budget purposes but is recognized as an expense for financial statement presentation. This section provides a reconciliation of the fund balance as reported for budget purposes and the fund balance as reported in the audited financial statements.

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET
INTERNAL SERVICE-P.E.R.S./Reserve FUND

	Fiscal Year 2003-2004 Actual	F.T.E.	Fiscal Year 2004-2005 Actual	F.T.E.	Fiscal Year 2005-2006 ADOPTED Budget	F.T.E.	Fiscal Year 2006-2007 PROPOSED Budget	F.T.E.	Fiscal Year 2006-2007 APPROVED Budget	F.T.E.	Fiscal Year 2006-2007 ADOPTED Budget
REVENUES:											
Charges to departments & other revenues	\$11,931,482		\$12,039,844		\$14,023,135		\$11,219,937		\$11,219,937		\$11,219,937
Interest from investments	56,240		281,148				409,864		409,864		409,864
Total Operating Revenues	<u>\$11,987,722</u>		<u>\$12,320,992</u>		<u>\$14,023,135</u>		<u>\$11,629,801</u>		<u>\$11,629,801</u>		<u>\$11,629,801</u>
Beginning Fund Balance	527,663		6,610,527		10,958,951		14,904,161		14,904,161		14,904,161
TOTAL REVENUES	<u><u>\$12,515,385</u></u>		<u><u>\$18,931,519</u></u>		<u><u>\$24,982,086</u></u>		<u><u>\$26,533,962</u></u>		<u><u>\$26,533,962</u></u>		<u><u>\$26,533,962</u></u>
EXPENDITURES AND OTHER REQUIREMENTS:											
Bond Issuance Cost	\$0		\$0								
Payment to PERS for UAL	0		0		\$2,949,395						
Transfer to P.E.R.S. Bond Fund	\$5,904,858		\$6,525,940		6,829,144		\$6,888,879		\$6,888,879		\$6,888,879
Contingency					650,000						
Sub-total	<u>\$5,904,858</u>		<u>\$6,525,940</u>		<u>\$10,428,539</u>		<u>\$6,888,879</u>		<u>\$6,888,879</u>		<u>\$6,888,879</u>
Unappropriated Ending Fund Balance	6,610,527		12,405,579		14,553,547		19,645,083		19,645,083		19,645,083
TOTAL EXPENDITURES AND OTHER REQUIREMENTS:	<u><u>\$12,515,385</u></u>		<u><u>\$18,931,519</u></u>	0.00	<u><u>\$24,982,086</u></u>	0.00	<u><u>\$26,533,962</u></u>	0.00	<u><u>\$26,533,962</u></u>		<u><u>\$26,533,962</u></u>
SUMMARY OF RESOURCES AND REQUIREMENTS:											
Total Operating Revenues	\$11,987,722		\$12,320,992		\$14,023,135		\$11,629,801		\$11,629,801		\$11,629,801
Less: Total Operating Expenditures	<u>5,904,858</u>		<u>6,525,940</u>		<u>10,428,539</u>		<u>6,888,879</u>		<u>6,888,879</u>		<u>6,888,879</u>
Excess of revenues, over (under) expenditures	\$6,082,864		\$5,795,052		\$3,594,596		\$4,740,922		\$4,740,922		\$4,740,922
Beginning Fund Balance	527,663		6,610,527		10,958,951		14,904,161		14,904,161		14,904,161
Ending Fund Balance	<u><u>\$6,610,527</u></u>		<u><u>\$12,405,579</u></u>		<u><u>\$14,553,547</u></u>		<u><u>\$19,645,083</u></u>		<u><u>\$19,645,083</u></u>		<u><u>\$19,645,083</u></u>

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

RISK MANAGEMENT FUND

		Fiscal Year 2003-2004		Fiscal Year 2004-2005		Fiscal Year 2005-2006 ADOPTED		Fiscal Year 2006-2007 PROPOSED		Fiscal Year 2006-2007 APPROVED		Fiscal Year 2006-2007 ADOPTED
		Actual	F.T.E.	Actual	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget
REVENUES:												
Charges to departments & other revenues		\$732,837		\$945,560		\$1,107,728		\$1,204,962		\$1,204,962		\$1,204,962
Other insurance reimbursements		4,765		11,328		0		0		0		0
Interest from investments		51,060		89,178		49,053		59,856		59,856		59,856
Total Operating Revenues		<u>\$788,662</u>		<u>\$1,046,066</u>		<u>\$1,156,781</u>		<u>\$1,264,818</u>		<u>\$1,264,818</u>		<u>\$1,264,818</u>
Beginning Fund Balance		<u>3,910,944</u>		<u>3,014,986</u>		<u>2,217,962</u>		<u>2,253,701</u>		<u>2,253,701</u>		<u>2,253,701</u>
TOTAL REVENUES		<u><u>\$4,699,606</u></u>		<u><u>\$4,061,052</u></u>		<u><u>\$3,374,743</u></u>		<u><u>\$3,518,519</u></u>		<u><u>\$3,518,519</u></u>		<u><u>\$3,518,519</u></u>
EXPENDITURES AND OTHER REQUIREMENTS:												
Insurance and Other Charges												
Self Insurance and Risk Administration	2.08	\$1,684,620	3.08	\$1,341,544	3.08	\$2,092,951	3.36	\$1,805,295	3.36	\$1,805,295	3.36	\$1,805,295
Transfer to General Fund								\$0		\$0		\$0
Contingency						278,512		335,000		335,000		335,000
Sub-total	2.08	<u>\$1,684,620</u>	<u>3.08</u>	<u>\$1,341,544</u>	<u>3.08</u>	<u>\$2,371,463</u>	<u>3.36</u>	<u>\$2,140,295</u>	<u>3.36</u>	<u>\$2,140,295</u>	<u>3.36</u>	<u>\$2,140,295</u>
Unappropriated Ending Fund Balance		<u>3,014,986</u>		<u>2,719,508</u>		<u>1,003,280</u>		<u>1,378,224</u>		<u>1,378,224</u>		<u>1,378,224</u>
TOTAL EXPENDITURES AND OTHER REQUIREMENTS:	2.08	<u><u>\$4,699,606</u></u>	<u><u>3.08</u></u>	<u><u>\$4,061,052</u></u>	<u><u>3.08</u></u>	<u><u>\$3,374,743</u></u>	<u><u>3.36</u></u>	<u><u>\$3,518,519</u></u>	<u><u>3.36</u></u>	<u><u>\$3,518,519</u></u>	<u><u>3.36</u></u>	<u><u>\$3,518,519</u></u>
SUMMARY OF RESOURCES AND REQUIREMENTS:												
Total Operating Revenues		\$788,662		\$1,046,066		\$1,156,781		\$1,264,818		\$1,264,818		\$1,264,818
Less: Total Operating Expenditures		<u>1,684,620</u>		<u>1,341,544</u>		<u>2,371,463</u>		<u>2,140,295</u>		<u>2,140,295</u>		<u>2,140,295</u>
Excess of revenues, over (under) expenditures		<u>(\$895,958)</u>		<u>(\$295,478)</u>		<u>(\$1,214,682)</u>		<u>(\$875,477)</u>		<u>(\$875,477)</u>		<u>(\$875,477)</u>
Beginning Fund Balance		<u>3,910,944</u>		<u>3,014,986</u>		<u>2,217,962</u>		<u>2,253,701</u>		<u>2,253,701</u>		<u>2,253,701</u>
Ending Fund Balance		<u><u>\$3,014,986</u></u>		<u><u>\$2,719,508</u></u>	<u>0.00</u>	<u><u>\$1,003,280</u></u>		<u><u>\$1,378,224</u></u>		<u><u>\$1,378,224</u></u>		<u><u>\$1,378,224</u></u>

NOTE: Fund Balance for budget purposes and Fund Balance as reported in the audited financial statement are the same. Therefore, a statement of reconciliation of fund balance is not necessary.

FIDUCIARY FUND

Fiduciary funds account for assets held by the College in a trustee capacity or as an agent on behalf of others. The fund in this category is:

Pension Trust Fund: Early Retirement

This fund was established to account for the accumulation of resources to meet future obligations on the College's early retirement program. Principal sources of revenue are a transfer from the General Fund and interest earnings from investments.

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

EARLY RETIREMENT FUND

	Fiscal Year 2003-2004 <u>Actual</u>	<u>F.T.E.</u>	Fiscal Year 2004-2005 <u>Actual</u>	<u>F.T.E.</u>	Fiscal Year 2005-2006 ADOPTED <u>Budget</u>	<u>F.T.E.</u>	Fiscal Year 2006-2007 PROPOSED <u>Budget</u>	<u>F.T.E.</u>	Fiscal Year 2006-2007 APPROVED <u>Budget</u>	<u>F.T.E.</u>	Fiscal Year 2006-2007 ADOPTED <u>Budget</u>
REVENUES:											
Interest from investments	\$19,085		\$25,538		\$18,709		\$21,607		\$21,607		\$21,607
Transfer from General Fund	780,900		780,900		780,900		819,945		819,945		819,945
Total Operating Revenues	<u>\$799,985</u>		<u>\$806,438</u>		<u>\$799,609</u>		<u>\$841,552</u>		<u>\$841,552</u>		<u>\$841,552</u>
Beginning Fund Balance	1,137,454		1,028,795		1,039,394		1,200,372		1,200,372		1,200,372
TOTAL REVENUES	<u><u>\$1,937,439</u></u>		<u><u>\$1,835,233</u></u>		<u><u>\$1,839,003</u></u>		<u><u>\$2,041,924</u></u>		<u><u>\$2,041,924</u></u>		<u><u>\$2,041,924</u></u>
EXPENDITURES AND OTHER REQUIREMENTS:											
Other post-retirement benefits	\$908,644		\$648,592		\$1,024,506		\$861,998		\$861,998		\$861,998
Contingency	0		0		100,000		118,000		118,000		118,000
Sub-total	<u>\$908,644</u>		<u>\$648,592</u>		<u>\$1,124,506</u>		<u>\$979,998</u>		<u>\$979,998</u>		<u>\$979,998</u>
Unappropriated Ending Fund Balance	1,028,795		1,186,641		714,497		1,061,926		1,061,926		1,061,926
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	<u><u>\$1,937,439</u></u>		<u><u>\$1,835,233</u></u>		<u><u>\$1,839,003</u></u>		<u><u>\$2,041,924</u></u>		<u><u>\$2,041,924</u></u>		<u><u>\$2,041,924</u></u>
SUMMARY OF RESOURCES AND REQUIREMENTS:											
Total Operating Revenues	\$799,985		\$806,438		\$799,609		\$841,552		\$841,552		\$841,552
Less: Total Operating Expenditures	<u>908,644</u>		<u>648,592</u>		<u>1,124,506</u>		<u>979,998</u>		<u>979,998</u>		<u>979,998</u>
Excess of revenues, over (under) expenditures	<u>(\$108,659)</u>		<u>\$157,846</u>		<u>(\$324,897)</u>		<u>(\$138,446)</u>		<u>(\$138,446)</u>		<u>(\$138,446)</u>
Beginning Fund Balance	1,137,454		1,028,795		1,039,394		1,200,372		1,200,372		1,200,372
Ending Fund Balance	<u><u>\$1,028,795</u></u>		<u><u>\$1,186,641</u></u>		<u><u>\$714,497</u></u>		<u><u>\$1,061,926</u></u>		<u><u>\$1,061,926</u></u>		<u><u>\$1,061,926</u></u>

DEBT SERVICE FUNDS

The Debt Service Funds account for debt activities relating to the College's bonded debt obligations. Funds in this category are:

Debt Service-General Obligation Bond Fund:

This fund was established to account for the accumulation of resources for the payment of principal and interest on the general obligation bonds. The principal source of revenue is from property taxes.

Capital Lease/Purchase Fund:

This fund was established to account for the accumulation of resources for the payment of principal and interest on the non-enterprise portion of the Certificate of Participation Bonds issued in 1992. The primary source of revenue is a transfer from the General Fund.

P.E.R.S. Debt Service Fund:

This fund was established to account for the accumulation of resources for the payment of principal and interest on the taxable Bonds issue. The primary source of revenue is a transfer from the Internal Charge-P.E.R.S./Reserve Fund.

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

DEBT SERVICE (G.O. Bonds) FUND

	Fiscal Year 2003-2004 <u>Actual</u>	<u>F.T.E.</u>	Fiscal Year 2004-2005 <u>Actual</u>	<u>F.T.E.</u>	Fiscal Year 2005-2006 ADOPTED <u>Budget</u>	<u>F.T.E.</u>	Fiscal Year 2006-2007 PROPOSED <u>Budget</u>	<u>F.T.E.</u>	Fiscal Year 2006-2007 APPROVED <u>Budget</u>	<u>F.T.E.</u>	Fiscal Year 2006-2007 ADOPTED <u>Budget</u>
<u>REVENUES:</u>											
Property Tax - current year	\$16,299,555		\$16,292,973		\$15,702,958		\$15,846,452		\$15,846,452		\$15,846,452
Property Tax - prior year	301,285		378,284		603,263		469,988		469,988		469,988
Proceeds from sale of refunding bonds			96,707,763								
Interest from investments	61,215		154,250		56,375		101,148		101,148		101,148
Total Operating Revenues	<u>\$16,662,055</u>		<u>\$113,533,270</u>		<u>\$16,362,596</u>		<u>\$16,417,588</u>		<u>\$16,417,588</u>		<u>\$16,417,588</u>
Beginning Fund Balance	<u>1,853,842</u>		<u>2,573,271</u>		<u>2,484,215</u>		<u>3,768,517</u>		<u>3,768,517</u>		<u>3,768,517</u>
TOTAL REVENUES	<u>\$18,515,897</u>		<u>\$116,106,541</u>		<u>\$18,846,811</u>		<u>\$20,186,105</u>		<u>\$20,186,105</u>		<u>\$20,186,105</u>
<u>EXPENDITURES AND OTHER REQUIREMENTS:</u>											
Debt Service:											
Principal - G.O. Bonds	\$7,645,000		\$8,335,000		\$9,680,000		\$10,735,000		\$10,735,000		\$10,735,000
Interest - G. O. Bonds	8,297,626		7,997,955		7,356,145		6,922,398		6,922,398		6,922,398
Bond Retirement (to Escrow Agent)			96,106,063								
Sub-total	<u>\$15,942,626</u>		<u>\$112,439,018</u>		<u>\$17,036,145</u>		<u>\$17,657,398</u>		<u>\$17,657,398</u>		<u>\$17,657,398</u>
Unappropriated Ending Fund Balance	<u>2,573,271</u>		<u>3,667,523</u>		<u>1,810,666</u>		<u>2,528,707</u>		<u>2,528,707</u>		<u>2,528,707</u>
TOTAL EXPENDITURES AND OTHER REQUIRMENTS	<u>\$18,515,897</u>		<u>\$116,106,541</u>		<u>\$18,846,811</u>		<u>\$20,186,105</u>		<u>\$20,186,105</u>		<u>\$20,186,105</u>

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

CAPITAL LEASE/PURCHASE FUND

	Fiscal Year 2003-2004 <u>Actual</u>	<u>F.T.E.</u>	Fiscal Year 2004-2005 <u>Actual</u>	<u>F.T.E.</u>	Fiscal Year 2005-2006 ADOPTED <u>Budget</u>	<u>F.T.E.</u>	Fiscal Year 2006-2007 PROPOSED <u>Budget</u>	<u>F.T.E.</u>	Fiscal Year 2006-2007 APPROVED <u>Budget</u>	<u>F.T.E.</u>	Fiscal Year 2006-2007 ADOPTED <u>Budget</u>
<u>REVENUES:</u>											
Transfer from General Fund	\$197,783		\$197,783		\$198,320		\$198,535		\$198,535		\$198,535
Interest from investments	384		0		674		1,217		1,217		1,217
Total Operating Revenues	<u>\$198,167</u>		<u>\$197,783</u>		<u>\$198,994</u>		<u>\$199,752</u>		<u>\$199,752</u>		<u>\$199,752</u>
Beginning Fund Balance	43,064		44,257		44,921		44,264		44,264		44,264
TOTAL REVENUES	<u><u>\$241,231</u></u>		<u><u>\$242,040</u></u>		<u><u>\$243,915</u></u>		<u><u>\$244,016</u></u>		<u><u>\$244,016</u></u>		<u><u>\$244,016</u></u>
<u>EXPENDITURES AND OTHER REQUIREMENTS:</u>											
Debt Service:											
Principal	\$100,000		\$105,000		\$110,000		\$115,000		\$115,000		\$115,000
Interest	96,974		92,776		88,320		83,535		83,535		83,535
Sub-total	<u>\$196,974</u>		<u>\$197,776</u>		<u>\$198,320</u>		<u>\$198,535</u>		<u>\$198,535</u>		<u>\$198,535</u>
Unappropriated Ending Fund Balance	44,257		44,264		45,595		45,481		45,481		45,481
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	<u><u>\$241,231</u></u>		<u><u>\$242,040</u></u>		<u><u>\$243,915</u></u>		<u><u>\$244,016</u></u>		<u><u>\$244,016</u></u>		<u><u>\$244,016</u></u>

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

P.E.R.S. DEBT SERVICE FUND

	Fiscal Year 2003-2004 <u>Actual</u>	<u>F.T.E.</u>	Fiscal Year 2004-2005 <u>Actual</u>	<u>F.T.E.</u>	Fiscal Year 2005-2006 ADOPTED <u>Budget</u>	<u>F.T.E.</u>	Fiscal Year 2006-2007 PROPOSED <u>Budget</u>	<u>F.T.E.</u>	Fiscal Year 2006-2007 APPROVED <u>Budget</u>	<u>F.T.E.</u>	Fiscal Year 2006-2007 ADOPTED <u>Budget</u>
<u>REVENUES:</u>											
Transfer from PERS Reserve Fund	\$5,904,858		\$6,525,940		\$6,829,144		\$6,888,879		\$6,888,879		\$6,888,879
Interest from investments											
Total Operating Revenues	<u>\$5,904,858</u>		<u>\$6,525,940</u>		<u>\$6,829,144</u>		<u>\$6,888,879</u>		<u>\$6,888,879</u>		<u>\$6,888,879</u>
Beginning Fund Balance			0								
TOTAL REVENUES	<u><u>\$5,904,858</u></u>		<u><u>\$6,525,940</u></u>		<u><u>\$6,829,144</u></u>		<u><u>\$6,888,879</u></u>		<u><u>\$6,888,879</u></u>		<u><u>\$6,888,879</u></u>
<u>EXPENDITURES AND OTHER REQUIREMENTS:</u>											
Debt Service:											
Principal - Pension Obligation Bonds	\$1,030,000		\$1,235,000		\$1,550,000		\$1,635,000		\$1,635,000		\$1,635,000
Interest - Pension Obligation Bonds	4,874,858		5,290,940		5,274,144		5,248,879		5,248,879		5,248,879
Bond cost					5,000		5,000		5,000		5,000
Sub-total	<u>\$5,904,858</u>		<u>\$6,525,940</u>		<u>\$6,829,144</u>		<u>\$6,888,879</u>		<u>\$6,888,879</u>		<u>\$6,888,879</u>
Unappropriated Ending Fund Balance	0		0		0		0		0		0
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	<u><u>\$5,904,858</u></u>		<u><u>\$6,525,940</u></u>		<u><u>\$6,829,144</u></u>		<u><u>\$6,888,879</u></u>		<u><u>\$6,888,879</u></u>		<u><u>\$6,888,879</u></u>

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

GENERAL OBLIGATION BONDS-Debt Service Summary

	<u>Date of Issue</u>	<u>Date of Maturity</u>	<u>Amount of Outstanding Principal</u>
UNLIMITED TAX GENERAL OBLIGATION BONDS			
Zero Coupon Bonds (Citizens Bond)	03/24/1993	07/01/2013	\$4,070,806
Series 1997, G. O. Refunding Bonds	11/01/1997	07/01/2012	16,740,000
Series 2001 A& B, General Obligation Bonds	05/15/2001	06/01/2021	30,625,000
Series 2002, G. O. Refunding Bonds	05/01/2002	06/01/2013	10,945,000
Series 2005 Refunding Series	06/15/2005	06/15/2018	<u>86,860,000</u>
TOTAL TAX SUPPORTED GENERAL OBLIGATION BONDS			<u>\$149,240,806</u>
DEBT PAID/SECURED BY THE GENERAL FUND			
Series 1998, Certificates of Participation Bonds	04/21/1998	01/15/2018	\$1,775,000
Series 2003, Limited Tax Pension Bonds	06/30/2003	06/30/2027	<u>116,180,000</u>
			<u>\$117,955,000</u>
TOTAL OF ALL OUTSTANDING LONG-TERM DEBT as of July 1, 2006			<u>\$267,195,806</u>

LEGAL DEBT LIMITATION: 1.5% of Real Market Value of properties within the District.

<u>Fiscal Year</u>	<u>Assessed Value</u>	<u>Real Market Value</u>	<u>Legal Debt Limit</u>	<u>Outstanding Debt</u>	<u>Remaining Debt Margin</u>
2005-2006	\$78,201,863,408	\$115,982,406,778	\$1,739,736,102	\$158,470,793	\$1,581,265,309
2006-2007**	\$80,547,919,310	\$119,461,878,981	\$1,791,928,185	\$149,240,806	\$1,642,687,379
	<u>Tax Levied for G.O. Bonds</u>	<u>Tax Rate per 1,000 of Assessed Value</u>			
2005-2006	\$17,041,011	\$0.2271			
2006-2007**	\$16,857,927	\$0.2093			

**Estimated

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

GENERAL OBLIGATION BONDS-Debt Service Schedule

Fiscal Year	Zero Coupon Bond (Citizens Bond)			Series 1997 G.O. Advance Refunding Bonds		
	Principal	Interest	Fiscal Year Requirement	Principal	Interest	Fiscal Year Requirement
2006-07				\$2,135,000	\$787,414	\$2,922,414
2007-08	3,215,589	84,411	3,300,000	115,000	728,668	843,668
2008-09				2,510,000	666,980	3,176,980
2009-10				2,690,000	543,435	3,233,435
2010-11				2,875,000	399,813	3,274,813
2011-12				3,095,000	243,375	3,338,375
2012-13				3,320,000	83,000	3,403,000
2013-14	<u>855,217</u>	<u>309,783</u>	<u>1,165,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>\$4,070,806</u>	<u>\$394,194</u>	<u>\$4,465,000</u>	<u>\$16,740,000</u>	<u>\$3,452,684</u>	<u>\$20,192,684</u>

Note: The 1994 Bond issue includes an \$8,355,000 5.25% Term Bond due January 15, 2014 @ 99.38%
 Interest payment due dates on the 1992 Series A are January 1 and July 1. Interest payment due dates on the 1994 Series are January 15 and July 15.
 On November 1, 1997, all the callable portion of the 1992 Series A Bonds was refunded. Interest payment due dates on the 1997 G.O. Advance Refunding Bonds are January 1 and July 1. On May 15, 2002, all the callable portion of the 1994 Series General Obligation Bonds was refunded. Interest payment due dates on the 2002 G.O. Refunding Bonds are June 1 and December 1.

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

GENERAL OBLIGATION BONDS-Debt Service Schedule

Fiscal Year	2001 Series "A & B" G.O. Bonds			2005 Refunding Series G.O. Bonds		
	Principal	Interest	Fiscal Year Requirement	Principal	Interest	Fiscal Year Requirement
2006-07	\$5,595,000	\$1,459,765	\$7,054,765	\$1,635,000	\$4,211,150	\$5,846,150
2007-08	5,865,000	1,180,015	7,045,015	2,270,000	4,158,013	6,428,013
2008-09	6,105,000	943,525	7,048,525	3,035,000	4,078,563	7,113,563
2009-10	6,365,000	653,050	7,018,050	430,000	3,964,750	4,394,750
2010-11	6,695,000	356,850	7,051,850	1,095,000	3,948,625	5,043,625
2011-12	0	0	0	8,725,000	3,907,563	12,632,563
2012-13	0	0	0	10,000,000	3,483,500	13,483,500
2013-14	0	0	0	10,835,000	2,983,500	13,818,500
2014-15	0	0	0	10,635,000	2,441,750	13,076,750
2015-16	0	0	0	11,635,000	1,910,000	13,545,000
2016-17	0	0	0	12,710,000	1,328,250	14,038,250
2017-18	0	0	0	13,855,000	692,750	14,547,750
2018-19	0	0	0	0		0
2019-20	0	0	0	0		0
2020-21	0	0	0	0		0
	<u>\$30,625,000</u>	<u>\$4,593,205</u>	<u>\$35,218,205</u>	<u>\$86,860,000</u>	<u>\$37,108,413</u>	<u>\$123,968,413</u>

Interest payment due dates on the 2001 Series A are June 1 and December 1. Maturing principal are due June 1 of each year.
Interest payment due dates on the 2005 Refunding Series are June 15 and December 15. Maturing principal are due June 15 of e

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

GENERAL OBLIGATION BONDS-Debt Service Schedule

Fiscal Year	2002 G.O. Refunding Bonds		
	Principal	Interest	Fiscal Year Requirement
2006-07	\$1,370,000	\$464,069	\$1,834,069
2007-08	200,000	436,594	636,594
2008-09	1,190,000	409,294	1,599,294
2009-10	1,185,000	361,794	1,546,794
2010-11	1,175,000	314,006	1,489,006
2011-12	1,165,000	265,891	1,430,891
2012-13	1,155,000	217,319	1,372,319
2013-14	3,505,000	96,388	3,601,388
2014-15	0	0	0
2015-16	0	0	0
2016-17	0	0	0
2017-18	0	0	0
2018-19	0	0	0
2019-20	0	0	0
2020-21	0	0	0
	<u>\$10,945,000</u>	<u>\$2,565,353</u>	<u>\$13,510,353</u>

Interest payment due dates on the 2001 Series A are June 1 and December 1. Maturing principal at June 1 of each year. On May 15, 2002, all the callable portion of the 1994 Series General Obligation was refunded. Interest payment due dates on the 2002 G.O. Refunding Bonds are June 1 and Dece

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

LIMITED TAX PENSION BONDS-Debt Service Schedule

LIMITED TAX PENSION BOND SERIES 2003

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Fiscal Year Requirement</u>
2006-07	\$1,635,000	\$5,248,879	\$6,883,879
2007-08	1,670,000	5,214,871	6,884,871
2008-09	1,710,000	5,173,288	6,883,288
2009-10	1,765,000	5,125,066	6,890,066
2010-11	1,930,000	5,068,409	6,998,409
2011-12	2,290,000	5,001,438	7,291,438
2012-13	2,685,000	4,917,395	7,602,395
2013-14	3,110,000	4,815,097	7,925,097
2014-15	3,565,000	4,693,496	8,258,496
2015-16	4,060,000	4,551,252	8,611,252
2016-17	4,590,000	4,385,198	8,975,198
2017-18	5,165,000	4,192,877	9,357,877
2018-19	5,810,000	3,944,441	9,754,441
2019-20	6,505,000	3,664,980	10,169,980
2020-21	7,250,000	3,352,089	10,602,089
2021-22	8,050,000	3,003,364	11,053,364
2022-23	8,910,000	2,616,159	11,526,159
2023-24	9,825,000	2,187,588	12,012,588
2024-25	10,810,000	1,715,006	12,525,006
2025-26	11,860,000	1,195,045	13,055,045
2023-26	<u>12,985,000</u>	<u>624,579</u>	<u>13,609,579</u>
	<u>\$116,180,000</u>	<u>\$80,690,512</u>	<u>\$196,870,512</u>

Interest payment due dates on the are December 1 and June 30.

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

CERTIFICATE OF PARTICIPATION BONDS-Debt Service Schedule

C.O.P. Series 1998-Lease/Purchase

Fiscal Year	Principal	Interest	Fiscal Year Requirement
2006-07	\$115,000	\$83,535	\$198,535
2007-08	120,000	78,475	198,475
2008-09	125,000	73,135	198,135
2009-10	130,000	67,510	197,510
2010-11	135,000	61,660	196,660
2011-12	140,000	55,450	195,450
2012-13	150,000	48,870	198,870
2013-14	155,000	41,820	196,820
2014-15	165,000	34,380	199,380
2015-16	170,000	26,460	196,460
2016-17	180,000	18,130	198,130
2017-18	<u>190,000</u>	<u>9,310</u>	<u>199,310</u>
	<u>\$1,775,000</u>	<u>\$598,735</u>	<u>\$2,373,735</u>

Interest payment due dates on the 1998 Series are January 15 and July 15.

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

GENERAL OBLIGATION BONDS

Ratio of Net Bonded Debt to Real Market Value & Net Bonded Debt Per Capita

		District	Full-Time	Real Market	Net	Ratio of Net	Net Bonded
		<u>Population</u>	<u>Equivalent</u>	<u>Valuation</u>	<u>Bonded Debt</u>	<u>Bonded Debt</u>	<u>Debt per</u>
			<u>Student</u>		<u>(G.O. Bonds)</u>	<u>to Real Market</u>	<u>Capita</u>
						<u>Valuation</u>	
2006-07	**	1,095,000	23,331	119,461,878,981	149,240,806	0.12%	136
2005-06	**	1,095,000	23,425	115,982,406,778	158,470,793	0.14%	145
2004-05		1,087,704	23,406	113,402,949,908	167,784,694	0.15%	154
2003-04	(1)	1,076,935	23,472	110,099,951,367	175,144,270	0.16%	163
2002-03		1,050,050	26,061	101,480,047,144	177,321,279	0.17%	169
2001-02		1,035,000	25,406	97,582,654,042	182,870,213	0.19%	177
2000-01		996,667	22,351	95,845,123,877	91,411,594	0.10%	92
1999-00		977,125	21,365	87,064,428,504	47,797,033	0.05%	49
1998-99		965,227	20,337	72,520,879,180	50,035,126	0.07%	52
1997-98		987,985	19,502	67,374,204,590	52,178,594	0.08%	53
1996-97		964,829	18,651	60,364,363,855	53,576,923	0.09%	56
1995-96		955,276	18,557	53,289,374,163	55,359,630	0.10%	58
1994-95		928,544	18,822	47,366,020,953	55,186,252	0.12%	59

**Estimated

(1) Population estimate as of 5/27/2003

**Schedule of Inter-fund Transfers
Adopted Budget
For Fiscal Year 2006-2007**

PORTLAND COMMUNITY COLLEGEFiscal Year 2006-2007 ADOPTED BUDGET
SCHEDULE OF INTERFUND TRANSFERS

	Transfer Revenue	Transfer Expenditures	Remarks
GENERAL FUND			
Transfer to Capital Projects Fund		\$2,690,000	Annual transfer for maintenance expenditures
Transfer to Contracts and Grants Fund		74,220	Grant matching fund.
Transfer to Auxiliary Fund		0	General Fund support of the Bridge newspaper operation.
Transfer to Student Financial Aid Fund		629,350	Grant matching fund.
Transfer to Retirement Fund		819,945	Annual contribution to the retirement fund
Transfer to Capital/Lease Purchase Fund		198,535	For payment of principal & interest of debt service
Transfer from Financial Aid	\$95,900		General Fund overhead reimbursement
Transfer from Auxiliary Fund	140,964		General Fund overhead reimbursement
Transfer from CEU/CED (1900) Fund	318,498		General Fund overhead reimbursement
Transfer from Contracts and Grants Fund-Overhead	1,698,165		General Fund overhead reimbursement
Transfer from Contracts and Grants Fund-Direct Reimb.	325,835		Direct cost reimbursement
Transfer from Print Center Fund	41,000		General Fund overhead reimbursement
Transfer from Bookstore Fund	343,900		General Fund overhead reimbursement
Transfer from Food Services Fund	40,300		General Fund overhead reimbursement
Transfer from Parking Operations Fund	343,900		General Fund overhead reimbursement
TOTAL	<u>\$3,348,462</u>	<u>\$4,412,050</u>	
AUXILIARY FUND			
Transfer to General Fund		<u>\$140,964</u>	General Fund overhead reimbursement
CONTRACTS AND GRANTS FUND			
Transfer to General Fund		\$1,698,165	General Fund overhead reimbursement
Transfer to General Fund		325,835	Direct cost reimbursement
Transfer from General Fund	<u>\$74,220</u>		Grant matching fund.
TOTAL	<u>\$74,220</u>	<u>\$2,024,000</u>	
CEU/CED Fund (1900)			
Transfer to General Fund		<u>\$318,498</u>	General Fund overhead reimbursement
STUDENT FINANCIAL AID FUND			
Transfer from General Fund	<u>\$629,350</u>		Grant matching fund and \$1 of tuition for student scholarship
Transfer to General Fund		<u>\$95,900</u>	General Fund overhead reimbursement
CAPITAL PROJECTS FUND			
Transfer from General Fund	<u>\$2,690,000</u>		Annual transfer for maintenance expenditures

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 ADOPTED BUDGET

SCHEDULE OF INTERFUND TRANSFERS-continued

	<u>Transfer Revenue</u>	<u>Transfer Expenditures</u>	<u>Remarks</u>
FOOD SERVICES FUND			
Transfer to General Fund		\$40,300	General Fund overhead reimbursement
Transfer from Bookstore Fund	41,913		1/4 share of the Auxiliary Services Admin. expenses.
Transfer from Print Center Fund	41,913		1/4 share of the Auxiliary Services Admin. expenses.
Transfer from Parking Fund	41,913		1/4 share of the Auxiliary Services Admin. expenses.
TOTAL	<u>\$125,739</u>	<u>\$40,300</u>	
COLLEGE BOOKSTORE FUND			
Transfer to Food Services Fund		\$41,913	1/4 share of the Auxiliary Services Admin. Expenses + funding for facilities improvement.
Transfer to General Fund		343,900	General Fund overhead reimbursement
TOTAL	<u>\$0</u>	<u>\$385,813</u>	
PARKING OPERATIONS FUND			
Transfer to Food Services Fund		\$41,913	1/4 share of the Auxiliary Services Admin. Expenses + funding for facilities improvement.
Transfer to General Fund		343,900	General Fund overhead reimbursement
TOTAL	<u>\$0</u>	<u>\$385,813</u>	
PRINT CENTER FUND			
Transfer to General Fund		\$41,000	General Fund overhead reimbursement
Transfer to Food Services Fund		41,913	1/4 share of the Auxiliary Services Admin. expenses.
		<u>\$82,913</u>	
INTERNAL SERVICE-P.E.R.S./Reserve Fund			
Transfer to General P.E.R.S. Bond Fund		<u>\$6,888,879</u>	For payment of principal & interest of PERS Taxable Bonds
EARLY RETIREMENT FUND			
Transfer from General Fund	<u>\$819,945</u>		Annual contribution to the retirement fund
CAPITAL LEASE / PURCHASE FUND			
Transfer from General Fund	<u>\$198,535</u>		For payment of principal & interest of debt service
P.E.R.S. Debt Service Fund			
Transfer from Internal Charge-P.E.R.S./Reserve Fund	<u>\$6,888,879</u>		For payment of principal & interest of debt service
TOTAL- ALL FUNDS	<u><u>\$14,775,130</u></u>	<u><u>\$14,775,130</u></u>	

Budget Calendar

Notice of Public Hearing by the Board of Directors (Mar. 16, 2006)

Notice of Budget Committee Meeting (April 20, 2006)

Notice of Public Hearing by Multnomah Tax Supervising and
Conservation Commission (May 24, 2006)

Notice of Board Meeting to Adopt the Budget (June 15, 2006)

Res. 06-066 Resolution Approving the Proposed Budget and
Property Tax Levy for the Fiscal Year 2006-2007

Res. 06-116 Resolution Adopting the Budget, Making
Appropriations, and Declaring Ad Valorem Tax
Levies for the Fiscal Year 2006-2007

FORM ED-1 Notice of Budget Hearing and Financial Summary

FORM ED-2 Funds Not Requiring a Property Tax to be Levied

FORM ED-3 Funds Requiring a Property Tax to be Levied

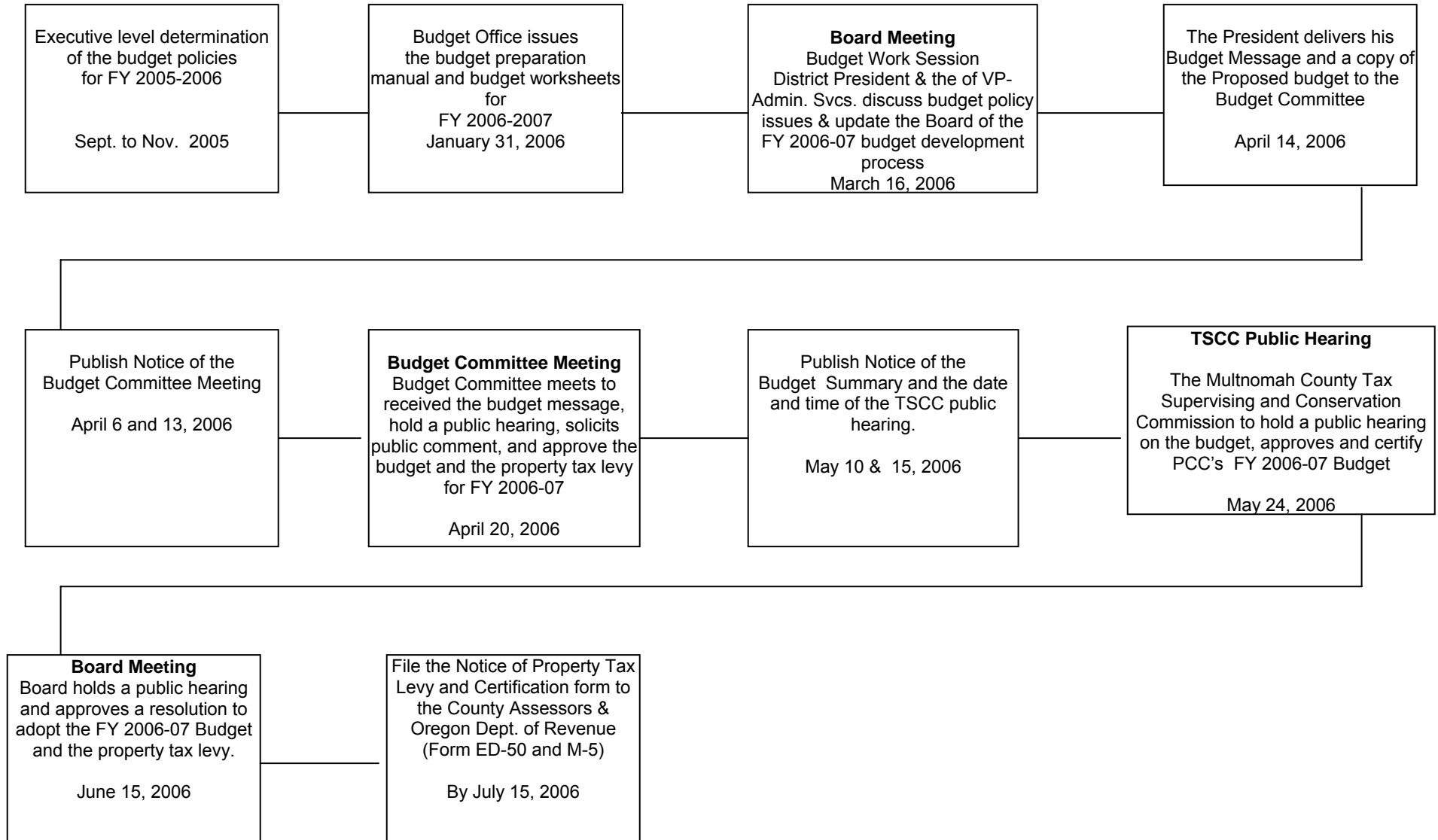
FORM ED-50 Notice of Property Tax and Certification of Intent to
Impose a Tax, Fee, Assessment, or Charge on Property
For Education Districts

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007

BUDGET CALENDAR

BUDGET CALENDAR



NOTICE OF BUDGET COMMITTEE MEETING

A public meeting of the Budget Committee of the **Portland Community College District, Clackamas, Columbia, Multnomah, Yamhill and Washington Counties**, State of Oregon, to discuss the budget for the fiscal year July 1, 2006 to June 30, 2007 will be held at the Board Room of Portland Community College, Sylvania Campus, 12000 S.W. 49th Avenue Portland, Oregon. The meeting will take place on the 16th day of March 2006 at 7:30 p.m. The purpose of the meeting is to receive staff report on the status of the fiscal year budget development. This is a public meeting and any person may appear at the meeting to discuss the budget.

Published in the Oregonian
March 3, 2006 & March 9, 2006

NOTICE OF BUDGET COMMITTEE MEETING

A public meeting of the Budget Committee of the Portland Community College District of Columbia, Clackamas, Multnomah, Washington, and Yamhill Counties, State of Oregon, on the budget for the fiscal year July 1, 2006 to June 30, 2007 will be held at Terrel Hall, Room 122 at Cascade Campus, 705 N. Killingsworth, Portland, Oregon.

The meeting will take place on the 20th day of April 2006 at 7:30 P.M. The purpose of the meeting is to receive the President's budget message and the Proposed Budget document for the Fiscal Year 2006-2007.

A copy of the budget document may be inspected or obtained on or after April 17, 2006 at the Financial Services Office, Room 1513 Capital Center 18624 N. W. Walker Road, Beaverton, Oregon between the hours of 8:00 A.M. and 5:00 P.M. during regular business days.

Published in the Oregonian
April 6, 2006
April 13, 2006

NOTICE OF BUDGET HEARING

A public hearing will be held by the Tax Supervising and Conservation Commission on the budget approved by the budget committee of the **Portland Community College District**, Multnomah, Clackamas, Columbia, Washington and Yamhill Counties, State of Oregon, to discuss the budget for the fiscal year July 1, 2006 to June 30, 2007. The hearing will be held at the **Tax Supervising & Conservation Commission Board Room at 1120 S.W. 5th, 15th Floor, Room 1500, Portland, Oregon** on the **24th day of May 2006 at 9:30 a.m.** The purpose of the hearing is to discuss the budget with interested persons.

A copy of the budget may be inspected or obtained at Room 1513 Washington County Work Force Training Center, 18624 N. W. Walker Road, Beaverton Oregon between the hours of 8:00 a.m. to 5:00 p.m.

Total Budget Requirements	Last Year's Total Levy		This Year's Total Levy		Change From Last Year	
	Rate	Amount	Rate	Amount	Rate	Amount
\$310,795,871						
Subject to education limitation	\$0.2828	\$21,637,393	\$0.2828	\$22,777,267	\$ -0-	\$1,139,874
Excluded from the limitation		\$16,599,320		\$16,857,927		\$ 258,607

Published: The Oregonian newspaper
May 15, 2006

NOTICE OF BUDGET HEARING

A meeting of the Board of Directors of Portland Community College District, of Multnomah, Clackamas, Columbia, Washington and Yamhill Counties, State of Oregon, will be held at the Southeast Center Facility, Mt. Tabor Hall, Room 143 & 144, S.E. 82nd Avenue, Portland, Oregon. The meeting will take place on the 15th day of June 2006 at 7:30 p.m.

Included in the Board agenda is a resolution to adopt the budget of the Portland Community College District for the Fiscal Year 2006-2007. This is a public meeting and any interested persons may appear in the meeting to discuss the budget.

A copy of the budget may be inspected or obtained at on or after June 5, 2006 at Room 1513 Washington County Work Force Training Center, 18624 N. W. Walker Road, Beaverton Oregon between the hours of 8:00 a.m. to 5:00 p.m.

Published in the Oregonian
June 5, 2006

April 20, 2006

06-066

APPROVAL OF THE PORTLAND COMMUNITY COLLEGE
PROPOSED BUDGET FOR THE FISCAL YEAR 2006-2007.

PREPARED BY: Odie Sarmiento, Budget Manager
Wing-Kit Chung, Associate Vice President of Finance

APPROVED BY: Randy McEwen, Vice President, Administrative Services
Dr. Preston Pulliams, District President

REPORT: The President has delivered the fiscal year 2006-2007 budget message and the budget document to the Board of Directors of Portland Community College District. The Board, acting as the Budget Committee, has reviewed and completed the public input process for the fiscal year 2006-2007 Proposed Budget as required by ORS 294.401 and 294.406.

RECOMMENDATION: That the Board of Directors approves the Portland Community College District Proposed Budget for fiscal year 2006-2007, including the property tax levies as outlined below, for submission to the Multnomah County Tax Supervising and Conservation Commission.

Amount Subject to the Education Limitation:

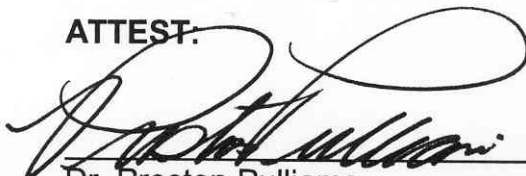
General Fund \$0.2828* per \$1,000 of assessed
value as constitutionally established by Ballot Measure 50

Amount Excluded from the Limitation (to repay G.O. Bonds):

Debt Service Fund \$16,857,927

APPROVED BY THE GOVERNING BOARD OF THE PORTLAND COMMUNITY
COLLEGE DISTRICT THIS 20th DAY OF APRIL 2006.

ATTEST:



Dr. Preston Pulliams
District President

APPROVED:



Harold Williams
Chair, Board of Directors

June 15, 2006

06-116

RESOLUTION ADOPTING THE PORTLAND
COMMUNITY COLLEGE BUDGET FOR THE FISCAL
YEAR 2006-2007 COMMENCING JULY 1, 2006,
MAKING APPROPRIATIONS AND DETERMINING AND
DECLARING AD VALOREM TAX LEVIES

PREPARED BY: Odie Sarmiento, Budget Manager

APPROVED BY: Wing-Kit Chung, Associate Vice President, Finance
Randy McEwen, Vice President, Administrative Services
Dr. Preston Pulliams, District President

REPORT: On April 20, 2006, the Board of Directors of Portland
Community College District, acting as the Budget
Committee, approved the Fiscal Year 2006-2007 budget.

On May 24, 2006, the Multnomah County Tax
Supervising and Conservation Commission (TSCC), after
due notice and a public hearing on the budget, certified
the Fiscal Year 2006-2007 budget with no objection.

There were changes made to the budget after TSCC's
approval. This information was not available at the time
the budget was approved. The changes include adding
back General Fund faculty positions that were
inadvertently eliminated during the proposed budget
process, providing a budget for the cost of board
members' election occurring in May 2007, finalizing the
budget for the Think Big program, reducing the estimated
student activity fee revenue to accurately reflect the rate
increase approved by the Board, and adjusting the inter-
fund transfers for overhead charges. These changes are
within the scope and limitation allowed by ORS 294.435
and will not change the property tax levy as approved by
the Budget Committee on April 20, 2006. These changes
are described and listed in Attachment "A" of this
resolution

RECOMMENDATION: That the Board of Directors approve this resolution
adopting the budget for the Portland Community College
District for the Fiscal Year 2006-2007 commencing July
1, 2006 in the total sum of \$310,739,835 for the following
funds and appropriations as set forth as follows:

June 15, 2006

06-116

RESOLUTION ADOPTING THE PORTLAND COMMUNITY
COLLEGE BUDGET FOR THE FISCAL YEAR 2006-2007
COMMENCING JULY 1, 2006, MAKING APPROPRIATIONS AND
DETERMINING AND DECLARING AD VALOREM TAX LEVIES-
continued

BE IT RESOLVED that the Board of Directors of the Portland Community College District hereby adopts the budget for the Fiscal Year 2006-2007 in the total amount of \$310,739,835.

BE IT FURTHER RESOLVED that the amounts for the fiscal year beginning July 1, 2006, and for the purposes shown below are hereby appropriated.

	Fiscal Year 2006-2007	Unappropriated Ending Fund	
	<u>Adopted Budget</u>	<u>Balance</u>	<u>Fund Totals</u>
General Fund	\$132,548,166	\$13,461,773	\$146,009,939
CEU\CED (1900) Fund	7,632,901	0	7,632,901
Auxiliary Fund	818,142	92,130	910,272
Contracts and Grants Fund	31,673,443	2,098,355	33,771,798
Student Activities Fund	1,172,545	0	1,172,545
Student Financial Aid Fund	26,970,512	0	26,970,512
Capital Projects Fund	5,520,000	785,820	6,305,820
Capital Construction Fund	3,358,636	0	3,358,636
College Bookstore Fund	11,409,452	5,425,864	16,835,316
Food Services Fund	4,213,577	0	4,213,577
Parking Operations Fund	2,564,039	0	2,564,039
Print Center Fund	1,451,297	129,778	1,581,075
Risk Management Fund	2,140,295	1,378,224	3,518,519
Internal Charge-PERS\Reserve	6,888,879	19,645,083	26,533,962
Early Retirement Fund	979,998	1,061,926	2,041,924
Debt Service Fund (G.O. Bonds)	17,657,398	2,528,707	20,186,105
PERS Bond Fund	6,888,879	0	6,888,879
Capital Lease/Purchase Fund	198,535	45,481	244,016
TOTAL	<u>\$264,086,694</u>	<u>\$46,653,141</u>	<u>\$310,739,835</u>

Note: Unappropriated ending Fund Balance is not an appropriation.

June 15, 2006

06-116

RESOLUTION ADOPTING THE PORTLAND COMMUNITY
COLLEGE BUDGET FOR THE FISCAL YEAR 2006-2007
COMMENCING JULY 1, 2006, MAKING APPROPRIATIONS AND
DETERMINING AND DECLARING AD VALOREM TAX LEVIES-
continued

GENERAL FUND

Sylvania Campus	\$33,941,148
Rock Creek Campus	19,595,271
Cascade Campus	15,368,793
Extended Learning Campus	7,138,326
Office of the President	2,695,899
Office of Academic & Student Affairs	11,615,957
Administrative Services	35,023,828
Transfers	4,412,050
Contingency	<u>2,756,894</u>
TOTAL APPROPRIATIONS	\$132,548,166
Unappropriated Ending Fund Balance (see note)	<u>13,461,773</u>
TOTAL GENERAL FUND	<u>\$146,009,939</u>

CEU/CED Fund (1900)

Sylvania Campus	\$303,101
Extended Learning Campus	6,928,745
Transfers	318,498
Contingency	<u>38,944</u>
TOTAL CEU/CED FUND (1900)	<u>\$7,589,288</u>

CONTRACTS AND GRANTS FUND

State Grants	\$5,532,480
Federal Grants	16,855,089
Local Contracts	5,849,996
Transfers	2,024,000
Contingency	<u>1,411,878</u>
TOTAL APPROPRIATIONS	\$31,673,443
Unappropriated Ending Fund Balance (see note)	<u>2,098,355</u>
TOTAL CONTRACTS AND GRANTS FUND	<u>\$33,771,798</u>

STUDENT FINANCIAL AID FUND

College Funded Programs	\$311,206
Federal Programs	25,539,018
Short Term Student Loan Program	321,051
Transfers	95,900
Contingency	<u>703,337</u>
TOTAL APPROPRIATIONS	\$26,970,512
Unappropriated Ending Fund Balance (see note)	<u>0</u>
TOTAL STUDENT FINANCIAL AID FUND	<u>\$26,970,512</u>

Note: Unappropriated ending Fund Balance is not an appropriation.

June 15, 2006

06-116

RESOLUTION ADOPTING THE PORTLAND COMMUNITY
COLLEGE BUDGET FOR THE FISCAL YEAR 2006-2007
COMMENCING JULY 1, 2006, MAKING APPROPRIATIONS AND
DETERMINING AND DECLARING AD VALOREM TAX LEVIES-
continued

COLLEGE BOOKSTORE FUND

Bookstore Operations	\$9,600,682
Transfers	385,813
Contingency	<u>1,422,957</u>
TOTAL APPROPRIATIONS	\$11,409,452
Unappropriated Ending Fund Balance (see note)	<u>5,425,864</u>
TOTAL COLLEGE BOOKSTORE FUND	<u>\$16,835,316</u>

PARKING OPERATIONS FUND

Parking Operations	\$1,924,599
Transfers	385,813
Contingency	<u>253,627</u>
TOTAL APPROPRIATIONS	\$2,564,039
Unappropriated Ending Fund Balance (see note)	<u>0</u>
TOTAL PARKING OPERATIONS FUND	<u>\$2,564,039</u>

FOOD SERVICES FUND

Food Services Operations	\$3,732,297
Transfers	40,300
Contingency	<u>440,980</u>
TOTAL APPROPRIATIONS	\$4,213,577
Unappropriated Ending Fund Balance (see note)	<u>0</u>
TOTAL FOOD SERVICES FUND	<u>\$4,213,577</u>

AUXILIARY FUND

Facilities Usage	\$384,630
The Bridge	8,813
Campus Activities	256,516
Transfers	140,964
Contingency	<u>27,219</u>
TOTAL APPROPRIATIONS	\$818,142
Unappropriated Ending Fund Balance (see note)	<u>92,130</u>
TOTAL AUXILIARY FUND	<u>\$910,272</u>

STUDENT ACTIVITIES FUND

Child Care	\$163,192
Student Governance	779,972
Intramural Activities	31,446
Student Activities	70,000
Phi Theta Kappa	28,500
Contingency	<u>99,435</u>
TOTAL STUDENT ACTIVITIES FUND	<u>\$1,172,545</u>

Note: Unappropriated ending Fund Balance is not an appropriation.

June 15, 2006

06-116

RESOLUTION ADOPTING THE PORTLAND COMMUNITY
COLLEGE BUDGET FOR THE FISCAL YEAR 2006-2007
COMMENCING JULY 1, 2006, MAKING APPROPRIATIONS AND
DETERMINING AND DECLARING AD VALOREM TAX LEVIES-
continued

CAPITAL PROJECTS FUND

Capital Outlay	\$5,020,000
Contingency	<u>500,000</u>
TOTAL APPROPRIATIONS	\$5,520,000
Unappropriated Ending Fund Balance (see note)	785,820
TOTAL CAPITAL PROJECTS FUND	<u>\$6,305,820</u>

CAPITAL CONSTRUCTION FUND

Plant Services	\$747,423
Sylvania Campus	1,215,000
Cascade Campus	700,000
Rock Creek Campus	500,000
District-wide Projects	150,000
Contingency	46,213
TOTAL CAPITAL PROJECTS FUND	<u>\$3,358,636</u>

PRINT CENTER FUND

Print Center Operations	\$1,164,807
Transfers	82,913
Contingency	<u>203,577</u>
TOTAL APPROPRIATIONS	\$1,451,297
Unappropriated Ending Fund Balance (see note)	129,778
TOTAL PRINT CENTER FUND	<u>\$1,581,075</u>

RISK MANAGEMENT FUND

Self Insurance & Risk Administration	\$1,805,295
Contingency	<u>335,000</u>
TOTAL APPROPRIATIONS	\$2,140,295
Unappropriated Ending Fund Balance (see note)	1,378,224
TOTAL RISK MANAGEMENT FUND	<u>\$3,518,519</u>

INTERNAL CHARGE-P.E.R.S. RESERVE FUND

Transfer to P.E.R.S. Bond Fund	\$6,888,879
Contingency	<u>0</u>
TOTAL APPROPRIATIONS	\$6,888,879
Unappropriated Ending Fund Balance (see note)	19,645,083
TOTAL INTERNAL CHARGE-P.E.R.S. RESERVE	<u>\$26,533,962</u>

Note: Unappropriated ending Fund Balance is not an appropriation.

June 15, 2006

06-116

RESOLUTION ADOPTING THE PORTLAND COMMUNITY
COLLEGE BUDGET FOR THE FISCAL YEAR 2006-2007
COMMENCING JULY 1, 2006, MAKING APPROPRIATIONS AND
DETERMINING AND DECLARING AD VALOREM TAX LEVIES-
continued

EARLY RETIREMENT FUND

Personal Services	\$861,998
Contingency	<u>118,000</u>
TOTAL APPROPRIATIONS	\$979,998
Unappropriated Ending Fund Balance (see note)	1,061,926
TOTAL EARLY RETIREMENT FUND	<u>\$2,041,924</u>

CAPITAL LEASE\PURCHASE FUND

Debt Service	\$198,535
Unappropriated Ending Fund Balance (see note)	<u>45,481</u>
TOTAL CAPITAL LEASE\PURCHASE FUND	<u>\$244,016</u>

P.E.R.S. Bond Fund

Debt Service	\$6,888,879
Unappropriated Ending Fund Balance (see note)	<u>0</u>
TOTAL P.E.R.S. BOND FUND	<u>\$6,888,879</u>

DEBT SERVICE (G.O. Bonds) FUND

Debt Service	\$17,657,398
Unappropriated Ending Fund Balance (see note)	<u>2,528,707</u>
TOTAL DEBT SERVICE (G.O. Bonds) FUND	<u>\$20,186,105</u>

Note: Unappropriated ending Fund Balance is not an appropriation.

June 15, 2006

06-116

RESOLUTION ADOPTING THE PORTLAND COMMUNITY
COLLEGE BUDGET FOR THE FISCAL YEAR 2006-2007
COMMENCING JULY 1, 2006, MAKING APPROPRIATIONS AND
DETERMINING AND DECLARING AD VALOREM TAX LEVIES-
continued

NOW THEREFORE, the Board of Directors of the Portland Community College District hereby imposes the taxes provided for in the adopted budget at the rate of \$0.2828 per \$1,000 of assessed value for operations; and in the amount of \$16,857,927 for bonds; and that these taxes are hereby imposed and categorized for the tax year 2006-2007 upon the assessed value of all taxable property within the Portland Community College District of Clackamas, Columbia, Multnomah, Washington, and Yamhill Counties, of the State of Oregon. The following allocation and categorization, subject to the limit of Section 11b, Article XI of the Oregon Constitution make up the aforementioned levy:

	<u>Education Limitation</u>	<u>Excluded from the Limitation</u>
GENERAL FUND	\$0.2828 per \$1,000 of assessed value	
DEBT SERVICE FUND		\$16,857,927

AND, that the President of the Portland Community College District be hereby authorized and directed to file with the County Assessor of each County in which the Portland Community College District is located, a notice of tax levy and a true copy of the budget as finally adopted in accordance with the provisions of ORS 310.060 and ORS 294.555.

ADOPTED BY THE GOVERNING BOARD OF THE PORTLAND COMMUNITY
COLLEGE DISTRICT THIS 15th DAY OF JUNE, 2006.

ATTEST:

APPROVED:

Dr. Preston Pulliams
District President

Harold Williams
Chair, Board of Directors

ATTACHMENT "A"

Changes in the FY 2006-07 Approved Budget for Adoption by the Board

1. **GENERAL FUND**

Total Current Operating Revenues as of May 24, 2006, Approved Budget	\$131,361,823
Increase in transfer revenue from Auxiliary Fund	<u>117,964</u>
Total Current Operating Revenues as adjusted for Adoption	\$131,479,787
Add: Beginning Fund Balance	<u>14,530,152</u>
Total General Fund Resources for Adoption on June 15, 2006	<u>\$146,009,939</u>

Changes in Expenditure requirements since May 24, 2006

Total Current Operating Expenditures as of May 24, 2006, Approved Budget	\$132,072,024
Additional expenditures for "Think Big" program and add back of ESOL faculty	207,484
Add back Ophthalmic Medical Tech. faculty & adjustment in job share position	94,661
Provide budget for election cost and UBIT expenses	<u>173,997</u>
Total Current Operating Expenditures as adjusted for Adoption	\$132,548,166
Unappropriated Ending Fund Balance, Approved Budget	\$13,819,951
Less: Amount provided to fund additional budget requirements	(358,178)
Unappropriated Ending Fund Balance, Adopted Budget	<u>13,461,773</u>
TOTAL GENERAL FUND	<u>\$146,009,939</u>

2. **AUXILIARY FUND**

Changes in Expenditure requirements since May 24, 2006

Total Current Operating Expenditures as of May 24, 2006, Approved Budget	\$818,142
Increase transfer expenditures to the General Fund	117,964
Reduce facilities usage program budget to offset increase in transfer expenditures	(97,964)
Reduce contingency account to offset increase in transfer expenditures	<u>(20,000)</u>
Total Current Operating Expenditures as adjusted for Adoption	\$818,142
Unappropriated Ending Fund Balance, Adopted Budget	<u>92,130</u>
TOTAL AUXILIARY FUND	<u>\$910,272</u>

3. **STUDENT ACTIVITY FUND**

Total Current Operating Revenues as of May 24, 2006, Approved Budget	\$1,265,548
Reduce estimated student activity fee revenue to accurately reflect Board approved increase	(174,000)
Total Current Operating Revenues as adjusted for Adoption	\$1,091,548
Add: Beginning Fund Balance	<u>80,997</u>
Total General Fund Resources for Adoption on June 15, 2006	<u>\$1,172,545</u>

Changes in Expenditure requirements since May 24, 2006

Total Current Operating Expenditures as of May 24, 2006, Approved Budget	\$1,346,545
Reduce program expenditures to offset reduction in estimated student activity fee	(174,000)
Total Current Operating Expenditures as adjusted for Adoption	<u>\$1,172,545</u>

FORM
ED-1

NOTICE OF BUDGET HEARING

☐ Republication

A meeting of the **Board of Directors of Portland Community College District** will be held on **June 15, 2006**
(Governing Body) (Date)

at **7:30** ☐ a.m. ☒ p.m. **Southeast Center, Mt Tabor Hall-Room 143 & 144, 2305 S.E. 82nd Avenue, Portland, Oregon.**
(Location)

The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2005 as approved by the **Budget Committee of the**
(District Name)

Portland Community College District.

A summary of the budget is presented below. A copy of the budget may be inspected or obtained at **Room 1513 WCWTC 18624**
N.W. Walker Road, Beaverton, Oregon 97006 between the hours of **8:00 a.m.** and **5:00 p.m.** This budget was prepared on
a basis of accounting that is ☒ consistent ☐ not consistent with the basis of accounting used during the preceding year.
Major changes, if any, and their effect on the budget are explained below. This budget is for: ☒ Annual Period ☐ 2-Year Period

County	City	Date	Chairperson of Governing Body	Telephone Number
Multnomah	Portland, Oregon	April 20, 2006	Harold Williams	(503) 977-4620

FINANCIAL SUMMARY

TOTAL OF ALL FUNDS		Adopted Budget This year 2005-2006	Approved Budget Next Year 2006-2007
Anticipated Requirements	1. Total Instruction	\$91,702,265	\$97,972,115
	2. Total Support Services	83,997,499	91,472,295
	3. Total Enterprise and Community Services	17,429,159	18,213,284
	4. Total Facilities Acquisition and Construction	23,622,832	8,347,142
	5. Total Other Uses (includes Debt Service and Transfers)	47,560,053	39,401,978
	6. Total Contingencies	10,025,042	8,377,738
	7. Total All Other Expenditures and Requirements	0	0
	8. Total Unappropriated or Ending Fund Balance	28,261,169	47,011,319
	9. Total Requirements - add lines 1 through 8	\$302,598,019	\$310,795,871
Anticipated Resources	10. Total Resources Except Property Taxes	266,469,362	273,538,788
	11. Total Property Taxes to be Received	36,128,657	37,257,083
	12. Total Resources - add lines 10 and 11	\$302,598,019	\$310,795,871
Estimated Ad Valerem Property Taxes	13. Total Property Taxes to be Received (line 11)	36,128,657	37,257,083
	14. Plus: Estimated Property Taxes Not to be Received		
	A. Loss due to constitutional limit	0	0
	B. Discounts Allowed, Other Uncollected Amounts	2,108,056	2,378,111
	15. Total Tax Levy - add lines 13 and 14	\$38,236,713	\$39,635,194
Taxes By Type		Rate or Amount	Rate or Amount
	16. Permanent Rate Limit Levy (rate limit <u>\$0.2828</u>)	\$0.2828	\$0.2828
	17. Local Option Taxes	\$0	\$0
	18. Levy for Payment of Bonded Debt	\$16,599,320	\$16,857,927

STATEMENT OF INDEBTEDNESS

Debt Outstanding		Debt Authorized, Not Incurred	
<input type="checkbox"/> None	<input checked="" type="checkbox"/> As Summarized Below	<input checked="" type="checkbox"/> None	<input type="checkbox"/> As Summarized Below

PUBLISH BELOW ONLY IF COMPLETED

Long-Term Debt	Estimated Debt Outstanding at the Beginning of the Budget Year	Estimated Debt Authorized, Not Incurred at the Beginning of the Budget Year
	July 1, 2006	July 1, 2006
Bonds	\$149,240,806	None
Interest Bearing Warrants	None	None
Other	117,955,000	None
Total Indebtedness	\$267,195,806	None

Short-Term Debt

This budget includes the intention to borrow in anticipation of revenue ("Short-Term Borrowing") as summarized below:

FUND LIABLE	Estimated Amount to be borrowed	Estimated Interest Rate	Estimated Interest Cost
General Fund	\$0	0.00%	\$0

**FORM
ED-2**

**FUNDS NOT REQUIRING A
PROPERTY TAX TO BE LEVIED**

☐ Republication

Publish ONLY completed portion of this page. Total Anticipated Requirements **must equal** Total Resources.

Name of Fund Capital Projects Fund	Actual Data		Adopted Budget		Approved Budget	
	Last Year	2004-2005	This Year	2005-06	Next Year	2006-2007
1. Total Instruction						
2. Total Support Services						
3. Total Enterprise and Community Services						
4. Total Facilities Acquisition and Construction		3,954,060		4,800,000		5,020,000
5. Total Other Uses						
6. Total Contingencies				150,000		500,000
7. Total All Other Expenditures and Requirements						
8. Total Unappropriated or Ending Fund Balance		3,084,826		426,927		785,820
9. Total Requirements		7,038,886		5,376,927		6,305,820
10. Total Resources Except Property Taxes		7,038,886		5,376,927		6,305,820

Name of Fund Capital Construction Fund	Actual Data		Adopted Budget		Approved Budget	
	Last Year	2004-2005	This Year	2005-06	Next Year	2006-2007
1. Total Instruction						
2. Total Support services						
3. Total Enterprise and Community Services						
4. Total Facilities Acquisition and Construction		35,054,499		18,822,832		3,327,142
5. Total Other Uses						
6. Total Contingencies				1,612,252		31,494
7. Total All Other Expenditures and Requirements						
8. Total Unappropriated or Ending Fund Balance		15,892,980		0		0
9. Total Requirements		50,947,479		20,435,084		3,358,636
10. Total Resources Except Property Taxes		50,947,479		20,435,084		3,358,636

Name of Fund Food Services Fund	Actual Data		Adopted Budget		Approved Budget	
	Last Year	2004-2005	This Year	2005-06	Next Year	2006-2007
1. Total Instruction						
2. Total Support services						
3. Total Enterprise and Community Services		3,135,877		3,394,449		3,732,297
4. Total Facilities Acquisition and Construction						
5. Total Other Uses		38,723		107,500		40,300
6. Total Contingencies				375,582		440,980
7. Total All Other Expenditures and Requirements						
8. Total Unappropriated or Ending Fund Balance		508,169		0		0
9. Total Requirements		3,682,769		3,877,531		4,213,577
10. Total Resources Except Property Taxes		3,682,769		3,877,531		4,213,577

Name of Fund Auxiliary Fund	Actual Data		Adopted Budget		Approved Budget	
	Last Year	2004-2005	This Year	2005-06	Next Year	2006-2007
1. Total Instruction						
2. Total Support services		417,069		388,959		747,923
3. Total Enterprise and Community Services						
4. Total Facilities Acquisition and Construction						
5. Total Other Uses		21,779		18,600		23,000
6. Total Contingencies				41,871		47,219
7. Total All Other Expenditures and Requirements						
8. Total Unappropriated or Ending Fund Balance		401,006		254,401		92,130
9. Total Requirements		839,854		703,831		910,272
10. Total Resources Except Property Taxes		839,854		703,831		910,272

**FORM
ED-2**

**FUNDS NOT REQUIRING A
PROPERTY TAX TO BE LEVIED**

☐ Republication

Publish ONLY completed portion of this page. Total Anticipated Requirements **must equal** Total Resources.

Name of Fund	Actual Data	Adopted Budget	Approved Budget
Student Activities Fund	Last Year 2004-2005	This Year 2005-06	Next Year 2006-2007
1. Total Instruction			
2. Total Support services	753,971	869,662	1,247,110
3. Total Enterprise and Community Services			
4. Total Facilities Acquisition and Construction			
5. Total Other Uses			
6. Total Contingencies		98,113	99,435
7. Total All Other Expenditures and Requirements			
8. Total Unappropriated or Ending Fund Balance	79,336	0	
9. Total Requirements	833,307	967,775	1,346,545
10. Total Resources Except Property Taxes	833,307	967,775	1,346,545
Name of Fund	Actual Data	Adopted Budget	Approved Budget
Contracts and Grants Fund	Last Year 2004-2005	This Year 2005-06	Next Year 2006-2007
1. Total Instruction	23,939,526	24,386,852	28,237,565
2. Total Support services			
3. Total Enterprise and Community Services			
4. Total Facilities Acquisition and Construction			
5. Total Other Uses	1,890,050	2,095,200	2,024,000
6. Total Contingencies		1,303,099	1,411,878
7. Total All Other Expenditures and Requirements			
8. Total Unappropriated or Ending Fund Balance	2,182,634	2,004,187	2,098,355
9. Total Requirements	28,012,210	29,789,338	33,771,798
10. Total Resources Except Property Taxes	28,012,210	29,789,338	33,771,798
Name of Fund	Actual Data	Adopted Budget	Approved Budget
Financial Aid Fund	Last Year 2004-2005	This Year 2005-06	Next Year 2006-2007
1. Total Instruction			
2. Total Support services	23,142,781	24,129,271	26,171,275
3. Total Enterprise and Community Services			
4. Total Facilities Acquisition and Construction			
5. Total Other Uses	249,254	139,000	95,900
6. Total Contingencies		245,000	703,337
7. Total All Other Expenditures and Requirements			
8. Total Unappropriated or Ending Fund Balance	1,662,854	0	0
9. Total Requirements	25,054,889	24,513,271	26,970,512
10. Total Resources Except Property Taxes	25,054,889	24,513,271	26,970,512
Name of Fund	Actual Data	Adopted Budget	Approved Budget
Bookstore Fund	Last Year 2004-2005	This Year 2005-06	Next Year 2006-2007
1. Total Instruction			
2. Total Support services			
3. Total Enterprise and Community Services	9,577,213	9,338,187	9,586,286
4. Total Facilities Acquisition and Construction			
5. Total Other Uses	516,417	990,960	385,813
6. Total Contingencies		1,372,862	1,437,353
7. Total All Other Expenditures and Requirements			
8. Total Unappropriated or Ending Fund Balance	7,118,312	2,728,221	5,425,864
9. Total Requirements	17,211,942	14,430,230	16,835,316
10. Total Resources Except Property Taxes	17,211,942	14,430,230	16,835,316

**FORM
ED-2**

**FUNDS NOT REQUIRING A
PROPERTY TAX TO BE LEVIED**

☐ Republication

Publish ONLY completed portion of this page. Total Anticipated Requirements **must equal** Total Resources.

Name of Fund	Actual Data	Adopted Budget	Approved Budget
Parking Operations Fund	Last Year 2004-2005	This Year 2005-06	Next Year 2006-2007
1. Total Instruction			
2. Total Support services			
3. Total Enterprise and Community Services	1,272,318	1,478,764	1,924,599
4. Total Facilities Acquisition and Construction			
5. Total Other Uses	402,407	933,950	385,813
6. Total Contingencies		180,578	253,627
7. Total All Other Expenditures and Requirements			
8. Total Unappropriated or Ending Fund Balance	1,114,270	58,891	0
9. Total Requirements	2,788,995	2,652,183	2,564,039
10. Total Resources Except Property Taxes	2,788,995	2,652,183	2,564,039

Name of Fund	Actual Data	Adopted Budget	Approved Budget
Risk Management Fund	Last Year 2004-2005	This Year 2005-06	Next Year 2006-2007
1. Total Instruction			
2. Total Support services			
3. Total Enterprise and Community Services	1,341,544	2,092,951	1,805,295
4. Total Facilities Acquisition and Construction			
5. Total Other Uses	0		
6. Total Contingencies		278,512	335,000
7. Total All Other Expenditures and Requirements			
8. Total Unappropriated or Ending Fund Balance	2,719,508	1,003,280	1,378,224
9. Total Requirements	4,061,052	3,374,743	3,518,519
10. Total Resources Except Property Taxes	4,061,052	3,374,743	3,518,519

Name of Fund	Actual Data	Adopted Budget	Approved Budget
Print Center Fund	Last Year 2004-2005	This Year 2005-06	Next Year 2006-2007
1. Total Instruction			
2. Total Support services			
3. Total Enterprise and Community Services	1,035,470	1,124,808	1,164,807
4. Total Facilities Acquisition and Construction			
5. Total Other Uses	77,417	78,960	82,913
6. Total Contingencies		200,752	203,577
7. Total All Other Expenditures and Requirements			
8. Total Unappropriated or Ending Fund Balance	489,752	215,379	129,778
9. Total Requirements	1,602,639	1,619,899	1,581,075
10. Total Resources Except Property Taxes	1,602,639	1,619,899	1,581,075

Name of Fund	Actual Data	Adopted Budget	Approved Budget
Early Retirement Fund	Last Year 2004-2005	This Year 2005-06	Next Year 2006-2007
1. Total Instruction			
2. Total Support services	648,592	1,024,506	861,998
3. Total Enterprise and Community Services			
4. Total Facilities Acquisition and Construction			
5. Total Other Uses			
6. Total Contingencies		100,000	118,000
7. Total All Other Expenditures and Requirements			
8. Total Unappropriated or Ending Fund Balance	1,186,641	714,497	1,061,926
9. Total Requirements	1,835,233	1,839,003	2,041,924
10. Total Resources Except Property Taxes	1,835,233	1,839,003	2,041,924

**FORM
ED-2**

**FUNDS NOT REQUIRING A
PROPERTY TAX TO BE LEVIED**

☐ Republication

Publish ONLY completed portion of this page. Total Anticipated Requirements **must equal** Total Resources.

Name of Fund Capital Lease Purchase Fund	Actual Data		Adopted Budget		Approved Budget	
	Last Year	2004-2005	This Year	2005-06	Next Year	2006-2007
1. Total Instruction						
2. Total Support services						
3. Total Enterprise and Community Services						
4. Total Facilities Acquisition and Construction						
5. Total Other Uses		197,776		198,320		198,535
6. Total Contingencies						
7. Total All Other Expenditures and Requirements						
8. Total Unappropriated or Ending Fund Balance		44,264		45,595		45,481
9. Total Requirements		242,040		243,915		244,016
10. Total Resources Except Property Taxes		242,040		243,915		244,016

Name of Fund P.E.R.S. Bond Fund	Actual Data		Adopted Budget		Approved Budget	
	Last Year	2004-2005	This Year	2005-06	Next Year	2006-2007
1. Total Instruction						
2. Total Support services						
3. Total Enterprise and Community Services						
4. Total Facilities Acquisition and Construction						
5. Total Other Uses		6,525,940		6,829,144		6,888,879
6. Total Contingencies						
7. Total All Other Expenditures and Requirements						
8. Total Unappropriated or Ending Fund Balance		0		0		0
9. Total Requirements		6,525,940		6,829,144		6,888,879
10. Total Resources Except Property Taxes		6,525,940		6,829,144		6,888,879

Name of Fund Internal Charges-P.E.R.S.\Reserve Fund	Actual Data		Adopted Budget		Approved Budget	
	Last Year	2004-2005	This Year	2005-06	Next Year	2006-2007
1. Total Instruction						
2. Total Support services						
3. Total Enterprise and Community Services						
4. Total Facilities Acquisition and Construction						
5. Total Other Uses		6,525,940		9,778,539		6,888,879
6. Total Contingencies				650,000		0
7. Total All Other Expenditures and Requirements						0
8. Total Unappropriated or Ending Fund Balance		12,405,579		14,553,547		19,645,083
9. Total Requirements		18,931,519		24,982,086		26,533,962
10. Total Resources Except Property Taxes		18,931,519		24,982,086		26,533,962

Name of Fund CEU/CED (1900) Fund	Actual Data		Adopted Budget		Approved Budget	
	Last Year	2004-2005	This Year	2005-06	Next Year	2006-2007
1. Total Instruction		5,344,365		6,839,298		7,275,459
2. Total Support services						
3. Total Enterprise and Community Services						
4. Total Facilities Acquisition and Construction						
5. Total Other Uses		312,222		408,685		318,498
6. Total Contingencies				284,974		38,944
7. Total All Other Expenditures and Requirements						
8. Total Unappropriated or Ending Fund Balance		0		0		0
9. Total Requirements		5,656,587		7,532,957		7,632,901
10. Total Resources Except Property Taxes		5,656,587		7,532,957		7,632,901

**FORM
ED-3**

**FUNDS REQUIRING A
PROPERTY TAX TO BE LEVIED**

Publish ONLY completed portion of this page.

Name of Fund General Fund	Actual Data		Adopted Budget		Approved Budget	
	Last Year	2004-2005	This Year	2005-06	Next Year	2006-2007
1. Total Instruction		\$59,934,746		\$60,476,115		\$62,459,091
2. Total Support services		51,898,223		57,585,101		62,443,989
3. Total Enterprise and Community Services		0		0		0
4. Total Facilities Acquisition and Construction		0		0		0
5. Total Other Uses		5,238,082		8,945,050		4,412,050
6. Total Contingencies				3,131,447		2,756,894
7. Total All Other Expenditures and Requirements		0		0		0
8. Total Unappropriated or Ending Fund Balance		15,824,136		4,445,578		13,819,951
9. Total Requirements		\$132,895,187		\$134,583,291		\$145,891,975
10. Total Resources Except Property Taxes		112,810,587		114,157,592		124,481,344
11. Property Taxes to be Received		20,084,600		20,425,699		21,410,631
12. Total Resources (add lines 10 and 11)		\$132,895,187		\$134,583,291		\$145,891,975
13. Property Taxes to be Received (from line 11)				20,425,699		21,410,631
14. Estimated Property Taxes Not to be Received						
A. Loss Due to Constitutional Limit				0		0
B. Discounts, Other Uncollected Amounts				1,211,694		1,366,636
15. Total Tax Levy (add line 13 and 14)				\$21,637,393		\$22,777,267
				Rate or Amount		Rate or Amount
16. Permanent Rate Limit Levy (rate limit <u>\$0.2828</u>)				\$0.2828		\$0.2828
17. Local Option Tax				0		0
18. Levy for Payment of Bonded Debt				0		0

Name of Fund Debt Service Fund	Actual Data		Adopted Budget		Approved Budget	
	Last Year	2004-2005	This Year	2005-06	Next Year	2006-2007
1. Total Instruction		0		0		0
2. Total Support services		0		0		0
3. Total Enterprise and Community Services		0		0		0
4. Total Facilities Acquisition and Construction		0				0
5. Total Other Uses		112,439,018		\$17,036,145		\$17,657,398
6. Total Contingencies				0		0
7. Total All Other Expenditures and Requirements		0				
8. Total Unappropriated or Ending Fund Balance		3,667,523		1,810,666		2,528,707
9. Total Requirements		\$116,106,541		\$18,846,811		\$20,186,105
10. Total Resources Except Property Taxes		99,435,284		3,143,853		4,339,653
11. Property Taxes to be Received		16,671,257		15,702,958		15,846,452
12. Total Resources (add lines 10 and 11)		\$116,106,541		\$18,846,811		\$20,186,105
13. Property Taxes to be Received (from line 11)				15,702,958		15,846,452
14. Estimated Property Taxes Not to be Received						
A. Loss Due to Constitutional Limit				0		0
B. Discounts, Other Uncollected Amounts				896,362		1,011,475
15. Total Tax Levy (add line 13 and 14)				\$16,599,320		\$16,857,927
				Rate or Amount		Rate or Amount
16. Permanent Rate Limit Levy (rate limit \$)				\$0		\$0
17. Local Option Tax				0		0
18. Levy for Payment of Bonded Debt				\$16,599,320		\$16,857,927

**Notice of Property Tax and Certification of Intent to Impose a Tax,
Fee, Assessment or Charge on Property for Education District**

**FORM ED-50
2006-2007**

To assessor of: Clackamas, Columbia, Multnomah, Yamhill, and Washington, County.

☐ Check here if this is
an amended form.

*File no later than July 15

*Be sure to read instructions in the 2003-2004 Notice of Property Tax Levy Forms and Instructions booklet.

The PORTLAND COMMUNITY COLLEGE DISTRICT has the responsibility and authority to place the following property tax, fee, charge or
assessment on the tax roll of CLACKAMAS, COLUMBIA, MULTNOMAH, YAMHILL, WASHINGTON, County. The property tax, fee charge or
assessment is categorized as stated in this form.

<u>12000 S.W. 49th Avenue</u>	<u>Portland</u>	<u>Oregon</u>	<u>97219</u>
Mailing Address of District	City	State	ZIP
<u>Wing-Kit Chung</u>	<u>Associate Vice President</u>	<u>(503) 533-2911</u>	<u>June 30, 2006</u>
Contact Person	Title	Daytime Telephone	Date

CERTIFICATION--Check one box.

- ☒ The Tax rate or levy amounts certified in Part I are within the tax rate or levy amounts approved by the budget committee.
☐ The Tax rate or levy amounts certified in Part I where changed by the governing body and republished as required in ORS 294.435.

PART I: TOTAL PROPERTY TAX LEVY

		Subject to Education Limit
		Rate-or-Dollar Amount
1. Permanent rate limit tax (per \$1,000)	1	\$0.2828
2. Local option operating tax	2	Excluded from Measure 5 Limits
3. Local option capital project tax	3	
4. Levy for "Gap Bonds".	4	Amount of Levy
5a. Levy for bonded indebtedness from bonds approved by voters prior to October 6, 2001.	5a	\$16,857,927
5b. Levy for bonded indebtedness from bonds approved by voters after to October 6, 2001.	5b	\$0
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b).	5c	\$16,857,927

PART II: RATE LIMIT CERTIFICATION

6. Permanent rate limit in dollars and cents per \$1,000	6	\$0.2828
7. Date received voter approval for rate limit if new district	7	
8. Estimated permanent rate limit for newly merged/consolidated district	8	

PART III: SCHEDULE OF LOCAL OPTION TAXES - Enter all local option taxes on this schedule. If there are more than two taxes,
attach a sheet showing the information for each.

Purpose (operating, capital project, or mixed)	Date voters approved local option ballot measure	First Year Levied	Final Year to be levied	Total tax amount-or-rate Authorized per year by voters

150-504-075-6 (Rev. 12-05)

(see the back for worksheet for lines 5a, 5b and 5c)

File with your assessor no later than July 15,, unless granted an extension in writing

Bonds approved **prior to** October 6, 2001 (including advanced refunding issues):

	Principal	Interest	Total
Bond Issue 1			
Bond Issue 2			
Bond Issue 3			
		Total A	

Bonds approved **after** October 6, 2001 (including advanced refunding issues):

	Principal	Interest	Total
Bond Issue 1			
Bond Issue 2			
Bond Issue 3			
		Total B	
	Total Bond (A + B)		

Total Bonds
 Total A = _____ = _____ Allocation % X Bond Levy = _____
 Total A + B = _____ (enter on line 5a on the front)

Total Bonds
 Total B = _____ = _____ Allocation % X Bond Levy = _____
 Total A + B = _____ (enter on line 5b on the front)

Total Bond Levy _____
 (enter on line 5c on the front)

Example --Total Bond Levy = \$5,000

Bonds approved **prior to** October 6, 2001 (including advanced refunding issues):

	Principal	Interest	Total
Bond Issue 1	5,000.00	500.00	5,500.00
Bond Issue 2	3,000.00	250.00	3,250.00
Bond Issue 3	1,000.00	100.00	1,100.00
		Total A	9,850.00

Bonds approved **after** October 6, 2001 (including advanced refunding issues):

	Principal	Interest	Total
Bond Issue 1	3,000.00	50.00	3,050.00
Bond Issue 2			
		Total B	3,050.00
	Total Bond (A + B)		\$12,900.00

Total Bonds
 Total A = \$ 9,850.00 = _____ Allocation % X Bond Levy = _____
 Total A + B = \$ 12,900.00 _____ 76.357% \$5,000 \$3,818
 (enter on line 5a on the front)

Total Bonds
 Total B = \$3,050 = _____ Allocation % X Bond Levy = _____
 Total A + B = \$12,900 _____ 23.643% \$5,000 \$1,182
 (enter on line 5b on the front)

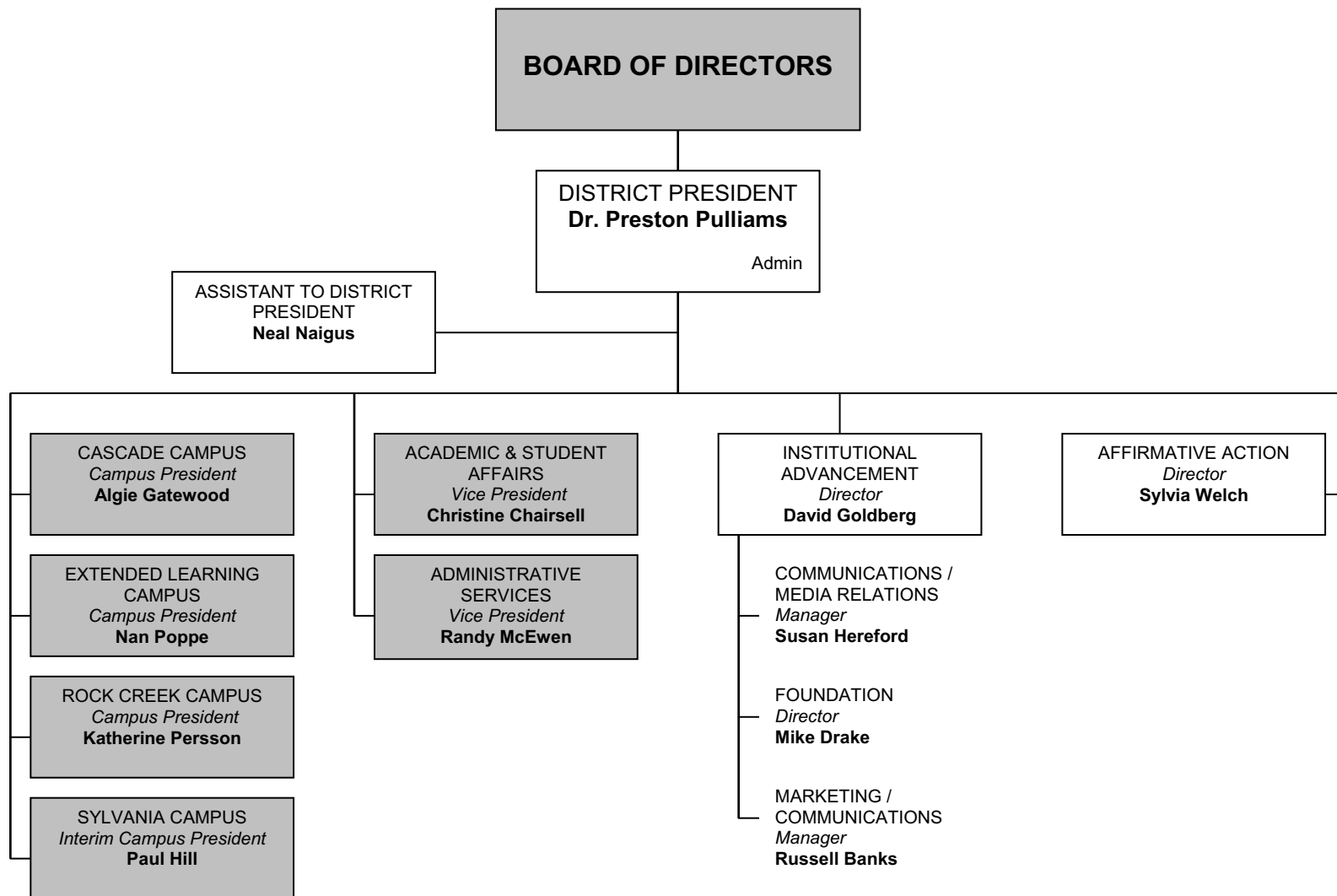
Total Bond Levy \$5,000
 (enter on line 5c on the front)

Organizational Charts

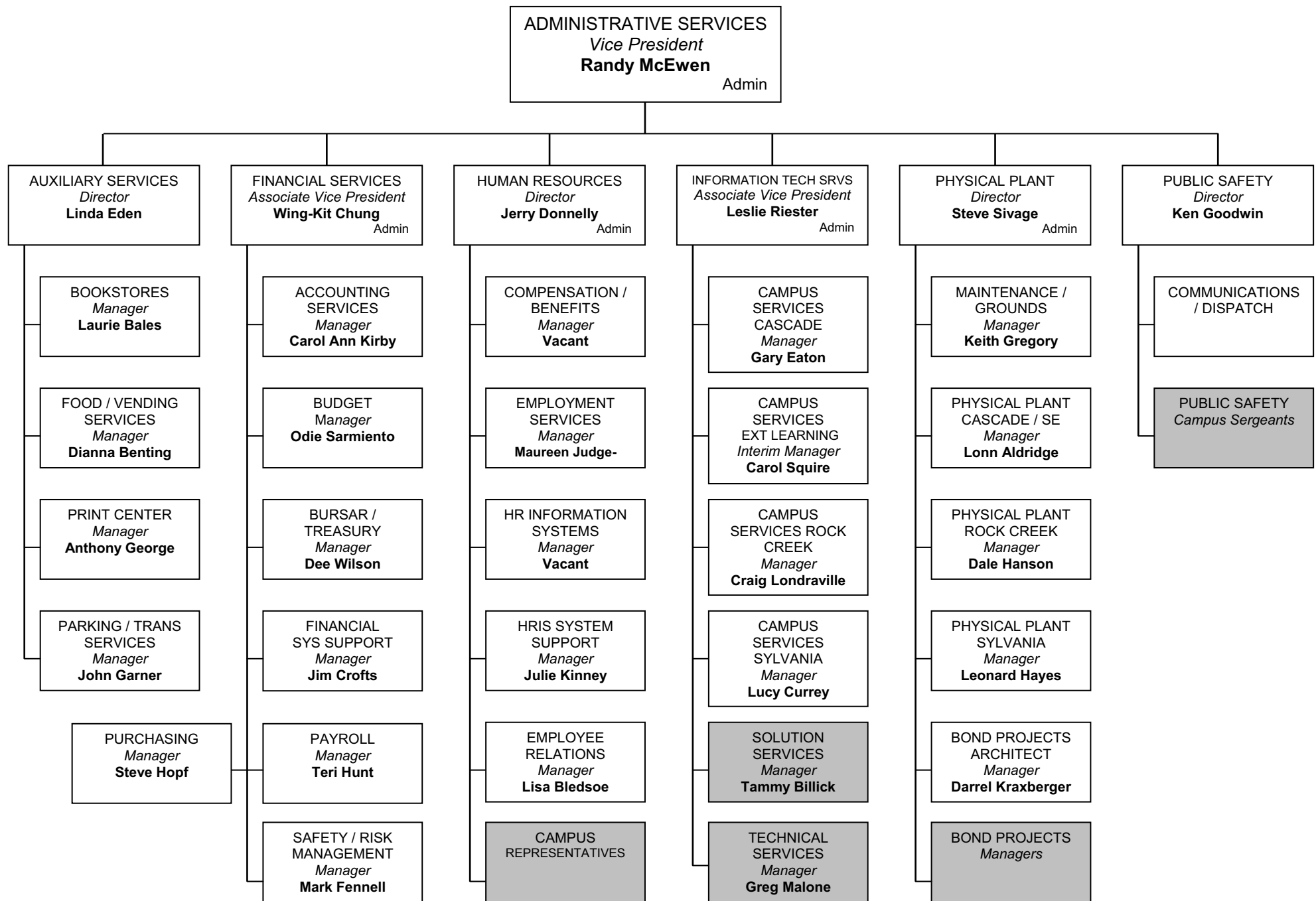
PORTLAND COMMUNITY COLLEGE

Administrative Organization

January 2006



“Admin” shows the support personnel

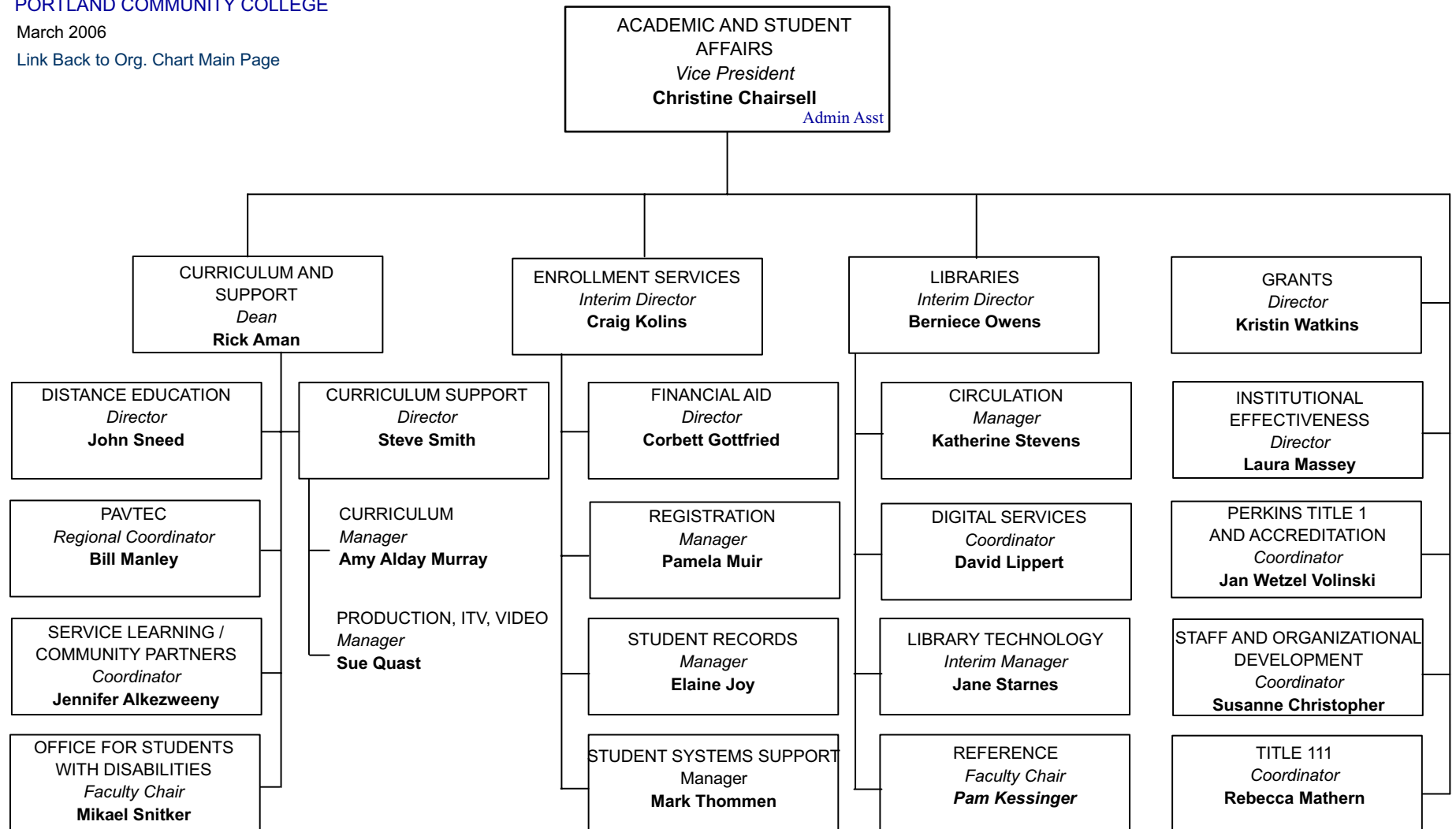


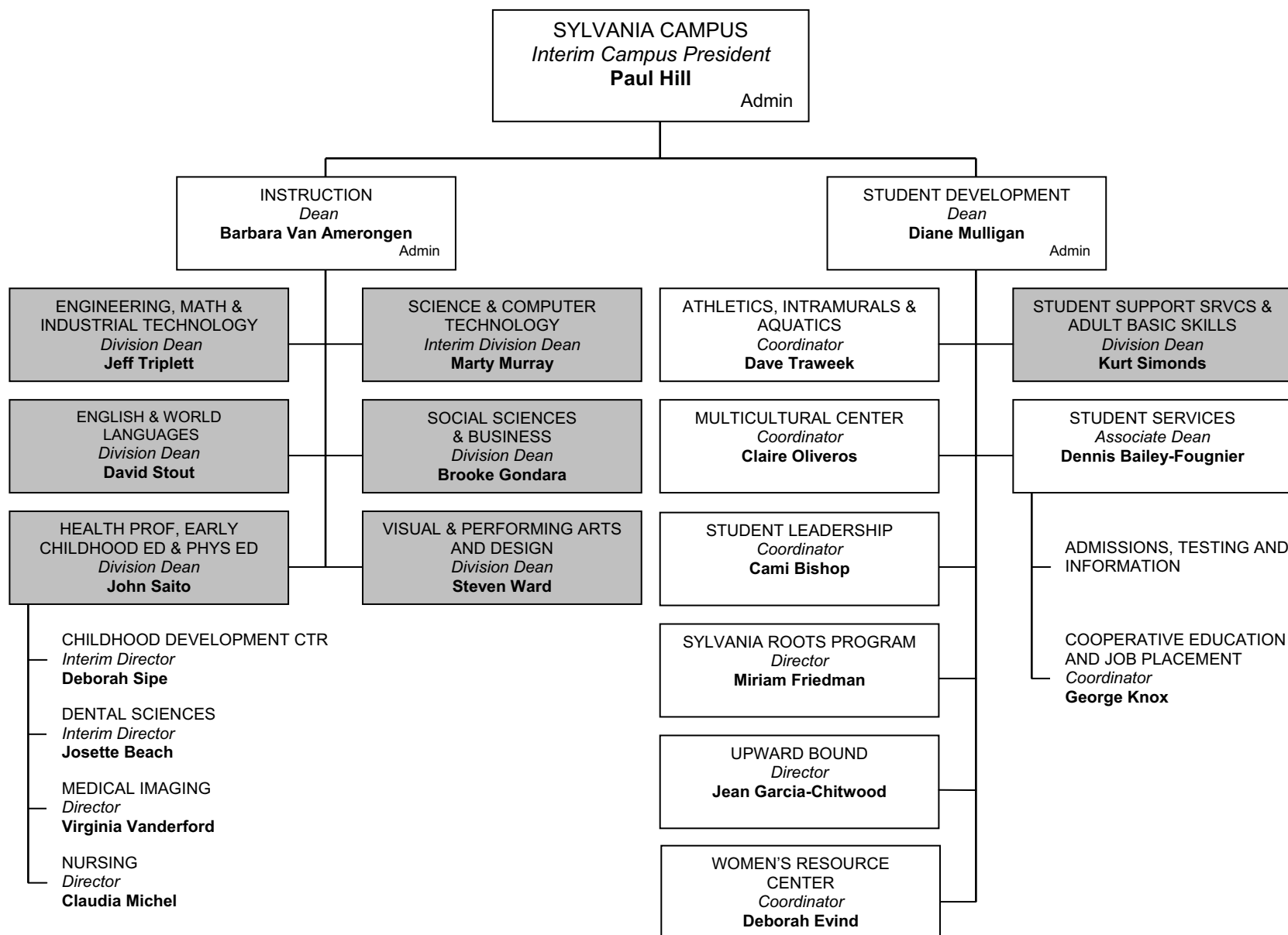
Institutional Effectiveness

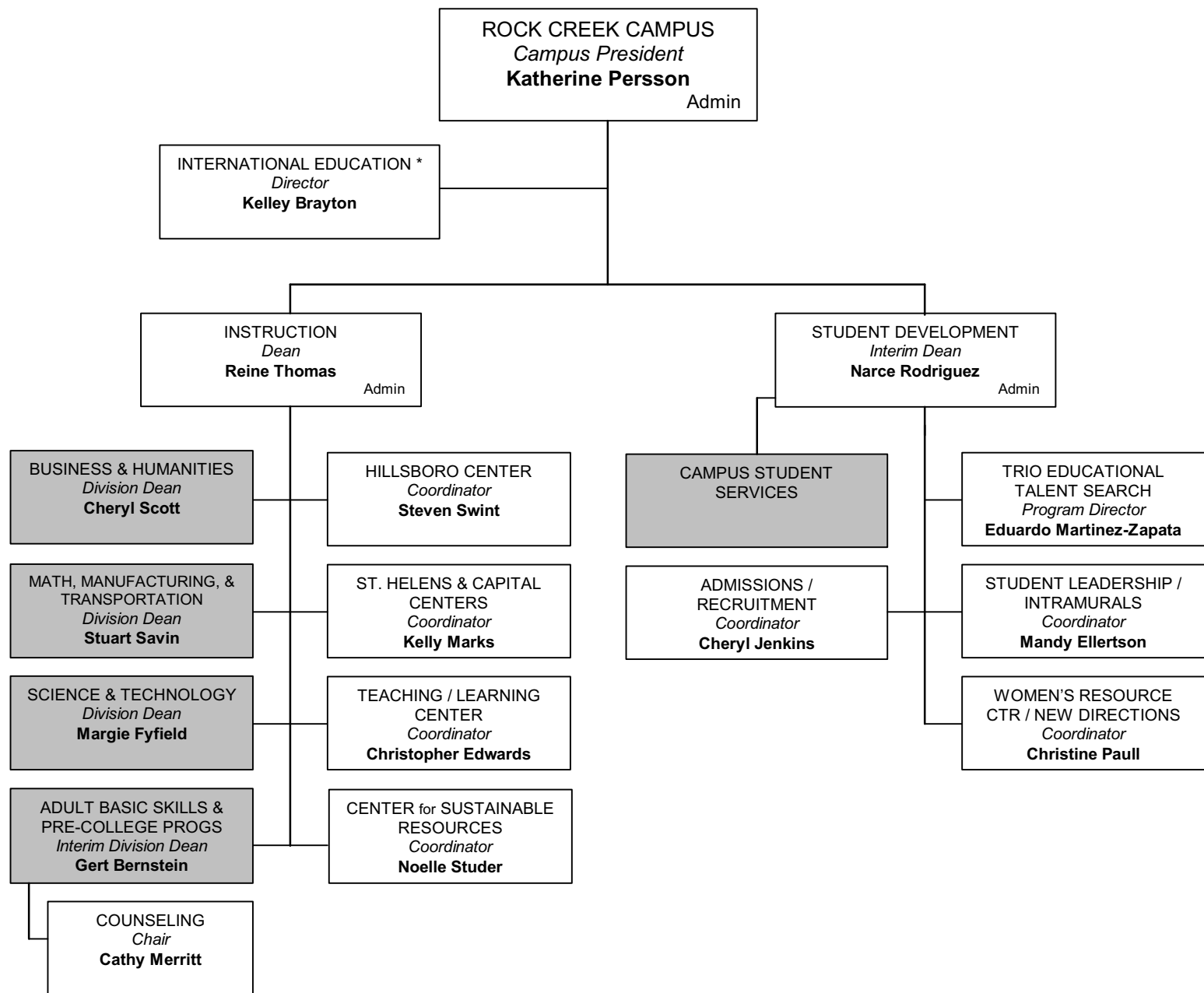
PORTLAND COMMUNITY COLLEGE

March 2006

[Link Back to Org. Chart Main Page](#)



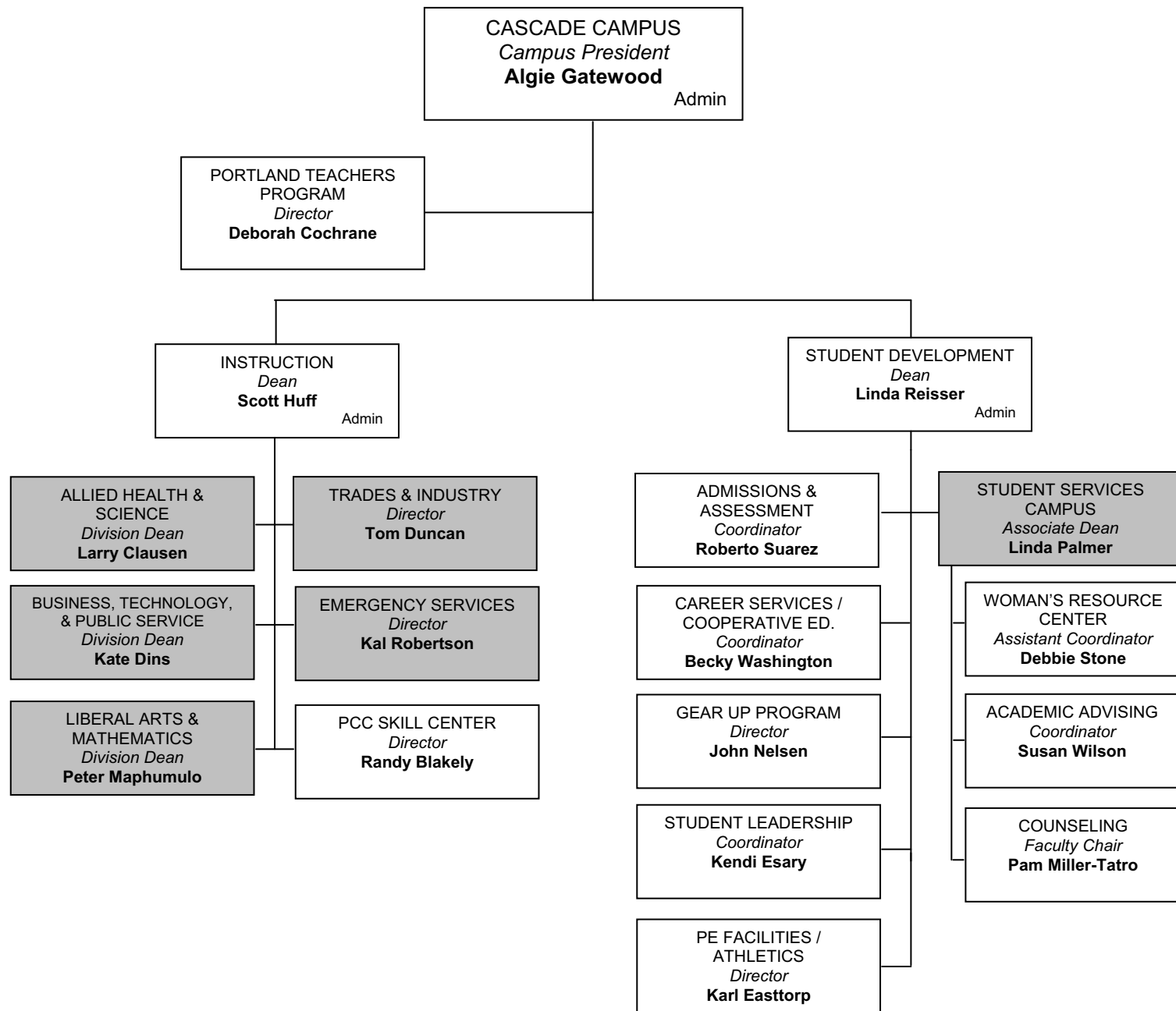


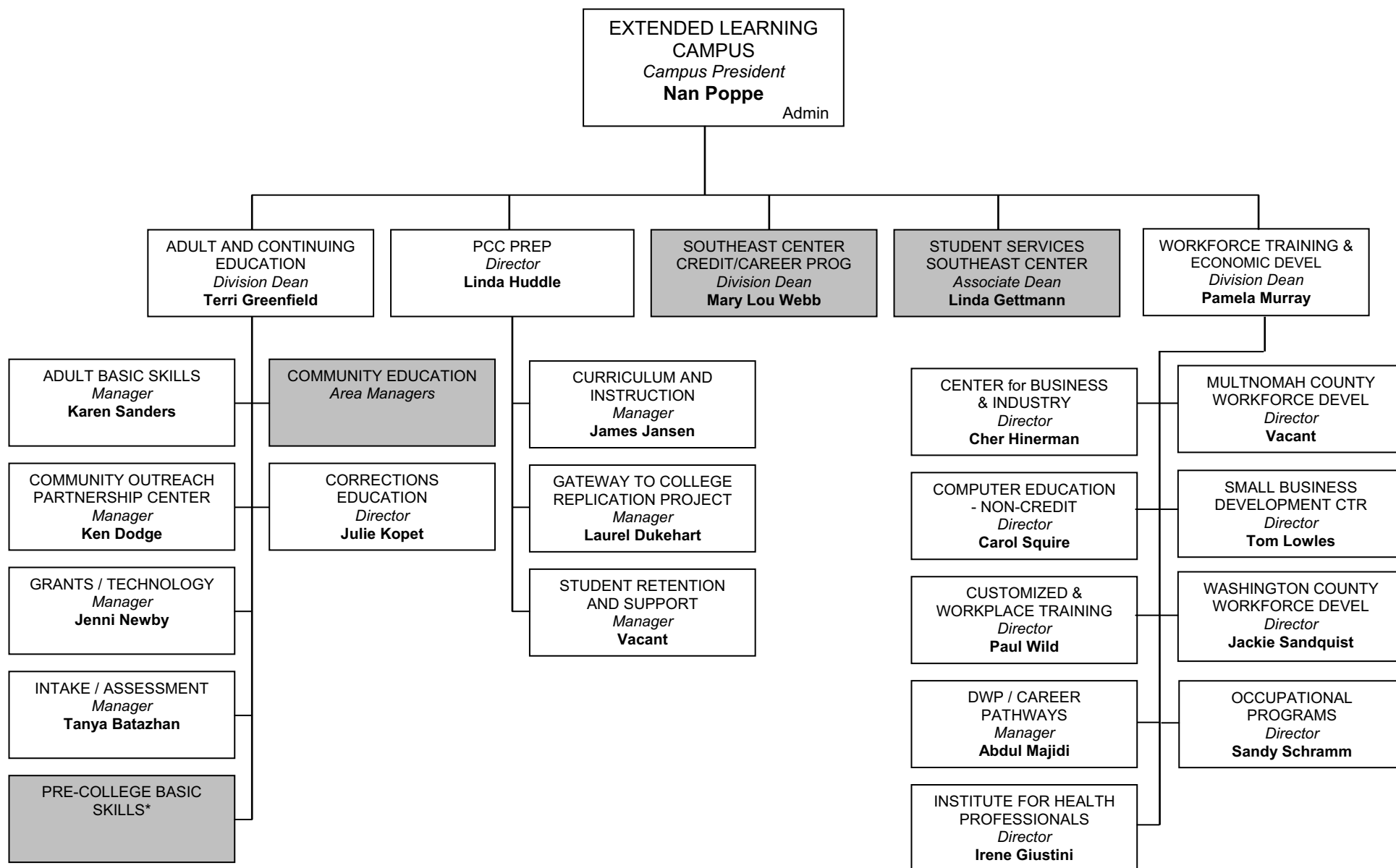


August 2005

*This is a district-wide service.

Gray Boxes have more Organizational Detail
"Admin" shows support personnel





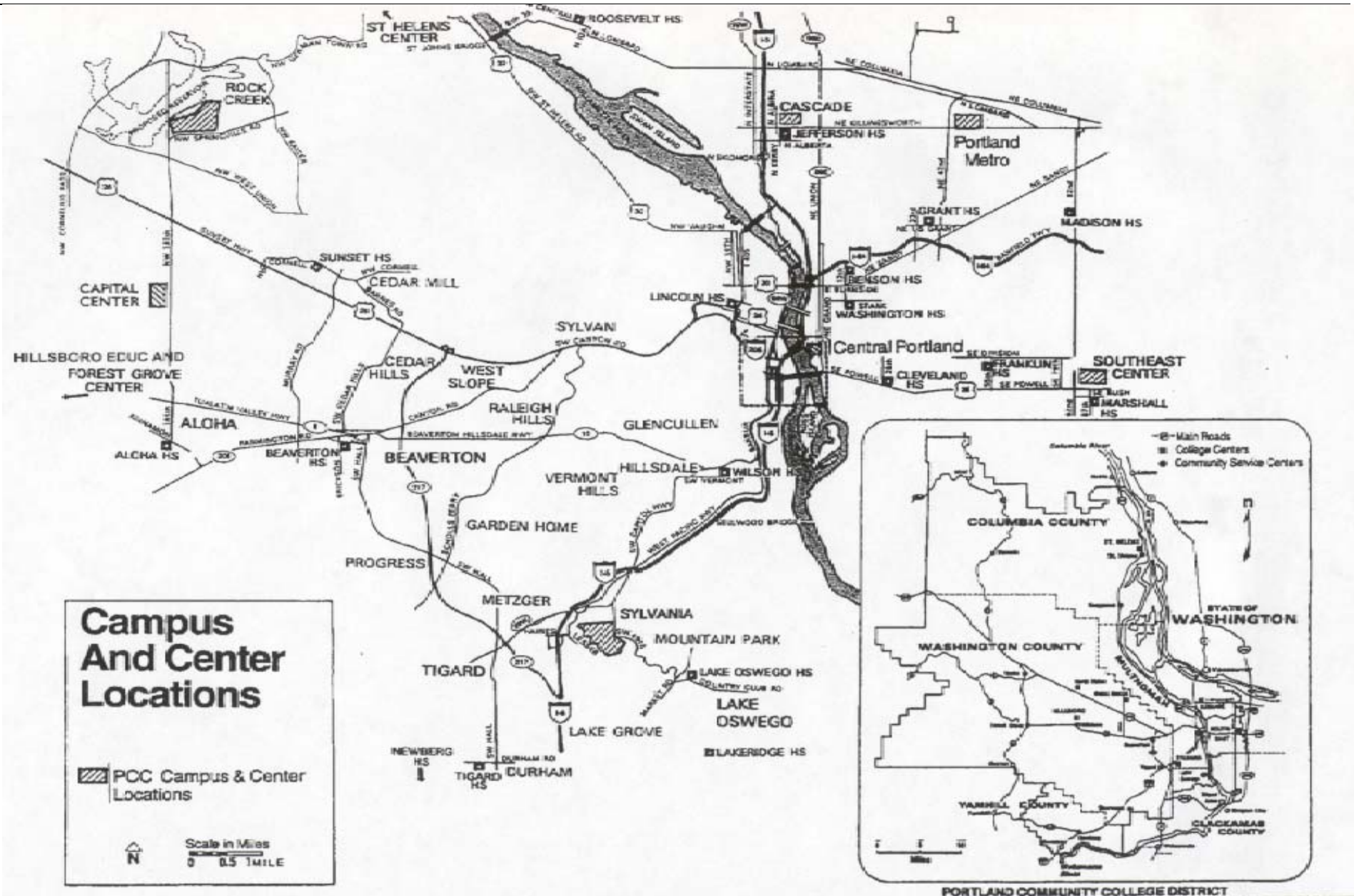
April 2006

Gray Boxes have more Organizational Detail and "Admin" shows support personnel

*District-wide scheduling of pre-college basic skills and direct supervision of these programs for Extended Learning.

OVERVIEW OF PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 BUDGET COLLEGE OVERVIEW



PORTLAND COMMUNITY COLLEGE

FISCAL YEAR 2006-2007 BUDGET

COLLEGE OVERVIEW

Portland Community College is the largest institution of higher learning in the state, serving an estimated 1,050,450 residents in a five-county, 1500-square mile area in northwest Oregon. The district includes the state's largest city, Portland, and the most rapidly growing population areas in the state. The college has three comprehensive campuses which provide lower-division college transfer courses, two-year associate degree programs and professional and technical career training. The Open Campus provides job training, adult education and life-long learning, including welfare-to-work and alternative high school programs. Classes are offered at training centers and approximately 150 other locations throughout the district. PCC enrolls almost 100,000 students and serves more students than any other college in Oregon.

TYPE OF COLLEGE: Two-year public institution

GOVERNANCE: The College is governed by a seven-member Board of Directors elected by zones for a four-year term. The Board selects the President, approves the hiring of other staff and faculty, approves the college budget and establishes policies which govern the operation of the college.

CAMPUSES: **CASCADE CAMPUS:** Located at 705 N.E. Killingsworth, Portland, Oregon in an urban setting with easy access to public transportation, the campus serves approximately 9,000 students each year. The campus has become a focal point for rebirth in the neighborhood and many area residents have turned to Cascade Campus for job training, college transfer credit and self-improvement courses. Numerous community services—child care, legal aid, neighborhood associations and job referral services—are located either on the campus or within easy reach.

ROCK CREEK CAMPUS: Located at 17705 N.W. Springville Road, Portland, Oregon in a rapidly growing area, is approximately 15 miles west of downtown Portland serving the Beaverton-Hillsboro area of Washington County and serves almost 10,000 students annually. The 256-acre campus provides a beautiful setting for college transfer and professional and technical programs, including Aviation Science and Maintenance Technology. The campus is a model for successful partnerships with area high schools. The science-technology building, completed in 1995, ensures continuing excellence of laboratory and classroom instruction.

SYLVANIA CAMPUS: Located at 12000 S.W. 49th Avenue, Portland, Oregon in suburban southwest Portland between Lake Oswego, Tigard and Portland, is the largest campus, serving approximately 24,000 students annually. Sylvania is home for the PCC Nursing and Dental Programs, which have national reputations for excellence. Sylvania also provides college transfer, professional and technical programs, and developmental education.

EXTENDED LEARNING CAMPUS: The 94,000-square-foot Southeast Center at Southeast 82nd Avenue and Division Street opened to students in 2004. The center also serves as headquarters for PCC's Extended Learning Campus, which offers a wide array of workforce training, adult basic education, personal interest and continuing education programs. Located in diverse and growing Southeast Portland, the modern and airy new facility was built with bonds approved by district residents in 2000. The center allows students to complete the first year of a college transfer degree and courses range from art, history and writing to math, business administration, economics and general science. Students can study professional-technical training programs like Computer Applications and Office Systems, Management and Supervisory Development, and Industrial Occupations (trades).

The Southeast Center also houses the college's alternative high school program, Gateway to College. English as a Second Language, plus a variety of non-credit courses through the Community Education program. A dance studio, fitness center, ceramics and painting studios and a photography darkroom are available to students.

The campus is made up of two buildings, Mt. Tabor and Mt. Scott halls, which were designed to bring in natural light using skylights and bays. A great hall with an atrium ceiling banked by a wall of glass windows looks out to a circular plaza. The center's grounds and facilities utilize sustainable design and existing resources when at all possible. The Southeast Center is home to approximately 11,500 students.

PORTLAND COMMUNITY COLLEGE

FISCAL YEAR 2006-2007 BUDGET

COLLEGE OVERVIEW-continued

PCC's Open campus operates in locations throughout the district and provides job training, life-long learning, professional development for managers, literacy education and contracted short-term training for business and industry. More than 55,500 people annually participate in Open Campus programs at about 150 locations.

Central Portland Workforce Training Center: 1626 S.E. Water Avenue, Portland, Oregon. The center is located near the Oregon Museum of Science and Industry (OMSI) building in central eastside Portland. It offers courses in management and professional development, computer training, life enrichment, small business development, English as a second language, senior studies and distance learning.

Washington County Workforce Training Center: 18624 N.W. Walker Road, Beaverton, Oregon. Located in Washington County, the Center provides computer education, customized training for industry, English as a second language, microelectronics, life long learning and welfare-to-work training program.

Portland Metropolitan Workforce Training Center: 5600 N.E. 42nd Avenue, Portland, Oregon. The Center provides customized training for industry, English as a second language, welfare-to-work training program and houses the Northeast Skill Center Program.

Other Sites: PCC also offers small business development and counseling through the Small Business Development Center at Montgomery Park, 2701 N.W. Vaughn Street and the Small Business International Trade Program at One World Trade Center, 121 S.W. Salmon Street in downtown Portland. Other PCC offices are in Newberg at 1505 N.E. Portland Road and in St. Helens at 1510 St. Helens Street.

ENROLLMENT (2003-04):	Unduplicated Headcount	83,193
	Full-Time Equivalent (Student)	23,472
(2004-05):	Unduplicated Headcount	91,031
	Full-Time Equivalent (Student)	23,406

DEGREES AND CERTIFICATES AWARDED:

	<u>2000-01</u>	<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
<u>Certificates</u>					
One Year	225	269	325	364	
Two-Year	53	54	66	58	
Others	<u>20</u>	<u>41</u>	<u>22</u>	<u>24</u>	
Total Certificate of Arts	<u>298</u>	<u>364</u>	<u>413</u>	<u>446</u>	
<u>Degrees</u>					
Associate of Arts, Oregon Transfer	233	208	219	251	
Associate of Science	305	305	347	324	
Associate of General Studies	127	152	203	283	
Associate of Applied Science	<u>514</u>	<u>579</u>	<u>678</u>	<u>644</u>	
Total Degrees	<u>1,179</u>	<u>1,244</u>	<u>1,447</u>	<u>1,502</u>	
High School Diplomas	<u>156</u>	<u>184</u>	<u>181</u>	<u>129</u>	
Total Degrees and Certificates	<u>1,633</u>	<u>1,792</u>	<u>2,041</u>	<u>2,076</u>	

PORTLAND COMMUNITY COLLEGE

FISCAL YEAR 2006-2007 BUDGET

COLLEGE OVERVIEW-continued

GENDER OF STUDENTS:

Female	56.5%
Male	43.5%

DEMOGRAPHICS:

African American	2,987	43.2%
American Indian/Alaskan Native	764	1.1%
Asian/Pacific Islander	6,303	9.0%
Caucasian	51,877	73.8%
Hispanic	7,757	11.0%
International	635	098%

TUITION AND FEES:

In-State (2005-2006)	\$67	per credit hour
Out-of-State (2005-2006)	\$190	per credit hour
Student Activity Fee	\$1.25	per credit hour—maximum of 15.00 credit hours
Technology Fee	\$4.50	per credit hour—maximum of 15.00 credit hours

COLLECTIVE BARGAINING AGREEMENTS:

Full-Time Faculty (Teaching Faculty, Counselors, Librarians, ETS)	2005-2007
Part-Time Faculty	2005-2007
Classified Staff	2005-2007

PROGRAM AREA DEFINITIONS:

- **Lower Division Transfer:** Courses designated as transferable to most public and private colleges and universities. Courses may be applied to specific program requirements for Associate of Applied Science and Associate of General Studies degrees.
 - **Professional Technical (formerly Vocational Education):** Includes courses designated as Vocational Preparatory (concerned with entry-level skills), Vocational Supplementary (concerned with skills upgrading), and Apprenticeship.
 - **Developmental Education:** Represents enrollment in Post-secondary Remedial and Self-improvement courses, most of which are offered for credit.
 - **Adult Education:** Includes Adult Basic Education (ABE), General Education Development (GED), English as a Second Language (ESL) and Adult High School. Most of these courses are non-credit.
 - **Community Education:** Includes Self-improvement courses and courses (comprised largely of hobby and recreational classes) that do not qualify for State FTE reimbursement.
-

PORTLAND COMMUNITY COLLEGE

FISCAL YEAR 2006-2007 BUDGET

COLLEGE OVERVIEW-continued

Associate Degrees, Certificates and Career Training**PROGRAMS OF STUDY**

Accounting	Fire Protection Technology
Administrative Assistant	Fitness Technology
Agricultural Mechanics	Gerontology
Alcohol and Drug Counseling	Graphic Design
Apprenticeship	Health Information Management
Architectural Design and Drafting	Industrial Design and Drafting
Auto Collision Repair Technology	Interior Design
Automotive Service Technology	Landscape Technology
Aviation Maintenance Technology	Legal Assisting
Aviation Science	Legal Secretary
B-FIT Program	Machine Manufacturing Technology
Biotechnology	Management
Building Construction	Management and Supervisory
Building Inspection Technology	Development
Civil Engineering Technology	Marketing
Computer Applications and Office Systems	Mechanical Engineering Technology
Computer Information Systems	Medical Assisting
Computer Software Engineering Technology	Medical Laboratory Technology
Construction Management	Microelectronics Technology
Criminal Justice	Music (Professional)
Dental Assisting	Nursing
Dental Hygiene	Ophthalmic Medical Technology
Dental Laboratory Technology	Publishing Technology
Diesel Service Technology	Radiography
Early Childhood Education	Real Estate
Education: Instructional Assisting, Special Education	Refrigeration, HVAC, Trade Related
Education: Library and Media Assisting	Sign Language Interpreting
Electrical Trades	Technical and Professional Writing
Electronic Engineering Technology	Technical Illustration and Publication
Emergency Dispatch Operator	Telecommunications Administration
Emergency Medical Technology	Veterinary Technology
Environmental Safety and Hazardous Materials	Video Production Internship
Facilities Maintenance Technology	Welding Technology

Transfer Courses and Programs

Anatomy	Literature
Anthropology	Mathematics
Art and Photography	Modern Languages:
Biology	French
Business	German
Chemistry	Japanese
Computer Science Transfer	Russian
Dance	Spanish
Economics	Music
Education	Peace and Conflict Studies
Engineering Transfer	Philosophy
English as a Non-Native Language	Physical Education
General Engineering	Physics
General Science	Political Science
Geography	Psychology
Geology	Sociology
Health	Speech and Communication
History	Theater Arts
International Studies	Writing Transfers
Journalism	

FINANCIAL MANAGEMENT POLICY
BUDGETARY POLICY
DEBT MANAGEMENT POLICY
INVESTMENT POLICY

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 BUDGET
FINANCIAL MANAGEMENT POLICY

GOAL: To ensure the integrity of the college financial accounting and budgetary system and records; to prevent the unauthorized use and disposition of the college assets and resources; to ensure compliance with all existing laws, regulations and guidelines governing the accounting and budgetary operations of the college.

OBJECTIVES: To provide a solid and reliable foundation for financial planning and decision making by the Board of Directors, Budget Committee, the President and the college staff.

- The college will maintain an accounting and financial reporting system that conforms to Generally Accepted Accounting Principles (GAAP) adopted by the Government Accounting Standards Board (GASB), the National Association of College and University Business Officers (NACUBO) and the Oregon Local Budget Law.
 - The college will issue an audited Comprehensive Annual Financial Report (CAFR) that conforms with GAAP and GASB requirements and the standards and reporting guidelines of the Government Finance Officers Association (GFOA) of the United States and Canada.
 - The college will utilize a basis of accounting designed for governmental operations in the General Fund, Special Revenue Funds, Capital Projects Funds and Debt Service Funds.
 - The college will utilize a basis of accounting designed for proprietary fund type to account for operations that are financed and operated in a manner similar to a private business enterprise—where the intent is that costs (including depreciation) of providing goods or services on a continuing basis be financed or recovered primarily through fees and charges; or that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.
 - The college will maintain an adequate cash balance equivalent to the total of the first three months of the fiscal year's expenditure requirements and shall provide a means to maintain the reserve through short-term borrowing, if necessary, in the event the goal is not achieved at the beginning of each fiscal year.
 - The college will provide projections of operating revenues and expenditures, capital expenditures and debt service requirements comprised of the current fiscal year's projected results of operation and forecasts for the next two to three fiscal years.
-

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 BUDGET
BUDGETARY POLICY

GOAL: To present a balanced budget that complies with the requirements of the state budget law; to provide a budget with a financial base sufficient to support high quality and innovative educational programs that are accessible and affordable to the residents of the district. To help the college administrators make informed choices about the provision of educational services and capital assets and to promote stakeholder participation in the process.

OBJECTIVES: To provide incentives to use financial resources wisely, to give responsibility for budget management to cost centers, and to increase flexibility to address changing needs.

- The college will maintain a balanced revenue portfolio including establishing tuition, fees, charges and an indirect costs rate that are sufficient to recover the cost of providing the services.
 - The college will maintain an unappropriated balance in the General Fund equivalent to a minimum of 7% of the total operating expenditure requirements for the fiscal year.
 - The college will establish a General Fund base budget for each cost center by taking the adopted budget for the current year and adjusting it for all policy level decisions that impact the budget. Policy level decisions are changes that affect the base budget and include, but are not limited to; budget augmentations as a result of granting cost of living increases, contractual salary requirements, changes in benefit costs, and other augmentations authorized by the President and the Board.
 - General Fund operating surplus, if any, will be used first to bring the fund balance to a minimum 7% level and any excess will be allocated to enhance instructional programs including allocating resources to finance critical equipment needs and technological infrastructure.
 - The college will maintain a contingency account to meet unanticipated requirements that may occur during the budget year.
 - The college will maintain and update a multi-year capital maintenance project list. This list will be the basis in budgeting for the annual capital maintenance requirements. The college will also maintain a Capital Projects Fund to account for capital expenditures, including the annual appropriation of resources to finance the capital maintenance requirements. In the event that available resources are not sufficient to fund the annual capital maintenance requirements, projects in the lists will be prioritized based on the following criteria: a) maintenance projects to correct safety and health issues, b) maintenance projects to correct potential liability issues including compliance with the ADA (Americans with Disabilities Act) requirements, and c) energy saving projects.
 - The college will seek to maximize the use of one-time resources for those programs and projects that would generate future benefits/savings and will not use them to fund on-going commitments.
 - The college will annually review the results of the operations of the Proprietary Funds to ensure that fees and charges are set at the level sufficient to recover the cost of providing the services.
 - The college will strive to provide maximum flexibility to cost center managers in budgeting for experimental programs.
-

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 BUDGET
DEBT MANAGEMENT POLICY

GOAL: To ensure compliance with the requirement of the Oregon Revised Statute governing public borrowing and issuance of bonds. To provide sufficient funds to meet current and future debt service requirements on all indebtedness and to ensure full compliance with the terms and conditions outlined in the bond resolution.

OBJECTIVES: To provide the most efficient means of financing the College's short-term and long-term capital needs and to provide sufficient resources to pay for the College's obligations when they mature.

1) The College shall issue bonds and other obligations in accordance with the guidelines and limitations set forth in Chapters 287 and 288 of the Oregon Revised Statutes (ORS) and Chapter 170, Divisions 55, 60, 61, 62, 63 and 71 of the Oregon Administrative Rules (OAR).

a) **LIMITATION ON INDEBTEDNESS:**

- i) The College's outstanding debt at anytime shall not exceed 65 percent of the Colleges' legal debt margin. (The legal debt margin of the College is currently at 1.5% of the total real market value of properties within the assessment district.)
- ii) Obligations issued in anticipation of taxes (TAN) and other revenues (TRAN) shall not exceed 80 percent of the amount budgeted to be received for the fiscal year and shall not be issued prior to the beginning of, and shall mature not later than the end of the fiscal year in which the taxes or other revenues are expected to be received. The College shall follow the Federal laws and regulations governing this type of obligations at all times.

b) **METHOD OF SALE:**

- i) The College shall use the competitive bid process when issuing debt obligations, except for section iii provided below.
- ii) The College shall prepare and make available upon request, to bidders and investors, a preliminary official statement containing all relevant information required by Section 287.018.
- iii) The College may use an alternative method such as negotiated sale, private placement or limited public offering if it can be clearly demonstrated that such method may produce the most cost effective results.
- iv) The College shall maintain a debt rating of no lower than A on all its outstanding indebtedness.
- v) The College may obtain a credit enhancement device providing additional security for the payment of all or any portion of the amounts owing on the bonds or for the purpose of funding, in lieu of cash, all or any portion of the debt service reserve. Credit enhancement may be in the form of letter of credit, line of credit, municipal bond insurance or other device or facility used to enhance the creditworthiness or marketability of the obligations.

2) The College shall maintain a debt service fund to account for property tax revenues levied to pay for the maturing principal and interest of general obligation bonds and to establish an adequate fund balance to meet the cash outlay requirements until property tax revenues are received.

a) **FINANCIAL ACCOUNTABILITY:**

- i) The College shall establish a debt service fund to account for the revenues and other financing sources for payment of the maturing principal and interest on its outstanding obligations.
 - ii) The College shall maintain adequate funds in the debt service account to meet the cash outlay requirement for payment of maturing principal and interest until property tax revenues and revenues from other financing sources are received.
-

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 BUDGET

DEBT MANAGEMENT POLICY –continued

- 3) General obligation indebtedness shall only be used to finance major capital construction, acquisition and maintenance projects.
- a) FINANCING PROPOSALS:
- i) Financing proposals or other extensions of College credit through sale of securities, execution of loans or making of guarantees directly or indirectly, or the lending or pledging of the College credit, shall be referred to the Associate Vice President of Finance who shall be responsible to secure the approvals of the Vice President of Administrative Services and the President.
 - ii) The College shall consider seeking voter approval on all general obligation bond issues for major capital improvement projects before considering other financing options.
 - iii) The College may consider using certificate of participation bonds to fund capital and other major projects if sufficient revenues are available to pay the obligation in the future. In addition, the College may consider other types of lease arrangements if deemed beneficial to the College.
- 4) The College shall periodically monitor the changes in interest rates and where feasible and beneficial, refund the existing debt in accordance with the guidelines, procedures and policies of the Office of the State Treasurer.
- a) For advance refunding, a minimum of 3.00% in present value savings shall be achieved before proceeding.
 - b) For current refunding, the College shall review on a case-by-case basis the benefits that the refunding in question would generate.
- 5) The College shall employ professional, technical and legal services to ensure the most cost effective method of selling the bonds. These services may include legal services (bond counsel), financial advisory services and paying agents. The College shall avoid, when appropriate, employing the services of financial advisors who can also be underwriters in order to avoid conflicts of interest and to achieve the best benefits for the College.
- 6) The College shall secure ratings from Moody's, Standards and Poor's and/or other rating agencies on all sales of indebtedness when it is deemed to be beneficial to the College.
- 7) Debt service reserves for non-voter approved obligations:
- Indebtedness under this category includes, but is not limited to, certificate of participation (COP) bonds, revenue bonds, limited taxable general obligation bonds, pension obligation bonds and certain long-term lease financing.
- a) Unlike voter approved obligations where the payment for debt service is made through an annual property tax levy, the resources to pay the debt service on non-voter approved obligations come from the general operating resources of the College. It is a good financial practice to set aside a reserve to pay the debt services of these obligations to prevent default in time of financial difficulties.
 - b) As a guide, the College shall consider maintaining a debt service reserve equal to 100% of one year's debt service requirement. This is to allow the College to have more time to implement measures due to contractual obligations. The exact level will be determined on a case by case basis by the President, based on recommendations from the Vice President of Administrative Services and the Associate Vice President of Finance.
 - c) Exception—exceptions can be made if the annual debt service payment on the indebtedness is under \$250,000 or as directed by the President when such an exception is warranted.
-

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 BUDGET
INVESTMENT POLICY

Scope

This Policy applies to activities of PCC with regard to investing all corporate cash. Even if not expressly referenced or cited, this Policy is intended to comply with Oregon Revised Statutes, Chapter 294, or other regulations governing Oregon public agencies. Investment of any tax-exempt borrowing proceeds and of any debt service funds will comply with section 148 of the 1986 Tax Reform Act, and related amendments.

The PCC Board adopted the Oregon Public Contract Guideline 125-310-090 under which the College may, without competitive bidding, contract for the purpose of the investment or borrowing of funds when such investment or borrowing is contracted pursuant to duly enacted statute.

Objectives

The primary objectives of investment activities shall be:

1. Preservation of capital - Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate default risk and interest rate risk.¹
 - A. Default Risk - The risk of default may be mitigated by investing in high grade securities, and diversifying the investment portfolio so that potential losses on individual securities will be minimized.
 - B. Interest Rate Risk - The risk that the market value of securities in the portfolio will decline due to changes in general interest rates shall be mitigated by structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations.
2. Liquidity - Investments shall be undertaken in a manner that seeks to ensure sufficient liquidity to meet all operating requirements which might be reasonably anticipated.
3. Diversification - Investments shall be taken in a manner that seeks to avoid incurring unreasonable and avoidable risks by concentration in specific security types, industries or financial institutions.
4. Yield - The investment office shall strive to maintain a maximum rate of return throughout budgetary and economic cycles given the constraints and spirit of these Guidelines. Performance of the investment portfolio shall be measured against the yield of the 13-week Treasury Bill, and/or the monthly net yield of the Local Government Investment Pool.

¹The portfolio will assume some risk by allowing investment in non-government obligations. Sovereign and exchange risk are not a factor as the College is prohibited from investing in foreign assets.

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 BUDGET
INVESTMENT POLICY - continued

Delegation of Authority

The Associate Vice President of Finance shall function as the Investment Officer and shall maintain the right to approve staff members to authorize transactions on behalf of PCC, subject to the investment policies contained herein. The Investment Officer and staff members approved to authorize transactions must be bonded individuals.

PCC will hold the investment officer, staff and PCC officials harmless from personal liability for losses that might occur pursuant to administering investments while acting in accordance with these Investment Guidelines.

Prudence

Funds of the College shall be invested only in eligible investments specified in ORS 294.035, and based on policy approved by the Board of Directors. In choosing among eligible investments, the Investment Officer shall be governed by the *"Prudent Investor"* rule, which states, *"Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the safety of their capital as well as the income to be derived."* The prudent investor rule shall be applied in the context of managing the overall portfolio.

Investment Maturity

Maturity limitations will depend upon whether the funds being invested are considered short-term or long-term. Funds required for current operating expenses will be considered short-term, all other funds will be considered long-term. Investments will be limited to those which, based on PCC's then-current projected cash requirements, can be held to maturity. Investments shall not be made predicted upon selling the security prior to maturity. However, the Investment Office may adjust the contents of the portfolio based on the available markets and the relative values of competing instruments. Investment maturities for operating funds shall be scheduled to coincide with projected cash flow needs. Unless matched to a specific cash flow, the College will not invest in securities maturing more than three (3) years from the date of purchase. Investment of capital project funds will be timed to meet projected contractor payments.

Monitoring and Adjusting the Portfolio

The Investment Office shall routinely monitor the contents of the portfolio comparing the holdings to the markets, relative values of competing instruments, changes in credit quality, and benchmarks. If there are advantageous transactions, the portfolio may be adjusted accordingly.

Guidelines Review

These Guidelines shall be reviewed and readopted annually by PCC's Board of Directors to ensure it is updated to reflect any changes from the legislature. Prior to adoption, the Guidelines will be submitted to the Oregon Short-Term Fund Board for comment in accordance with ORS 294.135a.

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 BUDGET
INVESTMENT POLICY - continued

Accounting Method

PCC shall comply with all required legal provisions and Generally Accepted Accounting Principles (GAAP). The accounting principles are those contained in the pronouncements of authoritative bodies including but not necessarily limited to, the American Institute of Certified Public Accountants (AICPA); the Government Accounting Standards Board (GASB); and the Financial Accounting Standards Board (FASB).

Reports

A quarterly report of outstanding investments will be prepared at the direction of the Associate Vice President of Finance and distributed to the Vice President of Administrative Services.

Total Prohibitions

Purchase of standby commitments, or forward commitments in excess of 14 days (in accordance with ORS 294.145(1))are specifically prohibited.

Securities not specifically addressed by these Guidelines are prohibited for investment purposes.

Diversification by Security Type and Institution

Authorized U.S. Securities - The following U.S. Government and Federal Agency securities are authorized for purchase (Obtain a periodical update from State Treasury):

<u>Investment Instrument</u>	<u>Maximum Percent of Portfolio</u>
U.S. Treasury Obligations	100%
Securities of U.S. Government Agencies and Instrumentalities	100%
Bankers' Acceptances and Bank Deposits -	50%
Demand deposits, certificates of deposit, or bankers' acceptances issued by approved commercial banks which have obtained a rating of A1 (Standard and Poor's) or A2 (Moody's), or an equivalent rating by any nationally recognized rating agency, must meet the same asset requirements as those discussed under <i>Repurchase Agreements</i> . Bank deposits must be FDIC Insured, and collateralized at 25%.	

Exception to the yield objective and asset requirements (discussed under Repurchase Agreements) may be made for deposits in financially sound community banks and savings & loan associations for up to \$100,000 if it is deemed by the President to be pertinent to the College's financial and operational interests.

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 BUDGET
INVESTMENT POLICY - continued

No more than 25% of the total portfolio shall be invested in instruments which represent the liability of a single commercial bank, bank holding company, or savings & loan association.

Corporate Indebtedness

35%

Commercial paper must be rated A1 by Standard & Poors or P1 by Moody's, or an equivalent rating by any nationally recognized rating agency. Corporate notes, bonds and debentures must be rated AA or better by Standard & Poor's or Aa or better by Moody's, or an equivalent rating by any nationally recognized rating agency.

Corporate indebtedness is subject to a valid registration statement on file with the Securities and Exchange Commission (SEC) or issued under the authority of section 3(a)(2) or 3(a)(3) of the Securities Act of 1933 as amended. Corporate indebtedness must be issued by a commercial, industrial or utility business enterprise, or by or on behalf of a financial institution.

Investment in corporate indebtedness shall be limited to a maximum of 5% for one corporate entity.

Repurchase Agreements -

25%

In accordance with ORS 294.035(11), investments in repurchase agreements must be for no more than seven (7) days and must be at least 102% collateralized by direct U.S. Government or U.S. Government agency securities. Banking institutions from which repurchase agreements are purchased must have holding company assets of at least \$5 billion and execute a master repurchase agreement with the College. PCC will not enter into any reverse repurchase agreements.

Regional, State and Municipal Debt Obligations -

25%

PCC will limit its purchase of debt obligations to municipalities which have obtained a rating of A (Standard and Poor's) or A2 (Moody's) or better on Revenue Bonds, or an equivalent rating by any nationally recognized rating agency, or a BBB+ (Standard and Poor's) or Baa-1 (Moody's) rating or better on General Obligation Bonds or an equivalent rating by any nationally recognized rating agency.

Investment Pools - PCC is allowed to participate in the following pools:

- | | |
|---|-------|
| <input type="checkbox"/> Local Government Investment Pool (LGIP), up to the legal limit according to ORS 294.810. | 75% |
| <input type="checkbox"/> Oregon Arbitrage and Investment Management Program (OAIM) established by ORS 902.107 & 108, with the consent of the Board. | 100%* |

* Bond proceeds only.

PORTLAND COMMUNITY COLLEGE

Fiscal Year 2006-2007 BUDGET
INVESTMENT POLICY - continued

Safekeeping and Collateralization

All securities purchased other than the Pools pursuant to these Guidelines will be held in safekeeping. The purchase and sale of securities will be on a delivery versus payment basis. Securities will be held in the custody of PCC's relationship banks. The custodian shall issue a safekeeping receipt to PCC listing the specific instrument, rate, maturity and other pertinent information. In the event that a security delivery fails, the primary investment agent shall issue a "due bill" and shall not collect the settlement proceeds until the security is duly delivered in accordance with ORS 294.145(4). Repurchase agreements will be subject to the safekeeping requirements. Demand and time deposits shall be collateralized through the state collateral pool as required by statute for any excess over the amount insured by an agency of the United States government.

ORS 294.145 (11) requires repurchase agreement collateral to be limited in maturity to three years and priced according to percentages prescribed by written policy of the Oregon Investment Council or the Oregon Short-Term-Fund (OSTF) Board. On March 12, 1996, the OSTF Board adopted the following margins:

US Treasury Securities:	102%
US Agency Discount and Coupon Securities:	102%
Mortgage Backed and Other:	103%

Primary Investment Agents

Primary investment agents should be licensed securities dealers and financial institutions who are financially sound and have a good reputation in the community. The Investment Officer shall maintain a list of authorized investment agents and will be responsible for ensuring that all investment agents are presented with a copy of these Guidelines prior to entering into any transaction. On an annual basis, the firms performing investment services shall provide their most recent financial statements or Consolidated Report of Condition (call report) for review. Further, there should be in place, proof as to all the necessary credentials and licenses held by employees of the broker/dealers who will have contact with PCC. PCC shall conduct an annual evaluation of each firm to determine if it should remain on the list. The authorized agent must acknowledge that all investments transactions entered into with PCC will be made in accordance with the Guidelines. Any firm is eligible to make an application to PCC to be added to the list of authorized investment agents, and upon due consideration and approval may be added to the list. If a primary agent does not comply with the Guidelines, they will be removed from the list and will not be considered for future services.

Investment Guidelines Adoption

These Investment Guidelines are adopted by the PCC Board this 21st day of August, 1997.

Educational Master Plan

Strategic Directions



Continuous Improvement: 2005-06 Strategic Planning Updates and Revisions

During the 2005-06 academic year, attention was focused on reviewing and updating various components of the College's Strategic Plan. This year long process resulted in minor revisions to some areas and more significant enhancements to others. The following description of the outcomes of this process is accompanied with corresponding attachments.

Areas of Institutional Focus 2005-07

Background: The original *PCC Educational Master Plan, Strategic Directions and Action Areas*, was developed in 2001-02 and consisted of both strategic and operational strategies. This comprehensive document, referred to as the EMP, contained seven key areas, nineteen strategic directions and sixty-two action areas.

To help the college community prioritize the numerous strategic directions and associated action areas in the EMP, areas for institutional focus were identified the following year which included a planned two year review cycle. This resulted in the *EMP 2003-05 Areas of Institutional Focus* consisting of seven key areas, twelve strategic directions and nineteen action areas.

Implications for 2005-06: An activity report (Attachment A) based on the *2003-05 Areas of Institutional Focus* was used to help identify which areas to include for continued focus in the 2005-07 cycle. Under the leadership of the District President, discussions among the Board of Directors, President's Cabinet and District Planning Council resulted in the *2005-07 Areas of Institutional Focus* detailed in Attachment B. Three strategic directions and two action areas from the original EMP as well as two new action areas were added to the 2005-07 focus. Discussions also led to the EMP seven key areas being collapsed into four by combining College Workforce, Fiscal Affairs, Technology, and Facilities under the umbrella of "Teaching and Learning Infrastructure."

PCC Board Mission, Vision, Values and Goals

The PCC Mission, Vision, Values and Goals as defined by the Board of Directors, were also reviewed during the 2005-06 academic year. Input collected from the President's Cabinet, District Planning Council, Educational Advisory Committee, Deans of Instruction and Deans of Students was shared in draft form as a resource for subsequent Board discussions.

The final document, formally approved by the Board in September 2006 (Attachment C), includes updated terminology yet maintains the overall intent of the original Board mission, vision, values and goals. One formatting modification of note was the regrouping of the eleven goals to six goals by placing General Education, Professional Technical Education, Transfer Preparation, Readiness and Community/Continuing Education under the goal of Student Success.

Institutional Effectiveness Reporting Cycle and Key Measures

Background: The Institutional Effectiveness Report, produced annually, was presented to the Board of Directors at a regular Board meeting or Board retreat. The document (Attachment D) included more than eighty measures and was generally sixty-five to seventy or more pages in length.

The comprehensive document was also used internally as a resource for College-level budget and planning discussions. However, data were not collected or tracked by campus and the College trends did not always reflect the unique characteristics of each campus.

Implications for 2005-06: In order to better keep the Board informed on an on-going basis of College progress toward the Board goals, it was decided that reports generated as part of an Institutional Effectiveness Reporting Cycle will replace the Annual Institutional Effectiveness Report beginning in 2006-07. Each report will address one of the six Board goals, with one or two reports presented to the Board each term. In addition, these reports will be available to the internal College community throughout the year. A summary report, prepared at the end of the academic year, will capture the highlights of each report and serve as an introduction to the next year's reporting cycle.

The eighty plus previously reported measures have been edited into a group of twenty *key measures* (Attachment E). When appropriate, data for these measures will also be collected at the campus-level and available for campus use. Various *supporting measures* will be identified and trended on an as needed basis.

In conclusion, a sample report format (Attachment F) was reviewed and approved by the Board during the summer. The year long review of the College's Strategic Plan and associated reporting was complete and in place for the 2006-07 academic year.

Key Area: Educational Programs and Services

Strategic Direction 1: The college will fund and offer a well-defined mix of transfer disciplines and professional technical programs as the core of its educational programs and services.

Action Areas

- Design and implement educational pathways that offer students multiple avenues to transfer and employment and facilitate student progress toward their educational goals.
- Strengthen relationships and improve coordination with our strategic partners in K-12 districts and four-year schools to better serve students and ensure that they are well prepared to move from high school to community college and from community college to university.

Strategic Direction 2: The college will support programs that teach developmental education and adult basic skills for students who need to prepare for college and/or employment.

Action Area

- Create stronger links between developmental education and college-level coursework to support student success in next-level transfer and professional technical programs.

Strategic Direction 3: The college will provide opportunities for students to acquire knowledge and skills that enable them to be productive, contributing members of an increasingly complex world community.

Action Areas

- Integrate instruction and assessment of core outcomes (communication, community and environmental responsibility, critical thinking and problem solving, cultural awareness, professional competence, and self-reflection) across the curriculum.
- Offer courses and services that facilitate access to education for an increasingly diverse community.

Strategic Direction 4: The college will operate as a single district-that is, it will deliver a consistent message to students and ensure that policies, procedures and curriculum reflect District-wide approaches based on PCC's common purpose and values.

Action Area

- Utilize district-wide academic planning as the driver for decisions regarding educational programs, services, facilities and other key areas of the EMP.

Key Area: Student Access and Development

Strategic Direction 1: The college will focus on student development services that facilitate student success and continuous, lifelong learning.

Action Areas

- Implement an effective, comprehensive, and integrated college student development plan.
- Provide class schedules built with students' needs foremost in mind.
- Provide an effective skills assessment program district-wide.
- Simplify and clarify the processes that support student access to programs and services.
- Promote student participation in the life of the college with opportunities to provide feedback on programs and services and input into college decision-making.

Strategic Direction 2: The college will remain a low-cost provider of higher education.

Action Areas

- Set tuition/fees to be sensitive to students' ability to pay, availability of financial aid and the cost of operating programs.
- Increase financial support to students through scholarships and grants.

Key Area: Community and Economic Development

Strategic Direction 1: The college will take the leadership role in establishing a regional workforce development system.

Action Area

- Interact with leaders of business, government, education, and community organizations to ensure participation in decisions and initiatives that enhance commerce and the preparation of a competitive workforce.

Key Area: Teaching and Learning Infrastructure

Supporting Area: College Workforce

Strategic Direction 1: The college will recruit, hire, retain, and promote a skilled and diverse workforce that is committed to the mission and values of PCC.

Action Area

- Strengthen recruitment and internal development processes that will improve the college's ability to attract, hire, and retain a diverse faculty and staff.

Strategic Direction 2: The college will support the continuing development of employees so that they can contribute to student success and to our strategic directions.

Action Area

- Implement a professional and organizational development plan that enables staff to grow both personally and professionally and to increase leadership capability for the college.

Supporting Area: Fiscal Affairs

Strategic Direction 1: The college will develop a fiscal plan that is driven by the Educational Master Plan (EMP) and the effective and efficient use of available resources.

Action Area

- Use the EMP as a basis for determining fiscal priorities.

Strategic Direction 2: The college will broaden the revenue base to support programs and services.

Action Area

- Coordinate college-wide resource development efforts in order to secure more non-state resources.

Supporting Area: Technology

Strategic Direction 1: The college will develop a comprehensive plan that aligns technology related to instruction, student support and administrative systems.

Action Area

- Develop mechanisms to identify, adopt, and fund future technology needs.

Strategic Direction 2: The college will use technology in ways that enhance teaching and learning and improve the delivery of student services.

Action Areas

- Adopt technologies that enhance student learning and facilitate student-faculty interaction in the classroom and via distance learning.
- Adopt technologies that give students on-line access to enrollment and student development services.

Supporting Area: Facilities

Strategic Direction 1: The college will ensure that educational programs and services are fully supported by continued development of the three existing PCC campuses.

Action Area

- Complete campus expansion specified in the master plan.

Strategic Direction 2: The college will continually review the district's network of educational centers and explore alternative delivery systems to meet changing community needs.

Action Area

- Continue to develop the Southeast Center and assign full-time faculty, staff, and support services in order to ensure effective operation and meet community needs.

PCC Educational Master Plan – Institutional Focus 2003-05

Key Area: **Educational Programs and Services**

Strategic Direction 1: The college will fund and offer a well-defined mix of transfer disciplines and professional technical programs as the core of its educational programs and services.

Action Area 1: Design and implement educational pathways that offer students multiple avenues to transfer and employment and facilitate student movement toward their educational goals.

Activity	Status	Recommendation
<ul style="list-style-type: none"> Analyze pathways that currently exist at PCC and develop multiple pathway models such as Employment Skills Training (EST) certificates, pathways for Basic Skills students, etc. Look at systems/barriers/policies that need to be addressed to accomplish this action (ie, consider how credits are awarded, etc.). 	<p>Accomplishments</p> <ul style="list-style-type: none"> 13 career pathways established in a variety of occupational areas More than 30 Employment Skills Training (EST) certificates awarded for pathways training Training for ESL Direct Caregivers developed in partnership with the Assisted Living Facility industry; pilot program implemented Spring 2005 Funded (with four other CCs) by Governor's Employer Workforce Fund to develop visual 'roadmaps' for professional technical and ESL career pathways Funded to develop a cohort pathway for students who need to bridge from Dev Ed course work to college level credit for occupational training Outreach regarding pathways to youth providers, HS guidance counselors and PCC advisors/counselors Test preparation workshops for students taking college placement exams; expanded curriculum for pathways training re: career planning Leadership in Oregon Pathways Academy and Pathways to Advancement Team <p>Next steps</p> <ul style="list-style-type: none"> Implement action plan developed for 2005-06; involve EAC chair and faculty in implementation Establish/implement a resource development plan that includes Worksystems Inc, Governor's Employer Workforce Fund, PCC New Initiatives Fund, local and national foundations 	<p>Continue focus for 2005-07</p>

PCC Educational Master Plan – Institutional Focus 2003-05

Key Area: **Educational Programs and Services**

<ul style="list-style-type: none"> Develop a comprehensive institutional vision for distance learning and the role it will play in the design and delivery of curriculum. 	<p>Accomplishments</p> <ul style="list-style-type: none"> More systematic approach to developing and scheduling courses, programs and services; increased collaboration/ coordination with campus admins and faculty Expanded options for on-line courses, degree programs including Business (ASOT) and Gerontology, pilot program to provide MLT training statewide Increased enrollment, more efficient delivery of distance education classes <p>Next steps</p> <ul style="list-style-type: none"> Evaluate/improve Summer School to Go Identify additional options for expanded delivery (allied health, paraeducator) Improve processes to revise/develop courses Continue to develop distance and hybrid versions of courses 	<p>Continue focus for 2005-07</p> <ul style="list-style-type: none"> Refine and articulate comprehensive vision
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Strategic Direction 1: The college will fund and offer a well-defined mix of transfer disciplines and professional technical programs as the core of its educational programs and services.

Action Area 2: Strengthen relationships and improve coordination with our strategic partners in K-12 district and four-year schools to better serve students and ensure that they are well prepared to move from high school to community college and from community college to university.

Activity	Status	Recommendation
<ul style="list-style-type: none"> Focus on curriculum development, particularly for transfer programs <ul style="list-style-type: none"> Implement 3 to 4-credit conversion to re-align with OUS and improve transfer articulation 	<p>Accomplishments</p> <ul style="list-style-type: none"> Most course conversions completed for Fall 05 EAC reviewed/revised general education requirements for degrees <p>Next steps</p> <ul style="list-style-type: none"> Remaining courses converted for Fall 06 Assess impact of change: cost to students, degree completion, student satisfaction w/transfer articulation 	<p>Bulk of conversion work is done; discontinue focus for 2005-07</p>

PCC Educational Master Plan – Institutional Focus 2003-05

Key Area: **Educational Programs and Services**

Strategic Direction 2: The college will support programs that teach developmental education and adult basic skills for students who need to prepare for college and/or employment.

Action Area 1: Create stronger links between developmental education and college-level coursework in order that students will be successful in next-level transfer and professional technical programs.

Activity	Status	Recommendation
<ul style="list-style-type: none">• Evaluate the need for General Education course prerequisites to ensure better-prepared students.<ul style="list-style-type: none">- Ensure that students have the foundation skills necessary to succeed in college level courses.- Begin policy discussion and decisions regarding DE enrollment.- Address funding issues, evaluate pre-requisites, etc.- Study the role of DE in preparing students for success in college-level courses.	<p>Accomplishments</p> <ul style="list-style-type: none">• Policy to establish pre-requisites in reading, writing and mathematics for all general education courses was recommended by EAC and approved by district president.• Implementation committee formed to oversee change process• Preliminary model developed by IR staff to estimate demand for DE courses when policy goes into effect <p>Next steps</p> <ul style="list-style-type: none">• SAC decisions to accept, opt-out, or lower pre-req requirements for courses in their disciplines• Assess need for curriculum change in DE and other prep courses• Develop plan to assess impact of change on student success• Implement policy no later than Fall 07	Continue focus for 2005-07

PCC Educational Master Plan – Institutional Focus 2003-05
Key Area: **Educational Programs and Services**

Activity	Status	Recommendation
<ul style="list-style-type: none"> Establish an initiative to connect developmental education and college-level programs so that Subject Area Committees (SACs) can learn more about what skills students acquire/develop in DE and create new prerequisites for college-level courses if needed to improve student success. <ul style="list-style-type: none"> Align exit level skills of pre-college and other preparatory courses (in math, reading, writing, and English communication) with entry level skills for lower division transfer writing and math courses. Develop sequence models and design courses for basic skills students wanting to take content courses concurrently with basic/developmental and/or ESL/ENL classes. 	<p>Accomplishments</p> <ul style="list-style-type: none"> Agreement to use Compass and Compass/ESL as placement instrument for all English language learners at PCC; cut scores established to place students into appropriate ESL or ENNL classes Two subcommittees of Basic Skills Coordinating Council formed to 1) address alternative systems for placement of non-native speakers and 2) identify exit skills for pre-college English students Developed pre-college cohort model w/wraparound services for students who test into DE: mandatory advising, specialized FA assistance, cohort groups that take CG courses (study skills, life skills, career placement) in combination with basic academic skills (math, writing) <p>Next steps</p> <ul style="list-style-type: none"> Continue work to set standards for each level of ESL/ENNL and research into current literature re: appropriate point to give college credit for language learning Implement pre-college cohort model on each campus Continue to work on equitable allocation of funds Establish a Community Advisory Council for pre-college programs 	<p>Continue focus for 2005-07</p>
<ul style="list-style-type: none"> Increase access to English language classes by using proven technology to diversify the approach to instruction and by being smarter about how we use available resources. 	<p>Accomplishments</p> <ul style="list-style-type: none"> Implementation of CALL (Computer Aided Language Learning) initiatives to integrate technology with classroom instruction; language learning labs established on campuses and software selected/ purchased for use in labs ESL waiting list decreased from 900 to 500; students access services in language labs while on waiting list Enrollment in Level A declined, possibly because students are improving skills via technology while waiting to enroll ESL students pay minimal tech fee to access student computer labs CALL curriculum available on ESL web site for use by all instructors Interest in replicating model at other CCs in Oregon Pilot program to charge ESL students regular PCC placement fee; students utilize college admissions/advising centers and receive ID cards which allow them to access Library, obtain parking permits, etc. <p>Next steps</p>	<p>Continue focus for 2005-07</p> <ul style="list-style-type: none"> Retain as adjunct to Basic Skills Coordinating Council work re: ESL/ ENNL

PCC Educational Master Plan – Institutional Focus 2003-05

Key Area: **Educational Programs and Services**

Activity	Status	Recommendation
	<ul style="list-style-type: none"> • Continue to fund/use campus language labs • Expand access to student computer labs • Expand staff development opportunities for faculty to acquire and use technology skills in classroom 	

PCC Educational Master Plan – Institutional Focus 2003-05

Key Area: **Educational Programs and Services**

Strategic Direction 5: The college will provide opportunities for students to acquire knowledge and skills that enable them to be productive, contributing members of an increasingly complex world community.

Action Area 1: Integrate instruction and assessment of core outcomes (communication, community and environmental responsibility, critical thinking and problem solving, cultural awareness, professional competence, and self-reflection) across the curriculum.

Activity	Status	Recommendation
<ul style="list-style-type: none">• Address core outcomes in the program review process.<ul style="list-style-type: none">- Subject Area Committees (SACs) identify which of the core outcomes are addressed by course, program, degree or certificate.- Train faculty and staff in learning outcomes assessment.	<p>Accomplishments</p> <ul style="list-style-type: none">• SACs completed core outcomes mapping; staff from IR have developed preliminary 'maps' for recent PCC graduates• Faculty continue to focus on course learning outcomes• Initial steps to connect program review with college planning and budgeting processes• Assessment Committee on hold during most of 2004-05• IR renamed Office of Institutional Effectiveness <p>Next steps</p> <ul style="list-style-type: none">• Reconstitute the college Assessment Committee• Share results of core outcome mapping with SACs• Provide more faculty training re: outcomes assessment• Respond to accreditation recommendations re: assessment• Integrate assessment processes into planning and budgeting cycles	<p>Expand focus for 2005-07 to address accreditation recommendations re: assessment</p>

PCC Educational Master Plan – Institutional Focus 2003-05
Key Area: Student Access and Development

Strategic Direction 1: The college will focus on student development services that facilitate student success and continuous, lifelong learning.

Action Areas 1-2-3-5-6: Implement an effective, comprehensive, and integrated college student development plan; provide class schedules build with students' needs foremost in mind; provide an effective skills assessment program district wide; simplify and clarify the processes that support student access to programs and services, promote student participation in the life of the college with opportunities to provide feedback on programs and services and input into college decision-making.

Activity	Status	Recommendation
<ul style="list-style-type: none"> • Implement an integrated enrollment management plan that coordinates district activities related to <ul style="list-style-type: none"> - Marketing - Admissions - Testing - Advising - Orientation - Scheduling - Registration - Support for learning (services such as tutoring) - Transition to next steps (transfer, placement, etc.) • Provide consistent service across the district • Use student feedback throughout their PCC experience to continually improve services 	<p>Accomplishments</p> <ul style="list-style-type: none"> • Enrollment Management (EM) Committee formed to increase access and improve student retention/success at PCC; developed 7 major goals for EM plan. • Enrollment Management Summit held to increase staff awareness of EM and draft objectives and activities related to EM goals • Solicited input from all PCC employees re: their role in student success • Committee formed to develop recommendations to improve retention and success for students on academic probation • Adopted consistent mission, service standards and learning outcomes for cooperative education and student employment services on all campuses; adopted common software for job placement services • ACT Compass and Compass/ESL placement tools now in use at CA, RC and SY campuses <p>Next steps</p> <ul style="list-style-type: none"> • Review advising for new degree-seeking students using a lean business process improvement model • Implement degree audit system for staff and student use • Examine and modify intake/enrollment process for new and returning students • Implement use of Compass placement tools at SE Center and resolve issues testing issues related to Adult Basic Education programs 	<p>Continue focus for 2005-07</p>

PCC Educational Master Plan – Institutional Focus 2003-05
Key Area: **Student Access and Development**

Strategic Direction 1: The college will focus on student development services that facilitate student success and continuous, lifelong learning.

Action Area 4: Provide easy access to information about everything related to educational opportunities at PCC.

Activity	Status	Recommendation
<ul style="list-style-type: none"> • Provide “high tech” and “high touch” options for informing students about educational options, steps in the enrollment and graduation process, and how to design a “roadmap” to reach their goals. <ul style="list-style-type: none"> - Utilize tools such as web portals, statewide web-based advising, etc. - Implement an on-line orientation process while continuing to improve and offer in-person orientation. - Provide admissions/intake specialists for in-person advising when the student is considering applying for admission to clarify the steps in the process admission, assessment and advising. - Improve and disseminate information about programs, degree requirements, and admissions procedures in a standardized format. Clarify advising procedures and contacts within each program. - Organize Campus Resource Fairs at the beginning of each term, with display/information tables showcasing each department’s services and offerings. 	<p>Accomplishments</p> <ul style="list-style-type: none"> • MyPCC web portal was launched in Sept 04 and now serves as the primary point of contact for students to register, access on-line course tools and obtain information about college programs, services and events. • Ask the Panther (implemented Fall 04) provides online answers to FAQs about enrollment processes and frees up staff time to work with students who need more specialized assistance. • District advising materials have been updated • Various campus initiatives focus on improving services to students: develop one-stop centers, add computer stations to access on-line services, contact non-returning students, utilize student peer advisors, provide Financial Aid information, hold student services fairs. <p>Next steps</p> <ul style="list-style-type: none"> • Extend on-campus hours of operation for core services (admission, advising, counseling, business office) effective Sept 05 • Continue expansion of services via MyPCC, particularly degree audit, My Academic Plan and other resources to aid students in completing educational goals. • Continue to develop campus initiatives • Adopt MyPCC email and announcements as primary tools for communication among faculty, staff and students 	Continue focus for 2005-07
<ul style="list-style-type: none"> • Ensure that students have access to training and resources that will build technology competence needed to access services. 		Discontinue as a focus area for 2005-07; incorporate into activity above

PCC Educational Master Plan – Institutional Focus 2003-05
Key Area: **Community and Economic Development**

Strategic Direction 1: The college will take the leadership role in establishing a regional workforce development system.

Action Area 1: Interact with leaders of business, government, education, and community-based organizations to ensure participation in key decisions and initiatives that enhance commerce and the preparation of a competitive workforce.

Activity	Status	Recommendation
<ul style="list-style-type: none"> Establish a 'corporate college' to re-organize how PCC does business with area employers <ul style="list-style-type: none"> Establish a single point of contact for employers with workforce training needs. Coordinate/unify the efforts of departments that focus on business and industry training. Promote/seek additional partners who are key to area employment and training. 	<p>Accomplishments</p> <ul style="list-style-type: none"> PCC Center for Business and Industry (CBI) established to provide a single point of contact for business Extensive business plan and preliminary marketing materials developed 'Launch' breakfast attend by 40+ CEOs and business leaders General funds authorized for 3 years; \$500,000 congressional set-aside requested <p>Next steps</p> <ul style="list-style-type: none"> Hire director for Center for Business and Industry Conduct industry focus groups to better understand needs Hold forum (similar to CEO breakfast) for government leaders Complete task force work and operationalize the Center 	Continue focus for 2005-07
<ul style="list-style-type: none"> Provide on-going labor market and trend information to all PCC managers. 	<p>Accomplishments</p> <ul style="list-style-type: none"> Links to labor market information established on IR web page Results of information forums posted on Planning web page 	Initiative accomplished; discontinue as a focus area for 2005-07
<ul style="list-style-type: none"> Strengthen links between credit and non-credit programs that provide workforce training. <ul style="list-style-type: none"> Continue the President's quarterly meetings with internal stakeholders working on workforce and economic development issues. 	<p>2005-07: Move this under Educational Pathways and refocus to look at how PCC 'credentials' learning</p> <ul style="list-style-type: none"> explore options for awarding credit based on alternative educational experiences, prior learning/life experience, etc. retain bullet point re: quarterly meetings Include work of 'barrier busters' group 	Refocus to emphasize articulation between credit and non-credit programs

PCC Educational Master Plan – Institutional Focus 2003-05
Key Area: **Community and Economic Development**

Activity	Status	Recommendation
<ul style="list-style-type: none"> Identify and inventory <u>key</u> external groups and initiatives in which PCC participates (or should participate) for purposes of policy formation and other initiatives related to workforce development. <ul style="list-style-type: none"> Identify or make known existing PCC “point persons” for each group or initiative. Set up mechanisms for internal communication and feedback regarding each group or initiative. <p>2005-07: Establish PCC as a key player in regional economic development and workforce training</p> <ul style="list-style-type: none"> Ensure that PCC is a presence at the table for planning and policy formation Promote broader understanding in the community re: what PCC does/can do in terms of regional econ devel/workforce training <p>→Keep bullet point re: inventory of external groups/ initiatives in which PCC participates; need this for internal coordination and communication</p>	<p>Accomplishments</p> <ul style="list-style-type: none"> College representation on key groups: Workforce Investment Board (Pulliams), Youth Council (Poppe), Manufacturing 21 Coalition (Hill), OAME and Urban League (Gatewood) Campus admins are engaged with a variety of business and community groups to promote PCC programs; ELC has developed an inventory of key groups in which staff participate Accomplishments during 2004-05 were somewhat limited by budget cuts that affected ELC Campus President and Dean of Instruction positions; Campus President reinstated and ELC Dean for Workforce and Economic Development position funded for 2005-06 <p>Next steps</p> <ul style="list-style-type: none"> Bring new focus to these efforts under direction of ELC campus president and Dean for Workforce and Economic Development 	<p>Refocus to emphasize key role for PCC re: regional economic development and workforce training</p>
<ul style="list-style-type: none"> Provide strong PCC participation and leadership to the new Regional Workforce Response Teams that the Governor is creating to provide a single point of contact for business retention and workforce training. 	<p>Accomplishments</p> <ul style="list-style-type: none"> PCC leadership of Region 2 Workforce Response Team (Pamela Murray, Paul Wild) Two rounds of grant making completed in 2004-05 	<p>Initiative accomplished; discontinue as focus area for 2005-07</p>

→2005-07: ADD focus on K-20 educational continuum, establishment of regional consortium – either here or under Educational Programs and Services

PCC Educational Master Plan – Institutional Focus 2003-05

Key Area: **College Workforce**

Strategic Direction 1: The college will recruit, hire, retain, and promote a skilled and diverse workforce that is committed to the mission and values of PCC.

Action Area 2: Strengthen recruitment and internal development processes that will improve the college's ability to attract, hire, and retain a diverse faculty and staff.

Activity	Status	Recommendation
<ul style="list-style-type: none"> Establish a task force (ad hoc) to identify areas of concern related to recruitment and retention of staff and to recommend measures to address these issues. <ul style="list-style-type: none"> Conduct a review of the recruitment process (screening committees, 1:1 interviews, initial evaluation of applicants, personal contacts for outreach). Review methods for recruitment of part-time faculty pool. <p>2005-07: Implement recommendations of Diversity Advisory Committees</p> <ul style="list-style-type: none"> Outreach/response to needs of diverse PCC communities Promote cultural understanding/cultural competence of college staff in terms of dealing with diverse constituencies <p>→Refocus this under Action Area 1: Strengthen the college so that it is attractive to and supportive of a culturally sensitive, culturally competent, and diverse workforce.</p>	<p>Accomplishments</p> <ul style="list-style-type: none"> Internal Diversity Advisory Committee established to design internal structures that facilitate recruitment, hiring, retention and promotion of a diverse workforce. External Diversity Advisory Committee established to help convey image of PCC as an institution that is actively seeking students and staff of color. Initial recommendations presented to PCC Board <p>Next Steps</p> <ul style="list-style-type: none"> Cabinet review of recommendations; development of action plan for implementation Implement Faculty Internship Program in Fall 05 	<p>Refocus on implementation of task force recommendations</p>

PCC Educational Master Plan – Institutional Focus 2003-05

Key Area: **College Workforce**

Strategic Direction 2: The college will support the continuing development of employees so that they can contribute to student success and to our strategic directions.

Action Area 1: Implement a professional and organizational development plan that enables staff to grow both personally and professionally and fosters growth in leadership capability for the college.

Activity	Status	Recommendation
<ul style="list-style-type: none"> Develop a comprehensive, districtwide (ie, a "real") plan for staff development that clearly delineates areas of responsibility and accountability. <ul style="list-style-type: none"> Activate a joint staff development committee to evaluate current staff development programs and training opportunities. 	<p>Accomplishments</p> <ul style="list-style-type: none"> Funding guidelines approved by District President and Cabinet Affirmed relationship between organizational and staff development in terms of increasing institutional effectiveness and capacity. Clearer understanding of what is funded by district staff development office Initial meetings to coordinate district and campus efforts related to staff development <p>Next steps</p> <ul style="list-style-type: none"> Increase emphasis on organizational development 	<p>Plan completed; discontinue as focus area for 2005-07</p> <ul style="list-style-type: none"> Incorporate next steps re: org development in implementation phase below
<ul style="list-style-type: none"> Implement a comprehensive, districtwide plan for staff development. <ul style="list-style-type: none"> Create mentor/internship programs for interested employees (e.g., career paths, growth opportunities, minority outreach). Support professional development opportunities that enable faculty to remain current in their disciplines and in the field of teaching 	<p>Accomplishments</p> <ul style="list-style-type: none"> Internal Grant Program revised to align more closely with funding guidelines; increased number of applications Development and Training channel established for employees on MyPCC Career Development Program revised; 6 classified/AP participants in internship pilot program <p>Next steps</p> <ul style="list-style-type: none"> Establish Staff Development coordinator as a FT, permanent position and determine most appropriate place in college organizational structure Continue implementation of revised funding guidelines/ timelines for Internal Grants Institutionalize Career Development Internship Program and inform managers about this development opportunity Review minimum experience requirements for PCC jobs and update Career Development Plan document Update Development and Training channel on MyPCC 	<p>Continue focus for 2005-07</p> <ul style="list-style-type: none"> Add focus re: addressing prof development needs of faculty

PCC Educational Master Plan – Institutional Focus 2003-05

Key Area: **College Workforce**

Activity	Status	Recommendation
<ul style="list-style-type: none"> • Increase leadership capacity <ul style="list-style-type: none"> - Invest in a full time Staff Development coordinator in FY05 - Initiate management leadership training - Develop career pathways for classified staff - Provide training to enhance diversity and intercultural understanding - Mentor staff to 'grow our own' leadership 	<p>Accomplishments</p> <ul style="list-style-type: none"> • Full time staff development coordinator funded for FY05 • Effective Leadership Series for Managers completed and evaluated; follow-up workshops on Effective Conversations conducted during winter and spring terms. • Effective Leadership Series for Classified Lead Workers and AP Coordinators initiated Spring 05 • Intercultural Communication workshops for PCC employees funded by International Education Office; intercultural communication training for nursing program funded by Internal Grant • Two phases planned for staff mentoring project: 1) develop support for concept throughout college community; 2) develop and implement training for emerging leaders • Internal Grant Program supported faculty participation in conferences/workshops related to their disciplines. <p>Next steps – None listed</p>	<p>Continue focus for 2005-07</p>

PCC Educational Master Plan – Institutional Focus 2003-05

Key Area: **Fiscal Affairs**

Strategic Direction 1: The college will develop a fiscal plan that is driven by the Educational Master Plan (EMP) and the effective and efficient use of available resources.

Action Area 2: Use the Educational Master Plan as a basis for determining fiscal priorities.

Activity	Status	Recommendation
<ul style="list-style-type: none"> • Develop a process to base budgeting decisions on priorities determined by the Educational Master Plan. <ul style="list-style-type: none"> - Identify the decision-making process—who makes decisions, annual timetable for budget allocations, input and review opportunities. - Develop an evaluation process to review the progress made on current priorities before new allocations are made for the next fiscal year. - Establish a rolling three-year perspective on institutional goals and objectives as part of the budget process. 	<p>Accomplishments</p> <ul style="list-style-type: none"> • Initiated budget development two months earlier to provide more time for input and identification of alternatives • Budget Advisory Committee expanded to include key EAC leaders • Continued to fund investments called for in the EMP, particularly instructional technology, student access (portal) technology and inter-campus networking • New initiatives proposed for FY06 were screened based on relevance to the EMP • Continued to 'marry' bond and General funds to support elements of EMP related to technology and student access. <p>Next steps</p> <ul style="list-style-type: none"> • Increase effectiveness of links between budget realities and opportunities for input/comment on investment strategies • Continue regular analysis of academic programs from a districtwide perspective • Implement plans in FY07 that result from budget preparation and academic planning in FY06 	<p>Continue focus for 2005-07</p>

PCC Educational Master Plan – Institutional Focus 2003-05
Key Area: **Fiscal Affairs**

Strategic Direction 2: The college will broaden the revenue base to support programs and services.

Action Area 2: Coordinate resource development efforts throughout the college in order to secure more non-state resources.

Activity	Status	Recommendation
<ul style="list-style-type: none"> • Support the mission of self-supporting, entrepreneurial college departments. <ul style="list-style-type: none"> - Tie these programs to the fiscal priorities determined by the Educational Master Plan (see SD1-AA2 above). - Provide responsive student and general operating services that meet the unique needs of these departments and create better mechanisms for distributing funds generated by these programs to cover necessary costs associated with these services. - Clearly designate the entrepreneurial role of these programs in serving the business community. - Provide for better coordination/communication and more focus on internal partners. - Centrally coordinate/broker service delivery and determine who will be responsible. 	<p>Accomplishments</p> <ul style="list-style-type: none"> • Good progress in achieving self-support for 1900 Fund programs; less duplication and more integration among ELC programs, which are operating much more cost effectively • Formative work to bring a variety of entrepreneurial programs together under the CBI umbrella • Formation of innovative partnerships such as “Think Big” with Caterpillar • Aggressive development of new networking arenas and opportunities • Aggressive lobby for appropriate levels of State funding <p>Next steps</p> <ul style="list-style-type: none"> • Re-examine funding formula to find a basis that works for the college and each individual program 	<p>Continue focus for 2005-07</p> <ul style="list-style-type: none"> • See note at end of this section re: adding an area of focus on ‘entrepreneurials’

PCC Educational Master Plan – Institutional Focus 2003-05

Key Area: **Fiscal Affairs**

Activity	Status	Recommendation
<ul style="list-style-type: none"> Establish a Director of Institutional Advancement as key staff for resource development <ul style="list-style-type: none"> Move Grants Office and coordinate efforts with PCC Foundation 	<p>Accomplishments</p> <ul style="list-style-type: none"> Director appointed January 2005 Grants Office works closely with PCC Foundation but will continue to report to VP, Academic and Student Affairs Draft of PCC Marketing Plan to focus messages to the public; research included 2 telephone surveys of district residents during 2005 <p>Next steps</p> <ul style="list-style-type: none"> Board review/approval of marketing plan Strategic initiative to conduct a 5-year, \$10 million capital campaign (via PCC Foundation) 	<p>Initiative accomplished; discontinue as focus area for 2005-07</p> <ul style="list-style-type: none"> OR re-focus on implementation of marketing plan

PCC Educational Master Plan – Institutional Focus 2003-05
Key Area: **Fiscal Affairs**

Activity	Status	Recommendation
<ul style="list-style-type: none"> • Tie grant priorities to the Educational Master Plan. <ul style="list-style-type: none"> - Establish a clearinghouse for information about grants currently in place. - Widely disseminate information from the Grants Office to the college community about possible funding opportunities. • Feed information from departments and Subject Area Committees (SACs) to the Grants office. 	<p>Accomplishments</p> <ul style="list-style-type: none"> • Continued emphasis on pursuing grant opportunities that support EMP and EMP/Areas of Institutional Focus • Submitted 32 grants in FY05 requesting more than \$18.5 million in funds for PCC; 26 out of 37 (70%) of proposals submitted in FY04 were funded. • Up-to-date list of funded grants posted on Grants Office website; regular distribution of Grants Office activity reports and announcement of newly funded grants • Created guidelines re: use of Grant Office funds for faculty release time to develop grants • Information and training for faculty and staff on a variety of topics related to grant seeking and grant administration • Participation on various college/departamental committees by Grants Staff to increase knowledge about college programs and services, decisions, trends, etc. • Support to planning team charged with development of business plan for CBI • New Initiative proposal to hire an additional grants officer funded in FY06 budget <p>Next steps</p> <ul style="list-style-type: none"> • Publicize guidelines re: use of Grant Office funds for faculty release time • Continue information dissemination and training/information sessions; survey faculty awareness of/interest in grants • Hire new Grants Officer • Continue to pursue grants that support EMP 	<p>Initiative accomplished; discontinue as focus area for 2005-07</p> <ul style="list-style-type: none"> • See note at end of this section
<ul style="list-style-type: none"> • Expand role of PCC Foundation. <ul style="list-style-type: none"> - Seek out donations; increase Foundation fundraising (\$500K for scholarships in FY05) - Ensure the PCC Foundation is self-supporting. - Tie Foundation priorities to the Educational Master Plan. - Increase staff development funding. 	<p>Accomplishments</p> <ul style="list-style-type: none"> • Foundation assets eclipsed \$3 million mark; gifts ahead of last year by large margin • Foundation endowment fund has grown to \$1.7 million • Faculty/Staff Annual Campaign participation increased to 30%; increased donors and giving in response to direct mail campaigns <p>Increases in major gifts and planned giving</p> <ul style="list-style-type: none"> • Increased number of scholarships awarded • Event development: 1st Annual PCC Challenge Golf Tournament; 	<p>Continue focus for 2005-07</p>

PCC Educational Master Plan – Institutional Focus 2003-05

Key Area: **Fiscal Affairs**

Activity	Status	Recommendation
<ul style="list-style-type: none"> Establish a PCC alumni association 	<p>Scholarship Reception, Faculty/Staff Excellence Awards</p> <ul style="list-style-type: none"> Expanded Foundation Board; 4 new members added Upgrade of donor database system and implementation of new accounting software→more accurate/timely financial information Plan for alumni development, creation of alumni data base <p>Next steps</p> <ul style="list-style-type: none"> Plan and conduct major signature event (Mardi Gras) to highlight PCC in community Continue to expand and diversity Foundation Board Re-organize major gifts campaign to include Board leadership and add new prospects for cultivation Select consultant to organize/orchestrate major Capital Campaign Continue to grow Annual Fund and planned giving Develop alumni data base and begin communication w/alumni 	

2005-07: ADD an area of focus re: exploring more effective ways to integrate entrepreneurial planning/funding opportunities with general college processes

- Review/update grant-seeking priorities based on changes to Areas of Institutional Focus and EMP update that will take place in 2006-07
- Develop mechanisms to better balance funding streams for entrepreneurial and general fund enterprises, take advantage of external funding opportunities/ initiatives for general planning and budgeting purposes, etc.

PCC Educational Master Plan – Institutional Focus 2003-05

Key Area: **Technology**

Strategic Direction 2: The college will use technology in ways that enhance teaching and learning and improve the delivery of student services.

Action Area 1: Adopt technologies that enhance student learning and facilitate student-faculty interaction in the classroom and via distance learning.

Activity	Status	Recommendation
<ul style="list-style-type: none"> Develop and implement a districtwide oversight committee for technology adoption. <ul style="list-style-type: none"> Establish a baseline technology for classrooms and oversee technology purchases in order to adopt relevant technology and minimize duplication. Program-specific purchases would be excluded from this process, but they would still be required to inform the committee about such purchases. Collaborate with the security committee to develop effective systems of theft prevention. Develop a technology database, an inventory of technology purchases that would be accessible for all to view and explore. Tie the database to the purchasing workflow and to property control in order to stay up-to-date. <p>2005-07: ADD language re: increasing technology services in ways we can't predict (at this time)</p> <ul style="list-style-type: none"> Develop mechanisms to identify and adopt emerging technology for services and instruction Develop mechanisms to address the 'life cycle' of technology—recapitalization, etc. <p>→Include this bullet point here or under Fiscal Affairs</p>	<p>Accomplishments</p> <ul style="list-style-type: none"> New technology organization that consolidates service delivery and policy development under one administrative umbrella Significant investment in instructional technology—almost 200 'podium classrooms' in operation across the district Increased, more robust system capacity—able to handle heavy demand resulting from portal (MyPCC) utilization by students and staff Infrastructure improvements: Upgrades to campus power distribution systems and telecommunication networks Enhanced protection of technology assets <p>Next steps</p> <ul style="list-style-type: none"> Continue development of technology organizational structure and governance process Develop college vision and support strategies for technology to guide thinking re: next investment cycle Develop plan to re-capitalize/replace technology hardware Develop business recovery plans that address our increasing dependency on technology 	Continue focus for 2005-07
<ul style="list-style-type: none"> Tie instructional technology purchases to learning outcomes. 	<p>Accomplishments</p> <ul style="list-style-type: none"> Initial phases of portal implementation completed On-line course tools 'turned on' for more than 600 class sections in 	Continue focus for 2005-07

PCC Educational Master Plan – Institutional Focus 2003-05

Key Area: **Technology**

	<p>Spring 05</p> <ul style="list-style-type: none">• Training, support and funding for hybrid courses• Funding and support for course re-design projects; current programs include ESL, Spanish, Anatomy and Physiology, Nursing, Art History• Language labs completed at Rock Creek and Sylvania; planning underway for lab at Cascade• Development of on-line course evaluation system <p>Next steps</p> <ul style="list-style-type: none">• Activate on-line course tools for all classes in Winter 06• Complete language lab at Cascade• Continue development of hybrid courses• Continue course re-design projects• Implement on-line course evaluation system	
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PCC Educational Master Plan – Institutional Focus 2003-05
Key Area: **Technology**

Strategic Direction 2: The college will use technology in ways that enhance teaching and learning and improve the delivery of student services.

Action Area 2: Adopt technologies that give students on-line access to a full range of enrollment and student development services.

Activity	Status	Recommendation
<ul style="list-style-type: none"> Ensure that the soon-to-be-implemented "Portals" system is as accessible as possible (Wireless Application Protocol enabled, ADA issues, accessible language, diversity). 	<p>Accomplishments</p> <ul style="list-style-type: none"> Portal content is based on input from diverse constituencies and reviewed against ADA standards Student usability studies provide feedback and recommendations for improvement; expanded usability testing planned for Fall 05 Increased options for communication using MyPCC group tools and announcement features Kiosk stations funded at five campuses/centers to provide access to registration and business services <p>Next steps</p> <ul style="list-style-type: none"> Title III/Portal priorities: expanded on-line orientation, degree audit, early academic alert, 'My (online) Academic Plan' Continue to enhance usability and accessibility, including installation of kiosks Examine ways to update content and make it more interactive <ul style="list-style-type: none"> Expand use of portal to target messages and content to more discrete populations: newly enrolled students, students in particular programs, cohorts, etc. 	Continue as focus area for 2005-07 but combine with activity below
<ul style="list-style-type: none"> Facilitate access to high-quality student services via technology. 	<p>Accomplishments</p> <ul style="list-style-type: none"> MyPCC training provided in Career Guidance courses on all campuses Selection of eCommerce vendor <p>Next steps</p> <ul style="list-style-type: none"> Continue to offer MyPCC training to CG and other class groups Implement eBills and enhanced ePayment options in Fall 05 	Combine with activity above; use this as the 'header' activity

PCC Educational Master Plan – Institutional Focus 2003-05

Key Area: **Facilities**

Strategic Direction 1: The college will ensure that educational programs and services are fully supported by continued development of the three existing PCC campuses.

Action Area 2: Complete campus expansion specified in the master plan for each of the comprehensive campuses.

Activity	Status	Recommendation
<ul style="list-style-type: none"> • Develop mechanisms for identifying goals for expansion in each campus master plan. → Change wording to focus on 'vision' rather than 'master plan' for each campus - Establish guiding principles to ensure coherence among plans districtwide; build campus master plans based on district goals. - Periodically evaluate how campus master plan goals fit with institution needs. - Develop mechanisms to identify adequate funding for expansion project(s). - Identify and publish necessary steps and timeline to implement campus expansion as specified in each master plan. - Establish mechanism for disseminating progress of expansion activities. 	<p>Accomplishments</p> <ul style="list-style-type: none"> • Current bond projects completed on time and to high quality standards; 6 new/renovated buildings delivered in 2004-05 • Projects achieve coherence between campus autonomy related to building purpose and design and district standards and initiatives related to infrastructure (power distribution systems, networks, etc.) • Completed projects are consistent with both campus plans/visions and regulatory agency requirements • Monthly bond status reports distributed to relevant constituencies • Continued development of Tualatin Hills Parks and Recreation District project at Rock Creek • Positioning real estate acquisitions at Cascade • 'Lessons learned' from current bond cycle and very preliminary ideas on key investment needs for the future <p>Next steps</p> <ul style="list-style-type: none"> • Fully complete the existing bond program; assess lessons learned, unmet needs, unsolved problems • Develop initial points of focus for next facilities investment cycle • Develop detailed and fully inclusive process for planning the next investment cycle 	<p>Continue focus for 2005-07</p>

PCC Educational Master Plan – Institutional Focus 2003-05

Key Area: **Facilities**

Strategic Direction 2: the college will continually review the district's network of educational centers and explore alternative delivery systems to meet changing community needs.

Action Area 1: Continue to develop the Southeast Center and assign full time faculty, staff, and support services in order to ensure effective operation and meet community needs.

Activity	Status	Recommendation
<ul style="list-style-type: none"> • Work with staff, students and community representatives to develop a vision for SE Center. <ul style="list-style-type: none"> - Include targets for instructional and student FTE, adding/moving professional technical programs suitable for the SE community, and ways to link students with the Cascade campus. - Assign full time faculty in key areas such as MTH and WR, providing transfer opportunities for current full time faculty and necessary support systems and facilities. - Establish SE Center as a place with multiple educational opportunities that meet the needs of the SE community and encourage participation of the center by community members. 	<p>Accomplishments</p> <ul style="list-style-type: none"> • Exceeded FTE targets for 2004-05 • Students can complete the first year of General Education requirements at SE Center • Added a FT math instructor • Secured additional funds for advising and tutoring • Continued favorable community response <p>Next steps</p> <ul style="list-style-type: none"> • Continue to grow towards 'comprehensiveness' 	<p>Refocus on understanding future educational needs of the SE Community and propose an action plan to meet needs</p>

**GOALS and
INSTITUTIONAL EFFECTIVENESS INDICATORS
PORTLAND COMMUNITY COLLEGE
Portland, Oregon**

**NOVEMBER 2004
Institutional Research**

Portland Community College
GOALS and INSTITUTIONAL EFFECTIVENESS INDICATORS
November 2004
Executive Summary

This report summarizes data related to selected indicators of institutional effectiveness that are keyed to collegewide goals and reflect the college's emphasis on student outcomes. The report incorporates information from the most recent student and employer follow-up surveys, Oregon University System transfer studies, and student/ enrollment records available in the college data system. Departments throughout the college also contribute data and information that are included here.

Based on the indicators, it is evident that--

- District residents have access to and utilize educational opportunities available through the college—although market penetration rates, particularly for non-credit students, declined somewhat in 2003-04.
 - During the five-year period from 1999-00 through 2003-04, approximately three out of ten college-age residents of the district enrolled in classes at PCC.
 - While the college strives to keep tuition and fees competitive, a tuition increase implemented in 2003-04 was substantially higher than national Consumer Price Index figures related to the cost of education for that year. The college also strives to ensure that students have access to financial aid, and the proportion of degree-seeking students who apply for and receive financial aid continues to grow.
 - Comprehensive campuses are located within a reasonable travel distance from home for most students. Distance learning classes are available for students unable to travel to a campus or center.
- On average, more than 80% of all credit courses attempted are successfully completed, and more than three-quarters of all credit degree-seeking students maintain satisfactory standards of academic progress each term.
 - One out of six students placed on academic alert at the end of fall term will return to good standing by spring term. Two out of three students do not re-enroll for classes in the spring; approximately one out of seven students is disqualified for financial aid because of unsatisfactory academic progress.
- Although many students do not follow traditional patterns of enrollment, substantial numbers of students re-enroll from term to term and from year to year.
 - Retention rates based on term-to-term enrollment of degree-seeking students are improving slowly but steadily. Re-enrollment rates remain substantially lower for non-degree seeking students.
- On average, students earn slightly more than 20 credits each year. Time required to complete coursework for degrees and certificates exceeds three calendar years for more than 90% of students who petition for awards.
- The majority of graduates of professional technical programs are employed in jobs related to their training.
- Licensure pass rates for graduates of PCC programs (where data are available) are high; most recent figures show 100% pass rates for graduates in six out of eight program areas.

- Employers are satisfied with the quality of training demonstrated by former PCC students.
- PCC students who transfer to schools in the Oregon University System perform as well as or better than other Oregon community college students; academic performance of PCC transfers is comparable to OUS “native” students and other university transfers.
 - Students feel that they are prepared for transfer, and most students indicate that their program of study at PCC is related to the coursework they are taking at the transfer institution.
 - Increasing numbers of students are taking advantage of co-admission programs that facilitate transfer to Oregon University System schools.
- Data indicate that students who successfully complete developmental math courses are re-enrolling and succeeding in next level math courses at higher rates than in previous years. Success rates in next level courses have also improved for students moving from developmental to college writing classes.
 - Data also show that many students in college preparatory programs (Developmental Education, English as a Non-Native Language, Adult Basic Skills, High School Completion) are making the transition to regular credit classes within two years of basic skills enrollment.
- Partnerships with business and government agencies enable the college to provide enhanced services to students in a wide range of programs throughout the district.
- Course and program review, assessment and planning activities promote continuous improvement throughout the institution.
- The college population is diverse and a variety of activities celebrate the cultural and ethnic backgrounds represented by students and staff.
 - Women and minorities are represented in the college population in proportionately greater numbers than in the metro area population as a whole.
 - Traditional college-age and working-age populations are well-represented in college enrollments; residents age 60 and older do not enroll in classes to the same extent.
- The college and its various communities work together to address issues of mutual concern and to promote the development of our region.

The Institutional Research office will continue to engage college staff and the Board in discussions about institutional effectiveness, using their feedback to improve the current set of effectiveness indicators, strengthen the relationship between indicators and collegewide goals and provide additional campus and program data to support assessment activities.

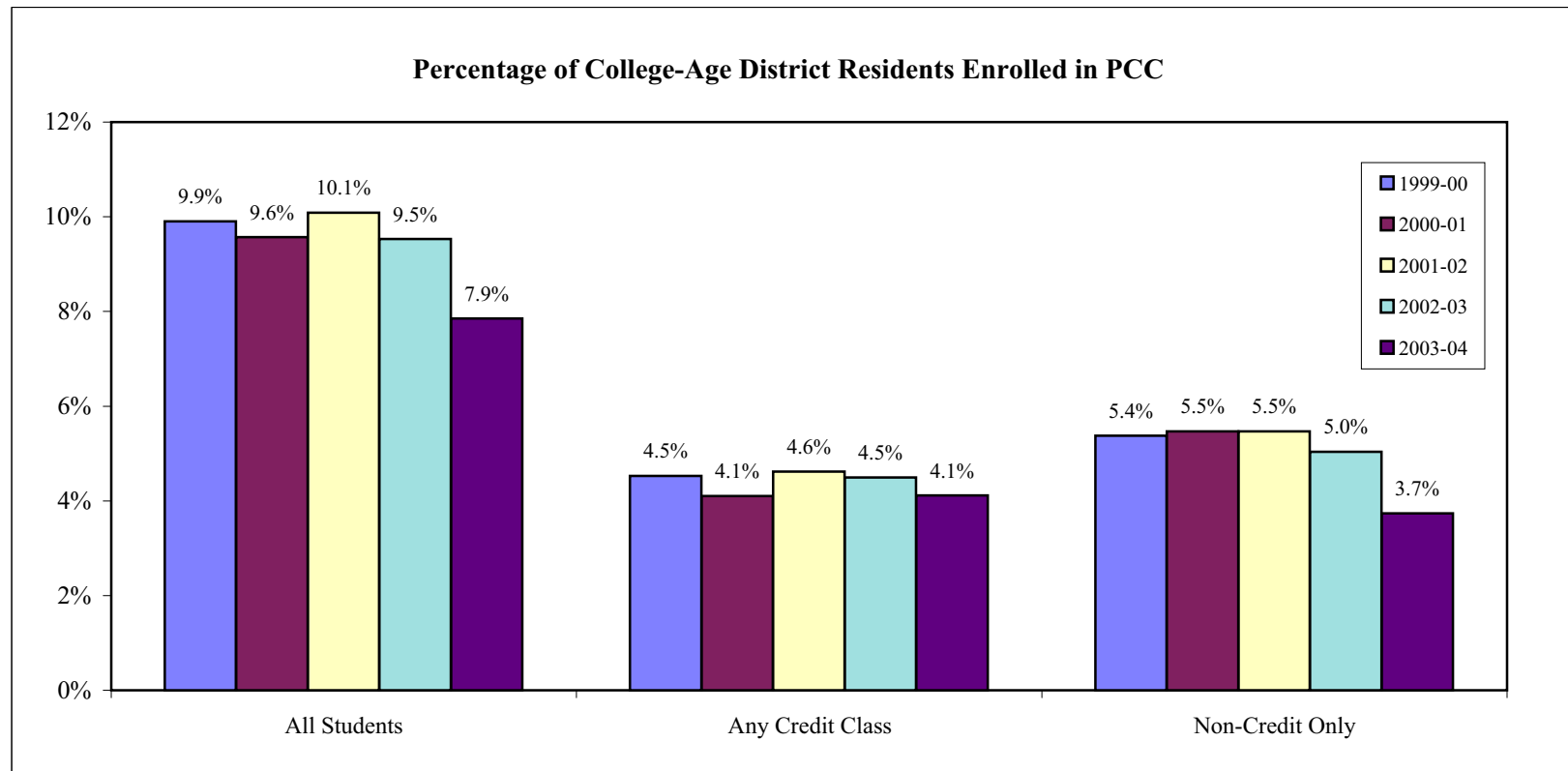
INSTITUTIONAL EFFECTIVENESS 2004

Goal 1: Access - Participation

Indicator District residents utilize educational opportunities available through PCC.

Measure Percent of DISTRICT RESIDENTS WHO ENROLL IN CLASSES at PCC

- During the five-year period from 1999-00 thru 2003-04, approximately three out of ten college-age district residents enrolled in at least one credit or non-credit class at Portland Community College. (See Appendix 1.)



Source: PCC Student Banner 1999-00 through 2003-04; 1999 population estimates from National Decision Systems, Equifax Database; 2000 through 2004 population estimates from US Census Bureau.

See Appendix 1 for data table related to this measure.

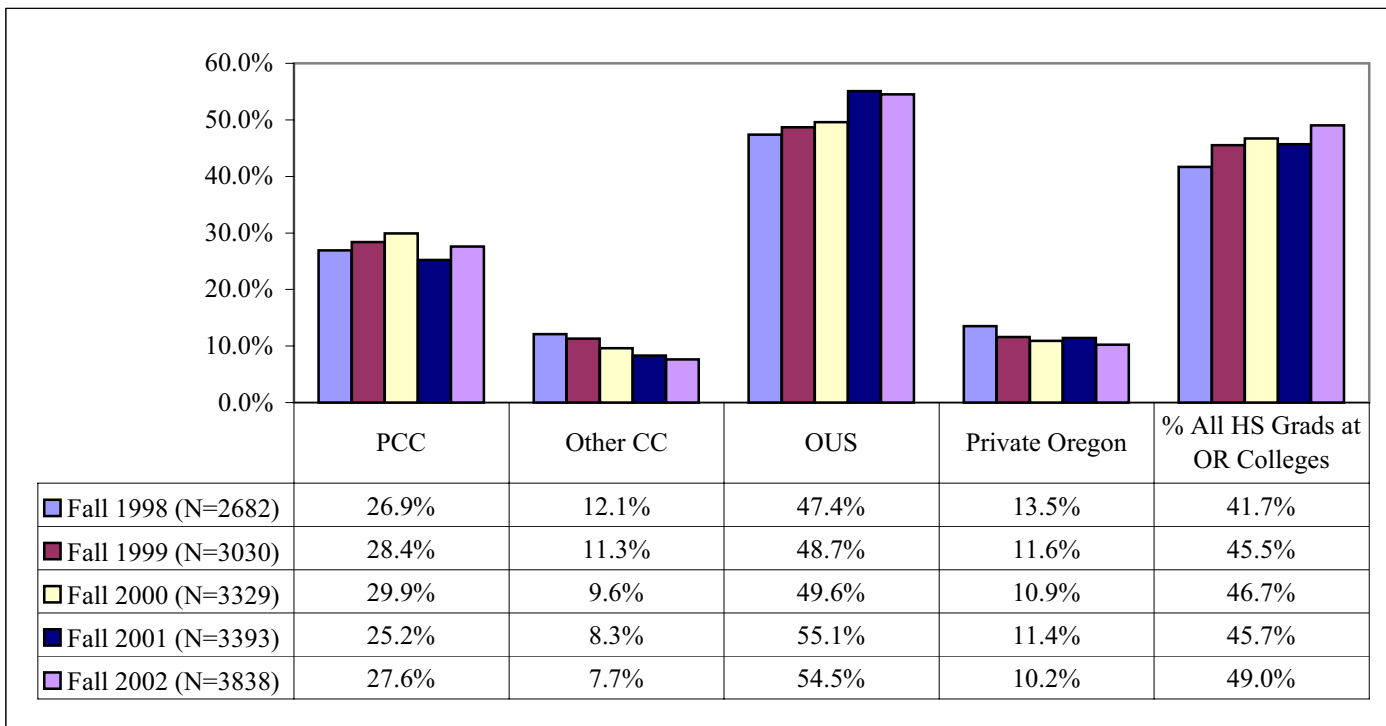
INSTITUTIONAL EFFECTIVENESS 2004

Goal 1: Access - Participation

Indicator District residents utilize educational opportunities available through PCC.

Measure **MARKET SHARE OF DISTRICT HIGH SCHOOL GRADUATES who enroll at 2- and 4- year colleges in Oregon during the fall term immediately after graduation**

- From 1998 to 2002, an average of **45.7%** of all district high school graduates enrolled at an Oregon college immediately after graduation.



Source: Oregon Student Assistance Commission, Office of Degree Authorization, *College Choices* 1998, 1999, 2000, 2001 and 2002

Note: Public high school graduates only.

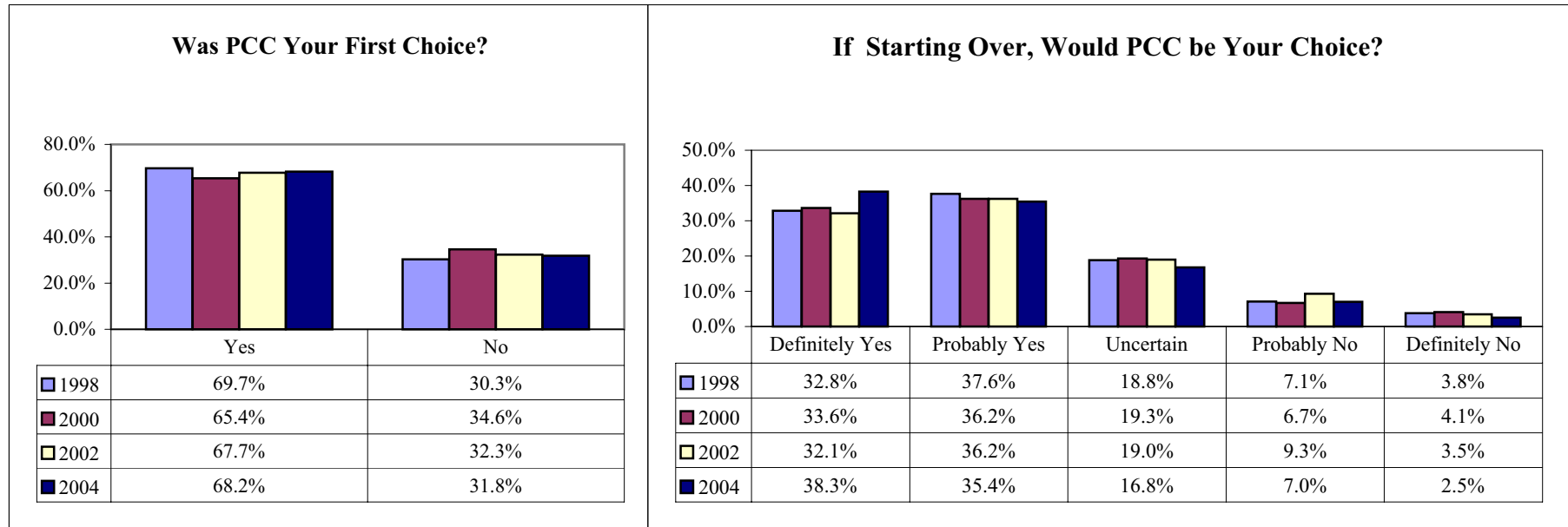
INSTITUTIONAL EFFECTIVENESS 2004

Goal 1: Access - Participation

Indicator PCC is the college of choice for students enrolled in credit classes.

Measure Percent of credit students who indicate that PCC WAS THEIR FIRST CHOICE FOR COLLEGE

- Two out of three credit students surveyed indicate that PCC was their first choice for college and that they would choose PCC again if they were re-starting a college career.



Source: 1998, 2000, 2002 and 2004 ACT Student Opinion Survey. Surveys are administered to credit students in a random sample of lower division transfer and professional technical classes.

INSTITUTIONAL EFFECTIVENESS 2004

Goal 1: Access - Affordability

Indicator Increases in tuition and fees are comparable to national indexes for student cost of education.

Measure **COMPARISON OF PCC TUITION AND FEES WITH GENERAL AND EDUCATION-SPECIFIC DATA from the Consumer Price Index (CPI)**

Period ¹	% Increase in the Cost of Living (Overall CPI)	% Increase in the Student Cost of College & Tuition ²	% Increase in the Student Cost of Education ³	% Increase in PCC Tuition & Fees
1991-92 to 1992-93	3.1%	11.1%	N/A	3.7%
1992-93 to 1993-94	3.0%	8.9%	N/A	3.6%
1993-94 to 1994-95	2.5%	6.9%	6.5%	5.5%
1994-95 to 1995-96	3.0%	5.8%	5.6%	9.8%
1995-96 to 1996-97	2.8%	6.3%	5.5%	8.9%
1996-97 to 1997-98	2.3%	6.0%	4.9%	2.7%
1997-98 to 1998-99	1.7%	4.4%	5.1%	2.7%
1998-99 to 1999-00	2.0%	3.9%	4.9%	3.6%
1999-00 to 2000-01	3.7%	4.4%	5.5%	6.3%
2000-01 to 2001-02	3.2%	4.2%	4.8%	2.4%
2001-02 to 2002-03	1.1%	6.8%	6.3%	3.4%
2002-03 to 2003-04	2.1%	7.4%	6.2%	28.9%

¹In order to make the time frame of the percentage change in the CPI roughly comparable to that of tuition and fees, June-to-June changes in the CPI are used.

²As reflected in the CPI for College Tuition and Expenses prior to 1998 and the CPI for College Tuition and Fees from 1998 to current year.

³As reflected in the CPI for Education expenses, which includes non-college educational expenses. This measure not available prior to 1993.

Source: PCC data from the PCC Annual Factbook. CPI data from the US Bureau of Labor Statistics.

INSTITUTIONAL EFFECTIVENESS 2004

Goal 1: Access - Affordability

Indicator Financial Aid is available to students who need assistance in order to attend college.

Measure Percent of credit students WHO UTILIZE FINANCIAL AID to attend PCC

- From 1999-00 to 2003-04, the number of credit degree-seeking students increased by **20.7%**. During that same time period, the number of financial aid applicants rose by **73.0%** and the number of recipients increased by **93.6%**.
- In 2003-04, approximately **one out of four** credit degree-seeking students received financial aid (not shown in table).

PCC Financial Aid Applicants and Recipients

	Credit Degree-Seeking Students ¹	FA Applicants ²		FA Recipients ³		Pell Recipients		Loan Recipients ⁴	
		N	As a % of Credit Degree-Seeking Students	N	As a % of Financial Aid Applicants	N	As a % of Financial Aid Recipients	N	As a % of Financial Aid Recipients
1999-00	26,730	6,948	26.0%	4,427	63.7%	3,236	73.1%	2,552	57.6%
2000-01	29,987	7,874	26.3%	5,150	65.4%	3,909	75.9%	2,956	57.4%
2001-02	35,286	10,141	28.7%	6,634	65.4%	5,023	75.7%	4,130	62.3%
2002-03	33,713	11,239	33.3%	7,763	69.1%	5,993	77.2%	5,225	67.3%
2003-04	32,257	12,022	37.3%	8,571	71.3%	6,043	70.5%	6,131	71.5%

¹ **Credit degree-seeking students** are defined by student level (01) in Banner for last term enrolled during academic year.

² **Applicants** includes only individuals who applied for financial aid (FA) *and* enrolled as credit, degree-seeking students at PCC during the academic year. (Total applicants include students who apply to multiple institutions, are denied eligibility, drop out of the process, etc.)

³ **Recipients** are students to whom FA funds (need-based and non-need based) were paid; may include students to whom money was paid and subsequently re-collected. This figure does not include FA awarded from external sources for which there is no record in Banner. Note that total FA resources available for distribution to students will vary from year to year.

⁴ **Loan Recipients** includes students who received need-based (Stafford/Subsidized, Perkins, Nursing) and non-need based (Stafford/Unsubsidized, Other/Alternative) loans.

Source: Banner Student and Financial Aid data; PCC Financial Aid Office. Figures for prior years have been updated by the Financial Aid office.

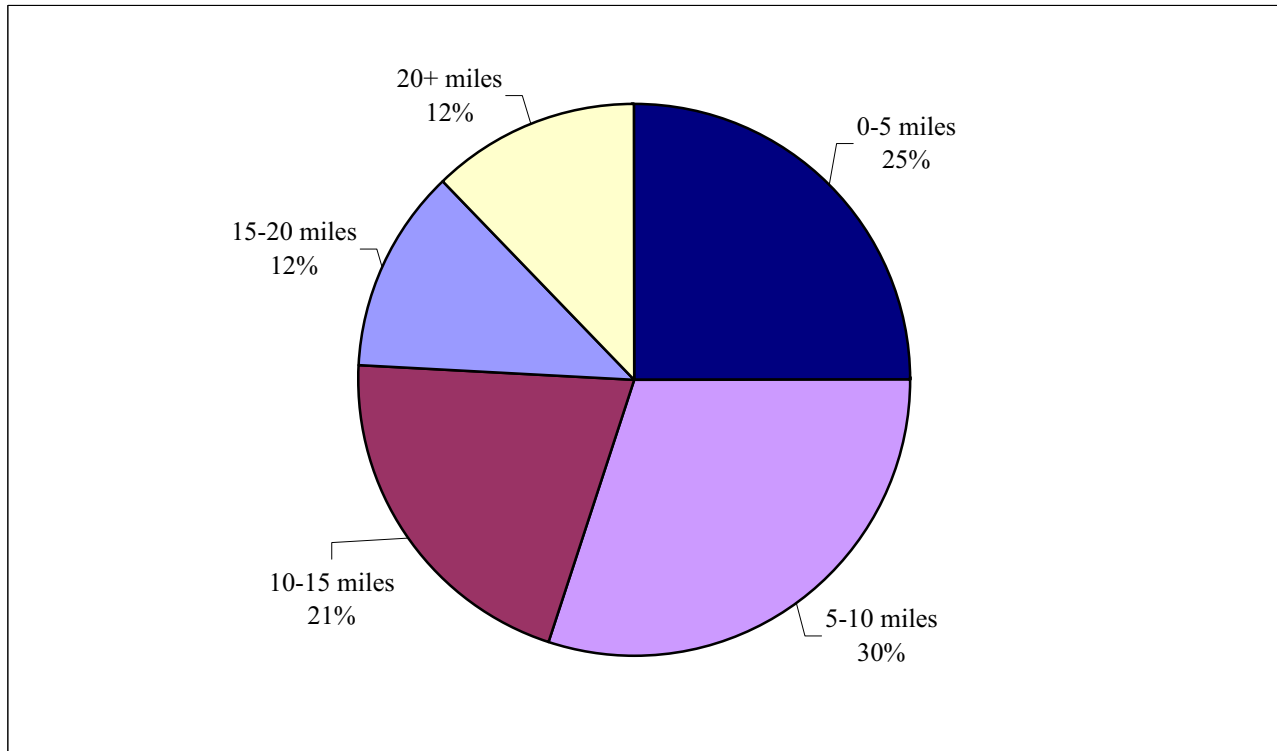
INSTITUTIONAL EFFECTIVENESS 2004

Goal 1: Access - Location

Indicator Comprehensive campuses provide access to students within reasonable travel distance from home.

Measure **TRAVEL DISTANCE FROM HOME for students taking credit classes at Sylvania, Cascade and Rock Creek campuses during 2003-04**

- **One out of four** credit students lives within five miles of a comprehensive campus.
- **More than half** of all credit students live within ten miles of a comprehensive campus.



Source: 2003-04 Zip code data available in Banner

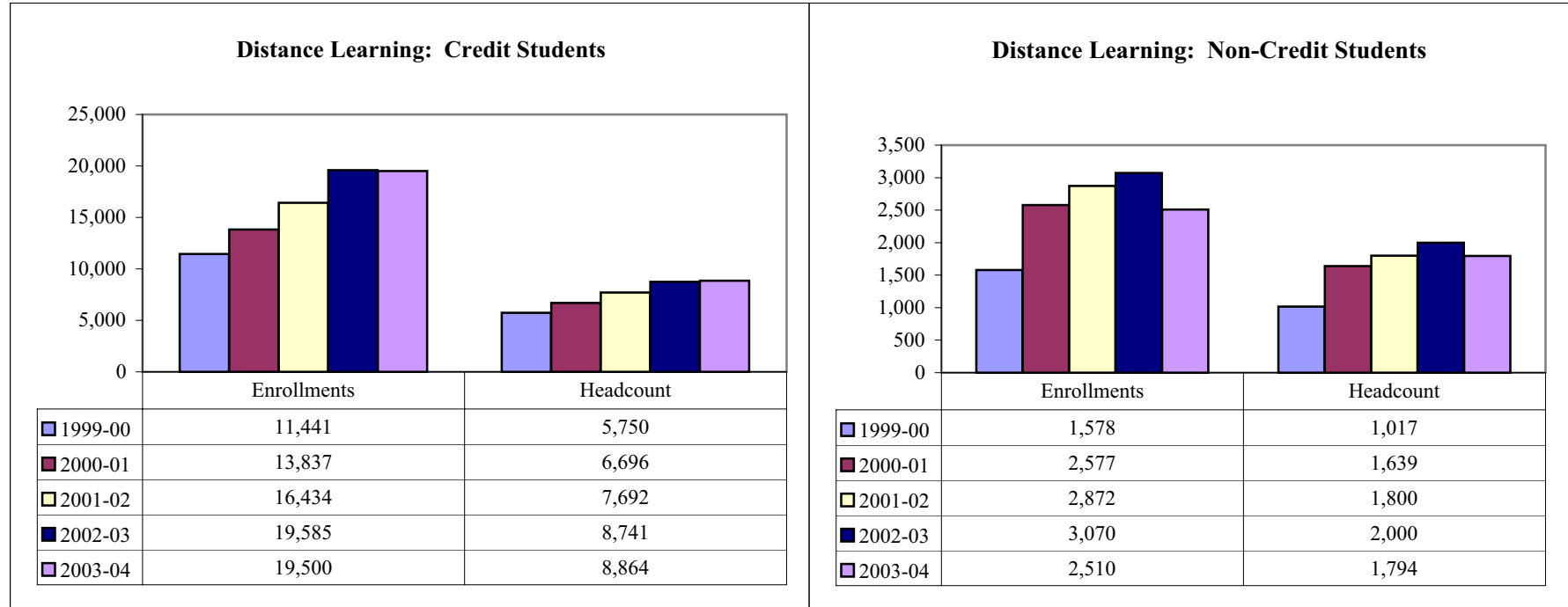
INSTITUTIONAL EFFECTIVENESS 2004

Goal 1: Access - Location

Indicator Students have access to education through distance learning classes.

Measure Numbers of students **ENROLLED IN CREDIT AND NON-CREDIT DISTANCE EDUCATION CLASSES**

- From 1999-00 to 2003-04, the number of students taking a credit class via distance learning increased **54.2%**, and the number of class enrollments increased **70.4%**.
- In 2003-04, **20.6%** of all PCC credit students enrolled in at least one distance learning class.



Source: Banner Student data.

Non-credit student data include Community Education and Continuing Education Unit students.

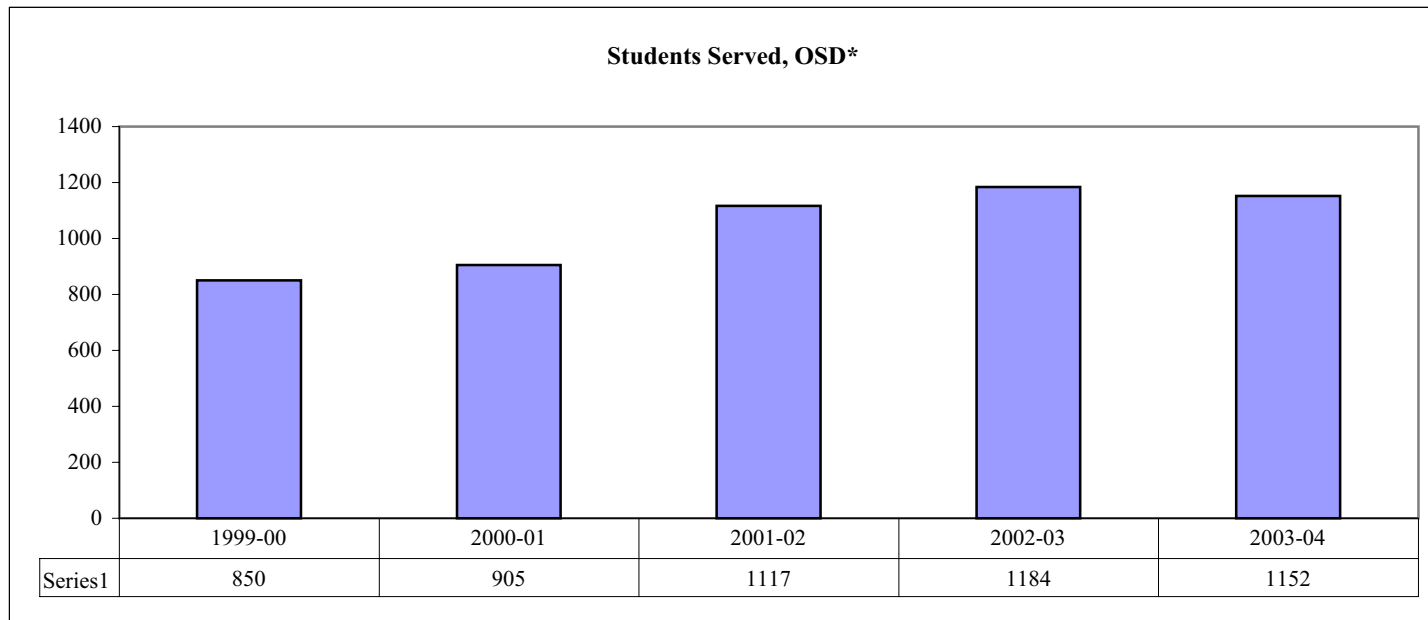
INSTITUTIONAL EFFECTIVENESS 2004

Goal 1: Access - Special Services

Indicator Students with disabilities have access to services that enable them to attend classes at PCC.

Measure Numbers of students SERVED BY THE OFFICE FOR STUDENTS WITH DISABILITIES (OSD)

- OSD **provides services** that help make **access a reality** for students with a variety of disabilities, including but not limited to physical, learning, developmental, hearing, visual and temporary disabilities.
- The staff of the office includes specialists in the areas of assistive technology services, auxiliary support services, counseling, interpreter services and learning disabilities. Professional staff are assisted by readers, tutors, aides and volunteers.



* OSD staff served an additional 270 to 350 students each year through the intake and disability documentation process. These students were either still in that process at time of the annual report or were unable to document an eligible disability.

Source: Office for Students with Disabilities

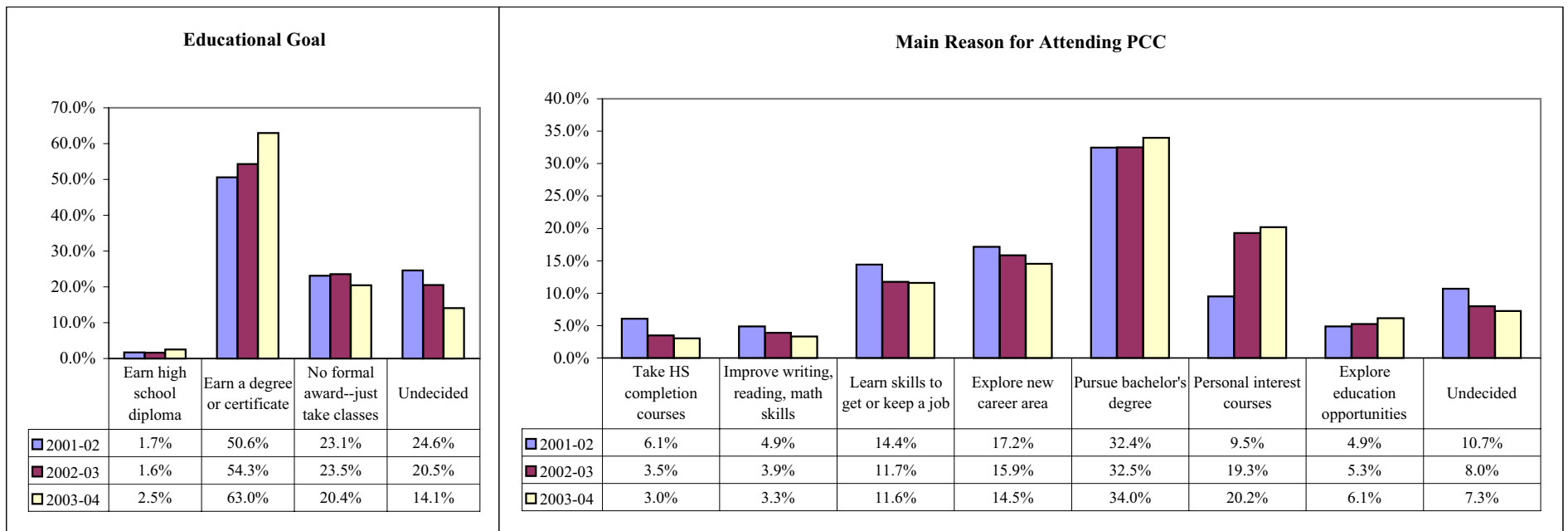
INSTITUTIONAL EFFECTIVENESS 2004

Goal 2: Student Success - Identify Goals

Indicator Students identify goals related to education.

Measure Numbers of credit students who **INDICATE SPECIFIC EDUCATIONAL GOALS AND GENERAL INTENT GOALS** at time of admission to the college

- From 2001-02 to 2003-04, approximately **three out of ten** credit students provided a response regarding their educational goal.
One out of four provided a response indicating their main reason for attending PCC.



Source: Banner Student Data

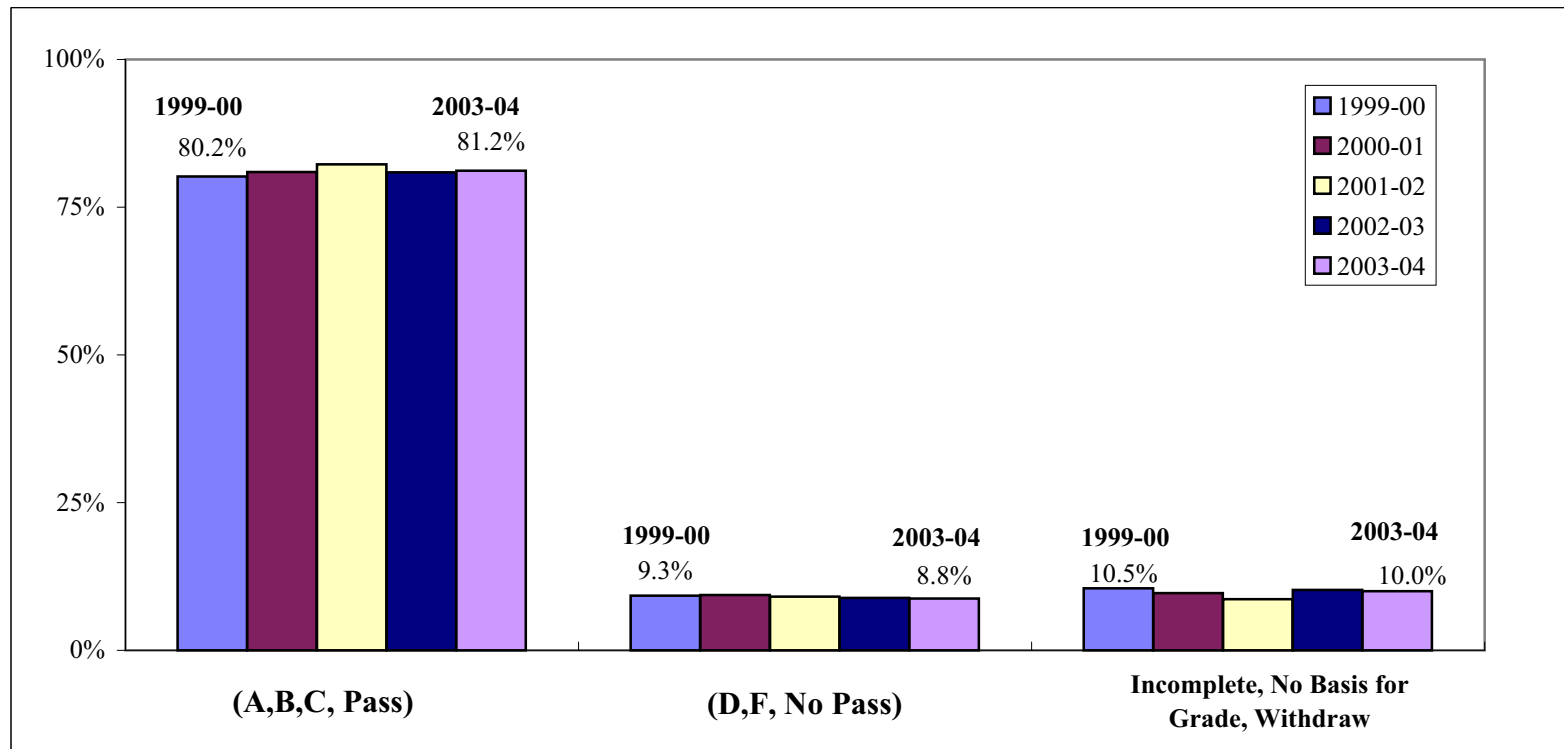
INSTITUTIONAL EFFECTIVENESS 2004

Goal 2: Student Success - Classroom Learning

Indicator Students successfully complete college credit courses.

Measure Percent of courses in which students **ACHIEVE A, B, C OR PASS GRADES**

- An average of **81.1%** of college credit courses were successfully completed (A, B, C, Pass) by students during the past five years.



Source: 1990-00, 2000-01, 2001-02, 2002-03 and 2003-04 Banner Student grade distribution data

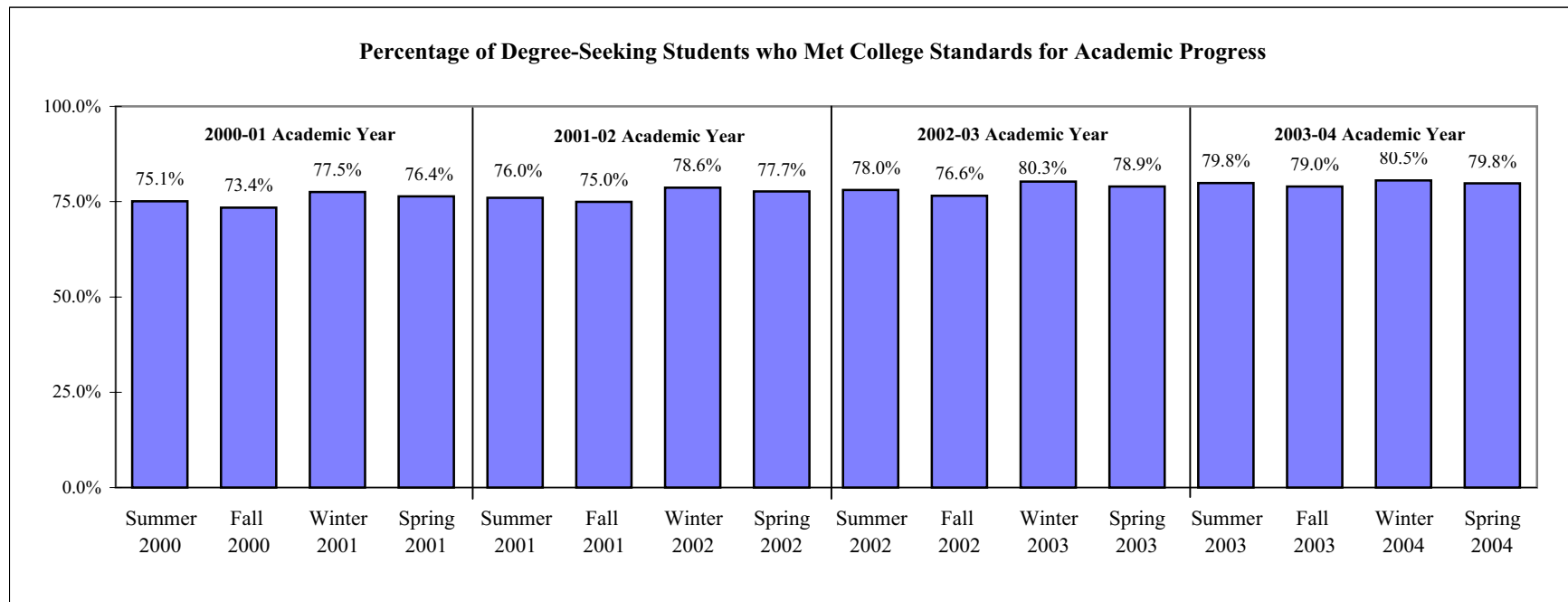
INSTITUTIONAL EFFECTIVENESS 2004

Goal 2: Student Success - Classroom Learning

Indicator Students meet college standards for satisfactory academic progress.

Measure Percent of degree-seeking students who **SUCCESSFULLY COMPLETE AT LEAST 50% OF CREDIT HOURS ATTEMPTED WITH A MINIMUM 2.0 GPA**

- From summer term 2000 to spring term 2004, an average of **77.9%** of all **degree-seeking** students achieved the college standard for student academic progress.
- From summer term 2000 to spring term 2004, an average of **70.7%** of **all credit** students achieved the college standard for student academic progress.



Source: Banner Student Data

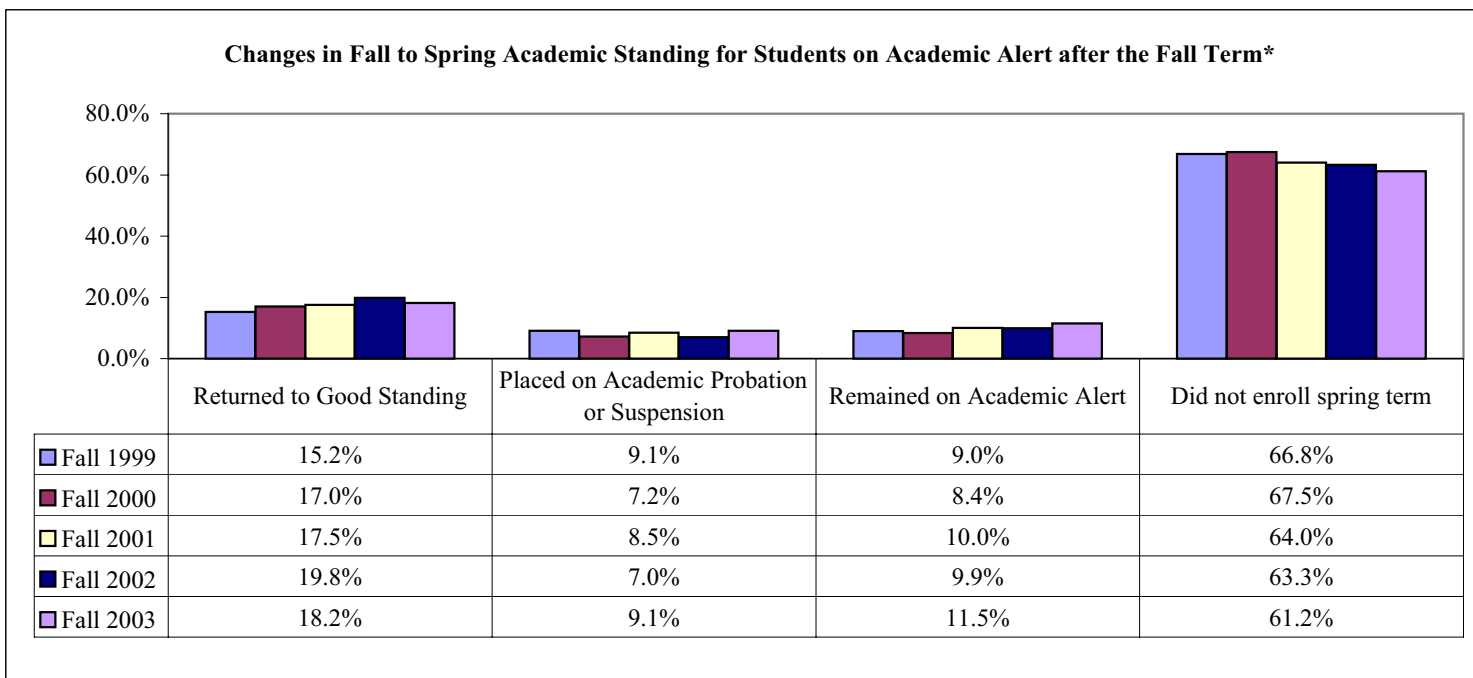
INSTITUTIONAL EFFECTIVENESS 2004

Goal 2: Student Success - Classroom Learning

Indicator Students placed on academic alert return to good standing.

Measure Percent of students placed on academic alert at the end of the fall term who **RETURN TO GOOD STANDING** within one academic year

- A combined total of 15,139 (16.4% of all Fall term degree-seeking students) were on **academic alert** at the end Fall of 1999, Fall 2000, Fall 2001, Fall 2002 and Fall 2003 terms. Of these, 2,225 (14.7%) were **disqualified for financial aid** for the following winter or spring term due to a lack of satisfactory academic progress.



Source: Banner Student Data

* 125 of 15,139 students did not have an academic standing in Banner and were not included in the graph.

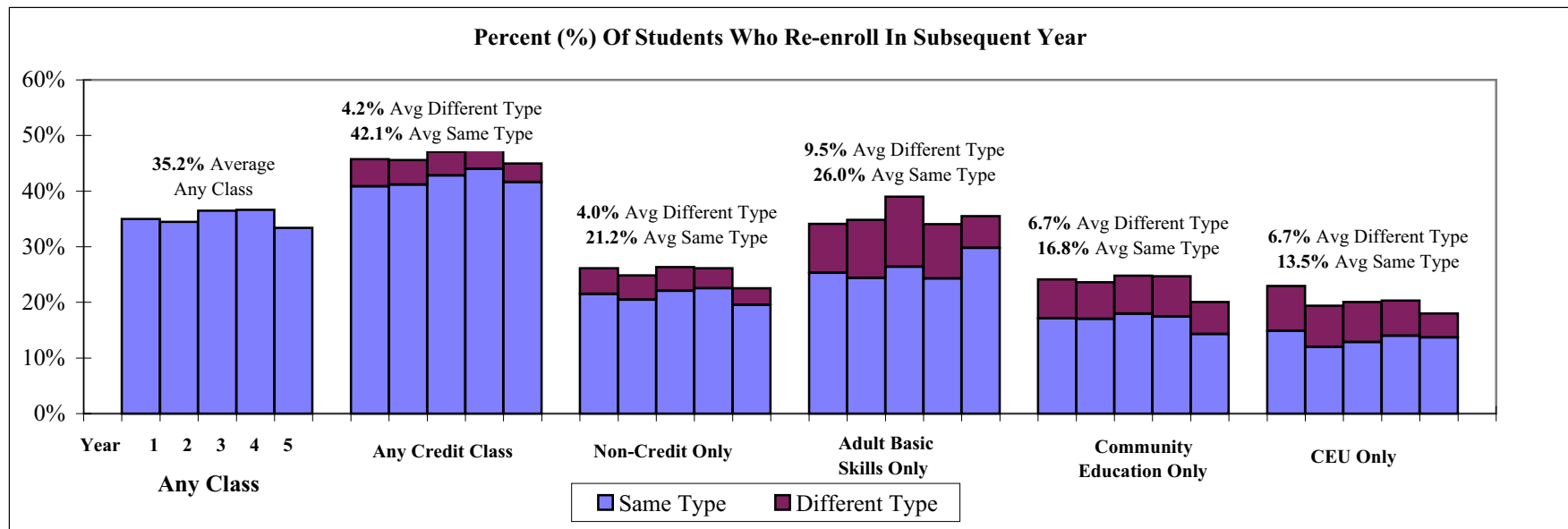
INSTITUTIONAL EFFECTIVENESS 2004

Goal 2: Student Success - Progress

Indicator Students continue to participate in PCC credit and non-credit courses.

Measure Percent of PCC students who RE-ENROLL IN A SUBSEQUENT YEAR

- Approximately one **out of three students** enrolled during an academic year re-enrolls in classes during the following academic year.
- Students who enroll in **Any Credit Class** show the highest percentage of re-enrollment (41.6% in 2003-04) in the *same* type of course.
- Some students re-enroll in courses of different types. Students who enroll in **Adult Basic Skills Only** show the highest percent (on average 9.5% during the past five years) of re-enrollment in a *different* type of course during the following year.



Note: Year 1 - Enrolled in 1998-99 and returned in 1999-00
Year 2 - Enrolled in 1999-00 and returned in 2000-01
Year 3 - Enrolled in 2000-01 and returned in 2001-02

Year 4 - Enrolled in 2001-02 and returned in 2002-03
Year 5 - Enrolled in 2002-03 and returned in 2003-04

See Appendix 2 for data table related to this measure.

INSTITUTIONAL EFFECTIVENESS 2004

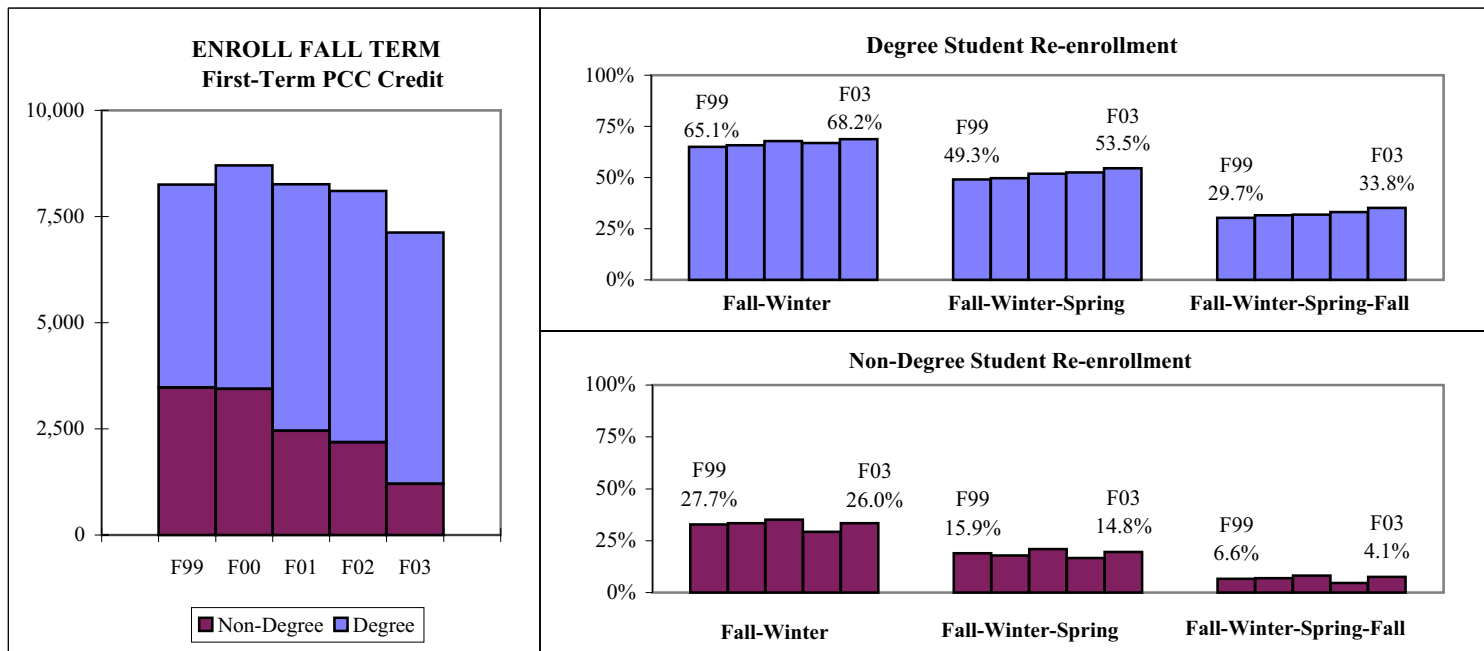
Goal 2: Student Success - Progress

Indicator Students continue to enroll in credit classes.

Measure Percent of Fall term, first term (new to PCC) credit students who **ENROLL DURING SUBSEQUENT TERMS IN AN ACADEMIC YEAR**

Over a five-year period, of all **degree-seeking students** enrolled for the first time in credit classes during fall term:

- **67.0%** re-enrolled in credit classes during the subsequent winter term.
- **51.7%** re-enrolled in credit classes during *both* winter and spring terms.
- Approximately **one out of three students (32.6%)** remained enrolled in credit classes during winter and spring terms *and* re-enrolled for the next fall term.



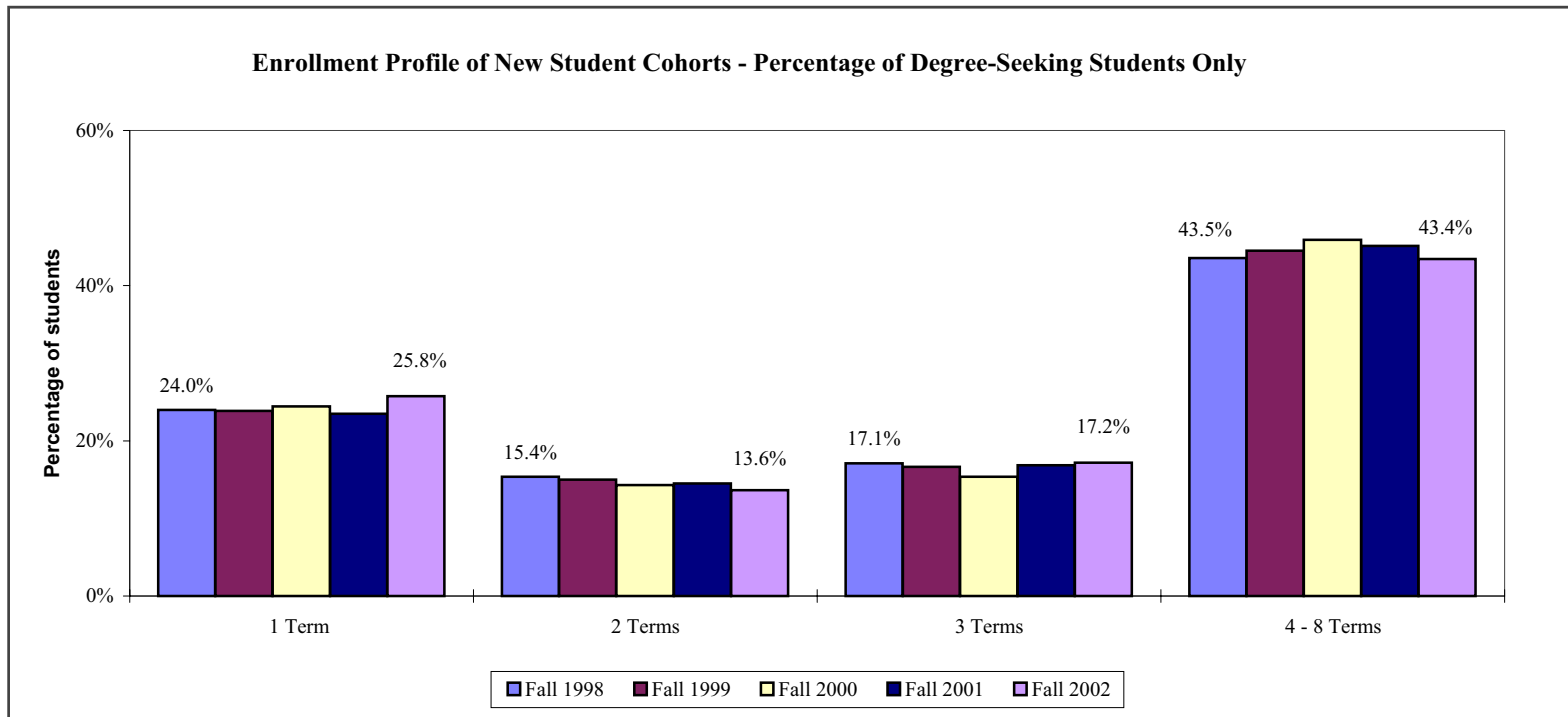
See Appendix 3 for data table related to this measure. Includes full and part time students.

INSTITUTIONAL EFFECTIVENESS 2004

Goal 2: Student Success - Progress

Indicator Students continue to enroll in credit classes.

Measure Number of terms in which degree-seeking Fall Term, first-term (new to PCC) credit students ENROLL DURING A TWO-YEAR PERIOD



Note: The five-year average number of new credit students enrolled fall term = 5,004. Includes full- and part-time students.

See Appendix 4 for data table related to this measure.

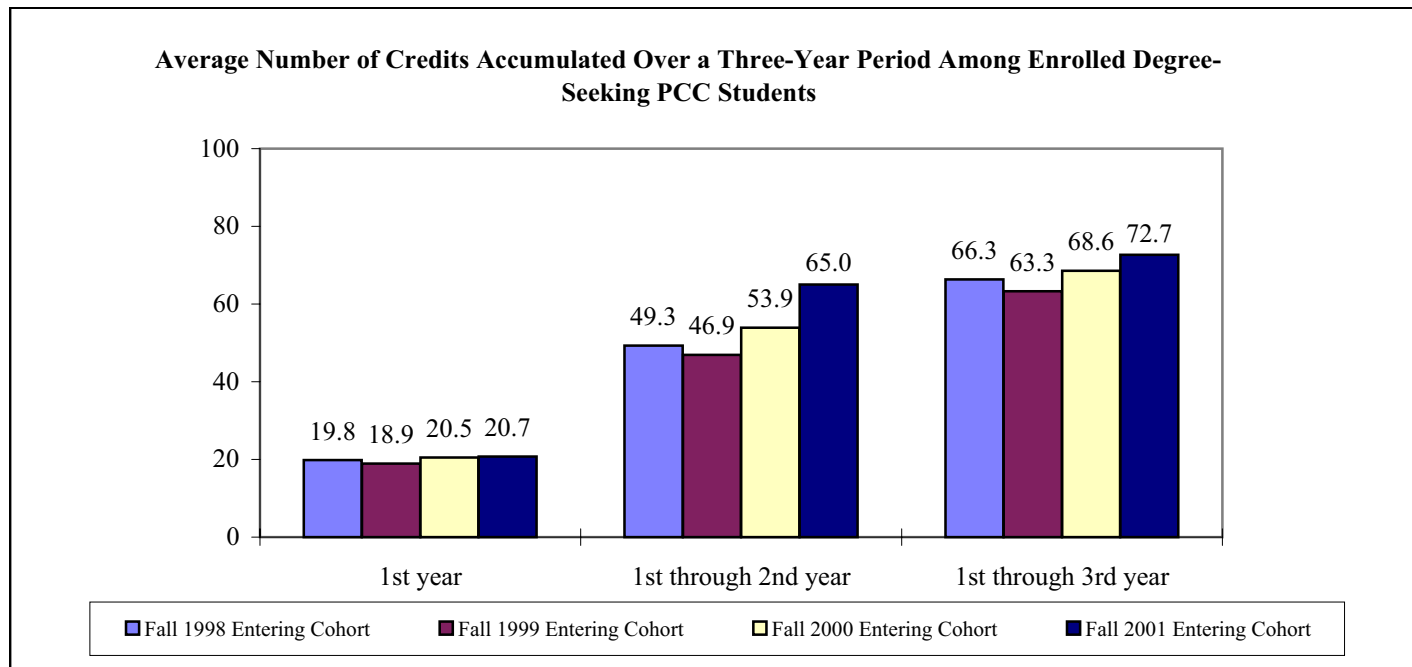
INSTITUTIONAL EFFECTIVENESS 2004

Goal 2: Student Success - Progress

Indicator Students make progress towards degrees/certificates.

Measure **AVERAGE CUMULATIVE CREDITS EARNED by degree-seeking students within three years of initial enrollment at PCC**

- The percentage of degree-seeking students who entered in Fall 98, Fall 99, Fall 00 or Fall 01 and earned a degree or certificate by the end of their third year was **8.4%, 8.3%, 8.7%, and 8.6%**, respectively (not shown in graph).
- Approximately 30% of students from these entering cohorts did not enroll in credit classes during the third year.



Note: Graph excludes students who did not take credit coursework because they dropped out or had earned a degree or certificate. Figures for Fall 98 cohort reflect enrollment through 2000-01; Fall 99 cohort, enrollment through 2001-02; Fall 2000 cohort, enrollment through 2002-03; and Fall 2001 cohort, enrollment through 2003-04.

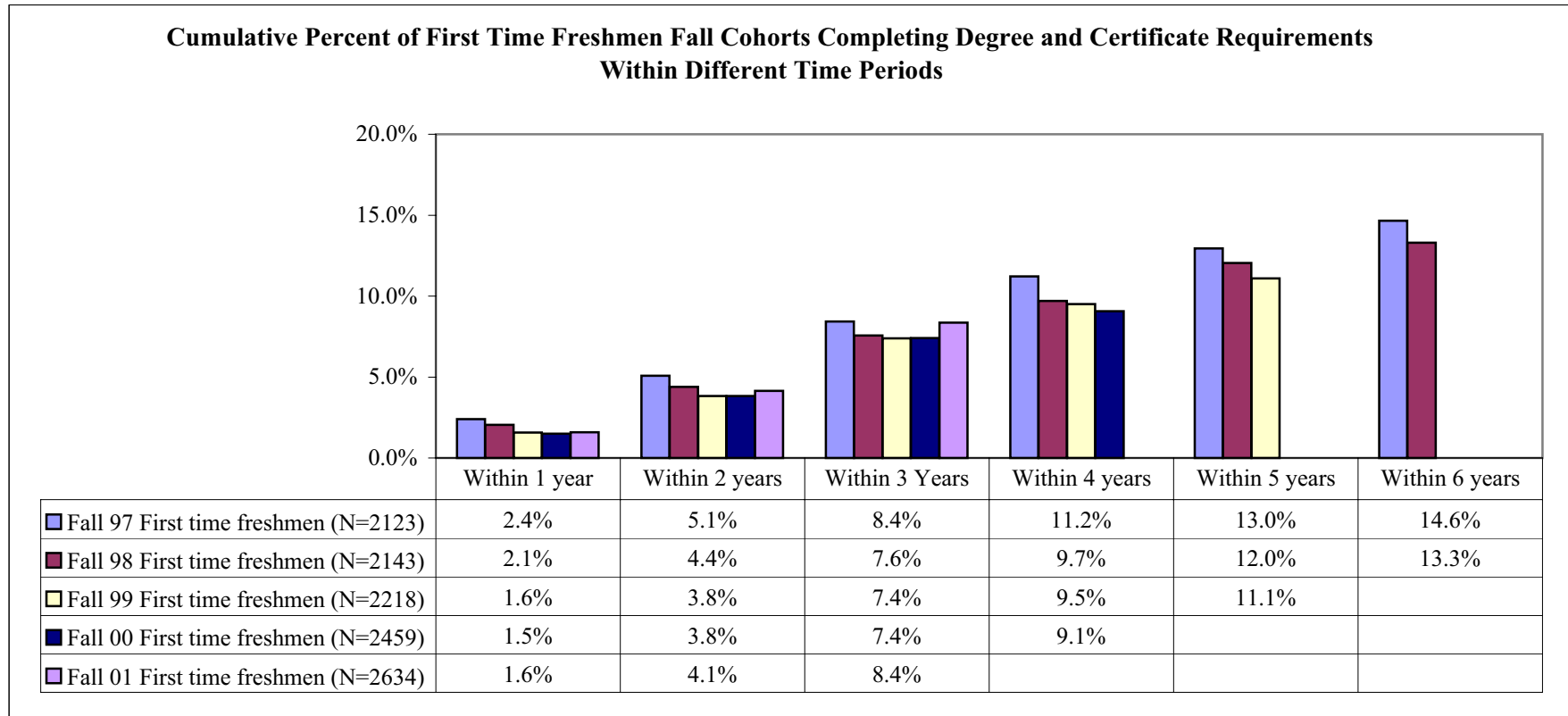
Source: Banner Student Data

INSTITUTIONAL EFFECTIVENESS 2004

Goal 2: Student Success - Complete goals

Indicator Students successfully complete the requirements for certificates and degrees awarded by Portland Community College.

Measure Time required to **COMPLETE REQUIREMENTS FOR A PCC CERTIFICATE OR DEGREE**



Note: Numbers for each year are cumulative and reflect the length of time students took to complete degree requirements, regardless of when students petitioned for and received the degree or certificate. Fall cohorts include full- and part-time degree-seeking students.

Source: Banner Student Data

INSTITUTIONAL EFFECTIVENESS 2004

Goal 2: Student Success - Complete Goals

Indicator Students successfully complete the requirements for certificates and degrees awarded by Portland Community College.

Measure **Number of PCC students who EARN CERTIFICATES AND DEGREES**

- In 2003-04, **775 students** earned a General Education Development certificate (GED) awarded by the state of Oregon.

Degrees and Certificates Awarded					
	1999-00	2000-01	2001-02	2002-03	2003-04
Certificates					
One-Year	207	225	269	325	364
Two-Year	42	53	54	66	58
Other	<u>29</u>	<u>20</u>	<u>41</u>	<u>22</u>	<u>24</u>
Total	278	298	364	413	446
Degrees					
Associate of Arts, Oregon Transfer	250	233	208	219	250
Associate of Arts	0	0	0	0	1
Associate of Science	261	305	305	347	324
Associate of General Studies	128	127	152	203	283
Associate of Applied Science	<u>529</u>	<u>514</u>	<u>579</u>	<u>678</u>	<u>644</u>
Total	1,168	1,179	1,244	1,447	1,502
High School Diplomas	159	156	184	181	128
Total Degrees/Certificates	1,605	1,633	1,792	2,041	2,076

Award year is based on date degree is conferred (that is, the year in which a student petitions for graduation), regardless of when coursework is completed. This definition is consistent with federal and state reporting requirements, and data from prior years have been adjusted to reflect the same reporting standards.

Certificates now includes a category for 'Other,' which is generally defined as certificates that require fewer than 45 credits.

INSTITUTIONAL EFFECTIVENESS 2004

Goal 2: Student Success - Complete Goals

Indicator Students achieve primary educational goals.

Measure Percent of students who indicate **ATTAINMENT OF A PRIMARY EDUCATIONAL GOAL**

Primary Goal	1998-99		1999-00		2000-01		2001-02		2002-03	
	Percent Accomplish Goal	Number of Students	Percent Accomplish Goal	Number of Students	Percent Accomplish Goal	Number of Students	Percent Accomplish Goal	Number of Students	Percent Accomplish Goal	Number of Students
Prepare for New Career	92.7%	179	90.5%	228	83.1%	217	83.5%	248	82.1%	280
Upgrade Skills to Keep Job or Get Better Job	86.0%	37	87.5%	56	93.5%	43	88.9%	80	84.6%	66
Take Classes to Transfer to Four-year College	95.8%	181	96.9%	185	93.8%	167	94.4%	218	94.5%	224
Take Classes for Personal Interest	100.0%	10	85.7%	6	100.0%	13	91.7%	11	90.9%	20
Other	96.2%	25	92.3%	24	88.5%	23	92.0%	23	91.2%	31
Total who Achieved Primary Goal	93.7%	432	92.4%	499	88.4%	463	88.5%	580	87.2%	621
Number of Students who Provided Information		461		540		524		655		712

Source: Follow-up surveys of 1997-98, 1998-99, 1999-00, 2000-01 and 2001-02 graduates and completers in all degree categories

INSTITUTIONAL EFFECTIVENESS 2004

Goal 2: Student Success - Satisfaction

Indicator Students are satisfied with the quality of their educational experience at PCC.

Measure Percent of graduates/program completers who RATE LEARNING ENVIRONMENT EXCELLENT OR GOOD

Learning Environment Rated Excellent or Good	1998-99 (N =463)	1999-00 (N =558)	2000-01 (N =561)	2001-02 (N =694)	2002-03 (N =750)
All surveyed students were asked to evaluate:					
Range of Subject Matter Available	82.6%	76.2%	75.5%	65.2%	79.7%
Class Size	78.2%	74.8%	74.2%	64.3%	70.5%
Competence of Instruction	77.6%	77.6%	74.8%	65.7%	71.5%
Facilities	69.2%	66.4%	67.3%	61.5%	67.3%
Availability of Classes When Needed	67.3%	73.4%	71.3%	61.0%	67.4%
Availability of Instructors Outside Class	64.4%	63.8%	60.2%	55.4%	60.3%
Equipment Availability	63.4%	59.6%	62.1%	55.5%	63.6%
Equipment Quality	61.4%	54.7%	57.5%	54.1%	63.3%
Students who used the following services evaluated:					
Advising by Program/Instructors	67.3%	69.0%	64.9%	56.4%	65.0%
Cooperative/Work Experience Program	65.7%	59.3%	60.4%	50.7%	55.1%
Availability of Tutors	63.4%	51.8%	54.5%	47.3%	53.9%
Advising by Admissions/Counseling	56.2%	53.9%	55.4%	46.5%	52.1%
Vocational /Career Planning	56.1%	55.5%	52.1%	42.6%	44.2%
Job Placement Services	54.4%	44.8%	43.5%	37.8%	36.1%

Source: Follow-up surveys of 1997-98, 1998-99, 1999-00, 2000-01 and 2001-02 graduates and completers in all degree categories

INSTITUTIONAL EFFECTIVENESS 2004

Goal 3: General Education - Core Competencies

Indicator Students demonstrate mastery of core learning outcomes.

Measure **Results of assessment related to CORE LEARNING OUTCOMES**

College staff are currently engaged in a process to develop rubrics and assessment strategies related to core learning outcomes:

- PCC faculty teams have identified assessment criteria essential to measuring student learning in five core areas: critical thinking and problem solving, communication, community and environmental responsibility, self-reflection and cultural awareness.
- Faculty teams were organized during Fall Term 2001, and twenty faculty members participated in a training session conducted by a team of assessment experts from Washington community colleges. After the training, PCC faculty teams developed rubrics that can be used to measure the degree to which students demonstrate proficiency in each core outcome.
- Assessment rubrics created by the PCC teams were reviewed by the college assessment committee in the Spring of 2002. In 2002-03, a faculty work group drafted a set of assessment criteria and performance levels using the assessment rubrics.
- During 2003-04, Subject Area Committees (SACs) created outcomes 'maps' using these criteria to indicate the level at which courses and programs address each core outcome.
- Analysis of the outcomes mapping data and student course-taking patterns is underway. This analysis will yield information on the extent and level to which students were exposed to instruction addressing the core outcomes.
- Next steps include work by SAC's to incorporate outcomes mapping information into program review and course content and outcomes guides (CCOGS).

INSTITUTIONAL EFFECTIVENESS 2004

Goal 3: General Education - Civic Responsibility and Teamwork

Indicator Students participate in activities that promote civic responsibility and teamwork.

Measure Examples of related STUDENT ACTIVITIES

Service Learning

- Service learning integrates volunteerism into the traditional class experience. By combining learning objectives, community service and reflection, service learning helps students better understand course material; explore values, ethics, leadership and civic engagement; learn about diverse cultures and lifestyles; and appreciate their ability to make a difference by participating in community problem-solving.
- During 2002-03, 108 **faculty** taught courses with service learning components; during 2003-04 that number grew to **120**. Of those, 18 were new to service learning. There are 35 administrators and staff performing support functions specific to service learning.
- During the four terms of the 2002-03 academic year, approximately **1,200** students spent more than 8,700 hours in class-related service learning activities. During the 2003-04 academic year, participation grew to **1,218** students and more than 13,000 hours. There were 46 students working with local schools through the Learn and Serve Grant Project and an additional 133 students in other schools.
- PCC was recognized by the National Campus Compact as an exemplary community college for our college's mission of service, our faculty development and our efforts to promote community dialogue. In June 2004, the Center for Service-Learning was established as an institutional program. Prior to that, the program was supported by grants from the Corporation for National and Community Service.

Associated Students of PCC (ASPCC) Activities

ASPCC sponsors many social, educational, civic and special interest activities and clubs. The following list highlights some of their outstanding accomplishments:

- **Political Activities**

Register-Educate-Vote (REV) campaign
Lobbying for student issues in Salem and Washington
Political Forums
Federal Financial Aid lobbying
Student input on PCC's budget

- **Activism Activities**

Hate Hurts Conference
International Education Week
Yom HaShoah
Sponsored many multi-cultural events
Board meeting rallies

- **Helping / Building Community**

Blood drives
Provided families with holiday dinners and gifts
Club Fair
Outreach to evening students
Food drives

Source: Elizabeth Worley, Service-Learning Coordinator; Coordinators/Student Leadership

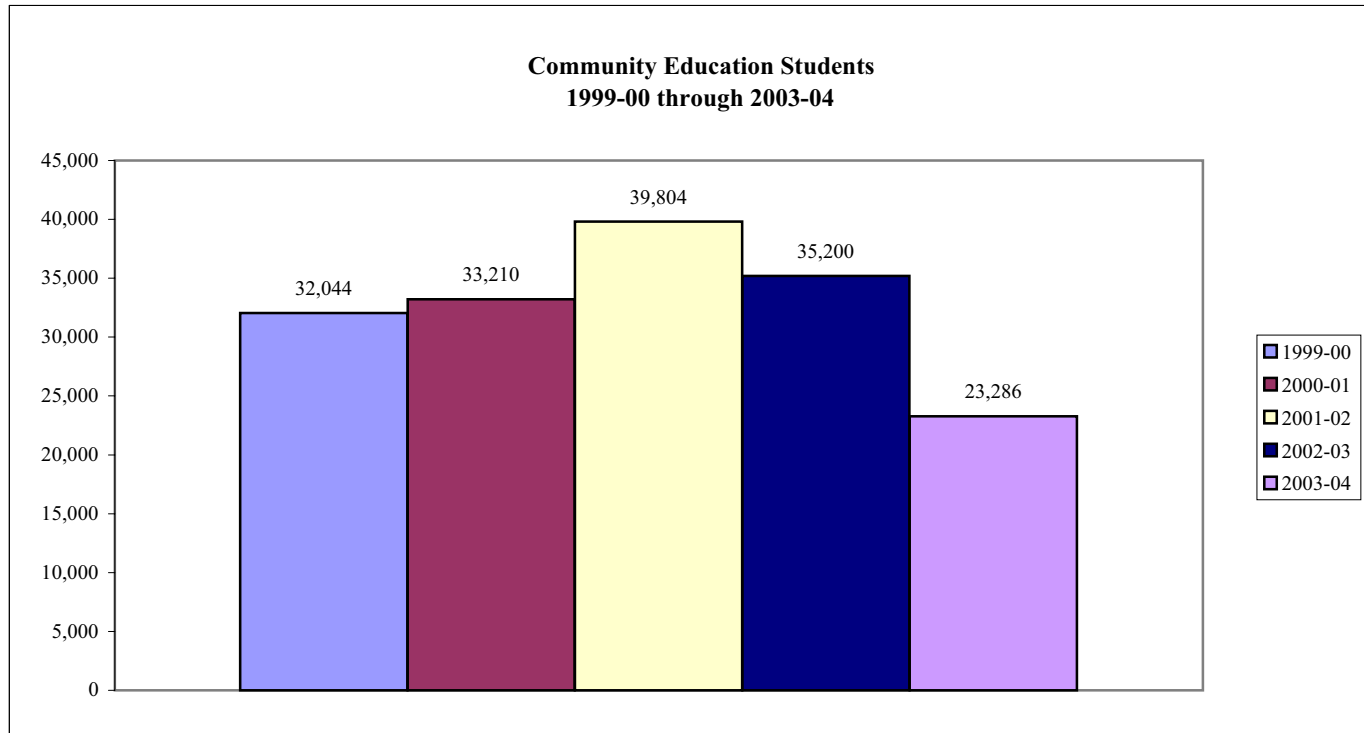
INSTITUTIONAL EFFECTIVENESS 2004

Goal 3: General Education - Enrichment

Indicator Students participate in educational experiences that enrich/enhance their lives.

Measure Enrollment in COMMUNITY EDUCATION courses

- After several years of steady growth, factors including college budget cuts and changes in state reimbursement policy contributed to the recent drop in Community Education enrollment, which declined 33.8% between 2002-03 and 2003-04.



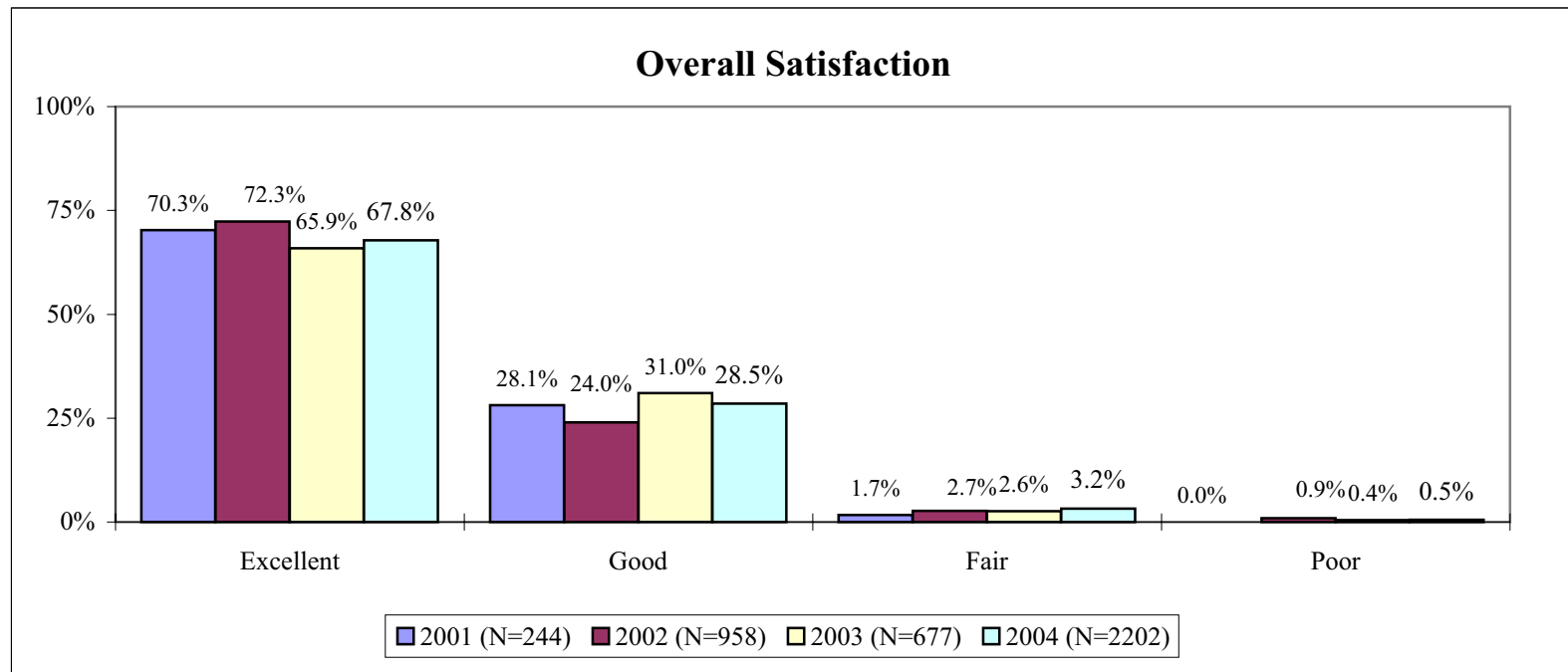
Source: Banner Student Data

INSTITUTIONAL EFFECTIVENESS 2004

Goal 3: General Education - Enrichment

Indicator Students participate in educational experiences that enrich/enhance their lives.

Measure Student SATISFACTION WITH COMMUNITY EDUCATION COURSES



Note: The number of all Community Education enrollments was 33,210 in 2000-01, 39,804 in 2001-02, 35,200 in 2002-03 and 23,286 in 2003-04

Source: Community Education class evaluations.

INSTITUTIONAL EFFECTIVENESS 2004

Goal 4: Professional Technical Education - Employment Success

Indicator Students obtain employment as a result of training provided by PCC.

Measure **Percent of Students who ENTER EMPLOYMENT IN JOBS RELATED TO TRAINING**

PROFESSIONAL/TECHNICAL Students - Job Related to Program of Study					
Survey Response	1998-99 (N= 257)	1999-00 (N=316)	2000-01 (N= 283)	2001-02 (N= 349)	2002-03 (N= 371)
Yes, it is directly or closely related	73.9%	71.2%	68.9%	64.2%	65.0%
Yes, it is somewhat related	12.8%	14.9%	12.4%	15.2%	15.4%
Not Related	13.2%	13.9%	18.7%	20.6%	19.7%

ALL Students - Job Related to Program of Study					
Survey Response	1998-99 (N= 368)	1999-00 (N=452)	2000-01 (N= 457)	2001-02 (N= 554)	2002-03 (N= 549)
Yes, it is directly or closely related	54.9%	54.6%	51.6%	46.2%	48.5%
Yes, it is somewhat related	14.1%	17.3%	14.7%	17.1%	19.3%
Not Related	31.0%	28.1%	33.7%	36.6%	32.2%

Source: Follow-up surveys of 1998-99, 1999-00, 2000-01, 2001-02 and 2002-03 graduates and completers in all degree categories

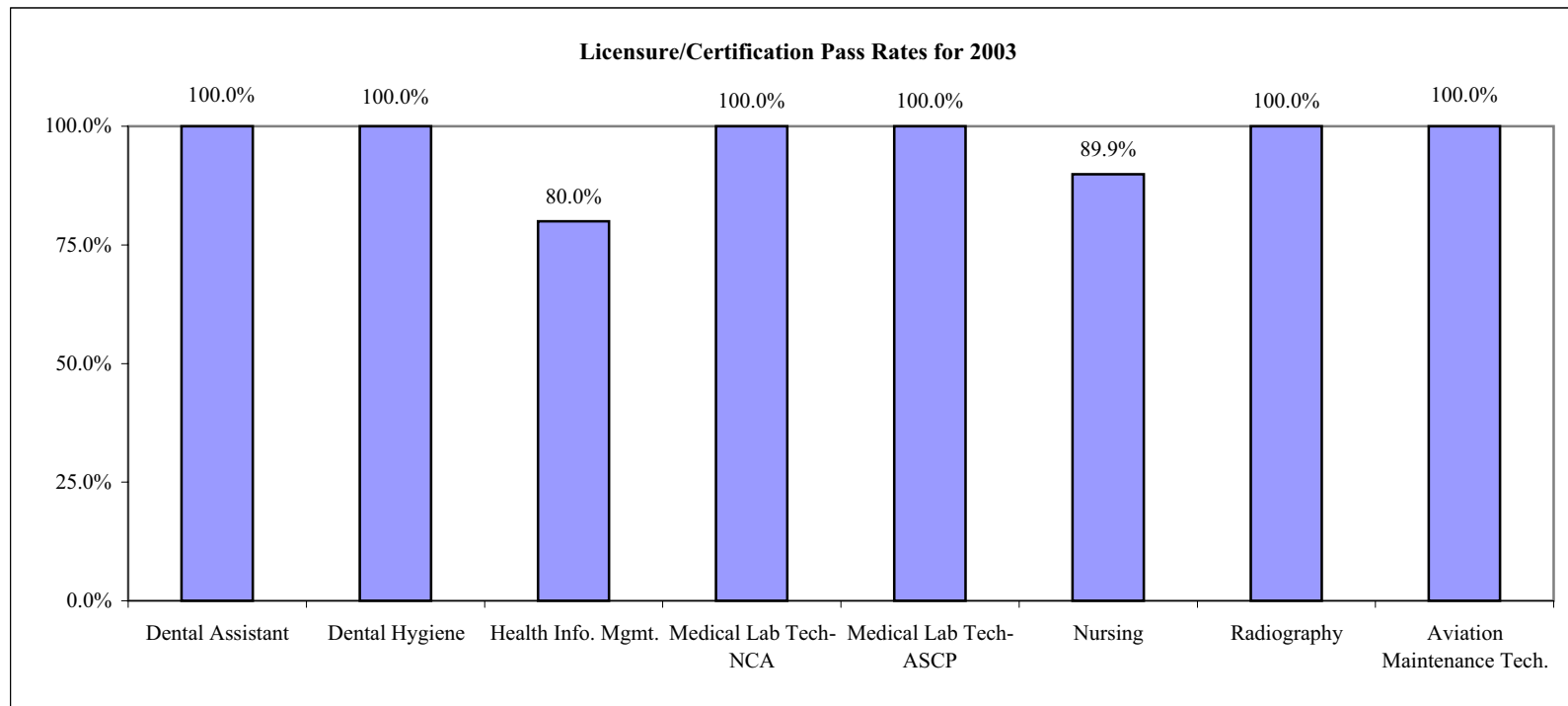
INSTITUTIONAL EFFECTIVENESS 2004

Goal 4: Professional Technical Education - Employment Success

Indicator Students obtain employment as a result of training provided by PCC.

Measure Percent of students who **PASS LICENSURE/CERTIFICATION EXAMS RELATED TO TRAINING**

- In 2003, licensure/certification pass rates at PCC **exceeded national pass rates** in all program areas for which national data were available.¹



¹Oregon pass rate data not available for most programs.

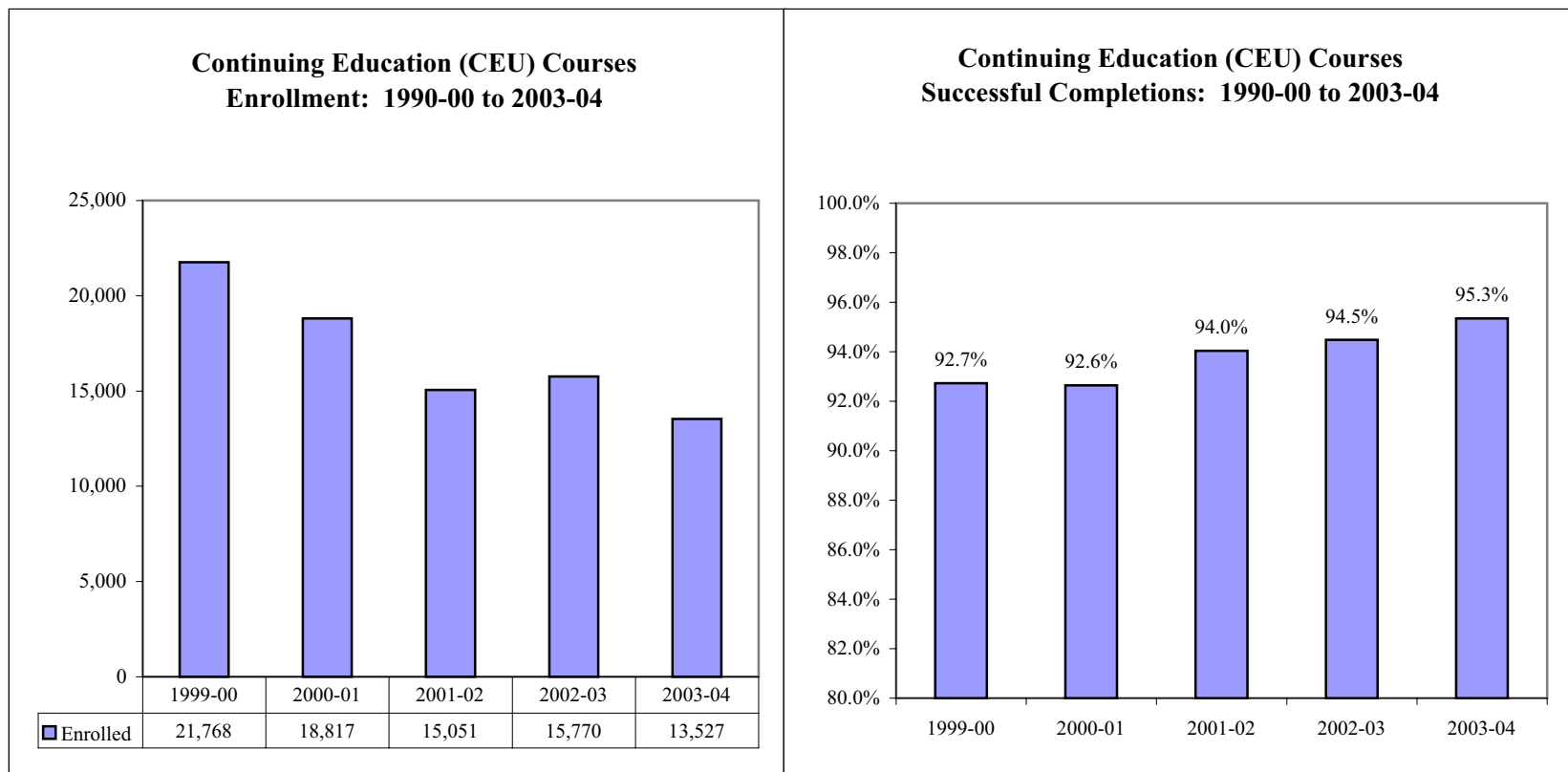
Source: PCC instructional and administrative staff, Oregon Office of Community College Services

INSTITUTIONAL EFFECTIVENESS 2004

Goal 4: Professional Technical Education - Employment Success

Indicator Students upgrade employment-related skills.

Measure Percent of Continuing Education (CEU) courses in which students **ACHIEVE AN SC¹ GRADE**



¹SC = Successfully Completed

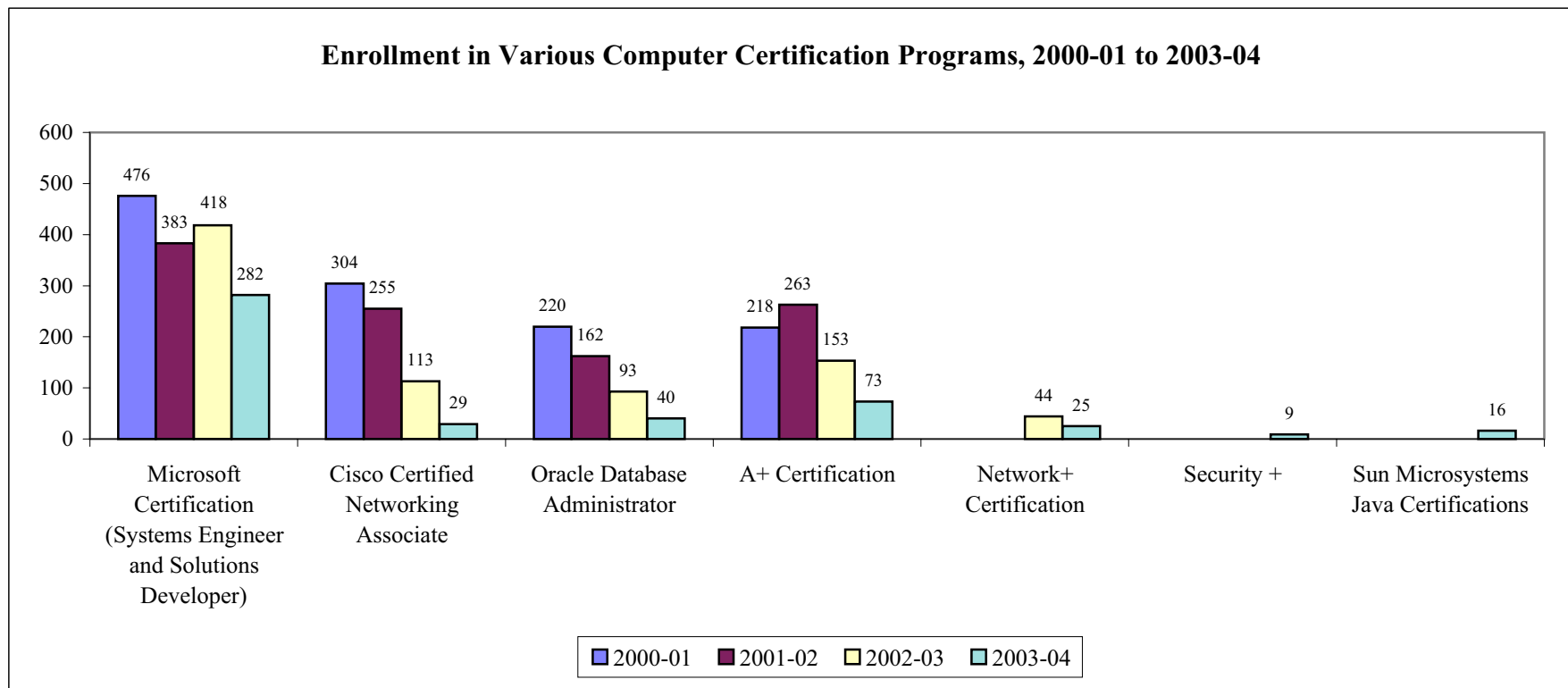
Source: Banner Student Data

INSTITUTIONAL EFFECTIVENESS 2004

Goal 4: Professional Technical Education - Employment Success

Indicator Students upgrade employment-related skills.

Measure Enrollment in **COMPUTER INDUSTRY CERTIFICATION PROGRAMS**



Note: Enrollment numbers provide duplicated counts of students, since some certification programs require more than one course.

Source: Open Campus Computer Education Program

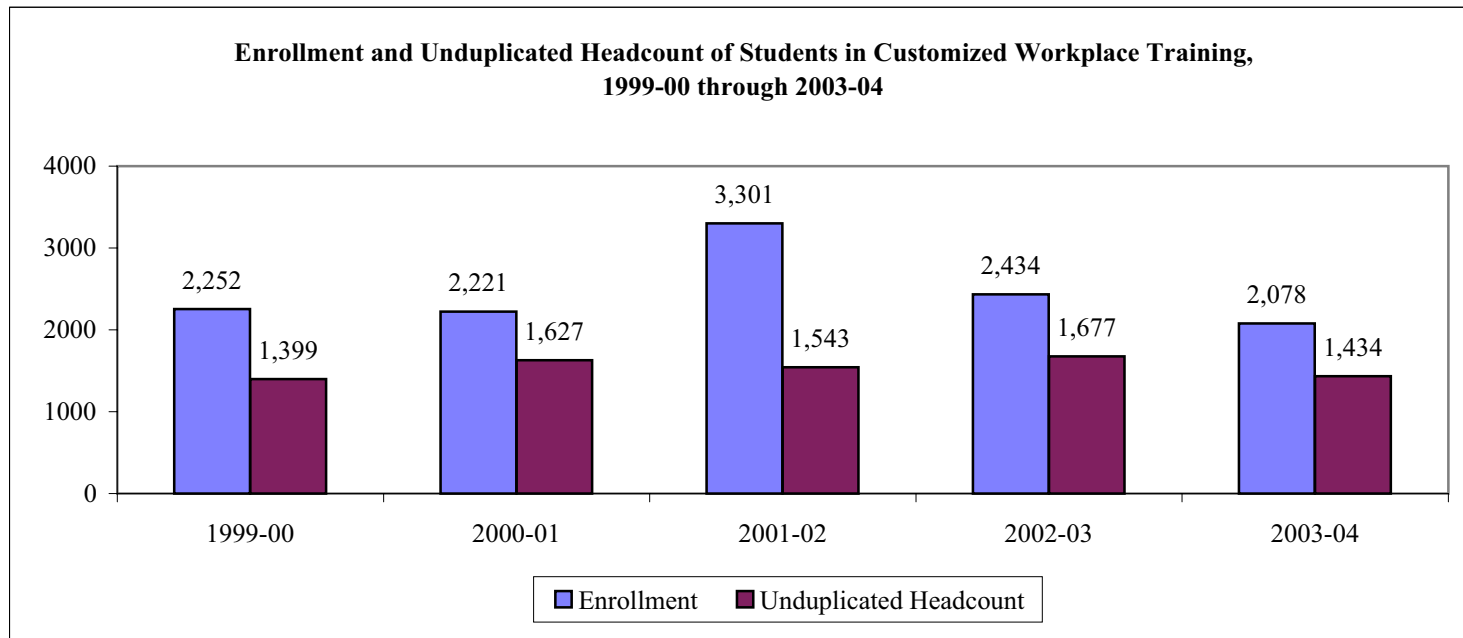
INSTITUTIONAL EFFECTIVENESS 2004

Goal 4: Professional Technical Education - Business and Industry Needs

Indicator The college is responsive to industry requests for customized workplace training.

Measure **Numbers of students served by CUSTOMIZED WORKPLACE TRAINING PROGRAMS**

- In 2003-04, approximately **47 businesses** were served through customized workplace training programs.



Note: Enrollment numbers represent duplicated counts of students, since some students may take more than one Customized Workplace Training Course in a given academic year.

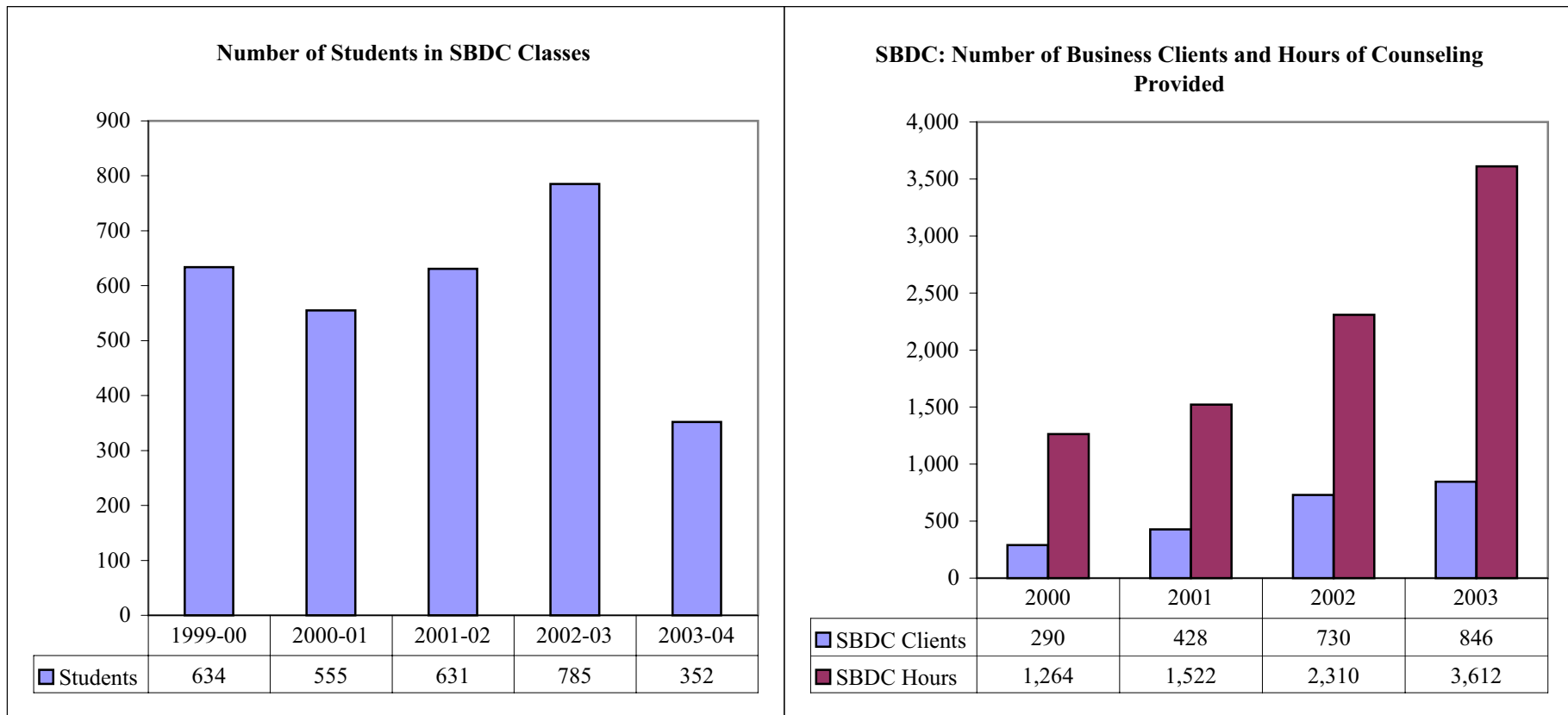
Source: Banner Student Data

INSTITUTIONAL EFFECTIVENESS 2004

Goal 4: Professional Technical Education - Business and Industry Needs

Indicator The college is responsive to training needs of small business owners.

Measure Numbers of students and businesses **SERVED BY THE SMALL BUSINESS DEVELOPMENT CENTER (SBDC)**



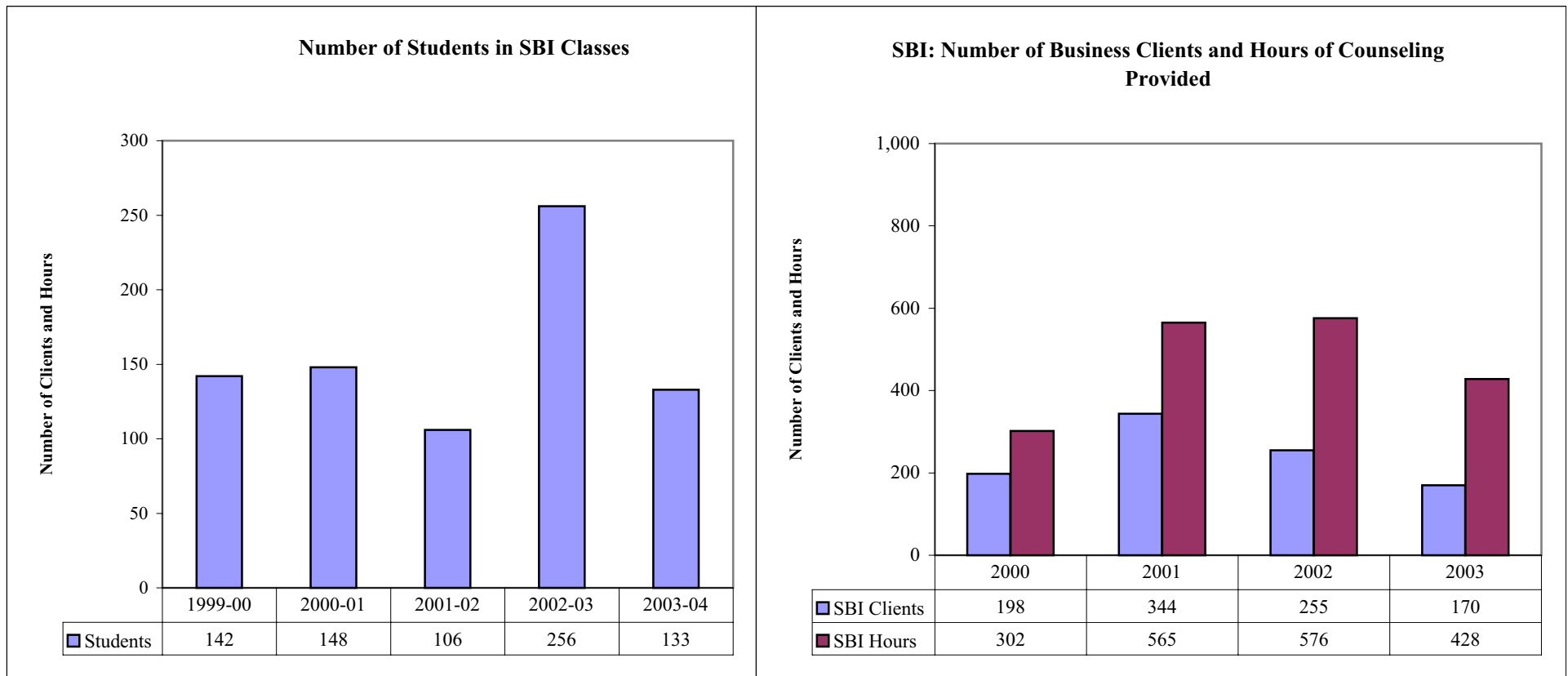
Source: Banner student data

INSTITUTIONAL EFFECTIVENESS 2004

Goal 4: Professional Technical Education - Business and Industry Needs

Indicator The college is responsive to training needs for small business owners.

Measure Numbers of students and businesses SERVED BY THE SMALL BUSINESS INTERNATIONAL TRADE PROGRAM (SBI)



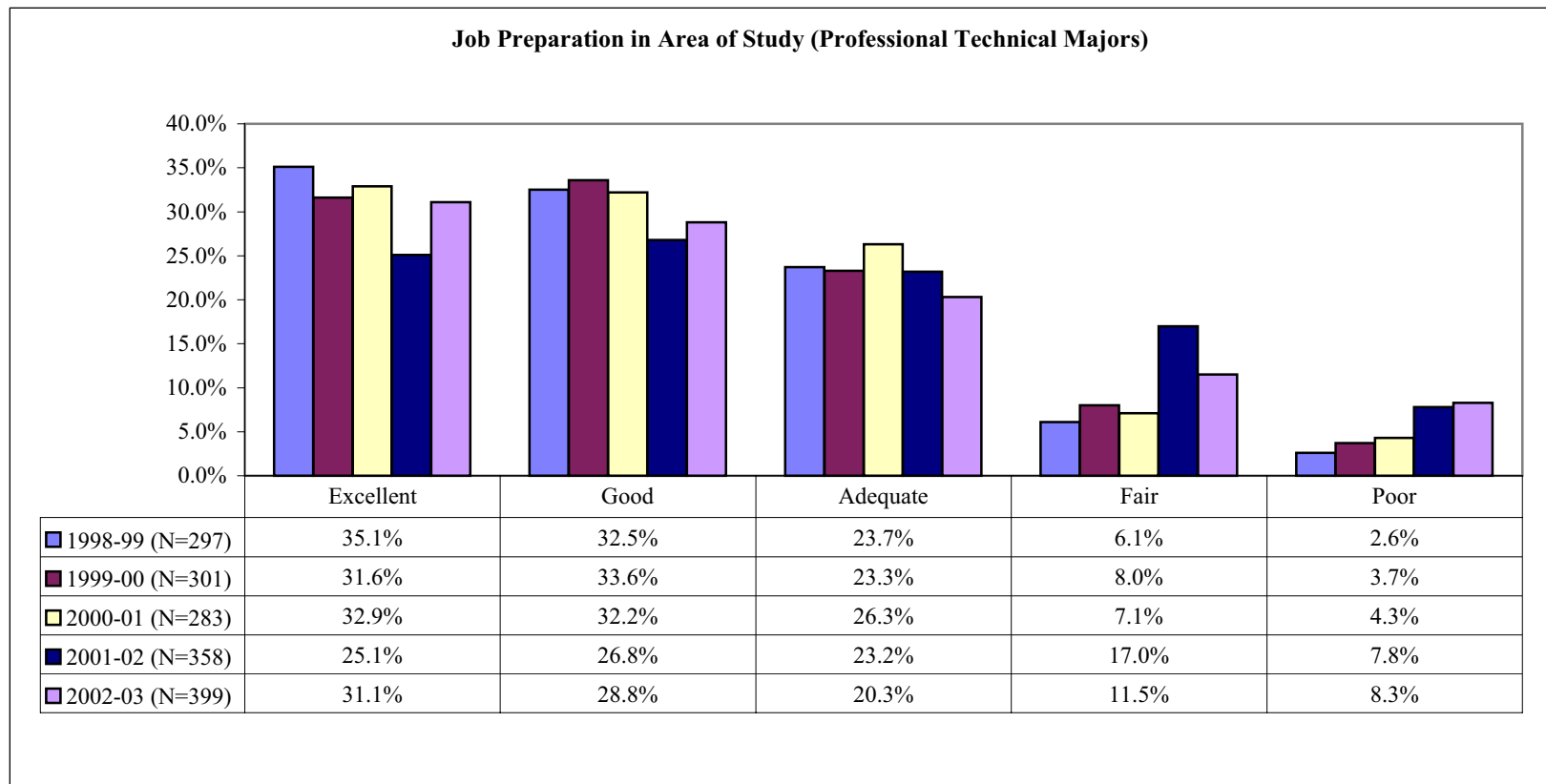
Source: Small Business Development Center and Small Business International Trade Office

INSTITUTIONAL EFFECTIVENESS 2004

Goal 4: Professional Technical Education - Satisfaction

Indicator Students are satisfied that they acquired skills needed to enter employment or to enhance/improve current employment.

Measure **Percent of students who indicate that they RECEIVED EXCELLENT/GOOD PREPARATION IN THEIR AREA OF STUDY**



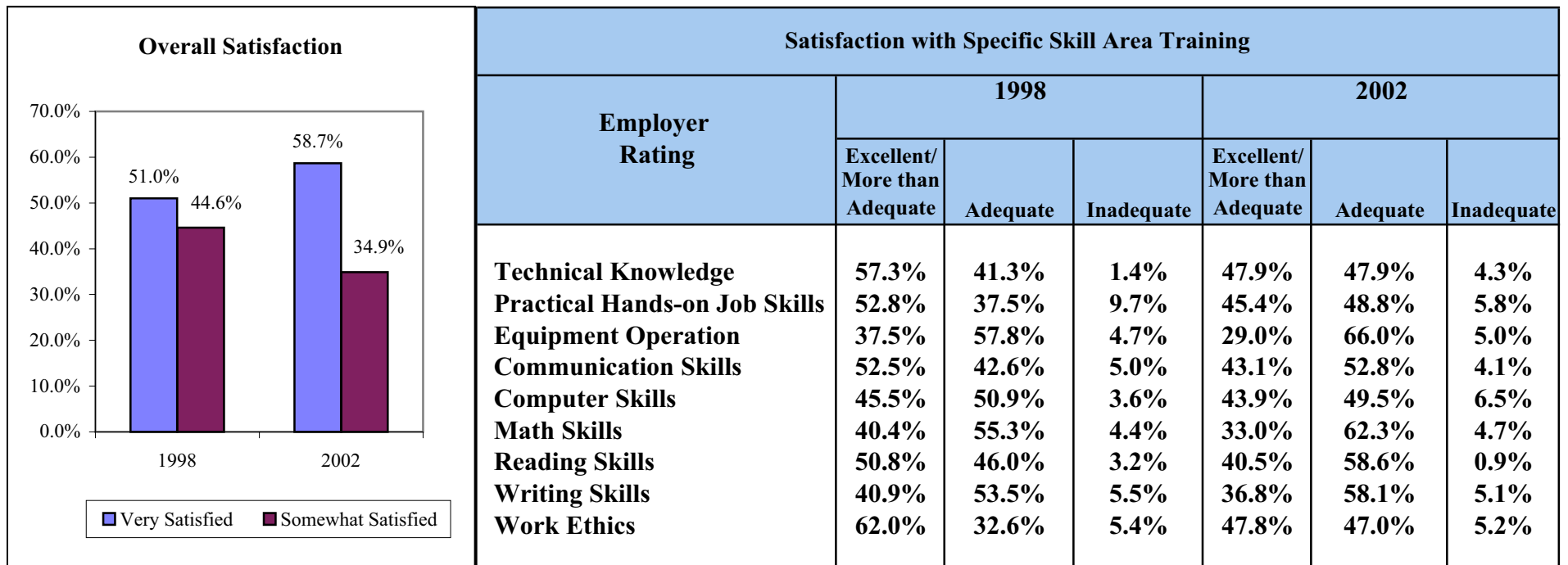
Source: Follow-up surveys of 1998-99, 1999-00, 2000-01, 2001-02 and 2002-03 graduates and completers in Professional/Technical areas.

INSTITUTIONAL EFFECTIVENESS 2004

Goal 4: Professional Technical Education - Satisfaction

Indicator Employers are satisfied with the skills/workforce preparation of employees who received training at PCC.

Measure Percent of employers who indicate **SATISFACTION WITH TRAINING PROVIDED BY PCC**



Source: Fall 1998 survey of employers (N = 181) and Winter 2002 survey of employers (N=126)

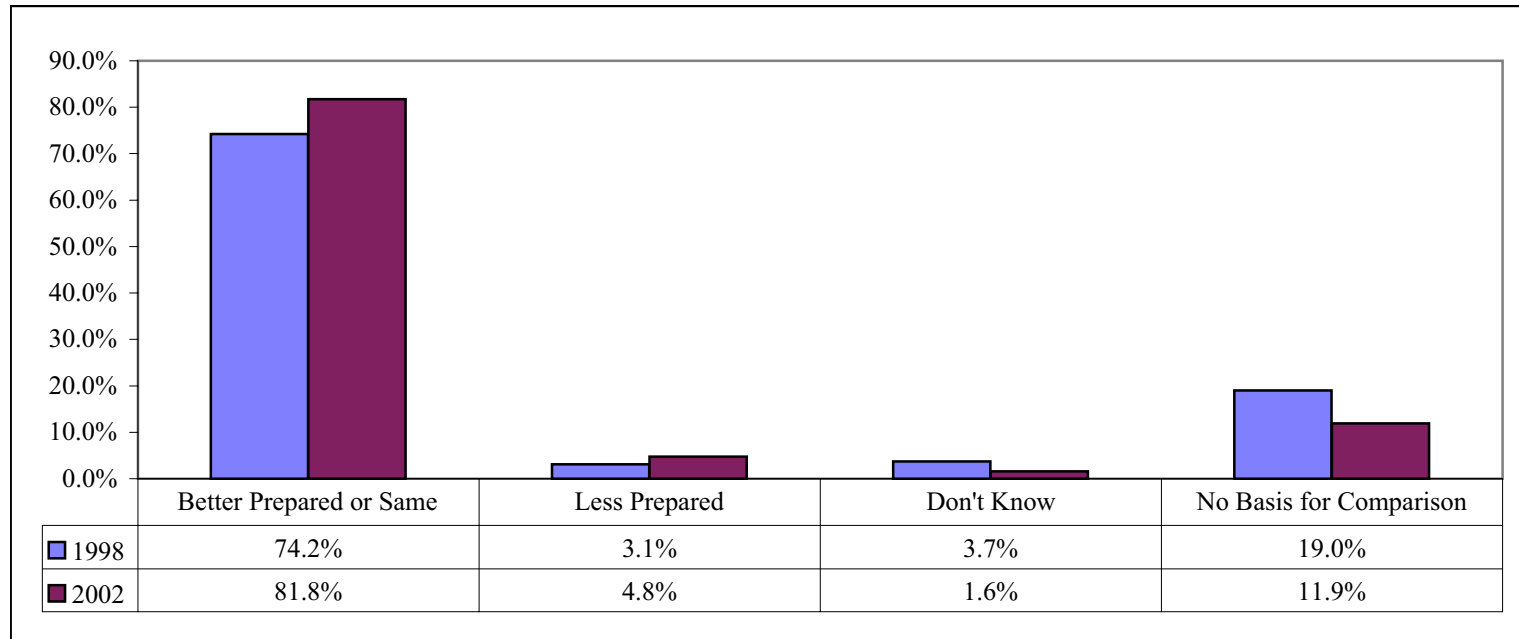
INSTITUTIONAL EFFECTIVENESS 2004

Goal 4: Professional Technical Education - Satisfaction

Indicator Employers are satisfied with the skills/workforce preparation of students who receive training at PCC.

Measure **Percent of employers who rate JOB PREPARATION OF EMPLOYEES WHO ATTENDED PCC AS COMPARABLE TO OR BETTER THAN job preparation of other employees**

- A combined **77.1%** of 1998 and 2002 employers who were surveyed agreed that employees trained by PCC were better prepared than or as well prepared as other employees who were doing similar work.



Source: Fall 1998 survey of employers (N = 181) and Winter 2002 survey of employers (N=126)

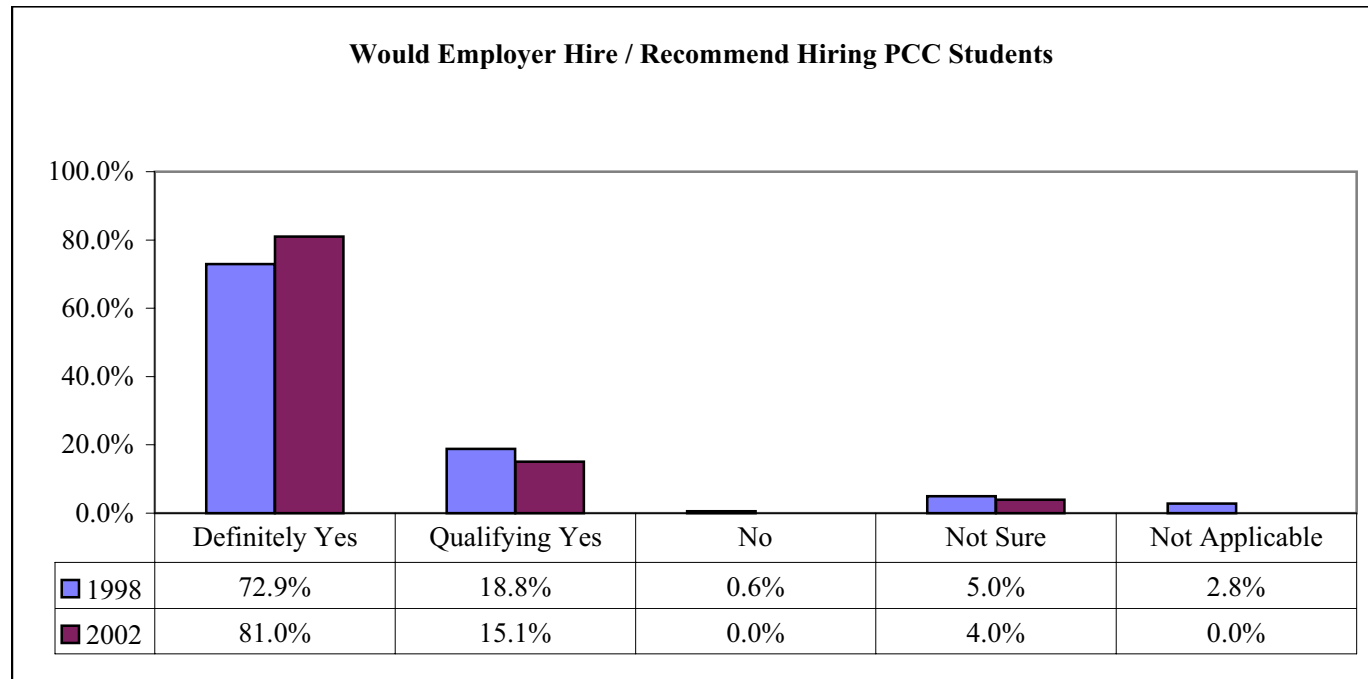
INSTITUTIONAL EFFECTIVENESS 2004

Goal 4: Professional Technical Education - Satisfaction

Indicator Employers are satisfied with the skills/workforce preparation of students who receive training at PCC.

Measure Percent of employers who would **HIRE OR RECOMMEND HIRING OF INDIVIDUALS WITH PCC TRAINING**

- **76.2%** of all employers surveyed in 1998 and 2002 indicated that they would definitely recommend individuals trained by PCC for appropriate position openings.
- An additional **17.3%** of all employers surveyed said that, with some qualification, an individual trained by PCC would be recommended for an appropriate position.



Source: Fall 1998 survey of employers (N = 181) and Winter 2002 survey of employers (N=126)

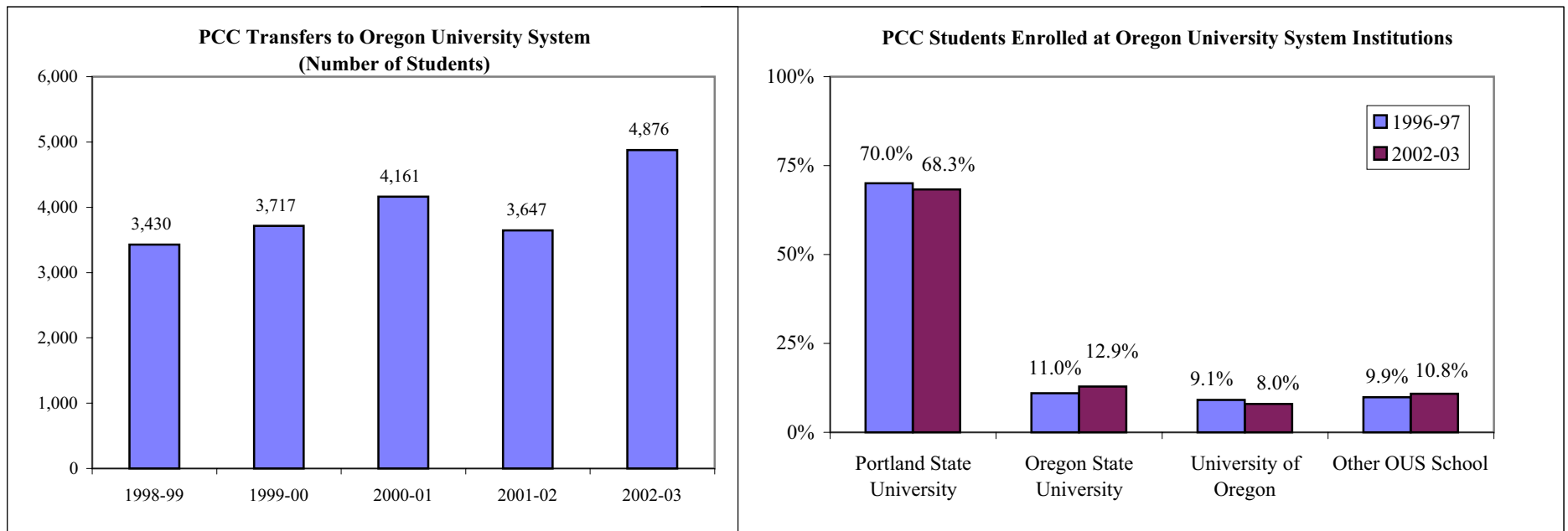
INSTITUTIONAL EFFECTIVENESS 2004

Goal 5: Transfer Preparation - Performance

Indicator Students move successfully from PCC to another educational institution.

Measure Students TRANSFER TO OREGON UNIVERSITY SYSTEM INSTITUTIONS

- Most Portland Community College transfer students enroll at **Portland State University**.



Note: PCC students transferred to an OUS institution during any term of the academic year indicated. Only those students who were enrolled at PCC during the prior academic year are counted. For example, the 3,430 students who transferred to the Oregon University System in 1998-99 had enrolled at PCC during the 1997-98 academic year. Since some students may also attend more than one institution within the subsequent year, counts may be duplicated among OUS institutions.

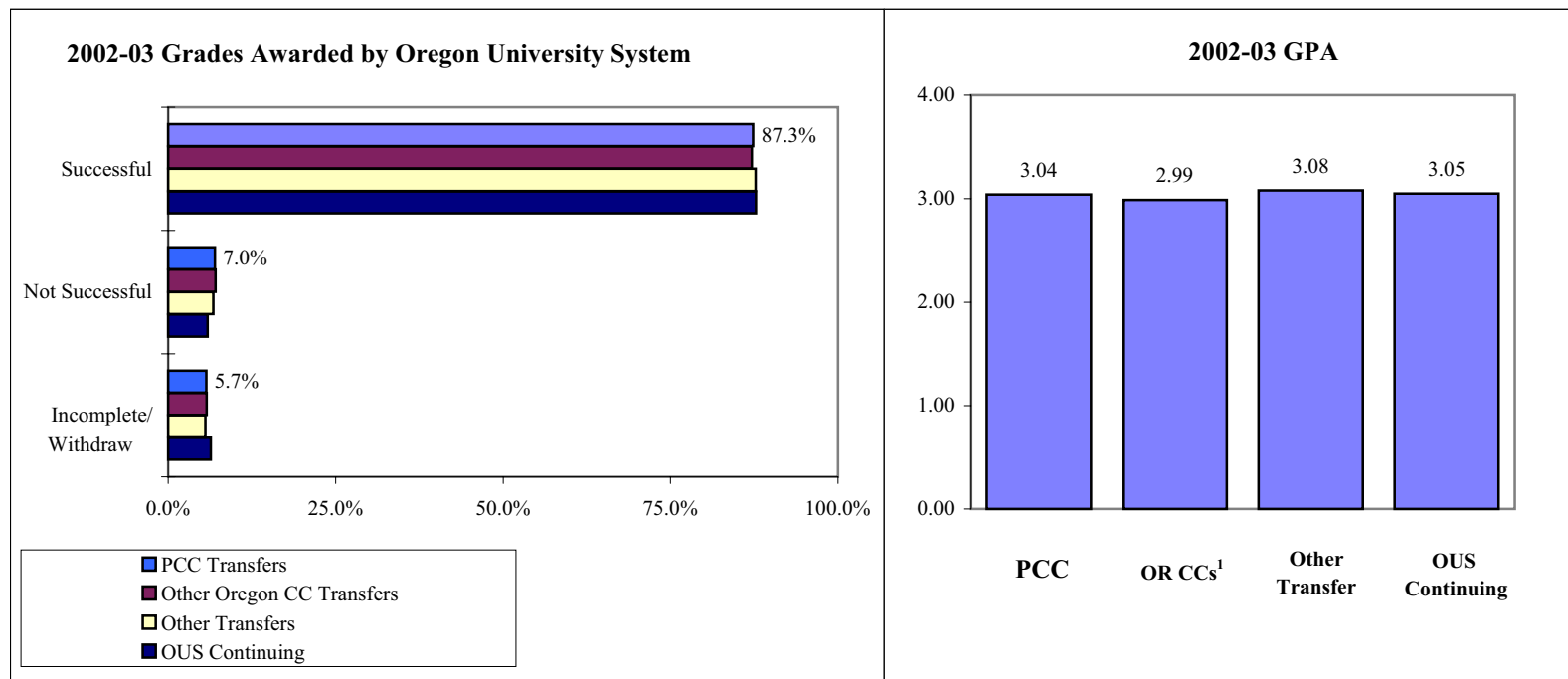
Source: OUS Office of Institutional Research and OUS Match Reporting: October 1999, April 2000, November 2002 and June 2004 reports, distributed by the Oregon Department of Community Colleges and Workforce Development.

INSTITUTIONAL EFFECTIVENESS 2004

Goal 5: Transfer Preparation - Performance

Indicator Students move successfully from PCC to another educational institution.

Measure GPA/ACADEMIC PERFORMANCE AFTER TRANSFER of PCC students compared with other transfer students and Oregon University System 'native' students



¹Oregon CCs represents the grade point average of students including Portland Community College transfer students.

Source: OUS Office of Institutional Research and OUS Match Reporting: June 2004 report distributed by the Oregon Department of Community Colleges and Workforce Development.

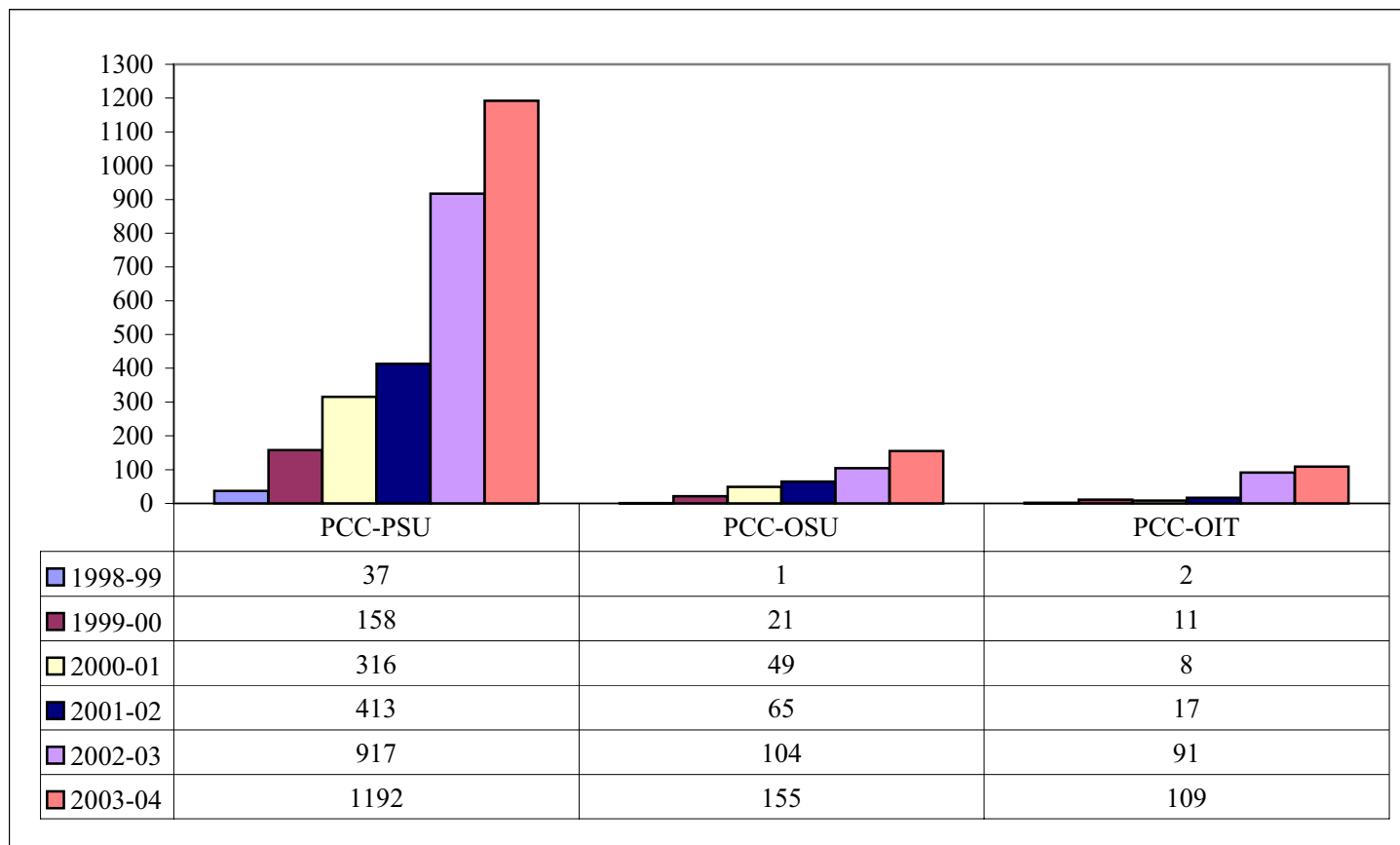
INSTITUTIONAL EFFECTIVENESS 2004

Goal 5: Transfer Preparation - Services

Indicator Services are in place to facilitate transfer from PCC to other institutions.

Measure Student PARTICIPATION IN CO-ADMIT PROGRAMS WITH OUS SCHOOLS

- The number of PCC students who participate in co-admission programs has increased from 40 in 1998-99 to 1,456 during the 2003-04 academic year.



Source: Banner Student Data. Figures represent students enrolled at PCC who have a co-admit flag in Banner.

INSTITUTIONAL EFFECTIVENESS 2004

Goal 5: Transfer Preparation - Services

Indicator Services are in place to facilitate transfer from PCC to other institutions.

Measure **ARTICULATION AGREEMENTS WITH OTHER POSTSECONDARY INSTITUTIONS**

PCC has agreements with other colleges and universities that articulate and facilitate the transfer process for students. There are a variety of these agreements, ranging from those for students with Oregon Transfer degrees to those who have completed programs in professional technical areas.

- **Associate of Arts Oregon Transfer Degree (AA/OT)**

Any student who holds an Oregon community college Associate of Arts Oregon Transfer degree that conforms to...guidelines...and who transfers to any institution in the Oregon University System will have met the lower division general education requirements of that institution's baccalaureate degree programs. Course, class standing or GPA requirements for specific majors, departments or schools are not necessarily satisfied by an Associate of Arts degree. Students transferring under this agreement will have junior standing for registration purposes.
(Source: Oregon University System web site <http://www.ous.edu/aca/transferdeg.html>)

- **Other Articulation Agreements**

In addition to the statewide OUS agreement, PCC has formal articulation agreements with three private colleges (Marylhurst University, Clark Atlanta University and Western Governors University) providing for the acceptance of students with AA and AS degrees as having completed general education requirements or for being admitted as juniors.

There are also formal agreements with schools facilitating the transfer of students in a variety of professional technical programs. Altogether, PCC has agreements with 12 schools covering 33 programs. (Programs may be duplicated; for example, the same program at PCC may be covered by agreements with more than one school.) These schools include 10 in Oregon (four private and six public), one in Montana and one in Washington. There are also agreements covering the transfer of specific classes with the Los Angeles School of Chiropractic and the National College of Naturopathic Medicine.

PCC has articulation agreements with two international institutions. One is a Sister School Agreement with the Changchun Education Commission in the People's Republic of China. The second is with Nagasaki Wesleyan University in Japan.

INSTITUTIONAL EFFECTIVENESS 2004

Goal 5: Transfer Preparation - Satisfaction

Indicator Students are satisfied with their preparation for further study at other postsecondary institutions.

Measure Percent of former PCC students who report **ADEQUATE OR SUPERIOR PREPARATION FOR ADDITIONAL STUDY**

Preparation for Additional Study				Transfer Program Related to PCC Program		
Survey	Very Well Prepared Very Satisfied ¹	Well Prepared Satisfied ¹	N	Survey	Related to PCC Major	N
1998-99	45.1%	40.0%	255	1998-99	87.9%	239
1999-00	46.7%	42.1%	261	1999-00	78.1%	251
2000-01	40.6%	45.0%	249	2000-01	77.8%	230
2001-02	40.5%	40.8%	316	2001-02	77.4%	233
2002-03	38.9%	46.2%	329	2002-03	74.1%	237

¹ Beginning in 1999-00 the question was changed to ask specifically about the level of satisfaction with preparation for transfer ("Very Satisfied" and "Satisfied").

Source: Follow-up surveys of 1998-99, 1999-00, 2000-01, 2001-02 and 2002-03 graduates and completers in all degree categories

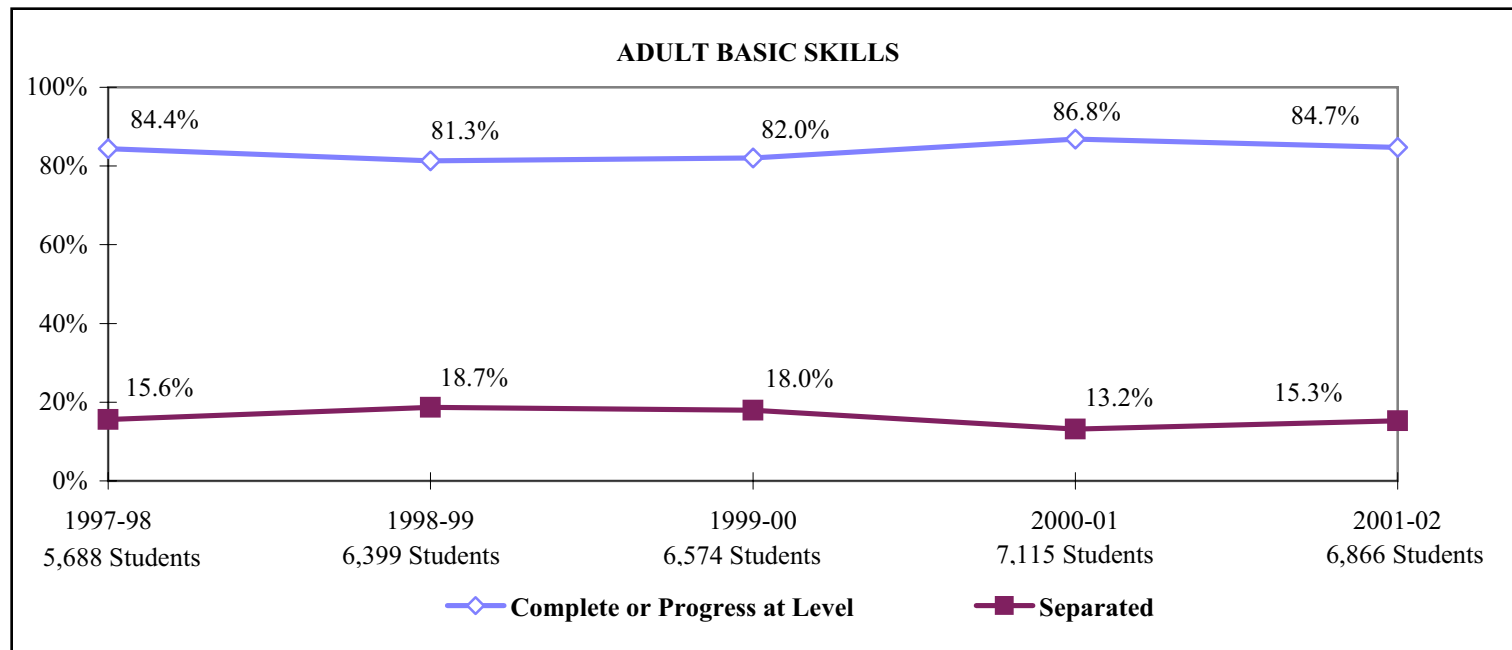
INSTITUTIONAL EFFECTIVENESS 2004

Goal 6: Readiness - Adult Basic Skills

Indicator Students progress to the next level in adult education classes.

Measure Percent of students who **COMPLETE A LEVEL OF INSTRUCTION OR CONTINUE TO PROGRESS SATISFACTORILY** in Adult Basic Skills courses

- From 1997-98 through 2001-02, an average of **16.3%** of all students completed at least one level of instruction or made satisfactory progress within a level during each year.
- Adult Basic Skills programs are implementing a new data system and reporting procedures (TOPS -Tracking of Programs and Students). Updated information based on the TOPS system will be available next year.



Source: 1997-98 to 2001-02 Annual Adult Education Reports - Based on Banner student data

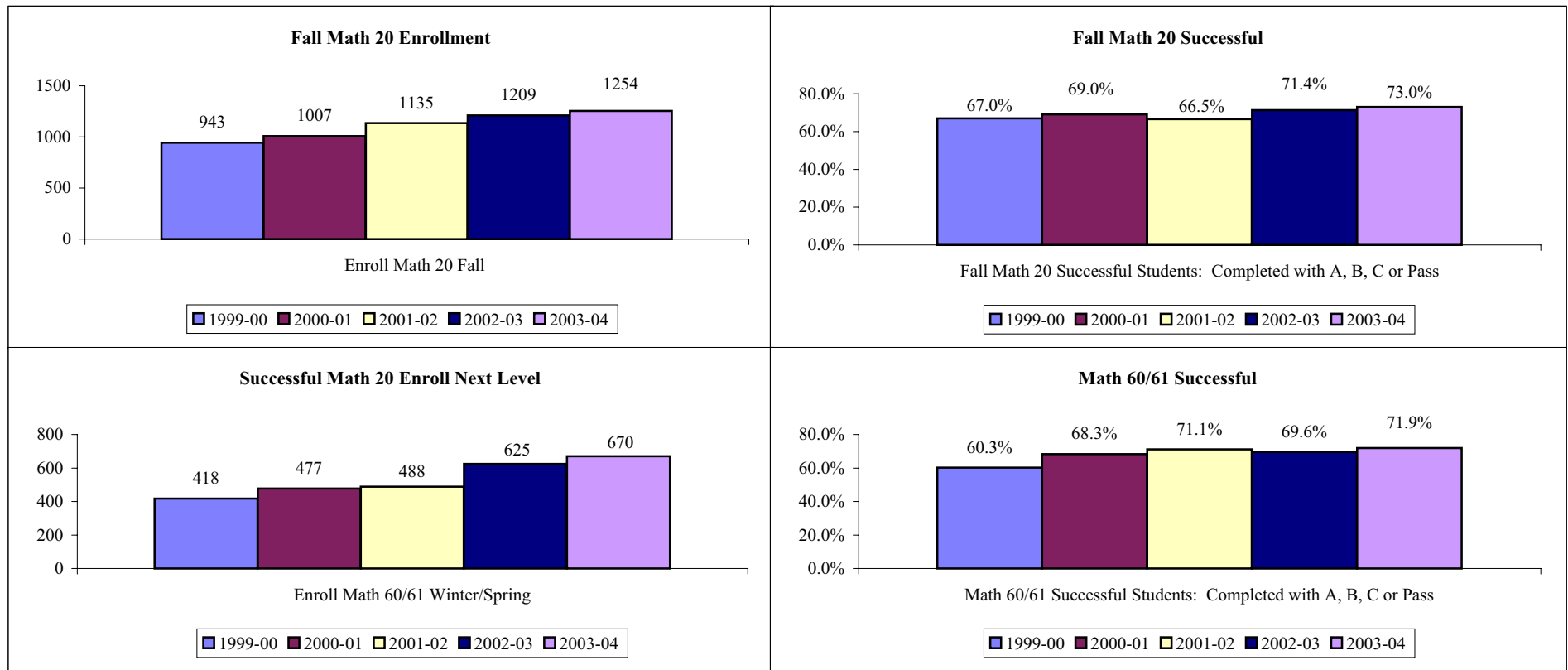
INSTITUTIONAL EFFECTIVENESS 2004

Goal 6: Readiness - Developmental Education

Indicator Students move successfully from Developmental Education classes to enrollment in next-level courses.

Measure Percent of Fall Term MATH 20 STUDENTS WHO SUCCEED IN NEXT-LEVEL MATH COURSES

- Across all years, **33%** of the students enrolled in Math 20 during fall term go on to enroll in and successfully complete a next-level math course within one academic year. Since many students are not required to pursue additional math courses, this number is significantly lower than the number of fall term Math 20 students who are successful. In addition, some successful students may pursue next-level math courses at a later date.



Source: Banner Student Data

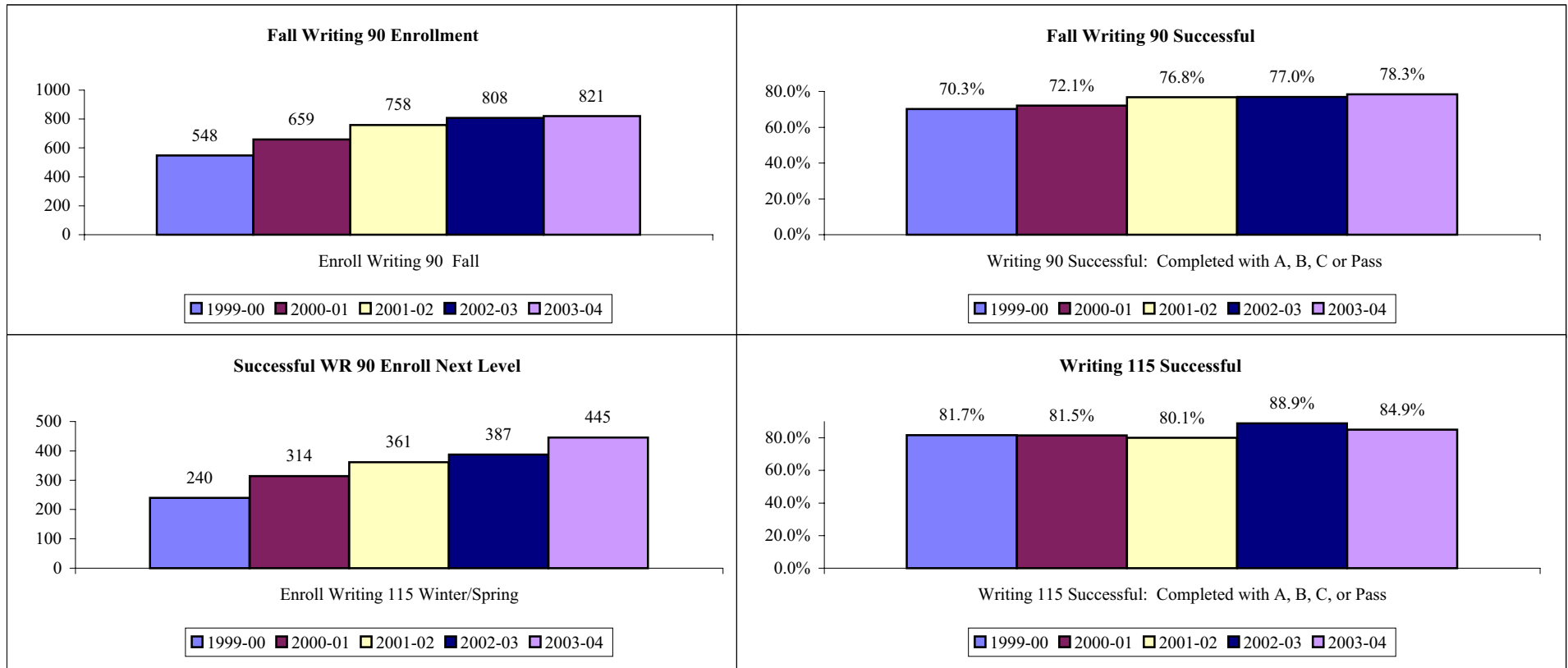
INSTITUTIONAL EFFECTIVENESS 2004

Goal 6: Readiness - Developmental Education

Indicator Students move successfully from Developmental Education classes to enrollment in next-level courses.

Measure Percent of Fall Term WRITING 90 STUDENTS WHO SUCCEED IN NEXT-LEVEL WRITING COURSES

- Across all years, **41%** of the students enrolled in Writing 90 during fall term enroll in and successfully complete the next level writing class within one academic year.
- Since many students do not pursue additional writing courses, this number is significantly lower than the number of fall term Writing 90 students who are successful. In addition, some successful students may pursue college writing at a later date.



Source: Banner Student Data

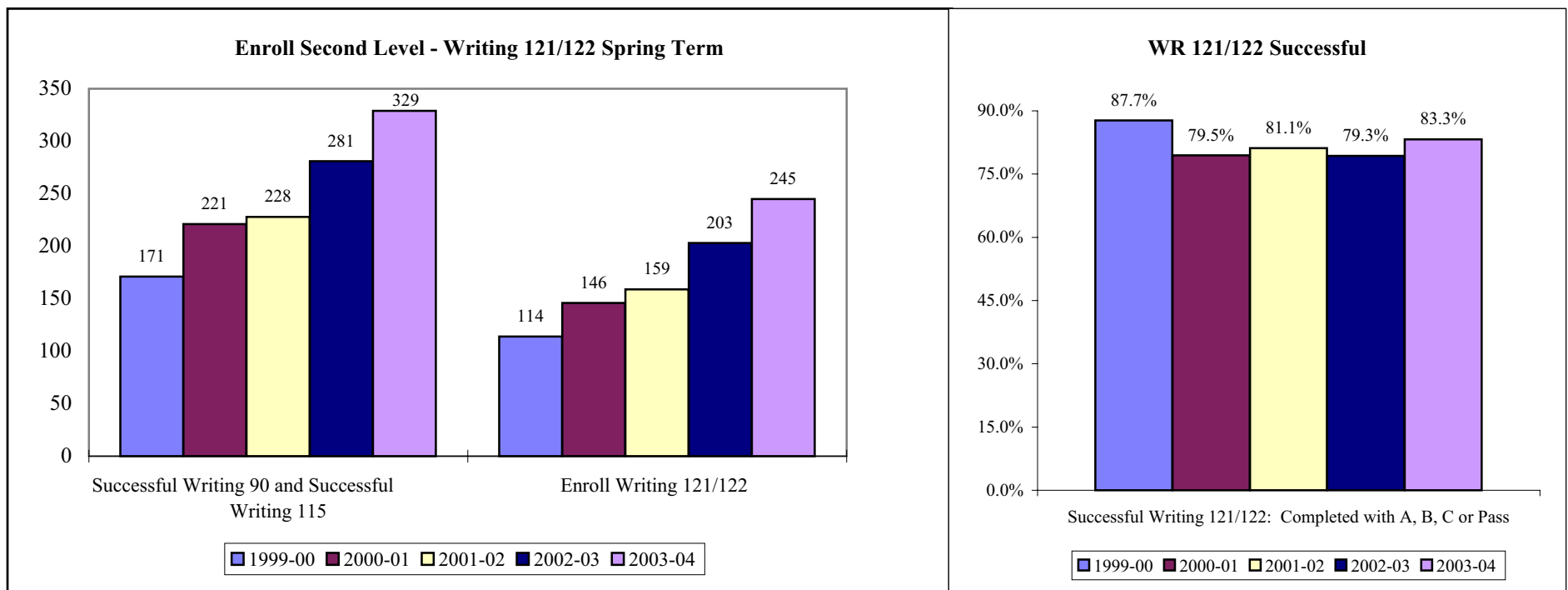
INSTITUTIONAL EFFECTIVENESS 2004

Goal 6: Readiness - Developmental Education

Indicator Students move successfully from Developmental Education classes to enrollment in next-level courses.

Measure Percent of Fall Term WRITING 90 STUDENTS WHO SUCCESSFULLY COMPLETE A SECOND WRITING COURSE

- Approximately **one out of four** students who successfully completes Writing 90 during fall term goes on to enroll in and complete two next-level writing courses (Writing 115 and Writing 121 or 122) within one academic year.



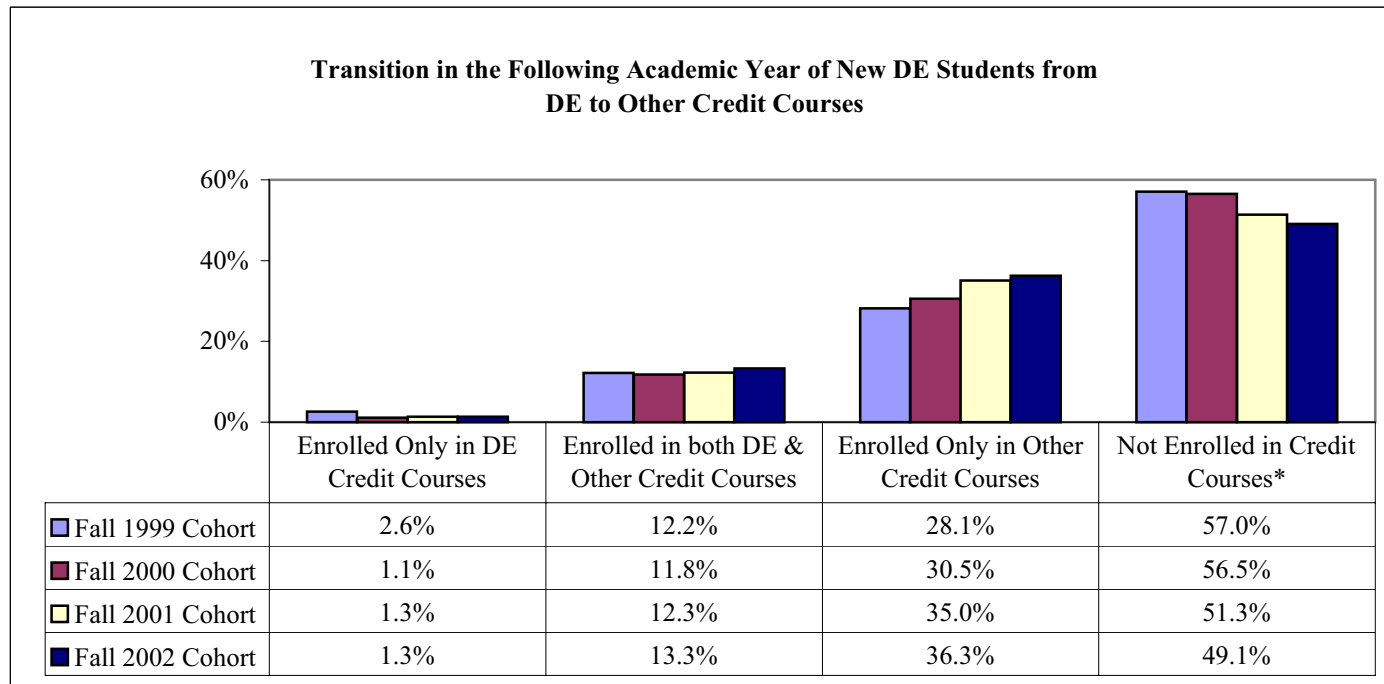
Source: Banner Student Data

INSTITUTIONAL EFFECTIVENESS 2004

Goal 6: Readiness - Developmental Education

Indicator Students move successfully from Developmental Education classes to enrollment in next-level courses.

Measure **Percent of students who TRANSITION FROM DEVELOPMENTAL EDUCATION (DE) COURSES TO OTHER COLLEGE-LEVEL COURSES/PROGRAMS IN THE FOLLOWING ACADEMIC YEAR**



Fall 1999 Cohort: Percent enrolled in DE/other courses at any time during the subsequent academic year (Fall to Spring 2000-01)

Fall 2000 Cohort: Percent enrolled in DE/other courses at any time during the subsequent academic year (Fall to Spring 2001-02)

Fall 2001 Cohort: Percent enrolled in DE/other courses at any time during the subsequent academic year (Fall to Spring 2002-03)

Fall 2002 Cohort: Percent enrolled in DE/other courses at any time during the subsequent academic year (Fall to Spring 2003-04)

*For comparison purposes, 61.9% of *all* new credit students enrolled in Fall 2002 were not enrolled in any credit classes during the subsequent academic year.

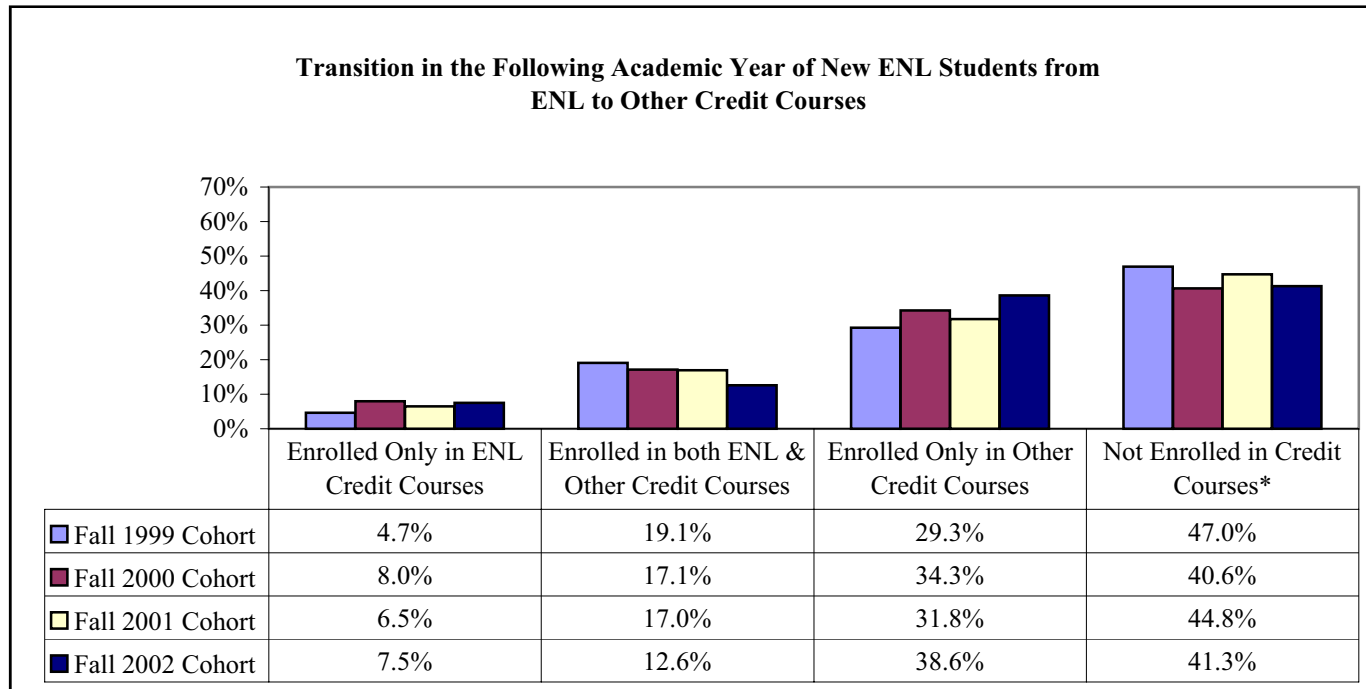
Source: Banner Student Data

INSTITUTIONAL EFFECTIVENESS 2004

Goal 6: Readiness - English Language Preparation

Indicator Students move successfully from English language courses to other college courses/programs.

Measure **Percent of students who TRANSITION FROM ENGLISH AS A NON-NATIVE LANGUAGE (ENL) COURSES TO OTHER COLLEGE LEVEL COURSES/PROGRAMS IN THE FOLLOWING ACADEMIC YEAR**



Fall 1999 Cohort: Percent enrolled in ENL/other courses at any time during the subsequent academic year (Summer to Spring 2000-01)

Fall 2000 Cohort: Percent enrolled in ENL/other courses at any time during the subsequent academic year (Summer to Spring 2001-02)

Fall 2001 Cohort: Percent enrolled in ENL/other courses at any time during the subsequent academic year (Summer to Spring 2002-03)

Fall 2002 Cohort: Percent enrolled in ENL/other courses at any time during the subsequent academic year (Summer to Spring 2003-04)

*For comparison purposes, 61.9% of *all* new credit students enrolled in Fall 2002 were not enrolled in any credit classes during the subsequent academic year.

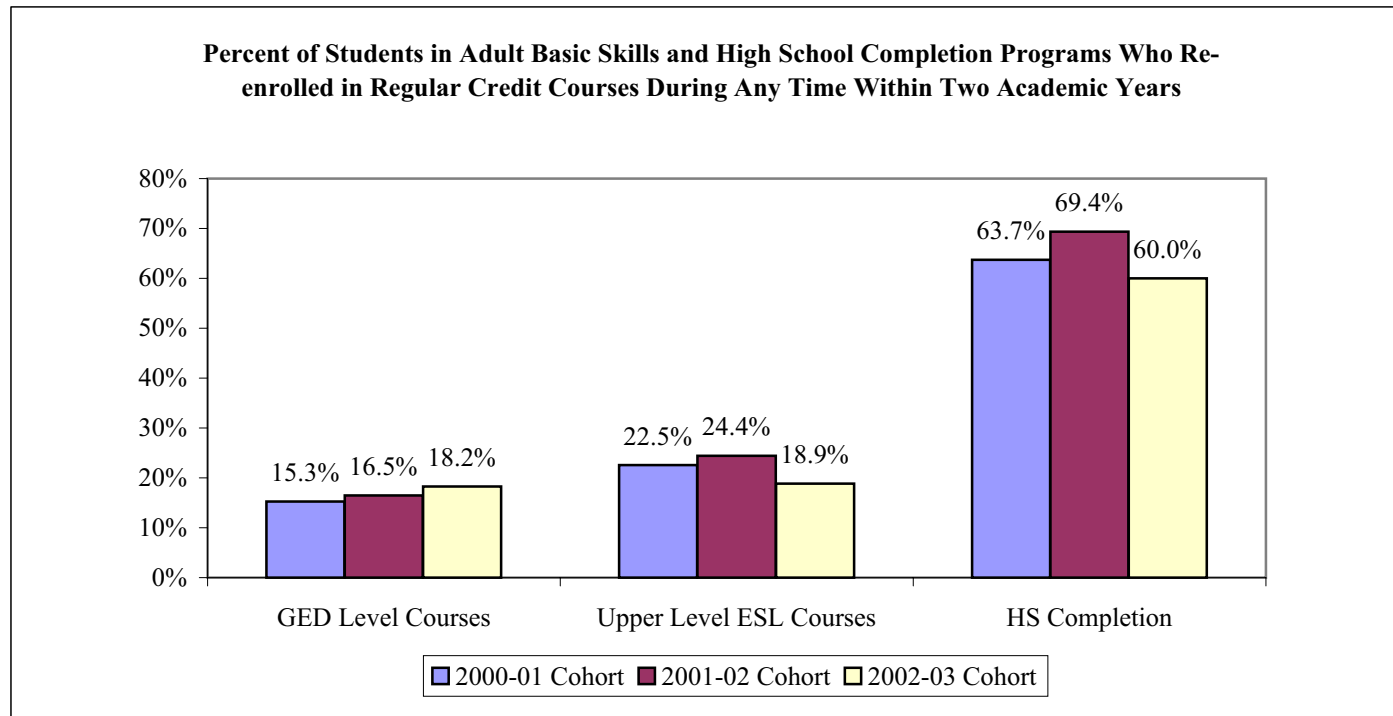
Source: Banner Student Data

INSTITUTIONAL EFFECTIVENESS 2004

Goal 6: Readiness - Transition Programs

Indicator Students move from alternative to regular college courses/programs.

Measure Percent of students who TRANSITION FROM GED LEVEL-ADULT BASIC SKILLS, UPPER LEVEL ESL AND HS COMPLETION PROGRAMS TO REGULAR COLLEGE COURSES/PROGRAMS



2000-01 Cohort (GED N=2345; ESL N=741; HS Completion N=157): Percent re-enrolled any time during 2000 - 2002

2001-02 Cohort (GED N=1878; ESL N=749; HS Completion N=182): Percent re-enrolled any time during 2001 - 2003

2002-03 Cohort (GED N=1464; ESL N=991; HS Completion N=175): Percent re-enrolled any time during 2002 - 2004

Source: Banner Student Data

INSTITUTIONAL EFFECTIVENESS 2004

Goal 7: Partnerships

Indicator PCC pursues strategic alliances with businesses, public agencies and private agencies.

Portland Community College is engaged in partnership activities with a variety of businesses and public and private agencies. While it is impossible to list all of the partnership activities that occur, following is a sample of typical partnership programs and services.

- Chief Industries places state-of-the-art equipment on permanent loan with the Auto Collision Repair program and provides technical support and equipment maintenance free of charge. In exchange, Chief uses college facilities to offer industry upgrade training and certification, which is also open to PCC students and staff at no charge on a space-available basis; since this partnership began, more than 90 industry certificates have been awarded to PCC students. Similar agreements are in place for Diesel Technology (Bobcat of America, GM Isuzu) and Welding Technology (Lincoln Electric, Victor Cutting and Welding Torches). Other programs with industry partners focus on testing and referrals that leverage job opportunities for PCC students.
- In order to help high school students understand engineering careers, roles and expectations and to be better prepared for the rigors of postsecondary engineering programs, a 'pre-engineering' partnership has been formed between Portland, Clackamas, Chemeketa and Linn-Benton community colleges, Oregon Institute of Technology and several K-12 school districts. The partnership meets regularly to address common issues and organizes summer summits for high school students interested in engineering careers; more than 100 participants attended the most recent summit (July 2004) held at the PCC Central Portland Workforce Training Center.
- Two multi-year grants fund partnerships between the PCC Education program and several K-12 school districts in the metro area to provide advising services and classes for currently employed paraeducators who need to complete an associate degree. 100 employees from Portland Public Schools are funded by the Portland Paraeducator Opportunity Program (PPOP); in Washington County, a total of 300 employees from Beaverton, Forest Grove, Hillsboro and Tigard/Tualatin school districts are served by the REAP program (Raising the Educational Achievement of Paraeducators).
- The Institute for Health Professionals (IHP) and Customized Workplace Training Department (CWT) collaborated with two long-term care organizations (Cedar Sinai Park and Avamere) to form the Assisted Living Training Consortium. CWT developed job profiles to create skill standards for entry-level care workers and frontline supervisory positions; staff from IHP created modularized instructional materials for use by company employees to train and systematically upgrade incumbent workers' skills. Curriculum is being finalized and train-the-trainer workshops for approximately 30 employees have been completed. IHP is also working with these industry partners and with PCC Career Pathways staff to create a pre-employment pipeline and provide training for new entry-level workers.
- During 2003-04, Beaverton and Tigard/Tualatin school districts partnered with the Sylvania Upward Bound (UB) program to assist some of the district's most at-risk Latino students to become successful in high school, enroll in and finish college and ultimately obtain a satisfying career. The districts provide student referrals; allow access to student records; make classroom space available for parent meetings, after-school tutoring and special student gatherings; and share transportation costs for college visits and cultural events. They also provide UB staff with opportunities for staff development, share professional expertise in areas of curriculum development and counseling, and supply office space and equipment as needed.

INSTITUTIONAL EFFECTIVENESS 2004

Goal 7: Partnerships

Indicator PCC pursues strategic alliances with businesses, public agencies and private agencies. (Continued)

- Cooperative education agreements with more than 100 veterinary facilities throughout Oregon provide hands-on clinical experience required for Veterinary Technology students. Participants include local veterinary hospitals and clinics, the College of Veterinary Medicine at OSU, Oregon Regional Primate Hospital, OHSU Department of Animal Care, and Portland Veteran's Administration-Veterinary Medical Unit. Partners adhere to an extensive set of curricular objectives that support program instruction and provide a foundation for future employment of Vet Tech students.
- In partnership with General Motors Corporation, the Automotive Repair Technology program provided hands-on training and certification testing for 871 auto technicians during 2003-04. The program builds on the success of past partnerships between GM and PCC and serves as a cost-effective alternative for automotive technicians who live in the Pacific Northwest and would otherwise have to travel to the Los Angeles Training Center for training and certification.
- PCC Alternative Programs contract with seven local school districts (Portland, Beaverton, Tigard/Tualatin, David Douglas, Lake Oswego, Newberg, and Hillsboro) to provide ESL, GED prep and high school completion services to 16-to-20 year old high school dropouts and students who are at risk of dropping out of school. Nearly 1500 youths are served annually; in 2003-04, 22 students earned high school diplomas and 67 college credits through Gateway to College, 155 students earned GEDs, and 13 limited-English proficient students earned a GED or high school diploma.
- The Building Construction Technology program recently partnered with the City of Portland to offer construction management classes to emerging business owners and employees participating in the city's Sheltered Market Program. City of Portland pays tuition and PCC classes are provided on three campuses using interactive television (ITV) technology.
- The Cascade Campus Transportation Taskforce includes representatives from the Cascade campus, Portland Department of Transportation and Parking, Humboldt Neighborhood Association, TriMet, and ASPCC. Members meet quarterly to hear updates on plans for improving traffic patterns and addressing transportation issues around the Cascade campus and to exchange information about new programs being offered by all partners on the task force.
- Using funds from a federal workforce training grant, PCC partners with Gunderson, Inc. and Marshall High School to operate a training program for welders at the Southeast Portland Lents Training Center. PCC provides the curriculum, an instructor and some materials; new students are trained in welding processes that meet Gunderson specifications. Once students are certified, they are hired as welder trainees, and an average of five new welders are trained for Gunderson's workforce every five weeks.
- PCC's Gateway to College program has been recognized by the Bill and Melinda Gates Foundation as a national model for serving high school dropouts, and the college is engaged in replicating this program nationally through the Early College High School Initiative sponsored by the Gates Foundation in partnership with the Ford Foundation, Carnegie Corporation of New York and the Kellogg Foundation. To date, PCC has selected five community colleges nationwide to replicate this successful model: Riverside Community College (CA), Montgomery College (MD), Palo Alto College (TX), Georgia Perimeter College (GA), Clackamas Community College (OR). When these programs are fully established, more than 1600 high school dropouts will return to their local community college to pursue a high school diploma and earn college credits leading to an associate degree.

INSTITUTIONAL EFFECTIVENESS 2004

Goal 7: Partnerships - Workforce Development Programs

Indicator PCC is a partner with state, regional and local workforce and economic development agencies.

Measure Students served by college WORKFORCE DEVELOPMENT PROGRAMS.

Working with multiple agency partners, the **Workforce Network** in Northeast Portland and **Capital Career Center** in Washington County served more than 13,000 individuals during 2003-04.

- **Steps to Success**-North and Steps to Success-West provide services focused on basic work readiness and job search skills to Department of Human Services (DHS) clients who are mandated to participate in employment training activities. During 2003-04, more than 6,000 clients received services and almost 3,000 were placed in employment with an average hourly wage of more than \$8.40.
- The **Dislocated Worker Program** (DWP) is a partnership between PCC and Mt. Hood Community College funded by the Workforce Investment Act (WIA) to provide a range of job search and training services to individuals who have been laid off from employment. DWP works closely with the Oregon Employment Department to dually enroll participants who have been laid off from companies that are certified by the Trade Act and also subcontracts with Community Service Agency to provide services to union employees and companies. In 2003-04, DWP programs served over 3,500 participants; more than 2,300 of these individuals were placed in jobs averaging \$13.50 per hour.
- More than 4,500 clients took advantage of 'core' self-help services from **One Stop Programs** during 2003-04; 1,175 individuals were enrolled for services, and 646 were placed in employment. Workforce Network saw a significant increase in non-English speaking customers, and in order to provide quality service to all program clients, Spanish, Russian and Vietnamese-speaking Career Placement Specialists were added to the staff.
- **Rapid Response** provides on-site assistance for companies in Multnomah and Washington counties that are downsizing. Sessions include information about services and benefits available, job search skills, resume preparation, interviewing and labor market information. Rapid Response also provides bi-weekly summary reports to local workforce and economic development agencies about current layoffs in the two counties. In 2003-04, the Rapid Response team served 43 companies with a total of 1,335 employees.
- In partnership with Mt. Hood Community College, **Career Pathways** offers short term training in nine professional technical and four ESL areas. During 2003-04, training programs prepared 250 dislocated workers and unemployed adults for entry level occupations that are currently in demand by business and industry.
- **Workforce Network** received additional funding from the Housing Authority of Portland (HAP) to provide training and employment services to Section 8 and public housing residents. HAP also contracted with Workforce Network to provide Neighborhood Network (computer lab) services in three public housing developments. In September 2003, more than 1,000 individuals attended a Job Fair and were able to network with 27 different employers.
- The **Capital Career Center** received a grant from United Way to provide employment, housing and mental health services to homeless Washington County residents. PCC subcontracts with Community Action Agency (housing) and Life Works Northwest (mental health) for non-employment services; staff from all three agencies are located at the Capital Career Center in order to coordinate case management for program participants.

INSTITUTIONAL EFFECTIVENESS 2004

Goal 8: Continuous Improvement - Curriculum

Indicator The curriculum is relevant and current.

Measure **COURSES AND PROGRAMS are added to/deleted from the curriculum on a regular basis.**

- To meet industry demands for skilled employees, three new degree programs in 2003-04 were implemented: Business (ASOT), Paraeducator (AAS) and Plant Propagation (certificate). In addition, 90 new credit courses were approved. Courses that have been inactivated must now go through the curriculum approval process as a new course.

Measure **COURSE CONTENT AND OUTCOME GUIDES are reviewed and updated regularly.**

- Institutional policy requires that all Course Content and Outcome Guides (CCOG) be reviewed and updated at least once every three years. The Curriculum Office facilitates this process by providing annual course inventories to departments and adding updated CCOGs to the Internet. Faculty continue to adapt courses to the new CCOG format, which shifts the focus of the curriculum from competencies to learning outcomes.

Measure **PROGRAM ASSESSMENT occurs on a regular basis.**

- Beginning in 1999-2000, the college implemented a new program review process in which each professional technical program and each transfer discipline goes through a major review once every three years. This process involves a review of program and course learning outcomes, student success, teaching methodologies and relevance of curriculum, and each review will result in a three-year plan for the subject area.
- As of June 2004, 54 programs have completed the review process.

INSTITUTIONAL EFFECTIVENESS 2004

Goal 8: Continuous Improvement

Indicator The college has processes in place to promote institutional improvement.

Assessment

Assessment efforts during 2003-04 focused primarily on institutional accreditation and completing the self-study process.

- Led by the Accreditation Steering Committee, faculty and staff are preparing an institutional self-study that will be submitted to the Northwest Commission on Colleges and Universities (NCCU) in March 2005. During 2003-04, a project coordination team developed timelines, designed the framework for self-study and established a web site to house supporting evidence and serve as an information resource for accreditation. Ten sub-committees collected and analyzed data related to all standards and relevant policies in the NCCU accreditation handbook and made recommendations for institutional improvement based on this evidence. A draft report has been compiled, the Steering Committee has prioritized recommendations and during Fall 05, the college community will have an opportunity to comment on the draft and provide input for the final version of the self-study document.
- During 2003-04, all Subject Area Committees (SACs) completed a detailed questionnaire using information from their program reviews, and these SAC 'templates' provided valuable data for accreditation subcommittees charged with addressing standards related to educational programs and faculty. To support this effort, Institutional Research staff updated enrollment profiles for all college programs/disciplines and made this data available on the web.
- The Assessment Committee conducted an analysis of all program reviews completed during the most recent three-year cycle in order to identify major themes which will inform college planning and budgeting. A new round of program review will begin in 2004-05.

Planning

- Based on earlier work by Planning Task Groups and the District Planning Council, 25 action areas from the college Educational Master Plan (EMP) were identified by Cabinet as areas for institutional focus during 2003-05.
- 2003-04 was a start-up year for many of these activities. Status reports submitted by activity leaders during Spring 04 indicated that initial results were somewhat limited, although work did move forward in several critical areas. In addition, two general themes emerged from the reports: 1) Improved communication and/or increased knowledge among college staff and 2) increasing reliance on technology to deliver instruction and services to students. As activities continue during 2004-05, more concrete results (in terms of measurable outcomes) should be available by Spring 2005.
- Links between planning and budgeting were identified and the respective roles of Cabinet, District Planning Council and Budget Advisory Committee were clarified.

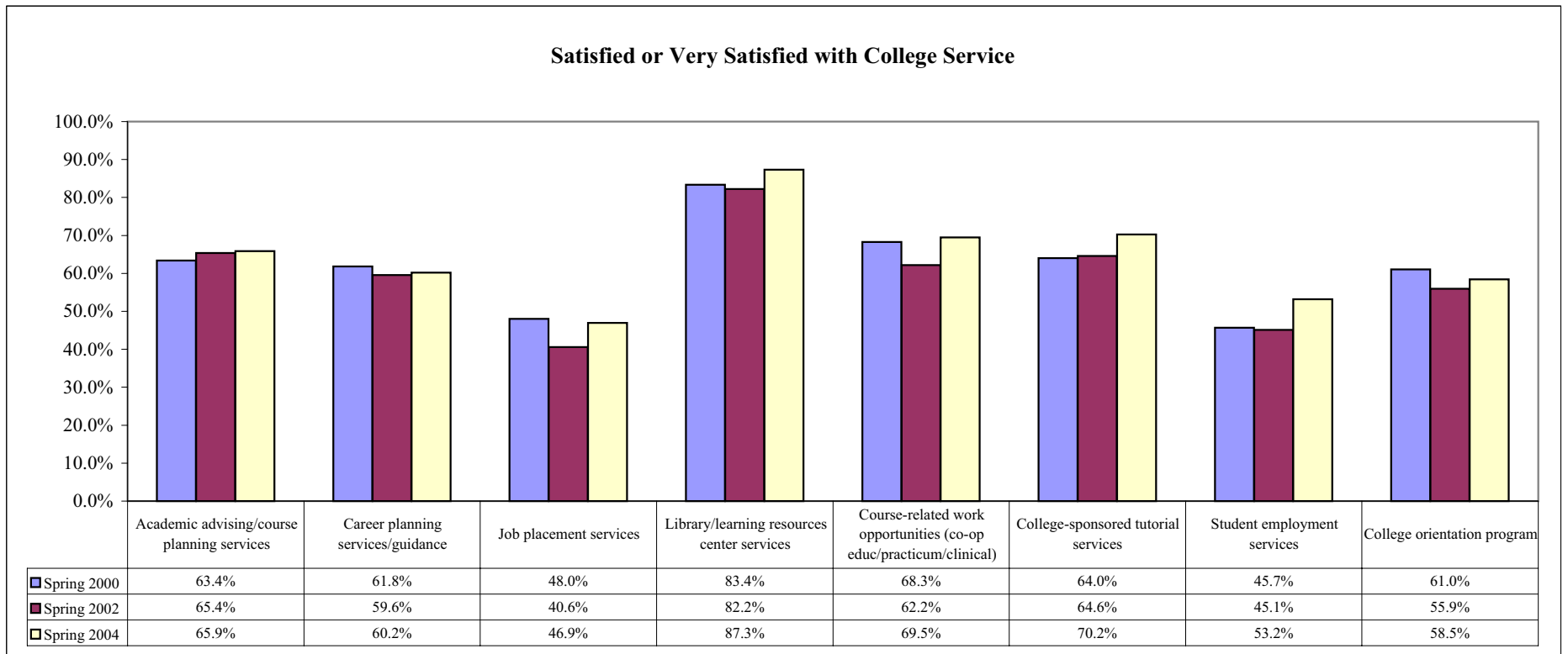
INSTITUTIONAL EFFECTIVENESS 2004

Goal 8: Continuous Improvement - College Services

Indicator Students are satisfied with college services.

Measure **Numbers of students who INDICATE THAT THEY ARE EITHER SATISFIED OR VERY SATISFIED with college services.**

- In Spring 2004, **82.5% of students** indicated that they are either satisfied or very satisfied with the college in general, as compared to 84.4% of students in Spring 2000 and 78.3% of students in Spring 2002.



Source: ACT Student Opinion Survey: Spring 2000, 2002, 2004. Surveys are administered to credit students enrolled in a random sample of lower division transfer and professional technical classes.

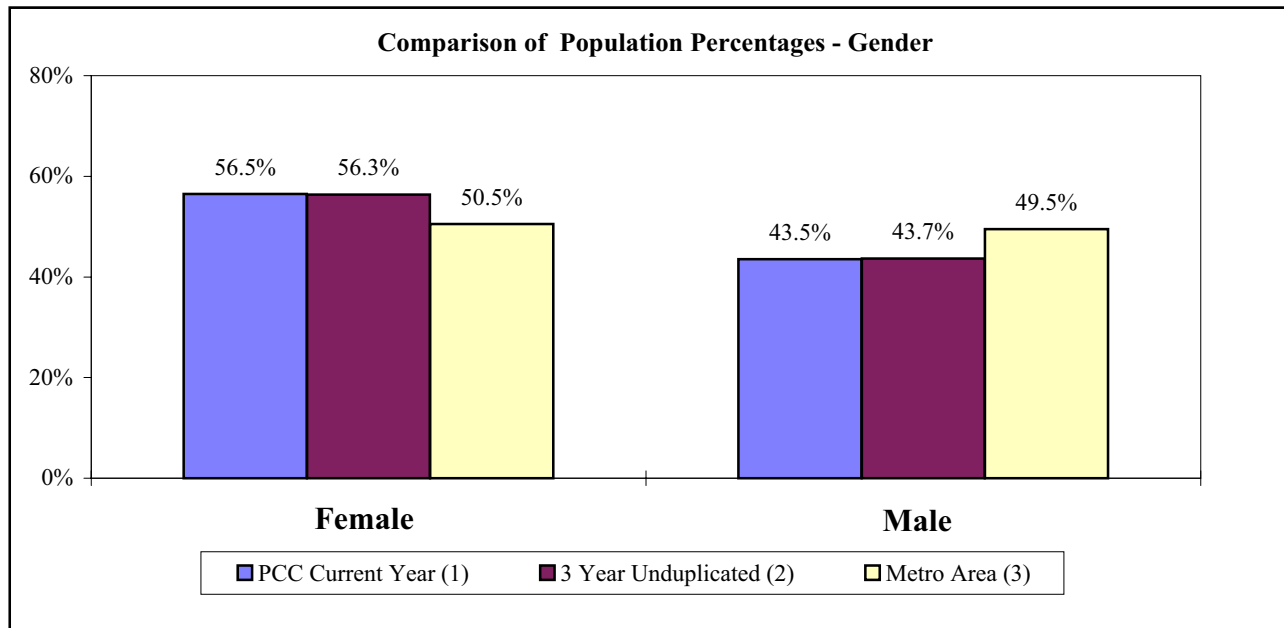
INSTITUTIONAL EFFECTIVENESS 2004

Goal 9: Diversity - Students

Indicator College enrollment reflects the demographic characteristics of the district.

Measure **GENDER OF PCC STUDENT POPULATION compared to Portland Metro area**

- **56.8%** of PCC students are female, as compared with **50.5%** of Portland Metro residents.



Source: (1) Banner Student Data

(2) 3 Year Unduplicated shows the number of students who attended at least one credit or non-credit course at any time during 2001-02, 2002-03 or 2003-04 academic years.

(3) 2000 Census

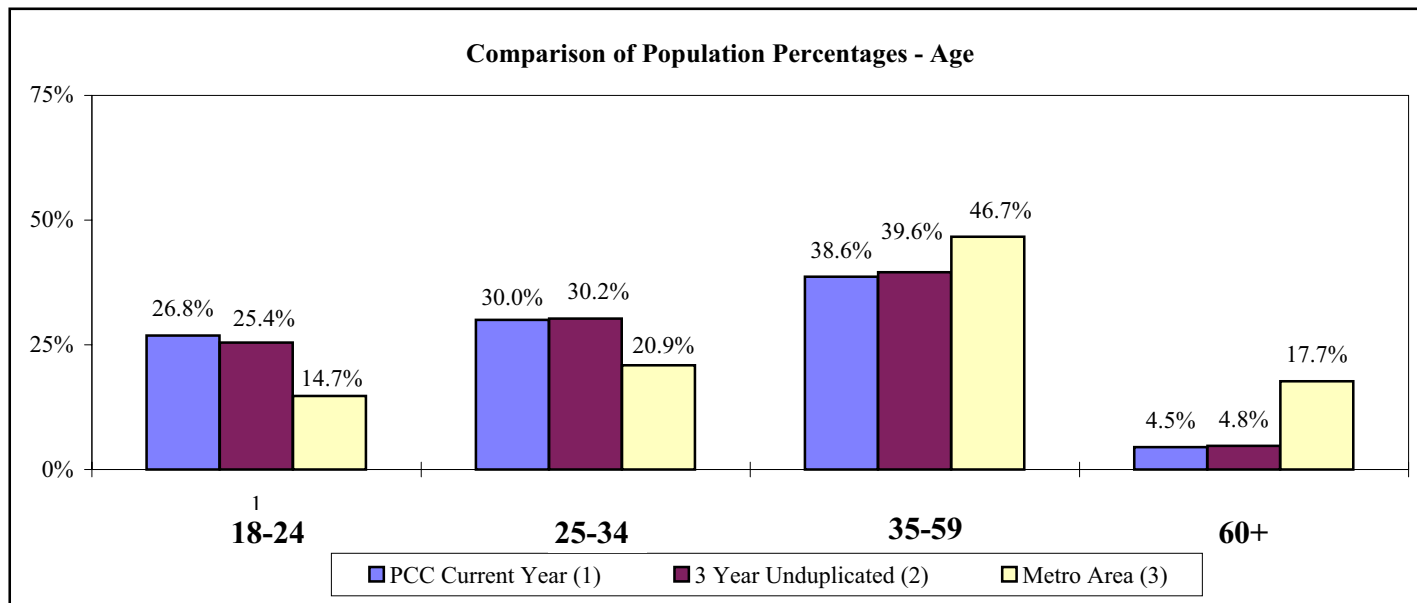
INSTITUTIONAL EFFECTIVENESS 2004

Goal 9: Diversity - Students

Indicator College enrollment reflects the demographic characteristics of the district.

Measure **AGE OF PCC STUDENT POPULATION compared to Portland Metro area**

- Currently, **25.8%** of PCC students are age 18-24, as compared with **14.7%** of Portland Metro residents.



Source: (1) Banner Student Data

(2) 3 Year Unduplicated shows the number of students who attended at least one credit or non-credit course at any time during 2001-02, 2002-03 or 2003-04 academic years.

(3) 2000 Census

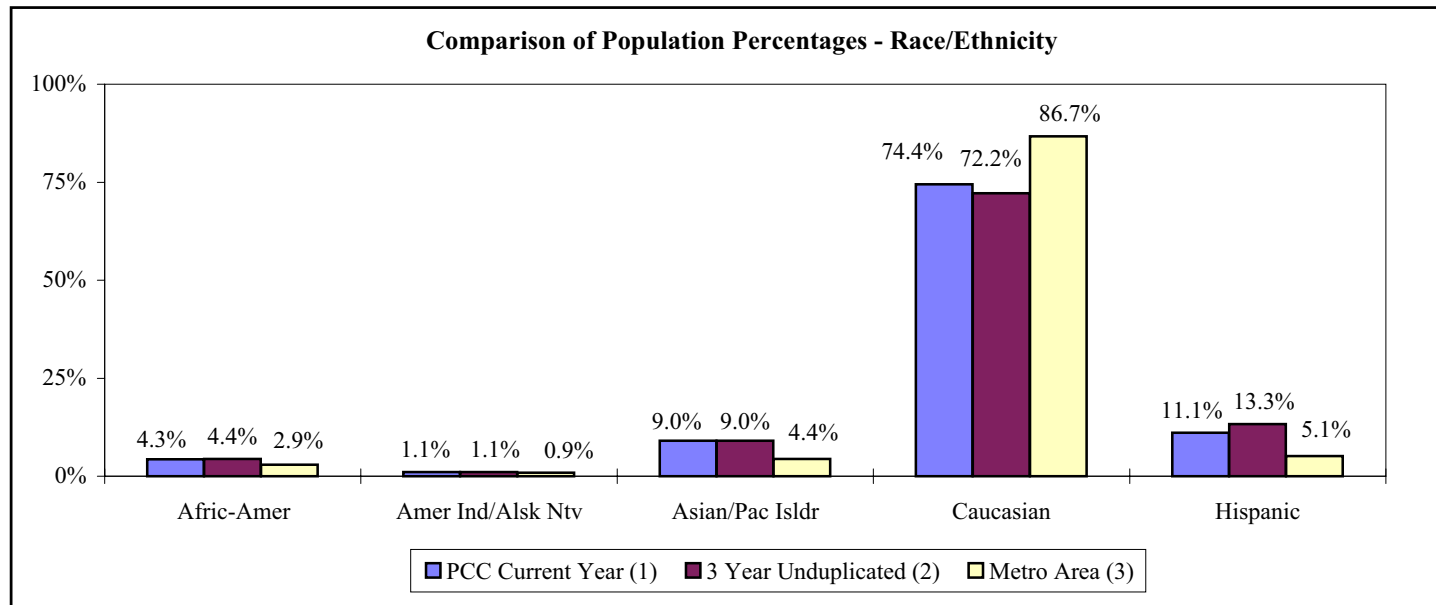
INSTITUTIONAL EFFECTIVENESS 2004

Goal 9: Diversity - Students

Indicator College enrollment reflects the demographic characteristics of the district.

Measure **RACE/ETHNICITY OF PCC STUDENT POPULATION compared to Portland Metro area**

- Currently, **25.6%** of PCC students are minority, as compared with **13.3%** of Portland Metro residents.



Source: (1) Banner Student Data

(2) 3 Year Unduplicated shows the number of students who attended at least one credit or non-credit course at any time during 2001-02, 2002-03 or 2003-04 academic years.

(3) 2000 Census

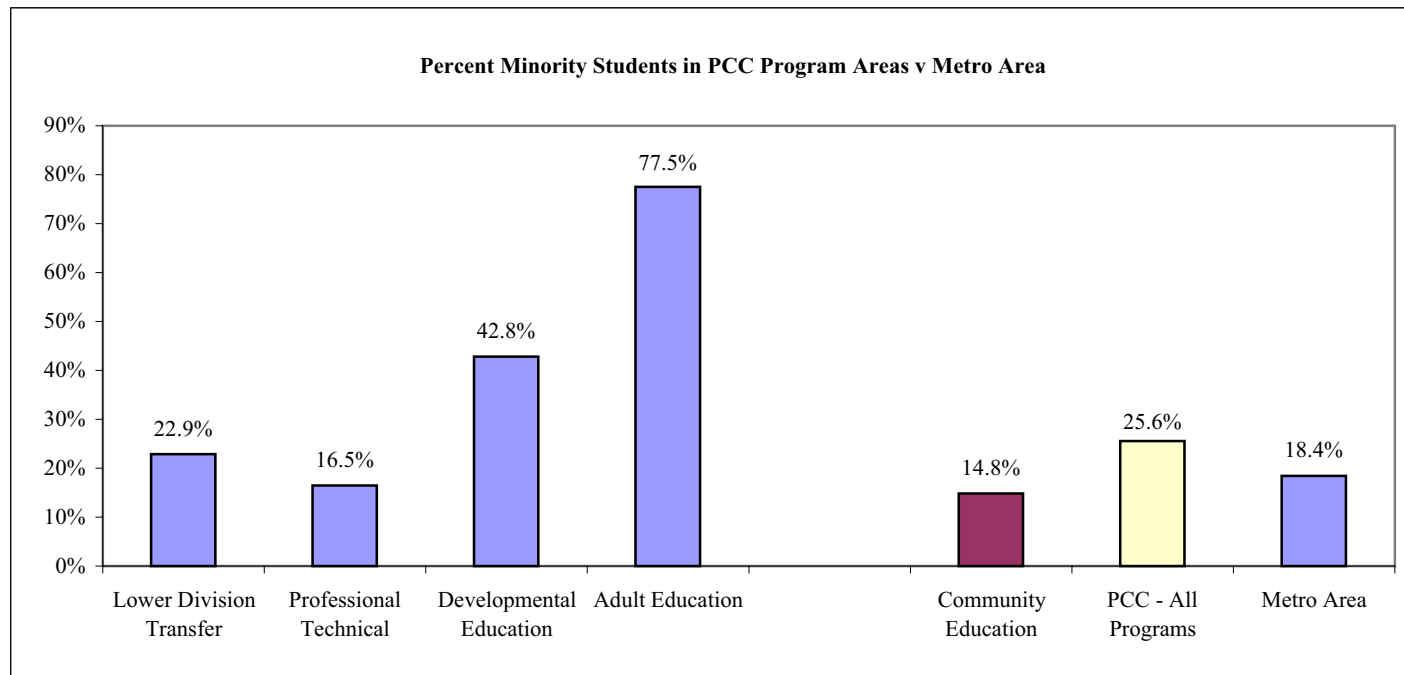
INSTITUTIONAL EFFECTIVENESS 2004

Goal 9: Diversity - Students

Indicator College enrollment reflects the demographic characteristics of the district.

Measure Representation of RACE/ETHNICITY OF STUDENTS IN ALL MAJOR PROGRAM AREAS (transfer, professional technical, developmental education, adult education and community education)

- Approximately **two-thirds of minority students** enrolled in credit classes indicate that they are either satisfied or very satisfied with ethnic/racial harmony at PCC, as compared to about **three-quarters of non-minority students**.*



Source of PCC data: Banner Student Database, 2003-04. International students are excluded in order to be consistent with Census measures. Source of Metro Area data: 2000 Census, Portland-Vancouver OR-WA PMSA. With the 2000 Census, minority has been defined as: (1) any Hispanic person; or (2) any person indicating a race other than Caucasian (including those indicating that they are both Caucasian and non-Caucasian).

* Spring 2004 ACT Student Opinion Survey, N=685. Surveys are administered to credit students enrolled in a random sample of lower division transfer and professional technical classes.

INSTITUTIONAL EFFECTIVENESS 2004

Goal 9: Diversity - Curriculum

Indicator The curriculum provides opportunities to learn about other cultures.

Measure **Summary of courses designated as CULTURAL DIVERSITY COURSES**

- "Students completing the Oregon Transfer degree must successfully complete (grade C or higher) one diversity course selected from the Oregon Transfer degree distribution list in the college catalog. The primary purpose of a diversity course is to examine the contributions and perspectives of people whose lives and works have traditionally been omitted from, or marginally regarded in standard western culture studies. The course content guide for a diversity course must clearly demonstrate this purpose as the predominant focus of the course."

PCC Academic Policy Handbook (<http://www.pcc.edu/edserv/acadpol/acad9.htm>)

- 70 courses from the following disciplines meet college diversity requirements:

Art	Music	Geography
Dance	Speech	History
Humanities	Theater Arts	Political Science
Modern Languages	Women's Studies	Psychology
Literature	Anthropology	Sociology

INSTITUTIONAL EFFECTIVENESS 2004

Goal 9: Diversity - Activities

Indicator Students have opportunities to participate in a variety of MULTICULTURAL ACTIVITIES throughout the district.

The mission statement of the college includes these words: *"As a community college, we value the dignity and worth of each individual..."*

Portland Community College gives life and form to these words by sponsoring a variety of activities and events that celebrate the ethnic and cultural diversity of its students, staff and community. In addition to events and activities that focus on our diversity, there are other events, such as Art Beat, that have multicultural threads woven into the whole of its tapestry.

The following is a sample of these multicultural activities and events.

- **Festivals / Celebrations**

International Extravaganza
Asian-American & Pacific Islander Heritage Month
ESL Awareness Week
National Coming Out Day
Martin Luther King Jr. Birthday events
Asian New Year
Fifth Annual Winter Pow-Wow
Yom HaShoah
Multicultural Center Completion Ceremony

- **Performance**

Heart of the Son
Hughes' Dearm Harlem (film & discussion)
Gospel Extravaganza
African Film Festival
Latino Film Festival

- **Classes / Lectures / Educational**

Multicultural Leadership Program
Daniel Orozco (Author)
Community Law Week: Brown v. Board of Education
National Poetry Month
 Walidah Imarisha
 Al Letson Jr.
An Evening with Naomi Morena
Robert Guthrie "Even the Rat was White"
Hate Hurts Conference

- **Exhibits**

Silent Witness Exhibit
The Material World
International Fair
Diversity Bulletin Boards
The Dreyfus Affair Display
African Art Exhibit

INSTITUTIONAL EFFECTIVENESS 2003

Goal 10: Resources - Faculty and Staff Development

Indicator Staff have access to a variety of opportunities for professional development

- **Staff Development** grants fund a variety of projects and events throughout the district. During 2003-04, 48 grants totaling more than \$49,000 were funded to sponsor diverse activities such as departmental workshops for staff or faculty, personal professional training, and teaching and learning projects. Also during the past year, nine full time faculty, three part time faculty and nine classified employees received funds (administered via lottery) to attend conferences or workshops of their choice.
- To date, 83 employees (classified and academic professionals) have participated in ‘Take Charge of Your Life!’—a **career development course** offered by Staff Development in collaboration with the Institute for Management and Professional Development. Students identify career goals, update resumes and brush up on interviewing skills; they are also introduced to PCC’s Career Centers and meet with Human Resources representatives. At the end of the eight-hour course, participants complete a Career Development Plan; 17 individuals have filed their plans with the Human Resources department.
- A **Staff Development Task Force** was appointed by the president to review current staff development opportunities, survey college personnel regarding staff development needs and make recommendations for a comprehensive plan for staff development.
- In response to a Task Force recommendation, Staff Development and Human Resources collaborated to implement a new leadership program for managers. A six-week **Effective Leadership Development Series** provides 24 hours of leadership training for management staff; six series have been scheduled between April 04 and April 05. Twenty-five managers participated in the first round of training in Spring 04, and all full time management staff are expected to complete training by Spring 05.
- During 2003-04, full and part time staff and their dependents utilized 2,291 **tuition waivers** to enroll in credit and non-credit courses offered by the college. In addition, 55 staff participated in the **tuition reimbursement** plan and completed 521 credit hours of undergraduate or graduate education at four-year institutions with support from PCC.
- Approximately 300 faculty and staff participated in training and workshops provided by the **Affirmative Action** office during 2003-04; topics included the psychology of differences, personal awareness theory and conflict resolution. Affirmative action and diversity workshops were also presented to student groups.
- The annual **Classified Staff Retreat**, co-sponsored by the Federation of Classified Employees and the Staff Development office, brings together full and part time classified staff from throughout the district for a day of workshops to promote personal and professional development. In June 2004, 450 staff members learned how they could ‘Make A Difference’ by participating in a variety of sessions focused on volunteerism. Representatives from various city, state and national organizations presented information on how individuals could make a difference in the lives of others, in politics, the environment and other areas of interest.
- During 2003-04, the **Information Technology training team** delivered 1,279 hours of software/technology training related to college business processes to 435 employees. **Human Resources (HR)** sponsored employment law workshops during 2003-04 for those unable to attend in the prior year. In addition, 148 staff attended workshops on Oregon’s ethics laws for public employees presented by the college’s attorneys. Nearly 100 employees attended HR-sponsored sessions on financial planning, and 24 employees participated in “Life Options After Retirement,” a pilot program jointly sponsored by the Office of Community Relations, Staff Development, Human Resources and the Faculty and Classified federations.

INSTITUTIONAL EFFECTIVENESS 2004

Goal 10: Resources - Faculty and Staff Development

Indicator Faculty have access to and utilize resources that support instruction (LRC, classroom technology, teaching-learning centers, etc.); training and equipment are available for faculty.

- During 2003-04, approximately 550 **faculty and staff** participated in 242 group **training/** “Bits & Bytes” sessions. In addition, 493 individuals participated in one-to-one meetings with staff from the Instructional Media Services (IMS) department. As a result of this training -
 - Faculty have incorporated new instructional technology into the curriculum, and faculty-student communication has improved through the use of online email, class listservs and discussion boards. Student-student collaboration has been enhanced by online discussion groups.
 - Faculty have started to use online assessment as a learning tool, giving students more opportunities to interact with course materials.
 - Faculty have started to develop and teach ‘hybrid’ courses that use a combination of class time and online time.
- Using funds from the PEW Program in **Course Redesign**, work continued on two IMS grants awarded to college departments (Anatomy and Physiology, ESL) for the purpose of curriculum redesign and use of technology to solve an academic problem. Work began on long-term course re-design projects with the Nursing and Medical Laboratory Technology departments, and IMS also funded the development of several hybrid classes.
- Ten **sabbaticals** were granted to full time faculty and academic professionals for the 2003-04 academic year. Staff used this extended time away from the classroom to conduct research in discipline-specific areas, develop course materials, complete writing projects, study trauma-based counseling, prepare an exhibit for a display of contemporary Native American art, work with at risk high school students to establish educational development plans and study the background of undocumented migrant students in order to help them succeed in college.
- Twenty-five projects received **Instructional Improvement Program (IIP) funds** during 2003-04. Faculty utilized funds and/or release time to revise course syllabi and study guides, develop new courses, take classes to upgrade professional skills, attend conferences and workshops, develop outcomes-based instructional packets, develop case studies for classroom/lab use, expand tutoring curriculum, implement library literacy classes, establish writing standards for ENL and integrate use of a wireless laptop network into lab activities.
- **Campus TLCs** offer a wide range of programs to serve faculty throughout the district. During 2003-04, TLC topics included tools for teaching, service learning, preventing disruptive classroom behavior, learning styles, improving information literacy, using on-line quizzes and teaching in small groups. Keynote for the annual Winter Conference was Christine Cress from Portland State University who presented a workshop on Transformational Learning. TLCs also participate as planners and presenters for the New Faculty Institute and for part time faculty and campus inservice programs.
- Faculty members use the Library’s **electronic reserves** to make course materials available 24/7 to students on and off campus. In 2003-04, more than 300 instructors placed 3,380 electronic files and images on reserve—which received 51,540 hits, an increase of 45% over the prior year. In addition Librarians collaborated with faculty members to integrate library skills instruction into courses (369 sessions) and helped design library assignments (78) that directly support classroom goals.
- **Equipment purchases** for faculty to use in teaching continued to be a priority. As part of a five-year plan (in conjunction with bond construction) to improve classroom technology, more than 70 new ‘technology rooms’ were equipped by IMS staff during 2003-04. To date, 125 rooms meet new classroom technology standards that feature ease of operation and remote access for managing, troubleshooting and maintaining the system; a total of 200 rooms should be fully equipped by the end of 2004-05.

INSTITUTIONAL EFFECTIVENESS 2004

Goal 10: Resources - Financial

Indicator Financial resources are optimized to ensure that programs and services are available to district residents.

Measure **GRANT FUNDS support programs and services available to students and district residents.**

- Over \$9 million in funding was awarded to PCC as a result of grants submitted during 2003-04. PCC received grants from the US Department of Health and Human Services to prepare Head Start teachers to work effectively with Hispanic/Latino young children; from the US Department of Education to provide training for local small businesses, PCC faculty and students on international business and to enhance the ability of instructional assistants and teachers in the Portland Public Schools to work effectively with English language learners; and from Worksystems, Inc. to help unemployed and dislocated workers in Washington and Multnomah counties get back to work. The United Way of the Columbia-Willamette funded PCC to help job seekers at risk of losing their housing in Washington County to find jobs and stable housing. Other areas funded included Service Learning, Survival English, Early Childhood Education, Distance Education, Life Options for Retirees and the Cascade Festival of African Films.

Measure **BOND FUNDS provide for expansion of college facilities to accommodate enrollment growth.**

- The \$144 million bond measure approved by district voters in November 2000 fueled PCC construction activities in fiscal year 2003-04. As of June 2004, over \$26 million of these bond funds have been spent to build the new Southeast Center that opened in Winter 2004. Over \$36 million have been used on the Cascade campus to upgrade Jackson Hall, renovate the Student Services Building and build a new Physical Education Building. Over \$26 million has been spent on the Sylvania campus to construct the Technology Classroom building scheduled to open in the fall of 2004. Other projects at the Sylvania campus include upgrading the air conditioning throughout the campus, and completing fire sprinkling system improvements, site electrical infrastructure and emergency power system upgrades. Over \$21 million have been spent on the Rock Creek campus on construction of the Library building as well as a major addition to the Science building.

Measure **FOUNDATION FUNDS support programs and services available to students.**

- Revenues and gains from the PCC Foundation totaled \$925,094 in 2003-04, an 11% increase over the previous year. Revenue/gains from grants and cash contributions in 2003-04 totaled \$581,105, with the remaining revenue/gains (\$370,989) from in-kind contributions, investment income and capital gains. Grants and expenses totaled \$858,011, about a 10% increase over the previous year. Net assets as of June 30 were \$2,836,966, about 50% higher than net assets as of June 30, 2003.

Measure **TECHNOLOGY FEES support the use of technology in campus classrooms and programs.**

- In 2003-04, almost \$1.9 million in technology fees were collected, providing funds for staff, equipment and supplies in support of technology improvements throughout PCC. Almost \$1.5 million was targeted toward library technology services and equipment, and about \$570 thousand was specifically provided for staff to support instructional technology.

Measure **STUDENT ACTIVITY fees support activities that link students to the college and promote student leadership.**

- In 2003-04, \$659,777 in student activity fees were collected, supporting intramural and student government activities.

INSTITUTIONAL EFFECTIVENESS 2004

Goal 11: Community

Indicator Community participation in the life of the college

Measure The college hosts events that are open to district residents, and college facilities are available to district residents for a variety of **CULTURAL AND EDUCATIONAL ACTIVITIES**.

- A wide range of **college-sponsored (or co-sponsored) events** are open to the public and draw community residents to the three comprehensive campuses each year. Art Beat, Cascade Festival of African Films, performances by the Sylvania Theater Department, Rock Creek Harvest Festival, the Winter PowWow, PCC Panther basketball games, Draft Horse Plowing Contest, career fairs, music concerts, craft fairs and speech and debate tournaments bring an estimated 30-35,000 visitors to the campuses annually.
- The Sylvania Performing Arts Center (PAC) serves as **rehearsal and performance space** for groups such as Tapestry Theater, Pacific Festival Ballet, Kinetic Images Dance Company, PICA, Portland Opera, Lake Oswego Academy of Dance and the Pacific Crest Wind Symphony. Individual performers appear on the PAC stage throughout the year; Russian, Middle Eastern and other cultural groups also sponsor concerts and performances.
- **Community groups** utilize available space at campuses and centers throughout the district for meetings, training sessions, seminars, language schools, and social and cultural events. Saturday Academy, American Red Cross Blood Drive, Oregon Women's Summit, Boy Scouts of America, Humboldt Neighborhood Association, Portland Rose Festival Association, Cascade Sports Car Club, Multnomah County Democratic Committee, Rose City Romance Writers, Lions Club, Portland Society for Calligraphy, Society of Manufacturing Engineers, Oregon Ethiopian Community, Providence Hospice Training, Clean Water Festival, Salvation Army, Independent Living Resources, Vietnamese Language School, 4-H classes, Chinese Times, Outer Southeast Caring Communities and Black College Fair are just a few examples of groups and activities booked into college facilities during the past year.
- During 2003-04, **gymnasiums and physical education facilities** served as the venue for community basketball teams and volleyball leagues, swim meets, dance rehearsals, lifeguard training, soccer practice, self-defense workshops, picnics, a model rocket launch, hydrostatic weighing and the Tae Kwan Do World Tournament.
- City and county agencies (such as Multnomah County and City of Portland) and other educational institutions (Portland Public Schools, Lake Oswego and Riverdale school districts, National College of Naturopathic Medicine) **hold classes and conduct training sessions** for staff at a variety of PCC sites.
- The college also serves as a **testing site** for several agencies and for-profit organizations. Students come to campus to take a variety of educational skills and professional certification tests ranging from GED proficiency exams to Federal Court Interpreters exams.

INSTITUTIONAL EFFECTIVENESS 2004

Goal 11: Community

Indicator College participation in the life of the community

Measure College staff serve on a variety of boards, development forums and committees throughout the Portland metropolitan region

- The college is represented on the **Chambers of Commerce** of a number of communities in the PCC district: Portland Business Alliance, Hispanic Metropolitan, Beaverton, Hillsboro, Forest Grove, Lake Oswego, St. Helens, Tigard and Tualatin.
- College staff serve on **key economic and community development boards, forums and committees** throughout the district, including the Portland Multnomah Progress Board (identifies, monitors, and reports on indicators for important community-wide goals), Washington County Business Education Compact (focuses on business and education-related projects that can make a difference in the community), Housing Authority of Portland/HOPE VI Community Advisory Committee (working to re-design and revitalize Columbia Villa in North Portland), Oregon Workforce Investment Board (planning and implementing a comprehensive workforce system in Oregon), and Oregon Association of Minority Entrepreneurs (provides service to minority, women, and emerging small business owners). Other civic groups include Portland City Club, Rotary, Centro Cultural, Urban League of Portland, United Way, Vision Action Network, 82nd Avenue Business District Association and several neighborhood associations.
- **Local and regional education-related groups** in which PCC staff participate include Portland Leaders Roundtable (representative from education and social service agencies focus on efforts to improve K-12 completion and transition to college or work), Schools Uniting Neighborhoods (SUN works through the Portland Public Schools on projects to improve neighborhoods in areas surrounding elementary and middle schools), Regional Higher Education Collaborative (focus on coordinating postsecondary education in the Portland metro area), NorthWest Education Loan Association Center for Student Success (NELA offers free resources, information and counseling about higher education options), Junior Achievement (provides learning activities related to the American free enterprise system for high school-age students), and the German-American School of Portland.
- The college is also represented on the Oregon Newspaper Publishers Association/Foundation Board, comprised of publishers of newspapers around the state. The Board focuses on major issues facing the community and the news media and raises money for journalism scholarships.
- PCC staff serve on **boards and steering committees related specifically to college programs and services**, such as Oregon Campus Compact (support for service learning at Oregon colleges and universities), National Alternative Fuels Consortium (participation enables us to locally operate a National Training Center for Alternative Fuels), Joint Boards Articulation Committee (inter-sector committee charged with identifying and resolving transfer issues), Semiconductor Workforce Consortium (brings together industry and educational partners to develop a viable semiconductor workforce in Portland and the Northwest region), Portland Area Library System-PORTALS (committed to meeting the research and educational needs of people in the greater metro area through cooperative and creative access to information resources and services).

GLOSSARY OF TERMS

Academic Year- means the year beginning July 1 and ending June 30 of the following year running concurrently with the fiscal year.

Adult Basic Education (ABE)– instruction in fundamental academic and pre-occupation skills for adults with less than the equivalent of ninth grade education. The main focus of instruction is on language arts and computational skills. The curriculum also includes life and citizenship skills.

Appropriation- an authorization granted by the Board of Directors to make expenditures and to incur obligations for specific purposes. An appropriation is limited to the fiscal year in which it is approved.

Basis of accounting- means the cash basis, the modified accrual basis or the accrual basis.

Board- means the Board of Directors of Portland Community College District.

Cash basis- means a basis of accounting under which transactions are recognized only in the period during which cash is received or disbursed.

College Support Services- means programs and activities related to institutional support including but not limited to executive management, fiscal operations, general administration and logistical services, administrative computing support, public relations and development, human resources activities and auxiliary enterprise operations.

Community Education- means courses which are offered to all persons living in the community which will enable them to broaden their educational, vocational and aesthetic horizons. It includes but is not limited to hobby and recreational programs, self-improvement courses, lecture series, seminars and institutes and similar educational and cultural programs.

Credit Course- applies to courses offered by the college as part of a lower-division transfer degree or approved occupational preparatory program.

Credit Enrollment- means students enrolled only in credit courses or for whom credit classes constitute the majority of their course load.

Current year- means the fiscal year in progress.

Distance Education- an all encompassing term used to either describe different technologies used to extend the educational capabilities of an institution (e.g., modem education, on-line course, hybrid course) or a means to provide educational opportunity to those incapable of receiving education through traditional classroom settings.

English as a Second Language (ESL) - courses designed to help individuals, whose native language is not English, for them to understand, speak and write the English language.

Enterprise Fund – a fund established to account for operations that are financed and operated in a manner similar to private business enterprises. It is the intent of the governing body that the cost of providing goods or services on a continuing basis be finance or recovered primarily through user charges and fees and that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control and accountability.

GLOSSARY OF TERMS

Expenditure- means, if the accounts are kept on the accrual basis or the modified accrual basis, decreases in net financial resources and may include encumbrances. If the accounts are kept on the cash basis, the term covers only actual disbursement, the drawing of the check or warrant for these purposes and not encumbrances, except that deferred employee compensation shall be included as a personal service expenditure where an approved deferred employee compensation plan is in effect for a municipal corporation.

Fiduciary Fund – a trust and agency fund used to account for assets held by a government unit in a trustee capacity or as an agent for individuals, private organizations, other government units and/or other funds.

Fiscal year- means a period of 12 months commencing on July 1 and closing on June 30.

Full-Time Equivalent (FTE) Student- means a student or combination of several students who carry among them, within a single academic year, a minimum number of clock hours of instruction, in any program. For the purpose of receiving state reimbursement, it means a student who carries 510 clock hours over three (3) terms of instruction. As used in budgeting for the number of employees, FTE means full-time equivalent position.

Fund balance- means the excess of the assets of a fund over its liabilities and reserves except in the case of funds subject to budgetary accounting where, prior to the end of a fiscal period, it represents the excess of the fund's assets and estimated revenues over its liabilities, reserves and appropriations for the period.

General Education Diploma (GED)- a review of and instruction in basic academic skills to assist adults who have not graduated from high school to prepare for the five General Education Development tests. An Oregon Certificate of equivalency is issued by the Oregon Board of Education to individuals who earn passing scores.

Governing body- means the Board of Directors of the College.

Grant- means a donation or contribution of cash by a third party.

Instruction- means techniques or procedures used to conduct learning activities. For budgetary purposes, it includes, but is not limited to, expenditures relating to the salary and benefits of instructors, instructional supplies, teaching aides, references and methods of testing and evaluation.

Instructional Support Services- means activities and programs that support instruction. It includes, but is not limited to, administrative support, supplies and equipment, and office space.

Internal service fund- means a fund properly authorized to finance, on a cost reimbursement basis, goods or services provided by one organizational unit to other organizational units of the municipal College.

Lower Division Transfer (LDT)- means courses designated as transferable to most public and private colleges and universities. Courses may be applied to specific program requirements or to General Education elective requirements for Associate of Applied Science and Associate of General Studies Degrees.

GLOSSARY OF TERMS

Modified accrual basis- means the accrual basis of accounting adapted to the governmental fund-type measurement focus. Under this basis of accounting, revenues and other financial resource increments, such as bond proceeds, are recognized when they become susceptible to accrual, that is, when they become both measurable and available to finance expenditures in the current period.

Non-Credit Enrollment- means students enrolled only in non-credit courses or for whom non-credit classes constitute the majority of their course load.

Physical Plant- means programs and activities that are directly associated in providing operation and maintenance of college facilities including, but not limited to, physical plant administration, building maintenance, custodial services, utilities, landscape and ground maintenance and public safety administration.

Population- the number of inhabitants in the District according to certified estimates of population made by the State Board of Higher Education.

Portal - is a system of integrated programs designed to make it easier for a user to find information. A portal is simply a web site that offers a doorway into a world of information. The portal provides access to personal records, business services and advanced communication tools in a collaborative environment. These tools include e-mail, chat, forums, course tools, targeted announcements and more. The purpose of all these integrated programs is to provide convenience and a sense of community to the user. A portal assists the user struggling with the current puzzle of diverse content and services in our journey to offer convenient, streamlined and individualized services.

Professional Technical (or Vocational Education)- means courses designed to build skills and knowledge which will qualify the student for employment in business and industry. It includes courses designated as Vocational Preparatory (entry level skills), Vocational Supplementary (skills upgrading) and Apprenticeship.

Program- a group of related activities aimed at accomplishing a major service or function for which the College is responsible.

Publish or publication- means the method of giving notice or making information or documents available to members of the general public.

Revenue- the gross receipts and receivables derived from taxes, tuition fees, state shared revenues and from all other sources, but excluding appropriations, allotments and return of principal from investment of surplus funds.

Special Revenue Fund- means a fund authorized and used to finance particular activities from the receipts of revenues that are legally restricted to expenditures for specific purposes.

Student Support Services- means programs and activities that support student needs including, but not limited to, student services administration, social and cultural development, counseling and career guidance, financial aid administration, admission, student records, intramurals and athletics and student organizations.

Unduplicated Headcount- means the number of students enrolled during a given term/year. A student is counted once for each campus where he/she attends classes; the same individual is counted only once for college-wide data.

ACRONYMS (as used in the this document)

ABE	Adult Basic Education
ABS	Adult Basic Skills
ABSD	Adult Basic Skills Division
ACT	American College Testing
ADA	Americans with Disabilities Act
ADE	Adult Development Education
AI	Appreciative Inquiry
AP	Academic Policy
ASA	Academic & Student Affairs
ASOT	Associate of Science Oregon Transfer degree
BAC	Budget Advisory Committee
BRAVO	Bilingual Resource Assistance Volunteer Organization
BS	Basic Skills
BSCC	Basic Skills Coordinating Committee
BSTF	Basic Skills Task Force
CA	Cascade Campus
CALL	Computer Assisted/Aided Language Learning
CED	Continuing Education Degree
CEU	Continuing Education Units
CIS	Computer Information System
COD	Contract-Out-of-District
COMPASS	Comprehensive, computer-adaptive testing system for class placement
CPC	Career Pathways Committee
CS	Computer Science
CSET	Computer Software Engineering Technology
CTC	Community Technology Centers
CTCP	Community Technology Centers Program
DE	Development Education
DEQ	Department of Environmental Quality
DL	Distance Learning
DOI	Dean of Instruction
DOS	Dean of Student
DVR	Department of Vocational Rehabilitation
DWP	Dislocated Workers Program

ACRONYMS -continued

EAC	Educational Advisory Council
ECE	Early Childhood English
ELC	Extended Learning Campus
EMP	Educational Master Plan
ENL	English as a Native Language
ESL	English as a Second Language
EST	Employment Skills Training
FTE	Full Time Equivalent
GEARUP	Gaining Early Academic Performance Readiness for Undergraduate Programs
GED	General Education Diploma
HAP	Housing Authority of Portland
HPPI	Health Professionals Partnership Initiative
IAP	Increasing Academic Performance
IDT	Integrated Device Technology
IE	International Education
IHP	Institute of Health Professionals
IIP	Instructional Improvement Projects
IMPD	Institute of Management and Professional Development
IMS	Instructional Media Services
IMS	Instruction Media Services
IR	Institutional Research
ISC	Instructional Services Committee
JTPA	Job Training Partnership Act
MTH	Math
NAC	Network Advisory Committee
NAPIC	National Association of Private Individual Councils
NSF	National Science Foundation
OC	Open Campus
OCEPT	Oregon Collaborative for Excellence in the Preparation of Teachers
ODCCWD	Oregon Department of Community Colleges and Workforce Development
OHSU	Oregon Health and Science University
OLMIS	Oregon Labor Market Information System
OPB	Oregon Public Broadcasting
OTN	Oregon Tradesman's Network

ACRONYMS -continued

PAVTEC	Portland Area Vocational/Technical Education Program
R&D	Research & Development
RC	Rock Creek Campus
RITA	Recruiting for the Information Technology Age
RLD	Reusable Learning Objects
ROOTS	Program for academically under-prepared, low income, 1st generation college students
RWRT	Regional Workforce Response Team
SAC	Subject Area Curriculum
SACC	Subject Area Curriculum Committee
SD	Staff Development
SDC	Staff Development Committee
SDSC	Staff Development Steering Committee
TELT	Training Effective Literacy Tutors
TLC	Teaching and Learning Center or Community
TOPS	Tracking of Programs & Students
TPC	Technology Policy Committee
TRIO	Federal Grant from US Dept of Education for low income first generation migrants and disabled students
VLT	Volunteer Literacy Tutoring
WANTO	Women in Non-Traditional Occupation
WIA	Workforce Investment Act
WIB	Workforce Investment Board
WR	Writing
YES	Youth Educational Services
