At the conclusion of the 2007-2008 academic year, in his annual letter, Chancellor Goldstein remarked about Kingsborough: “Congratulations on a very successful year. I am most pleased with the strides that you, your leadership team, and your faculty have made, and I look forward to seeing the innovative work that this important community college will continue to develop.” I cite it here not to boast, but rather to point out several things about the past year at Kingsborough Community College. We have experienced some notable successes. (You’ll read about some of those achievements in this report.) Our success was the result of the remarkable collaboration among the faculty, administrators, and staff who work here and the amazing students who study here. We will continue to build on that success to serve our students with innovative programs in the future.

The changing landscape of our world, especially the changing condition of the global economy in which our students will be employed, demands that we equip our students with the skills they will need to cope in that environment. Thus, we have selected, ushering in the “Knowledge Era” for the theme of this report. Skills in creative thinking, communication, collaboration, and teamwork will become much more important in this new era in which knowledge and service become our primary products. At Kingsborough, we believe that it is our responsibility to teach our students not just what they want to know but, more importantly, what they need to know to be successful in the future.

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Kingsborough Community College is fully invested in the global community and global economy. More to the point, we want to be certain that the same can be said of our students.

We’ve reached a time when change is more than one of life’s few certainties. It is an all-encompassing, rapid-fire, world-wide reality. It requires a certain way of thinking to be successful. It takes a keen, agile, flexible, confident mind—the kind of mind that one develops within a dynamic, reality-driven educational environment. Such an environment is characterized by constant, immediate and total access to global information; a bubbling spirit of entrepreneurship; support for risk-taking; an appreciation for independent thinking and a willingness to take personal responsibility for one’s life and work. That is the environment that students discover at Kingsborough!

Through our academic programs, student support services, and co-curricular and extra-curricular activities, the college strives to provide for each student the opportunity to fully realize their potential and secure their place in the global, changing world in which they will live. Whether it is preparation for an immediate position in the community or transfer to a four year college, a Kingsborough education sets the stage for the lifelong learning that will be demanded of each us in the rapidly changing and challenging times ahead.

Look back with us through 2008 and discover what our students have come to know and experience every day.

“In times of change it is the learners who will inherit the earth, while the learned will find themselves beautifully equipped for a world that no longer exists.”

— Eric Hoffer
Communities of Learning

For every student, the first semester is the most critical and often determines his/her ultimate success. Knowing that to be true, Kingsborough has led a national movement to ensure that entering students get the positive start by enrolling them in learning communities.

At Kingsborough, these learning communities are part of a program called “Opening Doors,” an apt name when you consider that this is literally what they are designed to do—open the doors to personal potential and professional possibilities. Each learning community is comprised of a group of 25 students who take three of their first-semester courses together. They are scheduled for the appropriate level English class, a general education class (e.g., history or biology) and a student success class (an orientation style class that teaches basic college study skills and use of available resources). Faculty teaching the academic courses collaborate on the curriculum so that student learning is reinforced in each class and the student success course is taught by a counselor who also assumes this role for the student outside the classroom.

This approach gives our students two key ingredients for a successful future—a “yes I can do this” confidence and an “I have people here that I can depend on” network. The results have been impressive and the model is being adopted across the country. Funded through a grant from the Ford Foundation, Kingsborough’s Opening Doors staff are working closely with five other community colleges around the country to develop their own learning community programs—Broward Community College in Florida; Delgado in New Orleans; SUNY Orange in Middleton, New York; Malcolm X College in Chicago; and Houston Community College. In addition, talks are underway with at least ten other schools to do the same.

Program Highlights

• The Manpower Development Research Corporation, a national policy and research non-profit that set up the original design for the project with Kingsborough and has studied the results over the past three years has found that, after one semester in the program, students were significantly more likely to pass all their courses and earn more credits. After one year they were more like to pass critical English skills tests needed to graduate or transfer to a four-year college and they rated their overall college experience more positively.

• In 2008, the commitment was made to expand the Opening Doors project to serve up to 80% of incoming freshmen by 2010 and to participate in a new study to design learning communities for students in health career areas of study.
The new Honors House opened in May. This welcoming environment has become a hub where students gather, study and stay connected.

Kingsborough joined the Northeast Regional Honors Consortium to give students in the program a new opportunity to present their papers and hone their public speaking skills.

Each academic department appointed a designated Faculty Liaison to the program to make sure that there are “enriched” course opportunities for students in every discipline.

Honors Students, Hard Work

There is a growing realization on the part of many students that beginning one’s college career at a community college is a smart start — and, many more of those students are seeking the challenge of honors programs. Whether it is for financial reasons, the smaller classes and personal attention, the closeness to home or a particular attraction to that campus, today over 47% of college students are studying at community colleges. What that means, of course, is that community colleges must find a way to engage the inquisitive minds of an increasingly diverse student body.

At Kingsborough, those opportunities begin in the classroom with highly enriched honors courses and faculty/student research projects. But that is just the beginning. There are courses that involve trips to cultural venues like the Metropolitan Museum of Art and tours of lower Manhattan with early-American historians. There is the Dean’s Reading Circle where students and faculty meet over dinner to discuss a book of topical interest. There are Phi Beta Kappa and Honors Club activities. There are seminars led by special guests and summer sessions in places as divergent as Vassar College and Costa Rica. And, there are Honors Contract Projects that enable students to conduct independent studies or visual projects for honors class credit.

The main purpose, however, of our Honors program is to prepare graduates for a successful experience at the four-year colleges of their choice. Graduates of the KCC Honors program have transferred to senior CUNY and SUNY colleges, as well as to such baccalaureate level colleges and universities as Adelphi, Columbia, Cornell, Mount Holyoke, Northeastern, NYU, and Smith where they have received generous scholarship support for their studies.

The KCC Honors program gives them the confidence, the classes, the skills and the extra-curricular experiences to be successful anywhere!
Service – Because It’s the Right Thing to Do

Leave it to college students. They are the ones stepping up to tackle some of society’s toughest problems with compassion, commitment and creativity. You only need to look at the important work of Kingsborough students for verification.

In an effort to better organize and coordinate the current and expanding opportunities for students to be engaged with the college and their communities, the President appointed a faculty, staff and student task force charged with developing the structure for a Center for Civic Engagement on campus.

Already, Kingsborough students are participating locally and globally—from taking leadership roles in student government and giving back to the college to traveling to Africa to work with students from around the world on issues of AIDS and Domestic Violence.

Kingsborough students serve as advocates with the City Council and New York State Legislature in support of higher education. They participate in the Model UN project and the Salzburg global seminar.

A growing number of courses at the college have a service learning component which weaves hands-on service directly into the content of the course. Students become active participants in the learning process by using what they learn in the classroom to solve real-life problems.

PROGRAM HIGHLIGHTS

• The Corporation for National and Community Service named Kingsborough Community College to the President’s Higher Education Community Service Honor Roll for exemplary service efforts and service to disadvantaged youth. Kingsborough was the only CUNY college – and the only community college in New York City – to be honored.

• Kingsborough students in one of the behavioral science courses developed a domestic violence awareness presentation which has helped more than 500 individuals in the community equipping them to identify and prevent instances of domestic abuse.

• One class of students, as part of their coursework, tutored young residents ages 6-12 who live in a nearby New York City Housing Project.
President’s Faculty Innovation Award

The President’s Faculty Innovation Award encourages projects that make use of innovative pedagogies and/or instructional technology in the classroom and for development of hybrid and/or online courses; research projects that involve faculty and students in a mentoring relationship; interdisciplinary collaborations; or projects that integrate civic engagement curriculum and/or activities into existing and/or new courses. This year, six proposals were funded for up to $5,000 each, involving nine faculty members.

PROGRAM HIGHLIGHTS

The following businesses have developed products through Kingsborough’s Incubator program:

- Amanda Smith Caterers’ Good Food in a Basket
- BelGiovane Gourmet Frozen Meals
- Brooklyn Fudge
- Delicious by Alice
- Esther Faham’s Sticky Buns
- Granola Jo
- Karen Braha’s Cheese
- Lottie Biscotti
- Mazal Foods
- Robyn Tobias’s Challah & Rolls

To Innovate Is To Resonate

If you want to be noticed (in the most positive way possible), one of the surest routes to take is coming up with a new idea or a fresh take on an existing idea. The world requires creative thinkers. And the world rewards creative thinkers.

Delicious Ideas, Market Delights

Fair warning: you may not want to read this section while hungry. Cheesecake. Cinnamon buns. Ten types of biscotti. Kosher cookies and candy. Garlic basil rolls. Chocolate fudge. Pickled beets. Gluten-free focaccia. Forty different frozen meals for home delivery. As you can imagine, it is impossible to walk through the commercial kitchen of Kingsborough’s Kitchen Innovations Food Product Development Program, also known as the “Incubator,” without salivating (or, more likely, trying to sneak a taste).

Yes, the Incubator program is all about great food. It is also all about good business. Food entrepreneurs use the Incubator Program to perfect their products, to produce their products, to plant their feet with a solid business plan, and to get their shot at becoming the next gastronomical star.

The one thing they all have in common is a “mom and pop” starting point – which usually means developing a specialty recipe or concept in their home kitchens. We help them up-size the recipe for commercial production. We give them the licensed equipment to use and guide their FDA compliance. We offer advice on approved safety and handling practices. We connect them to marketing support. We do, in short, everything we can to help them successfully bring their products to market – while providing the safety net they need.

Amanda Jones, creator and owner of Brooklyn Fudge, is one business owner who turned to the Incubator program to expand her buying audience. She used her time in the kitchen to develop, test, refine, and finalize a kosher version of her original non-kosher fudge — and off to market it went.

Of course, what goes around comes around: As these entrepreneurs succeed, they hire our culinary students to work for them. Win-win, indeed.
New On The Science Front

Kingsborough Community College is a huge proponent of advancing science, particularly science that advances careers. The Biological Sciences Department is well into the development of a state-of-the-art biotechnology education program in collaboration with Brooklyn College. The Program will lead to an A.S. in biotechnology from Kingsborough and a B.S. in biology from Brooklyn College.

The program is front-loaded in the first two years (the Kingsborough component) with advanced courses being taken in addition to foundation classes in biology, mathematics and chemistry. These advanced courses include recombination DNA technology, cell & tissue culture cloning, cell & molecular biology, and microbiology or genetics.

The core – and truly unique – advantage of taking these advanced courses “early on” is that someone who finishes the two years at Kingsborough is ready (make that sought after) for an entry-level position as a biotechnician – with pharmaceutical companies, hospital research departments, forensic labs, etc.

In other words, their options are significantly expanded. They can go to work immediately and full-time. They can go directly to Brooklyn College to finish their B.S., full-time. Or, they can opt for the best of both worlds – working and going to school at the same time.

The largest employer in Brooklyn is the healthcare industry. Clearly biotechnology is on the verge of exploding in New York City. This exciting new program is a “right place, right time” way to meet the growing (and staying) demands.

- Four professors from the biotechnology education program received a grant to attend the 3rd Annual Stem Cell Summit which brought together the largest gathering of stem cell company executives, investors and physicians in New York City.

- Kingsborough Professor Varattur Reddy of the Physical Sciences Department and two students, Mishbah Howard and Mickdy Milien, were selected to participate in the FaST (Faculty and Student Teams) program at the Brookhaven National Laboratory (BNL) for the summer semester. The focus of their research was Photoinduced Hydrogen Atom Transfer from Novel Ruthenium Carbonyl Clusters.
As Real As Not-Real Gets

“Virtual Enterprise” might conjure up thoughts of a simplistic approximation of operating a business in cyberspace. Look closer at the Kingsborough version – coordinated by our Institute for Virtual Enterprise – and your view will be radically different.

Our Virtual Enterprise students do not run their businesses with just a few points and clicks of the computer. They originate a real idea for a real business. They write a real business plan. They create real departments – marketing, production, etc. They appoint real leaders – IT Director, CFO, CEO, etc. They apply for real loans to establish a real business plan. They create real departments – marketing, production, etc. They appoint real leaders – IT Director, CFO, CEO, etc.

One recent example is a virtual cruise line where students organized theme cruises built around MTV. (Note: One student went to MTV to ask for promotional materials to build around MTV. (Note: One student went to MTV to ask for promotional materials.)

Program Highlights

- The program was the winner of the 2008 Best of New York Award for the project demonstrating the most innovative use of technology.
- Christoph Winkler, associate director of the Institute for Virtual Enterprise, was invited to speak and conduct workshops at the Entrepreneurial Spirit 2008 Symposium in Linz, Austria.
- The program was profiled on both CBS Moneywatch and NY1’s Money Matters.
- Kingsborough was awarded a grant from the National Science Foundation to enhance soft and entrepreneurial skills training for two-year college technicians using a contextualized business simulation program. Anchored in the CUNY Institute for Virtual Enterprise at Kingsborough Community College, this program trains students in information technology and virtual technology using the Virtual Enterprise business simulation platform. In addition, the grant will allow faculty at six community colleges and three Advanced Technology Education (ATE) centers to receive training on developing and installing a Virtual Enterprise program focused on IT and biotechnology programs.
- $651,977 from National Aeronautics and Space Administration (NASA) for ongoing research by our Physical Sciences faculty in the exploration of the origins and makeup of our universe, including the formation of terrestrial planets; what comets are made of; and the origins and chemical composition of asteroids.
- $599,742 from the National Science Foundation for Brooklyn Biotechnology Bridge, a collaborative project between Kingsborough Community College and Brooklyn College that helps foster a pathway from high school through post-secondary education directly into employment in the growing biotechnology field. This funding supports a network of support for biotechnology students, including training high school and college faculty, comprehensive student recruitment, peer tutoring and mentoring, internship and job placement, enhanced laboratory equipment, and online instructional content.
- $492,400 from the New York State Department of Education for Building Bridges to Success, a program of Kingsborough’s Off ce of Continuing Education that provides English as a Second Language instruction in tandem with industry skill sets and content knowledge to KCC students pursuing culinary careers and food service workers at Coney Island Hospital and Net Cost Supermarkets.
- $481,392 from the New York State Department of Labor to allow Kingsborough, through the auspices of the Off ce of Continuing Education, to provide 125 food service workers in local hospitals the opportunity to learn English in a business context in order to prepare for careers in areas where bilingual staff is needed, allowing them opportunities for professional advancement and increased wages.

Grants

Grants are vital to the mission of Kingsborough. Support from foundations and corporations helps us to further the work of students and faculty. Recent grants to Kingsborough include:

- $749,297 from the National Science Foundation to fund the President’s Prep Program (PPP), a pilot initiative aimed at providing an educational intervention for students with developmental needs in reading, writing, and mathematics. Adapting the successful CUNY Language Immersion Program (CLIP), PPP will provide 100 students in each of the spring and fall semesters of 2009 with an intense, 6-week, 16-hour per week, pre-college enrollment course designed to improve their scores on placement exams by at least one developmental level.
- $224,625 from the New York State Office of Temporary and Disability Assistance in support of Kingsborough Community College’s Off ce of Continuing Education’s Paths to Success program, which provides adult learners with basic education (including GED and ESL) and vocational training needed to enter the workforce and qualify for jobs with a living wage and a clear career ladder.
- $212,000 from Manpower Demonstration Research Corporation for the evaluation of student success in our nationally-renowned Opening Doors Learning Communities program. Preliminary data show that these communities, which links two or more courses in a student’s schedule to create a cohort of students that learn together, hold promise for positive student outcomes, including improvement in movement through developmental English sequences and student engagement.
- $150,000 from the MetLife Foundation for the development and implementation of Health Careers Learning Communities, designed to assist underprepared students enter one of seventeen healthcare programs at Kingsborough.
- $112,500 from New York City Center for Economic Opportunity (CEO) in support of the CUNY Youth Advancement Program, a three-school consortium including City Tech, LaGuardia Community College, and Kingsborough. Modeled on Kingsborough’s successful Project Welcome, this program provides a one-stop-shop for education, training, and access to social services for 16-24 year olds with a high school diploma or GED.
- $100,000 from the Ambrose Monell Foundation towards scholarships for students enrolled in Kingsborough’s highly competitive nursing program.
Kingsborough Supporters

Theborough community extends beyond our campus borders. We have a responsibility to the borough of Brooklyn, and we are proud of the role we are playing in its revitalization. A gift to the Kingsborough community extends well beyond an institution. It supports a community.

Victoria Locoams Foundation
Mr. & Mrs. Paul T. McKee
Washington Mutual Bank

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$1,000 – $4,999
Dean Peter M. Cohen

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Rafael Pico

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But it supports more than an institution. It supports a community.

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But it supports more than an institution. It supports a community.
Dr. John Lopez
Biology Professor and KCC Alum

You could say Dr. Lopez has come full-circle, back to where it all began. “I was a biology major at KCC from 1984-1986. Greatly supported and motivated by the faculty here, I went on to Columbia — where, almost unbelievably I majored in English Literature.” Then, from Columbia it was off to medical school in the Philippines, where he learned a new culture, new language and found a second home. Clearly Kingsborough has opened many doors for me — as a student and a teacher.”

Dr. John Lopez
Biology Professor and KCC Alum
"It's an accidental student fortunate enough to find a solid path forward."

"After eight years in the army, including tours of duty in the Balkans and Iraq, Catarino admits he found it surprisingly difficult to adjust to civilian life. "When I started classes at Kingsborough – actually tagging along with my friend at his urging – it helped me begin to rebuild a normal life and my social skills. And I turned out to be a good student, as well. I think the professors really like the fact I have honest, open communications with them," Catarino sometimes has his "bad days" and gives due credit to SERVE (Services to Enhance Returning Veterans Education) for its invaluable support – psychologically and nancially. "The fact that Kingsborough has a service like this lets you know this is a school truly committed to our needs and our futures."

Dr. Katherine Opello, Political Science

"What we do at Kingsborough goes beyond 'teaching as usual.' We work hard to develop students. This is the ideal place to experiment with ideas to bring excitement to the classroom." For Dr. Opello, one of those ways is Model U.N. "What started as a club is now a full-edged program with its own dedicated course. This past year, the students in my Model U.N. class were assigned Austria as their country. After much research and preparation, we joined student teams from around the country for five days at the annual U.N. – where they sat on various committees, built alliances with other countries, wrote and presented resolutions. Watching their confidence and skill was amazing!"
It all began with a casual conversation on an unusually lovely spring afternoon."

Dr. McCully and Dr. Weiss, friends and colleagues in the English department, sat on the KCC campus, looking out over the ocean, reviewing the just-completed semester, when the subject turned to global warming. "That is the moment, in 2005, when the idea for Eco-Festival was born. As animal lovers, natural history enthusiasts, concerned citizens, we felt we had to do something to raise awareness of the issue." The first Eco-Festival was held the very next day, in 2005, and has steadily grown into a "must-attend" event for environmentally-focused students, staff and the community.

“"It was terrifying. I hadn’t been in school since 1982 and have a math phobia! But miracle of miracles, I did so well when I began I was asked to join the Honors Program. I went from terrified to electrified." Her experience also revealed something about Kingsborough: "This is a place where you gather momentum from the people around you. They are that supportive." Grace, who has received two KCC scholarship awards, confidently expects to complete a master’s in nursing and become a Nurse Practitioner.

Grace Simmons Nursing Student

Dr. Morris Rabinovitz
Ms. Liz Raczkowski
Ms. Mary Raimond
Mr. Emil Rakhmlov
Mr. Claudio Ramos
Dr. Sandra Ramos
Ms. Sharon Ramsey
Ms. Rosalba Randone
Mr. David Rapaport
Dr. & Mrs. Raymond Ratkowitz
Ms. Delores T. Raymond
Mr. Amar Raziel
Mr. DIVO Reed
Mr. Isaac Reid, Jr.
Ms. Bernice Reiken
Ms. Natasha Reilly
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Mr. Benjamin Resnick
Mr. & Mrs. Gilbert Retrey
Ms. Adeline Retstein
Ms. Olga Rice
Mr. & Mrs. Hy Richards
Ms. Susan Richards
Ms. Tania Richards
Ms. Sally Ricottone
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Mr. & Mrs. David Ritter
Mr. Jason Rivera
Mr. Jonathan Rivers
Mr. Berton S. Robbins
Mr. Michael Roberts
Ms. Shanique Roberts
Ms. Esther B. Robinson
Ms. Carla L. Rodriguez
Ms. Shantae Rodriguez
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Ms. Beatrice Rose
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Ms. Lenore Rosenfield
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Mrs. Anne Rossman
Mr. Michael Rossman
Mr. Mark H. Rothberg
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Mr. Ronald Rubenstein
Ms. Pamela Rubin-Martinetz
Mr. & Mrs. Butt Russell
Mr. & Mrs. John Russo
Mr. Samuel M. Russo
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Mr. Kenny Ryan
Ms. Gina Sarcaccio
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Mr. & Mrs. Seymour Schain
Mr. & Mrs. Michael Scharf
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Mr. & Mrs. Howard Schefflin
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Mr. Ha!an Schiff
Mr. & Mrs. Ed Schindelheim
Mr. Kenneth Schuman
Mr. & Mrs. Harold Schultz
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Mr. Mario Scifo
Mr. Frank L. Scott
Ms. Hana Seavey-Roth
Ms. Gertrude Seber
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Ms. Estelle Segelman
Mr. Vladimir Semkov
Mr. & Mrs. Michael Sorota
Mr. William J. Serpe
Mr. Keith Sievovsky
Prof. Carol Seymour
Mr. Peter Sgri
Dr. Fridrycka Shabary
Ms. Binnie Shapmaner
Mr. Joel Shantzer
Mr. Daniel Shapiro
Mr. & Mrs. Seth Shapiro
Ms. Lacy Shaw
Ms. Glenn B. Sherman
Mr. & Mrs. Carl Sherman
Mr. Louis Shor
Mr. Aleksander Shynety
Mr. Anthony Sica
Bennett & Bonnie Siegel
Dr. Dale Siegel
Mr. & Mrs. Jack J. Sillen
Mr. & Mrs. Alan Silver
Mr. Anne Silver
Mr. & Mrs. Max Silver
Arthur & Anita Silvers
Lyle & Judi Silversmith
Sam & Roslyn Simon
Mr. Stanley R. Simon
Ms. Elizabeth Sims
Mr. Michael Singer
Mr. Tommy Singleton
Mrs. Tehila Slork
Mr. & Mrs. Harold Small
Ms. Kymiega Small
Ms. Karen L. Smith
Ms. Gail I. Smolfl
Ms. Blanche Sohn
I’m shy. But I’ve overcome that to earn a lot of respect at Kingsborough.”

How did this 19-year-old from Pakistan accomplish that shift? His strong belief in volunteerism and service—hallmarks of a Kingsborough education—put him front and center with classmates, teachers and the administration. Among his many activities, he is a co-leader of the Peer Advisors. He has coached children in the Public School Athletic League and Big Apple Games. And he has led clothing and canned food drives. Danyal is also an ambitious and accomplished student (Honor Society, 3.69 GPA). “I have my sights and heart set on finishing my four-year degree at Columbia, Adelphi or Hunter College—and Kingsborough will get me there.”

Danyal Qureshi
Nursing Student

Mr. & Mrs. Flamura Sokoli
Mr. Martin Solow
Mr. & Mrs. Samuel Solow
Ms. Joan Sostchen
Ms. Catherine Soto
Ms. Cynthia Sow
Ms. Agatha Spada
Mr. George Spada
Ms. Janeane Spada
Ms. Shirley Spector
Frank & Cherie Sperato
Ms. Lila Sperber
Sharon & Patrick Wiater
Mr. Harry Wexler
Mrs. Gerry Wetter
Mr. Alan Wendorf
Ms. Marcia Weller
Mr. Harry Weitzman
Mr. Martin Weissman
Ms. Ann Weissman
Mr. & Mrs. Irving K. Weiss
Mr. & Mrs. Sam Weiss
Mr. Alfred M. Weiss
Mr. & Mrs. Joseph Weininger
Bernard & Pearl Weiner
Mr. & Mrs. Bernard Weiner
Mr. Alfred M. Weiss
Mr. & Mrs. Sam Weiss
Mr. & Mrs. Irving K. Weiss
Ms. Tara Yarocover
Mr. Audrey Yaremkeni
Ms. Lyudmila Yaryshkina
Mr. Joseph Yellin
Ms. Sarah Yortov
Mr. & Mrs. Mark Zaydel
Ms. Mary Zerga
Ms. Vinzena Zero
Dr. Michael Zbirn
Prof. Nikola Zlatar

Facts & Figures

Expenditures:

<table>
<thead>
<tr>
<th>Category</th>
<th>Fall 2007</th>
<th>Spring 2008</th>
</tr>
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<tbody>
<tr>
<td>Instructional Support</td>
<td>$38,739,825</td>
<td>50.75%</td>
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<tr>
<td>Extension &amp; Public Service</td>
<td>$1,388,788</td>
<td>1.82%</td>
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<tr>
<td>Library &amp; Organized Activities</td>
<td>1,861,468</td>
<td>2.44%</td>
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<tr>
<td>Student Services</td>
<td>9,088,036</td>
<td>11.91%</td>
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<tr>
<td>Maintenance &amp; Operations</td>
<td>9,624,535</td>
<td>12.61%</td>
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<tr>
<td>General Administration</td>
<td>4,820,082</td>
<td>6.31%</td>
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<tr>
<td>General Institutional Services</td>
<td>6,782,463</td>
<td>8.89%</td>
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<tr>
<td>College Discovery</td>
<td>415,279</td>
<td>0.54%</td>
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<tr>
<td>Adult &amp; Continuing Education **</td>
<td>2,588,610</td>
<td>3.39%</td>
</tr>
<tr>
<td>Technology Fee</td>
<td>1,024,197</td>
<td>1.34%</td>
</tr>
<tr>
<td>** Total Expenditures</td>
<td>$76,333,283</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

* Excludes fringe benefits and heat, light, and power.
** The Adult & Continuing Education Program is self-sustaining based upon tuition and fees collected.
*** Staffing information provided by Human Resources

Expenditure data FAS as of 12/04/08

Staffing (Full-Time): ***

<table>
<thead>
<tr>
<th>Category</th>
<th>Fall 2007</th>
<th>Spring 2008</th>
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</thead>
<tbody>
<tr>
<td>Teaching</td>
<td>285</td>
<td>285</td>
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<tr>
<td>Counselors &amp; Librarians</td>
<td>17</td>
<td>16</td>
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<td>Total Faculty</td>
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<td>301</td>
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<tr>
<td>Non-Instructional</td>
<td>162</td>
<td>174</td>
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<tr>
<td>Civil Service</td>
<td>310</td>
<td>316</td>
</tr>
<tr>
<td>Total Full-Time</td>
<td>774</td>
<td>791</td>
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