

**SAUK VALLEY COMMUNITY COLLEGE BOARD OF TRUSTEES AGENDA**  
**Third Floor Board Room**

**September 30, 1996**

**7:00 p.m.**

- A. Call to Order**
- B. Roll Call**
- C. Communication from Visitors/Faculty Association**
- D. Consent Agenda**
  - 1. Approval of Minutes**
  - 2. Treasurer's Report**
  - 3. Bills Payable**
  - 4. Payrolls - August 31, 1996 - \$141,347.37**  
**September 15, 1996 - \$150,067.49**
  - 5. Budget Report**
  - 6. Health/Life Insurance Report**
  - 7. Closed Session Minutes**
- E. President's Report**
  - 1. Monthly Policy Reviews - 423.01, 424.01, 424.02, 425.01**
  - 2. NCMPR Newcomer's Award**
  - 3. Textbook Reviews**
  - 4. Percentage of High School Graduates Served (Attached)**
  - 5. Health Career Graduates Success**
  - 6. Student Housing**
  - 7. Endowment Challenge Grant I - \$843,335 (+\$12,993)**  
**Endowment Challenge Grant II - \$812,322 (+\$12,660)**
- F. Financial Reports and Actions**
  - Tractor Bid Award**
- G. Closed Session (Appointment, employment, compensation, discipline, performance or dismissal of specific employees)**

**H. Personnel**

- 1. Faculty Retirement**
- 2. Part-time Instructors**

**I. Other**

- 1. Strategic Plan**
- 2. Little Theatre Resolution**
- 3. Appointment of Voting Delegate - ACCT Convention**
- 4. Board Policies - 600 Series - First Reading**

**J. Reports**

- 1. Student Trustee**
- 2. ICCTA Representative**
- 3. Foundation Liaison**
- 4. Board Chair**

**K. Adjournment**

**Board of Trustees Meetings**

**October 28, 1996**

**November 25, 1996**

**December 16, 1996**

**ICCTA Monthly Meetings**

**None**

**November 7-8, 1996  
Courtyard Marriott, Chicago**

**None**

# SAUK VALLEY COMMUNITY COLLEGE BOARD OF TRUSTEES MEETING MINUTES

September 30, 1996

The Board of Trustees of Sauk Valley Community College met in regular meeting at 7 p.m. on September 30, 1996 in the third floor Board Room of Sauk Valley Community College, 173 Illinois Route #2, Dixon, Illinois.

Call to Order: Vice-Chair Groharing called the meeting to order at 7 p.m. and the following members answered roll call:

Edward Andersen	Richard Groharing
Thomas Jensen	B. J. Wolf
Carlos Garcia	

Absent: Thomas Densmore William Simpson  
William Yemm

SVCC Staff: President Richard L. Behrendt  
Attorney Jim Bergman  
Vice President Jami Bradley  
Vice President Joan Kerber  
Secretary to the Board Marilyn Vinson  
Director of College Relations Larry Lagow

Secretary: Due to the absence of William Simpson, Vice-Chair Groharing appointed Edward Andersen Secretary Pro-tem.

Consent Agenda: It was moved by Member Andersen and seconded by Member Jensen that the Board approve the Consent Agenda as presented. In a roll call vote, all voted aye. Motion carried. Student Trustee Garcia advisory vote: aye.

President's Report:: President Behrendt reported that Brian Olmsted had won the Newcomer's Award from Region III of the National Council for Marketing and Public Relations, that Karen Pinter and Judy Williamson had served as book reviewers for Masterplots II: Short Story Series Supplement, that Ralph Pifer had reviewed John W. Santrock's psychology text, Psychology, that the College had enrolled 46% of the district high school graduates that have matriculated to higher education institutions, that all 13 graduates of the Rad Tech Program passed the American Registry of Radiologic Technologist Exam, that all graduates of the Associate

Degree Nursing Program that took the NCLEX-RN Exam had passed, that the Foundation was advertising an Invitation to Developers to determine the interest they might have in the construction of student housing, that the balance in the Endowment Challenge Grant I Fund was \$843,335 (+\$12,993), and the balance in the Endowment Challenge Grant II Fund was \$812,322 (+\$12,660).

**Tractor Bid  
Award:**

It was moved by Member Wolf and seconded by Member Andersen that the Board approve the low bid from Polo Equipment Company in the amount of \$12,990 for the purchase of a new Case C-IH 3220 tractor with loader and 15 foot turf mower. In a roll call vote, all voted aye. Motion carried. Student Trustee Garcia advisory vote: aye.

**Closed  
Session:**

At 7:15 p.m. it was moved by Member Andersen and seconded by Member Jensen that the Board adjourn to closed session to discuss the appointment, employment, compensation, discipline, performance or dismissal of specific employees. In a roll call vote, all voted aye. Student Trustee Garcia advisory vote: aye.

**Regular  
Session:**

The Board returned to regular session at 7:20 p.m.

**Faculty  
Retirement:**

It was moved by Member Wolf and seconded by Member Jensen that the Board accept with regret the resignation (effective May 21, 1997) of Charles Oster, Professor of Machine Design, who has been with the College for 27 years. In a roll call vote, all voted aye. Student Trustee Garcia advisory vote: aye.

**Part-time  
Instructors:**

It was moved by Member Andersen and seconded by Member Jensen that the Board approve the following instructors for the 1996 fall semester: Theresa Hooper, John McNeil, Pat Smith, Norma Wolens, and Daryl Smiley. In a roll call vote, all voted aye. Motion carried. Student Trustee Garcia advisory vote: aye.

**Strategic  
Plan:**

It was moved by Member Jensen and seconded by Member Garcia that the Board approve the Strategic Plan (1996 through 2000) as presented. In a roll call vote, all voted aye. Motion carried. Student Trustee Garcia advisory vote: aye.

Little Theatre: It was moved by Member Wolf and seconded by Member Garcia that the Board approve the attached resolution re-naming the Little Theatre the **DR. JERRY WESTON MATHIS THEATRE**, effective immediately. In a roll call vote, all voted aye. Motion carried. Student Trustee Garcia advisory vote: aye.

Voting Delegate  
ACCT Annual Convention: It was moved by Member Andersen and seconded by Member Jensen that the Board appoint B.J. Wolf as SVCC's voting delegate to the annual ACCT Convention. In a roll call vote, all voted aye. Motion carried. Student Trustee Garcia advisory vote: aye.

Board Policies-  
600 Series  
First Reading: It was moved by Member Andersen and seconded by Member Jensen that the Board approve for first reading the 600 Series (revised Student Regulations) of the Board Policy Manual. In a roll call vote, all voted aye. Motion carried. Student Trustee Garcia advisory vote: aye.

Reports: Student Trustee Garcia reported on the success of Free-for-Fall, the program "Star Trek Physics" scheduled for October 2, the Bloodmobile scheduled for October 21, and Red Ribbon Week.

ICCTA Representative Groharing reported on the September meeting and the seminar on policy-governance.

Foundation Liaison Jensen and Board Chair Densmore reported on the student housing project and the Foundation meeting scheduled for October 22.

Since the scheduled business was completed, it was moved by Member Andersen and seconded by Member Jensen that the Board adjourn. The next regular meeting will be at 7 p.m. on October 28, 1996 in the third floor Board Room. In a roll call vote, all voted aye. Motion carried. Student Trustee Garcia advisory vote: aye.

The meeting adjourned at 7:50 p.m.

Respectfully submitted:



Edward Andersen, Secretary Pro-tem

28-6



**SAUK VALLEY  
COMMUNITY  
COLLEGE**

3 IL Rte. 2, Dixon, IL 61021 • 815/288-5511

**MEMORANDUM**

TO: Dr. Richard Behrendt

FROM: Jami V. Bradley

DATE: September 23, 1996

SUBJECT: Medical Insurance Report

The revenue and expenses for the Colleges medical insurance plan year ending June 30, 1997, are listed below. Please be advised that these amounts include retirees, COBRA participants and grant employees.

	Month of <u>Aug 1996</u>	Plan Year <u>To Date</u>
Revenue	\$56,149.92	\$118,451.99
Expenses:		
Medical claims	(15,329.39)	(46,593.41)
Fixed Costs	<u>(11,537.46)</u>	<u>(32,523.72)</u>
Revenue in excess of expenses	29,283.07	39,334.86
Beginning Accumulated Medical Insurance Pool at July 1, 1996		<u>498,230.98</u>
Ending Accumulated Medical Insurance Pool at August 31, 1996		<u>\$537,565.84</u>

n

cc: Insurance Advisory Committee  
Beverly Kiele

For Board Meeting of  
September 30, 1996

Agenda Item D-7

Closed Session Minutes

Since the Board has once again reviewed the closed session minutes, a resolution containing the dates of closed sessions that should remain closed should now be presented for approval. The remaining minutes (some of which were closed before) can now be opened to the public and will be placed in the notebook maintained in the office of the Secretary to the Board of Trustees.

<u>Date of Closed Session</u>	<u>Reason to be kept confidential</u>
January 28, 1991	Appointment, Employment or Dismissal of an Employee
May 29, 1991	Appointment, Employment or Dismissal of an Employee
May 26, 1992 (second session)	Collective Bargaining
June 22, 1992 (second session)	Collective Bargaining
August 24, 1992 (first session)	Appointment, Employment or Dismissal of an Employee
(second session)	Collective Bargaining
December 21, 1992	Appointment, Employment or Dismissal of an Employee
February 22, 1993	Appointment, Employment or Dismissal of an Employee

<u>Date of Closed Session</u>	<u>Reason to be kept Confidential</u>
March 22, 1993	Appointment, Employment or Dismissal of an Employee
May 24, 1993	Collective Bargaining
June 28, 1993	Appointment, Employment or Dismissal of an Employee
July 26, 1993 (first session)	Appointment, Employment or Dismissal of an Employee
(second session)	Appointment, Employment or Dismissal of an Employee
August 23, 1993 (second session)	Appointment, Employment or Dismissal of an Employee
January 24, 1994	Appointment, Employment or Dismissal of an Employee; also Acquisition of real estate
February 4, 1994	Appointment, Employment or Dismissal of an Employee
March 28, 1994	Appointment, Employment or Dismissal of an Employee; also Collective Bargaining
April 24, 1994	Appointment, Employment or Dismissal of an Employee
May 23, 1994	Appointment, Employment or Dismissal of an Employee
June 27, 1994	Appointment, Employment or Dismissal of an Employee; also Acquisition of Real Estate

<u>Date of Closed Session</u>	<u>Reason to be kept Confidential</u>
November 28, 1994	Board Self-Evaluation
December 19, 1994	Litigation When an Action has Been Filed
January 23, 1995	Litigation When an Action has Been Filed or is Probable
February 1, 1995	Appointment, Employment or Dismissal of an Employee
March 27, 1995	Collective Bargaining
April 27, 1995	Collective Bargaining; also Litigation When an Action has been Filed or is Probable
May 22, 1995	Collective Bargaining
June 26, 1995	Litigation When an Action has been Filed or is Probable; also Collective Bargaining
July 24, 1995	Collective Bargaining; also Appointment, Employment or Dismissal of an Employee
August 28, 1995	Collective Bargaining
September 29, 1995	Collective Bargaining
October 3, 1995	Collective Bargaining
October 18, 1995	Collective Bargaining

<u>Date of Closed Session</u>	<u>Reason to be kept confidential</u>
October 23, 1995	Appointment, Employment or Dismissal of an Employee
November 27, 1995	Appointment, Employment or Dismissal of an Employee
November 18, 1995	Appointment, Employment or Dismissal of an Employee
January 22, 1996	Appointment, Employment or Dismissal of an Employee
February 26, 1996	Appointment, Employment or Dismissal of an Employee
March 25, 1996	Appointment, Employment or Dismissal of an Employee
April 22, 1996	Appointment, Employment or Dismissal of an Employee
May 28, 1996	Appointment, Employment or Dismissal of an Employee; Collective Bargaining
June 17, 1996	Appointment, Employment or Dismissal of an Employee
July 22, 1996	Appointment, Employment or Dismissal of an Employee

**RECOMMENDATION:** Board approval to keep confidential the Closed Session minutes listed above.

423.01 Policy for Substitute Instruction of Regularly  
Scheduled Classes

A. Philosophy - In the assignment of substitute instructors, the primary consideration shall be to provide the best instruction available for each class and to ensure coverage of instructional material without appreciable loss to the students involved.

B. Responsibility for Securing Substitutes - As soon as the Dean or Vice President of Instructional Services is notified of a faculty member's absence, the Dean will determine the best mechanism for ensuring that instructional objectives are met. The Dean may cover the classes personally, assign another staff member, extend subsequent class meetings, or schedule an additional session. If these are not possible, the Dean may secure an outside substitute.

When a faculty member submits a travel request which will make it necessary for him/her to miss his/her classes, it is the responsibility of the Dean to make sure that all arrangements have been made for meeting instructional objectives before the approval for travel is granted.

C. Payment for Substitution - Regular Staff Substitutes: When the Dean has determined the staff member's absence will extend beyond three consecutive days, he/she may assign another regular staff member or secure an outside substitute to cover classes at the approved rate of pay.

Part-time Faculty: When there is no viable alternative to meet instructional objectives, the Dean may secure an outside substitute for a part-time instructor for one class session during a semester without penalty to the part-time instructor. If a substitute is required for additional sessions, the salary of the part-time instructor will be pro-rated.

3/23/81, 3/23/87, 9/25/89

424.01 Tutoring Policy

Tutorial classes may be offered with the approval of the appropriate Vice President. The rate of compensation for tutorial courses at Sauk Valley Community College shall be established at 70% of the average combined total of tuition and ICCB apportionment as calculated in the annual college budget. The rate, once determined, will then be applied for the subsequent fall semester through the following summer session. Tutorial assignments shall be voluntary on the part of the faculty.

424.02 Summer School Policy

Summer school shall be held at the discretion of the Board of Trustees. The final decision for the continuation or cancellation of each class will rest with the instructional Vice President.

1/14/80

3/23/87

425.01 Early Retirement

The College provides for an early retirement incentive program as follows:

Eligibility - This program shall be open to all full-time College employees a) who are at least fifty-five (55) years of age but who have not reached sixty (60) years of age, b) who have ten (10) or more years of service at Sauk Valley Community College, and c) who have been employed by the College on a full-time basis during each of the two (2) years preceding the date which their early retirement shall commence.

Application Procedures - A written request for "funded early retirement" must be submitted and received by the President of the College no later than January 1st of the year of intended retirement.

Provisions - A leave of absence will not be considered as years of service for the purpose of determining eligibility for early retirement.

In the event of death of the early retiree prior to the effective date of retirement, the College has no obligation to make any remuneration under this plan.

Incentive - The College will make a payment to the retiree calculated on the retiree's contractual salary as of the effective date of retirement, based upon the participant's age at retirement. The contribution percentage shall be calculated under the following provision:

A lump sum payment, based upon age and a percentage of retiree's base contractual salary, as listed below:

<u>Age</u>	<u>Percentage</u>
55	45%
56	40%
57	35%
58	30%
59	25%

Early Retirement (cont'd)

The lump sum payment will, at the retiree's option, be paid either as of the effective date of the retirement or as of January 31 following the effective date of retirement.

- 2 Base contractual salary is further defined:  
for instructional staff - base remuneration for academic year.  
for administration and support staff - computation for early retirement incentive is based upon fiscal year (12 month) contracts or other pro-rated contracts as appropriate.

An employee may not participate in the College's early retirement plan and also participate in any state early retirement incentive plan. If any state early retirement incentive plan is elected the College plan shall not be available. For the purpose of this paragraph, a state early retirement "incentive plan" is defined as any state retirement plan which requires the College to pay more dollar benefits on behalf of an individual employee than is required under the normal SURS early retirement plan without discount.

Grandfather Clause Any currently eligible employee shall remain eligible to participate in the College's early retirement plan under the terms of the previous early retirement policy until January 1, 1995 (for those retiring on June 30, 1995) despite the intended retiree's exceeding the 59 years of age limit prior to that date.

1/23/84  
3/23/87  
11/22/93



**SAUK VALLEY  
COMMUNITY  
COLLEGE**

Agenda Item E-4

73 IL Rte. 2, Dixon, IL 61021 • 815/288-5511

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## **MEMORANDUM**

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DATE: September 25, 1996

TO: Dr. Behrendt and Dr. Kerber

FROM: Steve Ullrick

SUBJECT: Percentages of High School Graduates

Sauk Valley Community College had another outstanding year recruiting students from our area high schools. We ended up enrolling 29% of our district high school graduates. Over the past five years, we have been able to hold close to the 30% mark which is outstanding considering the increased competition and the drop in total graduates.

Even more impressive is the fact that we enrolled 46% of district high school graduates that matriculated to higher educational institutions. We believe that our reputation for providing quality education and our efforts in recruiting have accounted for this success.

We definitely have a strong hold on our district market and we will continue to increase our efforts in the coming year to make Sauk the choice for an even higher percentage of high school students.

cb

## '96 High School Graduates Applied Fall '96

<u>High School</u>	<u>1996</u>	<u>Applied</u>	<u>Enrolled</u>	<u>Hours</u>	<u>Number of Graduates Going on</u>	<u>Percent at SVCC</u>
Abney	63	18	15	190		
Albion	29	11	6	68		
Bureau Valley*	46	28	21	312	36	58%
Condon	207	102	74	977	135	55%
Franklin Center	30	8	4	44	21	19%
Hamlet	79	2	1	16	47	2%
Hilledgeville	46	22	13	185	29	45%
Harrison	81	35	20	277	69	29%
Lawman	50	24	16	235	42	38%
Madison	18	9	7	96	11	64%
Madison	54	33	18	253	42	43%
Phetstown	54	30	20	309	30	67%
Rock Falls	114	60	42	582	83	51%
Shelby	266	120	79	1072	170	46%
Union	18	9	5	69	9	56%
Thompson	18	2	0	0	11	0%
TOTAL	1,173	513	341	4,685	735	46%

\*in-district

6/96

For Board Meeting of  
September 30, 1996

Agenda Item F

TRACTOR BID AWARD

The College recently advertised for a new 53 gross horsepower utility tractor with loader and 15 foot turf mower. Three bids were received and Polo Equipment Company submitted the low bid.

**RECOMMENDATION:** Board approval to purchase a Case C-IH 3220 Tractor with a Case C-IH 225 Loader and Woods 9180 15 foot Turf Mower for the low bid of \$12,990 (less trade-in) from Polo Equipment Company of Polo, IL.



**SAUK VALLEY  
COMMUNITY  
COLLEGE**

73 IL Rte. 2, Dixon, IL 61021 • 815/288-5511

## **MEMORANDUM**

**TO:** Dr. Richard Behrendt

**FROM:** Jami V. Bradley *JVB*

**DATE:** September 24, 1996

**SUBJECT:** Tractor Bid

After due advertisement, the College received three sealed bids for a new 53 gross horsepower utility tractor with loader and 15 foot turf mower. The bid opening information sheet is attached.

The low bid of \$12,990 for a Case C-IH 3220 Tractor, with a Case C-IH 225 Loader and Woods 9180 15 foot turf Mower, less trade-in, from Polo Equipment Company (Polo, Illinois) meets bid specifications.

I recommend acceptance of the bid of \$12,990 by Polo Equipment Company for a Case C-IH 3220 tractor, loader and turf mower .

n  
att

**SAUK VALLEY COMMUNITY COLLEGE**

**BID OPENING - TRACTOR**

**SEPTEMBER 24, 1996**

**10:00 a.m. - Board Room**

Present for Bid Opening: Jami Bradley, Jim Frederick, Nancy Breed,  
Ross Herren, Gary Drew and a representative of  
Peabody's

<u>Name of Bidder</u>	<u>Bid</u>	<u>Trade-In</u>	<u>Total Bid</u>
Polo Equipment Company Polo, Illinois	\$38,663	(\$25,673)	\$12,990
W.G. Leffelman & Sons Amboy, Illinois	37,321	(21,398)	15,923
Peabody's, Inc. Sterling, Illinois	40,511	(20,531)	19,980

For Board Meeting of  
September 30, 1996

Agenda Item H-1

FACULTY RETIREMENT

We have received the attached letter from Charles Oster, Professor of Machine Design, indicating his desire to retire at the end of this academic year. Mr. Oster signed his first contract in 1970 and will be leaving Sauk Valley after 27 years of service.

RECOMMENDATION: Board approval to grant the request of Charles Oster to retire at the end of the academic year (May 21, 1997).



Sauk Valley  
Community  
College

September 13, 1996

Mr. Zollie W. Hall  
Dean of Business, Technology and  
Natural Sciences  
Sauk Valley Community College  
173 Illinois Route 2  
Dixon, IL 61021

Dear Zollie:

This is to notify you of my intention to retire at the end of the 1997 spring semester, near the end of May 1997.

I hope the remaining school year for me is as enjoyable as all the preceding ones have been.

Sincerely yours,

A handwritten signature in cursive script that reads 'Charles Oster'.

Charles Oster  
Professor of Mechanical  
Design and CAD

For Board Meeting of  
September 30, 1996

Agenda Item H-2

PART-TIME INSTRUCTORS

The following instructors are presented for Board approval for the 1996 fall semester:


Theresa Hooper	General Studies
John McNeill	English
Pat Smith	Industrial Studies
Norma Wolens	General Studies
Daryl Smiley	Business

RECOMMENDATION: Board approval of the part-time instructors as listed above.

**SAUK VALLEY COMMUNITY COLLEGE  
INSTRUCTIONAL SERVICES**

**MEMORANDUM**

---

**DATE:** September 18, 1996  
**TO:** Dr. Behrendt  
**FROM:** Phil Gover   
**SUBJECT:** Part-time Instructors for Board Approval

The following new part-time instructors have been added to the fall schedule:

Corporate and Community Services

Theresa Hooper	GSP
John McNeill	ENG
Pat Smith	PPP

Arts, Social Science and P.E.

Norma Wolens	GSP
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Business, Technology and Natural Science

Smiley, Daryl	BUS
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js

For Board Meeting of  
September 30, 1996

Agenda Item I-1

**STRATEGIC PLAN**

Copies of the Strategic Plan were distributed to every staff member of the College for their input. Their comments and suggestions were incorporated into the final draft which is presented here for Board consideration.

**RECOMMENDATION:** Board approval of the attached Strategic Plan.

**SAUK VALLEY  
COMMUNITY COLLEGE  
Dixon, Illinois**

**STRATEGIC PLAN  
1996-2000**

**Dr. Richard L. Behrendt, President**

**Prepared by  
SVCC Faculty, Staff, and Administration**

**Coordinated by  
Dr. Philip E. Gover, Vice President of Instructional Services**

**September 18, 1996**

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## **INTRODUCTION**

Sauk Valley Community College, located on the Rock River between Dixon and Sterling, Illinois, was established by and for the citizens of Public Community College District #506 of the State of Illinois. The district was established in June of 1965 and includes parts of Lee, Ogle, Whiteside, Bureau, Henry, and Carroll counties, with a population of approximately 100,000. The College is a comprehensive, public community college governed by a seven-member Board of Trustees elected by residents of the district. A student trustee, representing student interests, serves as a non-voting member. The College has grown to the point where over 4,663 credit students and 6,000 non-credit participants register for classes or participate in other College activities each year.

It is vital that a strategic plan reflect the mission of the College, describe the basic assumptions dictating the future of the district and the College, articulate the vision, and list the strategic goals to be addressed in order to fulfill the College's mission. These strategic goals provide the necessary foundation upon which to develop short-to-medium-range operational plans which have specific, measurable objectives.

As a consequence, this document contains a review of the College's mission, assumptions about internal and external factors which will affect the College during the next few years, and then presents broad strategic goals which need to be accomplished to assure a stable, optimistic future for Sauk Valley Community College.

## **MISSION**

Education is the best single means of improving the quality of people's lives. In order to be educated, a person must not only acquire knowledge but must also learn to think independently and creatively, value logical and tested conclusions, develop problem solving abilities, apply learning, and function effectively with other people. At Sauk Valley Community College we believe that education contributes significantly to individual health and happiness and also benefits the organizations and communities in which individuals work and live.

Education is also a cornerstone in a free democratic society, and the public community college is the most accessible avenue of opportunity for all citizens to reach their potential. SVCC is committed to quality education and academic excellence and to providing opportunity by admitting all persons who can benefit from its programs. This commitment is realized by offering a broad range of educational programs that meet the different needs, abilities, backgrounds, and goals of the community, by providing a strong counseling program and student support services, and by maintaining a low tuition cost.

Accordingly, the College affirms the following fundamental beliefs about education:

- Learning is a lifelong process, and all individuals should have opportunities for lifelong education;
- Education should help individuals develop to their maximum capacity through academic excellence and occupational proficiency;
- No person should be deprived of educational opportunities because of race, age, sex, religion, national origin, ethnic background, or disability;
- Education should provide for personal enrichment;
- The College is an integral part of the community it serves and must be a community leader by initiating programs and services in response to identified needs, interests, and trends; and
- The pursuit of excellence in all endeavors is fundamental to the operation of the College.

## VISION

The vision for Sauk Valley Community College is embodied in the slogan "SAUK MAKES IT POSSIBLE; YOU MAKE IT HAPPEN." All residents of Community College District 506 should think of the possibilities at Sauk Valley Community College--whether they are considering transfer education, career programs, developmental studies, counseling, adult/continuing education, business/industry training, intercollegiate athletics, cultural activities, or other special interest training programs..

In order to realize that vision, the College has made a commitment to excellence and has set three general goals. The first and most important of these is to cultivate the excellence that already exists at Sauk by continuing to recruit the best qualified personnel. This is a quality community college, operated by dedicated people providing college-level educational services and opportunities that meet the needs and interests of our students and our community. Sauk is recognized in its community as a caring institution committed to high standards in all its educational programs and services.

Our second goal is to market that excellence through a comprehensive marketing plan which involves all College personnel. We must make marketing a goal to be assured that all of our residents are informed of the services available through SVCC.

Our third goal is to expand the financial base for Sauk Valley Community College so that we may continue to be an excellent community college. Since enhanced state funding remains questionable and increasing tuition could have a negative effect on enrollment, it is obligatory that the College become more entrepreneurial in an attempt to expand its financial base.

## **PLANNING ASSUMPTIONS**

Sauk Valley Community College will move toward the 21st Century with multiple challenges. The environment has changed considerably since the College was founded and continues to change rapidly. The analysis of internal and external factors which are likely to influence the course and direction of the College for at least four years form the basis for a set of fundamental assumptions to be considered in strategic planning. These assumptions define the scope of Sauk's planned activities.

### **ENROLLMENT**

#### **1. Workforce Development--General**

There is a major emphasis at national, state, and local levels on workforce development. Employers are asking for quality high school and college graduates with skills which go beyond basic and technical skills. Team approaches, quality control, interpersonal skills, and problem-solving skills will be expected of every worker.

#### **2. Workforce Development--Special Groups**

Older workers, women, and the disabled will be among the special groups entering or re-entering the workforce in increasing numbers. To acquire needed training and make a successful transition to new or modified occupations, vocations, and careers will require special educational and support programs.

#### **3. District Population**

The district's population is likely to remain stable or decline slightly for the remainder of the century, according to U.S. Census and Illinois Bureau of the Budget projections. However, the eastern portion of our service area is experiencing limited population growth.

4. Age of Population

The traditional college age group (18 to 24 year olds) will continue to decline through the end of the century (Illinois Bureau of the Budget projections). The College will need to attract and enroll an increasing percentage of this population in order to maintain or increase its enrollment. The fastest growing age segment of the population is the 65 and over group. This population will continue to need educational programming to cope with expanding technological changes and the increased body of knowledge affecting the lives of everyone.

5. Market Penetration

The market for postsecondary education for all age groups may not yet be saturated; greater market penetration can be achieved in all age groups. This conclusion is based on comparative data for Illinois community colleges with similar characteristics, data which show Sauk's market penetration of 29.94 per 1000 population to be lower than the state average of 34.30 per 1000 population. Focused, intensive marketing may represent an opportunity to enroll new populations.

6. Student Characteristics

The student population will continue to be extremely diverse in age, goals, and academic preparation. Many entering students will be underprepared for college and will need specially designed support services. Many will need developmental or remedial training. A large percentage of students (85 percent) will be first generation college students, and at least one-third of all students will need substantial financial aid.

## **OPPORTUNITIES**

7. Illinois Degree Requirements

The Illinois Board of Higher Education, through the Illinois Articulation Initiative, is adopting revised minimum general education course requirements for admission to upper division baccalaureate degree programs which become effective in 1998. This initiative creates opportunities for community colleges to provide the required coursework for students.

8. Senior Institution Recruitment Priorities

Senior institutions will attempt to admit increased numbers of freshmen and transfer students because of the shrinking traditional age populations at their institutions. This trend which will create challenges for our community college to maintain and increase enrollments. Collectively, community colleges are currently serving 63.6 percent of the students enrolled in higher education in Illinois.

9. Business

Employers are responding to market globalization and increased competitiveness by downsizing, and by increasing the skills of the remaining workforce. Companies will be recruiting new employees with higher skill levels and providing training to existing employees in technical areas specific to the firms goals. Corporate analysts suggest a greater need for graduates with strong preparations of interpersonal communication, managerial effectiveness, and problem-solving skills. Some employers have been slow to realize the need to update and upgrade employee skills. SVCC must actively market the availability of programs to train and retrain workers for all segments of business and industry.

10. Technology

Technology will have a pervasive impact on personal life as well as all occupations. Computer applications will continue to change, become more sophisticated, and be the basis for virtually all diagnostic and operating equipment and machinery. The demand for computer training in specific applications will continue to expand. These technologies will have a direct affect on the need for staff training, equipment acquisition, and delivery of instruction. An integrated, networked environment that provides access to information technology resources in support of teaching and learning, student-centered administrative systems, and a support infrastructure designed to help students, faculty, and staff effectively use the power of information technology will be the norm. Hardware, software, and information equipment is expensive. Costs, demands, and burdens placed on the College's human and financial resources will expand dramatically.

11. State Priorities

The Priorities, Quality, and Productivity (PQP) theme of IBHE has set the tone and parameters for higher education. Postsecondary institutions continue to focus on documenting effectiveness, productivity, and goal achievement. All post-secondary institutions will need to focus on student retention and performance outcomes. Systems for monitoring and reporting the successes in training and placement must be established. State priorities will also focus on cooperation among educational institutions to complement, not duplicate, programs and services.

## **FINANCIAL RESOURCES**

12. Assessed Valuation

Assessed valuation, on which local tax revenue is based, has been increasing for the past several years, making up for many years of decline. Small increases are anticipated in future years, barring the loss of a major in-district employer. (It should be noted that the increases have actually produced fewer operating dollars since state equalization funding declines when assessed value increases. If tax caps on local assessments become reality, the College budget may be seriously affected.) A factor which may further aggravate the total operating fund is the movement by industries to request reassessment to decrease their assessed valuation. Additionally, Tax Increment Financing (TIF) districts and enterprise zones have reduced growth in tax revenues.

13. State Financial Priorities

The state budget picture is reasonably healthy, but there are many competing state priorities. Community colleges are currently positioned well among state priorities. However, there appears to be a very negative climate regarding new taxes to fund state programs. Public pressure continues for legislators to reposition revenues by increasing state income taxes and being less reliant on property taxes.

14. Revenue Projections

It is projected that public sector sources of funding from local taxes and state reimbursement will not be adequate to support the timely upgrading and development of programs, support services, and technology needed to serve the increasingly diverse student population.

15. External Funding

The role of grants and private sector fund raising will become even more important since traditional public sector funding sources are very limited. To accomplish such fund raising successfully, the College must maintain an image and reputation for quality and responsiveness in all of its programs. Designated staff will focus on potentially available grants and other funding sources.

16. Tuition Revenue

Tuition increases are possible within state regulations. However, tuition increases will need to be implemented in moderation. Smaller increases on a more frequent basis rather than larger tuition increases on an infrequent basis will help to avoid a negative effect on enrollment.

17. State Reimbursement

Reimbursement rates per credit hour declined for FY 1995 and FY 1996. No increases are anticipated for FY 1997 and FY 1998. Thus, increased enrollment will not necessarily result in increased funding from the state. Block grants administered through the state for targeted activities will increase. The FY 1997 budget included three new block grants for Education to Careers, Student Support Services, and Technology Support which are focused to help address identified educational needs.

18. Other Revenue Sources

Other revenue sources such as earned interest on investments will improve slightly.

19. Funding Maintenance

Although facilities have been well-maintained, the aging of the building and its furnishings are resulting in increased maintenance needs which are a time and money resource drain. Limited funding has been available, but there appears to be no new money to fund these needs. Sources must be located to maintain existing facilities.

20. Health Care Costs

Increases in health care costs have slowed down due to increasing public pressures. However, trends will need to be closely monitored. Considerations are being directed to enhance current insurance coverage and reduce direct costs.

21. Expenditures

With the exception of technology, most expenditures will be level or increase at a moderate but fairly predictable rate.

## **HUMAN RESOURCES**

22. Staff Development

Changing technology, new developments in disciplines, changing educational delivery systems, and the pressure for outcomes assessment all require a focused and sustained staff development effort in order to maintain staff proficiency and effectiveness.

23. Federal and State Requirements

Federal and state legislation and attendant regulations, accountability, and reporting requirements will continue to increase, thereby increasing the burden and drain on human resources.

24. Cultural Diversity

The College district is not ethnically or culturally diverse. The College affirms its commitment to diversity, but recognizes the difficulty of attracting a diverse workforce and student body. Nonetheless, efforts to recruit and retain ethnically or culturally diverse students the College does attract need to be redoubled.

## GOALS

The goals of the Strategic Plan are broad in nature. They represent vision and direction for the College to achieve its mission during the next five years. The Goals are cross-functional. They are not necessarily the responsibility of any one administrative area. They are grouped into eight concentrations: Students, Instruction, Human Resources, Governance, Marketing, Outreach, Finance, and Facilities.

The next five years will bring many challenges and opportunities to Sauk Valley Community College. It will be imperative for the College to maintain high quality programming while becoming more flexible to meet the growing list of services that will be needed by residents of the district over these five years. Personnel and positions must be developed with effectiveness, cross training, and flexibility becoming more important than in the past. The College will continue the tradition of serving students' needs as completely and thoroughly as possible.

## STUDENTS

1. Integrate global and multicultural perspectives into academic and student services programs.
2. Provide a diverse and comprehensive program of cultural events, athletics, special programs, and community service activities.
3. Expand and refine student orientation and pre-enrollment assessment systems for accurate placement of students in courses and academic programs.
4. Utilize institutional research to enhance student retention, achievement, and satisfaction as well as overall institutional effectiveness.
5. Strengthen the quality of student advising in all areas.
6. Review the various student populations served by the College and strengthen support systems for special populations, e.g., returning adults, physically challenged, learning disabled, minority groups, and gifted.

7. Expand student financial aid services to serve additional students and to integrate the Student Financial Aid Program into the overall College recruiting program..
8. Strengthen extra-curricular experiences which support the personal development of all students.
9. Develop tracking and follow-up methods as well as intervention systems to monitor and improve retention, student satisfaction, and desired outcomes.
10. Increase efforts in career/vocational areas which includes a career advising and job placement office for graduates, students seeking employment, and employers seeking trained personnel. Encourage information sharing and suggestions for curricular innovations and modifications based upon analysis of the training needs expressed by area employers.

## **INSTRUCTION**

11. Continue regular meetings and systematic involvement with discipline colleagues in area high schools, other community colleges, four-year colleges and universities, area businesses and industries, and other organizations within the district.
12. Develop comprehensive models designed to identify and assess learning outcomes at the course, program, and institutional levels.
13. Strengthen the program review process in order to insure continued quality in all instructional programs.
14. Increase efforts in career/vocational areas, including workforce initiatives and new career programs based upon analysis of the training needs expressed by area employers.
15. Tailor and customize instructional programs to meet area manpower needs, both in-plant and on-campus, through credit and non-credit courses, workshops, and seminars.
16. Fully develop the Tech-Prep concept for promoting cooperation and articulation among secondary schools and the College.
17. Cultivate teaching which includes critical thinking, cultural literacy, writing across the curriculum, collaborative learning, and other programs, such as humanities, which promote academic excellence.
18. Explore and encourage collaboration and team approaches to classroom teaching in order to bring together different teaching styles and expertise for the purpose of accommodating multiple student learning styles.

19. Explore work-based learning and instruction that integrates practical applications and interdisciplinary approaches.
20. Integrate global and multicultural perspectives into instructional programs.
21. Insure that the College continues to meet the North Central Association revised General Institutional Requirements and the five revised criteria for accreditation.
22. Encourage faculty development and curricular innovations consistent with the College's mission and goals.
23. Design non-traditional formats and scheduling of specific courses and programs so that learners with special interests and diverse learning needs may be better served.
24. Encourage and integrate the use of contemporary technology into programs where appropriate, relevant, and cost effective.
25. Explore and develop appropriate and cost effective uses of telecommunications (including, but not limited to, distance learning and the Internet).
26. Increase services to the disadvantaged population through literacy and adult education programs.
27. Encourage expanded use of the resources of instructional support services (LAC and LRC) to enhance academic success and strengthen development of personal and career goals.

## **HUMAN RESOURCES**

28. Develop a five-year plan for staff development (faculty, administration, and support staff) on topics which are timely and in support of the College's mission and goals.
29. Continue to strengthen the orientation program for all College personnel including a faculty mentoring program, follow through with supervisors, an up-to-date employee handbook, and continuing in-service training on College policies and procedures.
30. Create innovative approaches to expand the College's total compensation package in order to be competitive in attracting and retaining well-qualified staff.
31. Continue to identify and implement adjustments in accordance with the Americans With Disabilities Act to all staff and students.
32. Promote wellness within the College for the purpose of creating healthy personnel.

33. Develop a five-year plan for anticipated personnel needs which support the College's mission and goals.
34. Implement the human resources module of the institutional software system.

## **GOVERNANCE**

35. Strengthen the systems planning process by developing, through cooperative efforts, strategic, operational, and budget plans for each area of the College.
36. Strengthen the committee structure and committee roles in College governance
  - reviewing, possibly redefining, and reinforcing the structure
  - reviewing and defining the mission, purpose and scope of each standing or ad hoc committee with particular reference to the Strategic Plan
  - disseminating information regarding committee activity, and
  - providing feedback to committees and other staff members regarding action on recommendations.
37. Improve the effectiveness of cooperatively developing, implementing and communicating policies, procedures and information.
38. Strengthen decision making by developing and disseminating research about students, external trends, and financial resources.
39. Encourage the integration of contemporary technology to improve College operations where appropriate, relevant, and cost effective.
40. Sensitize local leaders and state legislators to the increasing need for adequate community college funding.
41. Evaluate the effectiveness and efficiency of the institution's organizational structure in an effort to achieve improved communications, coordination, and cooperation among all employees.
42. Encourage all College staff members to assist in creating and maintaining a positive climate for student success and academic development.
43. Strengthen ties between instructional services and student services to enhance overall institutional effectiveness and success.

## **MARKETING**

- 44. Implement a centrally organized comprehensive marketing plan that accurately portrays the College and informs the public of the College's values, programs, courses, and services.
- 45. Continue to evaluate the effectiveness of campus-wide efforts to enhance enrollment and develop creative strategies that aggressively seek to enhance enrollment.
- 46. Promote an image of quality and excellence, and define the scope of the College's programs, services, and personnel.

## **OUTREACH**

- 47. Enhance networking with community-based agencies to promote regional development, shared programs, and quality of life for community members.
- 48. Extend the programs and services of the College to all segments of the district by expanding offerings and creating flexible delivery systems.

## **FINANCE**

- 49. Implement a new institutional software system to improve financial management practices and continue to develop electronic integration among college departments.
- 50. Analyze economic trends regularly to ensure a reasonable ability to compensate for shortfalls.
- 51. Coordinate activities with the Insurance Advisory Committee to examine medical coverages, usage, and trends on a continuing basis to enhance benefits while controlling health care costs.
- 52. Maximize and effectively use the income realized from revenue services such as leases of College facilities, bookstore, and food service operations.
- 53. Explore the feasibility and timing of future referenda for tax increases in the operating funds to insure financial stability.
- 54. Work with the Sauk Valley Community College Foundation to provide financial support for the College, with a major emphasis on building a permanent endowment.

- 55. Seek external resources and alternative sources of funding outside normal revenue sources to implement the College's goals and objectives.
- 56. Manage cash flows to maximize investment revenue.
- 57. Continually evaluate operating efficiencies to improve service and to discover cost savings.
- 58. Review and evaluate allocations of the College's financial resources.
- 59. Review approaches to tuition chargebacks and tuition increases as needed for financial stability.

### **FACILITIES**

- 60. Develop a master plan for effective space utilization of the campus, including maintenance of grounds, pavement, sports facilities, and buildings.
- 61. Establish and begin funding a long-range capital development plan including equipment and furniture replacement; accounting for obsolescence, wear, and new technology.
- 62. Maximize productive uses of all campus facilities.
- 63. Investigate funding and implementation of cost effective energy conservation measures.
- 64. Develop a comprehensive outdoor land and facilities plan, including prairie plot development and use.
- 65. Identify, assess, and correct deficiencies in the facility which may be potential hazards to the safety and well-being of the occupants.
- 66. Strengthen the college-wide safety and security program to ensure a safe and secure environment.
- 67. Update campus signage both inside and outside buildings.

For Board Meeting of  
September 30, 1996

**Agenda Item I-2**

**LITTLE THEATRE RESOLUTION**

The attached resolution for the Little Theatre is submitted for Board consideration.

**RECOMMENDATION:** Board approval of the attached resolution

SAUK VALLEY COMMUNITY COLLEGE  
BOARD OF TRUSTEES

**RESOLUTION**

September 30, 1996

**DR. JERRY WESTON MATHIS**

**WHEREAS,** Dr. Jerry Weston Mathis was one of the original faculty members at Sauk Valley Community College; and

**WHEREAS,** Dr. Mathis was an outstanding Professor of Speech, Theatre, and Performing Arts who earned a national reputation for the College and its students; and

**WHEREAS,** Dr. Mathis' physical presence and instructional leadership became synonymous with the Little Theatre at Sauk Valley Community College; and

**WHEREAS,** Dr. Mathis' untimely passing shocked and saddened the College;

**NOW THEREFORE BE IT RESOLVED** that, effective immediately, the College's Little Theatre be re-named the Dr. Jerry Weston Mathis Theatre.

SAUK VALLEY COMMUNITY COLLEGE  
BOARD OF TRUSTEES, DISTRICT #506

  
Secretary

  
Chair

For Board Meeting of  
September 30, 1996

Agenda Item I-3

APPOINTMENT OF VOTING DELEGATE - ACCT CONVENTION

Sauk Valley Community College is entitled to one voting delegate (for the ACCT Board of Directors) during the ACCT 27th Annual Convention to be held in October.

**RECOMMENDATION:** Board approval of the appointment of B.J. Wolf as Sauk's voting delegate during the ACCT 27th Annual Convention to be held on October 10 through 12, 1996.

September 10, 1996

Association of Community College Trustees  
1740 "N" Street, NW  
Washington, DC 20036  
202.775.4667



TO: Mr. Thomas Densmore  
ACCT Voting Member Board Chair

FROM: Ray Taylor  
President

RE: Voting Notification as per ACCT Bylaws

ACCT 27th Annual Convention  
October 9-12, 1996  
Fontainebleau Hilton  
Miami Beach, Florida

According to our records, the board of Sauk Valley CC is entitled to 01 voting delegate(s) during the ACCT 27th Annual Convention. **If you are no longer the board chair, please forward this information to the correct person.**

Each board should decide who will be its voting delegate(s) and alternate. The ACCT office does not have to be notified. Only voting members of governing boards may serve as voting delegates (i.e. most student trustees and "trustee emeritus" members do not vote, and therefore cannot serve as voting delegates).

Please note that voting delegate credentials will NOT be placed in registration packets. After completing ACCT Registration, delegates must sign in and receive a voting delegate sticker at the ACCT Information Desk at the Fontainebleau Hilton. The information desk will be open on Wednesday, October 9, from 7:30 a.m. to 5:00 p.m. Therefore, notify your voting delegate(s) to sign in during that time. Your delegate(s) may also sign in Thursday morning before the Regional Caucus, which is scheduled for 10:15 a.m. following the Opening General Session Breakfast. Ballots will be distributed during the Regional Caucus and Senate Meeting to registered voting delegates.

Enclosed you will find a pamphlet with information on agendas, openings on the ACCT Board of Directors, background information on candidates, and information on proposed bylaws changes. If you will not be the voting delegate, please pass this pamphlet along to the correct person. Extra copies will be available at the convention.

RT/mm  
/membshp/voting/notice

For Board Meeting of  
September 30, 1996

Agenda Item I-4

**BOARD POLICIES - 600 SERIES - FIRST READING**

Attached is the revised Student Regulations (600 Series), part of which were approved by the Board in June as the Code of Student Conduct. The appropriate College officials and Attorney Pace have reviewed this final draft and it is submitted to the Board for first reading.

**RECOMMENDATION:** Board approval for first reading of the attached Student Regulations (600 Series of the Board Policy Manual).

601.01 Rights and Responsibilities of Students

The philosophy of Sauk Valley Community College is based on the premise that education is the cornerstone of a literate, democratic society; that learning is a lifelong process; and that the pursuit of knowledge must be supported by institutional policies that demonstrate accessibility, flexibility, equity and equality. Consistent with this mission is an expectation that students will govern themselves in terms of appropriate behavior with emphasis on self-respect and respect for others. It is the practice of Sauk Valley to respect the properly exercised rights of its students. The college recognizes a student's right within the institution to freedom of speech, inquiry and assembly; to the peaceful pursuit of an education; and to the reasonable use of services and facilities of the college.

In consideration of these rights, it is implicit that students should also accept those responsibilities that are inherent with attendance at a public community college. These include such basic responsibilities as:

- Respect for public and private property;
- Respect for the rights and privileges of others;
- Adherence to recognized standards of scholarship; and
- Respect for duly constituted authority

Students should recognize that the primary education function of Sauk Valley Community College must be maintained at all times and that ultimate authority rests with the Board of Trustees as elected representatives of the College constituency.

2/12/79

3/23/87

## 602.01 Student Admissions, Retention, and Academic Standing

The College policies related to student admissions, retention and academic standing are outlined in the college catalog and/or student handbook include policy statements and guidelines in the following areas:

- Admissions Policy
- Residency Policy
- Refund Policy
- Proficiency and Credit by Evaluation Policy
- Attendance Policy
- Grading Policy
- Repeat Policy
- Academic Probational and Dismissal Policy
- Graduation Policy
- Financial Aid Policy

In the event of a student-faculty academic grievance, excluding disciplinary cases, the student or instructor has the right to request a formal hearing according to established procedure as outlined in the "Student Handbook." Student appeal of academic matters is available by petition to the Academic Review Board.

## 602.02 College Assessment and Placement Policy

The College shall maintain an academic assessment program, with appropriate educational placement following the assessment. Placement may recognize the necessity to remediate academic skills in reading, mathematics, and composition.

The academic assessment program at Sauk Valley Community College shall provide information for the academic advisement and placement of students in courses commensurate with their abilities. All students are required to take placement tests in language usage, reading skills, and mathematics prior to registering for classes if they are:

- A. Enrolling in an English composition class for the first time in college;
- B. Enrolling in a mathematics class for the first time in college;
- C. Enrolling in 12 or more semester hours of coursework; or
- D. Students who have attempted 12 or more semester hours of coursework, unless they have previously completed ENG 101 or equivalent and a mathematics course at the 100 level with a grade of C (2.0) or higher in each course.

Students who score below the specified level on the reading section of the placement tests will be required to take reading course(s) designated by the College during the first 12 credit hours following testing. Such courses may offer no academic credit and may be remedial in nature. The course(s) must be completed with a grade of C (2.0) or higher and shall be repeated as long as the student is enrolled in College until a grade of C (2.0) or higher is achieved.

Students' scores on the language usage section of the placement tests will determine their placement into composition courses. Such courses may offer no academic credit and may be remedial in nature.

## 603.01 Student Records

Sauk Valley Community College policy on student records complies with the Family Educational Rights and Privacy Act (FERPA) of 1974. The Family Rights and Privacy Act is a federal law which states (a) that a written institutional policy must be established and (b) that a statement of adopted procedures covering the privacy rights of students be made available. The law provides that the institution will maintain the confidentiality of students' educational records.

Sauk Valley Community College accords all the rights under the law to students who are declared independent. No one outside the institution shall have access to nor will the institution disclose any information from students' educational records without the written consent of students except to:

1. personnel within the institutions in which students seek to enroll,
2. persons or organizations determining the eligibility, amount, or conditions of students financial aid,
3. accrediting agencies carrying out their accreditation function,
4. persons in compliance with a judicial order,
5. persons in an emergency in order to protect the health or safety of students or other persons, and/or
6. parents of an eligible student who claim the student as a dependent for income tax purposes.

All these exceptions are permitted under the Act.

Within the College community, only those members, individually or collectively, acting in the students' educational interest are allowed access to student educational records. These members include professional members of the faculty, staff of the college, or other staff members acting on their behalf.

At its discretion, the institution may provide Directory Information in accordance with the provisions of the Act to include: student name, address, telephone number, date and place of birth, major field of study, dates of attendance, degrees and awards received, the most recent previous educational agency or institution attended by the student, participation in officially recognized activities and sports, and weight and height of members of athletic teams.

Students may withhold Directory Information by notifying the Office of Admissions and Records in writing. Once a student has requested the withholding of directory information, the request is honored continuously while enrolled. Students who do not re-enroll at the College for a period of one year must file a new request to reinstate the withholding of directory information.

The law provides students with the right to inspect and review information contained in their educational records, to challenge the contents of their educational records, to have a hearing if the outcome of the challenge is unsatisfactory, and to submit explanatory statements for inclusion in their files if they feel the decisions of the hearing panels to be unacceptable. The Office of Admissions, and Records at Sauk Valley Community College has been designated by the institution to coordinate the

inspection and review procedures for student educational records. Students educational records at the College which the students may request to review are: 1) official college transcript filed in the Office of Admissions, and Records, and 2) official student file in the Office of Admissions and Records.

Students wishing to review their educational records must make a written request to the Office of Admissions and Records listing the item or items of interest. Only records covered by the Act will be made available within 15 administrative work days of the request. Students may have copies made of their records with these exceptions: 1) a copy of the academic record for which a financial "hold" exists, or 2) a transcript of an original or source document which exists elsewhere. Copies will be made at the student's expense at prevailing rates listed in the current catalog. Educational records do not include records of instruction, administrative, and educational personnel which are the sole possession of the maker and are not accessible or revealed to any individual except a temporary substitute, student health records, employment records or alumni records. Health records, however, may be reviewed by physicians of the student's choosing.

Students may not inspect and review the following as outlined by the Act: financial information submitted by their parents; confidential letters and recommendations associated with admissions, employment or job placement, or honors to which they have waived their rights of inspection and review; or education records containing information about more than one student, in which case the institution will permit access only to that part

of the record which pertains to the inquiring students. The institution will not permit students to inspect and review confidential letters and recommendations placed in their files prior to January 1, 1975, provided those letters were collected under established policies of confidentiality and were used only for the purpose for which they were collected.

Students who believe that their educational records contain information that is inaccurate or misleading, or is otherwise in violation of their privacy or other rights may discuss their problems informally with the Office of Admissions, and Records. If the decisions are in agreement with the students' request, the appropriate records will be amended, and the student will be notified in writing. If not, the students will be notified within 15 administrative work days that the records will not be amended; and they will be informed by the Office of Admissions, and Records of their right to a formal hearing. Student's request for a formal hearing must be made in writing to the Vice President of Student Services, who, within 15 administrative days after receiving such requests, will inform students of the date, place, and the time of the hearing. Students may present evidence relevant to the issues raised and may be assisted or represented at the hearings by one or more persons of their choice, including attorneys, at the students' expense. The hearing panels which will adjudicate such challenges will be the Student Conduct Review Board, an official Sauk Valley Community College Committee, whose membership is outlined in the Sauk Valley Community College Faculty Handbook and Student Handbook. A written decision will be prepared by the college based solely on the evidence presented at the hearing.

The decision will include a summary of the evidence presented and the reasons for the decision.

The educational records will be corrected or amended in accordance with the decisions of the hearing panels, if the decisions are in favor of the students. If the decisions are unsatisfactory to the students, the students may place with the educational records statements commenting on the information in the records, or statements setting forth any reasons for disagreeing with the decisions of the hearing panels. The statements will be placed in the educational records, maintained as part of the students' records, and released whenever the records in question are disclosed.

Students who believe that the adjudications of their challenges were unfair, or not in keeping with the provisions of the Act, may request in writing, assistance from the President of the institution. Further, students who believe that their rights have been abridged, may file complaints with The Family Educational Rights and Privacy Act Office (FERPA), Department of Health, Education and Welfare, Washington, D.C. 20201, concerning the alleged failures of Sauk Valley Community College to comply with the Act.

Revisions and clarifications will be published as experience with the law and institution's policy warrants.

2/12/79

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604.01 Policies Related to Student Rights and Responsibilities

- Publications Policy - Magazine
- Publication Policy - Newspaper
- Posting Material - Policy
- Student Activity Policy on Assembly, Rally, or Demonstration
- Motor Vehicle Registration and Parking Policy
- Student Code of Conduct
- Student Government, Clubs, and Organizations Policies

2/12/79

605.01 Objectives of Recognized Magazine of Sauk Valley  
Community College

The objectives of the Sauk Valley Community College magazine are:

1. To display college creative works of art, literature, and photography;
2. To illustrate college scholarship in scientific and technical articles;
3. To serve as a college forum in opinion and feature articles;
4. To stimulate enjoyment, interest, and provocative thought;
5. To promote a clearer understanding of the ideas and ideals of students; and
6. To provide students with a learning experience which complements their educational program and provide an outlet for creative talents in art, literature, and photography.

606.01 Policy for Recognized Magazine of Sauk Valley  
Community College

1. All materials in the magazine will be contributed by people affiliated with Sauk Valley Community College.

2. All printed materials shall contain the quality appropriate to standards of good taste as determined by a majority vote of the editorial board members.

3. Final responsibility for all matters pertaining to the magazine shall rest with the editorial board members.

4. All articles containing references to outside sources must contain proper documentation.

5. The magazine will accept controversial contributions from people affiliated with Sauk Valley Community College at the discretion of the editorial board.

6. No defamatory material shall be published. In the event of the publication of defamatory material, the author of the defamatory material, the editor-in-chief, and the editorial board shall hold it harmless for any damage which the college may sustain, and for any and all attorneys' fees or other expenses and cost incurred in the college, and the payment of any judgments or settlements.

607.01 Student Staffing Policy for Magazine

1. The editorial board of the magazine is that board which shall decide, on the basis of a majority vote, all matters relating to the content of the magazine and which shall also be responsible for assisting the editor-in-chief in matters dealing with the layout of the magazine.

2. The staff shall consist of an editor-in-chief, assistant editor, art editor, photography editor, copy editor, publicity committee, and typists.

3. Each spring, five students shall be elected to the editorial board at a regularly scheduled meeting of students who have formally filed with the faculty advisor an intent to participate on the student magazine. Only students who have submitted to the faculty advisor a written letter of application for an editorial board position shall be allowed to run for an editorial board position.

4. Each spring, the newly elected editorial board will select by majority vote one of the five newly elected student members as the new editor-in-chief.

5. All vacancies on the editorial board will be filled by a majority vote of the editorial board.

6. Each fall, the editorial board, by a majority vote, shall approve staff appointments.

7. Each staff and editorial board member must attend at least one meeting each month.

8. Each editorial board member must make continuing significant contributions to the magazine.

9. Each staff member is responsible for the prompt, accurate, and thorough completion of the assignments given him/her.

10. If a staff member or editorial board member fails to meet responsibilities, the editor-in-chief may take a recommendation to the editorial board for consideration of retention. The decision of the editorial board may be appealed by the concerned student member to the Student Review Board, and the individual will be accorded those rights of due process as outlined in Article V as approved in the disciplinary policy procedures for Sauk Valley Community College.

2/12/79

3/23/87

608.01 Responsibilities of Student Magazine Faculty Advisor

The advisor has the following responsibilities:

1. To provide advice and assistance in the planning of activities and the decision-making of the editorial board;
2. To serve as a member of the editorial board with full voting power;
3. To approve budgeting and expenditure of funds in conjunction with the Coordinator of Student Activities; and
4. To coordinate all financial matters with the Coordinator of Student Activities.

#### 609.01 Publication Policy For Recognized Student Newspaper

The first responsibility of the officially recognized student press of Sauk Valley Community College is an honest, accurate, and thorough reporting of the news relating to Sauk Valley Community College and the community it serves.

The paper 1) shall provide leadership in reporting controversial and problem areas and 2) shall provide an interpretation of news and timely issues of interest to its readers and 3) shall provide students with a learning experience which complements their educational program, and provides awareness, understanding, and experience in applied journalism endeavors. The ultimate responsibility for meeting these objectives shall rest with the editor-in-chief and the editorial board.

1. All printed articles shall achieve the caliber of a quality college newspaper and shall maintain a degree of professional journalism.
2. Editorials will be unsigned and will reflect a majority opinion of the editorial board. Features which express individual opinions will receive bylines at the discretion of the editorial board. Outside sources will be identified.
3. News related to the college will be reported; features of relevance to its readers will be provided.
4. Any outstanding achievements performed outside the college by students, staff, alumni, and former staff shall be recognized by the paper.

5. Any stand on controversial issues shall be determined by a majority vote of the editorial board members.
6. The paper will accept controversial unsolicited contributions to be used at the discretion of the editorial board.
7. If a staff member or editorial board member fails to meet responsibilities, the editor-in-chief may take a recommendation to the editorial board for consideration of retention. The decision of the editorial board may be appealed by the concerned student member to the Student Review Board, and the individual will be accorded those rights of due process.

#### 610.01 Student Staffing Policy for Newspaper

1. The editorial board will be responsible for the overall management of the student newspaper, and the chief executive of that board will be the editor-in-chief.
2. Each spring, five students shall be elected to the editorial board at a regularly scheduled meeting of students who have formally filed with the faculty advisor an intent to participate on the student newspaper. Only students who have submitted to the faculty advisor a written letter of application for an editorial position shall be allowed to run for an editorial board position.
3. Each spring the newly-elected editorial board will select by majority vote one of the five newly-elected student members as the new editor-in-chief.
4. The editorial board shall approve all staff appointments, and all vacancies on the editorial board will be filled by majority vote of the editorial board.
5. Each staff member must attend a minimum of two staff meetings per month. It is the responsibility of the staff members to notify the editorial board if he/she cannot attend.
6. Each staff member must make continuing significant contributions to the paper.
7. Each staff member is responsible for the prompt, accurate, and thorough completion of his assignments meeting the deadlines set by the editorial board.

8. Bylines will be given at the discretion of the editor-in-chief.
9. A listing of the entire staff will be printed in each issue of the paper.
10. Awards for outstanding newspaper work will be presented at the end of each semester as applicable.

### 511.01 Responsibilities of Newspaper Faculty Advisor

The advisor has the following responsibilities:

1. To provide advice and assistance in the planning of activities and the decision-making of the editorial board;
2. To serve as ex-officio member of the editorial board;
3. To approve budgeting and expenditure of funds in conjunction with the Vice President of Student Services;
4. To approve all contracts with outside sources (i.e., advertising and printing contracts) in conjunction with the Director of College Relations and Business Office.
5. To manage all newspaper facilities and equipment used by the newspaper staff. All repairs and renovations to facilities and equipment must be approved by the advisor and the Vice President of Student Services.
6. To check the academic status of staff members at least once a semester to ensure staff members' eligibility; the advisor shall secure an actual transcript from the Office of Admissions in order to check this academic status.

## 612.01 Advertising Policy

1. Each advertisement sold will be formalized in written form on an advertising contract (a copy of which is attached to this list).
2. All advertising will be sold and solicited by student members of the newspaper staff.
3. Only companies within Sauk Valley Community College district will be solicited for advertising. Any other advertising will be accepted only with approval of the editorial board of the newspaper.
4. Advertising contracts may be made on a weekly, monthly, or semester basis.
5. Advertising will be billed no later than thirty days after the ad appears in the newspaper.
6. Advertising, illustrations, layout, or copy shall be compatible with the editorial policy of the college newspaper and the overall objectives and policies of Sauk Valley Community College.
7. Any ad may be rejected by the editorial board.
8. The specific objectives of the advertising program for the Sauk Valley Community College newspaper are as follows:
  - a. To provide an opportunity for journalism and marketing students to gain exposure and experience in the field of advertising;

- b. To give businesses an opportunity to promote their business or products within the confines of the college market;
- c. To provide revenue to increase the budgetary boundaries of the newspaper; and
- d. To expand its present journalistic efforts.

02/12/79  
03/23/87

## 613.01 Policy for Posting Materials

### A. Unapproved Areas for Posting Materials

No material shall be posted in entrances, this includes any doors or glass surfaced doors throughout the building.

Unapproved areas include brick or wood surfaces and all glass surfaces except those areas that have been designated as appropriate for student announcements. No materials shall be posted on vehicles under windshield wipers or outside fixtures.

### B. Area Restricted to Instructional and Official School Announcements

Bulletin boards in classroom areas and adjacent to faculty offices are intended for announcements of instructional importance. Permission need not be granted by the Coordinator of Student Activities to post instructional materials on the boards. However, students should secure permission to post materials on these instructional bulletin boards from the person in charge of the office area or the instructor assigned to that particular bulletin board area.

### C. Areas Requiring Coordinator of Student Activities Approval

All materials to be posted should be submitted to the Coordinator of Student Activities for approval. The Office of Student Activities will post all materials in predesignated

areas. Materials posted without approval may be removed. Sauk Valley Community College assumes no responsibility for damage or removal of posted materials.

The Office of Student Activities will also be responsible for keeping all posted materials up-to-date. The permanent bulletin boards located in the first floor mall, the west end of the second floor and in the stairwells on the second floor are primarily intended for general college publicity materials.

Moveable bulletin boards located throughout the building are primarily intended for official school announcements, general information, and student activity publicity. All materials posted on the bulletin boards other than official school announcements must be approved by the Coordinator of Student Activities.

## 614.01 Student Activities Including Assembly, Rally, or Demonstration

### A. Responsibility

Establishment of these policies is the legal responsibility of the governing Board of Sauk Valley Community College in accordance with provisions of House Bill 1719 74th Illinois General Assembly. Nothing contained in these policies shall be construed to restrict the power of the Board to alter, amend, revise, or repeal these policies in whole or in part from time to time.

### B. Freedom of Speech

In the democracy in which we live, every person has the right of freedom of speech and assembly and the right to exercise these freedoms freely, if he/she does not interfere with the rights of others.

In the pursuit of these freedoms; the Board, the administration, and the Student Government of Sauk Valley Community College pledge equal emphasis to its responsibilities in three areas: 1) Vigorous protection of the rights of all students and encouragement of the free expression of ideas; 2) Unceasing efforts to keep the channels of communication open to all suggestions for change; and 3) A guarantee to the people of the community and to the great majority of the students that the educational process will not be disrupted.

the Constitution, to freedom of speech, peaceful assembly, petition, and association. Students and student organizations as well as other members of the college community (faculty, other staff, board members, and alumni), may examine and discuss all questions of interest to them, and express opinions publicly as well as privately. The college community may support causes by lawful means which do not disrupt the operation of the college or interfere with the normal use of the college's facilities.

C. Procedures

The following steps must be carried out before any student activity, including assembly, demonstration, or rally, may occur on the Sauk Valley Community College campus.

1. Any student or group of students desiring to hold an activity must contact the President or the Secretary of the Student Government.
2. A form in duplicate requesting the time, date, desired location, and purpose of the activity must be completed and submitted to the Office of the Student Government at least seven administrative work days prior to the activity.
3. The Student Government may then approve or disapprove any request within four days after receiving the request, after consultation with the Coordinator of Student Activities who is responsible for the approval and coordinating of the Activity Calendar.

4. In the event the request for an activity is disapproved, the group has the right to appeal the decision to the Vice President of Student Services.
5. In the event an activity is held without approval, the group will be subject to disciplinary procedures.

D. Problems

In the event that a student group interferes with normal operations of the College's functions and services, the following procedures shall be invoked.

1. The group involved shall be informed of the following channels for the discussion and resolution of complaints:
  - 1) Student Government;
  - 2) Vice President of Student Services;
  - 3) Student Conduct Review Board
  - 4) College President; and
  - 5) Board of Trustees, in that order.
2. Every attempt should be made to discuss issues rationally and to avoid violence or the use of force, but no attempt shall be made to discuss issues under situation of duress (forcible restraint or restriction, compulsion by threat, or unlawful restraint).
3. The judgement in determining whether the action taken by the group is disruptive shall be made by the College President or his/her duly appointed representative,

after discussion with representatives of the Student Government.

4. If the action is determined to be disruptive, a written dispersal signed by the President, or a duly assigned representative, will be issued to the group or organization leader. If compliance is refused, each student involved shall be suspended from status as a student along with the rights and privileges of a student.
5. Those students suspended from the College may petition for readmission to the College to the Student Conduct Review Board. This board shall meet within ten administrative work days after any suspension following procedures outlined in 621.01 and decision submission outlined in 621.02.
6. The administration shall reserve the right to request law enforcement authorities to restore the College to its normal operations by whatever means are appropriate and necessary, and at any time when violence, vandalism or personal injury occurs, or is threatened.
7. Any student group making use of the College facilities without prior approval of the Student Government will subject themselves to charges of trespass.

## 615.01 Student Motor Vehicle Registration Parking Regulations

### A. Registration and Parking Decals

1. A parking decal is required to park in all parking areas owned and maintained by the College.
2. All student-operated motor vehicles including those vehicles operated by part-time and evening students must be registered with the Business Office.
3. For the purpose of definition, a motor vehicle includes motor bikes, motor scooters, motorcycles, trucks, vans and automobiles.
4. Student registration will be valid from **AUGUST 1** to **JULY 31** of the following year. Upon registration and payment of an established fee the student shall receive a parking decal. The fee established by the board will be charged to all vehicles registered. No refunds will be given. All vehicles must be registered at the time of semester class registration or no later than the end of the first week of classes of each semester. Information on the vehicle license will be required to complete vehicle registration.
5. Students must report any change of address or ownership on the registered automobile.

6. Special handicap permits will be issued to physically disabled or hardship cases upon request to Campus Security and upon presentation of a doctor's statement indicating the medical necessity for the special parking permit (Room 1C14).

B. Parking Regulations

1. The responsibility of finding a legal parking space rests with the vehicle registrant. Lack of immediate space or inclement weather is not considered a valid excuse for violation of parking regulations.
2. Students may park in all areas except those areas that are designated as **STAFF, SERVICE, VISITORS or LOADING ZONES**. The east, west (Lots C and D) and south (Lot A) parking areas are reserved for student vehicles.
3. Parking is not permitted on the roadway, next to the curbing on the roadway, in or about the entrance to the building, or any other areas designated as **NO PARKING**. All yellow marks on curbing indicate **NO PARKING ZONES**.
4. Parking is prohibited at all times on grass plots, or tree plots, or any other place where parking would mar the landscape of the campus, create a safety hazard or interfere with the use of the college facility.
5. **ANY VEHICLE PARKED IN A NO PARKING AREA, BLOCKING AN ENTRANCE TO A BUILDING, EXCEEDING**

THE 15 MINUTE LIMIT IN THE LOADING ZONES, OR IN SUCH A MANNER AS TO OBSTRUCT THE FLOW OF TRAFFIC, MAY BE TOWED AWAY AT THE EXPENSE OF THE OWNER.

6. Traffic and parking signs should be obeyed at all times. Posted campus speed limits should be strictly adhered to especially when approaching congested areas. All vehicles shall be parked in such a manner so as not to occupy more than one regular parking stall.
7. If a student's registered car is being repaired and an unregistered vehicle is being used, students should park in the student parking and obtain a temporary permit from Campus Security (Room 1C14).
8. All vehicles should park head-on with the front of the car facing the curb.
9. All accidents involving a motor vehicle on campus shall be reported to Campus Security (Room 1C14).

C. Parking Violations

1. Upon receipt of a parking violation, the student has five days in which to pay the \$5 parking penalty. Payment should be placed in the parking violation envelope, sealed and returned to the Business Office (Room 3K10) or dropped off in the Information Center (Rm 1K13).

2. After five days have elapsed from the time of the violation, all fines will be assessed according to a graduated scale as follows:

After five days have elapsed from the time of the violation, the fine will increase to \$15.

All tickets not paid within ten days of the violation will be charged \$30.

2/12/79  
3/23/87  
6/22/92  
11/28/94

## 616.01 Code of Student Conduct and Disciplinary Procedures for Sauk Valley Community College

The **Code of Student Conduct** has been established to control action going beyond the exercise of such rights, to maintain order on campus and to guarantee the broadest range of freedom for all who come to learn at Sauk Valley Community College.

Each student is responsible for knowledge of and compliance with this **Code of Student Conduct**, which is available through the Student Activities Office (1M4), the Counseling Office (1H2) or from the Office of the Vice President of Student Services (3L10).

The College further recognizes each student's right to procedural due process, including notice, an opportunity to respond to the allegations, and an appeal process. Any student cited for violation of the **Code of Student Conduct** will:

1. Receive notice of the alleged violation.

The notice will include:

- a) the specific code violations; and
  - b) reference to the process and rights of students as indicated in the **Code of Student Conduct**.
2. Be provided an opportunity to respond to the charges.
  3. If necessary, appeal the decision.
  4. Not be permitted to withdraw from the College with a clear record until such charges have been resolved.

Students wishing to discuss the alleged violation before the ng occurs should contact the Vice President of Student services.

## **I. Proscribed Conduct**

### **A. Jurisdiction of the College**

The **Code of Student Conduct** applies and discipline may be imposed for conduct which occurs on College premises, at off campus recreational or instructional sites, at any College-sponsored event, or at any College supervised or provided activity, transportation or facility.

### **B. Conduct--Rules and Regulations**

Students at Sauk Valley Community College are expected to demonstrate qualities of morality, honesty, civility, honor, and respect. Behavior which violates these standards for which discipline may be imposed includes, but is not limited to, the following:

1. Acts of dishonesty, including, but not limited to:
  - a. cheating which includes, but is not limited to:
    - (1) use of any unauthorized assistance, resources or materials in taking quizzes, tests or examinations;
    - (2) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; or
    - (3) the acquisition, without permission, of a test or other academic material belonging to Sauk Valley Community College, to any department, or to any staff.

b. plagiarism which includes, but is not limited to:

- (1) use, by paraphrase or direct quotation, of the published or unpublished work of another person without full and clear acknowledgment;
- (2) unacknowledged use of materials prepared by another person;
- (3) use of any agency engaged in the selling of term papers or other academic materials.

c. furnishing false information to any College official, faculty member or office.

d. forgery, alteration or misuse of any College document, record, form, or instrument of identification.

e. alteration or sabotage of another student's work, such as tampering with laboratory experiments.

f. tampering with the election of any College-recognized student organization or the student trustee election.

2. Disruption or obstruction of any operation of the College, including, but not limited to, teaching, disciplinary proceedings, College activities, public services functions on or off campus, or other authorized non-College activities when the act occurs on College premises.

3. Physical abuse, verbal abuse, threats, intimidation, harassment, hazing coercion, and/or other conduct which threatens or endangers the health or safety of any person.

4. Sexual harassment which includes any unwelcome sexual advances or requests for sexual favors or any conduct of a sexual nature when:
  - a. such conduct has the purpose or effect of interfering with an individual's educational performance or extracurricular activities; or creating an intimidating, hostile or offensive educational environment.
  - b. such conduct has the purpose or effect of interfering with an individual's work performance; or creating an intimidating, hostile or offensive working environment.
5. Attempted or actual theft of or damage to property of the College or other property of a member of the College community or other personal or public property.
6. Failure to comply with directions of College officials or law enforcement officers acting in performance of their duties and/or failure to identify oneself to these persons when requested to do so.
7. Unauthorized possession, duplication or use of keys to any College premises; or unauthorized entry to, occupancy of, or use of College premises.
8. Violation of published College policies, rules, regulations, or procedures.

9. Violation of federal, state, local law or Board policy.
10. Gambling in any form.
11. Use, possession or distribution of a narcotic or other chemical substance except as expressly permitted by law.
12. Use, possession or distribution of alcoholic beverages except as expressly permitted by the law and College regulations, as well as public intoxication.
13. Illegal or unauthorized possession of firearms, fireworks, explosives, other weapons, or dangerous chemicals on College premises, off-campus instructional sites, or at College-sponsored or supervised functions.
14. Participation in a campus demonstration which disrupts the normal operations of the College and infringes on the rights of other members of the College community; leading or inciting others to disrupt scheduled and/or normal activities within any campus building or area; intentional obstruction which unreasonably interferes with freedom of movement, either pedestrian or vehicular, on campus.

15. Obstruction of the free flow of pedestrian or vehicular traffic on College premises, or at College-sponsored or supervised functions.
16. Conduct performed in such unreasonable manner as to alarm another and which is disorderly; aiding, abetting, or procuring another person to breach the peace.
17. Theft or other abuse of computer time, including but not limited to:
  - a. unauthorized entry into a file to use, read or change the contents, or for any other purpose;
  - b. unauthorized transfer of a file;
  - c. unauthorized use of an individual's identification and password;
  - d. use of computing facilities to interfere with the work of a student, faculty member or College official;
  - e. use of computing facilities to interfere with operation of the College and other computing systems;
  - f. unauthorized use or copying of copyrighted software;
  - g. the installation or use of a program whose effect is to damage the media or files;
  - h. unauthorized use of computer time for personal, business or illegal purposes;
18. Unauthorized use of College telephones or facsimile (fax) machines.

19. Abuse of the student conduct review procedure, including, but not limited to:
  - a. failure to obey the summons of a Student Conduct Review Board or College official;
  - b. falsification, distortion or misrepresentation of information before a Student Conduct Review Board.
  - c. disruption or interference with the orderly conduct of a proceeding;
  - d. bringing about charges without cause;
  - e. attempting to discourage an individual's proper participation in or use of the procedure;
  - f. attempting to influence the impartiality of a member of the Student Conduct Review board prior to and/or during the course of the proceeding;
  - g. harassment (verbal or physical) and/or intimidation of a member of the Student Conduct Review Board to, during and/or after a proceeding;
  - h. failure to comply with the sanction(s) imposed under the **Code of Student Conduct**;
  - i. influencing or attempting to influence another person to commit an abuse of the process.
20. Children are not to accompany students to classes unless special instructor permission is given and they are not to be left unattended.

C. Violation of Federal, State or Local Laws and College Discipline

1. College disciplinary proceedings may be instituted against a student charged with violation of a federal, state or local law which is also a violation of this Code; that is, if both violations result from the same factual situation without regard to pending civil litigation in court or criminal arrest and prosecution. Proceedings under this Code may be carried out prior to, simultaneously with, or following civil or criminal proceedings off campus.
2. When a student is charged by federal, state or local authorities with a violation of law, the College will not request or agree to special consideration for that individual because of his or her status as a student. If the alleged offense is also the subject of a proceeding before the Student Conduct Review Board, however, the College may advise off-campus authorities of the existence of the Code and of how such matters will be handled within the College community. The College will cooperate fully with law enforcement and other agencies in the enforcement of criminal law on campus and in the conditions imposed by criminal courts for the rehabilitation of violators who are also students.

II. Vice President of Student Services Authority

A. The Vice President of Student Services is responsible for administration of the **Code of Student Conduct**.

B. The Vice president of Student Services has the authority, in the Vice President's discretion, to impose discipline as provided herein Sections 4 A.(1), (2), (3), (4), (5), (6), (7), (8), (9) and (10). The Vice President of Student

Services has the authority and discretion to recommend College suspension or College expulsion. The Vice President of Student Services may, in her discretion, refer any disciplinary matter to the Student Conduct Review Board.

C. The Vice President may delegate her authority to one or more other administrators. All reference to the "Vice President of Student Services" or to "the Vice President" in this **Code of Student Conduct** includes such designees, unless specifically stated to the contrary.

D. Confidential files should be maintained by the Vice President of Student Services for the purpose of recording actions taken incident to Article 616.01.

### **III. Procedures in Cases Involving Possible Discipline**

#### **A. Charges or Claims of Violation of Code of Student Conduct**

Any member of the College community may file charges against any student for misconduct. Charges will be prepared in writing and directed to the Vice President of Student Services. Any charge should be submitted within five administrative work days after the event takes place.

#### **B. Investigation**

The Vice President of Student Services will conduct an investigation to determine if the charges should proceed. Following the investigation, the Vice President of Student Services shall make a determination of whether there are sufficient facts to warrant a belief that a violation of the **Code of Student Conduct** could have occurred.

C. Notice to Student

Any student against whom charges of misconduct have been filed shall be notified of the accusation of violation of the **Code of Student Conduct**; as provided in this Policy.

D. Hearing

In the event the Vice President of Student Services determines there is cause to believe there may have been a violation of the **Code of Student Conduct**, the Vice President shall determine whether the matter may be resolved informally, without a hearing. If the problem is not resolved informally, in her discretion the Vice President will either: (1) conduct a hearing, at which time the accused student shall have the opportunity to respond to the charge; or (2) refer the matter to the Student Conduct Review Board for a hearing. The Vice President shall be responsible for the conduct of the hearings he/she holds, and for establishing the rules which shall apply for the particular hearing. The Vice President shall inform the student of the rules which shall be applied.

E. Imposition of Discipline, and Decision After Hearing

If on informal resolution there is agreement as to discipline, the Vice President shall impose the disciplinary action agreed upon. If the Vice President conducts a hearing and determines that a violation of the **Code of Student Conduct** occurred, the Vice President may impose discipline as authorized in Section II, or, in her discretion, she may refer the matter to the Student Conduct Review Board for hearing. In the event that the Vice President of Student Services believes after hearing

that the violation warrants College suspension or College expulsion, the Vice President shall refer the matter to the Student Conduct Review Board for hearing and disposition. If, after the hearing, the Vice President determines no violation of the Code occurred, she shall render such decision.

F. Appeals

Rights to appeal are as provided in Section VI.

IV. Disciplinary Actions

A. The following are types of disciplinary action which may be imposed, singly or in combination:

1. Warning - Verbal or written notice to the student that the student is violating or has violated institutional rules, policies and/or regulations and that the continuation of such conduct or actions may result in further disciplinary action.
2. Reprimand - A formal letter of reprimand sent to the student stating the violations of the **Code of Student Conduct**. Repetition of conduct resulting in reprimand may result in further disciplinary action described below in paragraphs 3, 4, 5, 6, 8, 9, 10, 11, or 12.
3. Disciplinary Probation - A specified period of observation and review of conduct during which the student must demonstrate compliance with College rules and regulations. Terms of probation and the probationary period will be determined at the time the sanction is imposed. A student on disciplinary probation is subject to suspension for any further disciplinary referrals.
4. Limitation to Participate in a Selective Admission Program - Suspension or denied access to the opportunity to participate in a selective admission program.

5. **Suspension of Privileges or College Services** - Suspension of loss of right to specified privileges and College services for a specific period of time.
6. **Restitution** - Compensation for loss, damage or injury. This may take the form of appropriate service and/or monetary or material replacement.
7. **Discretionary Sanctions** - Work assignments, service to the College or neighboring communities, or other related discretionary assignments.
8. **Limited Access** - Administrative restriction to selected parts/locations of campus sites.
9. **Withdrawal from Class** - Administrative withdrawal with consequent loss of tuition and fees from a class or classes.
10. **Temporary Suspension from Class** - Temporary suspension of the opportunity to participate in a class.
11. **College Suspension** - Separation of the student, with consequent loss of tuition and fees, from the College for a definite period of time, after which the student may be eligible to return. Conditions for re-admission may be specified.
12. **College Expulsion** - Permanent separation, with consequent loss of tuition and fees, of the student from the College.

B. When the student violation is deemed severe enough by the Vice President of Student Services to warrant possible College expulsion or College suspension, the Vice President of Student Services will file with the President of the College and the Co-chairs of the

Student Conduct Review Board a notice of the necessity to convene for disciplinary action. Written notice to the student involved shall be served by certified mail, addressed to his/her usual place of abode or hand delivered. The notice shall include or contain the following:

1. a copy of these policies;
2. specific factual allegations of misconduct and reference to any specific rules which the facts, as alleged, violate;
3. notification of the Student Conduct Review Board convening time.

C. Students may be directed to participate in counseling or educational seminars in lieu of, or in addition to, the imposition of disciplinary actions described in A above.

D. Other than College expulsion, disciplinary sanctions will not be made part of the student's permanent academic record, but will become part of the student's confidential record maintained by the Vice President of Student Services.

E. The following sanctions may be imposed upon clubs, groups or organizations:

1. Those sanctions listed in Section A Paragraphs 1, 2, 3, 4, 5, 6, 7, and 8.
2. **Deactivation** - loss of all privileges, including College recognition, for a specified period of time.

## V. Temporary Suspensions

### A. Class Suspension

An instructor or the Vice President of Student Services may temporarily suspend the opportunity of a student to participate in a class, if either determines that the continued presence of the student would disrupt the educational process, or endanger the physical well-being of others in the classroom or immediate area.

1. Communication of Suspension of Student - The temporary suspension of the student will be promptly communicated to the student.

(a) If prompt action dictates that the temporary suspension be only communicated orally due to the urgency of the situation, the student will be given oral notification and then receive written notification of the reasons for the temporary suspension within three administrative work days from the removal.

(b) Except as provided in sub (a) above, the temporary suspension of a student must be communicated to the student in writing, and the written notice shall state the reasons for the temporary suspension.

(c) All temporary suspensions from the classroom initiated by the instructor shall be reported to the appropriate academic administrator or supervisor, and to the Vice President of Instruction and the Vice President of Student Services within one administrative work day of the temporary suspension from the classroom.

2. Any student temporarily suspended from a class by an instructor may be readmitted to that class only by the appropriate academic administrator or the Vice President of Student Services, following a conference with student.

B. College Suspension

In her discretion, the Vice President of Student Services may impose a College suspension prior to the hearing before the Student Conduct Review Board.

Interim suspension may be imposed only:

1. To insure the safety and well-being of members of the College community or preservation of College property; or
  2. To insure the student's own physical or emotional safety and well-being; or
  3. To avoid a threat of disruption of or interference with the normal operations of the College.
- A. During the interim suspension, students will be denied access to the campus(including classes), to off-campus instructional sites, and/or to all other College activities or privileges for which the student might otherwise be eligible, as the Vice President of Student Services determines appropriate.

## VI. APPEALS

### A. Disciplinary Action by Designees of Vice President of Student Services

A decision reached, or discipline imposed by a designee of the Vice President of Student Services may be appealed in writing within five administrative days to the Vice President of Student Services. The Vice President of Student Services shall render a decision on the appeal within five administrative days after receipt of the appeal.

### B. Decision by Vice President of Student Services or Student Conduct Review Board

A decision reached or discipline imposed by the Vice President of Student Services herself, or by the Student Conduct Review Board may be appealed to the President of the College.

1. Time and Manner of Appeal - Appeal to the President shall be in writing containing the materials described in subsection 2 below, and must be presented to the Office of the President within five administrative work days from the date of issuance of the decision of the Student Conduct Review Board, or the Vice President of Student Services, as appropriate.

2. Content of Written Appeal - The written appeal shall include such information as the person bringing the appeal deems necessary to show that the decision reached was erroneous.

3. Record on Appeal - In considering the appeal, the President shall have available the report from the Student Conduct Review Board, or the Vice President of Student Services as appropriate,

along with any written documentation submitted at the hearing.

4. Time for President's Decision - The President shall render a decision on the appeal within ten administrative work days after receipt of the last to be received report and written documentation.

5. Referral to Board of Trustees - Upon review of the materials, if the College President deems it necessary, the President may defer the responsibility for decision on the appeal to the Board of Trustees of the College. In the event of such deferral, the President shall notify the accused student, and the Vice President of Student Services, and the matter shall be presented to the Board for its consideration at the next regularly scheduled Board meeting.

The Board shall render a decision on the appeal after due consideration.

- C. Rehearing - The right to appeal does not entitle a student to a full rehearing of his/her case.
- D. Scope of Appeal - An appeal will be limited to review of the initial process except when appropriate new evidence is presented.
- E. Change of Disciplinary Action on Appeal - If discipline is imposed, the Vice President of Student Services, the President or the Board of Trustees (as appropriate), who hears the appeal, may not impose a more severe disciplinary action than the original disciplinary action imposed. A disciplinary action may be reduced on appeal.
- F. Finality of Decision. The decision on appeal of the Vice President of Student Services under paragraph A above shall be final. The decision of the President on appeal pursuant to paragraph B shall be final, unless the President shall defer the decision to the Board of Trustees of the College, in which case the decision of the Board of Trustees shall be final.

## VII. DEFINITIONS

- A. The term "College" means Sauk Valley Community College.
- B. The term "student," for the purposes of this code, includes all persons applying for admission or taking credit or non-credit courses provided by the College both full-time and part-time.
- C. The term "faculty member" means all full- or part-time teachers, counselors and librarians, excluding interns and student teachers.
- D. The term "official" includes any person employed by the College performing assigned administrative or professional staff responsibilities.
- E. The term "member of the College community" includes any person who is a student, faculty member, College official, or any other person employed by the College. A person's status in a particular situation will be determined by the Vice President of Student Services.
- F. The term "College premises" includes all land, buildings, facilities, and other property in the possession of or owned, used, or controlled by the College (including adjacent streets and sidewalks).
- G. The term "organization" means any number of persons who have complied with the formal requirements for College recognition.
- H. The term "will" is used in the imperative sense.
- I. The term "may" is used in the permissive sense.

#### VIII. INTERPRETATION AND REVISION

- A. Any question of the interpretation regarding the **Code of Student Conduct** will be referred to the Vice President of Student Services or a designee for final determination.
- B. The Code will be reviewed periodically and amended as necessary under the direction of the Vice President of Student Services.

## 621.01 Proceedings by the Student Conduct Review Board

The hearing before the Student Conduct Review Board includes an inquiry into the question of whether the alleged act giving rise to the recommended disciplinary action did in fact occur, and if so, what disciplinary action shall be imposed.

Proceedings and hearings before the Student Conduct Review Board will be conducted with the following guidelines:

1. Notice - The accused student shall be given not less than five administrative work day's advance written notice of the hearing. The notice shall be provided by the Student Conduct Review Board. The notice shall indicate the time, date and place of the hearing.
2. Non-public Hearing - The hearing shall not be public. For all stages of presentation of evidence, and argument to the Student Conduct Review Board, the Vice President of Student Services, an advisor to the Vice President of Student Services, counsel to the College, the accused student, the accused student's advisor, and, if the accused student is a minor, the accused student's parents or legal guardian, may be present. Admission of any other person to the proceedings, other than for purposes of testimony as a witness, shall be at the discretion of the Student Conduct Review Board.
3. Advisors and Attorneys - Any party or witness may be accompanied by such single advisor as such party or witness may chose. The advisor may be an attorney. The cost of any advisor to the witness or party shall be borne by that witness or party. An advisor is not permitted to speak or to

participate directly in the proceeding before the Student Conduct Review Board, and is not permitted to examine or cross examine witnesses.

4. Challenge of Members of Board - The accused student and the Vice President of Student Services may each request the removal of any member of the Student Conduct Review Board from hearing the cause for legitimate reason. Issues of removal shall be decided by the Student Conduct Review Board.
5. Multiple Accused Students - In hearings involving more than one accused student, the chairs of the Student Conduct Review Board, at their discretion, may require that the proceedings concerning each student be conducted separately.
6. Right to Present Evidence - The Vice President of Student Services, the accused student, and the Student Conduct Review Board may present witnesses or other evidence relating to the matter before the Student Conduct Review Board.
7. Order of Proceeding - The order of proceeding shall be as follows: the Vice President of Student Services shall first make an explanation of the charge or charges involved, and summarize the evidence to be presented by the Vice President of Student Services. The Vice President shall then present such evidence and witnesses as she deems appropriate relevant to the issues before the Student Conduct Review Board. Upon conclusion of the presentation, the accused student may summarize any evidence the accused student intends

to produce to the Board, and shall then proceed to offer testimony of any witnesses, and any documentary evidence the accused student may desire, relevant to the issues before the Student Conduct Review Board. After the accused student has concluded the presentation of witnesses and documentary evidence, the Vice President of Student Services may offer any additional witnesses or evidence desired. Thereafter, the Student Conduct Review Board may call any different witnesses and any additional evidence not previously presented.

8. Receipt of Documentary Evidence - Pertinent records, exhibits and written statements may be accepted by the Student Conduct Review Board in the discretion of the chairs.
9. Argument - After submission of all evidence, the Chairs shall call for any final remarks. The Vice President of Student Services may address any arguments to the Board. At the conclusion of the Vice President of Student Services' remarks, the accused student may address the Board regarding the matter being considered by the Board.
10. Deliberation - After the conclusion of the arguments, the Student Conduct Review Board shall enter into deliberations to reach its decision.
11. Absence of the Accused Student - In all cases, the facts and support of any charges will be presented and considered whether or not the accused student attends the hearing. Except in the event the student is charged with failing to obey the summons of the Student Conduct Review Board, or

summons of College official, no student may be found to have violated the Code of Student Conduct simply because the student failed to appear before the Student Conduct Review Board.

12. Continuances - The Student Conduct Review Board, in its sole discretion, may grant a continuance of proceedings when specifically requested by the accused student.
13. Miscellaneous - Matters relating to recess of proceedings, adjournment, relevance of matters submitted, limitation on time of argument, and orderly conduct of proceedings are in the discretion of the Chairs.

#### 621.02 Decision of the Student Conduct Review Board

The Student Conduct Review Board shall render its written decision within ten administrative work days of the hearing. It shall send its decision to the Vice President of Student Services, to the President of the College, and to the accused student. Any minority opinions of the Student Conduct Review Board shall be transmitted, along with the decision of the Student Conduct Review Board.

1. When a student is found not guilty of violating the **Code of Student Conduct**, a written statement to the student will be issued that no violation of the **Code of Student Conduct** has been determined, and all records will be expunged.
2. When the Student Conduct Review Board determines that a student has violated the **Code of Student Conduct**, the Student Conduct Review Board will collectively determine the disciplinary action to be imposed, as provided in Section IV.
3. In the event the Student Conduct Review Board is unable to agree upon a decision, the Student Conduct Review Board shall so advise the President of the College and the Vice President of Student Services within the time provided above. The Vice President of Student Services shall forward the materials required by Policy 623.01 to the Board of Trustees at its next regularly scheduled meeting. The Board shall then set a time for disposition of the matter. The Board will establish such procedures as are appropriate under the specific circumstances to permit resolution of the matter.

622.01 Action by the College President

When the decision of the Student Conduct Review Board is final, the College President shall direct such actions as are necessary to carry out the decision.

All Student Conduct Review Board decisions are effective upon notification to the student by certified mail or hand delivery.

#### 623.01 Action by the Board of Trustees

A full record of all Student Conduct Review Board proceedings which are referred to the Board of Trustees for decision shall be presented to the Board in advance thereof. The decision of the Board shall be based upon the record and evidence presented by the Student Conduct Review Board. The decision of the Board shall be final, and any discipline imposed shall take effect from and after the date of said decision.

#### 624.01 Publication of the Code of Student Conduct

Copies of the Code of Student Conduct, along with the policies concerning the Student Conduct Review Board, shall be public knowledge. The Vice President of Student Services shall take further steps to make certain that the Code of Student Conduct is information known to the students and faculty. A copy of this policy shall appear in the student handbook and the college catalog.

## 625.01 Clubs and Organizations Policies

### A. Student Government

The name of the governing organization of the Sauk Valley Community College student body is the Student Government. It is the responsibility of the Student Government to formalize and maintain approved policies and procedures for all recognized activities as outlined in the approved constitution.

### B. Recognition of Clubs and Organizations

Student organizations must be fully recognized by the Student Government and officially recognized by the College President and the Board of Trustees. College recognition provides certain privileges, which include:

1. College sponsorship of the organization in College publications.
2. Use of College facilities and services.
3. The possible assignment of monies from the Comprehensive Fee Fund.

### C. Establishment of a Student Organization

To be formally recognized as a club or organization, a group must complete two steps.

First, the group must present the following information in writing to the Office of Student Activities:

1. A proposed constitution or operating rules, including the aims and requirements of membership, objectives, and organizational structure; and
2. A list of 1) members, 2) temporary chair or officers, 3) source of funds and financial obligations, and 4) the College advisor.

Second, the group shall send a representative to the Student Government meeting at which the recognition of the proposed club shall be voted on by the Student Government. The group will be notified of the appropriate Student Government meeting date by communication from the Student Activities Office to the College advisor. The purpose of representation at this meeting is to clarify any questions relating to the establishment of the club and its purpose. Club representation at this time also serves to familiarize the club with Student Government procedures and facilities.

D. Criteria for Approval of Student Groups

Student groups will normally be approved if they follow the preceding procedures (Establishment of a Student Organization) and are in accord with the following criteria.

1. If the proposed organization is to be an affiliate of a national organization, the policies of the College take precedence over any policies or conditions of the national or parent organization. Copies of the constitution and other materials of the parent

organization must be filed with the application.

Official recognition is given by the College President and the Board of Trustees.

2. Affiliation of any student organization with any non-College group or organization must be fully recognized by the College President and the Board of Trustees.
3. Each student organization will continue to enjoy full freedom to recruit and select members from among the student body as stated in its constitution or operating rules. The practice of excluding individuals from membership in a recognized organization on the basis of race, color, religion, gender, age, or national origin will be subject to a warning, probation, or withdrawal of the organization's official recognition. At the present time, Illinois State Law forbids any fraternities or sororities on a community college campus whose criteria for membership selection is limited to closed secret selection procedures based upon the vote of the group. Therefore, all student social organizations must be open to all students showing an active interest.
4. Active membership in recognized student organizations is limited to registered and continuing students and to members of the College faculty and staff.

5. A major office holder (editor, vice-president, secretary, committee chair, etc.) must be at least a part-time (six credit hours or more) student and clear of academic probation as defined by the College.  
A student may only hold one major office unless approval is given by the Vice President of Student Services.

E. Maintaining Active Status

Student groups must adhere to the following guidelines and procedures to maintain their status as active organizations:

1. Keep a current constitution on file in the Student Activities Office;
2. File each semester a list of current officers in the Student Activities Office;
3. Maintain all funds in the Business Office and follow the financial procedures established by the College;
4. Maintain at least one College advisor to advise the organization;
5. Register all fund-raising drives with the Student Activities Office;
6. Adhere to the Student Government Constitution and By-laws, particularly regarding club representation on the Student Government; and

7. Adhere to College regulations, including the scheduling and conduct of activities and membership.

F. The College Advisor

Each club and organization is required to have at least one College advisor. The advisor may be a member of the faculty, administration or support staff. The advisor, will, as a part of his/her duties:

1. Attend meetings as much as possible;
2. Be active with the group in advising the formulation and execution of its policies and program;
3. Supervise club activities or designate an appropriate substitute, and sign all Reservation of Facilities forms;
4. Supervise financial transactions and sign all requisitions; and
5. Help the group evaluate its program in relation to its purpose and objectives.

Considerable responsibility is placed on the College advisor to be knowledgeable of all aspects of the club or organization's activities. Advisors are instruments in assisting the clubs in becoming an integral part of the educational process at Sauk Valley Community College. A spirit of mutual cooperation and an understanding attitude on the part of both students and advisors will help the organization to grow, develop, and realize its objectives.

## G. Operations

### 1. Club Meetings

Clubs and organizations are permitted use of Sauk facilities on a first-come, reservation basis, consistent with the Facilities Utilization Policy.

### 2. Facilities Usage

The Facilities Utilization Policy establishes the priorities for College functions, rental rates for non-college functions, and supplemental regulations for building use. It is particularly pertinent to the planning of events with large attendance.

### 3. Publicity

The quality of publicity often determines the success of an activity. For events open to the community, assistance with publicity in local newspaper, radio stations, etc., should be requested from the Office of College Relations.

The variety of on-campus publicity is limited only by originality and common policy. For example, an overload of paper in the building tends to reduce general student awareness of what is publicized. Certain policies have been established to guarantee that all groups have equal opportunity to publicize events within the confines of the building.

- a. All posters, notices, and bulletins, including off-campus advertising, must be approved and stamped by the Student Activities Office before displayed or issued on the Sauk Valley Community College campus. Publicity in off-campus locations must also be approved prior to posting by the Director of College Relations.
- b. The maximum size for individual student, club, and election posters for indoor display shall be 24" x 16" unless otherwise determined by the Student Activities Coordinator.
- c. No materials will be placed over or obstruct the view of previously posted materials.
- d. No materials will be placed on any entrance, brick or wood surfaces, or painted wall and surfaces.
- e. Materials to be posted will be thumbtacked on bulletin boards; masking taped on specified windows; or tied by string other binding materials for previously approved areas.
- f. All posted materials must be removed by the organization or individual concerned within one (1) regular school day following the advertised event.
- g. Defacing of posters or property will be looked upon as a serious violation and will be dealt with accordingly.
- h. Generally, publicity for school activities may be posted two (2) weeks prior to the event.
- i. Materials not approved will be removed.

## H. Business Procedures

Each club and organization is required to maintain any and all funds belonging to that group in a special account maintained in the Business Office. This special account lends itself to greater fiscal continuity within the club from one year to the next, and requires adherence to the accounting procedures of the College. These procedures assure that funds are spent for legitimate purposes, consistent with the objectives of the club and within the guidelines of College policy.

### 1. Club Accounts

When the club or organization is officially recognized by the College, the Office of the Vice President of Student Services will open and maintain a financial record for that club. This record will indicate each club's share of the money maintained in the club agency account in the Business Office. Each club advisor and treasurer will also maintain a financial record of the club activity. Funds of disestablished clubs will revert to the Student Activities Restricted Fund Account.

### 2. Deposits

All clubs income from dues and other sources is deposited in the Business Office, through the Office of the Vice President of Student Services. The receipt is maintained in the Business Office where it is posted to the

Club's record. Grants from the Student Government will be automatically transferred at the written request of the Student Activities Coordinator into the club agency account.

### 3. Disbursements

A Club Disbursement Request must be completed and signed by the responsible club member and the club advisor. When approved by the Student Activities Coordinator or the Vice President of Student Services, this form will be filed in the Student Activities Office and is the basis for all club disbursements. This form must be signed by the Student Activities Coordinator or the Vice President of Student Services before its presentation to the Business Office.

Expenditures (\$25.00 or more) for equipment, supplies, and services should be processed on a purchase order, according to institutional policy. All requests for student travel funds must be submitted on the appropriate form, Student Activity Travel.

College services such as copying and duplicating services will be charged directly against the club account in the Business Office.

#### I. Disestablishment of the Club or Organization

Recognized student organizations will be considered eligible for disestablishment when one of the following criteria is met:

1. When an organization submits a written request for inactivity;
2. When all of the following conditions are fulfilled:
  - a. There is no record of any financial activity for the previous year;
  - b. No lists of officers or members have been submitted to the Student Activities Office for a period of one year; and
  - c. Any of the last listed officers or advisors verify the inactivity of a group;
3. When an organization is no longer represented on the Student Government as described in the Student Government Constitution and the By-Laws; and/or
4. When a club or organization indicates its inability to function within the policies of Sauk Valley Community College.

626.01 Illicit Use of Drugs, Abuse of Alcohol by Students and Prohibition of Tobacco

1. Statement of Goals - Sauk Valley Community College shall be a tobacco and drug free college, and shall avoid abuse of alcohol by its students.

2. Standards of Conduct - The manufacture, distribution, dispensation, possession or use of a controlled substance is prohibited in and on Sauk Valley Community College's owned and controlled property. This prohibition applies to all Sauk Valley Community College students. Except as is otherwise provided herein, the manufacture, distribution, dispensation, possession or use of alcohol is prohibited in and on Sauk Valley Community College's owned and controlled property. This prohibition applies to all Sauk Valley Community College students and staff.

3. Exceptions - Students of lawful drinking age may consume alcoholic beverages in reasonable amounts at College sponsored functions at which alcoholic beverages are served pursuant to the authority of the Board of Trustees of the College, and in accordance with Illinois law. College students, of lawful age, may dispense alcoholic beverages at College sponsored functions which alcoholic beverages are served pursuant to the authority of the Board of Trustees of the College, and in accordance with Illinois law.

4. Penalties for Violations of Policy - Any student determined to have violated this policy is subject to disciplinary action up to and including suspension or expulsion. In addition a student receiving financial aid may lose that aid. Imposition of the discipline shall be in accordance with the Disciplinary Procedures for Sauk Valley Community College.

627.01 Sauk Valley Community College Policy for Residency Verification

Students enrolling at Sauk Valley Community College shall be classified as In-District, Out-of-District, or Out-of-State for tuition and fee purposes:

1. In-District - An in-district student is one whose legal residence is within the boundaries of the Sauk Valley Community College District. All students applying for admission to Sauk Valley Community College are required to certify on the application that the address given is correct. New students to the district must reside in the district at least 30 days prior to registration to be eligible for in-district tuition.

Students who move into the district for reasons other than attending Sauk Valley Community College shall be exempt from the 30-day requirement if they demonstrate a verifiable interest in establishing permanent residency. Verification will consist of employment documentation, home purchase document and/or other legal documents.

Individuals who show proof of full-time employment in the College district will be considered an in-district student. Special cases regarding legal residency of students shall be considered individually.

Office of Admissions personnel will record the residency classification and initial it on the application form.

Returned mail to the college will be cause for the Admissions and Records Office to question residency. If unable to contact the student, records will be flagged and prior to any further registration the student will be required to display residency. Proof of residency will include: drivers license, voter's registration card, or an apartment lease. This will be verified by the Director of Admission and Records, and an appropriate residency classification will be assigned the student's records.

2. Out-of-District - Students who reside out-of-district, but are attending Sauk Valley Community College on an authorized chargeback are classified as out-of-district and will be charged in-district fees.

Students who reside out-of-district who are not part of a shared program will be charged out-of-district fees.

3. Out-of-State - Anyone who is a resident of another state at the time of the application will be considered an out-of-state applicant and charged out-of-state fees.

September 15, 1996

To: Board of Trustees

From: Dick Groharing

Subject: September ICCTA Meeting and Seminar

Both Tom Jenson and I attended the seminar on "Policy Governance" presented by Tom Gregoroy. He is a proponent of the model of governance developed by John Carver for "not for profit" entities. Since I have heard Carver speak, and have read a little on the subject, I fear I didn't learn much new information, but certainly had my enthusiasm for the model reinforced. Though our own board "flirts" with policy governance in the way we operate, it is something that we should seriously consider formalizing. Several community colleges here in Illinois have already adopted the model, and are excited about it. Adoption requires re-writing a portion of our policy manual, and is best done with a facilitator. I've included the handouts from the seminar for you to read and think about.

As I have been asked to serve on the Finance Committee, I attended that meeting where the auditors discussed the ICCTA's FY96 Audit. The report showed that we finished the year with an increase in membership equity of approximately \$27,000. We also discussed a possible change in how membership dues are calculated. The essential change would be an increase in the "flat fee" portion of the dues formula from \$1200 to \$2500. This change is not proposed to raise the total amount of dues income, but to "soften" the portion of the formula driven by semester hours. The original intent (10 years ago) was that the flat fee portion would represent approximately 20% of the total, and this is an attempt to bring that back into line. The issue was then presented to the Board of Reps on Saturday morning where it was voted to bring it for formal ratification at the November meeting. I've included a copy of the proposal which shows that SVCC's dues would increase \$810. Unless the board directs differently, I will vote for the change.

As you may recall, I was also asked by ICCTA President Mike Monteleone to attend Executive committee meetings as an observer, and to contribute when called upon. The following items were discussed:

1) The lease for the ICCTA office is up in January, and it may be necessary to change locations. The association officers were empowered to finalize any negotiations required.

2) New dues formula. (See above.)

3) Dr. Joe Cipfl (Pres. at BACC and pres. of the President's Council) came to ask if a dialog could begin between their group and the ICCTA's executive committee on issues of common concern. The first meeting will be in November.

4) The process of the evaluation of association director Dr. Gary Davis was begun. This will also take place at the November meeting.

5) On the recommendation of the Finance committee, the auditor's report was accepted.

6) A change in how the Nominating committee is selected was reviewed.

The Board of Representatives meeting on Saturday morning was essentially an outline and plans for the coming year as seen by the various committees. Of course, federal and state legislative issues are uppermost in everyone's mind.

Plans for the October ACCT National Convention in Miami Beach were discussed. As chair of the Federal Relations committee, B. J. will be heading up our Illinois delegation at that meeting.

Dr. Ivan Lach (ICCB) reported that their board hoped to have a new executive director in place by the end of January.

# What is Policy Governance?

by Tom Gregory

For ages too few persons questioned that the earth was basically flat. Similarly, for decades few persons questioned the traditional flawed ways in which boards and CEOs (and staff) have coexisted. At last, someone looked at the inadequate situation, decided that there had to be a better way, and found a better way. Thank you John Carver (see preceding tribute).

Each of us has at least a vague idea of what a board does and how a board and CEO operate. These unchallenged concepts, passed down from others, frequently have led to undefined overlapping roles of the board and of the CEO. Conflict, misunderstanding, frustration, and inefficiency have been common and sadly have been accepted as natural and inevitable.

Policy Governance is a way for a board and CEO to lead and to manage an organization in partnership. Policy Governance is a method, a conceptual model for governing, that works in the real world and which deals with real world problems and situations. Policy Governance was born and bred in public and non-profit organizations, but Policy Governance can be used and is used in the corporate sector. Policy Governance is a tested well-thought-out workable system that stands in contrast to the flawed combination of problem fixes which comprises traditional organizational governance.

Policy Governance recognizes the huge responsibilities which board members have, recognizes the number and size of board-realm decisions which need to be made, and recognizes the importance that board members understand and act on the values held by the public (or those who morally own the organization). Policy Governance provides a way for a board to carry out its fiduciary responsibility which to many persons is awesome.

Policy Governance recognizes that board members normally are not working within the organization 50 or 60 hours a week, and therefore should not be trying to manage operations, staff, or facilities. The CEO and supervisory staff are selected and paid to carry out that management role. The board can better spend its time

Tom Gregory is ACCT's main Policy Governance trainer/facilitator. He has wide experience in board development, team building, and conflict resolution in the for-profit and not-for-profit sectors. This is his 20th year teaching interpersonal skills in the graduate level at Trinity College. He finds fulfillment in enhancing individuals, groups, and computers. He has a sense of humor. He can be reached at 202-363-9696.

A CHECKLIST

*How do you know  
that you have*

## POLICY GOVERNANCE?

DO YOU HAVE

- Clear Written Board Governance Policies
  - Executive Boundaries
  - Governance Process
  - Board-Staff Relationship/Linkage
  - Organizational Outcomes with priorities or other value guidelines (Ends)
- Systematic Board Monitoring to Assure Performance
  - Of the Organization
    - Outcomes (Ends)
    - Executive Boundaries (unacceptable practices, situations)
  - Of the Board itself
- Intentional Define Linkage of Board with Community (or other Moral Ownership of the Organization)
- Clear natural delineation between the board and CEO (staff) roles, based on the distinction between Organizational Outcomes (Ends) and Staff Means
- Board Agenda and focus primarily on the big picture and on the future, i.e., on major board-realm issues. The board is not involved in management of staff, programs, or facilities.

— Tom Gregory

truly leading the organization while responsibly delegating what can be responsibly delegated. Policy Governance leads to an economy of board operation, to a minimum waste and the best use of valuable board member time. Policy Governance addresses board job design and enables strategic leadership by governing boards.

Policy Governance is a way of enabling a board to be efficient and effective.

Policy Governance is a relationship, a partnership between the board and management with clear roles for each. Board members, officers, CEO, and senior staff know what their jobs are and are not. The core ideas of Policy Governance are simple.

Policy Governance is a coherent collection of guidelines, roles, and protections, which fit together to produce the long desired governance results. This collection enables the board and staff to focus attention on their appropriate work and not have to focus attention on the common problems caused by traditional ill-defined and vaguely-defined governance. A common reaction to Policy Governance is "This makes so much sense. I do not understand why we were not doing this sooner"

Policy Governance defines a board/staff division of labor, a division of primary focus. Policy Governance has found a natural and useful boundary line, a line which has flexibility and which can be adjusted by the board.

Policy Governance encourages having a strong, competent, knowledgeable board and a strong, competent, knowledgeable CEO. With clear separate roles, the board and CEO need not compete with each other. Each benefits from a powerful and fully functioning partner

Policy Governance is an expression of the values of the owners of the organization, values about why the organization exists, and values about how the organization accomplishes its outcomes. Policy Governance directs that the board be effectively linked to its ownership.

Policy Governance is a way of elevating deliberations by the board and by the public to the more significant and longer-range than is traditional. Board time is spent on matters that can not or should not be delegated to anyone else.

Policy Governance is a framework that enables a board to benefit from diversity of opinion and to function as a unit rather than as disparate parts. Diversity is even invited and encouraged and used.

Policy Governance directs the board to create an explicit vision of the intended outcomes of the organization, i.e., policies (called Ends) describing exactly why the organization exists, with priorities or other value guidelines related to the outcomes intended. Such a clear vision becomes a powerful leading beacon and is a natural leadership instrument

Policy Governance assures that the board creates policies regarding delegation of authority, governance of the organization, and operational behavior boundaries. Board members become

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grounded in a workable philosophy of governance. New board members, having the board policies, are able to quickly function effectively on the board.

Policy Governance establishes a clear set of boundaries within which the executive may operate and establishes clear direction and priorities for the executive to pursue. Policy Governance leads to the best use of the executive's abilities and offers a fair and natural way of evaluating the executive's performance.

Policy Governance is so named from the board's establishment and use of a set of policies which give direction and guidance to the organization. Instead of having to make the same decisions repeatedly, the board translates its values into policies which give direction to and set boundaries on decisions. This prethinking allows decisions to be made at a wise level and gives the organization and its management the ability to react quickly to changing situations. This system frees the board from much wasted time.

Policy Governance directs that the board assure executive and organizational performance through systematic monitoring, i.e., assures that the intended organizational outcomes are reached

and assures that the operational boundaries, set by the board, are not violated.

Policy Governance eliminates many unnecessary conflicts, gaming, posturing, nonacceptance of appropriate responsibility, and meddling. Policy Governance allows a board not to give inordinate time to attention seekers. Board member renegades are not allowed to meddle and interfere with the work of the staff. These improvements are accomplished through setting up a very workable system which is guided through carefully thought-out policies.

Policy Governance is not a panacea. With Policy Governance, a board still has to deal with differences of information, opinion, and values. Hard decisions still must be made, but an intelligent system is in place to deal with the differences. Roles and responsibilities are much clearer and make sense. The organization has clearly defined intended outcomes, and organizational behavior and progress is monitored and is known. With governance much less a problem, full attention and resources can be directed toward the reason the organization exists.

The above paragraphs are an attempt to explain what Policy Governance is and does, not so much how Policy Governance works or what steps are needed to accomplish the results of Policy Governance. Continue to page five for information on Policy Governance implementation.

# How to Implement Policy Governance

by Tom Gregory

**S**ince Policy Governance is a coherent collection of practical procedures, relationships, policies, and methods, almost all organizations already have some beginnings in place. Also, since most board members and senior staff are aware that improvement in these areas is possible and is needed, the motivation to implement Policy Governance commonly exists.

Usually one or more board members and/or senior staff of an organization hear about Policy Governance from a colleague, which leads the person to get an introduction to Policy Governance through a book or through a presentation. The ideas make a lot of sense and seem directly applicable to that organization. The person(s) encourage the CEO and board chair to learn enough about Policy Governance to ask the board to bring a specialist to spend a day or half-day with the board and senior staff to introduce and train them in Policy Governance. That introduction/training day is referred to below as Day 1 of the implementation process.

The introduction to and training in Policy Governance almost always has a lasting impression on the participants. The specialist points out problems inherent in the traditional governance system and shows what can be accomplished with Policy Governance. Participants understand what is realistically available for their organization and begin to understand the potential for their organization of a higher level of functioning of the board. The participants will never see governance in the same way again. They will never be satisfied to put up with the needless problems of traditional organizational governance.

The most frequent way to implement Policy Governance is described below. The grouping of Day 1 and Day 2 on consecutive days is desirable. Day 1 and Day 2 can be separated, but with loss of efficiency. Days 3 and 4 usually are grouped on consecutive days. Other variations are mentioned later in this article.

## Normal Sequence for Policy Governance Implementation

### **Day 1—Introduction and Training of Board and Senior Staff**

This day includes a full introduction to Policy Governance, questions and answers, initial training, discussion, and often the decision of whether or not to implement

Policy Governance. All of these activities take approximately six hours for most boards. Pre-learning (through articles, books, tapes) is desirable. By beginning the next step, policy development, in the remaining hours of Day 1, then Day 2 (which is a very full day) can be eased.

### **Day 2—Policy Development**

(Development of Three of the Four Policy Sections)  
Grouping Days 1 and 2 on consecutive days is highly advantageous.

This day is spent in developing the policy sections which (1) guide the operations of the organization, (2) set up the governance process, and (3) define the relationship between board and staff, delegate authority, and establish accountability. The use of sample generic policies greatly speeds this process; months of work are completed in one day.

### **Day 3—Outcomes Policy Development**

On this day the board, normally with the participation of senior staff, clearly define exactly why the organization exists, including who are the intended beneficiaries and what benefits are intended. Regardless of previous good work on mission statements, this day is intense and fulfilling. Boards begin to experience the power and value of real board work.

Sample Outcomes (i.e., intended organizational results, usually called Ends) policies, if not from a similar organization, can be very helpful in understanding Outcomes. However, the board should not easily accept as its own any Outcomes policy of another organization, even a very similar organization. If the Outcomes policies of a similar organization are used as starting points, Days 3 and 4 can be squeezed into one long day, but at the loss of valuable deliberation on vital issues. Such usage and squeezing is not recommended, but is mentioned here as a possibility, if absolutely necessary.

#### Day 4—*Outcomes Policy Development* (Continued)

##### Priorities/Values and Outcomes Monitoring

This day is best held immediately following Day 3, i.e., the very next day.

On this day, the board, normally with participation of senior staff, consider the relative value of the desired outcomes intended for the organization. Priorities or cost limits are set to guide the relationship between the resources used by the organization and the outcomes intended. An outcomes monitoring system is established so that the effectiveness of the organization can be determined in terms of real impact, not activity.

#### Day 5—*Fine Tuning*

Best performed months later, i.e., several board meetings later

Sometimes called mid-course adjustments, this activity is almost always needed. The elimination of assistance at this point is almost never cost-effective for a board. Normally included in this day are dialogues with the CEO and senior staff, the board chair, and the board as a whole; as well as observing and evaluating a board meeting. Discussions look at what is going well and what needs attention. Policies are modified as the situations require.

Instead of the regular sequence listed above, some boards prefer to work on the organizational outcomes policies (normally Days 3 and 4) before working on the other policies (normally Day 2). The regular sequence allows the board to have confidence that it is not losing control of the organization and gives the board the option to begin operating with Policy Governance at the end of Day 2.

In the implementation of Policy Governance, the process can be stopped at any time, should the board decide that the governance system is not to be used with their organization. However, once a board gets involved in developing its governance policies, rarely does a board not continue.

Similarly, once a board adopts Policy Governance, the board always can decide to go back to its old traditional system of governance. There have been boards who have adopted parts of Policy Governance who did not get all of the results which the board members had hoped for. This writer knows of no board which has implemented full Policy Governance which has decided to revert to its former governance system. Once the advantages of full Policy Governance are realized, going back to the earlier situations seems ridiculous.

Once the policies of Day 2 are completed, the board can flip the switch and begin operating under Policy Governance. No transition phase is really needed. There will be a time of adjustment. There will be times of back-sliding. The board does not need a

period of trying to operate simultaneously under its old and new governance systems. Many boards do wait until after Day 4 when all policy sections are completed before switching over.

The cost of the use of a trained, experienced specialist to lead a board in the implementation of Policy Governance varies with his/her expertise, experience, and name recognition. For the five days of work plus review of bylaws, minutes, documents of formation, critique of interim steps, and telephone consultations, the cost is expenses (travel, food, lodging) plus from US\$ 5,000 to US\$ 40,000, depending on the specialist chosen.

Implementation of Policy Governance without the facilitation, training, and guidance of an experienced specialist is possible. There seems to be broad agreement that such implementation without specialized help is not cost-effective. There seems to be broad agreement that the use of an outside experienced specialist saves the board considerable time and significantly lessens the likelihood of mistakes and problems.

To learn more about how to implement Policy Governance, call the Board Services Department at ACCT, 202-775-4667.

#### *Some Community College Boards Who Are Implementing*

### **POLICY GOVERNANCE**

*Assisted by an ACCT Facilitator*

Pratt Community College, Kansas  
Southern State Community College, Ohio  
Maricopa County Community College District, Arizona  
Iliagvik College, Alaska  
Northern Lights College, British Columbia  
Bunker Hill Community College, Massachusetts  
Salem Community College, New Jersey  
Southeast Community College, Nebraska  
Austin Community College, Texas  
Iowa Western Community College  
Kansas City Kansas Community College  
Lakeland Community College, Ohio  
Lakeshore Technical College, Wisconsin  
Fox Valley Technical College, Wisconsin  
Rockland Community College, New York  
Wisconsin Indianhead Technical College  
Suffolk County Community College, New York  
Robeson Community College, North Carolina  
Colorado Mountain College  
Grande Prairie Regional College, Alberta

# GREGORY ASSOCIATES

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(202) 363-9696

## WELCOME

### TO AN INTRODUCTORY WORKSHOP ON THE POLICY GOVERNANCE MODEL

This workshop is intended to change forever the way you see the governing board job and the board-staff relationship.

Of all the elements in the management of enterprise, none is less studied and less developed than the governing board. Because it has rarely been the subject of rational design, boards persistently fall into trivia, short-term myopia, meddling in the staff work and other failings. They do so even when composed of intelligent, experienced, caring members. In North America we have far beyond 5 million governing boards (including the political, elected ones), each relying on the inadequate job design we have all inherited.

Nowhere is the problem more chronic than in our public and nonprofit organizations. Without a clear market judgment to keep them honest, they are forced to rely on their boards to determine what products or services are needed and at what cost. Even as schools, city governments, social agencies, health organizations, and a multitude of public and nonprofit pursuits make strides toward being better managed, their governance is in sad disrepair.

The message in today's workshop is not intended for boards in trouble, though they can benefit. It is intended for boards which simply want to reach for a new level of excellence. Our topic is not how your board can solve the problems which keep it from the ideal. *It is the ideal itself that is flawed.* And no less than a true paradigm shift is required to set us on a more powerful, more sensible, more responsible track.

Today we will question many of your cherished beliefs about boards and chief executives. Financial oversight, committee work, policy making, planning, accountability, monitoring, board-staff relationships and other important aspects of organization will acquire refreshingly new meaning.

Consider this an adventure in exploring an old topic with new eyes. Welcome to Policy Governance, a new design for leadership of nonprofit and public boards!

## BOARD GOVERNANCE EFFECTIVENESS

### Presentation and Discussion Topics

- Issues facing the board now and in the coming years
- The responsibilities of being on the board
- Determining the value of the board's time
- Organization realities and board impossibilities
- Board-staff collaboration and partnership
- Board and staff intrusions into the work of the other
- Importance of role clarity
- Models of board operation
- Being proactive and less reactive
- Just what is governance and board leadership
- How board leadership differs from executive leadership
- Distinguishing where you are going from how you'll get there
- Guiding the organization while staying safely out of details
- Being explicit about values
- Visioning in contrast to planning
- Becoming result oriented
- Fulfilling the responsibility of being a board member
- Getting a policy handle on the organization
- A way of having a unified voice for a board
- Benefitting from the diversity of opinions and values
- Making the most of a chief executive officer
- Responsible delegation
- Linkage between the board and the organization ownership
- Assurance of organizational performance
- Staying informed
- Board control of budgets
- Satisfying legal mandates
- Making sense of committees
- Evaluating the chief executive and organizational progress
- Evaluating the board itself
- How to maintain board discipline
- Proactive annual agendas
- Meaningful board meeting agendas
- Pros and Cons of various board governance approaches
- Meeting the needs of the board

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## POLICY GOVERNANCE

Policy Governance is a conceptual model created by John Carver which enables strategic leadership by governing boards. The model addresses board job design and board-management partnership. It allows a board to be proactive, explicit about its values, and long range in the majority of its concerns. At the same time the model prompts a board to ensure that the management of the organization acts responsibly.

## POLICY GOVERNANCE OBJECTIVES

An organization whose products and actions conform to the values of its ownership.

A board that is efficient and effective.

A board that has as its predominant focus the visioning and creating of the future.

A board that represents the ownership and defines the values of the organization.

A board that benefits from diversity of opinion and that functions as a unit rather than as disparate parts.

A board structure and a board member selection process which are conducive to board-ownership linkage.

A board that is effectively linked with the ownership.

Board members grounded in a workable philosophy of governance.

New board members having board governance policies which allow the new members quickly to function effectively on the board.

Definite role differences between board members, officers, and staff; each person knowing what his/her job is and is not.

An ability to gather broad input resulting in board members who are well informed on relevant issues.

An ability to react quickly to changing situations.

An economy of board operation; minimum waste of valuable board member time; best use of board member time.

Best use of the executive's abilities.

Clear direction and priorities for the executive to pursue.

A clear set of boundaries within which the executive may operate.

A fair and natural way of evaluating the executive's performance.

Assurance of executive performance.

Regular self-evaluation of the performance of the board.

## POLICY GOVERNANCE™

Policy Governance is a conceptual model meant to enable strategic leadership by governing boards. It addresses board job design and the board-management partnership. The board governs on behalf of some identifiable "ownership," deciding the values and perspectives which will characterize the organization.

Written values and perspectives are called policies and occur in four categories: ENDS policies prescribe what benefits will occur for which needs at what cost; mission and priorities are included. EXECUTIVE LIMITATIONS policies describe the prudence and ethics boundaries on acceptable staff acts, practices and circumstances. GOVERNANCE PROCESS policies clarify the board's own job and rules, including how it connects to its "ownership." BOARD-STAFF RELATIONSHIP policies describe the delegation and accountability linkage through the CEO. In practice, the last three categories remain relatively stable once in place, enabling the board to spend virtually all its time with issues of long term ENDS.

These categories cover all pronouncements the board will legitimately make. The CEO is empowered by the board *toward* ENDS and *within* EXECUTIVE LIMITATIONS. This peculiar constraint approach to staff "means" makes it possible for the board to stay out of internal operation, yet control its range of acceptability. Fiscal administration, budgeting, personnel, risk, compensation and all other methods and practices are thus controllable with little board time and paper. Periodic monitoring of organizational performance with respect to the criteria contained in these two policy categories constitutes the board's evaluation of its CEO.

In policy governance the board is proactive, explicit about its values and long range in the majority of its concerns. It avoids both meddling and rubber stamping. The board is at all times mindful of keeping board and CEO jobs separate. Accordingly, board committees stay out of staff work and the staff rarely recommends what board decisions should be. Because roles are very clear, free communication among board and staff causes no confusion. Board-staff interactions can be enriching for board and staff alike without leading either to meddling or to loss of board prerogatives. Board agendas are usually shorter, the deliberation usually on long term ENDS and the mindset one of strategic leadership.

A complete explication of this new governance theory can be found in John Carver's book, *Boards That Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations*, available postpaid in the U.S. from Jossey-Bass [350 Sansome St., San Francisco 94104] and in Canada from Maxwell MacMillan [1200 Eglinton Ave. E., Ste 200, Don Mills, Ontario M3C 3N1]. Also available from Jossey-Bass are audiotapes entitled *Empowering Boards for Leadership*, a videotape entitled *John Carver on Board Governance*, and a newsletter entitled *Board Leadership: A Bimonthly Workshop with John Carver*. Audiotapes entitled *Strategic Leadership* can be purchased from Carver Governance Design.

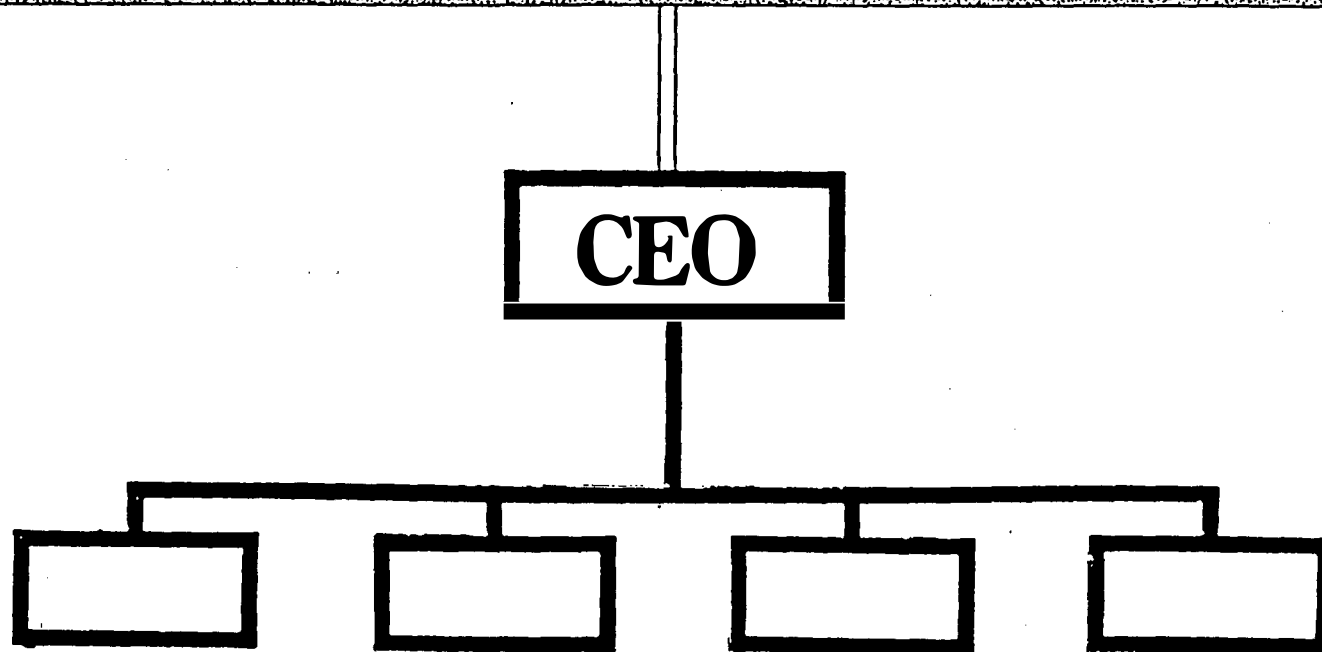
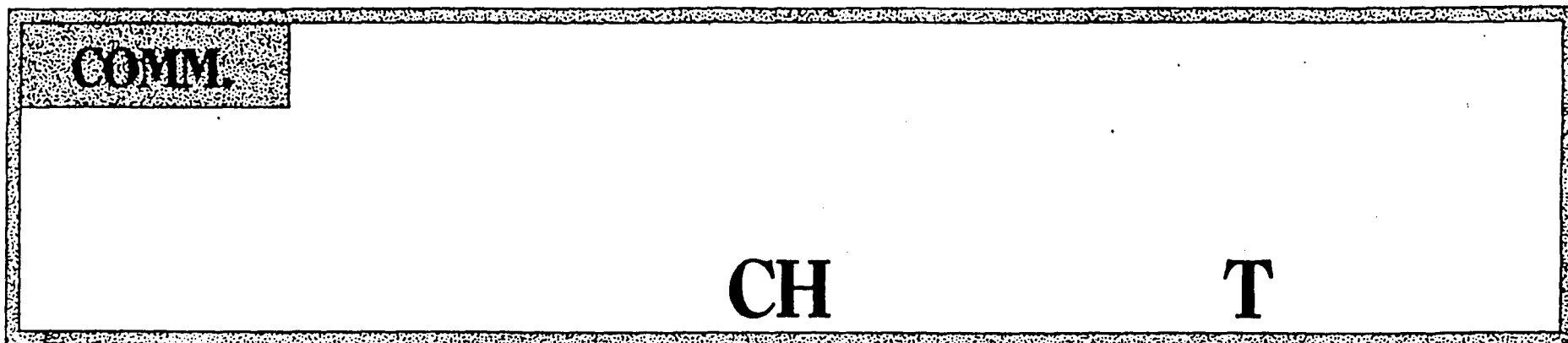
Budgets Personnel Goals

Contracts Objectives

Financials Leases Policies

Plans Salaries

Procedures



12

Issues Of  
Personnel

Issues Of  
Budgeting

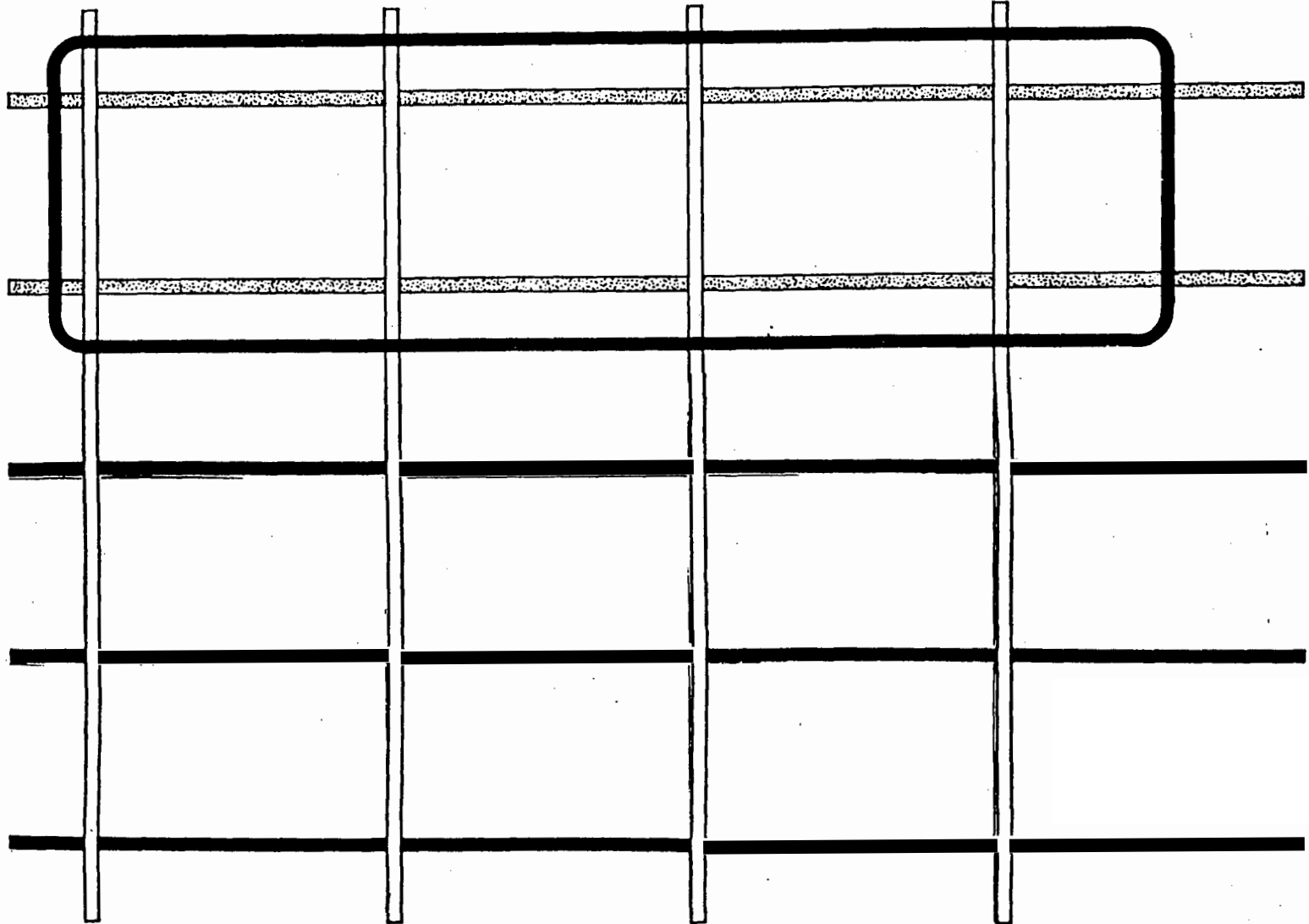
Issues Of  
Program  
Priorities

Board-  
Level Issues

CEO-Level  
Issues

Next Lower  
Level Issues

Still Lower  
Level Issues



# “ENDS”

WHY OUR ORGANIZATION  
EXISTS

● What Good BENEFIT / OUTCOME

● Which People FOR WHOM

● What Cost PRIORITY

# ***“MEANS”***

- Practices
- Circumstances
- Methods
- Programs
- Activities
- Services

## ENDS - MEANS EXERCISE

*One of the new board skills is the ability to distinguish between organizational ends and means. A few means issues will be retained by the board, though most will be consigned to the staff's domain. Before a board can deal with ends and means differently, however, it must be able to make the distinction.*

This exercise gives you experience in distinguishing organizational ends from means. Though this may seem cut-and-dried, in practice it is one of the most difficult distinctions the board must make. Following are six questions; for each, choose whether it is an issue of ends or means.

I. To what extent should we serve the needs of behaviorally disordered children at the expense of resources for less expensive service to "normal" children in our public school system?

☒ ENDS

☐ MEANS

II. Will it be best (a) to pay higher salaries for more skilled staff or (b) to pay lower salaries for less skilled staff but have to invest more in staff development and training?

☐ ENDS

☐ MEANS

III. A three percent cost-of-living adjustment has already been decided. Now the issue is whether to raise all staff or only those who have been employed most of the past year since they are the only ones whose initial salaries have "fallen behind" general cost increases?

☐ ENDS

☐ MEANS

IV. Should we insure office equipment and furnishings at full replacement value or a lesser amount, say, 80 percent?

☐ ENDS

☐ MEANS

V. Our mission is the elimination of poverty. Within that broad mandate, what relative emphasis should be put on adequate housing, job skills, and diversified employment base?

☐ ENDS

☐ MEANS

VI. Should idle funds be invested short-term in investments that are (a) high return but risky versus (b) lower return but less risky?

☐ ENDS

☐ MEANS

This exercise is intended to be used as part of a guided discussion, not as "stand-alone" instructive material.

# **“ENDS” — “MEANS” PRINCIPLE**

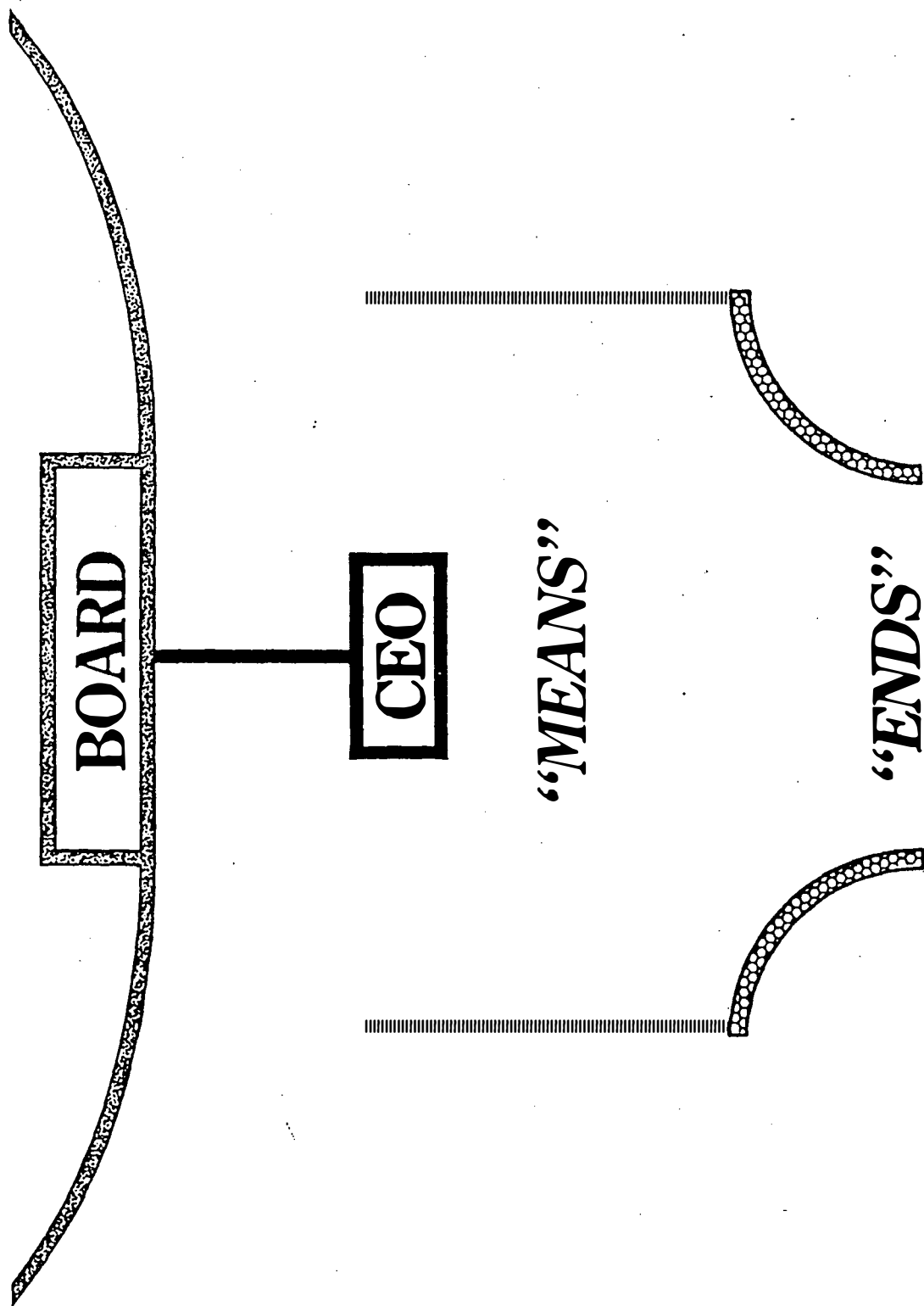
PRESCRIBE THE “ENDS”

BUT

STAY OUT OF THE “MEANS”

EXCEPT TO SAY WHAT YOU WON'T PUT UP WITH

# OWNERSHIP



# BOARD POLICY CATEGORIES

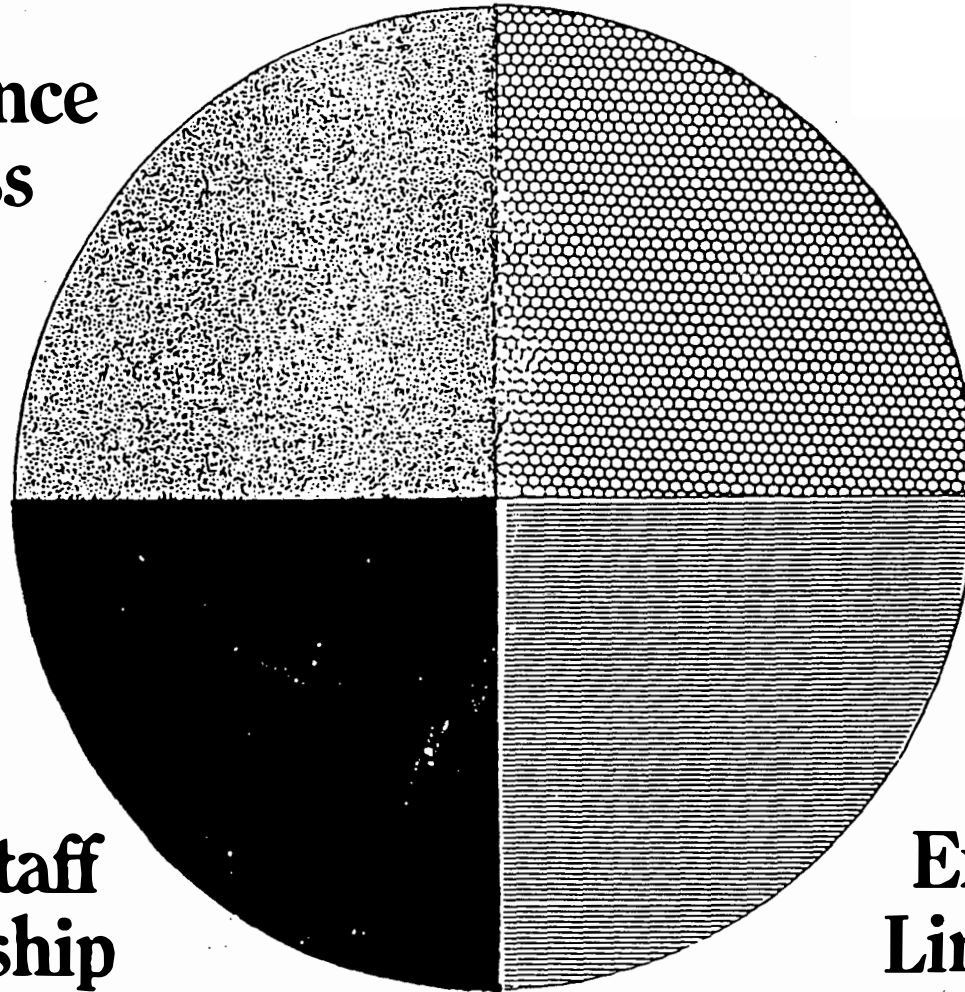
- ***“ENDS”***
- EXECUTIVE LIMITATIONS
- GOVERNANCE PROCESS
- BOARD-STAFF RELATIONSHIP

**Governance  
Process**

***Ends***

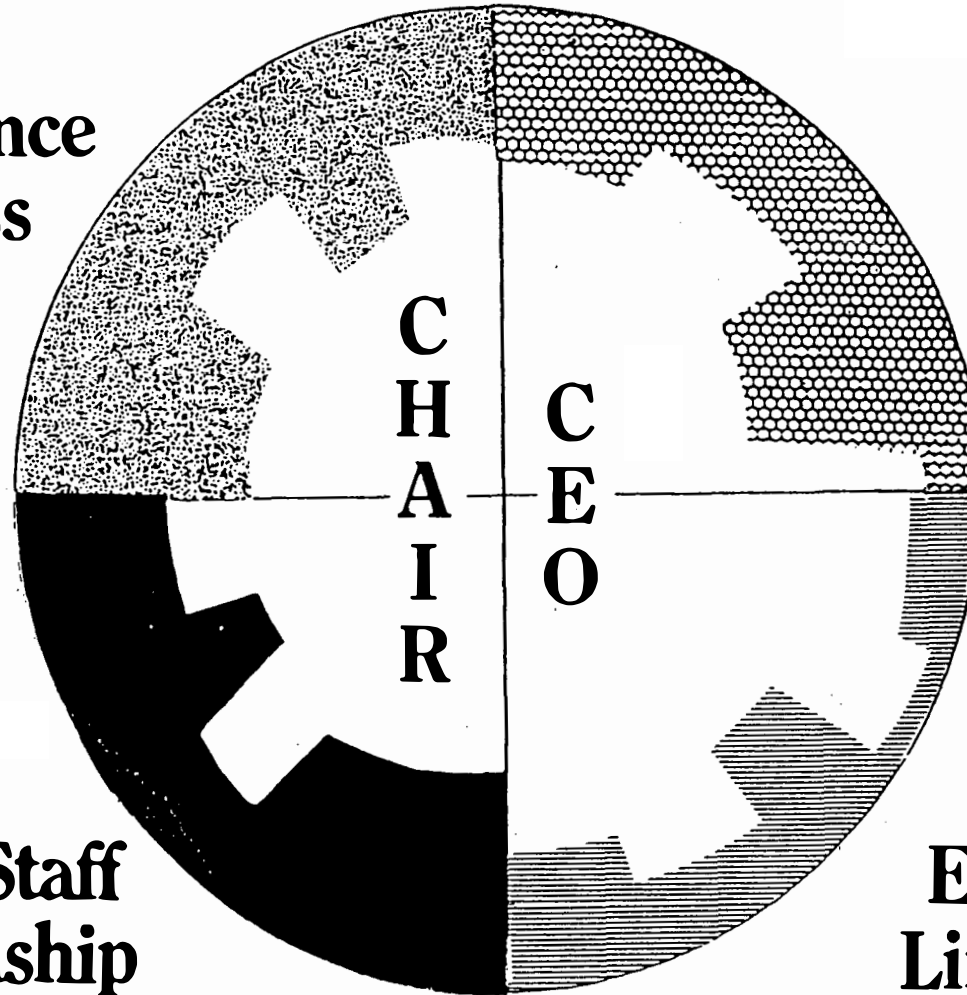
**Board-Staff  
Relationship**

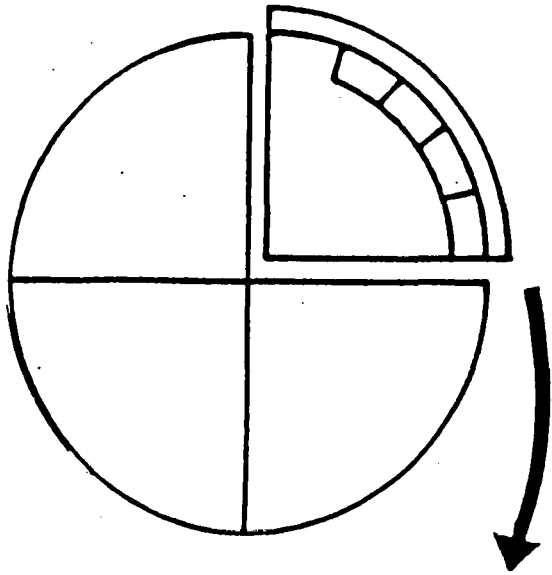
**Executive  
Limitations**



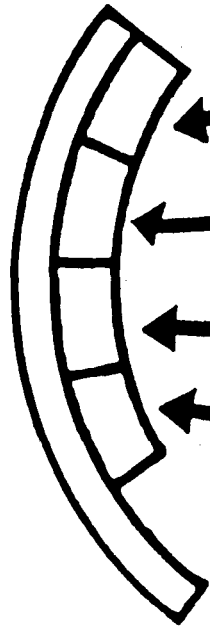
**Governance  
Process**

***Ends***





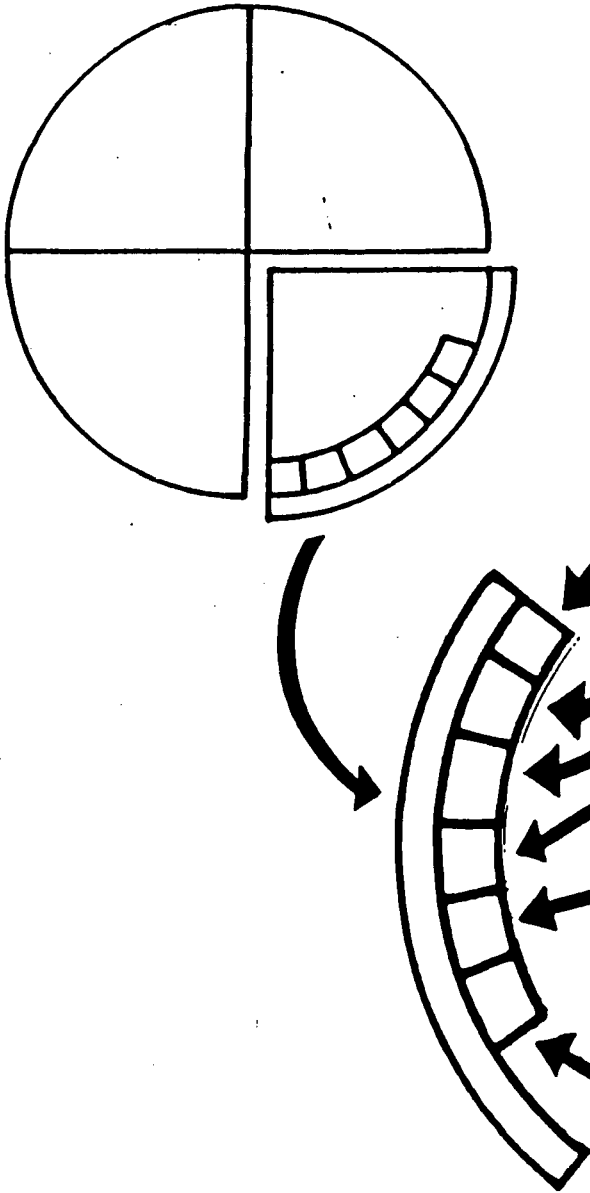
The mission of the Municipal Symphony Orchestra is greater acquaintance and involvement with symphonic music throughout the community's affairs and institutions.



1. High levels of attendance at performances of the classics.
2. Extensive role of classical music in religion, sports, civic events and entertainment.
3. Inclusion of symphonic performances in public and private education.
4. Community love for symphonic music sufficient to bear its full cost.

The CEO shall not cause or allow any practice, activity, decision or organizational circumstance which is either imprudent or in violation of commonly accepted business and professional ethics.

1. Dealings with paid and volunteer staff shall not be inhumane, unfair or undignified.
2. Assets may not be unprotected, inadequately maintained or exposed to unnecessary risk.
3. Information and advice to the board will have no significant gaps in either timeliness, completeness or accuracy.
4. Compensation and benefits for staff and consultants shall not deviate materially from market.
5. Budgeting any fiscal period or the remaining part of any fiscal period shall not deviate materially from board priorities (in ENDS policies), risk fiscal jeopardy nor fail to be derived from a multipal year plan.
6. Actual operating condition at any time shall not be one of fiscal jeopardy or one in which board priorities have been compromised.



## A SAMPLE BOARD POLICY REGISTRY

*When board policies are created with the Policy Governance approach, a very few board pronouncements are able to govern even large and complex organizations. Added to the Articles of Incorporation [Letters Patent in Canada] (for nonprofit groups) and Bylaws, these few policies form virtually the entirety of board decisions. Because board policies in this model are expressions of a specific board's values and perspectives, they differ from one board to another. Only the categories are constant and even they may be named in other ways. Budgets, short and long range plans, personnel practices, program design and all other administrative and programmatic decisions and activities are created by staff from these brief policies. Here is an example of typical board policy topics:*

### Category I: ENDS

- A. Mission
- B. Client Priorities
- C. Product Priorities
- D. Service Subsidy Priorities
- E. Service Accessibility

### Category II: GOVERNANCE PROCESS

- A. Governing Style
- B. Board Job Products
- C. Civic Trusteeship
- D. Planning Cycle and Agenda Control
- E. Officer Authority/Responsibility
- F. Code of Conduct

### Category III: BOARD-STAFF RELATIONSHIP

- A. Delegation to the Chief Executive
- B. Executive Job Products
- C. Monitoring CEO Performance

### Category IV: EXECUTIVE LIMITATIONS

- A. Financial Planning
- B. Financial Condition
- C. Treatment of Staff
- D. Asset Protection
- E. Communication and Counsel to the Board
- F. Compensation and Benefits
- G. Emergency Executive Succession

# CEO “PRODUCTS”

■ “*ENDS*” ACHIEVED

■ CONSTRAINTS ON “*MEANS*”  
NOT VIOLATED

# BOARD JOB CONTRIBUTIONS

1. Linkage To The Ownership

2. Explicit Governing Values

... About **“Ends”**

... About **“Executive Limitations”**

... About **“Governance Process”**

... About **“Board-Staff Relationship”**

3. Assurance Of Executive Performance

# **Types Of INFORMATION The Board Receives**

- **INFORMATION FOR MONITORING EXECUTIVE PERFORMANCE:**  
Directly Related To CEO Job; Retrospective; Judgmental; Against Criteria; Targeted; Minimal
- **INFORMATION FOR MAKING BOARD DECISIONS:**  
Directly Related To Board Job; Prospective; Non-judgmental
- **INCIDENTAL INFORMATION**  
(Neither Good Monitoring Nor Good For Board Decisions): Serves To Make Board Members Feel “Connected” To Organization; May Masquerade As Monitoring

[THIS POLICY IS A SAMPLE, NOT A RECOMMENDATION]

### **POLICY SAMPLE (a):**

*The Hope Cancer Fund exists for the elimination of cancer as a cause of human suffering and death. Major components of this mission are:*

1. Basic knowledge of the chemical, molecular, and cellular biology of cancer.
2. Methods by which laboratory findings can be clinically applicable to the treatment and prevention of cancer.
3. Delivery technology capable of mitigating the social and psychological effect of cancer on patients and their families.

[THIS POLICY IS A SAMPLE, NOT A RECOMMENDATION]

### **POLICY SAMPLE (c):**

*The board's governing style will emphasize outward vision, encouragement of diversity, strategic leadership, clear distinction of board and staff roles, and proactivity. The board will:*

1. Focus chiefly on intended long term impacts (*ends*), not on the administrative or programmatic means of attaining those effects.
2. Enforce upon itself whatever discipline is needed to govern with excellence. The board, not the staff, will be responsible for board performance.
3. Be an initiator of policy, not merely a reactor to staff initiatives.
4. Monitor and regularly discuss the board's own process and performance.

[THIS POLICY IS A SAMPLE, NOT A RECOMMENDATION]

### **POLICY SAMPLE (b):**

*The chief executive may not allow conditions which are inhumane, unfair or undignified treatment of staff. He or she may not:*

1. Discriminate on other than clearly job-related, individual performance or qualifications.
2. Allow staff to be exposed to unsafe or unhealthy conditions.
3. Withhold from staff a due-process grievance procedure.
4. Prevent staff from grieving to the board when (A) internal procedures have been exhausted and (B) the employee alleges either that (i) board policy has been violated to his or her detriment or (ii) board policy inadequately protects his or her human rights.
5. Fail to acquaint staff with their rights under this policy.

[THIS POLICY IS A SAMPLE, NOT A RECOMMENDATION]

### **POLICY SAMPLE (d):**

*While the Board establishes the broadest policies, further decisions belong to the chief executive.*

1. Only the board speaking as a body has authority over the chief executive.
2. Board authority delegated to staff is delegated through the chief executive. He or she is accountable to the board for all staff performance.
3. Chief executive decisions which are consistent with any reasonable interpretation of board policies on ends and executive limitations are acceptable.

# THE POLICY GOVERNANCE MODEL

## A Summary

Board leadership requires, above all, that the board provide vision. To do so, the board must first have an adequate vision of its own job. The Policy Governance approach provides a powerful framework for structuring this task. Following this approach, boards can free themselves from unnecessary, time-consuming involvements and focus on the real business of governance: creating, sustaining, and fulfilling a vision.

The Policy Governance model is explained fully in *Boards That Make a Difference* (Jossey-Bass, 1990). In brief, it reduces or eliminates meaningless board and committee work, trivia, board interference in administration, staff manipulation of the board, unclear evaluation criteria, and role confusion.

Policy Governance emphasizes vision and values, the empowerment of both board and staff, and the strategic ability to lead leaders. Because policies permeate and dominate all organizational life, they present the most powerful lever for exercising board leadership. Using the Policy Governance approach, boards lead by setting policy in four areas, described below. Designed as a total system to encompass all expressions of board wisdom, the policy categories are: Ends, Executive Limitations, Board-Executive Relations, and Board Process.

### ■ ENDS

The board's most important job is to devise a mission and mission-related statements which clearly set out what the desired *results* — the Ends — of the organization's actions are to be. What human needs are to be met, for whom, and at what cost? How will the world be different as a result of the organization's actions? Including, but not limited in the mission statement, board-generated ends are further defined at all levels of organization. They comprise the organizational vision. The board leaves it up to the staff to decide on the means by which to achieve these ends, and evaluates staff performance based on how well the *results* of the organization's actions match the desired ends.

### ■ BOARD-EXECUTIVE RELATIONSHIP

In addition to providing the organization with a vision and defining what constitutes inappropriate staff practices, the board must set policies about how it relates to staff — for example, the board's approach to delegation, its view of the chief executive (CEO) role, and how it will assess staff performance. The Policy Governance model envisions the CEO as the link between the board and the staff. In essence, the CEO is the board's sole employee. The only specified duty of the CEO is to be accountable to the entire board for the performance of the organization — on how well the board's ends are being met and the limitations not violated. This maintains accountability while allowing CEOs a great deal of latitude to act and to empower others to act. Only a slight modification of these policies is necessary for an organization too small to have a CEO.

## ■ EXECUTIVE LIMITATIONS

While the board prescribes what ends (what results for whom at what cost) it wants to achieve, it only sets limits on the means with which the staff operates. These limits are principles of prudence and ethics that form a boundary on staff practices, activities, circumstances and methods. In Executive Limitations policies, the board states clearly what the board will *not* allow, but it is otherwise silent regarding staff actions. This empowers the staff to use their full creative powers while at the same time safeguarding against potential abuses, enabling the board to concentrate its energies on ends issues.

## ■ BOARD PROCESS

The board must also set policies for its own internal workings – how meetings will be conducted, what topics will be addressed, the role of officers and committees, how the board will discipline itself. An effective design of board process ensures that the board fulfill its three primary responsibilities: 1) Maintain links to the ownership, that is, a grouping that is equivalent to stockholders in an equity corporation. For a community board, for example, community members are the owners. For a federation board, member organizations are the owners. 2) Establishing the four categories of written policies as defined by the Policy Governance approach, so that everything the board has to say is included in their encompassing framework. 3) Assuring executive performance. These are areas in which the board, and only the board, must assume full responsibility. By setting clear Board Process policies the board develops a consistent plan for how it will operate -- compelling it to remain focused on the critical challenges of providing vision and leadership.

Except for what belongs in bylaws or enabling statutes, these categories of board policy are exhaustive, that is, they contain everything the board has to say about values and perspectives that underlie all organizational decisions, activities, practices, budgets and goals. These policies are succinct and few. Most boards can capture all such policies - all their governing documents -- in thirty to forty-five pages.

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## TOM W. GREGORY

Tom Gregory has over twenty years experience in organizational development and in management development. He equips groups to reach their mission effectively and efficiently. He works with corporations, government agencies, colleges and universities, and non-profit organizations.

Sometimes he uses new paradigms to enable groups to make quantum advances so that many of their present problems no longer exist. For example, he teaches and installs Policy Governance to enable boards of directors to use their best capabilities to create an intentional and highly desirable future for their organization while assuring full ongoing performance. Boards gain a new and clear concept of their optimum role in governance and learn to use an improved methodology. He is recommended by board governance guru John Carver, author of the highly acclaimed *BOARDS THAT MAKE A DIFFERENCE* (San Francisco: Jossey-Bass, 1990).

In his consulting engagements Gregory helps groups to narrow the gap between their current achievements and their potential. He finds that this gap often is the result not of the lack of technical capabilities, but the result of inadequate cooperation. He assists groups to learn to pull together. He has extensive experience as a team builder.

He is co-author of the KBG Diversity Instrument which assesses diversity in the workplace.

He is certified by the Mid-Atlantic Association for Training and Consulting and served for seven years on its Board of Directors. He has worked with employees of well known companies including GTE, Rockwell International, Motorola, Intel, Honeywell, Williams, Bellcore, and US West.

While working with industry and with non-profit and government agencies, he continues to teach communication and relationship skills at the graduate and undergraduate levels at Trinity College, and sometimes at American University and George Washington University. Some of the topics in the training are problem solving, negotiation, conflict resolution, productive relationship building, stress management, supervision, vocational fulfillment, and value identification.

He is able to relate well with technical organizations. He has a scientific background and is skilled in the use of computers. As an engineering physicist he worked in the Advanced Components and Techniques section of NASA. He is published in the field of atmospheric ionization and its effects on pollution.

He has a Master of Divinity degree, and has served as the minister of four churches. He has been an assistant to a U.S. Congressman and to a U.S. Senator. He worked for eight years in CIA, and has traveled widely around the world.

In the past twelve years he has completed six full marathons. He likes science fiction, tennis, cave exploring, white water rafting, progress, and good jokes. He finds fulfillment in enhancing organizations, groups, and individuals.

Unit Cost = 147.68  
 Total Budget = 567,634.00  
 Flat Fee = 2,500.00

This table shows the effect that proposed changes in ICCTA's dues formula would have had if they had been used to compute dues for the current year. The last column shows dues as they will be paid this year. The next to the last column shows dues as they would have been if the changes had been in effect for the current year. Staff recommends that the changes be adopted now and implemented with the billing for 1997-98 that will begin next summer.

## FY 98 POSSIBLE DUES STATEMENT

College	Semester Hours	Unit Cost @ N\$147.68	WEIGHT 0.0006249311	Flat Fee	POSSIBLE Total Dues	FY97 Total Dues
=====	=====	=====	=====	=====	=====	=====
Belleville	216,714	32,004,324	20,000.50	2,500	22,500.50	23,508.77
Black Hawk	154,570	22,826,898	14,265.24	2,500	16,765.24	17,111.60
Chicago	550,000	81,224,000	50,759.40	2,500	53,259.40	52,670.53
Danville	55,218	8,154,594	5,096.06	2,500	7,596.06	6,884.20
DuPage	461,118	68,097,906	42,556.50	2,500	45,056.50	48,667.98
Elgin	140,624	20,767,352	12,978.16	2,500	15,478.16	15,675.98
Harper	288,625	42,624,140	26,637.15	2,500	29,137.15	30,911.36
Heartland	41,005	6,055,618	3,784.34	2,500	6,284.34	5,421.10
Highland	51,641	7,626,343	4,765.94	2,500	7,265.94	6,515.98
Illinois Central	188,537	27,843,144	17,400.05	2,500	19,900.05	20,608.20
Illinois Eastern	137,116	20,249,291	12,654.41	2,500	15,154.41	15,314.87
Illinois Valley	74,499	11,002,012	6,875.50	2,500	9,375.50	8,869.01
Joliet	166,755	24,626,378	15,389.79	2,500	17,889.79	18,365.94
Kankakee	92,776	13,701,160	8,562.28	2,500	11,062.28	10,750.46
Kaskaskia	75,038	11,081,612	6,925.24	2,500	9,425.24	8,924.49
Kishwaukee	56,041	8,276,135	5,172.01	2,500	7,672.01	6,968.92
Lake County	180,758	26,694,341	16,682.12	2,500	19,182.12	19,807.42
Lake Land	105,624	15,598,552	9,748.02	2,500	12,248.02	12,073.05
Lewis and Clark	93,925	13,870,844	8,668.32	2,500	11,168.32	10,868.74
Lincoln Land	137,441	20,297,287	12,684.41	2,500	15,184.41	15,348.32
Logan	111,241	16,428,071	10,266.41	2,500	12,766.41	12,651.27
McHenry	80,026	11,818,240	7,385.59	2,500	9,885.59	9,437.96
Moraine Valley	227,926	33,660,112	21,035.25	2,500	23,535.25	24,662.94
Morton	64,259	9,489,769	5,930.45	2,500	8,430.45	7,814.89
Oakton	194,915	28,785,047	17,988.67	2,500	20,488.67	21,264.76
Parkland	158,001	23,333,588	14,581.88	2,500	17,081.88	17,464.79
Prairie State	83,380	12,313,558	7,695.13	2,500	10,195.13	9,783.23
Rend Lake	76,632	11,317,014	7,072.35	2,500	9,572.35	9,088.58
Richland	56,689	8,371,832	5,231.82	2,500	7,731.82	7,035.63
Rock Valley	128,901	19,036,100	11,896.25	2,500	14,396.25	14,469.21
Sandburg	52,890	7,810,795	4,881.21	2,500	7,381.21	6,644.55
Sauk Valley	45,966	6,788,259	4,242.19	2,500	6,742.19	5,931.79
Shawnee	44,501	6,571,908	4,106.99	2,500	6,606.99	5,780.98
South Suburban	150,350	22,203,688	13,875.78	2,500	16,375.78	16,677.19
Southeastern	71,456	10,552,622	6,594.66	2,500	9,094.66	8,555.76
Spoon River	34,208	5,051,837	3,157.05	2,500	5,657.05	4,721.41
State C.C.	0	0	0.00	0	0.00	
Triton	234,345	34,608,070	21,627.66	2,500	24,127.66	25,323.72
Waubonsee	0	0	0.00	0	0.00	
John Wood	37,482	5,535,342	3,459.21	2,500	5,959.21	5,058.44
=====	=====	=====	=====	=====	=====	=====
TOTALS	5,121,193	756,297,782	472,634.00	95,000.00	567,634.00	567,634.02



## ILLINOIS COMMUNITY COLLEGE TRUSTEES ASSOCIATION

# What do we get for our ICCTA membership?

### ***Legislative advocacy***

Tracking and monitoring of state and federal legislation ■ Continual contact with legislators on needs and pending bills ■ Testimony at legislative and congressional hearings ■ Drafting of bills and amendments ■ Networking and coalition-building with other education and grassroots organizations ■ Regular legislative updates to trustees and colleges ■ Lobby Day in Springfield ■ National Legislative Seminar in Washington, D.C. ■ Toll-free legislative hotline

### ***Representation***

Before the Governor's Office ■ Illinois Board of Higher Education ■ Illinois Community College Board ■ Illinois Student Assistance Commission ■ State Board of Elections ■ U.S. Department of Education ■ Other state and federal agencies ■ State and national organizations ■ Business community ■ Labor groups

### ***Trustee growth***

Educational seminars ■ Regional meetings ■ Annual convention ■ College of Board Mentors ■ Special workshops for new board chairs ■ *Welcome to the Board* packets for new trustees ■ Trustee orientation video ■ Student trustee briefing ■ Resource library ■ Trustee achievement awards

### ***Public relations***

Quarterly *Illinois Trustee* newsletter ■ News releases ■ Recognition of outstanding faculty, alumni and legislators ■ Customized award certificates ■ Co-sponsorship of statewide Community College Bowl tournament ■ Public Relations Committee ■ Paul Simon Student Essay Contest ■ Cooperative efforts with college PR personnel

### ***Consultation***

Direct access to ICCTA staff on board policy and performance, referenda campaigns, and related topics ■ Access to information stored in ICCTA reference library ■ Board self-evaluation program ■ Referrals to outside consultants ■ College of Board Mentors ■ Retreat leadership

### ***Local board input***

Via the ICCTA Board of Representatives ■ ICCTA committees on State Relations, Federal Relations, Excellence/Trusteeship, Minority Affairs, and Public Relations ■ Regional trustee meetings and programs ■ Task forces ■ Coalitions ■ Member surveys ■ College visits by ICCTA staff ■ Toll-free number

### ***Information and research services***

*Illinois Trustee* newsletter ■ *Executive Director's Letter* ■ Legislative bulletins and reports ■ Membership and legislative directories ■ Resource materials for newly elected or appointed trustees ■ *Voting Record* on state legislators ■ Compilation of community college laws ■ 24-hour fax-on-demand service

### ***Other services***

Legal seminars for board attorneys ■ Amicus curiae briefs filed at appellate-court level ■ Consortia of districts formed to pursue litigation ■ Policy handbook development ■ Professional development seminar for presidential secretaries and assistants ■ ICCTA staff support for Presidents Council and Illinois Community College Attorneys Association

Illinois Community College Trustees Association ■ 1-800-45-ICCTA  
509 S. 6th St., Suite 426 ■ Springfield, IL 62701 ■ 217/528-2858 ■ 217/528-8662 (FAX)

# Board Self-Assessment

A little evaluation goes a long way toward improving the effectiveness of your entire organization.

A new study of board effectiveness, "The Effective Board of Trustees," funded by the Lilly Endowment and the U.S. Department of Education, finds that one key quality that distinguishes effective nonprofit governance is the capacity of the board to regularly evaluate its own performance. Board self-assessment can be a valuable learning tool that leads to greater achievement of an organization's mission. It can take a variety of formats—from soliciting feedback from individual board members about the board's performance as a body to evaluating the effectiveness of time spent together during board meetings.

## Asking questions

One technique that seems particularly suitable for board meetings is a simple questionnaire that members can complete quickly at the end of each meeting while the experience is still fresh in mind. Here is a sample of the kinds of questions you can ask:

- How effectively did we function as a body during this board meeting?
- Using a scale of 5 (high) to 1 (low), circle your response to these items:
  1. Overall board meeting was effective.
  2. Agenda items were appropriate.
  3. Agenda items encouraged reflection and inquiry.
  4. Agenda focused on key policy issues.

5. Agenda focused on key strategic areas.
6. Rate each key strategic area with regard to the quality of the board's discussion (*on your evaluation, list each of the key strategic areas discussed*). A rating of 5 indicates that we

focused on the policy dimension of issues or had a very strong discussion.

7. Rate each key strategic area with regard to outcomes (*list the same key strategic areas*). A rating of 5 indicates that specific and favorable outcomes were achieved from our discussion.

In addition to leaving space for general comments, ask these questions:

- What works best with regard to how we currently operate during our board meetings?
- What is your best suggestion for further improving the efficiency of our meeting time?

Positive results can be achieved with regular use of this kind of self-assessment—if feedback is shared and if it is treated as an opportunity to learn and improve. Evaluation

will become an important tool for the board if

- it is incorporated into the board's regular activities and
- it encourages the board's collective spirit and enthusiasm for continued excellence in mission achievement.

## Setting an example

By engaging in regular self-assessment, the board not only contributes toward its own effectiveness but also serves as an important stimulus for promoting and encouraging others throughout the organization to embrace processes that lead to improvement.

For example, evaluation encourages staff members to

- provide *learning* reports from functional areas that give "why" explanations instead of simple progress reports that tell "what";
- look for opportunities to collaborate across units to maximize efficiencies in the association's activities; and
- celebrate team achievement when noticeable improvements are realized.

ASAC

Sandra Trice Gray, CAE, is vice president, Independent Sector, Washington, D.C.



# DRAFT

## CONCEPTUAL FRAMEWORK FOR THE ELIMINATION OF INTERDISTRICT CHARGEBACK

Illinois Community College Board  
Finance Advisory Committee  
August 5, 1996

Inter-district chargebacks would be eliminated over a three year period and replaced by limiting the out-of-district tuition charge for Illinois residents for statewide/regional programs to 133% of the in-district tuition rate of the receiving district and providing colleges with additional state funding for statewide/regional courses through credit hour grants. Community colleges would reserve the right to charge out-of-district tuition at rates above the 133% of the in-district rate for all of its programs that are not statewide or regional. Community colleges would be encouraged to expand their cooperative agreements for instruction with neighboring districts for any or all of their programs to provide increased access to their students at in-district tuition rates.

The following provisions would apply:

1. **Out-of-District Tuition Rates for Statewide/Regional Programs:** Out-of-district tuition rates would be established, to be paid by a student who seeks enrollment in a statewide/regional program not available in that student's resident district. The out-of-district charge for Illinois residents would be established at 133% of the receiving local district's in-district tuition rate for all hours taken.
2. **Out-of-District Tuition Rates for Other Programs:** The out-of-district charge for Illinois residents enrolling in programs not available in that student's resident district and not designated as statewide or regional programs will be at a level of at least 133% of the receiving district's in-district tuition rate and no more than the out-of-district rate as currently calculated.
3. **Statewide/Regional Programs:** Statewide/regional programs shall be those designated as statewide or regional by the ICCB. Current statewide/regional programs will be grandfathered in and will remain statewide/regional programs as long as program demand criteria are met.
4. **Supplemental Costs for Statewide/Regional Courses:** The ICCB would provide additional state funding for major field courses provided in programs designated as statewide or regional. The supplemental funding would be provided for courses within the designated CIP code that is appropriate for that given program through the ICCB credit hour grant funding. Additional funding at a differential rate (a range of 50-150%) above the credit hour grant rate for the given category is proposed for the first year of implementation. This rate would be reviewed annually by the ICCB Finance Advisory Committee to ensure that it is adequate.
5. **Acceptance into Statewide/Regional Programs:** Programs identified as statewide/regional programs would be available for program acceptance to students from in-district or out-of-district without priority. (All interested students would be eligible for admittance into the

college and for acceptance into a statewide or regional program based upon selection criteria for acceptance into its program and then as per an established waiting list.)

6. **Cooperative Agreements:** Cooperative agreements would continue to exist and community colleges would be encouraged to expand their cooperative agreements for instruction with neighboring districts for any or all of their programs to provide increased access to their students at in-district tuition rates.
7. **Local Choice for Statewide/Regional Programs:** Community colleges would continue to retain the authority to continue or discontinue, at its discretion, any of its programs including those designated by the ICCB as statewide/regional, taking into consideration, for example, the costs associated with a particular program and program demand.
8. **Transition from the Current Chargeback Funding Mechanism:** A three year hold harmless provision beginning in fiscal year 1999 would be established to allow for the transition from the current chargeback funding mechanism and to be granted to those identified community colleges with severe financial impact owing to the elimination of chargeback for statewide/regional programs.

It is recommended that for fiscal year 1998 no changes be made to the current chargeback funding arrangements. Beginning in fiscal year 1999, the additional out-of-district tuition rate would be implemented along with a percentage reduction in chargeback revenues and equalization funding for chargeback hours. This would reduce chargeback revenues generated by chargeback rates to 66% in fiscal year 1999, 33% in fiscal year 2000, and zero in fiscal year 2001. Equalization funding for chargeback hours would be reduced by the same percentages over the three year period. The state funding differential to compensate districts for the additional costs of offering statewide/regional programs would begin in fiscal year 1999.

Equalization funding would be calculated based upon in-district and cooperative agreement hours only beginning in fiscal year 2001.

SAUK VALLEY COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
SEPTEMBER 30, 1996

SUMMARY OF BILLS PAYABLE

AMOUNT

Pages 1-57	
General Operating Funds	\$589,987.98
 Pages 58-61	
Restricted Fund	82,596.81
 Pages 62-68	
Bookstore	<u>153,156.76</u>
 TOTAL	<u><u>\$825,741.55</u></u>

SAUK VALLEY COMMUNITY COLLEGE  
APPROVED BY

Richard D. Hoyer  
PRESIDENT

Edward D. Anderson  
SECRETARY

DATE 9/30/96

CHECK NUMBER	DATE	PAYEE/VENDOR NUMBER NAME	INVOICE NUMBER VENDOR'S INTERNAL	FUND	ORGN	ACCT	PROG	CHECK AMOUNT
G0000596-597		VOID CHECKS						
G0000598	08/23/96	387847907 Alfano, Cindy	I0001596	01	441100	520720	3020	345.00
G0000599	08/23/96	Anderson, Roxanne	I0001574	01	512010	440235	8020	5.00
G0000600	08/23/96	APPA APPA	618440 I0001606	02	541000	550100	7010	650.00
G0000601	08/23/96	205329509 Behrendt, Richard	I0001591	01	211000	550100	8010	12.00
G0000602	08/23/96	Casalie, Debbie	I0001612	01	512010	440900	8020	2.00
G0000603	08/23/96	COLHOU Columbia House	I0001599	01	323200	540120	1010	70.45
G0000604	08/23/96	359544890 Conrad, Kelly	I0001595	01	513000	540430	8060	25.75
G0000605	08/23/96	216764349 Darby, Alexa	I0001588	01	314000	540120	1090	100.00
G0000606	08/23/96	334621204 Dillow, Debra	I0001598	01	411000	550100	8010	8.13
G0000607	08/23/96	Egan, Jessica	I0001576	01	512010	440115	8020	129.00
G0000608	08/23/96	349540889 Etter, Ernie	I0001600	01	335400	520720	1010	345.00
G0000609	08/23/96	Everly, Amy Jo	I0001589	051400		130905		75.00
G0000610	08/23/96	Friedrichs, Tracy	I0001575	01	512010	440115	8020	129.00
G0000611	08/23/96	Heinrichs, Judith	I0001613	01	512010	440900	8020	1.00

CHECK NUMBER	DATE	PAYEE/VENDOR		INVOICE NUMBER		FUND	ORGN	ACCT	PROG	CHECK	AMOUNT
		NUMBER	NAME	VENDOR'S	INTERNAL						
G0000623	08/23/96	PETB00	Peterson-Book-Quigg & Inboden	3504	10001605	12	512120	560700	8020		4,120.00
G0000624	08/23/96		Pineda, Randolph		10001582	01	512010	440235	8020		5.00
G0000625	08/23/96		Rardin, Allyson		10001593	01	520100	550100	8020		4.34
G0000626	08/23/96		Retirement Letter		10001608	01	212100	540600	8030		89.00
G0000627	08/23/96		Schroeder, Jessica		10001583	01	512010	440115	8020		43.00
G0000628	08/23/96	STEARE	Sterling Area Chamber of Comme		10001601	01	211000	550100	8010		15.00
G0000629	08/23/96	324486629	Stiefel, Debra		10001592	01	430100	540110	3040		40.63
G0000630	08/23/96		Stimac, Renae		10001584	01	512010	440235	8020		30.00
G0000631	08/23/96		Suits, Bryan		10001585	01	512010	440115	8020		43.00
						01	512010	440235	8020		5.00
INVOICE TOTAL											48.00
G0000632	08/23/96	354567590	Swarthout, Rhonda L.		10001590	051400		130905			75.00
G0000633	08/23/96	SWAFLO	Swartleys Florist		10001594	01	211000	550900	8010		36.50
G0000634	08/23/96		Tessen, Korry		10001586	01	512010	440115	8020		43.00
						01	512010	440235	8020		10.00
INVOICE TOTAL											53.00
G0000635	08/23/96	484705603	Ullrick, Steve		10001611	01	420000	550100	3010		14.26
G0000636	08/23/96	318402940	White, Peg		10001597	01	352100	550100	1040		90.83

CHECK NUMBER	DATE	PAYEE/VENDOR NUMBER	NAME	INVOICE NUMBER VENDOR'S	INTERNAL	FUND	ORGN	ACCT	PROG	CHECK AMOUNT
G0000612	08/23/96		House, Shane	I0001577		01	512010	440115	8020	43.00
G0000613	08/23/96		Illinois Resource Development	I0001607		01	212100	550100	8030	75.00
G0000614	08/23/96	ISSRT	ISSRT	I0001602		01	352500	550100	1040	150.00
G0000615	08/23/96		Kendrick, Nathan	I0001578		01	512010	440115	8020	129.00
G0000616	08/23/96	533466182	Kim, Linda A.	I0001609		01	321000	550100	2080	38.75
G0000617	08/23/96		Kreutzer, Cynthia	I0001579		01	512010	440115	8020	172.00
						01	512010	440235	8020	10.00
							INVOICE TOTAL			182.00
G0000618	08/23/96	354487012	Leseman, Jolene	I0001610		050600	460303	550900	6050	184.95
						050600	460301	550900	6050	76.88
							INVOICE TOTAL			261.83
G0000619	08/23/96		Ludwig, Melinda	I0001580		01	512010	440235	8020	15.00
G0000620	08/23/96		McLaughlin, Rebecca	I0001581		01	512010	440235	8020	25.00
G0000621	08/23/96	NATPLA	National Planned Giving Instit	1001479	I0001603	01	212100	550100	8030	1,190.00
G0000622	08/23/96	NJCAA	NJCAA	NAT'L DUES	I0001614	050600	460401	540600	6050	545.00
				NATL DUES-WOMEN	I0001615	050600	460401	540600	6050	502.00
				RULE BOOKS	I0001616	050600	460401	540600	6050	50.00
							CHECK TOTAL			1,097.00

CHECK		PAYEE/VENDOR		INVOICE NUMBER		FUND	ORGN	ACCT.	PROG	CHECK AMOUNT
NUMBER	DATE	NUMBER	NAME	VENDOR'S	INTERNAL					
G0000637	08/23/96	WILLOW	Wilkins-Lowe and Company		I0001604	12	512120	560700	8020	5,460.00
G0000638	08/23/96		Wolfe, Emily		I0001587	01	512010	440115	8020	258.00
G0000639-640			VOID CHECKS							

CHECK NUMBER	DATE	PAYEE/VENDOR NUMBER NAME	INVOICE NUMBER VENDOR'S INTERNAL	FUND	ORGN	ACCT	PROG	CHECK AMOUNT
G0000641	08/30/96	387847907 Alfano, Cindy	I0001731	01	441100	530200	3020	150.00
G0000642	08/30/96	Allison, Heather	I0001696	01	512010	440115	8020	258.00
				01	512010	440235	8020	15.00
						INVOICE TOTAL		273.00
G0000643	08/30/96	American Arbitration Associati	I0001680	12	512120	530500	8020	404.28
G0000644	08/30/96	AMEEXP1 American Express Financial Adv	I0001632	01		212010		770.00
G0000645	08/30/96	Anderson, Jodi	I0001697	01	512010	440115	8020	129.00
				01	512010	440235	8020	15.00
						INVOICE TOTAL		144.00
G0000646	08/30/96	ASSCOM Assn of Community College Trus	I0001749	01	110000	550100	8050	391.00
G0000647	08/30/96	343583884 Ayala, Karen	I0001706	050130	345100	530200	4020	905.00
G0000648	08/30/96	Ballard, R Dean	I0001641	01	512010	440115	8020	129.00
				01	512010	440235	8020	15.00
						INVOICE TOTAL		144.00
G0000649	08/30/96	Ballard, R Dean	I0001642	01	512010	440115	8020	301.00
				01	512010	440235	8020	30.00
						INVOICE TOTAL		331.00
G0000650	08/30/96	205329509 Behrendt, Richard	I0001739	01	211000	520920	8010	10.00
G0000651	08/30/96	Bergstrom, Angela	I0001698	01	512010	440115	8020	43.00

CHECK NUMBER	DATE	PAYEE/VENDOR NUMBER NAME	INVOICE NUMBER VENDOR'S INTERNAL		FUND	ORGN	ACCT	PROG	CHECK AMOUNT
G0000652	08/30/96	Beveroth, Amy	I0001699	01	512010	440235	8020		129.00
G0000653	08/30/96	Burge, Kim	I0001700	01	512010	440115	8020		43.00
G0000654	08/30/96	338625690 Byar, Christine	I0001709	01	419000	540190	3090		30.79
G0000655	08/30/96	CAPGUA Capital Guardian Trust Company	I0001635	01		212180			550.00
G0000656	08/30/96	CENILL Centel-Illinois 091096231	I0001711	02	545000	570500	7060		2,793.65
G0000657	08/30/96	Clardie, Stacy	I0001701	01	512010	440115	8020		43.00
				01	512010	440235	8020		15.00
			INVOICE TOTAL						58.00
G0000658	08/30/96	COMCOO Community Coordinated Child Ca	I0001728	050500	414000	540190	6030		30.00
G0000659	08/30/96	Cook, Karen	I0001650	01	512010	440115	8020		86.00
G0000660	08/30/96	Corbitt, Melody	I0001702	01	512010	440115	8020		129.00
G0000661	08/30/96	Dallas, Becky	I0001636	01		130394			129.00
G0000662	08/30/96	216764349 Darby, Alexa	I0001683	01	314000	540120	1090		195.44
G0000663	08/30/96	Dees, Jeffrey	I0001703	01	512010	440115	8020		43.00
				01	512010	440235	8020		15.00
			INVOICE TOTAL						58.00
G0000664	08/30/96	DEMCHD Dempsey Chevrolet	I0001712	02	543000	180322	7030		13,864.00
G0000665	08/30/96	Dixon Commercial Electric	I0001684	01	512010	440115	8020		103.20

FISCAL YEAR 1997

BANK: 1 Sterling Federal Bank- Ge (cont.)

Check Register  
From 08/27/96 To 09/30/96

TIME: 01:21 PM

PAGE: 7

CHECK NUMBER	DATE	PAYEE/VENDOR NUMBER NAME	INVOICE NUMBER		FUND	ORGN	ACCT	PROG	CHECK AMOUNT
			VENDOR'S	INTERNAL					
G0000666	08/30/96	324509115 Drane, Paula	10001744		050500 050500	414000	540190 113020	6030	47.97 100.00
INVOICE TOTAL									147.97
G0000667	08/30/96	Duke, Carmen	10001704		01 01	512010 512010	440115 440235	8020 8020	43.00 5.00
INVOICE TOTAL									48.00
G0000668	08/30/96	Duncan, Penny	10001705		01 01	512010 512010	440115 440235	8020 8020	129.00 10.00
INVOICE TOTAL									139.00
G0000669	08/30/96	Ebersohl, Shane	10001652		01	512010	440115	8020	129.00
G0000670	08/30/96	Edens, Kevin	10001713		01	512010	440115	8020	43.00
G0000671	08/30/96	EQUILIF Equitable Life Assurance	10001630		01		212020		232.00
G0000672	08/30/96	Farster, Andrea	10001714		01	512010	440115	8020	10.00
G0000673	08/30/96	Fassler, Kurt	10001716		01 01	512010 512010	440115 440235	8020 8020	129.00 5.00
INVOICE TOTAL									134.00
G0000674	08/30/96	FEDLIF Federal Life Insurance Company	10001644		01		212050		25.00
G0000675	08/30/96	Forbes, Terry	10001718		01 01	512010 512010	440115 440235	8020 8020	43.00 3.00
INVOICE TOTAL									46.00
G0000676	08/30/96	Francis, Rebecca	10001655		01	512010	440115	8020	34.40

CHECK		PAYEE/VENDOR		INVOICE NUMBER		FUND	ORGN	ACCT	PROG	CHECK	AMOUNT
NUMBER	DATE	NUMBER	NAME	VENDOR'S	INTERNAL						
G0000677	08/30/96	FRALIF	Franklin Life Insurance Compan		I0001631	01		212060			512.50
G0000678	08/30/96		Franklin, Raymond		I0001695	01	512010	440112	8020		86.00
G0000679	08/30/96		Froelich, William		I0001719	01	512010	440115	8020		129.00
G0000680	08/30/96	247788491	Garcia, Carlos		I0001741	050600	460600	550900	6050		33.79
						01	110000	550100	8050		101.39
INVOICE TOTAL											135.18
G0000681	08/30/96		Garland, Ryan		I0001720	01	512010	440115	8020		34.40
G0000682	08/30/96		Hamilton, Jane		I0001721	01	512010	440235	8020		15.00
G0000683	08/30/96		Hanrahan, David		I0001722	01	512010	440115	8020		34.40
						01	512010	440235	8020		20.00
INVOICE TOTAL											54.40
G0000684	08/30/96	322265707	Happach, Ronald H.		I0001707	050130	345100	530200	4020		365.00
G0000685	08/30/96		Happach, Benjamin		I0001682	051400		130905			125.00
G0000686	08/30/96		Hicks, Douglas		I0001657	01	512010	440235	8020		10.00
G0000687	08/30/96		Hildebrand, Arlene		I0001659	01	512010	440115	8020		43.00
						01	512010	440235	8020		25.00
INVOICE TOTAL											68.00
G0000688	08/30/96		Hilden, Kimberly		I0001723	01	512010	440115	8020		301.00
						01	512010	440235	8020		7.00
INVOICE TOTAL											308.00

CHECK NUMBER	DATE	PAYEE/VENDOR		INVOICE NUMBER		FUND	ORGN	ACCT	PROG	CHECK	AMOUNT
		NUMBER	NAME	VENDOR'S	INTERNAL						
G0000689	08/30/96	HORMAN	Horace Mann Insurance Company		I0001647	01		212080			32.50
G0000690	08/30/96		Houck, Phyllis		I0001661	01	512010	440115	8020		129.00
G0000691	08/30/96		Huizenga, Lydia		I0001724	01	512010	440115	8020		129.00
G0000692	08/30/96		Huyett, Matt		I0001725	01	512010	440115	8020		34.40
						01	512010	440235	8020		20.00
INVOICE TOTAL											54.40
G0000693	08/30/96	ILLDEP	Illinois Department of Revenue		I0001629	01		210200			6,052.24
G0000694	08/30/96	ILLMUT	Illinois Mutual		I0001658	01		211550			23.37
G0000695	08/30/96		Karrow, James		I0001727	01	512010	440115	8020		34.40
						01	512010	440235	8020		20.00
INVOICE TOTAL											54.40
G0000696	08/30/96		Keenum, Robert		I0001729	01	512010	440115	8020		43.00
						01	512010	440235	8020		15.00
INVOICE TOTAL											58.00
G0000697	08/30/96		Keenum, Sandra		I0001746	01	512010	440115	8020		43.00
						01	512010	440235	8020		15.00
INVOICE TOTAL											58.00
G0000698	08/30/96	326440053	Kerber, Joan E.		I0001686	050600	460401	540900	6050		37.69
G0000699	08/30/96		Kessel, Tony		I0001662	01	512010	440235	8020		5.00
G0000700	08/30/96	359468988	Kidder, Mary Lou		I0001710	01	332200	520720	1020		345.00

CHECK		PAYEE/VENDOR		INVOICE NUMBER		FUND	ORGN	ACCT	PROG	CHECK	AMOUNT
NUMBER	DATE	NUMBER	NAME	VENDOR'S	INTERNAL						
G0000701	08/30/96	341664328	Kipping, Sara		I0001690	050600		113040			350.00
G0000702	08/30/96		Kirin, Toni		I0001663	01	512010	440115	8020		129.00
G0000703	08/30/96	346369022	Lacina, Jerry		I0001687	050600	460203	530900	6050		100.00
G0000704	08/30/96		Langholf, Joyce		I0001730	01	512010	440115	8020		68.80
						01	512010	440235	8020		12.00
INVOICE TOTAL											80.80
G0000705	08/30/96		Lanning, Aaron		I0001664	01	512010	440115	8020		129.00
G0000706	08/30/96		Lepianka, Serena		I0001733	01	512010	440115	8020		137.60
G0000707	08/30/96	354487012	Leseman, Jolene		I0001715	050600	460301	550900	6050		122.45
						050600	460305	550900	6050		26.35
INVOICE TOTAL											148.80
					I0001717	050600	460305	530900	6050		80.00
						050600	460305	530900	6050		60.00
						050600	460305	530900	6050		60.00
INVOICE TOTAL											200.00
CHECK TOTAL											348.80
G0000708	08/30/96	LUTBRD	Lutheran Brotherhood		I0001643	01		212100			526.32
G0000709	08/30/96	MAISTA	Main Stay Funds		I0001633	01		212170			75.00
G0000710	08/30/96		McBride, Donald		I0001734	01	512010	440115	8020		86.00
						01	512010	440235	8020		15.00
INVOICE TOTAL											101.00

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G0000711	08/30/96	Melville, Shawn	I0001665	01	512010	440115	8020	129.00
G0000712	08/30/96	Metoyer, Helen	I0001667	01	512010	440115	8020	43.00
G0000713	08/30/96	Montague, Heather	I0001669	01	512010	440115	8020	129.00
				01	512010	440235	8020	10.00
								INVOICE TOTAL 139.00
G0000714	08/30/96	328422840 Murray, Kris	I0001735	01	322500	520720	1010	345.00
G0000715	08/30/96	Nesemeier, Bonnie	I0001736	01	512010	440115	8020	129.00
				01	512010	440235	8020	15.00
								INVOICE TOTAL 144.00
G0000716	08/30/96	NORLIF Northern Life Insurance Compan	I0001640	01		212120		85.00
G0000717	08/30/96	NORMUT Northwestern Mutual Life Insur	I0001634	01		212130		75.00
G0000718	08/30/96	Nunley, Jeremy	I0001670	01	512010	440115	8020	215.00
				01	512010	440235	8020	20.00
								INVOICE TOTAL 235.00
G0000719	08/30/96	Olson, LeAnne	I0001671	01	512010	440115	8020	172.00
G0000720	08/30/96	Padilla, N Thomas	I0001738	01	512010	440115	8020	172.00
G0000721	08/30/96	Page, Bradley	I0001646	01	512010	440115	8020	258.00
G0000722	08/30/96	Partington, Clay	I0001740	01	512010	440235	8020	25.00
G0000723	08/30/96	Peterson, Valerie	I0001673	01	512010	440115	8020	129.00

CHECK		PAYEE/VENDOR		INVOICE NUMBER		FUND	ORGN	ACCT	PROG	CHECK	AMOUNT
NUMBER	DATE	NUMBER	NAME	VENDOR'S	INTERNAL						
G0000724	08/30/96	PRUMUT	Prudential Mutual Funds	10001638	01			212140			100.00
G0000725	08/30/96	PUTRET	Putnam Retirement Plan Service	10001660	01			212030			442.00
G0000726	08/30/96		Rangel, Larin	10001674	01	512010	440115	8020			258.00
					01	512010	440235	8020			15.00
INVOICE TOTAL											273.00
G0000727	08/30/96		Reiley, Kim	10001675	01	512010	440115	8020			103.20
G0000728	08/30/96		Remrey, Toby	10001676	01	512010	440115	8020			129.00
					01	512010	440235	8020			5.00
INVOICE TOTAL											134.00
G0000729	08/30/96	RDCRIV3	Rock River Human Resources Pro	10001726	050130	345400	540600	4090			20.00
G0000730	08/30/96		Sakamoto, Takeshi	10001742	01	512010	440115	8020			559.00
					01	512010	440235	8020			33.00
INVOICE TOTAL											592.00
G0000731	08/30/96		Sandberg, Luke	10001679	01	512010	440115	8020			43.00
G0000732	08/30/96	SCHEMP	School Employees Credit Union	10001648	01		210700				23,139.76
G0000733	08/30/96		Selhost, Kay	10001692	01	512010	440112	8020			86.00
G0000734	08/30/96	SHEOIL	Shell Oil Company	10001732	050800	415000	540150	6050			63.19
G0000735	08/30/96		Smith, Gregory	10001681	01	512010	440115	8020			43.00
					01	512010	440235	8020			15.00
INVOICE TOTAL											58.00

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		NUMBER	NAME	VENDOR'S	INTERNAL						
G0000736	08/30/96		St. Clair, Brad		I0001678	01	512010	440115	8020		645.00
						01	512010	440235	8020		10.00
INVOICE TOTAL											655.00
G0000737	08/30/96	STAUNI	State Universities Retirement		I0001627	01		210500			17,803.94
G0000738	08/30/96	STEFED	Sterling Federal Bank		I0001628	01		210100			28,314.62
					I0001649	01		210400			1,885.20
					I0001651	01		210300			474.77
					I0001668	12	512120	520500	8020		2,359.77
CHECK TOTAL											33,034.36
G0000739	08/30/96	SUNTRA	Sunny Travel Center		I0001737	01	430100	550100	3040		174.00
G0000740	08/30/96	SAUFOU	SVCC Foundation		I0001653	01		211600			10.00
G0000741	08/30/96		Szuda, Spencer		I0001685	01	512010	440115	8020		129.00
G0000742	08/30/96	TIACRE	TIAA/CREF		I0001637	01		212150			5,140.27
G0000743	08/30/96	TRUMAR	Trustmark Insurance		I0001656	01		211500			865.50
G0000744	08/30/96		Vandermyde, Kelly		I0001688	01	512010	440115	8020		68.80
G0000745	08/30/96		Velazquez, Cory		I0001743	01	512010	440235	8020		15.00
G0000746	08/30/96	WADREE	Waddell & Reed, Inc		I0001645	01		212160			300.00
G0000747	08/30/96		Walters, Kay		I0001689	01	512010	440115	8020		344.00



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			VENDOR'S	INTERNAL					
G0000761	09/06/96	Bailey, Tiffany		I0001803	01	512010	440115	8020	34.40
					01	512010	440235	8020	8.00
INVOICE TOTAL									42.40
G0000762	09/06/96	Bennett, Marilyn		I0001804	01	512010	440115	8020	43.00
					01	512010	440235	8020	9.00
INVOICE TOTAL									52.00
G0000763	09/06/96	Blanchard, Teresa		I0001877	051400		130905		150.00
G0000764	09/06/96	Bockman, Edward		I0001805	01	512010	440115	8020	43.00
					01	512010	440235	8020	160.00
INVOICE TOTAL									203.00
G0000765	09/06/96	Boel, Brandt		I0001806	01	512010	440115	8020	129.00
					01	512010	440235	8020	15.00
INVOICE TOTAL									144.00
G0000766	09/06/96	Boone, Ricky		I0001799	01		130903		150.00
G0000767	09/06/96	371760774 Breed, Thomas		I0001885	01	441100	550100	3020	37.20
G0000768	09/06/96	Celletti, Lisa		I0001807	01	512010	440235	8020	10.00
G0000769	09/06/96	Chapman, John		I0001808	01	512010	440115	8020	34.40
					01	512010	440235	8020	20.00
INVOICE TOTAL									54.40
G0000770	09/06/96	Cicchetti, Kelly		I0001809	01	512010	440235	8020	10.00
G0000771	09/06/96	Clark, Michael		I0001810	01	512010	440115	8020	129.00

CHECK		PAYEE/VENDOR		INVOICE NUMBER		FUND	ORGN	ACCT	PROG	CHECK	AMOUNT
NUMBER	DATE	NUMBER	NAME	VENDOR'S	INTERNAL						
G0000771	09/06/96		Clark, Michael	I0001810	01	512010	440235	8020		15.00	
INVOICE TOTAL										144.00	
CHECK TOTAL										144.00	
G0000772	09/06/96		Cooper, Coty	I0001811	01	512010	440115	8020		103.20	
G0000773	09/06/96		Courtright, Sarah	I0001829	01	512010	440115	8020		86.00	
					01	512010	440235	8020		6.00	
INVOICE TOTAL										92.00	
G0000774	09/06/96		Cunningham, Holly	I0001812	01	512010	440115	8020		43.00	
G0000775	09/06/96	346488543	Damhoff, Russ	I0001860	050600	460401	540900	6050		510.00	
G0000776	09/06/96		Dedey, Jevat	I0001813	01	512010	440115	8020		86.00	
					01	512010	440235	8020		15.00	
INVOICE TOTAL										101.00	
G0000777	09/06/96		Dever, Mandy	I0001814	01	512010	440235	8020		12.00	
G0000778	09/06/96	324509115	Drane, Paula	I0001886	050500	414000	540190	6030		52.78	
					050500	414000	540190	6030		22.04	
INVOICE TOTAL										74.82	
G0000779	09/06/96		Duffy, JoAnna	I0001815	01	512010	440115	8020		86.00	
					01	512010	440235	8020		6.00	
INVOICE TOTAL										92.00	
G0000780	09/06/96	329489735	Dunseth, Lora	I0001875	050600	460500	540900	6050		9.44	

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G0000781	09/06/96	Edmonds, Ann	10001876	01	326000	520710	1050	20.00
G0000782	09/06/96	ELMCOL Elmhurst College	10001865	050600	460202	550900	6050	60.00
G0000783	09/06/96	FEDEXP Federal Express Corp	590021325 10001863	01	513000	540430	8060	16.00
G0000784	09/06/96	Finney, Alicia	10001816	01	512010	440115	8020	34.40
				01	512010	440235	8020	4.00
						INVOICE TOTAL		38.40
G0000785	09/06/96	343421464 Frana, Jerry	10001870	01	333300	550100	1030	13.64
G0000786	09/06/96	Gaffey, Kody	10001836	01	512010	440115	8020	86.00
				01	512010	440235	8020	10.00
						INVOICE TOTAL		96.00
G0000787	09/06/96	Garland, Ryan	10001830	01	512010	440235	8020	15.00
G0000788	09/06/96	329428902 Gospodarczyk, Thomas	10001869	050130	345400	550100	4090	145.20
G0000789	09/06/96	354340409 Gover, Phil	10001862	01	311000	540600	8010	45.50
G0000790	09/06/96	Hemminger, Ronda	10001824	01	512010	440235	8020	15.00
G0000791	09/06/96	585188746 Herren, Ross	10001859	02	541000	550100	7010	873.99
G0000792	09/06/96	HOTPER Hotel Pere Marquette	CONF. #TERRY 10001884	01	441100	550100	3020	69.13
G0000793	09/06/96	Jenkins, Corey	10001800	01		130903		150.00
G0000794	09/06/96	Kaecker, Amy	10001833	01	512010	440115	8020	103.20

CHECK NUMBER	CHECK DATE	PAYEE/VENDOR NUMBER	PAYEE/VENDOR NAME	INVOICE NUMBER		FUND	ORGN	ACCT	PROG	CHECK AMOUNT
				VENDOR'S	INTERNAL					
G0000794	09/06/96		Kaecker, Amy		I0001833	01	512010	440235	8020	8.00
INVOICE TOTAL										111.20
CHECK TOTAL										111.20
G0000795	09/06/96		Kaletka-Johnson, Rosanne		I0001817	01	512010	440115	8020	137.60
G0000796	09/06/96		Kavran, Robert		I0001834	01	512010	440235	8020	15.00
G0000797	09/06/96		Kersten, Jason		I0001835	01	512010	440235	8020	10.00
G0000798	09/06/96		Kidder, Merrill		I0001831	01	512010	440115	8020	9.00
						01	512010	440235	8020	55.00
INVOICE TOTAL										64.00
G0000799	09/06/96	341664328	Kipping, Sara		I0001868	050600	460302	550900	6050	32.78
G0000800	09/06/96		Koch, Gary		I0001832	01	512010	440235	8020	5.00
G0000801	09/06/96	331281232	Lagow, Larry		I0001864	01	212100	540600	8030	100.00
					I0001866	01	212100	550100	8030	1,144.90
CHECK TOTAL										1,244.90
G0000802	09/06/96	354487012	Leseman, Jolene		I0001867	050600	460305	550900	6050	300.10
					I0001890	050600	460305	530900	6050	70.00
						050600	460305	530900	6050	105.00
						050600	460305	530900	6050	60.00
INVOICE TOTAL										235.10
CHECK TOTAL										535.10

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				VENDOR'S	INTERNAL					
G0000803	09/06/96		Lewis, Sandra		I0001818	01	512010	440115	8020	430.00
G0000804	09/06/96		Loescher, Jeremy		I0001837	01	512010	440115	8020	137.60
G0000805	09/06/96		MacGrath, Zachary		I0001878	01		130388		559.00
G0000806	09/06/96	MADTEC	Madison Technical College		I0001883	050600	460305	550900	6050	50.00
G0000807	09/06/96		Manning, Tera		I0001838	01	512010	440115	8020	301.00
						01	512010	440235	8020	30.00
INVOICE TOTAL										331.00
G0000808	09/06/96	MARHIG	Marketing Higher Education		I0001879	01	212100	540600	8030	94.95
G0000809	09/06/96		McCray, Heather		I0001839	01	512010	440235	8020	10.00
G0000810	09/06/96		McFadden, John		I0001819	01	512010	440235	8020	10.00
G0000811	09/06/96		Meeks, Denise		I0001840	01	512010	440235	8020	10.00
G0000812	09/06/96		Miller, Ryan		I0001820	01	512010	440115	8020	43.00
G0000813	09/06/96		Moore, Tiffani M		I0001841	01	512010	440235	8020	15.00
G0000814	09/06/96		Moreno, Melissa		I0001821	01	512010	440115	8020	86.00
						01	512010	440235	8020	10.00
INVOICE TOTAL										96.00
G0000815	09/06/96		Morrissey, Kathleen		I0001822	01	512010	440115	8020	34.40
G0000816	09/06/96		Mullins, Candace		I0001823	01	512010	440115	8020	103.20

CHECK		PAYEE/VENDOR		INVOICE NUMBER		FUND	ORGN	ACCT	PROG	CHECK AMOUNT
NUMBER	DATE	NUMBER	NAME	VENDOR'S	INTERNAL					
G0000817	09/06/96	339262294	Myatt, Mary	I0001888		050500	414000	530900	6030	171.69
G0000818	09/06/96	NCCSCE	NCCSCE Conference	I0001873		050130	345400	550100	4090	315.00
G0000819	09/06/96		Nunn, Terry	I0001798		01		130903		150.00
G0000820	09/06/96	325505364	Okey, Deb	I0001871		01	513000	550400	8060	9.32
G0000821	09/06/96		Pierson, Andrew	I0001842		01	512010	440235	8020	15.00
G0000822	09/06/96		Pistole, Josh	I0001843		01	512010	440235	8020	10.00
G0000823	09/06/96	324544435	Poci, Shirley	I0001887		01	352000	550100	1040	4.65
G0000824	09/06/96		Polzin, Steven	I0001844		01	512010	440115	8020	103.20
G0000825	09/06/96		Ragowski, Brad	I0001847		01	512010	440115	8020	215.00
						01	512010	440235	8020	10.00
INVOICE TOTAL										225.00
G0000826	09/06/96		Rinehart, Beverly	I0001845		01	512010	440115	8020	137.60
						01	512010	440235	8020	8.00
INVOICE TOTAL										145.60
G0000827	09/06/96		Rourke, Teresa	I0001846		01	512010	440115	8020	172.00
G0000828	09/06/96		Ruthart, Ricky	I0001881		01		130388		559.00
G0000829	09/06/96		Schwauberger, Thomas	I0001849		01	512010	440115	8020	103.20
G0000830	09/06/96		Senn, Robert	I0001848		01	512010	440115	8020	206.40

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NUMBER	DATE	NUMBER	NAME	VENDOR'S	INTERNAL						
G0000830	09/06/96		Senn, Robert		I0001848	01	512010	440235	8020		12.00
INVOICE TOTAL											218.40
CHECK TOTAL											218.40
G0000831	09/06/96		Shippert, Shawn		I0001850	01	512010	440115	8020		34.40
G0000832	09/06/96		Shore, Jessica		I0001851	01	512010	440235	8020		15.00
G0000833	09/06/96		Shore, Tom		I0001797	01		130903			100.00
G0000834	09/06/96		Stegbauer, Robert		I0001852	01	512010	440235	8020		15.00
G0000835	09/06/96	357408108	Stewart, James		I0001889	050600	460203	550900	6050		168.80
G0000836	09/06/96		Sward, Kevin		I0001853	01	512010	440115	8020		258.00
G0000837	09/06/96	SWAFLO	Swartleys Florist	48781	I0001861	01	418000	540190	3090		36.00
G0000838	09/06/96		Thede, Rebecca J		I0001854	01	512010	440115	8020		103.20
G0000839	09/06/96		Thrasher, Ben		I0001856	01	512010	440115	8020		103.20
G0000840	09/06/96		Tilsy, Carrie		I0001855	01	512010	440115	8020		103.20
G0000841	09/06/96		Vandermyde, Kelly		I0001826	01	512010	440235	8020		12.00
G0000842	09/06/96		Vitale, Vincenzo		I0001825	01	512010	440115	8020		103.20
G0000843	09/06/96		Wardell, Leah		I0001857	01	512010	440115	8020		9.00
											10.00
INVOICE TOTAL											19.00

CHECK		PAYEE/VENDOR		INVOICE NUMBER		FUND	ORGN	ACCT	PROG	CHECK AMOUNT
NUMBER	DATE	NUMBER	NAME	VENDOR'S	INTERNAL					
G0000844	09/06/96		Wermers, Rebecca		I0001827	01	512010	440115	8020	240.80
G0000845	09/06/96	318402940	White, Peg		I0001891	01	352100	550100	1040	89.90
G0000846	09/06/96		Whorton, Anthony		I0001801	01		130903		150.00
G0000847	09/06/96		Wilder, Andrew		I0001828	01	512010	440235	8020	10.00
G0000848	09/06/96		Wittenauer, Joshua		I0001882	01		130388		516.00
G0000849	09/06/96	359381157	Woodhouse, Janice		I0001874	050600	460500	540900	6050	87.25
G0000850	09/09/96	FULSTA	Fulton State Bank		I0001892	07		120200		100,000.00
G0000851-852			VOID CHECKS							
G0000853	09/13/96	387847907	Alfano, Cindy		I0002062	101150	461415	590900	6090	28.51
G0000854	09/13/96	AMEEXP	American Express	09309661006	I0001964	01	211000	550100	8010	19.22
						01	110000	550100	8050	505.00
INVOICE TOTAL										524.22
G0000855	09/13/96	AMEEXP1	American Express Financial Adv		I0001990	01		212010		770.00
G0000856	09/13/96	ATTCRE	AT&T Credit Corporation		I0002073	01		280200		2,415.25
						01	513000	560400	8060	729.96
INVOICE TOTAL										3,145.21
G0000857	09/13/96	351703216	Attig, Stacey		I0001893	01	512010	440235	8020	12.00
G0000858	09/13/96	353543278	Barajas, Jeannette		I0001894	01	512010	440115	8020	103.20
G0000859	09/13/96	341349031	Benson, Carole		I0001895	01	512010	440115	8020	103.20

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G0000860	09/13/96	356767324 Bergstrom, Michele	I0001896	01	512010	440115	8020	103.20
G0000861	09/13/96	381648694 Bosley, Tom	9/17/96 GAME I0002027	050600	460305	530900	6050	105.00
G0000862	09/13/96	526696741 Bradley, Jami V.	I0002030	01	511000	550100	8010	149.49
G0000863	09/13/96	BRAELE Branson Electric Co	REQUEST #1 I0001965	03	512030	580400	8020	5,751.00
G0000864	09/13/96	371760774 Breed, Thomas	I0001897	01	512010	440235	8020	25.00
				01	512010	440115	8020	3.00
INVOICE TOTAL								28.00
G0000865	09/13/96	CAPGUA Capital Guardian Trust Company	I0001993	01		212180		550.00
G0000866	09/13/96	326722301 Cavazos, Daniel	I0001898	01	512010	440115	8020	129.00
G0000867	09/13/96	329762232 Charleston, Heather	I0001904	01	512010	440235	8020	12.00
				01	512010	440115	8020	240.80
INVOICE TOTAL								252.80
G0000868	09/13/96	351669371 Charleston Jr, Ray	I0001899	01	512010	440235	8020	15.00
				01	512010	440115	8020	129.00
INVOICE TOTAL								144.00
G0000869	09/13/96	341722693 Childers, Tina M.	I0001906	01	512010	440235	8020	15.00
				01	512010	440115	8020	86.00
INVOICE TOTAL								101.00
G0000870	09/13/96	332727269 Chumacero, Talia	I0001908	01	512010	440235	8020	15.00
				01	512010	440115	8020	129.00
INVOICE TOTAL								144.00

CHECK		PAYEE/VENDOR		INVOICE NUMBER		FUND	ORGN	ACCT	PROG	CHECK AMOUNT
NUMBER	DATE	NUMBER	NAME	VENDOR'S	INTERNAL					
G0000871	09/13/96	330803206	Clardie, Jeremy		I0001909	01	512010	440235	8020	2.40
						01	512010	440115	8020	103.20
INVOICE TOTAL										105.60
G0000872	09/13/96	479740604	Claussen, Michael	GAME 9-12-96	I0001962	050600	460305	530900	6050	65.00
G0000873	09/13/96	356725688	Coats, Jennifer		I0001910	01	512010	440115	8020	103.20
G0000874	09/13/96	479440041	Cogdall, Jean		I0002034	01	333100	550100	1030	69.00
G0000875	09/13/96	DUPCOL	College of DuPage		I0002054	050600	460305	550900	6050	140.00
G0000876	09/13/96	324544598	Collins, Stuart C.		I0002019	051400		130905		150.00
G0000877	09/13/96	483908003	Cox, Terry J.		I0002016	02	545000	570500	7060	77.55
					I0002059	050600	460204	550900	6050	196.20
					I0002060	050600	460204	550900	6050	248.87
CHECK TOTAL										522.62
G0000878	09/13/96	346488543	Damhoff, Russ	GATE MONEY	I0002076	050600		113040		100.00
G0000879	09/13/96	346488543	Damhoff, Russ	REFS 9/10/96	I0002055	050600	460305	550900	6050	210.00
G0000880	09/13/96	354707185	Dennison, Stacy		I0001918	01	512010	440115	8020	43.00
G0000881	09/13/96	318663772	Dill, Jason		I0001912	01	512010	440235	8020	32.00
						01	512010	440115	8020	28.80
INVOICE TOTAL										60.80

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G0000882	09/13/96	324509115 Drane, Paula	10002053	050500	414000	540190	6030	42.10
G0000883	09/13/96	358787605 Duke, Carmen	10001919	01	512010	440115	8020	103.20
G0000884	09/13/96	327809848 Egan, Jessica	10001920	01	512010	440235	8020	15.00
G0000885	09/13/96	330786952 Eisenberg, Michael	10001921	01	512010	440235	8020	4.00
			01		512010	440115	8020	103.20
								INVOICE TOTAL 107.20
G0000886	09/13/96	336669795 Emmert, Julie	10001922	01	512010	440235	8020	12.00
			01		512010	440115	8020	68.80
								INVOICE TOTAL 80.80
G0000887	09/13/96	EQU LIF Equitable Life Assurance	10001988	01		212020		232.00
G0000888	09/13/96	FARFLE Farm & Fleet	10002011	01	333100	540120	1030	64.55
G0000889	09/13/96	FEDLIF Federal Life Insurance Company	10001998	01		212050		25.00
G0000890	09/13/96	331325305 Finn, Thomas	10001923	01	512010	440115	8020	68.80
G0000891	09/13/96	335789933 Forbes, Terry	10001924	01	512010	440115	8020	137.60
G0000892	09/13/96	324469922 Forren, Rebba	10002063	050600	460401	550900	6050	15.00
G0000893	09/13/96	325805575 Frana, David	10001928	01	512010	440115	8020	3.00
G0000894	09/13/96	FRALIF Franklin Life Insurance Compan	10001989	01		212060		512.50
G0000895	09/13/96	332707354 Freeman, Nikki	10001926	01	512010	440235	8020	16.00

CHECK NUMBER	DATE	PAYEE/VENDOR		INVOICE NUMBER		FUND	ORGN	ACCT	PRDG	CHECK	AMOUNT
		NUMBER	NAME	VENDOR'S	INTERNAL						
G0000896	09/13/96	348323072	Froelich, William		10001927	01	512010	440115	8020		103.20
G0000897	09/13/96	GAGCON	Gage Consulting Engineers	218	10002069	03	512030	580400	8020		8,696.81
G0000898	09/13/96	323783119	Galvan, Melissa		10001929	01	512010	440235	8020		12.00
						01	512010	440115	8020		172.00
INVOICE TOTAL											184.00
G0000899	09/13/96	358706428	Garland, Ryan		10001930	01	512010	440115	8020		103.20
G0000900	09/13/96	351689728	Gorzny, Kari		10001932	01	512010	440115	8020		129.00
G0000901	09/13/96	346663048	Griffiths, Catrina		10001933	01	512010	440115	8020		129.00
G0000902	09/13/96	340647829	Grove, Bridget		10001935	01	512010	440235	8020		2.40
						01	512010	440115	8020		34.40
INVOICE TOTAL											36.80
G0000903	09/13/96	322801140	Guzman, Brissa		10001937	01	512010	440115	8020		34.40
						01	512010	440235	8020		8.00
INVOICE TOTAL											42.40
G0000904	09/13/96	352264345	Hartje, J M.		10001939	01	512010	440115	8020		3.00
G0000905	09/13/96	353720549	Hicks, -Douglas		10001944	01	512010	440115	8020		34.40
						01	512010	440235	8020		4.00
INVOICE TOTAL											38.40
G0000906	09/13/96	HORMAN	Horace Mann Insurance Company		10002000	01		212080			32.50
G0000907	09/13/96		Illinois Community College Fac		10002065	01	441100	550100	3020		75.00

CHECK		PAYEE/VENDOR		<--- INVOICE NUMBER --->		FUND	ORGN	ACCT	PROG	CHECK AMOUNT
NUMBER	DATE	NUMBER	NAME	VENDOR'S	INTERNAL					
G0000907	09/13/96		Illinois Community College Fac		10002065	01	412000	550100	3060	75.00
INVOICE TOTAL										150.00
CHECK TOTAL										150.00
G0000908	09/13/96	ILLDEP	Illinois Department of Revenue		10001987	01		210200		6,310.67
G0000909	09/13/96		Cancelled Check							
G0000910	09/13/96	ILLSTU	Illinois Student Assistance Co		10001969	01		130374		7,803.50
G0000911	09/13/96	ISMAA	ISMAA		10002012	01	323100	540120	1010	50.00
G0000912	09/13/96	333788785	Kenney, Jacob		10001945	01	512010	440235	8020	10.00
						01	512010	440115	8020	129.00
INVOICE TOTAL										139.00
G0000913	09/13/96	325709613	King, Shawn		10001946	01	512010	440235	8020	3.00
						01	512010	440115	8020	43.00
INVOICE TOTAL										46.00
G0000914	09/13/96	338644016	Kinn, Robert		10001947	01	512010	440235	8020	16.00
						01	512010	440115	8020	206.40
INVOICE TOTAL										222.40
G0000915	09/13/96		Cancelled Check							
G0000916	09/13/96	KSBHDS	KSB Hospital		10002046	01	352100	510320	1040	105.00
G0000917	09/13/96	594285744	Land, Patrick		10002067	01	333200	550100	1030	13.64
G0000918	09/13/96	333782365	Lanning, Aaron		10001949	01	512010	440235	8020	8.00

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G0000918	09/13/96	333782365 Lanning, Aaron	10001949		01	512010	440115	8020	34.40
INVOICE TOTAL									42.40
CHECK TOTAL									42.40
G0000919	09/13/96	354487012 Leseman, Jolene	9/17 WORKERS	10002020	050600	460305	530900	6050	75.00
			WORKERS 9/19/96	10002023	050600	460305	530900	6050	50.00
			WORKERS 9/14	10002051	050600	460305	530900	6050	60.00
			WORKERS 9/13/96	10002052	050600	460305	530900	6050	60.00
				10002058	050600	460305	550900	6050	370.23
CHECK TOTAL									615.23
G0000920	09/13/96	LUTBRO Lutheran Brotherhood	10001997		01		212100		526.32
G0000921	09/13/96	339522919 Lynch, Janet	10002035		01	352200	550100	1040	101.40
G0000922	09/13/96	MAISTA Main Stay Funds	10001991		01		212170		75.00
G0000923	09/13/96	Maria's Pizza	10002066		050600	460600	540900	6050	150.00
G0000924	09/13/96	339666283 Mario, Salas	10001981		01	512010	440115	8020	68.80
					01	512010	440235	8020	24.00
INVOICE TOTAL									92.80
G0000925	09/13/96	423276100 Marruffo, Aaron	10001950		01	512010	440235	8020	15.00
G0000926	09/13/96	345422186 Matyka, Harold	10001951		01	512010	440235	8020	3.00

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G0000927	09/13/96	356769309 Maynard, Susan	I0002014	01	512010	440112	8020	1.00
G0000928	09/13/96	324708528 McBride, Keith	I0001952	01	512010	440235	8020	20.00
G0000929	09/13/96	324469587 McCannon, Andrew	I0001953	01	512010	440235	8020	10.00
				01	512010	440115	8020	129.00
INVOICE TOTAL								139.00
G0000930	09/13/96	351363739 McCoy, Don	I0001931	01	512010	440115	8020	103.20
				01	512010	440235	8020	12.00
INVOICE TOTAL								115.20
G0000931	09/13/96	344807564 McFalls, Alan	I0001934	01	512010	440115	8020	43.00
				01	512010	440235	8020	3.00
INVOICE TOTAL								46.00
G0000932	09/13/96	344806522 McNitt, Gwen	I0001936	01	512010	440115	8020	137.60
				01	512010	440235	8020	9.60
INVOICE TOTAL								147.20
G0000933	09/13/96	329624285 Merrill, Penny	I0001938	01	512010	440115	8020	172.00
				01	512010	440235	8020	8.00
INVOICE TOTAL								180.00
G0000934	09/13/96	337789868 Miller, David	I0001940	01	512010	440115	8020	103.20
				01	512010	440235	8020	12.00
INVOICE TOTAL								115.20
G0000935	09/13/96	332800651 Miller, Martin	I0001941	01	512010	440115	8020	172.00
G0000936	09/13/96	332441488 Miller, Ryan	I0001942	01	512010	440115	8020	103.20

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NUMBER	DATE	NUMBER	NAME	VENDOR'S	INTERNAL					
G0000937	09/13/96	339802063	Mulnix, Jason	10001943	01	512010	440115	8020		103.20
					01	512010	440235	8020		2.40
INVOICE TOTAL										105.60
G0000938	09/13/96	354486069	Nagy, Debra L.	10001954	01	512010	440115	8020		43.00
					01	512010	440235	8020		15.00
INVOICE TOTAL										58.00
G0000939	09/13/96	335686474	Nave, Dave	10001955	01	512010	440115	8020		103.20
					01	512010	440235	8020		12.00
INVOICE TOTAL										115.20
G0000940	09/13/96		NCMPR	10002017	01	212100	550100	8030		159.00
G0000941	09/13/96		Cancelled Check							
G0000942	09/13/96	318803297	Newcomer, Kim	10001957	01	512010	440115	8020		34.40
				10001958	01	512010	440115	8020		103.20
CHECK TOTAL										137.60
G0000943	09/13/96	328788300	Nicklaus, Amy	10001959	01	512010	440235	8020		10.00
G0000944	09/13/96	NORPAR	North Park College	10001970	050600	460202	550900	6050		60.00
G0000945	09/13/96	NORLIF	Northern Life Insurance Compan	10001996	01	212120				85.00
G0000946	09/13/96	NORMUT	Northwestern Mutual Life Insur	10001992	01	212130				75.00
G0000947	09/13/96	344569937	Olmsted, Brian	10002049	01	211550				26.14

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NUMBER	DATE	NUMBER	NAME	VENDOR'S	INTERNAL					
G0000948	09/13/96	346742631	Osborn, Tammi		10001960	01	512010	440235	8020	15.00
G0000949	09/13/96	345708279	Parry, Michelle		10001972	01	512010	440115	8020	43.00
G0000950	09/13/96	347781680	Perkins, Sean		10001973	01	512010	440115	8020	206.40
G0000951	09/13/96	292740718	Peterson, Deborah		10001974	01	512010	440115	8020	103.20
G0000952	09/13/96	322745567	Podkulski, Kevin		10001975	01	512010	440115	8020	129.00
G0000953	09/13/96	PROBEN	Professional Benefit Administr		10002039	051000	520300	540830	6090	3,752.09
						051000	520300	540840	6090	2,648.87
						051000	520300	540850	6090	292.00
						051000	520300	540860	6090	112.25
						051000	520300	540870	6090	1,380.50
						051000	520300	540890	6090	1,617.77
INVOICE TOTAL										9,803.48
G0000954	09/13/96	PRUMUT	Prudential Mutual Funds		10001995	01		812140		100.00
G0000955	09/13/96	PUTRET	Putnam Retirement Plan Service		10002009	01		812030		442.00
G0000956	09/13/96	318681226	Qureshi, Jamal		10001976	01	512010	440235	8020	10.00
G0000957	09/13/96	394763335	Rein, Mark	9-19-96 GAME	10002022	050600	460305	530900	6050	65.00
G0000958	09/13/96	339805274	Rentz, Christopher	REFEREE 9/17/96	10002071	050600	460305	530900	6050	105.00
G0000959	09/13/96	359548764	Richards Pratt, Jenny		10001977	01	512010	440115	8020	103.20
						01	512010	440235	8020	12.00
INVOICE TOTAL										115.20

CHECK NUMBER	DATE	PAYEE/VENDOR		INVOICE NUMBER		FUND	ORGN	ACCT	PROG	CHECK	AMOUNT
		NUMBER	NAME	VENDOR'S	INTERNAL						
G0000960	09/13/96	ROCACA	Rockford Academy of Tae Kwon D		10002075	01	323100	540120	1010		439.50
G0000961	09/13/96	325582133	Rude, Kathy		10001978	01	512010	440115	8020		137.60
						01	512010	440235	8020		8.00
INVOICE TOTAL											145.60
G0000962	09/13/96	330703936	Saiyed, Samina		10001979	01	512010	440115	8020		129.00
					10001980	01	512010	440115	8020		172.00
CHECK TOTAL											301.00
G0000963	09/13/96	326385876	Schack, Steve	GAME 9/12/96	10001961	050600	460305	530900	6050		65.00
G0000964	09/13/96	326385876	Schack, Steve	9-19-96 GAME	10002021	050600	460305	530900	6050		65.00
G0000965	09/13/96	SCHEMP	School Employees Credit Union		10002001	01		210700			24,247.85
G0000966	09/13/96	353744033	Schroeder, Erica		10001982	01	512010	440115	8020		103.20
						01	512010	440235	8020		7.20
INVOICE TOTAL											110.40
G0000967	09/13/96	356646152	Schroeder, Jessica		10001983	01	512010	440115	8020		2.40
G0000968	09/13/96		Seaver, Rudolph & Associates		10001968	12	512120	560700	8020		2,037.00
G0000969	09/13/96	398402869	Seguin, Michael		10002064	01	321000	550100	2080		79.38
G0000970	09/13/96	328801682	Senn, Robert		10001984	01	512010	440115	8020		103.20
G0000971	09/13/96	479820545	Shaff, Steve		10002068	01	335400	520720	1010		690.00

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G0000972	09/13/96	244619230	Shaw, Cindy	I0001985	01	512010	440115	8020		43.00
G0000973	09/13/96	SHEOIL	Shell Oil Company	I0002004	01		211200			53.68
G0000974	09/13/96	334760505	Shoemaker, Dave	I0002024	01	512010	440115	8020		34.40
					01	512010	440235	8020		20.00
INVOICE TOTAL										54.40
G0000975	09/13/96	323807727	Shroyer, Kelly	I0002025	01	512010	440115	8020		43.00
G0000976	09/13/96	334729982	Sisson, Bradley	I0002026	01	512010	440235	8020		24.00
G0000977	09/13/96	347645437	Smith, Cassandra	I0002028	01	512010	440115	8020		129.00
G0000978	09/13/96	SOUSUB	South Suburban College	I0002056	050600	460305	530900	6050		100.00
G0000979	09/13/96	318801895	Staats, Andrea	I0002029	01	512010	440235	8020		3.00
G0000980	09/13/96	STAUNI	State Universities Retirement	I0002074	01		210500			18,497.30
G0000981	09/13/96	STEFED	Sterling Federal Bank	I0001966	12	512120	520500	8020		1,835.36
					12	512120	520600	8020		199.94
INVOICE TOTAL										2,035.30
				I0001986	01		210100			28,612.08
				I0002002	01		210400			1,835.46
				I0002003	01		210300			200.04
CHECK TOTAL										32,682.88
G0000982	09/13/96	357408108	Stewart, James	I0002057	050600	460203	550900	6050		228.24

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		NUMBER	NAME	VENDOR'S	INTERNAL					
G0000982	09/13/96	357408108	Stewart, James		10002057	050600	460203	550900	6050	113.76
INVOICE TOTAL										342.00
CHECK TOTAL										342.00
G0000983	09/13/96	398867958	Stone, Richard		10002031	01	512010	440115	8020	103.20
G0000984	09/13/96	358782497	Summers, Jennifer		10002032	01	512010	440115	8020	103.20
G0000985	09/13/96	SAUFOU	SVCC Foundation		10002006	01		211600		10.00
G0000986	09/13/96	392645996	Teetzen, Michael		10002033	01	512010	440115	8020	172.00
						01	512010	440235	8020	10.00
INVOICE TOTAL										182.00
G0000987	09/13/96	TIACRE	TIAA/CREF		10001994	01		212150		5,140.27
G0000988	09/13/96	345385108	Treacy, Virginia		10002036	01	512010	440115	8020	129.00
						01	512010	440115	8020	103.20
INVOICE TOTAL										232.20
G0000989	09/13/96	TRUMAR	Trustmark Insurance		10002077	01		211500		255.22
G0000990	09/13/96	TRUMAR	Trustmark Insurance		10002008	01		211500		870.58
G0000991	09/13/96	484705603	Ullrick, Steve		10002048	01	420000	550100	3010	25.42
G0000992	09/13/96	352541373	Underhile, Nathan		10002037	01	512010	440235	8020	8.00
G0000993	09/13/96	UNIELE	United Electric		10002018	01	323200	540120	1010	400.00

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			VENDOR'S	INTERNAL					
G0000994	09/13/96	348749527 Velazquez, Corey	10002038		01	512010	440115	8020	447.20
					01	512010	440235	8020	16.00
INVOICE TOTAL									463.20
G0000995	09/13/96	319648180 Von Holten, Linda K.	10002040		01	512010	440115	8020	129.00
G0000996	09/13/96	WADREE Waddell & Reed, Inc	10001999		01		212160		300.00
G0000997	09/13/96	WHICDU Whiteside County Circuit Clerk	10002007		01		210900		173.33
G0000998	09/13/96	351363770 Wikoff, Sharon	10002041		01	512010	440115	8020	43.00
G0000999	09/13/96	WILLOW Wilkins-Lowe and Company	10002013		050500	414000	560500	6030	200.00
G0001000	09/13/96	318785420 Wilkinson, Chris	10002061		050600	460202	550900	6050	108.93
G0001001	09/13/96	353788156 Willis, Jamie	10002042		01	512010	440115	8020	34.40
G0001002	09/13/96	341920947 Woldegiorgis, Weinegenet	10002043		01	512010	440115	8020	129.00
					01	512010	440235	8020	10.00
INVOICE TOTAL									139.00
			10002044		01	512010	440235	8020	8.00
CHECK TOTAL									147.00
G0001003	09/13/96	344768747 Wolf, Sarah	10002045		01	512010	440115	8020	103.20
G0001004	09/13/96	XEROX Xerox Corporation	10002015		12		130907		306.15
G0001005	09/13/96	335707428 Yang, Sharon	10002047		01	512010	440235	8020	8.00
G0001006-1007		VOID CHECKS							



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G0001017	09/20/96	346488543 Damhoff, Russ	9/24/96 REF	I0002150	050600	460305	530900 6050	65.00
G0001018	09/20/96	DIXARE Dixon Area Chanber of Commerce		I0002145	01	530010	550100 8040	75.00
G0001019	09/20/96	324509115 Drane, Paula		I0002146	050500	414000	540190 6030	51.57
G0001020	09/20/96	ERM00 E R Moore Company	139645 & 139239	I0002151	01	418000	540190 3090	365.00
G0001021	09/20/96	Eastern Illinois University	J. WILLIAMSON	I0002147	01	322500	550100 1010	65.00
G0001022	09/20/96	Eastern Illinois University	K. TURK	I0002148	01	328100	550100 1050	65.00
G0001023	09/20/96	329428902 Gospodarczyk, Thomas		I0002152	050130	345400	550100 4090	37.07
G0001024	09/20/96	345307106 Groharing, Richard B.		I0002153	01	110000	550100 8050	121.12
G0001025	09/20/96	343589958 Hemminger, Daniel		I0002192	01	512010	440115 8020	103.20
G0001026	09/20/96	585188746 Herren, Ross		I0002156	02	541000	550100 7010	137.71
G0001027	09/20/96	HORMAN Horace Mann Insurance Company		I0002154	01		212080	75.00
G0001028	09/20/96	357540922 Houzenga, Shane		I0002193	01	512010	440235 8020	32.00
					01	512010	440115 8020	412.80
						INVOICE TOTAL		444.80
G0001029	09/20/96	IDEA IDEA		I0002155	101150	461415	590900 6090	222.00
G0001030	09/20/96	Illinois ASBO		I0002157	01	511000	550100 8010	125.00
					02	546000	550100 7080	125.00
						INVOICE TOTAL		250.00

CHECK NUMBER	DATE	PAYEE/VENDOR NUMBER NAME	INVOICE NUMBER VENDOR'S INTERNAL		FUND	ORGN	ACCT	PROG	CHECK AMOUNT
G0001031	09/20/96	ILLMUT Illinois Mutual		10002158	01		211550		85.67
G0001032	09/20/96	ILLMUT Illinois Mutual		10002159	01		211550		27.26
G0001033	09/20/96	326440053 Kerber, Joan E.		10002160	01	411000	550100	8010	4.09
G0001034	09/20/96	341664328 Kipping, Sara		10002161	050600	460302	550900	6050	36.34
G0001035	09/20/96	359669263 Lally, David		10002194	01	512010	440235	8020	96.00
G0001036	09/20/96	354487012 Leseman, Jolene	WORKERS 9/26/96	10002162	050600	460305	530900	6050	45.00
			WORKERS 9/21/96	10002163	050600	460305	530900	6050	60.00
			WORKERS 9/24/96	10002164	050600	460305	530900	6050	90.00
				10002165	050600	460305	550900	6050	463.26
			B/B PETTY CASH	10002166	050600		113040		250.00
							CHECK TOTAL		908.26
G0001037	09/20/96	MAPPA '96	J. FREDERICK	10002167	02	546000	550100	7080	150.00
G0001038	07/20/96	MEP Robotics	1205	10002168	01	333100	540120	1030	16.10
G0001039	09/20/96	337702074 Minson, Charla	PETTY CASH	10002169	050600		113020		50.00
G0001040	09/20/96	354781460 Monroe, Jessie		10002195	01	512010	440115	8020	129.00
G0001041	09/20/96	OSTANT O-Stick Antenna		10002171	101180	461418	590900	6090	45.00
G0001042	09/20/96	PREP Educational Products		10002172	01	324800	540120	1010	136.35

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NUMBER	DATE	NUMBER	NAME	VENDOR'S	INTERNAL					
G0001043	09/20/96	PROBEN	Professional Benefit Administr	ID CARDS	10002173	051000	520300	540870	6090	253.00
G0001044	09/20/96		Publications		10002174	01	411000	540110	8010	15.00
G0001045	09/20/96	339805274	Rentz, Christopher	REF 9/24/96	10002175	050600	460305	530900	6050	65.00
G0001046	09/20/96	325669211	Rosales, Jessica		10002196	01	512010	440115	8020	206.40
G0001047	09/20/96	346705069	Rourke, Teresa		10002197	01	512010	440235	8020	20.00
						01	512010	440115	8020	344.00
INVOICE TOTAL										364.00
G0001048	09/20/96	357408108	Stewart, James		10002176	050600	460203	550900	6050	507.49
G0001049	09/20/96	318401202	Thomas, Sr., Robert		10002178	01	362100	550100	2010	85.24
G0001050	09/20/96	357504566	Throop, Dr. John		10002177	050130	345100	530200	4020	102.10
G0001051	09/20/96	UNICOM	Unique Computer	368565	10002141	062022	336102	580610	4090	12,665.00
						062032	366000	580610	1030	27,863.00
						062022	336102	580610	4090	2,400.00
						062032	366000	580610	1030	5,280.00
						062022	336102	580610	4090	2,390.00
						062032	366000	580610	1030	5,258.00
INVOICE TOTAL										55,856.00
G0001052	09/20/96	357403375	Wardell, John		10002179	01	211000	550100	8010	62.80
G0001053	09/20/96	318785420	Wilkinson, Chris		10002180	050600	460202	550900	6050	85.47
G0001054	09/20/96	343423667	Wolf, B J.		10002181	01	110000	550100	8050	23.00
					10002182	01	110000	550100	8050	135.85
CHECK TOTAL										158.85

G0001055-1056

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CHECK		PAYEE/VENDOR		INVOICE NUMBER		FUND	ORGN	ACCT	PRG	CHECK	AMOUNT
NUMBER	DATE	NUMBER	NAME	VENDOR'S	INTERNAL						
G0001057	09/30/96	AAHPE	AAHPERD Publications	26800A	10002120	01	323100	540120	1010		384.78
G0001058	09/30/96	ACEHAR	Ace Hardware	9747011	10002078	02	543000	540140	7030		5.80
G0001059	09/30/96	AMMUL	AM Multigraphics	2150439A	10002080	050300	212200	540810	6090		257.50
				2127774	10002081	050300	212200	540810	6090		247.00
				T234618	10002082	12		130907			372.00
				T234619	10002083	12		130907			188.00
				2171539	10002119	050300	212200	540810	6090		240.06
CHECK TOTAL											1,304.56
G0001060	09/30/96	AMBNEW	Amboy News	091396	10002324	01	212100	540700	8030		22.80
G0001061	09/30/96	AMEASS	American Assn of Community Col		10002323	01	110000	540600	8050		1,920.00
G0001062	09/30/96	AMEDEM	American Demographics	273597	10001760	01	212100	540600	8030		62.00
G0001063	09/30/96	AMEMAN	American Management Associatio	852138	10002121	050130	345100	540120	4020		1,791.34
				858484	10002122	050130	345100	540120	4020		449.78
CHECK TOTAL											2,241.12
G0001064	09/30/96	ARAUNI	Aramark Uniform Services Inc	082396A	10002084	01	323100	530200	1010		23.43
G0001065	09/30/96	ARRBUS	Arrow Business Systems	15955	10001763	01	520100	540110	8020		824.30
G0001066	09/30/96	ASHGAZ	Ashton Gazette	0815962X3	10002085	01	212100	540700	8030		15.90
				0829962X5	10002123	01	212100	540700	8030		26.50
CHECK TOTAL											42.40

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G0001067	09/30/96	ASHWD Ashworth, Inc	164225	10002086	050600	460203	540120	6050	119.54
			164258	10002124	050600	460203	540120	6050	464.72
								CHECK TOTAL	584.26
G0001068	09/30/96	ATTGLO AT&T Global Information Soluti	0170519526	10002247	01	520100	540900	8020	508.00
G0001069	09/30/96	AUTOD Autodesk, Inc	9002995526	10001793	01	333100	540120	1030	230.50
G0001070	09/30/96	BAKTAY Baker & Taylor	2000785204	10001773	01	362100	540500	2010	967.02
G0001071	09/30/96	BAXSCI Baxter Scientific Products	9658917	10001787	01	335100	540120	1010	53.52
			9862953	10002088	01	335200	540120	1010	449.27
			1211005	10002089	01	335100	540120	1010	86.26
								CHECK TOTAL	589.05
G0001072	09/30/96	BEHFLO Behrens Flower Shed		10002090	01	211000	550900	8010	43.00
G0001073	09/30/96	BESWES Best Western Brandywine Lodge	630864	10002091	01	331000	550100	2080	66.35
			6525	10002092	01	314000	540120	1090	61.70
								CHECK TOTAL	128.05
G0001074	09/30/96	BETTEC Beta Technology	5858	10002093	02	542000	540140	7020	178.00
G0001075	09/30/96	BIOCOR BIO Corporation	3569	10002095	01	335100	540120	1010	40.70
G0001076	09/30/96	BIOCOM BioCam Communications	29630	10002094	01	335100	540120	1010	70.18

CHECK		PAYEE/VENDOR		INVOICE NUMBER		FUND	ORGN	ACCT	PROG	CHECK	AMOUNT
NUMBER	DATE	NUMBER	NAME	VENDOR'S	INTERNAL						
G0001077	09/30/96	BRAELE	Branson Electric Co	12387	I0002096	12	544000	580700	7040		2,350.00
G0001078	09/30/96	BROFER	Browning-Ferris Industries	9608000005868	I0002125	02	545000	570700	7060		259.71
G0001079	09/30/96	BURCOU	Bureau County Republican	263	I0002126	01	212100	540700	8030		117.60
G0001080	09/30/96	CARBIO	Carolina Biological Supply Co	0E591737	I0001785	01	335100	540120	1010		81.32
				0E595793	I0002097	01	335100	540120	1010		265.20
				0E595499	I0002098	01	335100	540120	1010		23.07
				0E602439	I0002099	01	335100	540120	1010		100.24
				0E610008	I0002127	01	335100	540120	1010		12.25
CHECK TOTAL											482.08
G0001081	09/30/96	CARCOU	Carroll County Review	8-14-28-96	I0002128	01	212100	540700	8030		80.00
G0001082	09/30/96	CATENG	Caterpillar-Engine Protection	92540	I0002325	02	545000	570900	7060		2,027.69
G0001083	09/30/96	CGHHOM	CGH Home Health Center	20656	I0002100	01	352400	540120	1040		236.00
				20677	I0002101	01	352400	540120	1040		126.30
				20704	I0002102	01	352400	540120	1040		195.00
				11260	I0002205	01	352200	540120	1040		300.00
CHECK TOTAL											857.30
G0001084	09/30/96	CITANS	City Answer Phone	AUGUST	I0002244	02	541000	530400	7010		43.43
G0001085	09/30/96	CLEBRO	Cleaver Brooks	855941	I0002103	02	541000	540140	7010		111.52

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NUMBER	DATE	NUMBER	NAME	VENDOR'S	INTERNAL						
G0001086	09/30/96	COLHEA	Colonial Healthcare Supply	1553627	I0001789	01	352200	540120	1040		83.57
G0001087	09/30/96	COMEDI	Commonwealth Edison	0827963088A	I0002104	02	545000	570300	7060		25.28
				09039613655	I0002129	02	545000	570300	7060		8,853.12
CHECK TOTAL											8,878.40
G0001088	09/30/96	COMBRI	Communication Briefings	3259635	I0002130	01	212100	540600	8030		79.00
G0001089	09/30/96	CONMAN	Consolidated Management Co	80045	I0002105	01		130903			137.50
				800-34, 40, 43	I0002106	01	110000	550100	8050		135.00
						01	211000	550900	8010		51.25
INVOICE TOTAL											186.25
				80036	I0002107	01	530010	550900	8040		255.00
				80041	I0002108	01	314000	540120	1090		1,170.00
				80037	I0002109	050110	343400	550100	4010		245.00
				80042	I0002110	01	363100	550100	2040		97.50
				800-35, 38, 46	I0002111	050130	345100	550100	4020		531.35
						050130	345300	550100	4020		85.50
INVOICE TOTAL											616.85
				80049	I0002131	050130	345300	550100	4020		50.00
				80047	I0002132	01	361000	550100	2080		13.70
				80048	I0002133	050500	414000	540190	6030		54.30
				80039	I0002134	01	418000	540190	3090		121.25
				80053	I0002206	101010	461401	590900	6090		233.00
				80054	I0002207	01	411000	550100	8010		15.94
CHECK TOTAL											3,194.25

CHECK NUMBER	DATE	PAYEE/VENDOR NUMBER	NAME	INVOICE NUMBER VENDOR'S	INTERNAL	FUND	ORGN	ACCT	PROG	CHECK AMOUNT
G0001090	09/30/96	CONPSY	Consulting Psychologists Press	IN772233	I0002135	01	441100	540120	3020	52.50
G0001091	09/30/96	CREED	CREED	071747	I0002112	02	541000	540140	7010	36.63
G0001092	09/30/96	CREELE	Crescent Electric Supply Co	01326944000	I0002113	02	541000	540140	7010	246.80
				013269440-01	I0002115	02	541000	540140	7010	236.25
CHECK TOTAL										483.05
G0001093	09/30/96	385502110	Cullum, Carol		I0002208	01	420000	550100	3010	10.09
G0001094	09/30/96	DAIGAZ	Daily Gazette	659	I0002136	01	212100	540700	8030	265.05
G0001095	09/30/96	DAWSUB	Dawson Subscription Service		I0001772	01	362100	540600	2010	7,491.90
G0001096	09/30/96	DAYTI	Daytimers, Inc		I0001790	01	351000	540110	1040	95.80
G0001097	09/30/96	ECHO	Echo	8-13/8-27	I0002281	01	212100	540700	8030	48.00
G0001098	09/30/96	ECOLAB	ECOLAB	3887240	I0002116	02	541000	530400	7010	162.00
G0001099	09/30/96	ESSCOM	Essex Computers	15971	I0002118	01	333100	580620	1030	8,664.00
				16730	I0002139	01	333100	540120	1030	505.00
				17249	I0002326	12		130907		285.00
CHECK TOTAL										9,454.00
G0001100	09/30/96	EUGERN	Eugene Ernst Products Co	22665	I0002138	02	541000	540140	7010	749.28
G0001101	09/30/96	FISSCI	Fisher Scientific	2507931	I0001794	01	335100	540120	1010	89.37

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G0001101	09/30/96	FISSCI Fisher Scientific		I0002140	01	335200	540120	1010	309.40
			2955114	I0002210	01	352100	540110	1040	204.79
			2932328	I0002211	01	352100	540110	1040	137.12
CHECK TOTAL									740.68
G0001102	09/30/96	FLISCI Flinn Scientific	291505	I0002212	01	335200	540120	1010	59.89
G0001103	09/30/96	FLOFLO Floralcrest Florist & Greenhou	76894	I0002213	01	334000	540120	1020	21.70
G0001104	09/30/96	FULPRE Fulton Press Inc	8-14/8-28	I0002214	01	212100	540700	8030	68.00
G0001105	09/30/96	GRAIN Grainger		I0001786	01	333100	540120	1030	82.83
			6644071851	I0002328	02	541000	540140	7010	52.90
			9708495560	I0002329	02	541000	540140	7010	73.92
CHECK TOTAL									209.65
G0001106	09/30/96	GRELAK Great Lakes Airgas Inc	837897	I0002215	01	333200	540120	1030	2.18
					01	333300	540120	1030	2.17
INVOICE TOTAL									4.35
			833243	I0002217	01	352100	540120	1040	8.70
			837898A	I0002218	01	352100	540120	1040	8.70
			833242	I0002219	01	333200	540120	1030	2.18
					01	333300	540120	1030	2.17
INVOICE TOTAL									4.35
CHECK TOTAL									26.10

CHECK		PAYEE/VENDOR		<--- INVOICE NUMBER --->		FUND	ORGN	ACCT	PROG	CHECK AMOUNT
NUMBER	DATE	NUMBER	NAME	VENDOR'S	INTERNAL					
G0001107	09/30/96	GRUTRU	Grummert's True Value	0816040055	10002331	02	541000	540140	7010	125.68
				0816040055A	10002332	02	542000	540140	7020	72.33
					10002333	02	541000	540140	7010	272.00
				0805010144-146	10002356	02	541000	540140	7010	15.49
									CHECK TOTAL	485.50
G0001108	09/30/96	HASOFF	Haskell's Office Equipment	52006C	10002221	01	430100	540110	3040	16.14
				301769	10002222	01	511000	540110	8010	169.00
				23086D	10002223	01	352200	540110	1040	57.66
				51965C	10002225	01	430100	540110	3040	73.03
				51963C	10002226	01	430100	540110	3040	65.02
				51964C	10002227	01	352400	540110	1040	89.97
				51940C	10002228	01	335100	540120	1010	10.80
				23275D	10002229	01	352200	540110	1040	17.58
				51970C	10002231	01	520100	540110	8020	3.96
				51939C	10002232	01	520100	540110	8020	31.70
				24568CM/51827C	10002233	01	420000	540110	3010	-7.55
									CHECK TOTAL	527.31
G0001109	09/30/96	HEWPAC	Hewlett-Packard	36V3PB3	10001762	12		130907		1,635.00
G0001110	09/30/96	HONEY	Honeywell Inc	331PT089	10002327	02	541000	540140	7010	69.58
G0001111	09/30/96	ILLTRO	Illini Trophy		10002234	01	530010	550900	8040	93.30

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G0001112	09/30/96	ILLASBO Illinois ASBO	1779	10001788	01	511000	550100	8010	75.00
G0001113	09/30/96	Illinois Issues		10002235	01	212100	540600	8030	72.00
G0001114	09/30/96	INBIT INBIT	FS006932	10002236	01	369000	540420	8080	55.95
G0001115	09/30/96	INTBUS International Business Machine	B602956	10001761	01	369000	540420	8080	4,086.00
			463186F	10002237	12		130907		2,256.80
			9602768	10002238	01	369000	540420	8080	4,086.00
CHECK TOTAL									10,428.80
G0001116	09/30/96	INTLAB Interstate Label Company	2204991A	10002321	050130	345400	540700	4090	123.94
G0001117	09/30/96	JNODOE JND V. Doehren	079917	10002209	01	352500	540120	1040	289.70
			S15935	10002240	12		130907		106.60
CHECK TOTAL									396.30
G0001118	09/30/96	KLARAD Klaus Radio Inc	11893	10002241	01	335400	540120	1010	404.98
G0001119	09/30/96	KRACOM Krames Communications		10002242	01	323200	540120	1010	271.35
			1377213	10002243	01	323200	540120	1010	170.20
CHECK TOTAL									441.55
G0001120	09/30/96	KROCOM Kroger Company	090436824000085	10001796	01	419000	540190	3090	5.00
G0001121	09/30/96	LAKLAN Lake Land College		10001764	01	211000	540600	8010	500.00

CHECK		PAYEE/VENDOR		INVOICE NUMBER		FUND	ORGN	ACCT	PROG	CHECK	AMOUNT
NUMBER	DATE	NUMBER	NAME	VENDOR'S	INTERNAL						
G0001122	09/30/96	LEEF5	Lee FS Inc	20630	I0002246	02	543000	540140	7030		749.70
G0001123	09/30/96	LEEWAY	Lee Wayne		I0002245	01	323200	540120	1010		283.29
G0001124	09/30/96	LUCMUS	Luck's Music Library	440970	I0001776	01	322600	540120	1010		441.53
				440971DI & C/M	I0002248	01	322600	540120	1010		45.70
CHECK TOTAL											487.23
G0001125	09/30/96	LUNFLO	Lundstrom Florist	43609	I0002249	01	211000	550900	8010		47.00
G0001126	09/30/96	LYBCOM	Lyben Computer Systems		I0002250	01	333100	540120	1030		82.60
G0001127	09/30/96	MACPRO	Mac Professional Book Club	246103639594	I0001781	01	363200	540410	2020		33.79
G0001128	09/30/96	MACWAR	Mac Warehouse	3.84	I0002251	01	326000	540120	1050		183.74
				R3239068	I0002255	01	530010	540420	8040		92.95
CHECK TOTAL											276.69
G0001129	09/30/96	MACPUB	Macmillan Publishing	17159882	I0002334	050110	343100	540120	4010		107.27
G0001130	09/30/96	MARJON	Marlin P. Jones		I0002252	01	333100	540120	1030		86.06
G0001131	09/30/96	332629105	Masengarb, Lisa		I0002253	01	513000	580903	8060		228.40
G0001132	09/30/96	MAYDAV	Mayes, David	SEPTEMBER	I0002254	02	541000	530400	7010		400.00
G0001133	09/30/96	MCCOR	McCormick's	12669	I0002256	01	314000	540120	1090		49.00

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NUMBER	DATE	NUMBER	NAME	VENDOR'S	INTERNAL						
G0001134	09/30/96	MCMCAR	McMaster Carr Supply Company	7575153	I0002337	02	541000	540140	7010	58.23	
				7612119	I0002338	02	541000	540140	7010	18.69	
CHECK TOTAL										76.92	
G0001135	09/30/96		McPherson Electronics	00448	I0002339	12		130907		467.79	
G0001136	09/30/96	MEDPLA	Medical Plastics Lab, Inc	64237	I0002257	12		130907		129.05	
G0001137	09/30/96	MENAR	Menards	59058	I0001792	01	333100	540120	1030	39.99	
				61067	I0002258	02	541000	540140	7010	18.55	
				60505	I0002259	02	543000	540150	7030	11.77	
				58812	I0002260	050600	460204	540120	6050	365.45	
				61137	I0002340	02	541000	540140	7010	9.57	
CHECK TOTAL										439.33	
G0001138	09/30/96	MONKON	Montgomery Kone Inc	080196A	I0002262	02	541000	530400	7010	495.00	
				322306	I0002336	02	541000	530400	7010	555.89	
CHECK TOTAL										1,050.89	
G0001139	09/30/96	MORSER	Morgan Services Inc.	54730	I0002263	02	542000	530400	7020	109.95	
				50889	I0002264	02	542000	530400	7020	142.77	
CHECK TOTAL										252.72	
G0001140	09/30/96	MOUELE	Mouser Electronics	22716820	I0002265	01	333100	540120	1030	2.21	

CHECK NUMBER	DATE	PAYEE/VENDOR NUMBER	NAME	INVOICE NUMBER VENDOR'S	INTERNAL	FUND	ORGN	ACCT	PROG	CHECK AMOUNT
G0001140	09/30/96	MOUELE	Mouser Electronics	22716663	10002266	01	333100	540120	1030	26.70
				22716529	10002267	01	333100	540120	1030	224.85
				22716504	10002268	01	333100	540120	1030	769.14
CHECK TOTAL										1,022.90
G0001141	09/30/96	MUEAUD	Mueller Audio Visual	2674	10002341	01	363200	530400	2020	71.05
				6420	10002342	01	363200	530400	2020	100.00
CHECK TOTAL										171.05
G0001142	09/30/96	NAEIR	NAEIR	F313631	10002269	01	513000	540600	8060	99.00
G0001143	09/30/96	NATCOM	National Computer Systems, Inc	257425	10001795	01	411000	540110	8010	12.40
G0001144	09/30/96	NCIA	National Council of Instructio		10002343	01	311000	540600	8010	120.00
G0001145	09/30/96	NEWREA	New Readers Press	10469	10002270	01	326000	540120	1050	122.50
G0001146	09/30/96	NEXOFF	Nexus Office Systems, Inc	KB5356	10002271	12		130907		403.00
G0001147	09/30/96	NORILL	Northern Illinois Gas Company	0822969520	10002272	02	545000	570100	7060	614.90
				0823961270	10002273	02	545000	570100	7060	69.67
				0822969500	10002274	02	545000	570100	7060	1,416.92
CHECK TOTAL										2,101.49
G0001148	09/30/96		Nurse Educator		10002275	01	351000	540110	1040	52.00

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G0001149	09/30/96	OSCDRU Osco Drug Store	553284	10002277	01	363200	540410	2020	3.73
G0001150	09/30/96	PWSUP P & W Supply Co	9512615	10002280	02	541000	540140	7010	6.20
G0001151	09/30/96	PAPDIR Paper Direct Inc	303158070101	10001777	050120	343200	540700	4040	29.90
G0001152	09/30/96	PEABU Peabody's Inc	8727	10002278	02	543000	540150	7030	72.16
G0001153	09/30/96	PENLOC Pennunion Lock Box	081996000611	10002279	02	545000	570100	7060	19,880.30
G0001154	09/30/96	PREHAL Prentice Hall-Simon Schuster	24011353859846	10001759	01	212100	540110	8030	43.82
G0001155	09/30/96	QUILL Quill Corporation	0102828	10002282	01	341000	540110	2080	109.43
G0001156	09/30/96	RADLAN Radio Ranch Inc	1013	10002283	12	544000	530400	7040	201.52
			5908	10002344	02	541000	530400	7010	249.00
CHECK TOTAL									450.52
G0001157	09/30/96	RCPRI RC Printing of Northwestern Il	9006	10002345	101150	461415	590900	6090	179.32
G0001158	09/30/96	RDCRIV Rock River Business Supplies I	588400	10002284	01	352400	540110	1040	71.10
					01	352100	540110	1040	39.50
					01	352500	540110	1040	67.15
					01	352200	540110	1040	82.95
INVOICE TOTAL									260.70
G0001159	09/30/96	Rock River Ready Mix	73615	10002285	050600	460204	540120	6050	46.48
G0001160	09/30/96	RDCVAL Rock Valley Computers Inc	66896	10001769	12		130907		150.00

CHECK		PAYEE/VENDOR		INVOICE NUMBER		FUND	ORGN	ACCT	PROG	CHECK AMOUNT
NUMBER	DATE	NUMBER	NAME	VENDOR'S	INTERNAL					
G0001161	09/30/96	ROCREG	Rockford Register Star	340212	I0002286	01	513000	550400	8060	137.63
				329956	I0002287	01	513000	550400	8060	228.05
				341522	I0002346	01	513000	550400	8060	170.51
CHECK TOTAL										536.19
G0001162	09/30/96	SSCHEM	S&S Chemical Corporation	40720	I0002291	02	542000	540140	7020	61.36
G0001163	09/30/96	SANSPD	Santo Sport Store	0006461IN	I0002349	050600	460305	540120	6050	1,037.45
				0006478IN	I0002350	050600	460201	540120	6050	368.00
CHECK TOTAL										1,405.45
G0001164	09/30/96	SBMBUS	SBM Business Equipment Center	105027	I0002288	12		130907		133.30
G0001165	09/30/96	SCTSOE	SCT Software & Resource Mgmt C	010164910005	I0002289	01	513000	580903	8060	198.76
G0001166	09/30/96	SENPOD	SENTRY POOL & CHEMICAL SUPPLIE	152335	I0002351	02	541000	540140	7010	27.00
G0001167	09/30/96	SHAPRE	Shawver Press Inc	251	I0001791	01	331000	540110	2080	41.22
G0001168	09/30/96		Sprint-Illinois	RAH139600112	I0002290	02	545000	570100	7060	144.47
G0001169	09/30/96	STESEC	Stewart Security	30240	I0002292	12	544000	530900	7040	760.00
				30348	I0002347	12	544000	530900	7040	760.00
				30404	I0002348	12	544000	530900	7040	1,059.25
CHECK TOTAL										2,579.25

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G0001170	09/30/96	SWAFLO Swartleys Florist	48380	I0001780	01	211000	550900	8010	41.95
G0001171	09/30/96	TSSPO T's Sports	0055	I0002355	050600	460305	540120	6050	98.00
G0001172	09/30/96	TELEG Telegraph	809	I0002294	01	212100	540700	8030	235.98
			809A	I0002295	01	513000	550400	8030	100.30
			LEGAL #9328	I0002296	01	110000	540700	8050	29.70
CHECK TOTAL									365.98
G0001173	09/30/96	TEMSPD Temple's Sporting Goods	553904	I0002293	050600	460204	540120	6050	518.13
G0001174	09/30/96	THOPUB Thompson Publishing Group	R3	I0001767	01	530010	540600	8040	256.00
G0001175	09/30/96	TONTEC Toner Tech Plus	222	I0002297	01	369000	540110	8080	69.95
G0001176	09/30/96	TOWCOU Towne & Country Graphics Ltd	21411	I0002298	01	212100	540700	8030	3,791.00
G0001177	09/30/96	TRICOU Tri-County Press	455	I0002276	01	212100	540700	8030	34.02
G0001178	09/30/96	TRIC Triple C, Inc	1850	I0002354	01	530010	550900	8040	1,312.77
G0001179	09/30/96	USFIL U S Filter Corporation	0577598	I0001782	01	352100	530400	1040	114.00
G0001180	09/30/96	Voided Check							
G0001181	09/30/96	Voided Check							
G0001182	09/30/96	UNICOM Unique Computer	369058	I0001766	01	369000	540110	8080	13.00
			36857S-36853S	I0001768	01	369000	540110	8080	8.95
					12		130907		225.00
INVOICE TOTAL									233.95

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G0001182	09/30/96	UNICOM	Unique Computer	36911S-36876S	I0001770	01	369000	540110	8080		111.85
				36878S	I0001774	01	335100	540120	1010		119.00
				36877S	I0001775	01	332300	540120	1020		99.00
				36929S	I0001778	01	369000	540110	8080		495.00
				36873S	I0001779	01	322200	540120	1010		170.00
				36930S	I0001783	01	369000	540110	8080		29.75
				36933S	I0001784	01	369000	540110	8080		84.55
				36874S	I0002359	050300	212200	540810	6090		116.00
				37068S	I0002360	01	362100	580620	2010		5,676.00
				37060S	I0002362	01	430100	540110	3040		139.95
				37195S	I0002363	01	335100	540120	1010		207.00
				37040S	I0002364	01	322800	540120	1010		480.00
				37140S	I0002365	01		130903			89.95
				36928S	I0002366	01	430100	580510	3040		595.00
				37063S	I0002367	01	411000	540110	8010		460.00
				37142S	I0002368	01	520100	540900	8020		135.00
				37141S	I0002369	01		130903			98.00
				37144S	I0002370	12		130907			197.00
				37143S	I0002371	01	369000	540110	8080		140.00
				36931S	I0002372	01	430100	540110	3040		253.00
				37170S	I0002373	01	369000	540110	8080		22.00
				370368SA	I0002374	01	362100	580620	2010		150.00
				36991S	I0002375	01	369000	540110	8080		18.95

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G0001182	09/30/96	UNICOM Unique Computer	36989S	10002376	01	369000	540420	8080	139.00
			36984S	10002377	01	369000	540120	8080	159.95
			36733S	10002378	050300	212200	540810	6090	275.00
			37050S	10002379	12		130907		69.00
			37070S	10002380	01	369000	540110	8080	285.00
			37051S	10002381	01	369000	530400	8080	460.00
			36946S	10002382	12		130907		147.95
			37065SA	10002383	050300	212200	540810	6090	165.95
CHECK TOTAL									11,835.80
G0001183	09/30/96	UNISO Unisource	12598100	10002299	050300	212200	540810	6090	631.54
			12480800	10002300	050300	212200	540810	6090	181.01
			124819	10002301	050300	212200	540810	6090	999.60
CHECK TOTAL									1,812.15
G0001184	09/30/96	UNIPAR United Parcel Service	0000618479366	10002302	01	513000	540430	8060	166.63
G0001185	09/30/96	USPOS US Postmaster	SEPTEMBER	10002303	01	513000	540430	8060	3,000.00
G0001186	09/30/96	V.W. Eimicke Associates Inc		10002304	12	367000	540190	8060	72.25
G0001187	09/30/96	VONIND Vonachen Industrial Supplies	039335	10002305	02	542000	540140	7020	55.76
			029327	10002306	02	542000	540140	7020	511.05
			030169	10002307	02	542000	540140	7020	76.32
CHECK TOTAL									643.13

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		NUMBER	NAME	VENDOR'S	INTERNAL						
G0001188	09/30/96	WACO	Waco	261081	I0002310	01	335200	540120	1010		519.83
G0001189	09/30/96	WACO	Waco	261082	I0002311	01	335200	540120	1010		108.60
G0001190	09/30/96	WALMAR	Wal-Mart Stores, Inc	1279361	I0001765	01	326000	540120	1050		69.60
G0001191	09/30/96	WALLC	Wallcur, Inc	3.62	I0002312	01	352200	540120	1040		50.57
G0001192	09/30/96	WALLEA	Walnut Leader	082696	I0002313	01	212100	540700	8030		36.80
G0001193	09/30/96	WARMUR	Ward, Murray, Pace, & Johnson,		I0002314	01	110000	530500	8050		240.00
						12	512120	530500	8020		255.50
INVOICE TOTAL											495.50
G0001194	09/30/96	WESILL	Western Illinois University	ECONOMIC CONF.	I0001771	01	324300	550100	1010		20.00
G0001195	09/30/96	WISTUR	Wisconsin Turf Equipment Corpo	554620	I0002357	02	543000	530400	7030		81.84
				554460	I0002358	02	543000	540140	7030		2.40
CHECK TOTAL											84.24
G0001196	09/30/96	WIXFM	WIXN FM - WIXN AM	083196	I0002315	01	212100	540700	8030		676.00
G0001197	09/30/96	WLLT	WLLT	083096	I0002316	01	212100	540700	8030		1,254.00
G0001198	09/30/96	WNSPUB	WNS Pub. News-Sentinel/The Rev	270	I0002317	01	212100	540700	8030		82.40
G0001199	09/30/96	WSDAM	WSDR-AM	AUGUST STMT	I0002318	01	212100	540700	8030		956.66
G0001200	09/30/96	WSSF	WSSQ-FM	8118	I0002319	01	212100	540700	8030		200.00

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NUMBER	DATE	NUMBER	NAME	VENDOR'S	INTERNAL						
G0001201	09/30/96	XEROX	Xerox Corporation		I0002320	050200		280200			111.15
						050200	362200	560400	6090		39.11
						050200		280200			442.56
						050200	362200	560400	6090		151.55
						050200	362200	530400	6090		700.81
INVOICE TOTAL											1,445.18
BANK TOTAL											\$589,987.98

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F0000133-134			VOID CHECKS							
F0000135	08/23/96	AMECOL	American College Testing Progr		I0001624	063020	336400	540110	1030	500.00
F0000136	08/23/96	359544890	Conrad, Kelly		I0001623	063011	451000	550100	3020	43.18
						063011	451000	550100	3020	112.00
						063011	451000	550100	3020	652.50
										INVOICE TOTAL 807.68
F0000137	08/23/96	FISSCI	Fisher Scientific	2352581A	I0001626	062031	336100	580620	1030	690.03
F0000138	08/23/96	343421464	Frana, Jerry		I0001618	062160	315000	530200	2090	250.00
F0000139	08/23/96	328406399	Hamlin, Leon		I0001620	062160	315000	530200	2090	350.00
F0000140	08/23/96	322265707	Happach, Ronald H.		I0001619	062160	315000	530200	2090	250.00
F0000141	08/23/96	KISCOL	Kishwaukee College	ICVA CONFERENCE	I0001622	063020	336400	550100	1030	150.00
F0000142	08/23/96	RCPRI	RC Printing of Northwestern Il	8940	I0001625	062130	442400	540120	3020	550.00
F0000143	08/23/96	343306801	Williamson, Judy		I0001621	062160	315000	530200	2090	250.00
F0000144-145			VOID CHECKS							

CHECK		PAYEE/VENDOR		INVOICE NUMBER		FUND	ORGN	ACCT.	PROG	CHECK	AMOUNT
NUMBER	DATE	NUMBER	NAME	VENDOR'S	INTERNAL						
F0000146	08/30/96	ATTBUS	AT&T Business Service		10001748	062050	347200	570500	4090		13.17
F0000147	08/30/96	CENILL	Centel-Illinois		10001745	062050	347200	570500	4090		75.48
F0000148	08/30/96		CIAESC		10001747	062060	329100	550100	1060		10.00
F0000149	08/30/96		Conrad, Kelly		10001750	063011		170100			46.00
F0000150	08/30/96	HASOFF	Haskell's Office Equipment		10001755	063011	451000	580520	3020		183.00
F0000151	08/30/96		Illinois Small Bus. Developmen		10001757	062050	347200	550100	4090		50.00
						<del>062050</del>	<del>347200</del>	<del>550100</del>	<del>4090</del>		<del>25.00</del>
INVOICE TOTAL											75.00
F0000152	08/30/96	RCPRI	RC Printing of Northwestern Il		10001754	063011	451000	540200	3020		84.00
F0000153	08/30/96		Southern Illinois University		10001751	063011		170100			15.00
F0000154	08/30/96	STAUNI	State Universities Retirement		10001752	063020	336400	529990	1030		100.11
						063030	336500	529990	1030		65.75
						063011	451000	529990	3020		423.73
						062050	347200	529990	4090		65.44
INVOICE TOTAL											655.03
F0000155	08/30/96	UNICOM	Unique Computer		10001756	063020	336400	580610	1030		71,436.00
F0000156-157			VOID CHECKS								
F0000158	09/06/96		Central Illinois Adult Educati		10001872	063020	336400	550100	1030		20.00
F0000159-160			VOID CHECKS								
F0000161	09/13/96		Bartelt, Susan		10001915	063014	520230	590201	9010		7.00
F0000162	09/13/96	CONKEL	Conrad, Kelly		10001903	063011	451000	540120	3020		8.00

CHECK NUMBER	DATE	PAYEE/VENDOR NUMBER	NAME	INVOICE NUMBER		FUND	ORGN	ACCT	PROG	CHECK AMOUNT
				VENDOR'S	INTERNAL					
F0000162	09/13/96	CONKEL	Conrad, Kelly		I0001971	063011	451000	550100	3020	64.65
CHECK TOTAL										72.65
F0000163	09/13/96	CONMAN	Consolidated Management Co		I0001914	062010	328200	550100	1050	103.50
F0000164	09/13/96		Econo Lodge		I0001900	063011	451000	550100	3020	49.95
F0000165	09/13/96		Holiday Inn		I0001901	063011	451000	550100	3020	121.00
F0000166	09/13/96		Horn, Denise		I0001916	063014	520230	590201	9010	7.00
F0000167	09/13/96		Maloney, Cynthia		I0001917	063014	520230	590201	9010	4.00
F0000168	09/13/96	PUBBRO	Public Broadcasting Service		I0001913	062022	336102	550100	4090	195.00
F0000169	09/13/96	SCHWOR	School World Software		I0001907	063030	336500	540120	1030	89.00
F0000170	09/13/96		Southern Regional Education Bo		I0001905	063030	336500	540120	1030	75.00
F0000171	09/13/96	STAUNI	State Universities Retirement		I0002070	063020	336400	529990	1030	100.11
						063030	336500	529990	1030	65.44
						063011	451000	529990	3020	447.18
						062050	347200	529990	4090	65.75
F0000172-173			VOID CHECKS							
INVOICE TOTAL										678.48
F0000174	09/20/96	BESWES	Best Western Brandywine Lodge	602398	I0002198	063030	336500	550100	1030	34.30
F0000175	09/20/96	349244872	Hall, Zollie		I0002199	063020	336400	550100	1030	51.82
F0000176	09/20/96	ISBE	Illinois State Board of Educat		I0002200	062071		230000		102.00

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CHECK		PAYEE/VENDOR		INVOICE NUMBER						
NUMBER	DATE	NUMBER	NAME	VENDOR'S	INTERNAL	FUND	ORGN	ACCT	PROG	CHECK AMOUNT
F0000177	09/20/96	PUBBRO	Public Broadcasting Service		I0002201	062022	336102	590900	4090	275.00
F0000178	09/20/96	322323721	Stevens, Shirley		I0002202	063044	329600	550100	1060	161.72
F0000179	09/20/96	UNICOM	Unique Computer	37069S	I0002203	062022	336102	580610	4090	3,740.00
				37061S-37062S	I0002204	062022	336102	540120	4090	300.00
						062022	336102	540120	4090	119.00
INVOICE TOTAL										419.00
CHECK TOTAL										4,159.00
BANK TOTAL										\$82,596.81

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Date	Jnl	Ref. No	Description / Accounts	Debits	Credits
08/02/96	C/D	CHK5180	PRESTON TRUCKING		3
			549.01 Textbook Transportation	162.51	
			111.00 Cash in Bank		162.
08/06/96	C/D	CHK5181	APS PACKAGING		3
			590.00 Other Expenses	61.00	
			111.00 Cash in Bank		61.
08/06/96	C/D	CHK5182	NCR CORP		
			540.00 General Materials & Supplies	209.39	
			111.00 Cash in Bank		209.3
08/06/96	C/D	CHK5183	CHARLOTTE INTERNATIONAL		
			548.02 Supply Purchases	117.50	
			549.02 Supply Transportation	6.00	
			111.00 Cash in Bank		123.
08/06/96	C/D	CHK5184	ADDISON WESLEY		
			548.01 Textbook Purchases	1,868.76	
			549.01 Textbook Transportation	26.65	
			548.21 Computer Software Purchases		1,750.0
			111.00 Cash in Bank		145.
08/06/96	C/D	CHK5185	AM TECH PUBL		3
			548.01 Textbook Purchases	901.80	
			549.01 Textbook Transportation	14.69	
			111.00 Cash in Bank		916.
08/06/96	C/D	CHK5186	APPRAISAL INSTITUTE		3
			548.01 Textbook Purchases	82.50	
			549.01 Textbook Transportation	5.50	
			111.00 Cash in Bank		88.0
08/06/96	C/D	CHK5187	WM C BROWN		8
			548.01 Textbook Purchases	186,317.70	
			549.01 Textbook Transportation	283.11	
			111.00 Cash in Bank		186,600.8
08/06/96	C/D	CHK5187	CORRECTION		8
			548.01 Textbook Purchases		186,317.7
			549.01 Textbook Transportation		283.1
			111.00 Cash in Bank	186,600.81	
08/06/96	C/D	CHK5187	WM C BROWN		8
			548.01 Textbook Purchases	18,642.30	
			549.01 Textbook Transportation	283.11	
			111.00 Cash in Bank		18,925.4
08/06/96	C/D	CHK5188	CAMBRIDGE UNIVER PRESS		8
			548.01 Textbook Purchases	621.60	
			549.01 Textbook Transportation	15.80	
			111.00 Cash in Bank		637.4

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Date	Jnl	Ref. No	Description / Accounts	Debits	Credits
8/06/96	C/D	CHK5189	CAMPUS PUBLICATIONS		
			548.01 Textbook Purchases	145.94	
			548.01 Textbook Purchases	10.65	
			111.00 Cash in Bank		156.59
8/06/96	C/D	CHK5190	COLLEGE BK CO CALIFORNIA		
			548.05 Used Book Purchases	115.00	
			549.01 Textbook Transportation	7.59	
			111.00 Cash in Bank		122.59
8/06/96	C/D	CHK5190	CORRECTION		
			549.01 Textbook Transportation		7.59
			549.05 Used Book Transportation	7.59	
8/06/96	C/D	CHK5191	COURSE TECH		
			548.01 Textbook Purchases	5,874.50	
			549.01 Textbook Transportation	11.06	
			111.00 Cash in Bank		5,885.56
8/06/96	C/D	CHK5192	DOVER PUBL		
			548.04 Paperback Purchases	3.96	
			111.00 Cash in Bank		3.96
8/06/96	C/D	CHK5193	ED FOUNDATION		
			548.01 Textbook Purchases	870.00	
			549.01 Textbook Transportation	19.38	
			111.00 Cash in Bank		889.38
8/06/96	C/D	CHK5194	GOSPEL PUBL		
			548.01 Textbook Purchases	170.55	
			549.01 Textbook Transportation	8.34	
			111.00 Cash in Bank		178.89
8/06/96	C/D	CHK5195	GRYPHON HOUSE		
			548.04 Paperback Purchases	63.84	
			549.04 Paperback Transportation	4.07	
			111.00 Cash in Bank		67.91
8/06/96	C/D	CHK5196	HARCOURT BRACE		
			548.01 Textbook Purchases	5,700.12	
			549.01 Textbook Transportation	23.22	
			111.00 Cash in Bank		5,723.34
8/06/96	C/D	CHK5196	CORRECTION		
			111.00 Cash in Bank	200.00	
			548.01 Textbook Purchases		200.00
8/06/96	C/D	CHK5197	HARPER COLLINS		
			548.01 Textbook Purchases	2,420.00	
			549.01 Textbook Transportation	34.43	
			111.00 Cash in Bank		2,454.43
8/06/96	C/D	CHK5198	D C HEATH		
			548.01 Textbook Purchases	19,552.40	
			111.00 Cash in Bank		19,552.40

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Date	Jnl	Ref. No	Description / Accounts	Debits	Credits
08/06/96	C/D	CHK5199	HOUGHTON MIFFLIN		
			548.01 Textbook Purchases	884.03	
			549.01 Textbook Transportation	23.24	
			111.00 Cash in Bank		907.27
08/06/96	C/D	CHK5200	ITP RF		
			548.01 Textbook Purchases	19,209.47	
			549.01 Textbook Transportation	86.64	
			111.00 Cash in Bank		19,296.11
08/06/96	C/D	CHK5201	INDUSTRIAL PRESS		
			548.01 Textbook Purchases	60.00	
			549.01 Textbook Transportation	4.48	
			111.00 Cash in Bank		64.48
08/06/96	C/D	CHK5202	VOID		
			111.00 Cash in Bank	0.00	
08/06/96	C/D	CHK5203	INGRAM BOOK		
			548.04 Paperback Purchases	58.47	
			549.04 Paperback Transportation	4.46	
			111.00 Cash in Bank		62.93
08/06/96	C/D	CHK5204	RICHARD D IRWIN		
			548.01 Textbook Purchases	944.86	
			549.01 Textbook Transportation	17.05	
			111.00 Cash in Bank		961.91
08/06/96	C/D	CHK5205	JBH TECH SALES		
			548.01 Textbook Purchases	3,528.20	
			549.01 Textbook Transportation	56.62	
			111.00 Cash in Bank		3,584.82
08/06/96	C/D	CHK5206	KENDALL/HUNT		
			548.01 Textbook Purchases	1,533.00	
			549.01 Textbook Transportation	8.52	
			111.00 Cash in Bank		1,541.52
08/06/96	C/D	CHK5207	LAB VOLT		
			548.01 Textbook Purchases	392.00	
			549.01 Textbook Transportation	19.55	
			111.00 Cash in Bank		411.55
08/06/96	C/D	CHK5208	LIPPINCOTT-RAVEN		
			548.01 Textbook Purchases	294.08	
			549.01 Textbook Transportation	8.17	
			111.00 Cash in Bank		302.25
08/06/96	C/D	CHK5209	LITTLE BROWN		
			548.01 Textbook Purchases	99.60	
			549.01 Textbook Transportation	4.68	
			111.00 Cash in Bank		104.28

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Date	Jnl	Ref. No	Description / Accounts	Debits	Credits
=====	==	=====	=====	=====	=====
8/06/96	C/D	CHK5210	LOGIN BROS		
			548.01 Textbook Purchases	8,184.36	
			549.01 Textbook Transportation	32.19	
			548.04 Paperback Purchases		712.37
			111.00 Cash in Bank		7,504.18
8/06/96	C/D	CHK5211	MACMILLAN PUBL		
			548.01 Textbook Purchases	1,404.47	
			549.01 Textbook Transportation	63.56	
			111.00 Cash in Bank		1,468.03
8/06/96	C/D	CHK5212	MAYFIELD PUBL		
			548.01 Textbook Purchases	1,808.60	
			549.01 Textbook Transportation	59.61	
			111.00 Cash in Bank		1,868.21
8/06/96	C/D	CHK5213	MC GRAW HILL		
			548.01 Textbook Purchases	11,264.25	
			549.01 Textbook Transportation		72.95
			111.00 Cash in Bank		11,191.30
8/06/96	C/D	CHK5214	MC GRAW HILL		
			548.01 Textbook Purchases	5,076.05	
			549.01 Textbook Transportation	30.26	
			111.00 Cash in Bank		5,106.31
8/06/96	C/D	CHK5215	VOID		
			111.00 Cash in Bank	0.00	
8/06/96	C/D	CHK5216	WM MORROW		
			548.01 Textbook Purchases	71.55	
			549.01 Textbook Transportation	6.74	
			111.00 Cash in Bank		78.29
8/06/96	C/D	CHK5217	MOSBY-YEAR BOOK		
			548.01 Textbook Purchases	2,306.52	
			549.01 Textbook Transportation	4.46	
			111.00 Cash in Bank		2,310.98
8/06/96	C/D	CHK5218	NACSCORP		
			548.21 Computer Software Purchases	58.82	
			548.01 Textbook Purchases	1,010.97	
			549.21 Computer Software Transport	7.51	
			549.01 Textbook Transportation	19.36	
			111.00 Cash in Bank		1,096.66
8/06/96	C/D	CHK5219	NAT'L ASSOC ED YG CHILDR		
			548.01 Textbook Purchases	15.00	
			111.00 Cash in Bank		15.00
8/06/96	C/D	CHK5220	W W NORTON		
			548.01 Textbook Purchases	662.94	
			549.01 Textbook Transportation	20.42	
			111.00 Cash in Bank		683.36
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Date	Jnl	Ref. No	Description / Accounts	Debits	Credits
08/06/96	C/D	CHK5221	PPCT MGT SYSTEMS		
			548.01 Textbook Purchases	112.50	
			549.01 Textbook Transportation	7.97	
			111.00 Cash in Bank		120.47
08/06/96	C/D	CHK5222	PRENTICE HALL		
			548.01 Textbook Purchases	9,329.05	
			548.04 Paperback Purchases	14.81	
			549.01 Textbook Transportation	63.65	
			549.04 Paperback Transportation	3.55	
			111.00 Cash in Bank		9,411.06
08/06/96	C/D	CHK5223	VOID		
			111.00 Cash in Bank	0.00	
08/06/96	C/D	CHK5224	RANDOM HOUSE		
			548.01 Textbook Purchases	150.70	
			549.01 Textbook Transportation	5.19	
			111.00 Cash in Bank		155.89
08/06/96	C/D	CHK5225	SCHOENHOF'S FOREIGN BKS		
			548.01 Textbook Purchases	215.40	
			549.01 Textbook Transportation	7.19	
			111.00 Cash in Bank		222.59
08/06/96	C/D	CHK5226	SCHROFF DEVELOP CORP		
			548.01 Textbook Purchases	97.50	
			549.01 Textbook Transportation	4.50	
			111.00 Cash in Bank		102.00
08/06/96	C/D	CHK5227	SIMON & SCHUSTER		
			548.01 Textbook Purchases	402.40	
			549.01 Textbook Transportation	10.16	
			111.00 Cash in Bank		412.56
08/06/96	C/D	CHK5228	TOWNSEND PRESS		
			548.01 Textbook Purchases	496.14	
			549.01 Textbook Transportation	24.79	
			111.00 Cash in Bank		520.93
08/06/96	C/D	CHK5229	U S FENCING		
			548.01 Textbook Purchases	50.00	
			549.01 Textbook Transportation	5.00	
			111.00 Cash in Bank		55.00
08/06/96	C/D	CHK5230	UNIVERSITY PRINTS		
			548.01 Textbook Purchases	325.08	
			549.01 Textbook Transportation	10.43	
			111.00 Cash in Bank		335.51
08/06/96	C/D	CHK5231	VHPS PUB		
			548.01 Textbook Purchases	4,192.70	
			549.01 Textbook Transportation	35.69	
			111.00 Cash in Bank		4,228.39

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Date	Jnl	Ref. No	Description / Accounts	Debits	Credits
=====	===	=====	=====	=====	=====
08/06/96	C/D	CHK5232	WEST PUBL		
			548.01 Textbook Purchases	12,972.65	
			549.01 Textbook Transportation	142.96	
			111.00 Cash in Bank		13,115.61
08/06/96	C/D	CHK5233	JOHN WILEY & SONS		
			548.01 Textbook Purchases	2,122.18	
			549.01 Textbook Transportation	20.26	
			111.00 Cash in Bank		2,142.44
08/06/96	C/D	CHK5234	ENTEC		
			548.02 Supply Purchases	3,228.78	
			548.04 Paperback Purchases	101.77	
			549.02 Supply Transportation	5.28	
			111.00 Cash in Bank		3,335.83
08/06/96	C/D	CHK5235	ROMA LEATHERS		
			548.03 Miscellaneous Purchases	826.80	
			549.03 Miscellaneous Transportation	21.45	
			111.00 Cash in Bank		848.25
08/06/96	C/D	CHK5236	ROARING SPRINGS		
			548.02 Supply Purchases	1,171.96	
			111.00 Cash in Bank		1,171.96
08/06/96	C/D	CHK5237	OLDAWAN CO		
			548.02 Supply Purchases	19.50	
			111.00 Cash in Bank		19.50
08/06/96	C/D	CHK5238	FIGUREOF SPEECH		
			548.02 Supply Purchases	20.70	
			549.02 Supply Transportation	6.62	
			111.00 Cash in Bank		27.32
08/06/96	C/D	CHK5239	LEEDS BUS ACCESSORIES		
			548.02 Supply Purchases	466.80	
			111.00 Cash in Bank		466.80
08/19/96	C/D	CHK5240	ILL DEPART REVENUE		
			235.00 Accrued Sales Tax Payable	1,785.00	
			111.00 Cash in Bank		1,785.00
08/28/96	C/D	CHK5241	MARBLE FALLS		
			548.01 Textbook Purchases	5.03	
			111.00 Cash in Bank		5.03
08/28/96	C/D	CHK5242	REBECCA L GILBERT		
			452.02 Supply Sales	4.49	
			452.07 Sales Tax Collected	0.28	
			111.00 Cash in Bank		4.77
08/29/96	C/D	CHK5243	WM J SUTKAY		
			452.07 Sales Tax Collected	6.25	
			111.00 Cash in Bank		6.25
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Date	Jnl	Ref. No	Description / Accounts	Debits	Credits
08/06/96	C/D	CHK5487	WM C BROWN		
			548.01 Textbook Purchases	18,642.30	
			549.01 Textbook Transportation	283.11	
			111.00 Cash in Bank		18,925.
08/06/96	C/D	CHK5487	CORRECTION		
			548.01 Textbook Purchases		18,642.
			549.01 Textbook Transportation		283.
			111.00 Cash in Bank	18,925.41	
08/06/96	C/D	CHK5488	CAMBRIDGE UNIV PRESS		
			548.01 Textbook Purchases	621.60	
			549.01 Textbook Transportation	15.80	
			111.00 Cash in Bank		637.
08/06/96	C/D	CHK5488	CORRECTION		
			548.01 Textbook Purchases		621.
			549.01 Textbook Transportation		15.
			111.00 Cash in Bank	637.40	
***** Report Total				\$153,156.76	\$153,156.7

SAUK VALLEY COMMUNITY COLLEGE  
BOARD OF TRUSTEES - TREASURER'S REPORT  
August 31, 1996

CHECKING ACCOUNTS

<u>INTEREST BEARING ACCOUNTS</u>	<u>FINANCIAL INSTITUTION</u>	<u>INTEREST RATE</u>	<u>AMOUNT</u>
General Account	Sterling Federal, Sterling	4.72	\$1,222,987.07
Bookstore Account	Sterling Federal, Sterling	4.42	322,676.63
Illinois Public Treasurers Investment Pool	First of America Bank, Springfield	5.18	541,871.53
SUBTOTAL INTEREST BEARING CHECKING ACCOUNTS			2,087,535.23
<u>NON-INT. BEARING ACCOUNTS</u>	<u>FINANCIAL INSTITUTION</u>		
Restricted	Sterling Federal, Sterling		26,327.45
Insurance Account	Sterling Federal, Sterling		0.00
SUBTOTAL NON-INTEREST BEARING CHECKING ACCOUNTS			26,327.45
TOTAL CHECKING ACCOUNTS			<u>\$2,113,862.68</u>

INVESTMENTS

<u>FUND</u>	<u>FINANCIAL INSTITUTION</u>	<u>INTEREST RATE</u>	<u>RENEWAL DATE</u>	<u>AMOUNT</u>
Education	First Bank/South	5.31	12-02-96	\$400,000
Education	HomeBanc, Dixon	5.86	07-24-97	500,000
Operations & Maintenance	Tampico National Bank	5.65	10-12-96	100,000
Operations & Maintenance	Milledgeville State Bank	5.50	10-12-96	100,000
Operations & Maintenance	First National Bank, Amboy	5.25	08-15-97	100,000
Protection, Health & Safety	HomeBanc, Dixon	5.40	10-15-96	100,000
Protection, Health & Safety	HomeBanc, Dixon	5.40	10-15-96	100,000
Protection, Health & Safety	Amcore Bank, Sterling	5.70	05-16-97	200,000
Auxiliary	Amcore Bank, Sterling	5.40	12-01-96	300,000
Auxiliary	Amcore Bank, Sterling	5.70	05-16-97	100,000
Working Cash	Fulton State Bank	5.25	09-08-96	100,000
Working Cash	Home Banc, Dixon	5.75	10-03-96	700,000
Working Cash	Tampico National Bank	5.60	12-08-96	500,000
Working Cash	Amcore Bank, Sterling	5.60	03-16-97	300,000
Working Cash	Amcore Bank, Sterling	5.70	04-01-97	200,000
Working Cash	Amcore Bank, Sterling	5.80	06-30-97	200,000
Working Cash	Amcore Bank, Sterling	5.75	08-19-97	200,000
Building Bond Proceeds	Amcore Bank, Sterling	5.40	11-16-96	200,000
Building Bond Proceeds	Amcore Bank, Sterling	5.70	04-01-97	200,000
Building Bond Proceeds	Amcore Bank, Sterling	5.80	06-30-97	200,000
Building Bond Proceeds	HomeBanc, Dixon	5.86	07-17-97	200,000
Building Bond Proceeds	Sterling Federal Bank	5.50	08-23-97	200,000

TOTAL INVESTMENTS

SAUK VALLEY COMMUNITY COLLEGE

APPROVED BY



PRESIDENT



SECRETARY

DATE 9/30/96

\$5,200,000