
The Illinois Community College System has charted a course for the 21st century that responds to both the individual and community education needs. This plan, named Vision 2000, is the culmination of regional town meetings which clarified five educational goals. It offers liberal arts and sciences programs, occupational programs, developmental programs, and public service programs. The first theme of the town meeting was teaching and learning. It was agreed that the Illinois community college system should focus on the individual needs of the students, awareness of latest teaching methods and effective staff development programs, the teaching/learning process should utilize the latest technology, and give attention to curriculum development. Additionally, the Illinois community college system should take a leadership role in the workforce, and become an active participant in the Federal school-to-work program. The second theme was student access and opportunity. Town meeting participants agreed that cooperation between community colleges and other higher education institutions is necessary, along with appropriate assessment, remediation, advisement, and low cost. The third theme, accountability, was determined to require a common statewide definition of indicators, locally driven measures, resources for accountability initiatives, and focus on student satisfaction. Theme four, community, can benefit from cooperative relationships among colleges, partnerships with business, and collaboration among colleges. Theme five, resources, can be acquired through coalitions of faculty, students, staff, and the private sector. Appendices include a listing of town meeting participants and other contributors, and a list of the Illinois Community Colleges' board, council, and association members. (YKH)
Strategic Plan for the Illinois Community College System
# STRATEGIC PLAN FOR THE ILLINOIS COMMUNITY COLLEGE SYSTEM

## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>1</td>
</tr>
<tr>
<td>Introduction</td>
<td>2</td>
</tr>
<tr>
<td>Vision Statement</td>
<td>5</td>
</tr>
<tr>
<td>Mission Statement</td>
<td>6</td>
</tr>
<tr>
<td>Theme 1: Teaching/Learning</td>
<td>9</td>
</tr>
<tr>
<td>Theme 2: Student Access and Opportunity</td>
<td>15</td>
</tr>
<tr>
<td>Theme 3: Accountability</td>
<td>21</td>
</tr>
<tr>
<td>Theme 4: Community</td>
<td>23</td>
</tr>
<tr>
<td>Theme 5: Resources</td>
<td>27</td>
</tr>
<tr>
<td>Appendix A: A Listing of Town Meeting Participants and Other Contributors</td>
<td>31</td>
</tr>
<tr>
<td>Appendix B: Illinois Community College System Leadership</td>
<td>51</td>
</tr>
</tbody>
</table>
# STRATEGIC PLAN
FOR THE ILLINOIS
COMMUNITY COLLEGE SYSTEM

## Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>1</td>
</tr>
<tr>
<td>Introduction</td>
<td>2</td>
</tr>
<tr>
<td>Vision Statement</td>
<td>5</td>
</tr>
<tr>
<td>Mission Statement</td>
<td>6</td>
</tr>
<tr>
<td>Theme 1: Teaching/Learning</td>
<td>9</td>
</tr>
<tr>
<td>Theme 2: Student Access and Opportunity</td>
<td>15</td>
</tr>
<tr>
<td>Theme 3: Accountability</td>
<td>21</td>
</tr>
<tr>
<td>Theme 4: Community</td>
<td>23</td>
</tr>
<tr>
<td>Theme 5: Resources</td>
<td>27</td>
</tr>
<tr>
<td>Appendix A: A Listing of Town Meeting Participants and Other Contributors</td>
<td>31</td>
</tr>
<tr>
<td>Appendix B: Illinois Community College System Leadership</td>
<td>51</td>
</tr>
</tbody>
</table>
INTRODUCTION

Illinois community colleges comprise a dynamic system of 49 colleges whose 40 districts encompass the entire state of Illinois. While the individual community college districts vary in terms of demographics, resources, and educational priorities, their status as locally governed institutions allows them to address varying local needs uniquely. A major strength of the system is that colleges also work collaboratively to address regional and statewide needs in an effective and efficient manner.

Illinois community college students are diverse. Approximately 29 percent are minorities comprising nearly two-thirds of all minorities in public higher education. Nearly 10,000 persons with disabilities enroll in community colleges, and 38,000 students with limited English proficiency are served annually. The average age of a community college student is 30. Seventy percent of community college students attend part time, and many work while attending college.

While community colleges have been highly successful in meeting the current needs of their respective communities, future demands also must be met. Accordingly, the system has embarked on a planning process that proactively addresses the needs of students who are, and will be, in the workforce. This plan establishes a direction for the system as it moves forward into the 21st century.

The planning process had its genesis at a systemwide Accountability Conference held on November 12, 1992. At that conference, a session was dedicated to roundtable discussions that identified the major issues facing the community colleges in Illinois in the next few years. Following this conference, the Steering Committee was formed and held its first meeting in February of 1993. The Steering Committee discussed how best to proceed with its planning and solicit broad input on the issues identified at the Accountability Conference. The committee decided to develop “issues papers,” then hold a series of “town meetings” around the entire state to solicit input, not only from the community college system, but from other educational entities, civic leaders, governmental leaders, and leaders from business and industry. These meetings were held in each of the Illinois Community College Trustees Association districts.

In all, 13 town meetings were held during the months of May and June of 1993. Each meeting addressed the five major issues identified at the Accountability Conference, namely Accountability, Teaching/Learning/Research, Advocacy, Workforce Preparation, and Administrative/Interdistrict Relations. In all, nearly 750 persons were involved in the 13 town meetings.

Following the completion of the town meetings, the Steering Committee reviewed the output and reorganized the issues around the following themes: Teaching/Learning, Student Access and Opportunity, Accountability, Community, and Resources. A draft plan was developed around these themes, and each theme included goals, objectives, and strategies for accomplishment. In addition, a Vision Statement and Mission Statement were developed to provide overall focus to the plan. These statements and the plan were distributed in draft form to the community college system, town meeting participants, and persons representing the private sector and governmental entities for feedback.

This plan is presented for the purpose of initiating statewide dialogue about community colleges and how they individually and as a system can move forward in the most effective and efficient manner to address local community and statewide needs.
as the 21st century approaches. It is purposefully dynamic and will be modified as the need arises. The next crucial step is for the colleges, individually and collectively, to develop specific strategies and activities for implementation of the plan's general concepts.

**Steering Committee**

**Illinois Community College Board**
- Cary A. Israel, Executive Director
- James M. Howard, Deputy Executive Director
- Virginia McMillan, Deputy Director for Research and Planning
- Susan Srbljan, Research Assistant
- Darice Yonker, Financial Assistant

**Illinois Community College Trustees Association**
- Jeanne Blackman, Trustee, Lincoln Land Community College
- Robert Gaffner, Trustee, Kaskaskia College

**Illinois Community College Faculty Association**
- Barbara Nelson, Faculty, Triton College
- Leo Welch, Faculty, Belleville Area College

**Illinois Presidents Council**
- Zelema Harris, President, Parkland College
- Paul Thompson, President, William Rainey Harper College

**Illinois Council of Community College Administrators**
- Anita Bergman, Director of Economic Development, Parkland College
- Charles Erickson, Director of Admissions, Registration, and Records, College of DuPage

**ICCB Student Advisory Committee**
- Nicole Capraro, Student, Triton College
- Kimberly Steed, Student, Lewis and Clark Community College

**Members At-Large**
- Nancy DeSombre, Vice President of Faculty and Instruction, Wilbur Wright College
- James Dumas, Dean of Student Services, Shawnee Community College
- Ruth Smith, President, Highland Community College
VISION STATEMENT

It has been said, “Do not follow where the path may lead. Go instead where there is no path and leave a trail.” The community college system must continue to be the educational system that “go(es) instead where there is no path and leave(s) a trail.” It needs to stretch the minds of its faculty, administrators, trustees, presidents, and students so that there is more room for acceptance and development of new ideas and knowledge.

Accordingly, the community college system envisions the community college as a place where:

- teachers take pride in teaching, students take pride in learning, and the focus is quality and excellence;
- a passionate thirst for new knowledge is instilled, both in students and in staff;
- society’s values are shaped and revised, and leadership, integrity, self-discipline, self-motivation, humanity, dignity, pride, and caring are purposefully taught and modeled;
- the experiences of students are directed toward developing each of them as informed, responsible, and contributing citizens and employees;
- the responsibility for accountability is accepted eagerly;
- expressions and manifestations of bigotry, prejudice, and denigration of character are not tolerated;
- no individual is considered to be inherently more important than another, and each is provided with an equal opportunity to achieve success;
- actions are focused on interdependence, collaboration, and inclusiveness - “community” in its broadest sense;
- communities are assisted in identifying and solving problems such as substance abuse, crime, child abuse, and a variety of conditions that undermine and destroy their very fiber; and
- the boundaries of our communities are extended to countries around the world, and international interdependence is nurtured.

Guided by this vision and strengthened by this plan, the Illinois community college system, through its locally autonomous colleges, will provide our state and nation with their most productive supply of educated citizens.
MISSION STATEMENT

As an integral part of the state’s system of higher education, it is the mission of the Illinois community college system to provide high-quality, accessible, cost-effective educational opportunities for the individuals and communities it serves.

Focusing on individual educational needs requires a recognition of the diversity of individual student backgrounds and living environments. The colleges provide appropriate counseling, placement, and other types of support services to meet diverse student needs and goals.

Focusing on community educational needs requires extensive collaboration and cooperation with community agencies, government, business and industry, and other educational institutions in order to identify community needs and develop strategies to address them in a manner which is both educationally and economically sound. The system recognizes that the “community” it serves is multicultural, economically diverse, global, and changing.

Through the ongoing assessment of student and community needs and goals, it is the responsibility of each community college to provide (1) a broad range of educational programs, services, and delivery systems; (2) the necessary development of its staff; and (3) an appropriate learning environment to address these needs and goals.

Community colleges will meet these challenges by offering:

Liberal Arts and Sciences Programs. Such programs are provided either (1) to prepare students for transfer to four-year colleges and universities or (2) to meet the personal educational goals of individuals throughout their lifetimes.

Occupational Programs. Such programs are vocational and technical in nature and are for the purpose of providing job training, retraining, and/or upgrading of skills to meet both current and emerging local, regional, state, national, and/or international labor market needs.
Developmental Programs. Such programs include adult basic education, adult secondary education/general education development, English as a Second Language, and any other instruction designed to prepare students to function successfully in society and to experience successes in postsecondary education and the world of work.

Public Service Programs. Such programs include noncredit (1) community education activities of an instructional nature and (2) community service and economic development activities such as workshops, seminars, and forums.
THEME 1: TEACHING/LEARNING

The Illinois community college system continuously strives to provide quality education at an affordable cost. The hallmark of the community college system is its emphasis on teaching/learning. Therefore, it is not surprising that teaching/learning issues emerged as the most prevalent theme during the regional town meeting discussions.

Regional town meeting participants agreed that meeting the diverse needs of students is a critical component of the teaching/learning process. As people discussed ways that the system should be serving its students, several themes developed: teaching should focus on the individual needs and varying abilities of students; community college faculty need to be aware of the latest teaching methods and research on how adult students learn through effective staff development programs; the teaching/learning process should utilize the latest technology available to enhance the depth of understanding and to increase the amount learned in a given amount of time; and attention needs to be given to curriculum development to ensure that the content to be learned by students is relevant, current, and well organized.

GOAL I: The Illinois community college system should ensure that students remain the focus of its attention by providing the quality education students need to succeed in college, achieve their goals, and lead productive lives in a global society. In order to accomplish this goal, each college should:

Objective 1: Ensure that the individual needs of students are met.

Strategy 1. Develop better processes to identify student interests, values, abilities, learning styles, and goals.

Strategy 2. Strengthen support services.

Strategy 3. Enhance orientation efforts to help students understand college objectives and share dialogue about student and college expectations.

Strategy 4. Create more effective processes to monitor student progress toward meeting their short- and long-term goals.

Strategy 5. Individualize instruction as much as possible to accommodate the learning styles and individual career goals of students.

Strategy 6. Expose students to accurate and relevant information about the world of work and the options which will be available to them for life planning.

Strategy 7. Establish intervention processes to assist students in meeting their objectives.

Strategy 8. Promote the concept that students and faculty are partners in a lifelong teaching/learning process.
Objective 2: Ensure that faculty are knowledgeable, up-to-date, effective in their disciplines, proficient in the use of technology, and dedicated to the teaching/learning process.

Strategy 1. Enhance professional development efforts.

Strategy 2. Stimulate teaching/learning research in the classroom and sharing of the results.

Strategy 3. Promote the development of local and regional centers of teaching excellence designed to enhance the professional development of faculty.

Strategy 4. Develop systems to integrate adjunct faculty into the college structure in order to provide stability and development.

Strategy 5. Provide information and training on the use of technologies in the teaching/learning process.

Strategy 6. Encourage faculty communication and interaction with business and industry representatives to help ensure that instructional methods and content are current and relevant.

Objective 3: Ensure that curricula are high quality, current, and responsive to the needs of students and the community, covering the depth and breadth of knowledge students need to achieve their goals and lead productive lives in a global society; and enable them to keep current in social, political, professional, and environmental issues as well as to obtain the education, training, and worksite learning experience they need to continue their education and/or enter a career.

Strategy 1. Maintain and enhance effective program review processes to implement changes needed to improve curricular offerings.

Strategy 2. Integrate social, cultural, political, professional, and environmental issues across the curricula and develop processes to ensure faculty are well versed on the issues.

Strategy 3. Provide all students with higher level critical, integrated, and applied thinking skills.

Strategy 4. Encourage faculty/business/community exchanges to identify curricular enhancements.

Output Measures:

- Identification and achievement of student short- and long-term goals
- Results of teaching/learning research efforts
- Establishment of local and regional centers of teaching excellence
- Results of program review
- Documentation of the extent of faculty development activities
GOAL 2: The Illinois community college system should ensure that diversity is exemplified within college curricula and college life and foster an understanding and appreciation of differences among people. In order to accomplish this goal, each college should:

Objective 1: Prepare students to work and live in an international/multicultural society.

Strategy 1. Develop broad-based cultural awareness programs within the community colleges.

Strategy 2. Increase effectiveness and relevance of language offerings.

Strategy 3. Promote international student and faculty exchange programs.

Output Measures:
- College reports on minorities, women, and persons with disabilities
- Program review results

GOAL 3: The Illinois community college system should ensure that technology is used not only as a classroom instructional tool but also as a delivery mechanism for distance learning via telecommunications to produce effective and efficient learning outcomes and remove the barriers of distance, location, and time. In order to accomplish this goal, each college should:

Objective 1: Encourage the use of technology as an instructional tool.

Strategy 1. Secure funding for access to interactive data networks such as Internet.

Strategy 2. Support faculty use of technology and provide appropriate training.

Strategy 3. Demonstrate how technologies can increase the amount of knowledge acquired in a shorter period of time.

Objective 2: Encourage the use of interactive telecommunications as an instructional delivery method.

Strategy 1. Establish regional training centers for faculty on the use of telecommunications as a delivery method through regional consortia.

Strategy 2. Use telecommunications technology for faculty training.

Output Measures:
- Data network
- Telecommunications-based instructional delivery network
- Student outcomes measures
- Professional development activities

GOAL 4: The Illinois community college system should assume a leadership role in preparing the workforce of Illinois, whether that preparation be in the form of individual classes, certificate programs, occupational programs, or programs leading to a baccalaureate degree. In order to accomplish this goal, the system should:

Objective 1: Promote community colleges as workforce training providers.

- **Strategy 1.** Building on Illinois Community College Board, Illinois Board of Higher Education, Illinois State Board of Education, and Department of Commerce and Community Affairs planning statement, create a statewide plan for addressing workforce training in the state of Illinois.

- **Strategy 2.** Heighten the visibility of community colleges on a state and national level as workforce training and retraining providers.

- **Strategy 3.** Work with business and industry and organized labor to identify skill levels needed to become “world class workers.”

- **Strategy 4.** Develop a statewide delivery system for customized training.

- **Strategy 5.** Encourage partnerships with area associations and businesses.

Objective 2: Evaluate and strengthen the quality of workforce training.

- **Strategy 1.** Assess and respond to workforce training needs of businesses in the state by including basic skills such as reading, writing, math, interpersonal communication, and work ethics in all programs of study as well as workforce training benchmarks established by businesses for their employees.

- **Strategy 2.** Work with business and industry to formulate appropriate occupational skills standards.

- **Strategy 3.** Expand educational program guarantees.

Objective 3: Provide a seamless, cost-effective system of education in cooperation with secondary schools and baccalaureate degree-granting institutions so that students can more easily transfer from one level of education to another.

- **Strategy 1.** Establish literacy of all community residents as a fundamental goal.
Strategy 2. Assist students to complete adult basic education and adult secondary education programs and pursue college credit programs.

Strategy 3. Increase support for, and involvement in, technology preparation and apprenticeship initiatives.

Strategy 4. Develop model workforce preparation curricula in conjunction with business/industry, organized labor, and postsecondary and baccalaureate degree-granting institutions.

Strategy 5. Establish cooperative relationships and articulation agreements with secondary schools to develop secondary curricula that would ensure readiness and a smooth transition from high school to college.

Strategy 6. Expand work-based learning opportunities for community college students.

Output Measures:

- Statewide workforce training plan
- World class worker designations
- Statewide workforce training delivery system
- Program reviews and employer feedback
- Model workforce preparation curricula
- Number of tech prep relationships successfully implemented
- Number of adult basic and adult secondary students achieving successful completions
- Number of adult basic education and adult secondary education students admitted to college credit programs

GOAL 5: The Illinois community college system should become an active participant in the federal School-to-Work program. In order to accomplish this goal, the system should:

Objective 1: Develop a comprehensive set of initiatives to encourage effective transition from school to work, which includes school-based, work-based, and connecting components.

Strategy 1. Form a statewide committee that would establish required components and goals of School-to-Work programs in the state.

Strategy 2. Work collaboratively with appropriate agencies to ensure that effective models of School-to-Work programs are developed.


Output Measures:

- Goals for School-to-Work programs in Illinois
- Models of School-to-Work programs
- Federal funds secured
THEME 2: STUDENT ACCESS AND OPPORTUNITY

The comprehensive community college system was built upon the concept of access. It is the only system of higher education that provides access to a wide variety of educational opportunities for all who can benefit from such endeavors. The American Association of Community Colleges has affirmed, “The nation’s community colleges should vigorously reaffirm equality of opportunity as an essential goal. Every college should declare, with pride and conviction, its determination to serve all ages and racial and ethnic groups.”

Access and opportunity are enhanced when the educational goal pursued is affordable. A hallmark of community colleges is their relatively low student tuition charges. When combined with quality instruction and physical accessibility, low cost to students provides a major incentive for students to pursue their postsecondary education at community colleges.

In a period of scarce resources, the concept of accessibility and opportunity raises a number of issues, several of which surfaced during regional town meetings. Are there unnecessary barriers to access such as the “chargeback” and current cooperative agreement policies? Are there ways of sharing resources within and among institutions that will increase access and enable community colleges to remain affordable to all? Are the needs of “circuit rider” students, i.e., those students who attend several institutions in their pursuit of higher education, being met?

Town meeting participants concluded that greater cooperation—both among community colleges and with baccalaureate degree-granting institutions through partnerships, regional consortia, and telecommunications networking—is the answer to many of the access issues. Access alone is not enough. It must be accompanied by appropriate assessment, remediation, and advisement.

GOAL 1: The Illinois community college system should ensure that all Illinoisans have access to community college educational opportunities. In order to accomplish this goal, the system should:

Objective 1: Eliminate barriers to access.

Strategy 1. Review and revise chargeback policies as needed.

Strategy 2. Encourage cooperative agreements between community colleges while ensuring they do not create barriers to access.

Objective 2: Ensure that regional consortia members work together to meet the needs of their areas through shared programs and resources.

Strategy 1. Identify and prioritize programming needs for a region.

Strategy 2. Determine who can best deliver those programs and services.

Strategy 3. Select the best delivery methods for making programs and services available to all who need them.
Objective 3: Establish a statewide telecommunications network to expand educational opportunities.

Strategy 1. Continue to secure funding for the expansion of the network.

Strategy 2. Train and support faculty in the use of technology.

Strategy 3. Identify programming needs to make the most effective and efficient use of the network.

Strategy 4. Review and develop policies for using the network.

Objective 4: Maintain the community college as the most affordable opportunity for students pursuing postsecondary education.

Strategy 1. Compare tuition and fee charges at each community college to those of other postsecondary educational institutions.

Strategy 2. Conduct studies of student affordability to determine when tuition and fee charges constitute barriers to students entering community colleges.

Output Measures:

- Revised chargeback policies
- Revised cooperative agreement policies
- Regional consortia activity reports
- Telecommunications-based instructional delivery network
- Telecommunications-based instructional delivery policies
- Telecommunications-based instructional delivery training
- Documented benefits of telecommunications
- Affordability studies

GOAL 2: The Illinois community college system should take all steps possible to ensure that community college students have access to baccalaureate degree-granting institutions. In order to accomplish this goal, the system should:

Objective 1: Promote articulation between community colleges and baccalaureate degree-granting institutions.

Strategy 1. Continue efforts to establish statewide agreement on courses that meet general education requirements for both transfer associate degrees and baccalaureate degrees.

Strategy 2. Continue efforts to establish statewide agreement on lower-division courses that meet major-specific requirements.

Strategy 3. Develop statewide articulation agreements for associate in applied science and baccalaureate degree-granting institution programs.
Objective 2: Promote communication between community college and baccalaureate degree-granting institution faculty.

Strategy 1. Provide opportunities for faculty exchanges between community college and baccalaureate degree-granting institution faculty.

Strategy 2. Develop joint professional development opportunities for community college and baccalaureate degree-granting institution faculty.

Objective 3: Ensure that students can transfer from one community college to another community college without loss of credit.

Strategy 1. Develop model curricula within discipline areas.

Strategy 2. Create a statewide common course identification system.

Strategy 3. Follow up on activities begun in 1992-93 (articulation panels).

Objective 4: Provide access to baccalaureate and advanced degrees utilizing the community college campus.


Strategy 2. Initiate cooperative on-campus programs with institutions offering upper-division courses and programs.

Output Measures:

- General education course requirements
- Major-specific course requirements
- AAS program articulation agreements
- Faculty exchanges
- Joint professional development activities
- Model community college curricula
- Common course identification system

GOAL 3: The Illinois community college system should encourage diversity as reflected by the composition of the student body and college employees. In order to accomplish this goal, each college should:

Objective 1: Ensure that the composition of the student body reflects the diversity of the district.

Strategy 1. Monitor composition of the student body and program completers relative to district populations.

Strategy 2. Enhance recruitment and retention efforts for underrepresented groups.
Strategy 3. Support faculty development efforts that foster an understanding of diversity.

Strategy 4. Identify barriers (language, location, program design, etc.) and develop strategies to reduce or remove these barriers.

Objective 2: Ensure that the composition of college employees reflects the diversity of the students.

Strategy 1. Monitor the current and projected composition of college employees.

Strategy 2. Enhance recruitment and retention of underrepresented college employees.

Strategy 3. Establish programs to encourage underrepresented students to consider future careers as community college faculty.

Strategy 4. Develop faculty internship programs with minority baccalaureate degree-granting institutions.

Output Measures:

- Diversity profiles of students, graduates, and college employees in comparison with district diversity
- College reports on minorities, females, and persons with disabilities
Accountability

- Student Achievement
- Programs
- Cost
- Diversity
THEME 3: ACCOUNTABILITY

Higher education is in an era of accountability. The public is demanding that the higher education community be accountable for how much it spends, how it spends, and the kind of product it produces. At least 40 states have mandated that their higher education institutions be accountable for their performance. Actions of the federal government through such mandates as the Student-Right-to-Know and Campus Security Act, vocational education performance measures and standards, and the National Education Goals Panel's call for assessment testing all exemplify the increased emphasis on measuring the impact of education and on relaying the results to the public. In addition, regional accrediting agencies such as the North Central Association have implemented such requirements. Peter Ewell and Dennis Jones have called this the "new accountability." This new accountability intimately connects investment and outcomes, i.e., "return on investment." By all indications, the emphasis on accountability will increase during the remainder of this decade. This community college system must respond to these calls for accountability by forthrightly evaluating itself. The ultimate goal of this evaluation is, of course, to make improvements when and where they are needed. A secondary benefit is to increase awareness and understanding of the community college system.

In the regional town meetings across the state, participants discussed a number of issues and strategies surrounding the accountability movement. Everyone realizes that community colleges must be accountable for their performance; however, concerns arise as to what information is needed, how indicators of performance will be defined given the complexity of community colleges, how the data will be used, how local institutional autonomy will be balanced with state mandates for accountability, and how these activities will be financed. Town meeting participants agreed that individual student goals and satisfaction must be taken into account in measuring student outcomes, a common statewide definition of indicators is needed if comparisons are to be made among institutions, some measures must be locally driven to reflect the uniqueness of colleges, and resources must be available for accountability initiatives.

**GOAL 1**: The Illinois community college system should cooperatively develop local and statewide accountability measures that effectively indicate results of student success and institutional effectiveness. In order to accomplish this goal, the system should:

**Objective 1**: Continue to refine comparable statewide accountability measures.

- **Strategy 1.** Develop a statewide uniform financial reporting system upon which cost/revenue indicators will be based.
- **Strategy 2.** Develop common definitions for statewide indicators of student outcome measures for both short- and long-term student goals.
- **Strategy 3.** Enhance data systems to provide information needed for accountability.

**Objective 2**: Encourage colleges to develop additional accountability measures that reflect their performance based on the uniqueness of their institutions.
Strategy 1. Incorporate the concept of institution-specific accountability measures into the program review/PQP processes.

Output Measures:
- Uniform financial reporting system
- Common definitions for statewide accountability measures
- Data systems
- Program review/PQP results of local measures

GOAL 2: The Illinois community college system should increase its efforts to inform the public of its performance. In order to accomplish this goal, the system should:

Objective 1: Develop a plan for informing the public of its performance.

Strategy 1. Establish a statewide task force to develop a plan.

Strategy 2. Identify information that is needed by the public.

Strategy 3. Develop an agenda for dissemination.

Objective 2: Disseminate information to the public.

Strategy 1. Implement the plan.

Objective 3: Focus state and local reports prepared for legislative and general public consumption more on accountability.

Strategy 1. Develop a uniform, statewide approach to presenting accountability data effectively at the local level.

Strategy 2. Develop an approach at the Illinois Community College Board level for presenting accountability data in a way that is appealing and understandable to the common citizen and governmental officials.

Output Measures:
- Public relations plan
- Implementation of plan
- Model for preparing a local budget
- Revised formats for state reports
THEME 4: COMMUNITY

While one of the espoused goals of education has been to increase socialization and interdependence of individuals, much of the focus of the present educational system seems to be the development of an increasing sense of self-reliance and individualism in students. People are taught how to survive independently rather than interdependently and to produce technologies that make independent survival more possible. As Alexis de Tocqueville observed, "people...form the habit of thinking of themselves in isolation and imagine their whole destiny is in their hands." Robert Bellah also observed a similar phenomenon and states, "The sense of cohesive community is lost."

The American Association of Community Colleges continues to affirm "that the theme 'Building Communities' (should) become the new rallying point for the community college in America." The Commission on the Future of Community Colleges observed that the term "community" is "not only a region to be served, but also as a climate to be created." It went on to assert that "The building of community, in its broadest and best sense, encompasses a concern for the whole, for integration and collaboration, for openness and integrity, for inclusiveness and self-renewal."

Many feel that the very fabric of society is unraveling for lack of a sense of "community." The family, as it was known a generation ago, is less cohesive. Neighborhoods, as they were known a generation ago, are nearly nonexistent. The sense of "community," as it was known a generation ago, is substantially diminished. Community colleges can play a part in promoting a renewed sense of community. John Gardner has stated, "the community college can perform a convening function at which representatives of various fragments and interests come together in unofficial but serious discussion of community problems." He further states that the community college can "be an effective convener, a valuable forum, a meeting ground where the common good is discussed." The Illinois Community College Board agrees with Gardner and asserts in its philosophy statement that "The Illinois community college system has a responsibility to assist communities in identifying and solving those problems that undermine and destroy the fiber of the community."

In regional town meetings around the state, people spoke much of cooperative relationships among colleges, partnerships with business and industry, collaboration among colleges and between local colleges and the state, and the formation of consortia of colleges to serve public needs more effectively. People sense that the community college system has reached a point where more must be done about working together if the system is to be both cost-effective and successful. In today's society, the concept of community has taken on a much broader meaning. Local residents are neighbors and fellow workers with persons in countries around the world. The "community" is geographically expansive and multicultural, yet its residents are so "close" to each other that they can communicate and exchange ideas; even transact business instantaneously. A truly educated individual in today's society must be exposed, in depth, to the world's economy, the world's society, and the world's languages.
GOAL 1: The Illinois community college system should encourage design of curricula, student experiences, and community activities with the objective of developing in students and communities a greater sense of interdependence. In order to accomplish this goal, each college should:

Objective 1: Stress the interdependent nature of society and the world through formal education.

Strategy 1. Review course contents to determine their treatment of interdependency of individuals, groups, and cultures.

Strategy 2. Conduct staff workshops that emphasize the interdependent nature of society and how this concept can be incorporated into formal classroom instruction.

Strategy 3. Add a dimension to the program review process that addresses the revision of course objectives to include an interdependent focus.

Objective 2: Stress the interdependent nature of society and the world through a redesign of student experiences.

Strategy 1. Design student experiences that include a greater focus on group activities and which stress inclusiveness and diversity.

Strategy 2. Design student experiences that include a greater focus on involvement with the community.

Strategy 3. Design student experiences that include a greater focus on international and intercultural matters.

Objective 3: Stress the importance of board and employee attitudes and behaviors as models for students and the community at large to emulate.

Strategy 1. Conduct staff development and board workshop activities which focus on the importance of interdependence and community and how those concepts should be manifested in the lives of individuals.

Output Measures:

- Revised course objectives and outlines
- Workshops, seminars, and staff development activities
- Revised student experiences
GOAL 2: The Illinois community college system should assume leadership roles in the respective communities and become proactive change agents in re-establishing a sense of interdependence and a sense of community among constituents. In order to accomplish this goal, each college should:

Objective 1: Establish the community college as an agent of change in the communities it serves.

Strategy 1. Convene and conduct community forums involving community leaders that address community problems.

Strategy 2. Host conferences, seminars, and workshops that address issues relating to the renewal of a sense of interdependence and community.

Objective 2: Establish the community college as the front-line broker of services delivered by other education and service providers in the district.

Strategy 1. Work with universities and other service providers to deliver upper-division and graduate programs, cooperative extension services, health care services, and manufacturing outreach on community college campuses.

Output Measures:

- Community forums
- Conferences, workshops, and seminars
- Services provided

GOAL 3: The Illinois community college system should commit to transcending district boundaries in its delivery of the best possible education to the students of Illinois and the best possible services to business and industry and various governmental bodies. In order to accomplish this goal, the system should:

Objective 1: Assure that state statutes and rules encourage, expedite, and reward cooperative efforts among the various community colleges.

Strategy 1. Identify and modify state statutes and ICCB and other state agency rules that inhibit or discourage interdistrict cooperation.

Objective 2: Promote Illinois community colleges as a system for delivery of essential training and other services to business and industry and to various governmental levels.

Strategy 1. Document the training and other needs of business, industry, and governmental entities as well as how each college has responded to them.
Strategy 2. Form a task force, or perhaps a permanent advisory committee, representing the community college system as well as business, industry, and government to address business, industry, and governmental educational needs.

Objective 3: Promote the cooperation of community colleges with other community colleges in establishing partnerships, cooperative agreements, and consortia that would result in the delivery of higher quality programs and services.

Strategy 1. Develop funding incentives for increased interdistrict cooperation.

Strategy 2. When promoting services, give preference to multidistrict cooperatives.

Output Measures:

- Statutory changes
- ICCB rule changes
- Other state agency rule changes
- Formation of task force or advisory committee
- Development of consortia/cooperatives
THEME 5: RESOURCES

The community college system must seek diligently to acquire its fair share of funds. It also is important that the system be a good steward of its resources. Since the demand for governmental funds is increasing, those entities that can show they use these funds efficiently and effectively are the most likely to receive them.

The most important resources to community colleges are human resources - not supplies, equipment, facilities, and dollars. Yet, it takes adequate funds to acquire human resource services. The more competent and expert the services are, the more it costs to secure them.

Education is in constant competition with business, industry, the professions, and governmental agencies for competent employees. Without adequate compensation, employees will go elsewhere. So funds are important; not only to compensate employees adequately, but to provide proper working and learning environments as well as supplies, equipment, and instructional support services. Obtaining additional funds should involve coalitions of college faculty, presidents, students, trustees, administrators, and staff and individuals from the private sector.

An additional concern to many community college officials is the deteriorating infrastructure of community college buildings. In the report entitled "A Road to Ruin" prepared by the Illinois Community College Board in 1992, the calculated accumulated deferred maintenance problem at Illinois community colleges stood at $80 million!

GOAL 1: The Illinois community college system should give priority to securing and developing the most competent and qualified employees attainable. In order to accomplish this goal, each college should:

Objective 1: Make recruitment and selection of highly competent and qualified employees a top priority.

   Strategy 1. Review and evaluate current policies and procedures relating to employee recruitment and selection.

   Strategy 2. Establish goals for an optimal recruitment and selection program.

Objective 2: Acquire and maintain a sufficient core of full-time employees.

   Strategy 1. Compare the ratio of full- to part-time employees, by general classification, to those of peer group institutions.

   Strategy 2. Establish goals for desired full- to part-time employees ratios.

Objective 3: Allocate adequate fiscal resources to the cultivation of an effective professional development program.

   Strategy 1. Compare current expenditures and activities to those in peer group institutions.

   Strategy 2. Establish goals pertaining to funding and staffing of an optimal professional development program.
Output Measures:
- Goals for recruitment and selection of employees
- Goals for full- and part-time staff ratios
- Goals for optimal professional development program

GOAL 2: The Illinois community college system should ensure that its existing resources are utilized effectively and efficiently. In order to accomplish this goal, each college should:

Objective 1: Incorporate productivity analyses into existing college processes such as program review and long-range planning.

   Strategy 1. Incorporate productivity analyses in program review.
   Strategy 2. Incorporate productivity initiatives into long-range plans.

Objective 2: Reallocate resources based on college priorities and program quality.

   Strategy 1. Evaluate and prioritize existing and proposed program offerings, college activities, and the resources needed for continuation or implementation.

Output Measures:
- Program review/PQP reports

GOAL 3: The Illinois community college system should develop a coordinated strategy for obtaining its fair share of annual appropriations from state sources for operations and for capital expenditures. In order to accomplish this goal, the system should:

Objective 1: Develop a strategic, integrated, uniform, systemwide approach to presenting the strengths and needs of the community college system.

   Strategy 1. Form a coalition of college faculty, presidents, students, trustees, administrators, and staff and individuals from the private sector to work collaboratively toward increasing state funds for community colleges.
   Strategy 2. Develop informational pieces that all community college personnel can use when talking with governmental officials.
   Strategy 3. Hold workshops to explain the issues, the information piece(s), and the strategy to be used in talking with governmental officials.
   Strategy 4. Adopt a networking process to provide those who support local colleges with current information that will enable them to make informed and timely contacts with governmental officials.
Strategy 5. Create a follow-up process to ensure that governmental contacts have been made.

Objective 2: Develop a program for meaningful involvement of local legislators in local college programs and activities.

Strategy 1. Hold idea exchange meetings to discuss what has worked in the past.

Strategy 2. Develop a list of successful practices for local college use.

Strategy 3. Secure the involvement of local legislators in college activities.

Output Measures:
- Standardized statewide information pieces
- Network for providing current information impacting legislation
- Successful practices guide

GOAL 4: The Illinois community college system should develop a coordinated effort to draw to the attention of state and federal governments the need to fund costs associated with mandated but unfunded or underfunded programs. In order to accomplish this goal, the system should:

Objective 1: Seek funding for costs associated with the implementation by community colleges of unfunded or underfunded state and federal mandated programs.

Strategy 1. Identify and develop estimates of costs to the community colleges for providing essential, mandated programs; e.g., the Americans with Disabilities Act, the Illinois Veterans Grant, and the Illinois National Guard Scholarship.

Strategy 2. Prepare legislative briefings, both written and oral, to present local and statewide cost estimates.

Output Measures:
- Cost estimates of providing mandated programs
- Model legislative briefing on mandated program costs
- Indicators that show mandated programs are funded or that the mandates are removed

GOAL 5: The Illinois community college system should strengthen its efforts to obtain alternative sources of funding. In order to accomplish this goal, each college should:

Objective 1: Enhance the fund-raising efforts of foundations and alumni associations.

Strategy 1. Evaluate current fund-raising efforts.
Strategy 2. Develop a plan to increase and/or improve fund-raising efforts.

Objective 2: Enhance efforts to obtain federal and private grant funds.

Strategy 1. Evaluate current alternative resource development efforts.

Strategy 2. Identify grants available.

Strategy 3. Develop goals relative to an optimal grant development program.

Output Measures:

- Plans for increasing/improving fund-raising efforts
- Goals for grant development program
APPENDIX A

A LISTING OF TOWN MEETING PARTICIPANTS AND OTHER CONTRIBUTORS

The attached listing identifies all persons who participated in "town meetings" held at 13 separate sites throughout the state of Illinois in the months of May and June of 1993, as well as persons representing the private sector and government who reviewed the plan. The members of the Steering Committee are indebted to these persons who contributed to the development of this planning document.

<table>
<thead>
<tr>
<th>CHICAGO REGION</th>
<th>Josie Cantarelli</th>
<th>Clyde Khalil El-Amin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jane Browne Allen</td>
<td>Interim Dean, Adult Education</td>
<td>Asst. Dean, Adult/Cont. Ed</td>
</tr>
<tr>
<td>Acting Dean of Instruction</td>
<td>Truman College</td>
<td>Kennedy-King College</td>
</tr>
<tr>
<td>Truman College</td>
<td>J.S. Childress</td>
<td></td>
</tr>
<tr>
<td>Melanie G. Anewishki</td>
<td>Adult Educator</td>
<td></td>
</tr>
<tr>
<td>President, Faculty Council</td>
<td>Malcolm X College</td>
<td></td>
</tr>
<tr>
<td>Kennedy-King College</td>
<td>Cynthia Clontz</td>
<td></td>
</tr>
<tr>
<td>Wallace Appelson</td>
<td>Director, Economic Development</td>
<td></td>
</tr>
<tr>
<td>President</td>
<td>Wright College</td>
<td></td>
</tr>
<tr>
<td>Truman College</td>
<td>Ernesto Constantino</td>
<td></td>
</tr>
<tr>
<td>Marcella M. Beacham</td>
<td>Acting Director, Info Systems</td>
<td></td>
</tr>
<tr>
<td>Associate Professor, Mathematics</td>
<td>Washington College</td>
<td></td>
</tr>
<tr>
<td>Daley College</td>
<td>Ann Darnton</td>
<td></td>
</tr>
<tr>
<td>Cecilia Bowie</td>
<td>Coordinator, Develop. Programs</td>
<td></td>
</tr>
<tr>
<td>Dean, Adult/Continuing Ed</td>
<td>Lakeview Learning Center</td>
<td></td>
</tr>
<tr>
<td>Kennedy-King College</td>
<td>Milton Davis</td>
<td></td>
</tr>
<tr>
<td>Ghingo Brooks</td>
<td>Chairman</td>
<td></td>
</tr>
<tr>
<td>Dean of Student Affairs</td>
<td>South Shore Bank</td>
<td></td>
</tr>
<tr>
<td>Malcolm X College</td>
<td>Nancy Desombre</td>
<td></td>
</tr>
<tr>
<td>Patricia Buck</td>
<td>Vice President</td>
<td></td>
</tr>
<tr>
<td>Assistant to the Chancellor</td>
<td>Wright College</td>
<td></td>
</tr>
<tr>
<td>City Colleges of Chicago</td>
<td>Keith Dobberstein</td>
<td></td>
</tr>
<tr>
<td>Jack L. Calabro</td>
<td>Social Sciences Dept. Head</td>
<td></td>
</tr>
<tr>
<td>Interim Vice Chancellor</td>
<td>Wright College</td>
<td></td>
</tr>
<tr>
<td>City Colleges of Chicago</td>
<td>Leonard Dominguez</td>
<td></td>
</tr>
<tr>
<td>Gregory E. Callaway</td>
<td>Deputy Mayor for Education</td>
<td></td>
</tr>
<tr>
<td>Director, Business Services</td>
<td>Chicago</td>
<td></td>
</tr>
<tr>
<td>Kennedy-King College</td>
<td>Robert M. Dompke</td>
<td></td>
</tr>
<tr>
<td>Zerrie Campbell</td>
<td>Director, Bldgs &amp; Grounds</td>
<td></td>
</tr>
<tr>
<td>President</td>
<td>City Colleges of Chicago</td>
<td></td>
</tr>
</tbody>
</table>

34
Harry M. Hardwick  
Dean, Student Personnel Services  
Olive-Harvey College

Gloria G. Hardy  
Field Coordinator, ALSP  
Malcolm X College

Ferdinand W. Hargrett  
Trustee  
City Colleges of Chicago  
Pastor, Baptist Church

Toni Hartrich  
Director of Research  
Civic Federation

Jacqueline P. Hunt  
Adult Educator  
Malcolm X College

Deidra Jackson  
Associate Vice Chancellor  
City Colleges of Chicago

Randall M. Johnson  
Dean of Arts & Sciences  
Kennedy-King College

Yvonne Johnson  
Exec. Dir., Bus/Econ. Development  
Washington College

Claudine Jones  
Director, Computer Supp. Svcs.  
City Colleges of Chicago

George Kalidonis  
President & CEO  
Tech. Planning & Dev. Corp.

Shirley A. Knazae  
Dean, Skills & Manufac. Programs  
Daley College

Mike Krysa  
Manager, Computer Applications  
City Colleges of Chicago

Raymond LeFavour  
President  
Wright College

Gary Lonquist  
Acting Associate Vice Chancellor  
City Colleges of Chicago

Bill McMillan  
Director, Workforce Preparation  
Truman College

Brenda Montgomery  
Director, Public Relations  
Malcolm X College

Mary Moreno  
Director, Planning-WSTI  
Daley College

Ruth Moscovitch  
General Counsel  
City Colleges of Chicago

Lee Owens  
Director, Academic Support Svcs.  
Washington College

Miguel A. Palacio  
Association House of Chicago

Michelle Pitre-Young  
Associate Vice Chancellor  
City Colleges of Chicago

Howard Pleas  
Dean, ALSP/GED  
Kennedy-King College

Roger Podewell  
Professor & FCCCC President  
Olive-Harvey College

Silas Purnell  
Director, Educ. Services  
Ada S. McKinley Comm. Services

Charlotte Reiter  
Chair, Social Studies Department  
Daley College

Tony Rivera  
Associate Vice Chancellor  
City Colleges of Chicago

Diana Robinson  
Regional Vice President  
National Alliance of Business

Mike Ruggeri  
Faculty Member  
Washington College

Ann Seng  
President  
Chgo. Council on Urban Affairs

William J. Settles  
Vice President for Instruction  
Kennedy-King College

Nina Shepherd  
Higher Education Consultant

Donald B. Smith  
Interim President  
Richard J. Daley College

Joseph A. Smith  
Coordinator, Pre-Engineering Prog.  
Olive-Harvey College

Margaret E. Stubbs  
Faculty Member  
Kennedy-King College

Mildred Tart  
1992-1993 ICCB Student Member  
Richard J. Daley College

Audrey Trotter  
Asst. Dean, Instructional Services  
Truman College

Susan Tyma  
Adult Educator  
Wright College

Carol Kyros Walker  
Professor  
Daley College

Wayne Watson  
Interim President  
Harold Washington College

Sharon J. Wheeler  
Executive Director, Partnership Prog.  
City Colleges of Chicago
Robert H. White  
Professor  
Olive-Harvey College

Betty Willhoite  
League of Women Voters  
Chicago

Alicia Hinton Williams  
Financial Aid Advisor  
Kennedy-King College

John Wozniak  
Dean, Off-Campus Programs  
Washington College

**EAST CENTRAL REGION**

John S. Albin  
Trustee  
Parkland College  
Farmer

James Ayers  
Trustee  
Parkland College  
Lawyer

Chuck Baldwin  
Assoc. Vice Pres., Academic Svs.  
Parkland College

Marty Barrett  
Champaign-Ford Regional Superintendent's Office  
Rantoul

Nancy T. Bates  
Trustee  
Danville Area Community College  
Owner, Veterinary Clinic

Renee Beasley  
Job Placement Manager  
Danville Area Community College

Karen Becker  
Faculty/Staff  
Richland Community College

Anita Bergman  
Director, College Development  
Parkland College

Vicki Bernthal  
President  
Economic Development Corp.

Mike Beube  
MIS Coordinator  
Richland Community College

Bob Bitzer  
Owner, Lithia Springs Marina

Betty Black  
Faculty/Staff  
Richland Community College

Jeanne Blackman  
Trustee  
Lincoln Land Community College  
State of Illinois  
Office of Legislative Affairs  
Guardianship and Advocacy Comm.

Rich Blazier  
Faculty, Biology  
Parkland College

Len Boblitt  
Instructor, Business Division  
Richland Community College

Harry Braun  
President  
Danville Area Community College

Jack D. Brodsky  
Trustee  
Parkland College  
Retired Physician

Jean Brooks  
Secretary, Learning Resource Center  
Richland Community College

Steve Brown  
Faculty, Mass Communications  
Parkland College

Jack Browning  
Faculty/Staff  
Lake Land College  
Small Business Owner  
Effingham

Michael Cain  
Champaign School Dist. #4

Phil Carter  
President, Student Government  
Student Trustee  
Parkland College

Connie Cissna  
Director, Options and Opportunities  
Richland Community College

Kris Cooley  
Student and Student Worker  
Richland Community College

Nancy Cooper  
Director, Center for Business and Community Development  
Richland Community College

Tom Cox  
Senior Account Executive for Distance Learning  
Consolidated Communications  
Mattoon

Carolyn Dahl  
Head, Conferences & Institutes  
University of Illinois

Aillinn Dannave  
Coordinator, Academic Services  
Parkland College

Don Dean  
Superintendent  
Hoopeston Area School District

Wilbur Dickson  
Vice President, Instruction  
Danville Area Community College

Raymond Downey  
CPA  
Decatur

Richard J. Doyle  
Trustee  
Danville Area Community College  
Lawyer
Don Nolen
Chair, Strategic Planning Committee
Parkland College
Chuck Novak
President
Richland Community College
Jon Odell
Instructor, Industrial Technology and Math Division
Richland Community College
Ken Orze
Operations Manager
Teepak
Nancy Owen
Attorney at Law
Mattoon
Don Patterson
President
Walter Danville Corp.
Jim Paxton
Graphics
Danville Area Community College
Dan Peterson
The Greater Urbana-Champaign Economic Development Corp.
Cheryl Pettus
Reporter, WCIA-Channel 3
Champaign
Alice Pfeffer
Vice President, Inst. Advancement
Parkland College
Judy Popel
Ludlow Elementary School
Joe Pound
Retired
Sullivan
Tom Ramage
Media Specialist
Danville Area Community College
Robert W. Randall
Realtor
Danville
Jim Reed
Director, Area Learning Centers
Parkland College
Joann Reiss
Director, Publication Services
Parkland College
The Honorable Karen Rhodes
Mayor of Gibson City
John Roark
Macon/DeWitt JTPA
John Rogers
Trustee
Richland Community College Farmer/Real Estate
Carol Sanders
Vice President, Community Services
Lake Land College
Sue Schreiber
Coordinator, Public Relations
Parkland College
Janet Scogins
Director, Adult Basic Education
Parkland College
Winfield Scott
Dean
Richland Community College
Betty Seidel
Director, Job Training Partnership
Danville Area Community College
Jim Shaffer
Trustee
Lake Land College Farmer
Stuart Shepherd
Associate Dean
Richland Community College
Dick Shockey
Vice President, Finance
Danville Area Community College
Rev. Steve Shoemaker
McKinley Foundation
Lu Snyder
Chair, Center for Excellence Parkland College
Carol Steinman
Dean of Students
Parkland College
Norm Stephens
President
Lincoln Land Community College
Delynn Streeval
Student Mentor and Senate Member
Richland Community College
John Sullivan
Vice President
Sarah Bush Lincoln Health Center
Mike Sullivan
Trustee
Lake Land College Sales Manager
Consolidated Communications Inc.
Jon Surma
Executive Director, Bus. Services
Parkland College
Jim Underwood
Dean
Richland Community College
Michael Vitoux
President, PCA Senate
Parkland College
Brad Wagner
Sales Associate
Bob Otting Insurance
Roger Walk
Farmer
Neoga
Norma Walton
District 62 School Board Member
Decatur
Dave Webber
First of America Bank
The Honorable Ann Hughes
State Representative

David Johnson
Dean
McHenry County College

Jean V. Kartje
Assistant to President
College of Lake County

Lorel E. Kelson
Classified Council
Representative
William Rainey Harper College

Karen Keres
Associate Professor/Liberal Arts
William Rainey Harper College

The Honorable Richard Klemm
State Senator

Carol Larson
Trustee
McHenry County College
Teacher, Northwood Junior High

Dan LaVista
President
College of Lake County

Vernon Manke
Vice President
William Rainey Harper College

Amy McLaughlin
Staff Writer
Daily Herald

David McShane
Vice President
William Rainey Harper College

Larry Moats
Trustee
William Rainey Harper College
President, Arlington Electrical Construction Company, Inc.

Ray Moehrlin
Faculty
William Rainey Harper College

The Honorable Lorraine H. Morton
Mayor of Evanston

The Honorable Arlene Mulder
Mayor of Arlington Heights

Gretchen Naff
Vice President
College of Lake County

Barbara Nelson
Faculty
Triton College

H. Bill Neumann
Telecomm. System Engineer
William Rainey Harper College

Molly Norwood
Trustee
William Rainey Harper College
Education Consultant
Owner, Blue Ribbon Press

Bob Paddock, Jr.
Assistant Vice President
Daily Herald

Heather Paulsen
Student
College of Lake County

Elena Pokot
Director, Program Services
William Rainey Harper College

Carole Robertson
Comptroller
McHenry County College

Edna Schade
Community Representative
Deerfield

Linda Schoenmakers
High School Dist. #211

Ellen L. Schrod
Trustee
Oakton Community College

Charles J. Schultz
Vice President
College of Lake County

Kelly Sorem
Midwest General Underwriters Grp

Linda Soto
Faculty/Staff
William Rainey Harper College

The Honorable Grace Mary Stern
State Senator

John W. Taylor III
President, NBD Bank
Evanston

James Thompson
Trustee
McHenry County College
Actuary

Paul Thompson
President
William Rainey Harper College

Bob Tillotson
Professor, Music
William Rainey Harper College

Luis A. Vazquez
Community Representative
Libertyville

Maggie Hahn Wade
Faculty
Triton College

VICKI ANDERSON
Director, LAC
Highland Community College

John Allen
Associate Dean, Career Education
Illinois Valley Community College

Hans Andrews
Dean of Instruction
Illinois Valley Community College

Ron Appuhn
Vice President, Business Services
Sauk Valley Community College

Edna Baehre
Dean, Instructional Development
Highland Community College

NORTHWEST REGION

John Allen
Associate Dean, Career Education
Illinois Valley Community College

Hans Andrews
Dean of Instruction
Illinois Valley Community College

Ron Appuhn
Vice President, Business Services
Sauk Valley Community College

Edna Baehre
Dean, Instructional Development
Highland Community College
Joe Kanosky  
Assoc. Dean, Business  
Highland Community College

Joan Kerber  
Coordinator of Counseling  
Sauk Valley Community College

Craig Knaack  
Dean, Student Development  
Highland Community College

Norma Lestikow  
Nursing Faculty  
Highland Community College

Bob Lindstrom  
Training Coordinator  
Highland Community College

Dave Louis  
Vice President  
Kishwaukee College

John Mardel  
Professor, Ind. Tech.  
Sauk Valley Community College

Terry Martin  
Instructor, Biology  
Kishwaukee College

Daryl McManus  
Trustee  
Highland Community College  
Superintendent of Schools  
Manlius School District

Diane McNeilly  
Dean, L.A.S.  
Kishwaukee College

John Nafahtano  
Student Govt. President  
Sauk Valley Community College

Lavar Nelson  
Title III Coordinator  
Sauk Valley Community College

Richard B. Olson  
Supt., Freeport Dist #145

Charles Parish  
Counselor  
Aquin High School

Craig Pence  
Faculty  
Highland Community College

Eric Peterson  
Faculty  
Highland Community College

Della Pittsley  
Nursing Instructor  
Highland Community College

Evelyn A. Prasse  
U of I Cooperative Extension Svc.

Lois Purdy  
Trustee  
Kishwaukee College  
Former Teacher

Gary Quinn  
Publisher  
Freeport Journal Standard

Karl Rausch  
Trustee  
Highland Community College  
Retired, Kraft Foods

James Rhyne, Jr.  
Management Officer  
M.L. King Community Center

Karl Richards  
Director, Admissions  
Highland Community College

John Roberts  
Trustee  
Kishwaukee College  
Retired, Business Executive

Pam Schleich  
Accountant  
Highland Community College

Mike Shore  
RSVP Director  
Highland Community College

Ruth Smith  
President  
Highland Community College

Leslie E. Springmire  
Trustee  
Kishwaukee College  
Retired Teacher

Ed Stevens  
Director, Physical Plant  
Highland Community College

John Thompson  
Executive Director, Dixon Chamber  
Sauk Valley Community College

Ann Tuly  
Instructor, Nursing  
Highland Community College

Don Tune  
Athletic Director/Coach  
Highland Community College

Rich Vertrees  
Dean, Facility, Finance, & Human Resource Development  
Highland Community College

George Vrhel  
Professor, Sociology  
Sauk Valley Community College

The Honorable Dick Weis  
Mayor  
City of Freeport

Al Wigoski  
President  
Illinois Valley Community College

Cathy M. Wilhelms  
Director, Continuing Education  
Highland Community College

Ken Wise  
Economic Development  
Kishwaukee College

Al Youmans  
Principle Human Resource Rep  
Microswitch  
Freeport

Larry Zigler  
Instructor, Business  
Highland Community College
SOUTH SUBURBAN REGION

Kay Adkins
Director, Business Training
Moraine Valley Community College

Joelyn Ainley
Vice President, Student Affairs
Joliet Junior College

Mary Katherine Amaro
Student
Moraine Valley Community College

R.W. Anderson
S.C.C.A.

Brenda Barnett
Alumni
Moraine Valley Community College

George Barta
Career Development System

Patricia Bauhs
Dean, Continuing Education
Moraine Valley Community College

Paul J. Belsky
Trustee
Moraine Valley Community College
Chicago Board Options Exchange

Ruth Bittner
Director, Business Services
Prairie State College

Paul Brinkman
Vice Pres., Business & Finance
Joliet Junior College

Irene H. Brodie
Dean, Dev. Education
Moraine Valley Community College

Susie Brown
Executive Director
United Way

Sharon Bunton
Coal City Unit #1 Coordinator

John Burian
Department Chair
Moraine Valley Community College

L.D. Burling
President, IFCA

M. Busby
Counselor/Faculty
Moraine Valley Community College

Pamela Caddick
Administrator
Prairie State College

Flora Ciarlo
Trustee
Prairie State College
Bloom Township High School
JTPA Coordinator

Vanessa Cervantes
Student Trustee
Moraine Valley Community College

Margaret Cooper
Director, Employment & Training
Kankakee Community College

Nancy Corli
Secretary
Joliet Junior College

Vernon Crawley
President
Moraine Valley Community College

James H. Crumbaugh
Certified Public Accountant

Rex Cummins
Biomed Sup/Safety
Ingalls Hospital

Denise Czuprynski
Director, Community Relations
Prairie State College

Steve Daggert
Director, Community Relations
Joliet Junior College

Gary Davis
Executive Director
IL Comm. College Trustees Assoc.

Penny Dickerson
Administrative Assistant
Kankakee Community College

Jon Dyson
Director
Family Reunification Services
Kankakee

Elizabeth Eichelberger
Plainfield Board of Education

Carolyn T. Engers
Director, Registration
Joliet Junior College

Karen Erb
Administrative Assistant
Joliet Junior College

Donna Ertel
Placement Coordinator
Kankakee Community College

Pat Fera
Private Industry Council

Pattie Fine
Assistant Dean, Student Life
Moraine Valley Community College

Irina Fisher
Alumni Board
Joliet Junior College

Pat Fleming
Trustee
Moraine Valley Community College
Retired Teacher

Mel Fohs
Administrator
Iroquois Memorial Hospital

Richard Fonte
President
South Suburban College

J. Fraites
Dean, Arts & Science
Moraine Valley Community College
<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Role</th>
<th>Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harry W. Abell</td>
<td>President</td>
<td>Southeastern Illinois College</td>
</tr>
<tr>
<td>Mary Ellen Abell</td>
<td>Associate Dean, Health</td>
<td>John A. Logan College</td>
</tr>
<tr>
<td>John Baker</td>
<td>Economic Development</td>
<td>Southeastern Illinois College</td>
</tr>
<tr>
<td>Jim Bales</td>
<td>Vice President, Business Services</td>
<td>John A. Logan College</td>
</tr>
<tr>
<td>Bill Batteau</td>
<td>Chair</td>
<td>Southeast Regional Trustees</td>
</tr>
<tr>
<td>Archie Blair</td>
<td>Information Director</td>
<td>Southeastern Illinois College</td>
</tr>
<tr>
<td>Rebecca Borgsmiller</td>
<td>Asst. to the Vice President</td>
<td>John A. Logan College</td>
</tr>
<tr>
<td>Kirby Browning</td>
<td>Trustee</td>
<td>Rend Lake College</td>
</tr>
<tr>
<td>Rodney Brenner</td>
<td>Trustee</td>
<td>Southeastern Illinois College</td>
</tr>
<tr>
<td>Harry Bramlet</td>
<td>Trustee</td>
<td>Southeastern Illinois College</td>
</tr>
<tr>
<td>Larry Chapman</td>
<td>Dean, Student Services</td>
<td>John A. Logan College</td>
</tr>
<tr>
<td>Larry Choate</td>
<td>Dean of Instructional Services</td>
<td>Shawnee Community College</td>
</tr>
<tr>
<td>Russell Clover</td>
<td>Principal, Carbondale High School</td>
<td></td>
</tr>
<tr>
<td>Kittie Connor</td>
<td>Southern IL Representative</td>
<td></td>
</tr>
<tr>
<td>Carl Cottingham</td>
<td>Dean, Learning Resources</td>
<td>John A. Logan College</td>
</tr>
<tr>
<td>Sami Kern</td>
<td>Student</td>
<td>John A. Logan College</td>
</tr>
<tr>
<td>Tim Daugherty</td>
<td>Dean, Financial Assistance</td>
<td>Southeastern Illinois College</td>
</tr>
<tr>
<td>Tom Davenport</td>
<td>Associate Dean, Business/Industry</td>
<td>John A. Logan College</td>
</tr>
<tr>
<td>Gale Dawson</td>
<td>Supt., Carterville Unit #5</td>
<td></td>
</tr>
<tr>
<td>Don Denny</td>
<td>Director, Small Business Center</td>
<td>Shawnee Community College</td>
</tr>
<tr>
<td>Jim Dumas</td>
<td>Dean, Student Services</td>
<td>Shawnee Community College</td>
</tr>
<tr>
<td>Bruce Fritz</td>
<td>Manager, So. Division/CIPS</td>
<td></td>
</tr>
<tr>
<td>John Guyon</td>
<td>President</td>
<td>Southern Illinois University</td>
</tr>
<tr>
<td>Scott Hamilton</td>
<td>Dean, Technology</td>
<td>Southeastern Illinois College</td>
</tr>
<tr>
<td>Ray Hancock</td>
<td>President</td>
<td>John A. Logan College</td>
</tr>
<tr>
<td>Jack Hill</td>
<td>President</td>
<td>Shawnee Community College</td>
</tr>
<tr>
<td>Charlie Holbrook</td>
<td>Crab Orchard Nat’l Wildlife Refuge</td>
<td></td>
</tr>
<tr>
<td>Ron House</td>
<td>Executive Director</td>
<td>So. IL Collegiate Common Market</td>
</tr>
<tr>
<td>Mary Ann Hudson</td>
<td>Administrative Asst. to Pres.</td>
<td>John A. Logan College</td>
</tr>
<tr>
<td>Ron Hudson</td>
<td>Manager, Administration</td>
<td>Olin Corporation</td>
</tr>
<tr>
<td>Dennis Junge</td>
<td>President</td>
<td>IL Education Association</td>
</tr>
<tr>
<td>Gene Kamp</td>
<td>Dean, Instruction</td>
<td>Southeastern Illinois College</td>
</tr>
<tr>
<td>Mark Kern</td>
<td>President</td>
<td>Rend Lake College</td>
</tr>
<tr>
<td>Robert Kirkpatrick</td>
<td>Trustee</td>
<td>Rend Lake College</td>
</tr>
<tr>
<td>Jim Manis</td>
<td>Manager, Public Affairs</td>
<td>General Telephone</td>
</tr>
<tr>
<td>Les McCollum</td>
<td>Trustee</td>
<td>John A. Logan College</td>
</tr>
<tr>
<td>Paul McIinturff</td>
<td>Dean, Instruction</td>
<td>John A. Logan College</td>
</tr>
<tr>
<td>Stephen McLaughlin</td>
<td>Student</td>
<td>John A. Logan College</td>
</tr>
<tr>
<td>Robert Mees</td>
<td>Vice President, Instruc. Services</td>
<td>John A. Logan College</td>
</tr>
<tr>
<td>Elaine Melby</td>
<td>Realtor</td>
<td></td>
</tr>
<tr>
<td>Don Middleton</td>
<td>Vice President, Administration</td>
<td>John A. Logan College</td>
</tr>
<tr>
<td>Phil Minnis</td>
<td>Director, JTPA</td>
<td>John A. Logan College</td>
</tr>
<tr>
<td>Henry Mitchell</td>
<td>Owner, Cracker Barrel</td>
<td></td>
</tr>
</tbody>
</table>
SOUTHWEST REGION

Dan Mohler
Manager
WRAJ Radio

Olie Musgrave
Trustee
Rend Lake College
Banker

Earl Pate
Director, MAN-TRA-CON

Betty Neely
Literacy Council of Southern IL

Allan Patton
Trustee
Rend Lake College
School Superintendent
Benton

Don Patton
Vice Chair, Board of Trustees
Shawnee Community College
Health Care Administrator

Darren Pulley
Director, Work Force Prep
John A. Logan College

Duane Rankin
Adult Education
Southern Illinois University
Edwardsville

Dale Reach
Regional Supt. Williamson County

Herbert Russell
Director, College Relations
John A. Logan College

John Sala
Dean, Administrative Services
John A. Logan College

Joe Scrivner
Trustee
Rend Lake College
Business Owner

Dave Thompson
Realtor

SOUTHWEST REGION

Nancy Allard
Comptroller
IL Eastern Community Colleges

Michael Allkins
Dean, Instruction
IL Eastern Community Colleges

Philip Anala
Director, Human Resources
State Community College

Stephanie Anthony
Counselor
State Community College

John Arabatgis
Dean
Lincoln Trail College

Ruth Barczewski
Associate Dean, LRC
Kaskaskia College

Dale Bassett
Retired
Kaskaskia College

Kay Bennett
Trustee
Belleville Area College
School Principal

Harry Benson
President
Wabash Valley College

Bob Boyles
Director of Admissions
Frontier Community College

Marilyn Brookman
College Dean
Kaskaskia College

Molly Browning
Faculty
Belleville Area College

Dale Chapman
President
Lewis & Clark Comm. College

Debbie Chillson
Program Director, Econ. Dev.
IL Eastern Community Colleges

Joseph Cipfl
President
Belleville Area College

Jack Davis
Asst. to the Comptroller
IL Eastern Community Colleges

Lucille Davis
BAC Foundation
Belleville Area College

Blenda Demaret
Administrative Assistant
Frontier Community College

Donald Donnay
President
Lincoln Trail College

Bessie Dulgar
Trustee
IL Eastern Community Colleges
Volunteer/Teacher

Ed Fitch
Faculty
Lincoln Trail College

Joan Fobbs
Dean, Curr./Instructional Svcs.
State Community College

Robert Gaffner
Trustee
Kaskaskia College
Consultant

Thelma Gilbert
Director, Financial Aid
State Community College

Jeremy Hall
Student
Kaskaskia College

Judith Hansen
President
Olney Central College

John W. Hawley
Trustee
Kaskaskia College
Wilson's Monuments

Jerry Hefley
Dean
Frontier Community College
Mary Lou Whitten  
Director, Nursing  
Kaskaskia College

George Woods  
Dean, Coal Mining Technology  
IL Eastern Community Colleges

Raymond D. Woods  
President  
Kaskaskia College

**WEST CENTRAL REGION**

Pend Armistead  
Assistant to President  
John Wood Community College

Larry Benne  
Vice President  
Carl Sandburg College

Suzanne Berger  
Director, Marketing  
Spoon River College

Jayne Booth  
Professor  
Black Hawk College

Bill Brattain  
Trustee  
Carl Sandburg College  
WIU Administrator

Ruth Bruch  
Dean, Liberal Arts/Business  
Black Hawk College

Maurice Bresnahan  
General Manager  
WQPT/Channel 24

Tom Campbell  
Vice President  
Illinois Central College

Donald G. Crist  
President  
Carl Sandburg College

John Drea  
Assistant Dean  
John Wood Community College

Rick Fiems  
Assistant Professor  
Black Hawk College

Donna Frye  
Information Center Director  
Black Hawk College

Jan Gardner  
Dean, Academic Affairs  
Spoon River College

Wayne Green  
Trustee  
Carl Sandburg College  
Retired Professor

Randy Greenwell  
Coordinator, Business Programs  
John Wood Community College

Emil Haeflinger  
Vice President  
Illinois Central College

Felix Haynes  
President  
Spoon River College

Mary Heller  
Trustee  
Illinois Central College  
Volunteer

Ron Holohan  
Dean  
Illinois Central College

John T. Huston  
Trustee  
Carl Sandburg College  
Owner, Huston Insurance

Charlet Key  
Library Director  
Black Hawk College

Robert Keyes  
President  
John Wood Community College

Doris R. Kling  
Dean  
Illinois Central College

Charles Laws  
Interim President  
Black Hawk College

John Letts  
Dean  
John Wood Community College

Phil Mackey  
Vice President, Student Services  
Carl Sandburg College

Bill McCamey  
Trustee  
Spoon River College  
WIU Professor

Bill Mudra  
Director, Professional Development  
Illinois Central College

Douglas Okey  
Instructor  
Spoon River College

Glenn Roberson  
Vice President  
Illinois Central College

Sara Roberts  
Student Government  
Black Hawk College

Tom Schmidt  
Vice President  
Carl Sandburg College

Hobe Scholz  
Trustee  
John Wood Community College

Doug Stewart  
Trustee  
Illinois Central College  
VP, First of America Bank  
Peoria

Tom Thomas  
President  
Illinois Central College
Tom Troutner
Trustee
John Wood Community College
Retired Carpenter

Judy Tucker
Trustee
John Wood Community College
Office Manager
Two Rivers Farm
Mt. Sterling

Lisa Walters
Student Trustee
Spoon River College

Charles Warthen
Vice President
Black Hawk College

John Wetzel
Community Representative
Iowa-Illinois Gas & Electric Co.

Susan Williams
Dean
Spoon River College

Art Williamson
Retired
Carl Sandburg College

Tom Wilson
Trustee
Carl Sandburg College
City Treasurer, Galesburg

WEST SUBURBAN REGION

Ken Allen
Assistant Vice President
Waubonsee Community College

Michael Beavers
Student Trustee
College of DuPage

Richard Bernardi
Dean
Rock Valley College

Janet Bodie
Trustee
Waubonsee Community College
Former Teacher

Charles Burnidge
Community Representative
Elgin

Caren Canfield
Community Representative
Rockford

Peggy Connolly
Trustee
College of DuPage
School Administrator
Math & Science Academy

John Duffy
Trustee
Elgin Community College
Teacher
Elgin School District

Charles P. Ferro
President
Morton College

Don Foster
Executive Vice President
Waubonsee Community College

Ken Harris
Faculty
College of DuPage

Paul Heath
President
Elgin Community College

Jacqueline Henning
Trustee
Waubonsee Community College
Business Owner

Karl J. Jacobs
President
Rock Valley College

John Jäck
Trustee
Elgin Community College
VP, Continental Bank
Chicago

Don Johannes
Trustee
Rock Valley College
Financial Planner

Don Johnson
Dean
Rock Valley College

Mary Karasek
Trustee
Morton College
City Treasurer
Berwyn

Barry E. Karow
Director, Center for Individualized Learning
Elgin Community College

Kevin Kelly
Community Representative
Elgin

J. Knuepfler
General Engineering Works, Inc.
Addison

Ken Kolbet
Vice President
College of DuPage

Eric Larson
Dean
Elgin Community College

Terry Ludwig
Vice President
Morton College

Judy Mavros
Faculty
Elgin Community College

H.D. McAninch
President
College of DuPage

Bob McCray
Trustee
College of DuPage
Retired Physician

Jack McEachean
Wayne Circuits
Yorkville

Beverly A. Melnick
Cicero Chamber of Commerce

James Meyers
Miner Enterprises
Geneva
OTHER CONTRIBUTORS

Jane Angelis
Director
IL Intergenerational Initiative
Southern Illinois University
Carbondale

Joseph A. Antolin
Deputy Director, Operations
IL Department of Public Aid

Charles Blanchard, President
Management Association of IL

Bernice Bloom
Executive Assistant to the
Governor for Education
Governor's Office

Roland W. Burris
Attorney General

Jim Edgar
Governor

Robert J. English
Board Member
Illinois Board of Higher
Education
President
PMA Financial Network, Inc.

Jan M. Grayson
Director
IL Department of Commerce
and Community Affairs

Michael J. Hasley, President
IL Tool & Manufacturing
Assoc.

Bob Kustra
Lieutenant Governor

Robert Leininger
State Superintendent of
Education
Illinois State Board of
Education

Barry Maclean
Chair
Illinois Job Council
President
Maclean-Fogg Co.

Frank McNeil
Administrator for Internal
Affairs
IL Community Action
Association

Edwin H. Moore
Board Member
Illinois Board of Higher
Education
President
Electric Metering Co.

George H. Ryan
Secretary of State

Richard D. Wagner
Executive Director
Illinois Board of Higher
Education

Robert W. Wright, Acting
Director
IL Department of Public Aid
APPENDIX B

ILLINOIS COMMUNITY COLLEGE
SYSTEM LEADERSHIP

ILLINOIS COMMUNITY COLLEGE BOARD

Harry L. Crisp II, Chairman
E. Dave Davis
Toussaint L. Hale, Jr.
Gwendolyn D. Laroche
Miriam Lugo-Gonzalez
Judith E. Madonia
Joseph J. Neely
Delores S. Ray
John M. Schultz
Sybil Yastrow
Rosemary S. Ziska
Kimberly A. Steed, Student Representative

Cary A. Israel, Executive Director
ILLINOIS COMMUNITY COLLEGE TRUSTEES ASSOCIATION

Gary W. Davis, Executive Director
Robert H. Gaffner, President, Kaskaskia College
Roger Tuttle, Vice President, Heartland Community College
Michael R. Monteleone, Secretary, Prairie State College
Gary Speckhart, Treasurer, John Wood Community College
Ronald Gidwitz, Chicago Regional Chair, City Colleges of Chicago
Mike Sullivan, East Central Regional Chair, Lake Land College
Sarah Born, North Suburban Regional Chair, William Rainey Harper College
Wayne Chapin, Northwest Regional Chair, Highland Community College
James H. Griffith, South Suburban Regional Chair, Prairie State College
Marvin Scott, Southeast Regional Chair, Rend Lake College
Bessie Dulgar, Southwest Regional Chair, Illinois Eastern Community Colleges
D. Wayne Green, West Central Regional Chair, Carl Sandburg College

ILLINOIS PRESIDENTS COUNCIL

Paul N. Thompson, President, William Rainey Harper College
Charles R. Novak, President-Elect, Richland Community College
Richard W. Fonte, Secretary-Treasurer, South Suburban College

ILLINOIS COMMUNITY COLLEGE FACULTY ASSOCIATION

Barbara Nelson, President, Triton College
Leo Welch, Administrative Vice President, Belleville Area College
James Massey, Vice President for Legislative and Governing Board Affairs, Belleville Area College
Shirley Scheiner, Vice President for Membership and Delegate Affairs, Harry S. Truman College
Denise Anastasio, Recording Secretary, College of Lake County
Bruce Conners, Treasurer, Kaskaskia College
ILLINOIS COUNCIL OF COMMUNITY COLLEGE ADMINISTRATORS

Susan Van Weelden, President, McHenry County College
Diane Kuehl, Treasurer, Rock Valley College
Carl Cottingham, Secretary, John A. Logan College

STUDENT ADVISORY COMMITTEE

Phil Carter, Chair, Parkland College
Angela Dickson, Communications/Newsletter Committee Co-chair, John A. Logan College
Thaddeus Jones, Communications/Newsletter Committee Co-chair, South Suburban College
John Napolitano, Student Trustee Voting Committee Chair, Sauk Valley Community College
Penny Whitney, Academic/Support Services Committee Chair, Danville Area Community College
Vision 2000 logo designed by Mike Cramer and Janet Hill Getz

Special thanks to Publications and Communication Services,
William Rainey Harper College
Production Artist: Mark D. Steffen
Title: Illinois Community College System Vision 2000 Charting a Course for the Future

Author(s): Illinois Community College Board

Corporate Source: Public Source

Publication Date: December 1993

II. REPRODUCTION RELEASE:

In order to disseminate as widely as possible timely and significant materials of interest to the educational community, documents announced in the monthly abstract journal of the ERIC system, Resources in Education (RIE), are usually made available to users in microfiche, reproduced paper copy, and electronic/optical media, and sold through the ERIC Document Reproduction Service (EDRS) or other ERIC vendors. Credit is given to the source of each document, and, if reproduction release is granted, one of the following notices is affixed to the document:

If permission is granted to reproduce and disseminate the identified document, please CHECK ONE of the following two options and sign at the bottom of the page.

For Level 1 Release:

[ ] Check here

PERMISSION TO REPRODUCE AND DISSEMINATE THIS MATERIAL HAS BEEN GRANTED BY

Sample

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

The sample sticker shown below will be affixed to all Level 1 documents

For Level 2 Release:

[ ] Check here

PERMISSION TO REPRODUCE AND DISSEMINATE THIS MATERIAL IN OTHER THAN PAPER COPY HAS BEEN GRANTED BY

Sample

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

The sample sticker shown below will be affixed to all Level 2 documents

Check here for Permission to reproduce in microfiche (4" x 6" film) or other ERIC archival media (e.g., electronic or optical), but not in paper copy.

Documents will be processed as indicated provided reproduction quality permits. If permission to reproduce is granted, but neither box is checked, documents will be processed at Level 1.

"I hereby grant to the Educational Resources Information Center (ERIC) nonexclusive permission to reproduce and disseminate this document as indicated above. Reproduction from the ERIC microfiche or electronic/optical media by persons other than ERIC employees and its system contractors requires permission from the copyright holder. Exception is made for non-profit reproduction by libraries and other service agencies to satisfy information needs of educators in response to discrete inquiries.

Signature: Virginia K. McMillan
Deputy Executive Director

Organization/Address:
509 South Sixth Street, Suite 400
Springfield, IL 62701-1874

Printed Name/Position/Title:
Virginia K. McMillan
Deputy Executive Director

Telephone: 217-785-0011
FAX: 217-524-4981

E-Mail Address: mcmillan@iccb.state.il.us
Date: 10/9/97
III. DOCUMENT AVAILABILITY INFORMATION (FROM NON-ERIC SOURCE):

If permission to reproduce is not granted to ERIC, or, if you wish ERIC to cite the availability of the document from another source, please provide the following information regarding the availability of the document. (ERIC will not announce a document unless it is publicly available, and a dependable source can be specified. Contributors should also be aware that ERIC selection criteria are significantly more stringent for documents that cannot be made available through EDRS.)

Publisher/Distributor:

Address:

Price:

IV. REFERRAL OF ERIC TO COPYRIGHT/REPRODUCTION RIGHTS HOLDER:

If the right to grant reproduction release is held by someone other than the addressee, please provide the appropriate name and address:

Name:

Address:

V. WHERE TO SEND THIS FORM:

Send this form to the following ERIC Clearinghouse:

Jonathan Kelly
ERIC Clearinghouse for Community Colleges
3051 Moore Hall
Box 951521
Los Angeles, CA 90095-1521

However, if solicited by the ERIC Facility, or if making an unsolicited contribution to ERIC, return this form (and the document being contributed) to:

ERIC Contributors
June, 1997