Shawnee Community College

Board Policy Manual

August 2026

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Policy

Policy Title: College Purpose **Number:** B1000
Policy Type: Board – Strategic Outcomes
Responsible: President
Related Policies: B1003, B1004, B1005, B1006, B1007, B1008, B1009
Linked Operating Standards: None
Related Laws: 110 ILCS 805/ Illinois Public Community College Act
Related External Standards: None
HLC Criterion: 1A, 1B, IC

Policy Statement

The purpose of Shawnee Community College is to offer high-quality and affordable higher education services to the residents of Alexander, Johnson, Massac, Pulaski, Union, and parts of Jackson Counties in Illinois. These services are designed to enhance individual economic mobility, foster personal growth, and boost the regional economy while providing exceptional value to students and taxpayers.

Students, businesses, educational partners, community residents, and local governments are the primary beneficiaries of the College's services.

Specifically, students receive value by:

1. Participating in activities that develop improved skills with communication, problem-solving, critical thinking, time management, and self-discipline that lead to personal and professional success.
2. Acquiring the knowledge, skills, and self-confidence needed for employment and career advancement in a global economy.
3. Participating in activities that build connections with peers, faculty, alumni, and working professionals that increase access to employment opportunities and provide greater career flexibility.
4. Maximizing their potential for future earnings growth, job security, and economic mobility, often leading to a higher quality of life.
5. Achieving individual potential as productive, informed, and engaged citizens.
6. Pursuing personal, avocational, and leisurely interests that enrich their lives.

Businesses receive value by:

1. Attaining, retaining, and growing a skilled workforce that enhances productivity, fosters innovation, and enhances opportunities to compete in a global environment.
2. Accessing research, customizing training, and consulting services that lead to greater agility to respond to shifts in demographics, technology, and economics.
3. Increasing revenue from consumer spending of college graduates and employees.

Educational partners receive value by:

1. Creating and connecting students to seamless educational pathways through the implementation of shared programming (i.e., dual credit, dual enrollment, and articulation agreements) that increase enrollment, increase curricular efficiency, and facilitate greater student outcome attainment (e.g., retention, persistence, and completion).

2. Sharing resources (e.g., faculty, facilities, technology, research, professional development, grant/funding, etc.) in ways that reduce cost and improve operational efficiency.

Community residents receive value by:

1. Having affordable access to higher education.
2. Having access to education and workforce opportunities that support career advancement.
3. Participating in opportunities for personal enrichment, healthy lifestyle choices, and cultural engagement.
4. Realizing increased property values resulting from a thriving local economy that supports business development.

Local Governments receive value by:

1. Benefiting from increased economic activity that strengthens local tax revenues generated from students, employees, and graduates who have amplified their earning capacity and can accumulate wealth.
2. Enhancing economic development opportunities that promote business development, improve employment rates, and increase the local tax base.
3. Engaging informed citizens who actively participate in local governance.
4. Creating opportunities for informed citizens who are willing to engage in community organizations and community development activities to expand social services and (potentially) lower the cost.

All stakeholders attain these values through the following strategic outcomes:

1. Transfer courses and degrees designed to provide the first 2 years of a baccalaureate education.
2. Professional (i.e., Career-oriented) courses, certificates, and degrees designed to prepare students for entry-level employment and apprenticeships.
3. Continuing education and/or training seminars, courses, certificates, and programs designed for individuals who want to upgrade occupational skills for current jobs, retrain for new jobs, or prepare for a new career.
4. Customized workforce training, consulting, and technical assistance programs/services that support public and private sector economic development.
5. Courses and/or programs that provide students with basic academic skills needed to participate and succeed in college level study.
6. Courses and/or programs that provide students with the academic skills needed to attain their high school diploma or GED.
7. Community education and avocational activities and programs that contribute to personal interest, growth, and enrichment.
8. Services, activities, and programs designed to: attract students; help students identify educational goals, select achievable career paths, and enroll in appropriate courses and programs; provide academic support to assist students with their educational goals; provide student support services enabling them to persist in the achievement of their educational goals; assist students with disabilities with equal access to the College's activities, courses, programs, and services through reasonable accommodation; assist students with the attainment of clinical placements, internships, and post-graduation employment; enhance classroom learning by providing co-curricular and extracurricular experiences; and develop academic and personal skills to achieve student success.

In summary, the College plays a vital role in the success and prosperity of our service area by offering accessible, flexible, relevant, and diverse educational opportunities. These opportunities not only promote personal and professional growth, but also enhance economic mobility and improve the social well-being of our community.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
06-15-23	Minor Grammatical Changes
08-15-24	Board Reviewed, Strengthen Value Language; Grammatical Changes
08-21-25	Board Reviewed, Minor Grammatical/Punctuation Changes
07-27-26	Board Reviewed, Strengthened Language for Clarity

Policy

Policy Title: Mission, Vision, and Values **Number:** B1001
Policy Type: Board – Strategic Outcomes
Responsible: President
Related Policies: B1000
Linked Operating Standards: None
Related Laws: 110 ILCS 805/ Illinois Public Community College Act
Related External Standards: None
HLC Criterion: 1A, 1B, 1C

Policy Statement

The Board clearly articulates the College's purpose on behalf of the community. The President interprets the Board's policy on purpose and develops an inclusive and collaborative process that expresses how the employees will achieve the purpose through various public administrative documents, including statements of mission, vision, and values.

The mission statement shall identify what the College intends to accomplish as it carries out the Board's purpose. The vision statement shall identify the strategic direction for employees as they work to improve the College's services, as noted in the Board's purpose. The value statement shall identify the principles by which College employees will carry out the Board's purpose.

The Board, in collaboration with the President, shall continually review and suggest revisions to the mission, vision, and values to strengthen the alignment between Board expectations and employee efforts. The College's mission, vision, and value statements shall support HLC accreditation requirements. The College's mission, vision, and values will be made available on the College's website and as determined by the President through other public sources. Ultimately, the Board shall adopt mission, vision, and value statements on behalf of the College.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
06-15-23	Minor Grammatical Changes
08-15-24	Board Reviewed
08-21-25	Board Reviewed, Minor Grammatical/Punctuation Changes
07-27-26	Board Reviewed, Strengthened Language for Clarity

Policy

Policy Title: Monitoring College Effectiveness **Number:** B1002
Policy Type: Board – Strategic Outcomes
Responsible: President
Related Policies: B1000, B1003, B1004, B1005, B1006, B1007, B1008, B1009, B1010, B1011
Linked Operating Standards: None
Related Laws: None
Related External Standards: None
HLC Criterion: All

Policy Statement

All Community Stakeholders benefit from the College making satisfactory progress toward achieving the Board's Strategic Outcomes. Specifically, students' lives are enriched through their participation in the College's programs and services, and consequently, the vitality of the community is strengthened.

The Board, through the Strategic Outcomes policy on B1000 College Purpose, identifies eight critical services that the College shall provide to the community. To reinforce its commitment to these services, each is further defined through a separate Strategic Outcomes policy. In addition, the Board recognizes that maintaining institutional accreditation is essential to achieving the College's purpose and has established a separate Strategic Outcomes policy addressing Accreditation and Certification.

To ensure the College is making satisfactory progress on achieving the Board's Strategic Outcomes related to *College Purpose, and Accreditation/Certification* policies, the Board shall engage in a series of monitoring activities, which include a review and analysis of President-provided monitoring reports and a comprehensive evaluation of the President's performance, as outlined in the Delegation of Authority policies.

To provide an effective and consistent assessment framework for the Board to evaluate College progress towards the achievement of the Board's Strategic Outcomes related to *College Purpose, and Accreditation/Certification* policies, the Board will inspect (through President-provided monitoring reports) College performance using the Shawnee Community College Effectiveness System (SCCES) evaluation model. Specific monitoring measures and indicators of performance are suggested in each individual Strategic Outcomes policy and should be viewed as advisory in nature, not as actual requirements.

Specifically related to monitoring reports and consistent with the identified assessment framework, the Board will review and analyze:

1. The College's Dashboard on a monthly basis;
2. The annual report on Business, Financial, & Investment Stewardship;
3. The annual report on Facility & Technology Infrastructure Stewardship.;
4. The annual report on Strategic Plan;
5. The annual report on Human Resources; and
6. The Strategic Outcomes policies will be reviewed annually as noted in *Section-10* of Bylaw 4003.

The Board directs the President to develop detailed operating standards and guidelines for each of the monitoring reports noted above and to present to the Board for review.

These monitoring activities, which are consistent with policy governance principles, will assist the Board with guiding the President on decisions related to the College's strategic direction, the prioritization of performance improvement initiatives, and the allocation of resources. Further, these monitoring activities will be the primary focus of the Board's work as it performs the oversight and fiduciary duties required by the Illinois Community College Act and as expected by the Higher Learning Commission.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
06-15-23	Updated Board Reporting Preferences
08-15-24	Board Reviewed, Minor Grammatical Changes, Update Language to Include Belonging
08-21-25	Board Reviewed, Changed Frequency of the Reporting for the Business, Facility, and Technology Performance Reports
07-27-26	Board Reviewed, Board Reviewed, Aligned Frequency of the Reporting; Removed DEIB-B1012 (Incorporated Into Other Strategic Outcome Reporting) and Strengthened Language for Clarity

Policy

Policy Title: Transfer Programming Number: B1003
Policy Type: Board – Strategic Outcome
Responsible: President
Related Policies: B1002
Linked Operating Standards: Axxx Transfer Programming Monitoring Report Development
Related Laws: 110 ILCS 152/, 20 U.S.C. § 1070 et seq.
Related External Standards: IAI, ICCB Admin Rules; Student Clearinghouse: IPEDS
HLC Criterion: 2B, 3A, 3B, 3E, 3F, 3G, 4A, 4C

Policy Statement

Transfer programming is central to the College's mission of expanding opportunity, advancing equity, and strengthening the region's social and economic vitality. These courses and programs provide students with affordable pathways to further their education, prepare them with foundational skills for long-term success, and connect the College to the broader higher education ecosystem. The College affirms its responsibility to the community to sustain and continually improve transfer programming that enables students to achieve their educational goals and complete their higher education journeys.

The Board recognizes that:

- **Students value** accessible transfer opportunities that expand their choices and help them achieve their long-term educational and career goals.
- **The community** values equitable outcomes that strengthen social and economic mobility for all residents.
- **Education partners** value alignment of curriculum and advising that creates a seamless pathway from high school through higher education completion, supporting students in achieving their educational and career goals.
- **Employers** value graduates who demonstrate communication, critical thinking, problem-solving, and adaptability — skills strengthened through general education and transfer coursework.

To honor these values, the Board expects transfer programming to:

1. **Ensure Student Transfer Readiness** – Students completing transfer-designated programs shall demonstrate knowledge and skills aligned with general education and major prerequisites.
2. **Support Equitable Outcomes** – Transfer pathways shall be designed and assessed to close achievement gaps among student populations.
3. **Facilitate Seamless Articulation** – Programs shall be aligned with education partners to promote credit transferability and minimize barriers to student progression.
4. **Demonstrate Results Through Evidence** – Annual Monitoring Reports shall provide evidence of performance using SCCES Key Performance Measures and Indicators, including:
    - Course success in transfer-designated courses.
    - Transfer-readiness benchmarks.
    - Student transfer rates to four-year institutions.
    - Equity gaps in transfer outcomes.

The Board will assess institutional performance relative to this policy through annual Monitoring Reports that provide clear and sufficient evidence of results.

Change Log	Governance Unit: Board of Trustees
Date	Description of Change
03-07-22	Initial Adoption
02-16-23	Added Deployment Measures
03-21-24	Reviewed, No Changes
11-21-24	Reviewed, No Changes
08-21-25	Board Reviewed, Minor Grammatical/Punctuation Changes; HLC Criterion Updated
11-20-25	Major Revision. Aligned w/ Monitoring Report Expectations and Admin OS
11-20-25	Board Approved

Policy

Policy Title: Professional Programming Number: B1004
Policy Type: Board – Strategic Outcome
Responsible: President
Related Policies: B1002
Linked Operating Standards: Axxx Professional Programming Monitoring Report Development
Related Laws: None
Related External Standards: ICCB Admin Rules; Student Clearinghouse
HLC Criterion: 3A, 3B, 3C, 3D, 4A, 4B, 4C

Policy Statement

Professional programming is central to the College's mission of preparing students for entry-level employment, industry-recognized apprenticeships, and sustained career advancement through credit-bearing career and technical education pathways. These programs provide students with applied learning opportunities that lead to credentials, licensure, and workforce entry aligned with regional labor market needs.

The Board recognizes that:

- **Students** value professional programs that lead to recognized credentials, licensure, and meaningful employment aligned with their field of study.
- **The community** values career pathways that support economic mobility, workforce participation, and regional economic vitality.
- **Employers** value graduates who possess relevant technical skills, professional competencies, and readiness to contribute in evolving work environments.
- **Education partners** value alignment of professional credentials and pathways that support continued education, stackable credentials, and long-term career flexibility.

The Board further affirms that professional programs should be aligned to high-wage, high-demand employment opportunities within the College's regional labor market that support the ability to earn a life-sustaining wage.

To honor these values, the Board expects professional programming to:

5. **Ensure Credential Attainment** – Students completing professional programs are expected to earn credentials, certifications, or licensure aligned with industry-recognized standards.
6. **Support Employment Placement** – Professional programs shall prepare students for employment in occupations related to their field of study.
7. **Demonstrate Employer Satisfaction** – Professional programs shall reflect employer engagement and satisfaction with graduate preparedness.
8. **Sustain Licensure and Certification Success** – Programs requiring licensure or certification shall demonstrate acceptable pass rates consistent with accreditation and regulatory expectations.

9. **Demonstrate Results Through Evidence** – Annual Monitoring Reports shall provide evidence of performance using SCCES Key Performance Measures and Indicators, including:
    - Credential attainment rates.
    - Employment placement in field of study.
    - Employer satisfaction.
    - Licensure and certification pass rates.

Assessment & Monitoring
The Board will assess institutional performance relative to this policy through annual Monitoring Reports that provide clear and sufficient evidence of results. These Monitoring Reports shall serve as the primary evidence base for evaluating presidential effectiveness related to Student Services within the President Evaluation Instrument.

Change Log	Governance Unit: Board of Trustees
Date	Description of Change
03-07-22	Initial Adoption
02-16-23	Added Deployment Measures
03-21-24	Board Reviewed, No Changes
03-20-25	Board Reviewed, No Changes
08-21-25	Board Reviewed, Minor Grammatical/Punctuation Changes; HLC Criterion Updated
04-16-26	Major revision. Aligned w/ Monitoring Report Expectations and Admin OS
04-16-26	Board Approved

Policy

Policy Title: Continuing Education Programming Number: B1005
Policy Type: Board – Strategic Outcomes
Responsible: President
Related Policies: B1000, B1002, B1004, B1006
Linked Operating Standards: Axxx Continuing Education & Workforce Training Monitoring Report Development
Related Laws: 110 ILCS 805/2-4, ICCB Administrative Rules
Related External Standards: NCCET, IDFPR
HLC Criterion: 1A 1B 2B 3C 3D 3E 3G 4A 4B 4C

Policy Statement

Continuing Education programming advances the College's mission by providing workplace-oriented learning opportunities that prepare individuals to enter, re-enter, or advance within the workforce. These programs support regional economic development by helping residents and employers build the skills needed to sustain a competitive and adaptable labor force.

Continuing Education courses and seminars may award Continuing Education Units (CEUs), certifications, digital badges, or other forms of recognized credit, and may be designed as modular or competency-based experiences that connect to the College's credit-bearing programs. The College affirms its responsibility to sustain and improve Continuing Education offerings that support job readiness, career mobility, and lifelong learning while upholding standards of quality, equity, and fiscal accountability.

The Board recognizes that:

- **Individuals** receive value by engaging in the College's continuing education courses, seminars, certifications, credentials, and programs designed to help them upgrade their skills for their current job, retrain for a new job, or prepare for a new career. By completing these activities, individuals increase their employability, mobility, and earning potential.
- **Learners** receive greater value when their participation in continuing education programming meets nationally recognized criteria, leads to credentials or licensure renewal, and can be documented, transferred, or articulated into other professional or academic systems (e.g., CEUs, CPDUs, PDHs, PLUs, digital badges, or modular credit).
- **Employers** benefit from an agile and skilled workforce aligned with business goals and objectives – fostering innovation, productivity, and profitability while improving employee morale, retention, and leadership development.
- **Communities** benefit from the College's contribution to regional economic development through programs that strengthen workforce readiness and adaptability.

To honor these values, the Board expects Continuing Education programming to:

1. **Prepare Individuals for Workforce Entry and Advancement** – Deliver high-quality *courses, seminars, workshops, and modular learning experiences* that provide the knowledge and skills necessary to obtain or progress in employment.
2. **Support Economic and Workforce Development** – Align programs and course offerings with regional labor-market needs and contribute to the district's economic competitiveness.

3. **Enable Credential and Credit Integration** – Design courses that may yield CEUs, badges, or certifications, and where appropriate, articulate modular learning outcomes into credit-bearing or competency-based education programs.
4. **Ensure Quality and Accountability** – Maintain instructional excellence, relevance, and fiscal transparency through established evaluation and cost-recovery practices.
5. **Promote Equity and Access** – Expand participation across all service counties and demographic groups, reducing barriers to workforce participation.
6. **Ensure Eligibility for Workforce Financial Aid** – Develop and document Continuing Education programs in alignment with state and federal criteria for short-term workforce funding, including future Workforce Pell or similar initiatives.
7. **Demonstrate Results Through Evidence** – Provide measurable outcomes through SCCES Key Performance Measures and Indicators, including:
    - Enrollment and completion trends by occupational area.
    - Credential attainment and licensure or certification success rates.
    - Participant and employer satisfaction.
    - Fiscal sustainability metrics.
    - Equity of participation and access.

Assessment & Monitoring
The Board will assess institutional performance relative to this policy through annual Monitoring Reports that provide clear and sufficient evidence of results.

Change Log	Governance Unit: Board of Trustees
Date	Description of Change
03-07-22	Initial Adoption
12-05-22	Added Deployment Measures
03-21-24	Board Reviewed, No Changes
08-21-25	Board Reviewed, Minor Grammatical/Punctuation Changes; HLC Criterion Updated
11-20-25	Major revision. Aligned w/ Monitoring Report expectations and Admin OS
12-18-25	Board Reviewed, No Changes, Board Approved

Policy

Policy Title: Workforce Training Number: B1006
Policy Type: Board – Strategic Outcomes
Responsible: President
Related Policies: B1000, B1002, B1004, B1005
Linked Operating Standards: Axxx Continuing Education & Workforce Training Monitoring Report Development
Related Laws: WIOA, 110 ILCS 805/2-4, WEI, ICCB Administrative Rules
Related External Standards: NCWE, US-SBA
HLC Criterion: 1A, 1B; 2B; 3C, 3D, 3E, 3G; 4A, 4B, 4C.

Policy Statement

Workforce Training advances the College's mission by providing training, consulting, and technical expertise that strengthen business performance, employee development, and regional economic competitiveness. These services address the evolving needs of employers, industry sectors, and community partners through customized solutions that enhance productivity, innovation, and organizational capacity.

Workforce Training activities may include customized training programs, contract-based services, organizational consulting, and the provision of specialized technical expertise – including support for small and medium enterprises (SMEs) – to foster workforce vitality and economic growth across the College's service region.

The Board recognizes that:

- **Employers** gain value when the College provides accessible, high-quality workforce training aligned to current technologies, standards, and best practices.
- **Employees** (workers/trainees) gain value through upskilling and reskilling that lead to career advancement, credential attainment, and improved job stability.
- **Organizations and public agencies** benefit from consulting and technical assistance that strengthen leadership, process efficiency, and workplace innovation.
- **Small and medium enterprises (SMEs)** gain critical value from specialized technical expertise that supports entrepreneurship, technology adoption, process improvement, and business continuity.
- **Communities** benefit when employers and workers have access to responsive workforce services that drive job retention, economic resilience, and regional competitiveness.

To honor these values, the Board expects Continuing Education programming to:

1. **Provide Responsive Training Solutions** – Deliver customized and contract-based programs, courses, and workshops addressing current and emerging employer needs.
2. **Offer Consulting and Organizational Support** – Provide business advising and applied consulting that enhance leadership effectiveness, process improvement, and operational performance.
3. **Deliver Specialized Technical Expertise** – Share subject-matter and technical expertise that assists employers and partners in adopting new technologies, improving systems, and strengthening competitiveness.

4. **Foster Strategic Partnerships** – Collaborate with employers, economic development entities, and workforce agencies to build regional capacity and leverage shared resources.
5. **Support Incumbent Worker Development** – Design programs that help existing employees maintain skills, earn credentials, and adapt to technological or organizational change.
6. **Strengthen Credential and Credit Integration** – Develop stackable credentials and modular learning experiences that align workforce training outcomes with recognized certifications, licensure requirements, or articulated credit pathways within the College's academic programs.
7. **Ensure Quality and Fiscal Accountability** – Operate with clear cost-recovery principles, maintain instructional quality, and evaluate outcomes for relevance and effectiveness.
8. **Promote Equity and Regional Access** – Expand participation among diverse employers and across all service counties, ensuring equitable access to workforce services and expertise.
9. **Demonstrate Results Through Evidence** – Provide measurable outcomes through SCCES Key Performance Measures and Indicators, including:
    - Employer participation and satisfaction rates.
    - Number and diversity of businesses served.
    - Training completion and credential attainment outcomes.
    - Contract and service revenue trends.
    - Indicators of business performance or workforce advancement resulting from College engagement.

Assessment & Monitoring
The Board will assess institutional performance relative to this policy through annual Monitoring Reports that provide clear and sufficient evidence of results.

Change Log	Governance Unit: Board of Trustees
Date	Description of Change
03-07-22	Initial Adoption
12-05-22	Added Deployment Measures
03-21-24	Board Reviewed, No Changes
08-21-25	Board Reviewed, Minor Grammatical/Punctuation Changes; HLC Criterion Updated
11-20-25	Major revision. Aligned w/ Monitoring Report Expectations and Admin OS
12-18-25	Board Reviewed, No Changes, Board Approved

Policy

Policy Title: Community Education Programming **Number:** B1007
Policy Type: Board – Strategic Outcomes
Responsible: President
Related Policies: B1000, B1002, B1005, B1006
Linked Operating Standards: Axxx Community Education Programming Report Development
Related Laws: 110 ILCS 805/2-4, ICCB Administrative Rules
Related External Standards: None
HLC Criterion: 1A 1B, 3C 3D 4A 4B

Policy Statement

Community Education programming advances the College's mission by providing lifelong learning opportunities that enrich the personal, civic, cultural, and social lives of community members. These programs strengthen community engagement by creating accessible opportunities for individuals of all ages to explore interests, develop new skills, participate in shared experiences, and contribute to the vitality of the region.

Community Education courses, seminars, camps, workshops, cultural activities, and enrichment programs may be delivered through a variety of instructional formats and community partnerships. The College affirms its responsibility to sustain and improve Community Education offerings that promote lifelong learning, community engagement, personal growth, and equitable access while maintaining standards of quality and fiscal stewardship. In doing so, the College fulfills an important public purpose by enhancing quality of life, strengthening community relationships, and supporting the social and civic vitality of the district.

The Board recognizes that:

- **Individuals** receive value by participating in Community Education programs that support personal enrichment, lifelong learning, cultural awareness, civic engagement, wellness, recreation, and the exploration of new interests.
- **Learners** receive greater value when Community Education programming is accessible, responsive to community interests, and designed to serve individuals across all ages, backgrounds, and stages of life.
- **Communities** benefit when residents have opportunities to connect, learn, engage, and contribute to the social, cultural, and civic vitality of the region.

To honor these values, the Board expects Community Education programming to:

1. **Promote Lifelong Learning and Personal Enrichment** – Deliver high-quality educational, cultural, recreational, and enrichment opportunities that support personal growth and exploration.
2. **Support Community Engagement and Civic Participation** – Provide programs that strengthen community connections, encourage civic involvement, and foster active citizenship.
3. **Respond to Community Interests and Needs** – Design programming informed by community feedback, emerging interests, demographic trends, and regional opportunities.
4. **Ensure Accessibility and Geographic Reach** – Expand participation across all service counties by offering programs in locations, formats, and schedules that are accessible to diverse populations.

5. **Maintain Quality and Fiscal Stewardship** – Ensure programs are effectively managed, appropriately evaluated, and delivered in a fiscally responsible manner.
6. **Promote Equity and Inclusion** – Reduce barriers to participation and provide opportunities that serve individuals from diverse backgrounds, age groups, and communities.
7. **Demonstrate Results Through Evidence** – Provide measurable outcomes through SCCES Key Performance Measures and Indicators, including:
    - Community Needs & Responsiveness
    - Program Accessibility & Reach
    - Participation & Engagement
    - Community Learning Impact
    - Fiscal Sustainability

Assessment & Monitoring

The Board will assess institutional performance relative to this policy through annual reports that provide clear and sufficient evidence of results.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
12-05-22	Added Deployment Measures
03-21-24	Board Reviewed, No Changes
12-18-25	Board Reviewed, No Changes
08-21-25	Board Reviewed, Minor Grammatical/Punctuation Changes; HLC Criterion Updated
	Major revision. Aligned w/ Monitoring Report Expectations and Admin OS

Policy

Policy Title: College Readiness Programming **Number:** B1008
Policy Type: Board – Strategic Outcome
Responsible: President
Related Policies: B1000, B1002
Linked Operating Standards: Axxx College Readiness Monitoring Report Development
Related Laws: None
Related External Standards: NOSS; CCA; ICCB Administrative Rules
HLC Criterion: 2B; 3A, 3B, 3E, 3F; 3G, 4B.

Policy Statement

College Readiness Programming advances the College's mission by preparing students with the academic skills, learning strategies, and confidence necessary to succeed in college-level coursework and complete their educational goals.

College Readiness functions as an integrated academic transition system within the Student Success Element of the Shawnee College Continuous Excellence System (SCCES) that supports students entering with identified skill gaps. Through accelerated pathways, co-requisite support models, targeted developmental instruction, and integrated academic supports, College Readiness programming contributes to timely gateway course completion, sustained academic momentum, equitable progression, and credential attainment.

College Readiness encompasses assessment-informed placement, developmental and co-requisite coursework, bridge and support programming, embedded academic skill development, and coordinated advising structures designed to promote rapid progression into and through college-level coursework.

The College affirms its responsibility to sustain and continuously improve College Readiness programming in ways that reduce unnecessary time in remediation, strengthen gateway completion, promote equitable outcomes, and align with institutional priorities for student success.

The Board recognizes that:

- **Students** benefit when they can close academic skill gaps quickly and enter college-level coursework without prolonged delays that increase financial burden or attrition risk.
- **Students** benefit from instructional models that integrate developmental support with college-level coursework, promoting both academic confidence and measurable progress.
- **Students** benefit when readiness structures are designed to reduce achievement gaps and expand opportunity across diverse academic, socioeconomic, and demographic backgrounds.
- The **institution** benefits when improved readiness pathways strengthen gateway completion, retention, persistence, and long-term completion outcomes.
- C**ommunities** benefit when greater numbers of students successfully access academic pathways that would otherwise be unavailable due to skill deficiencies.

To honor these values, the Board expects College Readiness Programming to:

1. **Accelerate Academic Preparedness** – Provide structured pathways that minimize time in developmental sequences and promote rapid transition into college-level coursework.
2. **Improve Gateway and Pathway-Level Course Success** – Demonstrate measurable improvement in timely completion of first college-level English and mathematics courses following readiness intervention.
3. **Strengthen Academic Progress and Persistence** – Support continued enrollment, credit accumulation, and academic momentum among students entering through readiness pathways.
4. **Promote Equitable Readiness Outcomes** – Identify, monitor, and reduce equity gaps in developmental course success, gateway progression, and persistence outcomes.
5. **Ensure Responsible and Effective Deployment of Readiness Resources** – Demonstrate that course sequencing, modality offerings, co-requisite structures, and support services are aligned with student demand, gateway outcomes, and institutional sustainability.
6. **Demonstrate Results Through Evidence** – Provide measurable outcomes through SCCES Key Performance Measures and Indicators, including:
    - Enrollment in developmental and co-requisite coursework.
    - Developmental course success rates.
    - Gateway course completion following readiness placement.
    - Credit momentum following readiness intervention.
    - Retention and persistence of students entering through readiness pathways.
    - Equity gaps in readiness and gateway outcomes.

Assessment & Monitoring
The Board will assess institutional performance relative to this policy through annual Monitoring Reports that provide clear and sufficient evidence of results. Monitoring Reports shall:

- Present Key Performance Measures aligned with the Shawnee College Continuous Excellence System (SCCES), particularly within the Student Success Element.
- Apply standardized trend classifications as defined in institutional Monitoring Report Operating Standards.
- Distinguish between institutional evidence and contextual information.
- Include one primary chart per Key Performance Measure when valid longitudinal data are available.
- Use Reporting Notes when data systems are maturing or definitions change.
- Provide Board-facing interpretations consistent with the President Evaluation Instrument.

These Monitoring Reports represent institutional performance at the systems level and are not intended to evaluate individual employee performance; they serve as the primary evidence base for the Board's evaluation of presidential effectiveness under the President Evaluation Instrument.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
11-07-22	Added Deployment Measures
10-19-23	Board Reviewed, No Changes
05-15-25	Board Reviewed, No Changes
08-21-25	Board Reviewed, Minor Grammatical & Punctuation Changes; HLC Criterion Updated
	Major revision. Aligned w/ Monitoring Report Expectations and Admin OS
06-18-26	Board Approved

Policy

Policy Title: Adult Education Programming **Number:** B1009
Policy Type: Board – Strategic Outcome
Responsible: President
Related Policies: B1000, B1002
Linked Operating Standards: Axxx Adult Education Monitoring Report Development
Related Laws: AEFLA
Related External Standards: COABE; NCL; ICCB Adult Ed; ICCB Administrative Rules
HLC Criterion: 2B; 3A, 3B, 3E, 3F; 3G, 4B.

Policy Statement

Adult Education Programming advances the College's mission by providing adult learners with opportunities to develop foundational academic skills, attain secondary credentials, and transition successfully into postsecondary education, workforce training, or employment pathways.

Within the Student Success Element of the Shawnee College Continuous Excellence System (SCCES), Adult Education functions as a preparation and transition subsystem supporting adult learners as they move toward postsecondary education and workforce training pathways.

Adult Education programming supports adult learners who seek to improve literacy, numeracy, English language proficiency, or secondary credential attainment as a pathway toward expanded educational and employment opportunities.

Adult Education programming encompasses English Language Acquisition (ELA), Adult Basic Education (ABE), Adult Secondary Education (ASE), High School Credit Recovery (HSCR), and High School Equivalency (HSE) preparation. These services may include contextualized instruction, transition advising, workforce bridge programming, and coordinated support services designed to promote learner persistence, credential attainment, and progression into postsecondary pathways.

The College affirms its responsibility to sustain and continuously improve Adult Education programming in ways that expand educational opportunity, strengthen workforce readiness, promote equitable access to learning pathways, and align with institutional priorities for student success.

The Board recognizes that:

- **Students** benefit when adult education pathways provide opportunities to strengthen foundational skills, attain secondary credentials, and prepare for college-level coursework or workforce training.
- **Students** benefit when instructional models accelerate progress toward credential attainment while supporting persistence and measurable learning gains.
- **Students** benefit when adult education pathways are integrated with advising, workforce training, and postsecondary programs that support transition into sustainable employment and further education.

- The **institution** benefits when adult education programming strengthens the educational pipeline, supports enrollment stability, and expands pathways into credit and workforce programs.
- C**ommunities** benefit when adult learners gain access to educational opportunities that support economic mobility, workforce participation, and regional development.

To honor these values, the Board expects Adult Education Programming to:

1. **Expand Access to Adult Learning Opportunities** – Provide accessible Adult Education programming that enables adult learners within the College's service area to develop foundational skills and pursue secondary credential attainment.
2. **Strengthen Foundational Skill Development** – Demonstrate measurable improvement in literacy, numeracy, and English language proficiency among adult learners participating in Adult Education programs.
3. **Support Secondary Credential Attainment** – Promote completion of High School Equivalency credentials or High School Credit diplomas that expand learners' eligibility for employment, workforce training, or postsecondary education.
4. **Promote Transition to Postsecondary Pathways** – Support adult learners in transitioning from Adult Education into postsecondary education, workforce training, or career pathways aligned with regional economic needs.
5. **Promote Equitable Access and Outcomes** – Identify, monitor, and reduce disparities in Adult Education participation, skill gains, credential attainment, and transition outcomes across student populations.
6. **Ensure Responsible and Effective Deployment of Adult Education Resources** – Demonstrate that program design, instructional delivery, course scheduling, partnerships, and support services are aligned with student demand, workforce needs, and institutional sustainability.
7. **Demonstrate Results Through Evidence** – Provide measurable outcomes through SCCES Key Performance Measures and Indicators, including:
    - Enrollment in Adult Education coursework.
    - Measurable skill gains among Adult Education participants.
    - High School Equivalency credential attainment.
    - Transition of Adult Education learners into postsecondary education or workforce training pathways.
    - Postsecondary enrollment of Adult Education participants.
    - Equity gaps in participation, credential attainment, and transition outcomes.

Assessment & Monitoring
The Board will assess institutional performance relative to this policy through annual Monitoring Reports that provide clear and sufficient evidence of results. Monitoring Reports shall:

- Present Key Performance Measures aligned with the Shawnee College Continuous Excellence System (SCCES), particularly within the Student Success Element.
- Apply standardized trend classifications as defined in institutional Monitoring Report Operating Standards.
- Distinguish between institutional evidence and contextual information.
- Include one primary chart per Key Performance Measure when valid longitudinal data are available.
- Use Reporting Notes when data systems are maturing or definitions change.
- Provide Board-facing interpretations consistent with the President Evaluation Instrument.

These Monitoring Reports represent institutional performance at the systems level and are not intended to evaluate individual employee performance; they serve as the primary evidence base for the Board's evaluation of presidential effectiveness under the President Evaluation Instrument.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
11-07-22	Added Deployment Measure
10-19-23	Board Reviewed, No Changes
05-15-25	Board Reviewed, No Changes
08-21-25	Board Reviewed, Minor Grammatical/Punctuation Changes; HLC Criterion Updated
	Major revision. Aligned w/ Monitoring Report Expectations and Admin OS
06-18-26	Board Approved

Policy

Policy Title: Student Services Number: B1010
Policy Type: Board – Strategic Outcome
Responsible: President
Related Policies: B1000, B1002
Linked Operating Standards: Axxx Student Services Monitoring Report Development
Related Laws: None
Related External Standards: NACADA; NASPA; ACPA; CAS; ICCB Administrative Rules
HLC Criterion: 2B; 3A, 3B, 3E, 3F; 3G, 4B.

Policy Statement

Student Services advance the College's mission by providing integrated, student-centered supports that enable students to identify, pursue, persist in, and complete their educational goals.

These services function as a coordinated student matriculation pipeline spanning recruitment, onboarding, enrollment, academic support, engagement, and post-completion transition. Through this continuum, Student Services contribute to student success, equitable outcomes, and the effective deployment of institutional resources across the student lifecycle.

Student Services encompass recruitment, intake and onboarding, advising and counseling, financial aid, accessibility services, learning support, co-curricular and extracurricular engagement, and career and transition supports designed to remove barriers, promote informed decision-making, and strengthen student persistence and completion.

The College affirms its responsibility to sustain and continuously improve Student Services in ways that are proactive, accessible, equitable, and aligned with institutional priorities for student success.

The Board recognizes that:

- **Students** benefit from timely, personalized, and technology-enabled services that support informed educational planning, academic progress, persistence, and successful completion across diverse academic, personal, and financial circumstances.
- C**ommunities** benefit when students persist, complete credentials, and are prepared to contribute to the region's social and economic vitality.
- The **institution** benefits when equitable access to Student Services improves outcomes for historically underrepresented and underserved populations, strengthens enrollment stability, and supports effective stewardship of institutional resources.

To honor these values, the Board expects Student Services to:

1. **Support Student Interest and Enrollment** – Provide recruitment, onboarding, and intake processes that are accessible, timely, and responsive, supporting informed enrollment decisions and appropriate placement into academic pathways.
2. **Enable Academic Progress and Persistence** – Deliver advising, counseling, and learning support services that promote continuous enrollment, credit accumulation, and progression toward educational goals.

3. **Improve Retention and Completion Outcomes** – Coordinate services that address academic, financial, and personal barriers to student success and support timely credential attainment.
4. **Ensure Equitable Access to Core Student Supports** – Provide equitable access to advising, financial aid, accessibility services, learning resources, and co-curricular opportunities across all student populations and service areas.
5. **Promote Student Engagement and Development** – Support co-curricular and extracurricular activities that enhance student engagement, leadership development, and connection to the College community.
6. **Demonstrate Results Through Evidence** – Provide measurable outcomes through SCCES Key Performance Measures and Indicators, including:
    - Student retention and persistence trends
    - Advising access and satisfaction
    - Enrollment yield and progression outcomes
    - Student completion outcomes
    - Financial aid access and compliance
    - Equity gaps in Student Services outcomes.

Assessment & Monitoring
The Board will assess institutional performance relative to this policy through annual Monitoring Reports that provide clear and sufficient evidence of results. These Monitoring Reports shall serve as the primary evidence base for evaluating presidential effectiveness related to Student Services within the President Evaluation Instrument.

Change Log	Governance Unit: Board of Trustees
Date	Description of Change
03-07-22	Initial Adoption
12-05-22	Added Deployment Measures
03-21-24	Board Reviewed, No Changes
12-18-25	Board Reviewed, No Changes
08-21-25	Board Reviewed, Minor Grammatical/Punctuation Changes; HLC Criterion Updated
	Major revision. Aligned w/ Monitoring Report Expectations and Admin OS
05-21-26	Board Reviewed

Policy

Policy Title: Accreditation & Certification **Number:** B1011
Policy Type: Board – Strategic Outcome
Responsible: President
Related Policies: B1002
Linked Operating Standards: None
Related Laws: None
Related External Standards: None
HLC Criterion: All

Policy Statement

The College is committed to continuously improving the quality of its programs and services identified in the Board's purpose statement. The College is further committed to demonstrating that its programs and services meet applicable standards set forth by professional organizations, the Illinois Community College Board and the Higher Learning Commission, the College's institutional accrediting body.

Students benefit from professionally-recognized and peer-reviewed education programs and services. Students benefit from institutional accreditation that allows them to access government financial aid and grants. Students benefit when their courses transfer to other regionally accredited institutions. Students benefit when their courses and programs are aligned with professional standards that allow them to obtain industry-recognized credentials.

The College benefits when its programs and services are validated through benchmarking, audits, and other means of evaluating the quality by professional organizations. The College benefits from a systematic assessment framework that allows for thoughtful evaluation and improvement of programs and services. The College receives value when programs and services are recognized for professional excellence by peer organizations.

The community benefits from the assurance that public resources are managed responsibly and educational quality is independently validated.

To achieve these benefits, the Board directs the President to ensure sufficient resources, planning, and accountability are in place for achievement and ongoing maintenance of required institutional and desired supplemental program accreditations and certifications. Further, the Board directs the President to maintain compliance with the requirements of the Higher Learning Commission (HLC) under the Open Pathways accreditation model. In addition, the President shall keep the Board informed of significant changes to Higher Learning Commission accreditation requirements or processes that may affect the College.
Key Monitoring Activities:
As noted in the *Monitoring College Effectiveness* policy, Accreditation & Certification activities are essential elements that validate the quality and support the achievement of the College's purposes. The Board recognizes that the key performance areas associated with the assessment framework noted in the Monitoring College Effectiveness policy are generally integrated into the assessment activities employed by external accrediting or certifying organizations. As such, the Board will monitor the College's progress on the Accreditation & Certification Strategic Outcome using additional reporting methods.

Specifically, the Board directs the President to submit an annual monitoring report detailing activity and progress related to institutional and professional program accreditations and certifications. The report shall include the strengths and opportunities for improvement identified by the accrediting organization, performance improvement initiatives to address the opportunities for improvement, continuation or expansion of strengths, and recent progress toward achieving planned improvements.

The report will include results from any ICCB Program Review processes and/or any result from an ICCB recognition visit.

The report will also inform the Board of the College's relative standing with accrediting bodies and its status in the accreditation renewal cycle. Further, the report will identify changes to accreditation expectations or standards, and detail how those changes might affect College operations.

Key measures to be reported include accreditation status, special filings, and program plans and goals. Potential indicators might include: the number of objectives in the College's strategic plan that are aligned with accreditation criteria; the number of eligible programs receiving external program recognition; and the number of eligible courses receiving external program recognition.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
06-15-23	No Longer Regional, Now Institutional
06-20-24	Board Reviewed, No Changes
05-15-25	Board Reviewed, No Changes
08-21-25	Board Reviewed, Minor Grammatical/Punctuation Changes
07-27-26	Board Reviewed, Strengthened Language For Clarity

Policy

Policy Title: Unity of Control **Number:** B2000
Policy Type: Board – Delegation of Authority
Responsible: President
Related Policies: B2001, B2002, B2003, B2004, B2005
Linked Operating Standards: None
Related Laws: None
Related External Standards: None
HLC Criterion: 2C

Policy Statement

The President is accountable to the Board acting as a collective body; therefore, only official actions of the Board are binding on the President.

Accordingly:

1. Decisions or instructions of individual Trustees are not binding on the President except when the Board has specifically authorized such exercise of authority.

2. The President shall seek direction from the Board Chairperson on requests from individual Trustees that may require a material amount of staff time, funds, or may be potentially disruptive to College operations and/or the attainment of the Board's Strategic Outcomes.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
06-15-23	Minor Grammatical Changes
08-15-24	Board Reviewed, No Changes
08-21-25	Board Reviewed, Minor Grammatical/Punctuation Changes
07-27-26	Board Reviewed, Strengthened Language for Clarity

Policy

Policy Title: Delegation to the President **Number:** B2001
Policy Type: Board – Delegation of Authority
Responsible: President
Related Policies: B2000, B2002, B2003, B3000, B3001, B3002, B3003, B3004, B3005, B3006, B3007, B3008, B3009, B3010, B3011, B3012, B3013
Linked Operating Standards: None
Related Laws: 110 ILCS 805/ Illinois Public Community College Act
Related External Standards: None
HLC Criterion: 2C

Policy Statement

The President is the Board's primary employee and official link to the administration and operation of the College. The Board will instruct the President through written Strategic Outcome policies and delegate to the President full authority to determine, implement, and execute the operational activities to achieve the Strategic Outcomes subject to Executive Limitations. Although the President may delegate operational activities to the College's employees, the President remains accountable to the Board for operational activities and outcomes.

Thus, the Board:

1. Acts as a whole in directing the activities of the President through the creation and implementation of Strategic Outcome policies.
2. Limits the latitude of the President in the execution of Operational Activities through establishment of Executive Limitation policies.
3. Authorizes the President to: establish all administrative policies and operating standards; make all decisions; take all actions; establish all practices; and develop all activities using the President's reasonable interpretation of the Board's Strategic Outcomes and Executive Limitation policies, as noted in the *President Accountability (B2002)* policy.
4. May change its Strategic Outcome and Executive Limitation policies, thereby changing the scope of authority delegated to the President.
5. Respects and supports any President decision that conforms to Strategic Outcome and Executive Limitation policies.
6. Recognizes that individual directives of Trustees, Board Officers, or Board Committees are not binding on the President.
7. May authorize, by Board action, a Trustee, Board Officer, or Board Committee to direct the President in rare instances.
8. May consider a President's request to waive a Board and/or Administrative policy when it is in the best interest of the College. Waivers shall apply to the specific instance only.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
06-15-23	The Term “Means” Clarified as “Operational Activities”
08-15-24	Board Reviewed, No Changes
08-21-25	Board Reviewed, Minor Grammatical/Punctuation Changes
07-27-26	Board Reviewed, No Changes

Policy

Policy Title: President Accountability **Number:** B2002
Policy Type: Board – Delegation of Authority
Responsible: President
Related Policies: B2000, B2001, B2003, B3000, B3001, B3002, B3003, B3004, B3005, B3006, B3007, B3008, B3009, B3010, B3011, B3012, B3013
Linked Operating Standards: None
Related Laws: 110 ILCS 805/ Illinois Public Community College Act
Related External Standards: None
HLC Criterion: 2C, 3F, 3G

Policy Statement

The President is the Board's primary employee and official link to the administration and operation of the College. The Board shall instruct the President through written Strategic Outcome and Executive Limitation policies.

The Board recognizes and supports the primary role of the President, which is to lead the College, internally and externally, and create the rules and processes (i.e., operational activities) to accomplish the Board's Strategic Outcomes in an efficient and effective manner. The Board shall delegate full authority to the President to determine, implement, and execute the operational activities to achieve the Board's Strategic Outcomes. Although the President may delegate operational activities to the College's employees, the President remains accountable to the Board for operational activities and outcomes.

The Board, as a collective body, will assess the President's performance annually. The President's performance will be considered synonymous with the performance of the College as related to the achievement of the Board's Strategic Outcome policies through implementation of activities identified in the College's Strategic Plan.

The President is accountable to the Board for:

1. Accomplishment of the Board's policies on Strategic Outcomes.
2. Accomplishment of the College's strategic plan.
3. Operating the College within the prudent and ethical boundaries established in Executive Limitation policies.
4. Accomplishment of the responsibilities set forth in the duties below.

Within the areas of President accountability to the Board, the President exercises broad authority in executing the following (non-exhaustive list of) duties:

LEADERSHIP

1. Creates and sustains a supportive College culture that promotes teamwork, accountability, communication, mutual respect, employee engagement, and a welcoming environment for all.
2. Advises the Board on policy development and review.
3. Prepares and submits plans to the Board.
4. Develops and approves Administrative Policies, Rules and Guidelines needed for effective College operation in the achievement of the Board's Strategic Outcome policies. Administrative Policies, Rules and Guidelines will be shared with the Board as points of information.
5. Engages in legislative activities that influence the work of the College.
6. Communicates with the Board by providing timely and accurate information that relates to the Board's oversight role and College needs.
7. Develops and sustains a high performing Cabinet.
8. Prepares agenda materials in consultation with the Board Chairperson for Board meetings and maintains a record of the proceedings.
9. Prepares, in conjunction with the Board Chairperson, a strategy and schedule for Board Engagement with the community that may include, but is not limited to: meeting with individuals and community groups; observing and meeting with other public Boards; and hosting opportunities which afford the public the opportunity to learn about the College.
10. Makes timely monitoring reports to the Board as it relates to the performance of academic programs, student support/success programs, community service programs, and other operational areas of the College as requested by the Board.

MANAGEMENT

1. Ensures alignment and integration of the Strategic Plan with college operations and the annual operating budget.
2. Assesses the effectiveness of College programs and services based on student and community need.
3. Enhances student success by implementing quality improvements to programs and services.
4. Promotes and sustains a healthy institutional climate of mutual respect and high standards of performance for all employees in achieving high levels of student success.
5. Models and sustains effective Servant-Leadership and shared governance practices which enhance achievement of institutional goals.
6. Manages College operations.
7. Recommends for Board Approval the employment of all full-time employees to be included in the annual Board-approved budget.
8. Recommends for Board approval the need for any new position that emerges after the annual budget is approved.
9. Performs routine Personnel actions, including the appointment, resignation, or retirement of any full-time College employee whose position is reflected in the Board-approved budget, and advise the Board of these actions on a monthly basis.
10. Recommends for Board approval the dismissal of any full-time College employee.
11. Recommends for Board approval the employment of any Vice President, Executive Director, and/or full-time tenure-track faculty member.
12. Provides the Board with a list of all other personnel actions taken, including the appointment or dismissal of all part-time employees.
13. Serves as the final decision-making authority for all personnel and student disputes.
14. Manages the administrative structure of the College. The Board will be informed of major changes to the organizational structure prior to implementing changes.

15. Ensures the College operates in compliance with applicable laws, rules, regulations, and Board policies.
16. Delegates administrative authority, as appropriate.
17. Develops succession planning to ensure continuity of College operations and reviews on an annual basis with the Board Chairperson.

ACCOUNTABILITY

1. Ensures compliance with federal, state, and local laws, regulations, and reporting requirements.
2. Ensures the College meets all Higher Learning Commission Accreditation and ICCB Recognition reporting standards, eligibility requirements, and policies.
3. Promotes an evidence-based culture of accountability which guides innovation, implementation of best practices, and continuous quality improvement of instruction and student support services.
4. Establishes performance standards for college programs and services.

COMMUNITY/PARTNERSHIPS

1. Represents the College, in collaboration with the Board and employees, to the community and develops appropriate partnerships which assist in the advancement of the College's mission and vision.
2. Engages with P-20 Partners within the tri-state area to facilitate student transition and success with their higher education pursuits.

FISCAL

1. Ensures sound fiscal practices.
2. Collaborates with College Foundation and other community partners to enhance the financial resources of the College.
3. Prepares and submits budget recommendations to the Board; implements the College budget as approved and amended.
4. Implements policies and operating standards used for emergency and/or crisis management situations and ensures appropriate resources, tools, and technologies are available to support policy implementation.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
06-15-23	Clarified Duties, Minor Grammatical Edits, the Term "Means" Clarified as "Operational Activities"
08-17-23	Amendments Approved, Management/Bullet 9
08-17-23	Addition of Policy Language, Management/After Bullet 9
08-15-24	Board Reviewed, No Changes
08-21-25	Board Reviewed, Minor Grammatical/Punctuation Changes; HLC Criterion Updated
07-27-26	Board Reviewed, Strengthened Language for Clarity

Policy

Policy Title: Monitoring President Effectiveness **Number:** B2003
Policy Type: Board – Delegation of Authority
Responsible: President
Related Policies: B2000, B2001, B2002, B3000, B3001, B3002, B3003, B3004, B3005, B3006, B3007, B3008, B3009, B3010, B3011, B3012, B3013
Linked Operating Standards: None
Related Laws: 110 ILCS 805/ Illinois Public Community College Act
Related External Standards: None
HLC Criterion: 2C, 3F, 3G

Policy Statement

According to the Illinois Community College Act, the Board is exclusively responsible for the oversight and operations of the College. To fulfill professional expectations and Higher Learning Commission accreditation obligations associated with operating the College, the Board hires a President and delegates operational activities to that person, as noted in *B2001*. Since the President operates the College as the Board's primary employee, the Board has a direct interest in monitoring the President's performance and ensuring the conditions for presidential and institutional success are clearly defined and supported. To accomplish this, the Board and the President create a partnership of focus and mutual accountability using the tenets of policy governance.

In this collaborative relationship, the Board is responsible for clearly defining the Strategic Outcomes (which identifies the desired results of the College's work), and the President is responsible for determining the operational practices (i.e., strategies and methods) to accomplish the Board-defined Strategic Outcomes. To facilitate and strengthen communication, the Board clarifies the responsibilities of the President through *B2002*, defines performance expectations for the President, and communicates specific leadership competencies that the President must demonstrate as they carry out their duties. By doing so, the Board effectively defines, monitors, evaluates, and assures accountability for the Strategic Outcomes as well as provides the President with the necessary tools for continuously improving the quality of College operations.

This process of monitoring President effectiveness provides the Board with opportunities to:

1. Deepen its understanding of the President and the College.
2. Strengthen the Board-President partnership to ensure President success.
3. Connect and integrate elements of Board and President responsibility with College performance.
4. Strengthen Board engagement with the President.
5. Improve its oversight of College operations.

Monitoring President Effectiveness

The Board's evaluation of the President is based solely on performance relative to Board-defined policy. It does not assess operational style, individual decisions, or popularity. Instead, the Board evaluates whether Strategic Outcomes are being achieved and whether Executive Limitations are being followed. Monitoring tools provide evidence of institutional

performance and are used to support governance accountability, organizational improvement, and a strong President-Board partnership.

As it relates to clarifying responsibilities of the President, the Board clearly defines areas of accountability and duties in the *President Accountability Policy (B2002).* In addition, to maintain effective oversight and provide guidance to the President on operational activities, the Board establishes Executive Limitations (restrictions) on the President's authority to administer and operate the College within the boundaries of prudence and ethics.

In terms of establishing performance expectations, identifying leadership competencies, and assessing performance, the Board will monitor President effectiveness through continuous evaluation of monitoring reports and an annual performance review. A mid-cycle review may be conducted at the Board's discretion, if circumstances warrant.

Continuous Evaluation through Monitoring Reports

Monitoring reports are the primary method used to evaluate President performance. The Board will evaluate all monitoring report activities in a manner that systematically assesses College progress on the Strategic Outcome and President compliance with Executive Limitation policies. As such, the Board shall use the following methods to monitor President performance:

1. Internal Reports – reports created by the College as noted in the College Monitoring Effectiveness Policy
2. External Reports – reports created by parties external to the College (e.g., accrediting bodies, auditors, inspectors, etc.)
3. President Reports – written reports that convey the College's progress on strategic initiatives, financial updates, and external factors that may influence future operations and/or policy
4. Direct Board Inspection – Inspection of documents, activities, or circumstances directed by the Board to determine policy compliance

Consistent with policy governance principles, the Board will consider the President's conformance to Strategic Outcome and Executive Limitation policies as it evaluates the President's performance through monitoring reports. The Board, not individual Trustees, evaluates the President's accomplishment of Strategic Outcomes and compliance with Executive Limitations.

If the Board determines the President's performance is acceptable, but the data presented does not demonstrate reasonable accomplishment (or compliance) with a Board policy, then the Board will review and clarify the appropriate policy, as necessary. If the Board determines that the President's performance is unacceptable, then the Board will develop, in collaboration with the President, a strategy to ensure future compliance.

All policies instructing the President will be monitored at a frequency and by a method chosen by the Board. To provide continuous and timely communication, the Board may choose to monitor any policy by any method at any time, but will ordinarily follow an annual review schedule as agreed to by the Board.

Formal Annual Performance Assessment

The Board will conduct a formal annual assessment of the President's performance in October of each calendar year. The Board, if circumstances warrant, may conduct a mid-cycle review at its discretion. In the event of a mid-cycle review, a reason will be stated in writing 30 days prior to the commencement of the review. A process and assessment instrument will be developed by the Board in collaboration with the President. This assessment shall focus on the President's

performance relative to Board policy and will take into account relevant internal and external factors – such as operational challenges, system constraints, and institutional readiness – that may influence Strategic Outcome achievement. In this process, the Board will use continuous improvement principles for the purpose of assisting the President with a path forward by outlining issues to address, processes to improve, goals to set, and/or talents to develop.

This assessment will be based on a summary/review of the Board's assessment of the President's performance, drawn from data presented in the monitoring reports noted earlier, over the preceding fiscal year. In addition, the President is responsible not only for achieving the Strategic Outcomes in the present, but also for positioning the College to achieve Strategic Outcomes in the future.

The criteria for President performance are grounded in the goals, expectations, and metrics that have been established jointly by the President and the Board as they relate to the accomplishment of the Board's Strategic Outcomes. Further, they will define aspirations and provide measurable benchmarks that reflect President leadership and convey wider strategic possibilities for the College. This provides the opportunity for the Board to assess goals and expectations from the past and renew, reconfigure, and create goals for the future.

Board-Directed Supplemental Review Activities (Optional)

To support continuous improvement and maintain a strong President-Board partnership, the Board reserves the authority to initiate additional review activities in exceptional circumstances. These activities are not intended to replace the annual evaluation, but may be used at the Board's discretion to gather additional information related to President effectiveness in relation to Strategic Outcome or Executive Limitation policies.

Such activities may include – but are not limited to – targeted review of Executive Limitation policy areas, focused consultations with third-party advisors, or review of available College climate survey data. These methods shall be used only when warranted and shall be conducted in ways that respect the operational authority of the President and uphold the principles of transparency, trust, and accountability.

When used, discretionary review activities must be:

1. Framed around existing Board policy;
2. Focused on trends, patterns, or indicators relevant to Strategic Outcomes or Executive Limitations;
3. Designed to support learning, leadership development, or policy refinement – not individual criticism or performance correction outside the normal evaluation cycle.

Nothing in this section shall be construed as authorizing direct Board intervention into operational matters. The President retains full authority over operational decision-making unless restricted by a specific Executive Limitation policy. If information obtained through discretionary review identifies concerns, the Board will address those concerns by revisiting and, if necessary, revising its policies.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
06-15-23	Minor Grammatical Edits; Board Policy Numbers Added for Clarity; the Term "Means" Clarified as "Operational Activities"
08-15-24	Board Reviewed, Clarified Comprehensive Performance Review Language and Frequency
08-21-25	Revised to Remove Comprehensive Review Section, Clarify Evaluation Context, and Reinforce Alignment with Policy Governance Principles. HLC Criterion Updated.
07-27-26	Board Reviewed, Minor Grammatical Changes

Policy

Policy Title: Monitoring Board Effectiveness **Number:** B2004
Policy Type: Board – Delegation of Authority
Responsible: President
Related Policies: B2000, B2001, B4000, B4001, B4002, B4003
Linked Operating Standards: B4000.01
Related Laws: 110 ILCS 805/ Illinois Public Community College Act
Related External Standards: None
HLC Criterion: 2C, 3F, 3G

Policy Statement

According to the Illinois Community College Act, the Board is exclusively responsible for the oversight and operations of the College. To fulfill professional expectations and Higher Learning Commission accreditation obligations associated with operating the College, the Board hires a President and delegates operational duties to that person. Since the President operates the College as the Board's primary employee, the Board has a direct interest in monitoring the President's performance and providing feedback in ways that support the President's success. To accomplish this, the Board and the President create a partnership of focus and mutual accountability using the tenets of policy governance.

In this collaborative relationship, the Board is responsible for clearly defining the Strategic Outcomes (which identifies the desired results of the College's work), and the President is responsible for determining the operational activities (i.e., strategies and methods) to accomplish the Board-defined Strategic Outcomes. To facilitate and strengthen communication, the Board clarifies the responsibilities of the President, defines performance expectations for the President, and communicates specific leadership competencies that the President must demonstrate as they carry out their duties. By doing so, the Board effectively defines, monitors, evaluates, and assures accountability for the Strategic Outcomes as well as provides the President with the necessary tools for continuously improving the quality of College operations.

To facilitate and sharpen Board decision-making, the Board will engage in a program of self-evaluation to determine if the Strategic Outcomes and Executive Limitations are appropriate, review the Board's compliance with defined governing principles related to Board and Trustee responsibility bylaws, and identify ways to improve their support of the President and College.

Monitoring Board Effectiveness

The Board will conduct an annual self-assessment in January of each calendar year. This self-assessment will be based on a summary/review of its performance over the preceding year. The purpose of this evaluation is to allow the Board to assess its own processes and performance as they relate to Board-defined policies in the Governance Process and Delegation of Authority categories.

The desired outcomes of the Board's self-assessment process include:

1. A summary of Board accomplishments.
2. A clearer understanding of the Board's primary roles, responsibilities, and characteristics of effective governance.
3. Clarification of mutual expectations among Trustees.

4. Identification of opportunities for individual Trustee development.
5. Improved communications among Trustees and between the Board and President.
6. A plan for strengthening the working relationship between the Board and the President.
7. A renewed sense of commitment to the College's Strategic Outcomes.
8. Stronger alignment between Board practices and College performance expectations.
9. Improved engagement with institutional strategy and College-wide priorities.
10. Identification of problems, potential issues, and areas for improvement.
11. An opportunity to discuss and resolve matters that may hinder Board performance.
12. Identification of strategies to enhance Board performance.
13. Consensus on goals and priorities to strengthen Board performance in the upcoming evaluation cycle.

In addition to its annual self-assessment, the Board may engage in supplemental reflection or developmental activities to support continuous improvement. These may include facilitated retreats, structured peer feedback, or review of governance best practices aligned with accreditation expectations. When used, such activities will be framed around Board policy and focused on strengthening governance practice – not individual critique.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
06-15-23	Annual Board Self-Assessment to be in January
08-15-24	Board Reviewed, Clarified Comprehensive Review Language and Frequency
08-21-25	Revised to Eliminate Comprehensive Review Language, Clarify Annual Self-Assessment Outcomes, and Align with HLC Expectations for Board Effectiveness and Policy Governance Principles. HLC Criterion Updated.
07-27-26	Board Reviewed, Minor Grammatical Edits

Policy

Policy Title: Participation in Local Decision-Making **Number:** B2005
Policy Type: Board – Delegation of Authority
Responsible: President
Related Policies: B2001, B2002, B2203, B3000, B3001, B3002, B3003, B3004, B3005, B3006, B3007, B3008, B3009, B3010, B3011, B3012, B3013, B4000-S1,
Linked Operating Standards: None
Related Laws: None
Related External Standards: None
HLC Criterion: 3F

Policy Statement

The Board, through the Illinois Community College Act, has the responsibility to govern the College. In the Board's Governance Commitment policy (B4000, Section 1), the Board expresses commitment to govern the College using the principles outlined in the Carver Policy Governance model. Consistent with HLC expectations and the Carver model, the Board delegates administrative and operational authority to the President through the Delegation to the President policy (B2001) while retaining fiduciary oversight.

The Board expects the President to delegate administrative and operational authority to the College's administration, which will employ a collaborative decision-making system (i.e., shared governance structure) that allows employee input into decisions that influence strategic priorities, administrative policy, rules, guidelines, operating standards, and plans through established roles and responsibilities. The President, however, will retain final authority and responsibility for all administrative and operational decisions. In developing a collaborative decision-making system, the Board recognizes that "collaborative" does not mean that every constituency has an opportunity to contribute at every stage; nor does it mean that any single constituency exercises complete control over the process.

As it relates to the administration and operation of the College, the Board recognizes that institutional change is necessary, constant, and inevitable. In order to ensure the College remains relevant to a dynamically changing external environment, the Board expects all stakeholders to be open to working differently when circumstances require.

As such, the Board values forms of decision-making that promote transparency, communication, and accountability. Furthermore, the Board recognizes that focusing the talent, creativity, engagement, and collective intelligence of employees will contribute to effective decisions that lead to positive outcomes for students and the community. Additionally, the Board believes that a culture of collaborative decision-making with defined roles and responsibilities, that also integrates cooperative approaches for the development and implementation of ideas, plans, and operational decisions, will enhance organizational unity, improve employee morale, nurture trust, encourage respect, foster feelings of inclusion, and create a culture of continuous improvement. Finally, the Board believes these principles provide the foundation for an effective collaborative decision-making system.

Accordingly, the Board directs the President to develop and implement a collaborative decision-making system for College administrative and operational practices that:

1. Focuses on the achievement of the Board's Strategic Outcomes.
2. Establishes clear roles and responsibilities in the decision-making process.
3. Promotes a collegial and transparent work environment that builds trust and respect.
4. Provides for key employee input into decisions that influence strategic priorities, administrative policy, rules, guidelines, operating standards, and plans.
5. Provides faculty with a central role and responsibility in the oversight of academic policy, rules, guidelines, and operating standards that directly influence academic matters and in ways that holds faculty accountable for the continuous improvement of academic quality.
6. Allows for flexible roles based on the uniqueness of situation, the rights and interests of individuals impacted, and the particular expertise required.
7. Communicates clear lines of accountability.
8. Provides leadership development opportunities for employees at all levels.
9. Endeavors to balance the need for timely decisions with the need to provide adequate time for meaningful collaboration.
10. Ensures access to appropriate and relevant information needed to have effective input.
11. Clearly defines participant roles within the decision-making process.

Finally, the President's adherence to this policy will be demonstrated through two practices – annual shared governance manual updates and presenting the results of shared governance committee work at regular Board Meetings.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
06-15-23	Minor Grammatical Edits; Added SG Manual Update Expectations
08-15-24	Updated Frequency of Review; Minor Grammatical Change
08-21-25	Board Reviewed, HLC Criterion Updated.
07-27-26	Board Reviewed, Minor Grammatical Edits

Policy

Policy Title: General Executive Limitations **Number:** B3000
Policy Type: Board – Executive Limitations
Responsible: President
Related Policies: B2000, B2001, B2002, B2203
Linked Operating Standards: None
Related Laws: None
Related External Standards: None
HLC Criterion: 2C

Policy Statement

The Board values the distinction between policy governance and the administration and operation of the College. To ensure successful pursuit of the Board's Strategic Outcome policies, the Board delegates, through *B2001 Delegation to the President* policy, broad authority to the President to administer and operate the College.

However, to maintain effective oversight and provide guidance to the President on activities and decisions within the President's delegated authority, the Board establishes restrictions (i.e., Executive Limitations) on the President's authority to administer and operate the College.

Accordingly, the President shall not:

1. Engage with students, employees, or persons from the community in an inhumane, unfair, undignified, or unethical manner.
2. Fail to demonstrate professional foresight or permit conditions which jeopardize the financial sustainability of the College.
3. Fail to demonstrate professional foresight or permit conditions which compromise the Board's Strategic Outcome priorities.
4. Fail to demonstrate professional foresight or permit conditions which compromise the College's Higher Learning Commission Accreditation.
5. Fail to demonstrate professional foresight or permit conditions which compromise the safety and security of the College.
6. Provide information and advice to the Board which is untimely, incomplete, misleading, or inaccurate.
7. Permit conflict of interest in awarding purchases or other contracts or hiring of employees.
8. Allow College operations to impede the pursuit of Strategic Outcome policies.
9. Manage the College without adequate policies, rules, guidelines, and operating standards for matters involving business and support services, human resources, academic affairs, and student services.
10. Allow any practice, activity, decision, or organizational circumstance which is illegal, imprudent, violates commonly accepted professional ethics, or is inconsistent with any College policy.
11. Demonstrate personal behavior that negatively impacts the College's public image or credibility.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
06-15-23	Minor Grammatical Edits
08-15-24	Board Reviewed, No Changes
08-21-25	Board Reviewed, No Changes
07-27-26	Board Reviewed, No Changes

Policy

Policy Title: Employee Relationships **Number:** B3001
Policy Type: Board – Executive Limitations
Responsible: President
Related Policies: B2000, B2001, B2002, B2203
Linked Operating Standards: None
Related Laws: None
Related External Standards: None
HLC Criterion: 1C, 2A, 3C, 3F, 4B

Policy Statement

The President shall create and sustain an environment that supports the achievement of the Board's Strategic Outcomes. As such, the President shall create a workplace environment where employees feel safe and believe they are treated in a respectful, ethical, and equitable manner.

Without limiting the scope of the above statement by the following list, the President shall not:

1. Allow staff to be without current, enforced, written human resource policies that clarify expectations and working conditions, provide for effective handling of grievances, and protect against wrongful conditions.
   - Permit staff to be without adequate protection from harassment and bias.
   - Permit staff to be uninformed of the performance standards by which they will be assessed.
2. Fail to take appropriate action when the President becomes aware of any violation of law, collective bargaining agreement, or any College policy.
3. Retaliate against any staff member for non-disruptive expression of dissent.
4. Allow staff to be unprepared to deal with emergency situations.
5. Permit staff to be without reasonable opportunity for professional growth and development.
6. Fail to submit a monthly Human Resource action report.
7. Fail to submit an annual Human Resource monitoring report that addresses the policy outcomes identified.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
06-15-23	Minor Grammatical Edits; Added Monitoring Expectations
04-24-24	Board Reviewed, No Changes
04-17-25	Board Reviewed, No Changes
08-21-25	Board Reviewed, HLC Criterion Updated
06-18-26	Board Reviewed, No Changes
07-27-26	Board Reviewed, No Changes

Policy

Policy Title: Student Relationships **Number:** B3002
Policy Type: Board – Executive Limitations
Responsible: President
Related Policies: B2000, B2001, B2002, B2203
Linked Operating Standards: None
Related Laws: None
Related External Standards: None
HLC Criterion: 1B, 1C, 2A, 3B, 3C, 3D

Policy Statement

The President shall create and sustain an environment that supports the achievement of the Board's Strategic Outcomes. As such, the President shall create a climate where students feel safe and believe they are treated in a respectful, ethical, and equitable manner.

Without limiting the scope of the above statement by the following list, the President shall not:

1. Permit students to be without reasonable protections against hazards or conditions that might threaten their health, safety, or well-being.
2. Allow students to be without current, enforced policies that minimize the potential for exposure to harassment, provide remedy for harassment situations, and provide methods for dealing with individuals who harass.
3. Permit violation of student confidentiality and privacy, except where specific disclosure is required by legislation or regulation.
   a. Use forms or operating standards that elicit information for which there is no clear necessity.
   b. Use methods of collecting, reviewing, storing, or transmitting student information that inadequately protect against improper access to personal information.
4. Permit admission, registration, evaluation, or recognition processes that treat students unfairly.
5. Permit unfair, inconsistent, or untimely handling of student complaints.
   a. Permit students to be without a process for registering a complaint or concern, including an appeal process, or to be uninformed of the process.
6. Permit students to be uninformed of student rights and responsibilities, including expectations for student behavior and the consequences of failure to adhere to the expectations.
7. Retaliate against any student for non-disruptive expression of dissent.
8. Permit decisions affecting students to be implemented without appropriate notification to students.
9. Fail to periodically monitor student perception of their relationship to the institution and provide the Board with a summary of the results.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
06-15-23	Minor Grammatical Edits; Added Monitoring Expectations
08-15-24	Board Reviewed, No Changes
08-21-25	Board Reviewed, No Changes
07-27-26	Board Reviewed, No Changes

Policy

Policy Title: Organizational Culture **Number:** B3003
Policy Type: Board – Executive Limitations
Responsible: President
Related Policies: B2000, B2001, B2002, B2003
Linked Operating Standards: None
Related Laws: None
Related External Standards: None
HLC Criterion: 1B, 1C, 2A, 2E, 3B, 3C, 3F, 4B

Policy Statement

The President shall create and sustain an environment that supports the achievement of the Board's Strategic Outcomes. As such, the President shall create a work environment of open, transparent, and honest communication that encourages the development of trust, cooperation, and collaboration while maintaining appropriate confidentiality.

Without limiting the scope of the above statement by the following list, the President shall not:

1. Operate without an enforced internal Code of Conduct, of which all employees are made aware, that clearly outlines the rules of expected employee behavior.
2. Permit employees and others to be without a mechanism for confidential reporting of alleged or suspected improper activities without fear of retaliation.
3. Cause or allow research involving either human subjects or animals that does not adhere to generally accepted ethical principles and policy.
    a. Permit potential researchers to be without readily available guidelines for ethical research and assistance in identifying and solving ethical problems.
    b. Permit research that has not been subject to independent ethical review.
4. Fail to submit an annual monitoring report that addresses factors related to the College's culture.
5. Fail to periodically monitor employee perception of the College's culture and provide the Board with a summary of the results.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
06-15-23	Minor Grammatical Edits; Added Monitoring Expectation
04-18-24	Board Reviewed, No Changes
04-17-25	Board Reviewed, No Changes
08-21-25	Board Reviewed, HLC Criterion Updated
07-27-26	Board Reviewed, No Changes

Policy

Policy Title: Employment, Compensation, and Benefits **Number:** B3004
Policy Type: Board – Executive Limitations
Responsible: President
Related Policies: B2001, B2002, B2203
Linked Operating Standards: None
Related Laws: None
Related External Standards: None
HLC Criterion: 1C, 2A, 3C, 3F, 4B

Policy Statement

The President shall create and sustain a compensation and benefit system that enables the College to attract and retain high-quality employees without jeopardizing the fiscal integrity of the College.

Accordingly, the President shall not:

1. Unilaterally change the terms of his/her employment contract with the College.
2. Promise or imply permanent or guaranteed employment.
3. Establish compensation and benefits that:
    a. Create obligations over a term that cannot be sustained by projected revenues.
    b. Exceed parameters established by the Board.
    c. Cause unfunded liabilities to occur.
    d. Violate federal or state law.
    e. Fail to consider regional labor market conditions.
    f. Fail to consider job hierarchy, responsibility, complexity, skills required, experience levels, and performance expectations (i.e., grade levels).
4. Fail to implement processes to address conflicts of interest in hiring of employees, consultants, and contract workers.
5. Fail to disclose any known conflict of interest to the Board prior to hiring. If any conflict of interest becomes known after the date of hire, the President will notify the Board at the next regularly scheduled Board meeting.
6. Fail to submit an annual human resource monitoring report that addresses factors related to employee compensation and benefits.
7. Fail to periodically monitor employee compensation and benefit levels relative to regional market factors and provide the Board with a summary of the results.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
06-15-23	Minor Grammatical Edits; Added Monitoring Expectations; Clarified Expectations Related to Establishing Compensation and Benefits
04-18-24	Board Reviewed, No Changes
04-17-25	Reviewed, No Changes
08-21-25	Board Reviewed, HLC Criterion Updated
07-27-26	Board Reviewed, No Changes

Policy

Policy Title: Budget Forecasting, Development, & Adoption **Number:** B3005
Policy Type: Board – Executive Limitations
Responsible: Vice President of Finance & College Operations
Related Policies: B2001, B2002, B2203, B3006, B3007, B3008, B3009
Linked Operating Standards: PXXXX Budget Development & Adoption
Related Laws: ILCS 805/3-20
Related External Standards: Government Finance Officers Association (GFOA)
HLC Criterion: 4B

Policy Statement

The Board has a fiduciary responsibility to ensure public funds are used in a transparent, ethical, and fiscally responsible manner. As such, the Board shall adopt an annual budget in accordance with Illinois law prior to the start of the fiscal year, if possible, but no later than September 30 of each fiscal year.

The budget is a tool that allows the Board to make resource allocation decisions and monitor institutional performance based upon institutional strategic priorities focused on achieving the College's mission and legislative purposes defined in the Illinois Community College Act. In addition, the budget is a resource deployment plan that can be amended by the Board throughout the fiscal year to improve strategic outcomes.

To assist with these functions, the Board directs the President to prepare and present a proposed budget for Board review no earlier than the April Board meeting, but no later than the July Board meeting. Once presented with a proposed budget, the Board can accept the proposal as tentative or the Board can request additional information. Once the Board accepts the budget as tentative, the College will make the tentative budget available for public inspection for at least 30 days. Further, the Board Secretary will arrange for a public hearing so the public can provide comment on the budget. Notification for the public hearing shall be given at least 30 days prior to the time of the hearing.

Once the Board adopts a final legal budget, the President will operate the College within the budget parameters approved by the Board and provide the Board with reports and updates that demonstrate compliance with the Board's direction.

Accordingly, the President shall not present a proposed budget that fails to:

1. Support the accomplishment of the College's mission and strategic plan.
2. Support the continuous improvement of student learning, student success, and the operational effectiveness of the College.
3. Anticipate emerging factors (such as the influence of technology, demographic shifts, and globalization) on College programs and services.
4. Consider input from College employees.
5. Reasonably projects cash flow, income, and expenses.
6. Provide a projection of facility maintenance and improvement projects.

7. Ensure projected fund balances are consistent with the Administrative Management of Financial Reserves policy.
8. Provide adequate support for Board Development activities.
9. Comply with applicable law.

In addition, the President shall not present a proposed budget document that fails to:

1. Provide written budget assumptions.
2. Provide an explanation of the proposed budget's impact on each Fund.
3. Provide a budget in the GFOA format.
4. Provide a detailed comparison of the budgeted revenue and expenditures to prior fiscal year actual revenue and expenditures.
5. Provide a list of Capital Equipment.
6. Provide a list of Capital Projects.
7. Provide positions recommended for funding.
8. Include anticipated impact of proposed strategic initiatives on the key performance areas noted in the Board's Monitoring policy.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
05-03-21	Initial Adoption
03-07-22	Review – Grammatical Edits
06-15-23	Review – Grammatical Edits
08-15-24	Board Reviewed, Expanded Language on the Proposed Budget Document
08-21-25	Board Reviewed, No Changes
07-27-26	Board Reviewed, Strengthened Language for Clarity

Policy

Policy Title: Financial Condition **Number:** B3006
Policy Type: Board – Executive Limitations
Responsible: Vice President of Finance & College Operations
Related Policies: B2001, B2002, B2203, B3005, B3007, B3008, B3009
AXXXX Management of Financial Reserves
Linked Operating Standards: PXXXX Fund Balance Calculations
PXXXX Bonds and Indebtedness
PXXXX Audit Firm Selection
Related Laws: ILCS 805/3-20
Related External Standards: Government Finance Officers Association (GFOA)
HLC Criterion: 2A & 4B

Policy Statement

The Board has a fiduciary responsibility to ensure public funds are used in a transparent, ethical, and fiscally responsible manner. As such, the Board adopts a budget for College operations which will be administered by the CFO. The CFO shall administer the Board approved budget within parameters approved by the Board and protect the College from financial risk.

With respect to the actual, ongoing financial conditions and activities, the President shall not cause, or allow, the development of fiscal jeopardy, or actual expenditures, that are not aligned with achievement of the Board's Strategic Outcomes.

Further, without limiting the scope of the above statement by the following list, the President shall not:

1. Fail to comply with laws, administrative codes, rules, or agency regulations that apply to college activities.
2. Fail to comply with the College's administrative policies, administrative rules, guidelines, and operating standards, except when in the College's best interest. Any deviation will be communicated to the Board at the next regularly scheduled meeting.
3. Materially deviate from the approved budget by:
    a. Expending more funds than have been budgeted in aggregate for any fund without prior Board approval, except in emergency situations.
    b. Failing to notify the Board of an emergency purchase in excess of legal limits within a reasonable timeframe and seek Board approval. State Law requires ¾ of the members of the Board (i.e., 6 elected Trustees) to approve an emergency purchase.
4. Make any purchase without prudent protection against conflict of interest.
5. Fail to implement a system that subjects contracts for goods and services to a periodic cycle of review for quality and cost, including an assessment of the market.
6. Accept gifts or grants that require the College to commit resources (both human and financial) unless the gift or grant advances the achievement of the College's mission and aligns with the College's strategic priorities. An impact analysis on future resources will

be completed prior to acceptance of the gift or grant.

7. Fail to assist the Board with conducting an annual independent audit of the College that is consistent with Illinois law.
8. Fail to employ an internal control structure and develop operating standards to ensure accuracy and transparency for financial reporting. [Board Finance Committee Review]
9. Fail to ensure tax payments or other government-ordered payments are submitted in a timely manner.
10. Fail to manage the College's comprehensive debt program to preserve the District's credit strength and financial flexibility by establishing and monitoring prudent debt management goals.
11. Fail to submit an annual finance and investment monitoring report that addresses factors related to the financial condition of the College.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
05-03-21	Initial Adoption
03-07-22	Board Reviewed, Grammatical Edits
06-15-23	Minor Grammatical Edits; Added Monitoring Expectations
08-15-24	Board Reviewed, Minor Grammatical Edits
05-15-25	Board Reviewed, No Changes
08-21-25	Board Reviewed, No Changes
07-27-26	Board Reviewed, Updated Frequency of Reporting to Annual

Policy

Policy Title: Asset Protection **Number:** B3007
Policy Type: Board – Executive Limitations
Responsible: Vice President of Finance & College Operations
Related Policies: B2001, B2002, B2203, B3005, B3006, B3008, B3009
Linked Operating Standards: None
Related Laws: ILCS 805/3-20
Related External Standards: Government Finance Officers Association (GFOA)
HLC Criterion: 2A & 4B

Policy Statement

The Board has a fiduciary responsibility to utilize, maintain, and protect College assets. As such, the Board directs the President to implement policies, rules, guidelines, operating standards, and practices to assist the Board with this responsibility. Further, the Board directs the President to ensure the College's physical facilities and other assets are used in ways that support the College's mission and achieve the Board's Strategic Outcomes. In addition, the President will not allow college assets to be unprotected, inadequately maintained, or unnecessarily exposed to risk. Finally, without limiting the scope of the above statements by the following list, the President shall not fail to:

1. Lead the Board in relevant discussion and work to assure a clear long-term vision for capital assets and facilities.
2. Consider long-term financial, operational, environmental, and community sustainability when making infrastructure recommendations.
3. Insure against theft and casualty losses in amounts consistent with replacement values or against liability exposure to the College, the Board, Trustees, and employees in amounts consistent with limits of coverage obtained by institutions with comparable risk.
4. Bond employees who are responsible for and have access to material amounts of College funds consistent with Illinois Law and ICCB Administrative Rules.
5. Ensure facilities and capital equipment are well-maintained and operate as intended.
6. Alleviate known conditions that risk the College's assets and/or expose the College, the Board, Trustees, or employees to claims of liability.
7. Receive, process, or disburse funds under controls which are insufficient to meet standards established by the Governmental Accounting Standards Board, the Board appointed auditor, and Illinois law.
8. Obtain Board approval before acquiring or disposing of real property.
9. Implement operating standards for asset tracking, inventory, and disposal of college property that consider the market value and applicable laws.
10. Develop a deferred maintenance plan that considers both the preservation of assets and the needs of the College.
11. Protect the College's trademarks, copyrights, and intellectual property interests.
12. Obtain Board approval before naming facilities or parts of facilities.
13. Fail to submit an annual monitoring report that addresses factors related to the College's facilities and information technology infrastructure.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
06-15-23	Minor Grammatical Edits; Added Monitoring Expectations
03-21-24	Board Reviewed, No Changes
08-15-24	Board Reviewed, No Changes
03-20-25	Board Reviewed, No Changes
08-21-25	Board Reviewed, No Changes
07-27-26	Board Reviewed, Updated Frequency of Reporting to Annual and Strengthened Language for Clarity

Policy

Policy Title: Investments **Number:** B3008
Policy Type: Board – Executive Limitations
Responsible: Vice President of Finance & College Operations
Related Policies: B2001, B2002, B2203, B3005, B3006, B3007, B3009
Linked Operating Standards: None
Related Laws: ILCS 805/3-20
Related External Standards: Government Finance Officers Association (GFOA)
HLC Criterion: 2A & 4B

Policy Statement

The Board has a fiduciary responsibility to utilize, maintain, and protect College assets. As such, the Board directs the President to implement policies, rules, guidelines, operating standards, and practices to assist the Board with this responsibility. Further, the Board directs the President to ensure the College's investments are used in ways that support the College's mission and achieve the Board's Strategic Outcomes.

Finally, without limiting the scope of the above statements by the following list, the President shall not:

1. Permit investments that are inconsistent with State law, nor to be managed in a way that is inconsistent with the primary objectives of capital preservation and reasonable growth.
2. Permit investments to be managed without the active involvement of well-qualified investment advisors with a proven track record who are independent of any investment fund.
    a. Permit the advisor to take title to any assets.
    b. Permit the advisor to withdraw any funds from the accounts except to cover payment of previously agreed fees or at the organization's specific direction.
3. Permit investments that are insufficiently liquid to meet College's anticipated expenditures without incurring penalties.
4. Permit the investment of cash accounts (or operating capital) in anything other than allowed by the Illinois Public Funds Investment Act (30 ILCS 235/) and Section 20 of the Illinois Community College Act (110 ILCS 805/).
5. Fail to submit an annual finance and investment monitoring report that addresses factors related to investments of the College.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
05-18-23	Statute Changes
06-15-23	Minor Grammatical Edits; Added Monitoring Expectations
05-16-24	Board Reviewed, No Changes
05-15-25	Board Reviewed, No Changes
08-21-25	Board Reviewed, No Changes
07-27-26	Board Reviewed, Updated Frequency of Reporting to Annual

Policy

Policy Title: Financial Planning **Number:** B3009
Policy Type: Board – Executive Limitations
Responsible: Vice President of Finance & College Operations
Related Policies: B2001, B2002, B2203, B3005, B3006, B3007, B3008
Linked Operating Standards: None
Related Laws: ILCS 805/3-20
Related External Standards: Government Finance Officers Association (GFOA)
HLC Criterion: 2A & 4B

Policy Statement

The Board has a fiduciary responsibility to utilize, maintain, and protect College financial assets and provide resources for strategic initiatives aimed at the attainment of the strategic outcomes. As such, with assistance from the Board Finance Committee, the Board directs the President to implement policies, rules, guidelines, operating standards, and practices to assist the Board with this responsibility. Further, the Board directs the President to ensure the College's financial assets are used in ways that support the College's mission and achieve the Board's Strategic Outcomes.

Finally, without limiting the scope of the above statements by the following list, the President shall not fail to:

1. Engage the Board Finance Committee in the development of a long-term financial plan for the College.
2. Allocate resources in ways that are aligned with achievement of the Board's Strategic Outcomes.
3. Operate with a documented, multi-year strategy that can be expected to achieve a reasonable interpretation of the Strategic Outcomes.
4. Permit planning that explains and justifies assumptions and identifies relevant environmental factors.
5. Permit budgeting for any fiscal period or the remaining part of any fiscal period that is not derived from the multi-year plan.
6. Permit financial planning that omits credible projection of revenues and expenses, separation of capital expenditures and operational expenses, cash flow projections, prior year comparisons, and disclosure of planning assumptions.
7. Provide prior year comparisons for departments.
8. Provide less than the amount required to address critical deferred maintenance as a priority over new capital infrastructure.
9. Provide in the annual operating budget adequate provision for plant and facilities maintenance, electronic and institutional equipment, program and course development, staff development, and institutional research.
10. Ensure annual funding for facilities maintenance consistent with Board-approved financial planning assumptions.
11. Ensure adequate annual funding for technology and institutional equipment.
12. Permit financial planning that includes credible 3-year pro-forma trends of revenues and expenses.

13. Permit financial planning without a projected 5-year facilities master plan.
14. Permit planning that risks any situation or condition described as unacceptable in the "Financial Condition" policy.
15. Permit financial planning that does not provide the amount of operating funds determined annually by the Board for its direct use during the year to ensure Board advancement and competent governance of the College, such as costs of fiscal audit, Board development, Board and committee meetings, and Board legal fees.
16. Prevent the disbursement of funds that exceeds the annual operating budget revenue projection for more than two consecutive years.
17. Permit planning that endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve future Strategic Outcomes.
18. Submit an annual budget document that addresses the aforementioned factors.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
06-15-23	Minor Grammatical Edits; Added Monitoring Expectations
05-16-24	Board Reviewed, No Changes
08-15-24	Board Reviewed, No Changes
05-15-25	Board Reviewed, No Changes
08-21-25	Board Reviewed, No Changes
07-27-26	Board Reviewed, Broadened Allocation Language

Policy

Policy Title: Communication and Counsel to the Board **Number:** B3010
Policy Type: Board – Executive Limitations
Responsible: President
Related Policies: B2001, B2002, B2203, B3000, B3001, B3002, B3003, B3004, B3005, B3006, B3007, B3008, B3009, B3011, B3012, B3013
Linked Operating Standards: None
Related Laws: None
Related External Standards: None
HLC Criterion: 2C

Policy Statement

As the Board's primary employee, the President shall provide the Board with information and recommendations that assist the Board with performing its oversight and fiduciary functions. The President will not permit the Board to be inadequately informed.

Accordingly, the President shall not:

1. Neglect to submit monitoring data (as noted in the *B1002 Monitoring College Effectiveness and B2003 Monitoring President Effectiveness* policies) in a complete, timely, accurate, and understandable fashion.
2. Fail to make the Board aware of relevant trends, anticipated adverse media coverage, actual or anticipated legal actions, or material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
3. Fail to advise the Board if, when in the President's opinion, the Board is not in compliance with Governance Process and Board Delegation of Authority policies.
4. Fail to advise the Board if, when in the President's opinion, the Board (or individual Trustees) encroach on College activities that are the responsibility of the President.
5. Present information that is materially misleading, inaccurate, or incomplete and does not consider supporting and opposing points of view.
6. Fail to deal with the Board as a whole except when (a) fulfilling Trustee requests for information or (b) responding to officers or committees as duly charged by the Board.
7. Fail to report, in a timely manner, an actual or anticipated noncompliance with any policy of the Board, federal law, state law, or local ordinance.
8. Fail to communicate with the Board as a whole on matters relating to the Board's oversight and fiduciary roles.
9. Fail to notify the Board of Trustees of information requests as noted in Board Procedure *B4000.01*
10. Fail to provide a mechanism for official Board approved communications.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
06-15-23	Minor Grammatical Edits; Added Monitoring Expectations
08-15-24	Board Reviewed, No Changes
08-21-25	Board Reviewed, No Changes
07-27-26	Board Reviewed, Strengthened Language for Clarity

Policy

Policy Title: Partnerships/Grants/Contracts **Number:** B3011
Policy Type: Board – Executive Limitations
Responsible: President
Related Policies: B2001, B2002, B2203
Linked Operating Standards: None
Related Laws: None
Related External Standards: None
HLC Criterion: 2A & 4B

Policy Statement

The President shall not enter into any formal or informal partnership, grant, or contractual arrangement that fails to emphasize the accomplishment of Board Strategic Outcome policies, avoid unacceptable operational activities, or protect the College's fiscal integrity or public image.

Without limiting the foregoing statement, the President shall not:

1. Accept gifts or grants which obligate the College to make significant, long-term expenditures of funds or other resources, other than those created by the gift or grant, or which are not in the best interest of the college.
2. Enter into arrangements that have stipulations which could result in the funds being used in imprudent, unlawful, or unethical ways.
3. Fail to ensure gifts are used in the manner agreed upon with the donor.
4. Enter into arrangements that fail to assess and consider an applicant's capability to produce appropriately targeted, efficient results.
5. Enter into partnerships that materially compromise the College's mission, independence, reputation, or strategic priorities.
6. Enter into contractual obligations that expose the College to unreasonable legal, financial, or operational risk.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
06-15-23	Minor Grammatical Edits; the Term "Means" Clarified to "Operational Activities"
08-15-24	Board Reviewed, No Changes
08-21-25	Board Reviewed, No Changes
07-27-26	Board Reviewed, Addition of Bullets 5 & 6

Policy

Policy Title: Strategic Planning **Number:** B3012
Policy Type: Board – Executive Limitations
Responsible: President
Related Policies: B1002, B2001, B2002, B2203
Linked Operating Standards: A1300.05
Related Laws: None
Related External Standards: None
HLC Criterion: 3G

Policy Statement

The Board clearly articulates the College's purpose on behalf of the community through the Board's Strategic Outcome statements. The Board delegates to the President the responsibility for developing and implementing a strategic plan designed to achieve the Board's Strategic Outcomes.

The President, in performing this responsibility, shall interpret the Board's Strategic Outcomes and develop an inclusive and collaborative strategic planning process that identifies initiatives and resources needed for employees to achieve the Board's Strategic Outcomes. The strategic plan shall support the College's Mission, Values, and Vision and ensure College priorities are aligned with the achievement of the Board's Strategic Outcomes. The strategic plan will include initiatives that are, in the President's expertise, most likely to achieve the Board's Strategic Outcomes within the parameters of the Board's Executive Limitations policies. Strategic plan initiatives shall be established within the context of HLC requirements, best practices, and emerging trends.

The Board, in collaboration with the President, shall monitor the College's progress toward achieving the Strategic Plan through the Board's established process, which includes monthly President's Reports, an annual Strategic Plan Progress Report, and the annual Strategic Outcome Monitoring Process. These reports shall strengthen the alignment between Board expectations, employee effort, and institutional effectiveness. Additionally, the Board and President shall monitor changes in critical assumptions, underpinning the strategic plan which may prompt revisions to the strategic plan. The College's strategic plan will be publicly available on the College's webpage.

Furthermore, for the purpose of ensuring the Board's Strategic Outcomes remain relevant for the Community, the Board, in collaboration with the President, shall engage in a comprehensive strategic plan development process that examines, refreshes, and/or confirms the College's mission, vision, and values at least once every 5 years.

Accordingly, the President shall not fail to develop and implement a strategic plan that:

1. Supports and aligns with the Board's Strategic Outcomes.
2. Is based on the College's Mission, Values, and Vision statements.
3. Allocates resources in alignment with the College's Mission, Vision, and the Board's Strategic Outcome priorities.

4. Links College processes for assessment of student learning, evaluation of operations, planning, and budgeting.
5. Is comprehensive and includes cycles of evaluation based on data.
6. Considers the College's current capacity including the availability of resources.
7. Considers critical assumptions about the future, including, without limitation, the possible impact of fluctuations in revenue sources, enrollment, the economy, and federal, state and local support.
8. Anticipates emerging factors, such as technology, demographic shifts, and globalization.
    a. Results from a collaborative development process that actively engages internal and external stakeholders.
    b. Ensures continuous improvement of the plan's effectiveness through a monitoring system that includes reports to the Board on the College's progress towards realizing the plan's KPAs and any changes in critical assumptions.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
06-15-23	Minor Grammatical Edits; Added Language to Ensure Mission, Vision, Value Analysis
04-18-24	Board Reviewed, No Changes
08-15-24	Board Reviewed, No Changes
08-21-25	Board Reviewed, HLC Criterion Updated
07-27-26	Board Reviewed, Strengthened Monitoring Language

Policy

Policy Title: Sustained Presidential Leadership **Number:** B3013
Policy Type: Board – Executive Limitations
Responsible: President
Related Policies: B2001, B2002, B2203
Linked Operating Standards: None
Related Laws: None
Related External Standards: None
HLC Criterion: 2C

Policy Statement

Since the Board delegates administrative and operational authority to the President in the B2001 Delegation to the President policy, the Board has an interest in ensuring that Presidential services and responsibilities continue in the event the President is unable to perform the duties outlined in the B2002 President Accountability policy. In such an event, the Board will need to determine if an interim or permanent President replacement is necessary by conducting a special meeting or at the next regularly scheduled meeting.

To help the Board plan for this contingency and expedite the decision-making process, the President shall not fail to ensure that the College's CAO, CSSO, and/or CFO are familiar with the current strategic and operational initiatives being conducted and can substantially perform the duties outlined in the *B2002 President Accountability* policy.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
06-15-23	Minor Grammatical Edits
08-15-24	Board Reviewed, No Changes
08-21-25	Board Reviewed, No Changes
07-27-26	Board Reviewed, No Changes

Title: Article I – Governance **Number:** B4000
Type: Board – Bylaws
Responsible: Board Chairperson
Related Policies: None
Linked Operating Standards: B4000.01, A Policy Development, A13XX.01 Policy Numbering
Related Laws: 110 ILCS 805
Related External Standards: None
HLC Criterion: 2C, 3F, 3G, 4B

Section 1 – Governance Commitment

The Board shall govern the College in accordance with the Illinois Constitution, the Illinois Community College Act, Higher Learning Commission Accreditation standards, bylaws, and within the principles of policy governance.

As elected fiduciary representatives of the college community, the Board shall be accountable for the College's performance. The Board will establish policies that communicate appropriate Strategic Outcomes and Executive Limitations, and ensure monitoring and accountability measures are clearly identified and reported. The frequency of reporting and the methods for monitoring and accountability are determined by the Board.

Since the President operates the College as the Board's primary employee, the Board has a direct interest in ensuring that the President is successful. To that end, the Board will communicate to the President clear performance expectations with an emphasis on how those expectations will be monitored and evaluated. These performance expectations shall be communicated through Board policy and/or resolution. To ensure the Board's performance expectations are clearly understood, consistent, and fulfilled, the Board shall communicate solely with the President.

Trustee requests for information, including existing reports, shall be made to the President and in accordance to the Board Information Request Procedure B4000.01.

Strategic Outcome policies describe the College's purpose and impact on the Community and contain four critical components: 1) which programs & services are to be provided; 2) for whom; 3) the value to the community; and 4) recommended areas of performance expectations.

Consistent with policy governance principles, administrative and operational decisions of the College are "*Operational Activity*" decisions. As such, the Board empowers the President to make all Operational Activity decisions. While not an exhaustive list, "*operational activities*" (administrative and operational) decisions may include: personnel matters, financial planning, purchasing, programs, services, curricula, and internal organizational structure. Further, the Board acknowledges the Strategic Outcome and Operational Activity distinction is critical to the College's success. The Board is not charged with producing a particular Strategic Outcome, only with defining them. The President is solely responsible for producing the Board's defined Strategic Outcomes and deciding what operational activities to use.

To strengthen the President's accountability to the Board, the Board will establish Executive Limitations on operational activity decisions. Board-defined Executive Limitations will provide the President clear direction about which operational activity decisions are unacceptable to the Board. Unless otherwise noted in Executive Limitations, the President has full authority to

make any operational activity decision the President deems necessary to accomplish the Board's Strategic Outcomes.

The Board recognizes that Executive Limitations potentially limit creativity and may increase the cost of producing the Board's Strategic Outcomes. As such, the Board will endeavor to minimize the number of Executive Limitations. Executive Limitations shall focus on practices, activities, and decisions that may be imprudent, illegal, and/or contrary to commonly accepted business practices and professional ethics.

Section 2 – Governing Principles

Consistent with accreditation expectations and best practice, the Board shall govern using the principles outlined in policy governance. As such, the Board will govern with an outward and futuristic vision focusing primarily on the benefits the College contributes to the community which are defined in the Board's Strategic Outcome statements. In addition, the Board will direct its efforts at creating and sustaining the College's mission and vision in ways that achieve the Board's Strategic Outcomes. Further, the Board will delegate the Operational Activities to achieve the Strategic Outcome to the College's President.

To accomplish this, the Board will:

1. Execute the powers designated by the Illinois Community College Act and all other applicable federal and state laws.
2. Operate in all ways mindful of its Trusteeship and its fiduciary and statutory obligations to the public. It will allow no officer, individual, Trustee, or committee of the Board to prevent the fulfillment of this commitment.
3. Act in the best interest of the College.
4. Commit to the pursuit of excellence through the use of continuous quality improvement practices.
5. Demonstrate uncompromised professionalism and ethics in the course of its work.
6. Enforce upon itself whatever discipline is needed to govern with excellence. Actively engage in continuous development which will include orientation of new Trustees with the Board's governance process, periodic Board discussion of process improvement, regular policy review, Board self-assessment, review of related literature, and conference attendance.
7. Collaborate and share all information among all Trustees on matters of substance related to their governance role. No Trustee shall be in sole possession of information related to the Board's governance role.
8. Strive, to the greatest extent possible, to reach consensus on all decisions.
9. Direct, control, and inspire the College's vision through the careful establishment of the broadest organizational policies reflecting the Board's values and perspectives.
10. Be solely responsible for excellence in governing.
11. Engage in Board policy development in collaboration with the President.
12. Hold itself accountable by monitoring and discussing the Board's process and performance regularly. To this end, the Board will conduct an annual self-assessment, the results of which shall be used for the improvement of their work individually and collectively. Self-monitoring will include comparison of Board activity and discipline to the Governance process and the Board Delegation of Authority policies.
13. Determine the Strategic Outcomes based on the external needs of community stakeholders. To this end, the Board will work with the President to adopt processes and employ practices that allow for broad input from community stakeholders to obtain input on issues related to the development and/or improvement of the Strategic Outcome policies.
14. Benchmark the College's performance against other comparable institutions in order to develop or improve Strategic Outcome policies.

15. Encourage and consider diverse viewpoints.
16. Act as a whole Board; thereby, cultivating a sense of group responsibility. Trustees have no individual authority to govern the College or direct the President or staff. The Board may use the expertise of individual Trustees to enhance the work of the Board as a body, but may not use it as the sole basis for Board action.
17. Establish broad policy that reflects the vision and values of the Board and focuses on the long-term needs of the community rather than the internal operational aspects of the College.
18. Support and empower the President to achieve the Strategic Outcomes by defining their respective roles in job descriptions and delegating operational authority to the President.
19. Empower the President with full discretion for determining and executing the *operational activities* within the bounds of Executive Limitations as communicated by the Board. The Board will respect and support all *operational activity* decisions that conform to policy.
20. Not engage in administrative decisions related to *operational activities*.
21. Ensure the College is making adequate progress towards achieving the Board's Strategic Outcomes by reviewing timely monitoring reports and evaluating the President's performance.
22. Act only through its bylaws, written policies, resolutions, and in accordance with applicable laws and criterion established by its accrediting bodies.

Section 3 – Board Authority and Responsibility

The legislative responsibilities of the Board are defined in 110 ILCS 805/3. In addition, the Board shall not be bound in any way by any action or statement on the part of any individual Trustee or employee, except when such statement or action is in pursuance of specific instructions by the Board.

As a collective body, the Board fulfills its Governance commitment by overseeing the operations of the College and assuring its conformance with applicable laws using established governing principles. The Board represents the voice of the Community (i.e., the citizens and business interest located throughout the Shawnee Community College service area) and acts in the public's best interest. The Board recognizes that its role is uniquely distinguishable from the responsibilities of the President, which is to administer college operations.

To achieve their oversight role, the Board's primary responsibilities are to:

1. Serve as the official governance link between the College and the Community at large.
2. Establish, clarify, and adapt the College's purpose, mission, and vision in ways that reflect the needs of the Community through Strategic Outcome statements.
3. Provide strategic leadership by enacting written governing policies that address Strategic Outcome, Executive Limitations, Governance Processes, and Delegation of Authority categories.
4. Ensure the adoption of policies and statutorily prescribed operating standards as required by law.
5. Conduct its business in compliance with the Illinois Community College Act, the Illinois Open Meetings Act, and other applicable laws.
6. Select and employ a President. Delegate administrative authority for the College to the President, support the President, and evaluate the President's performance.
7. Make decisions in the areas in which the Board has limited Presidential authority as defined in Executive Limitations.
8. Ensure the College engages in effective planning.

9. Monitor the performance of the College's programs and services to ensure they meet the Board's prescribed Strategic Outcomes.
10. Ensure the College has access to adequate financial resources and provide fiduciary oversight.
11. Establish tuition and fees.
12. Levy and collect taxes as authorized by law.
13. Engage in professional development activities to continuously improve the Board's competency as a governing unit.
14. Act with ethical integrity and within all legal requirements.
15. Enhance the College's public image.
16. Serve as an advocate for the College to federal, state, and local governing bodies and other public and private entities that may assist in furthering the mission of the College.
17. Approve and implement a Community and College engagement strategy that is jointly prepared by the President and the Board Chairperson.
18. Assess the Board's own processes and performance annually. Self-assessment will include comparison of Board activity and adherence to policies in the Governance Process and Delegation of Authority categories as it relates to the attainment of the Board's Strategic Outcomes.

Section 4 – Policy & Bylaw Creation and Review

College policies are guiding or governing principles, formally approved by the Board in furtherance of the College's mission and values. Policy does not include operating standards used to implement the policy. College Bylaws describe the structure, organization, operation, Board responsibilities, and Trustee responsibilities in conducting formal business matters at Board meetings.

Policies & Bylaws shall be:

1. Presented in a common format.
2. Formally approved by the Board.
3. Maintained centrally, electronically accessible, and available in hard copy.
4. Linked electronically to applicable operating standards for implementing the policy or bylaw.
5. Reviewed on a regular schedule established by the Board, with all policies reviewed within a defined review cycle.

Division of Responsibility – Policies

The Board is responsible for adopting policies for the oversight of the operation of the College. The responsibility for formulating policy shall be divided as follows:

1. Broad strategic, value-based policies are the responsibility of the Board.
2. The Board will set policy in the areas of: Strategic Outcomes, Delegation, Executive Limitations, and Bylaws.
3. Administrative rules, guidelines, and operating standards for employees to follow in implementing College policies are the responsibility of the President and will be provided to the Board for informational purposes and available on the web.
4. Specific tactical decisions and operating standards to be established in accordance with the administrative rules and/or guidelines are the responsibility of the operation units or positions designated by the President.

Responsibility for Bylaws

Bylaws are a special kind of policy that describes how the Board intends to operate. The Board is responsible for adopting bylaws for the oversight of the operation of the Board.

Standard Format for Policies

Policies shall follow an established consistent format per Exhibit A.

Standard Format for Bylaws
Bylaws shall follow an established consistent format per Exhibit B.

Initiating Policy
Policies shall be initiated in accordance with the Procedure for initiating a policy.

Board Policy Action
In order to ensure public transparency and accountability, newly proposed Board policies and substantive changes to existing policies shall be presented at a properly noticed public Board meeting for at least two readings before they may be acted upon. The purpose of the first reading is to present the proposed policy or substantive change to the public and allow for comment. After the first reading, and prior to second reading, the public and additional college stakeholders may provide additional input to the President which may result in revisions to the proposed policy or substantive change. The purpose of the second reading is to provide final public comment and Board action.

In an emergency, the Board may act upon a new policy proposal or a substantive change at the first reading by a supermajority of the quorum vote. In this situation, policy adoption is considered provisional and shall not become final until the conclusion of the second reading and final action. Revisions to a provisionally approved policy may be proposed between provisional and final adoption.

As part of the Board's ongoing policy review responsibility, revised policies that do not substantially change the intent or direction of the policy may be adopted after first reading at the discretion of the Board. In addition, the Board empowers the President to make non-substantive changes to policy without Board action when clarity is needed to reflect changes in college operations. The President will present any non-substantive change to Board policy at the next regularly scheduled Board meeting.

After the first reading, any proposed policy can be removed from consideration or rejected by a majority vote at the next properly noticed Board meeting.

Unless otherwise noted, policies may only be acted upon by a majority vote of the Trustees constituting a quorum at a properly noticed public Board meeting.

In rare instances where the Board, at its discretion, may need additional information about a particular policy or substantive change, it may choose to have additional readings beyond a second reading.

Harmony with Law & Collective Bargaining Agreements
All policies will comply with applicable law. If any policy (or portion thereof) is found to be in conflict with applicable law, the policy or conflicting provision will be temporarily suspended. The elements of the policy that are not in conflict with the law shall continue to be in effect as long as the policy's intended purpose can still be achieved. Subsequently, the policy will be revised to comply with the law.

If any policy (or portion thereof) is found to be in conflict with Collective Bargaining Agreements through the grievance and/or arbitration process, the Collective Bargaining Agreement shall supersede the policy. In this situation, the policy may be revised to be consistent with the collective bargaining provision.

Supersedes Prior Policies
Policies adopted by the Board shall supersede all previous versions and related operating standards.

Communication
New and amended policies shall be communicated and be accessible through the College's website.

Policy Rights
Policies are not contractual in nature and are not intended to create any contractual, liberty, and/or property rights. Policies may be changed and/or repealed at the sole discretion of the Board.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
06-15-23	Minor Grammatical Edits; Means Updated to Operational Activities; Review Cycle Identified as Annually
08-15-24	Board Reviewed, Added Performance Expectation, Minor Grammatical Edits
08-21-25	Board Reviewed, HLC Criterion Updated
07-27-26	Board Reviewed, Strengthened Language for Clarity, Minor Grammatical Edits

Operating Standard

Title: Board Information Request **Number:** B4000.01
Type: Board
Responsible: President
Related Policies: B2000 Unity of Control
B4000 (Section 1) Governance Commitment
B4000 (Section 3) Board Authority & Responsibility
B4001 (Section 1) Trustee Roles
Linked Operating Standards:
Related Laws: 110 ILCS 805
Related External Standards: None
HLC Criterion: 2C, 3F, 3G, 4B

Statement

The Board has the right to receive information regarding College operations in order to perform its duty as an oversight body and make policy decisions. Moreover, individual Trustees have the right to receive information in order to perform their duties as Trustees.

These operating standards are designed to ensure the Board receives complete, accurate, and consistent information in a timely manner. Except for situations that are pre-determined and mutually agreed upon by the President and Board, the Board or any individual Trustee will direct information requests to the President. The President may (in his/her discretion) direct College employees to respond directly to Board or Trustee requests.

Requests for information are made in 2 ways:

1. By Board Action/Resolution (or)
2. By individual Trustees in the performance of their duties as defined by the Illinois Community College Act and the Trustee Roles Board Policy.

Requests for information can be categorized as follows:

1. Existing Information – documents or reports that are already prepared.
2. Customized Information – documents or reports that need to be modified to meet the needs of the Board or a Trustee which requires staff effort to prepare.
3. New Information – the development of a document or report, to meet the needs of the Board or a Trustee, where data from one or more sources requires significant staff effort to collect and prepare.

The process for Board requests is:

1. By Board action or resolution.
2. If the request is made for existing information, the President will provide the information to the Board as soon as it is practical to do so or within 5 business days from the properly noticed meeting in which the request was received.
3. If the request is for customized or new information, and deemed reasonable and feasible by mutual consent of the Board and President, the President will provide the Board with a projected timeframe for the completion of the information within 5 business days from the properly noticed meeting in which the request was received.

4. In the event the President needs additional information from the Board to respond to the Board's request for customized or new information, the President may contact the Chairperson for clarification, and a revised timeline for completion may be established.
5. In the event unforeseen circumstances arise or changing priorities impact the President's ability to provide the customized or new information within the agreed upon timeframe, the President will notify the Board and will provide a revised time for completion.
6. The Board may withdraw a request for customized or new information by Board action or resolution at any properly noticed meeting.

The process for individual Trustee requests is:

1. A written request is made to the President.
2. If the request is made for existing information, the President will provide the information to all Trustees as soon as it is practical to do so or within 5 business days from receipt of the request.
3. If the request is for customized or new information, the President will acknowledge the receipt of the request in writing to all Trustees for the purpose of facilitating transparency and communication among all Trustees.
4. If the request is for customized or new information and deemed reasonable and feasible by the President, the President will provide the information to all Trustees in a timeframe agreed to by the Trustee and President. If the President decides that the request for customized or new information is not reasonable and/or feasible, the President will direct the requesting Trustee, if they choose to pursue the request, to make the request at the next properly noticed Board meeting so that the Board can have input on the request. In the event unforeseen circumstances arise or changing priorities impact the President's ability to provide the customized or new information within the agreed upon timeframe, the President will notify all Trustees and will provide a revised time for completion.
5. If the Board deems an individual Trustee request for customized or new information is not reasonable and/or feasible, the Board may (at a properly noticed meeting) act to delay, suspend, and/or direct the President not to respond to the request.
6. The Trustee may withdraw a request for customized or new information at any time and in writing.

The following guidelines will be observed:

1. Trustee request for information shall be limited to information related to their role as individual Trustees as noted in the *Trustee Roles* policy and shall not use the services of College staff to conduct investigations, perform research, or obtain information for personal purposes.
2. In situations other than those predetermined by the Board and President, if a Trustee contacts an employee for information, the employee will refer the matter to the President or Cabinet-level supervisor. The purpose is to ensure the Trustee receives a timely, accurate, and complete response.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption – Updated from Previous Policy Manual
06-15-23	Board Reviewed, No Changes
08-15-24	Board Reviewed, No Changes
08-21-25	Board Reviewed, HLC Criterion Updated
07-27-26	Board Reviewed, Minor Grammatical Edits

Title: Article II – Trustee Expectations **Number:** B4001
Type: Board – Bylaws
Responsible: Board Chairperson
Related Policies: None
Linked Operating Standards: None
Related Laws: 110 ILCS 805; 10 ILCS 5; 5 ILCS 120
Related External Standards: None
HLC Criterion: 2C, 3F, 3G, 4B

Section 1 – Trustee Responsibilities

The Board functions as a collective body; no Trustee has individual authority to act on behalf of the Board. The success of the Board depends on each individual Trustee, the duly elected representatives and voice of the College's community, to exercise their legislative responsibility in a positive way.

To that end, in the execution of their Board responsibilities, individual Trustees will:

1. Increase their knowledge of college operations, community needs, and social/economic trends to improve their decision-making competence and strengthen community commitment.
2. Act in a way that inspires confidence, builds public trust, and is consistent with the best interest of the College.
3. Focus on the mission of the College.
4. Act in an ethical and responsible manner.
5. Participate at Board meetings through appropriate preparation, regular attendance, active participation in Board discussions, and accept committee and Board assignments.
6. Understand and support the Board governance concepts, Board policies, and Board operations.
7. Develop and maintain an in-depth knowledge of the community and its needs by participation in community outreach activities.
8. Maintain a working knowledge of the College's organization, programs and services, facilities, and budget.
9. Become well-informed about major initiatives of the College.
10. Engage in Board and self-development activities designed to promote Board effectiveness.
11. Engage in new Trustee orientation development activities.
12. Present a positive image of the College to the community.
13. Respect President-Employee relationships by not engaging in internal individual or collective interests. It is also improper for students, faculty, administrators, or other employees of the College to submit to the unofficial demands of individual Trustees, or seek the participation of individual Board members in the daily administration and operation of the College, or solicit or use individual Trustees to promote personal or collective constituent goals.
14. Respect the collective decisions of the Board.
15. Refer questions regarding college staffing and operations to the President.
16. Serve as an informed volunteer to participate in legislative events and promote the College's legislative agenda as recommended by the President.

17. Attend community and College events, when willing and able, in accordance with a schedule that is jointly prepared by the President and Board Chairperson.

Section 2 – Trustee Qualifications
Candidates for election to the Board must be a resident elector in the Shawnee Community College District 531 for at least one year immediately preceding the election. In addition, a candidate must be eighteen years of age or older at the time of his or her election or appointment. If a Trustee ceases to reside in the Community College District during the Trustee's term of office, the Trustee must resign from service.

Section 3 – Number of Trustees
Seven Trustees shall be elected at large from the Board of Community College District Number 531, Counties of Union, Alexander, Massac, Pulaski, Johnson, and parts of Jackson, State of Illinois.

Section 4 – Term of Office
Each Trustee of the Shawnee Community College Board shall be elected during the Consolidated Election for a term of 6 years.

Section 5 – Election of Trustees
The Consolidated Election of Trustees of the Board shall be nonpartisan and shall be held in odd-numbered years in the time and manner provided in the General Election Law. 10 ILCS 5/1-1 et seq.

The Secretary of the Board shall be the Local Election Officer as determined by the Illinois General Election Law.

Trustees of the Shawnee Community College Board shall be elected in the manner provided by state law in Chapter 110 Section 805/3-7 of the Illinois Public Community College Act.

Section 6 – Student Trustee
Consistent with 110 ILCS 805/3-7.24, an annual election will be held to elect a non-voting student member of the Board. The election will be decided by a simple majority of those voting in the election. All candidates must be full-time students (12 hours) and in good academic standing. The Student Trustee will serve a 1-year term beginning in April. The Student Trustee may participate in special Board meetings or activities at the discretion of the Board Chairperson.

Section 7 – Installation of Trustees
All Trustees shall be required to file with the Board Secretary, prior to assuming office, an Acceptance of Office and Affidavit of Eligibility in the following forms:

> I, _____, having been elected to the office of Student Trustee of Shawnee Community College District 531 in the County of Pulaski, in the State of Illinois, DO SOLEMNLY SWEAR OR AFFIRM, that I will support the Constitution of the United States of America and the Constitution of the State of Illinois and will faithfully discharge the duties of the office of Student Trustee to the best of my ability.
>
> I, _____, having been elected to the office of Trustee of the Board Shawnee Community College District 531 in the County of Pulaski, in the State of Illinois, DO SOLEMNLY SWEAR or AFFIRM, that I will support the Constitution of the United States of America and the State of Illinois and will faithfully discharge the duties of the office of Trustee to the best of my ability.

Section 8 – Trustee Orientation
The Board Chairperson and President will assist each newly elected Trustee with becoming familiar with and understanding the Board's functions, duties, responsibilities, policies, and operating standards before the Trustee assumes office.

The orientation process, which shall be the primary responsibility of the Board Chairperson, shall include:

1. Guidance in completing Attorney General's Electronic Open Meetings Act Training within 90 days of being elected or appointed (5 ILCS 120/1.05 Training) and filing of certificate of completion.
2. Instruction explaining the role of a Trustee.
3. Review of all Board policies and operating standards.
4. Explanation of the Illinois Community College Trustees Association (ICCTA) and encouragement to participate in ICCTA sponsored activities.

In addition, each newly elected Trustee will be provided with the opportunity, in either a structured or unstructured forum, to meet with the College President and other administrators and members of the staff, the College attorney, and other members of the Board, to familiarize and orient the new members on matters including: Trustee legal and ethical responsibilities and duties; trusteeship; College fiscal and administrative structure and operation; policy governance; shared governance; and collective bargaining.

Section 9 – Trustee Development
The Board is committed to the continuing development and education of each Trustee. Each Trustee shall be encouraged to attend Board Retreat(s) as scheduled, the Southeast Regional Trustees Association meetings, Illinois Community College Trustees Association Seminars, and other opportunities for professional growth.

Section 10 – Vacancy
Whenever a Trustee vacancy occurs, the Board shall appoint an individual to fill the vacancy within 60 days. The Board will advertise and solicit applications for the vacancy. The individual appointed shall serve until a successor is elected and certified at the next Consolidated Election in accordance with *Sections 22 17 and 22 18 of the Election Code*.

Section 11 – Compensation
Trustees shall serve without compensation, but shall be reimbursed for their reasonable expenses incurred in connection with their service.

Section 12 – Code of Ethics
The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Trustees. All decisions and actions of the Board are to be made for the purpose of advancing the best interest of the College. Furthermore, Trustees are fiduciaries of the College and, as such, owe a duty of loyalty to the College and community.

Accordingly, Trustees at all times shall:

1. Govern with responsibility for the public trust, the citizens of the Shawnee Community College District, the future of the College, and the benefit of current and future students.
2. Act in a personal and professional manner that protects the reputation and integrity of the College and avoids the appearance of impropriety.
3. Act in ways that protect the College's financial, personnel, and tangible assets.
4. Act in good faith reasonably, competently, and prudently.

5. Avoid conflicts of interest.
6. Act in a manner that is consistent with the purpose of the College.
7. Act in a manner that supports the Board's policy governance commitment.
8. Act in a manner that supports the successful performance of Board and Trustee responsibilities identified in other Board policies.

To facilitate a climate that supports these activities, the following: defines a set of professional and ethical values; establishes a code of conduct; and defines conflict of interest.

Professional & Ethical Values

The Board recognizes that it has a responsibility to act in an ethical and legal manner. From the Board's perspective, acting ethically means observing standards of right and wrong, good and bad. Further, ethics addresses what individual Trustees ought to do to fulfill their moral obligation as a fiduciary for the Community. Acting in a legal manner means complying with the laws and regulations that apply to the College and elected officials. As such, ethics refers to moral responsibilities and goes beyond legal considerations. Acting ethically and legally involves more than understanding what the right thing is to do; it means that one must perform in ethical and legal ways.

To those ends, the Board recognizes the values of trustworthiness, respect, responsibility, fairness, caring, and citizenship as central to their role as community representatives and adopts these values as an ethical framework to conduct business.

In terms of trustworthiness, the Board wants to be viewed by the community as trustworthy (i.e., people believe in what we do). Components of being trustworthy require individual Trustees to act with honesty, integrity, reliability, and loyalty. Being honest means acting with sincerity, truthfulness, straightforwardness, and avoiding deception. Further, Trustees shall avoid violating confidentiality, being uncivil, or making promises that they might not be able to keep. Integrity refers to "wholeness." A Trustee who has integrity is consistent in decision-making and behavior, and bases their behavior on a core set of ethics or values. Reliability means Trustees honor their commitments. Ethical Trustees spend the appropriate time each week to perform the job well. Loyalty means protecting and promoting the interests of the community. A Trustee's primary loyalty is to the College and the public good.

In terms of respect, components include civility, courtesy, decency, autonomy, and tolerance. Civility and courtesy are particularly important when engaging in discussions with others with whom there is disagreement. Autonomy means that others are empowered to make decisions for themselves. Tolerance means acknowledging and considering others' perspectives on College matters.

In terms of responsibility, the Board must make decisions and choices and be accountable for those. Responsible Trustees do not shift the blame to others. Responsible Trustees do the best they can by being diligent, careful, prepared, and informed. In addition, perseverance is critical in that Trustees must follow through and finish tasks that they promised to do. Responsibility also involves self-restraint, prudence, and recognizing the importance of setting a good example. Responsible Trustees exercise appropriate restraint in their public communications because people view them as representatives of the College.

The components of fairness involve equality, impartiality, openness, and using due process. Exhibiting fairness involves using open and impartial processes for gathering and evaluating information, so that even those who disagree with a decision can understand how it was made. It means seeking equity and avoiding favoritism or prejudice.

In terms of caring, the Board is genuinely concerned about the welfare of others. Trustees, as public officials, care about the common good and welfare of the community. Trustees are often asked to care about many different people–community members, students, faculty, and others.

Benevolence as a trustee involves seeking the well-being of the entire community. Challenges arise when decisions must be made for the benefit of the public welfare that may not meet the needs of specific groups. Caring Trustees understand those challenges and realize their role requires focusing on the public good. Because Trustees care about the broader community, they care about being ethical, respectful, responsible, and trustworthy.

Finally, citizenship involves how Trustees behave as part of a community. Ethical citizens obey laws and contribute to the community through service and leadership. Citizenship is concerned with the future health and welfare of society. Trusteeship is an expression of civic leadership. The ethics of trusteeship reflect good citizenship practices.

Code of Conduct

The Board commits itself and its members to ethical and professional conduct. In conjunction with the Board's defined responsibilities, Trustee-defined responsibilities, and other policies as appropriate, the following guidelines for conduct will be observed:

1. Trustees must maintain unconflicted loyalty to the interests of the citizens of the College service area. This accountability supersedes any conflicting loyalty that a Trustee might have as an advocate or supporter of specific interest groups, or as a member of other boards, or as an employee of other organizations. This accountability supersedes the personal interest of any Trustee acting as an individual consumer of College services.
2. Trustees shall avoid situations that violate the conflict-of-interest portion of this policy.
3. Trustees shall not use their position to obtain employment by the College.
4. Trustees shall not use their position to provide services or goods to the College that benefit themselves, their family members, or business partners without Board approval.
5. No Trustee may apply for full-time employment at the College or receive consulting contracts from the College until 12 months after termination of duties as a Trustee.
6. Trustees will refrain from publicly criticizing the President, any College employee, or any College Trustee.
7. Trustees will communicate, both verbally and in writing, in a professional and respectful manner.
8. Trustees shall exercise appropriate care in public communications, including social media, recognizing their statements may reasonably be interpreted as reflecting the position of the Board.
9. Trustees will not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
10. Trustees will not permit themselves to be used to circumvent established lines of authority or interfere in the normal operating standards for the processing of complaints or grievances within the College.
11. Trustees shall not violate confidentiality including discussions which occur at legally held, closed meetings of the Board. Additionally, Trustees will respect confidentiality as appropriate to issues of a sensitive nature or protected by law.

Conflict of Interest

The Board recognizes that effective College governance is promoted by attracting Trustees who give of their valuable time and effort for the benefit of the College. The Board functions best when Trustees are drawn from varied backgrounds and are engaged community members. The Board respects the right of Trustees to participate in outside business, financial, service, and other activities. This presents the opportunity for occasional conflicts between a Trustee's personal interest and the interest of the Board/College.

Generally, a conflict of interest is any personal, professional, political, or material financial interest that is (or is reasonably likely to appear) materially adverse to the interests of the

College and/or compromises the Trustee's independent judgment. A conflict of interest may also exist in those instances where the actions of a Trustee involve a personal gain or advantage for the Trustee or immediate family member.

Conflicts of interest can arise from one's employment or from one's business and personal relationships, as well as from other causes. The Board believes that mutual interests or possible conflicts of interest may not necessarily prevent the Trustee from performing their duties if appropriate disclosures are made and adequate precautions are taken. Accordingly, Trustees must at all times avoid any conduct that would constitute a conflict of interest between their own interests and the interests of the institution, including avoiding any conduct that would create a material risk of compromising the integrity or damaging the reputation of the College. Moreover, Trustees should avoid situations in which external associations and interests could compromise or reasonably appear to compromise the College's business decisions. Accordingly, each Trustee shall act in a manner consistent with his or her responsibilities to the College and make full disclosure of any relationship, position, or interest that is in conflict with his or her duties as a Trustee and College fiduciary.

It is not the intent of this policy to prevent the College from contracting with corporations or businesses because a Trustee or an immediate family member is an employee of the outside entity. The policy is designed to prevent placing a Trustee in a position where his/her interest in the College and his/her interest in his/her place of employment (or other indirect interest) might conflict and to avoid the appearance of conflicts.

Guidelines for Addressing Conflicts of Interest

The Board shall use the following guidelines and process to address a Trustee's actual or perceived conflict of interest.

A. Definitions – As used in this policy, the following terms shall have the following meanings:
   1. Conflict of Interest
      a. A conflict of interest is a situation in which:
         i. A Trustee has a personal, professional, political, or material financial interest that is (or is reasonably likely to appear) materially adverse to the interests of the College and/or compromises the Trustee's independent judgment. An interest is considered "materially adverse" if it can be reasonably expected to impair the individual's ability to consider, recommend, or carry out an appropriate course of action as a result of the individual's other interests or responsibilities.
         ii. A Trustee's actions result or reasonably appear to result in a personal gain or advantage to the Trustee or an immediate family member. For the purpose of this policy, the terms "gain", "advantage", and "benefit" include direct and indirect methods.
         iii. A Trustee or any member of the Trustee's immediate family has a material financial interest as owner, investor, officer, director, Trustee, partner, employee, contractor, consultant, or recipient of a gift with any entity (person, firm, corporation, or organization) that supplies or receives funds, goods, services, or required approvals to or from the College, or proposes to do so in the foreseeable future.
         iv. A Trustee has a continuing relationship with another College or with any other entity engaged in the delivery of postsecondary educational services such that the relationship may influence the exercise of the Trustee's professional judgment on behalf of the College.

v. A Trustee or any member of the Trustee's immediate family stands to benefit professionally or in a material financial way as the result of Board action on any matter.

b. The following is a non-exhaustive, illustrative list of potential conflicts of interest:
   i. Soliciting, either directly or indirectly, any contract or service between the College and any third party of which a Trustee, or members of their immediate families, are owners, partners, members, employees, or have any substantial interest, financial or otherwise.
   ii. Holding, either directly or indirectly, a material financial interest in an outside entity that competes with services offered by the College.
   iii. Holding, either directly or indirectly, a material financial interest in an outside entity that provides goods and/or services to the College.
   iv. Any activity which interferes, either directly or indirectly, with the performance of the Trustee's responsibilities.
   v. Any direct or indirect activity that constitutes nepotism. As defined herein, "nepotism" includes, but is not limited to, recommending, offering, or entering into any contract with an immediate family member or any other action which could materially (or otherwise directly or indirectly) benefit an immediate family member.
   vi. Using the College's resources for personal benefit, for the benefit of an immediate family member, friend, or for the benefit of an outside entity (e.g., using the institution's space, equipment, and/or College employees, without the written approval of the President).
   vii. Disclosing, either directly or indirectly, confidential or proprietary College information for personal gain, gain of an immediate family member, or gain through a third party.
   viii. Performing College services (e.g., teaching, counseling, administrative, etc.) as a full-time employee or independent contractor.
   ix. Soliciting or accepting a gift, monetary loan, good, service, or any item of value which tends to influence the manner in which the Trustee performs their official duties.
   x. Extending a gratuity or special favor to a Trustee or employee of the College under circumstances which might reasonably be interpreted by a disinterested person as an attempt to influence the individual in the performance of his or her duties.

2. Immediate Family Member – A Trustee's immediate family includes the Trustee's spouse or domestic partner, the Trustee's child, adopted child, stepchild, foster child, step-relations, in-laws, brother, sister, parent, grandparent, grandchild or the respective spouse of any of the foregoing, aunt, uncle, niece, nephew, or first cousin; and any other person residing within the Trustee's household.
3. Material Financial Interest – A financial interest is presumed to be a material financial interest if it entails:
   a. Any ownership or investment interest (including stock, options, a partnership interest, or any other ownership or investment interest) valued at more than $10,000, except equity in a publicly traded company amounting to less than a five percent ownership interest in the company.
   b. Receipt of non-dividend compensation (including salary, consulting or professional fees, royalty payments or other remuneration) of more than $10,000 in any 12-month period or the expectation of such compensation in the future.
   c. Receipt of real property, personal property, intellectual property, or any other interest valued at $10,000 or more.

d. A position of real or apparent authority in an outside entity, such as director, officer, Trustee, or partner. A Trustee is not deemed to have a material financial interest in a publicly-traded entity solely by reason of an investment in that entity by another publicly-traded entity, such as through a mutual fund of which the Trustee does not control investment decisions.

4. Gift – A gift is any item, whether money, goods or services, of greater than nominal value received directly or indirectly by a Trustee from any entity that supplies or receives funds, goods, services, or required approvals to or from the College, or proposes to do so in the foreseeable future. A gift can include the positive difference, if any, when the amount paid by a Trustee for an item is subtracted from the item's fair market value. A gift can take the form of a loan on less than arm's length terms. Ordinarily, a gift valued at $100 or less shall be considered a gift of nominal value.

B. Trustee Obligations

1. Disclosure of Conflicts of Interest – A Trustee who has a known material financial interest in, or other potential conflict of interest relating to a pending or proposed matter before the Board, shall promptly disclose to the Board the existence of the interest and other material information that the Trustee may have regarding the transaction or arrangement.
2. Participation in Decision-Making – A Trustee shall promptly recuse themselves from any participation, direct or indirect, with respect to any matter as to which they have a conflict of interest. A Trustee who has recused themselves from participation in a matter is precluded from participating in debate or discussion as to that matter as well from decision-making with respect to such matter. Additionally, a Trustee shall not participate in a matter while a determination of a conflict is under review as noted in the process below.
3. Annual Disclosure Form (Statement of Economic Interest) - Each Trustee shall annually sign and submit a statement to the Board Finance Committee Chairperson disclosing all known material financial interest as required by law. Trustees are required to sign and submit an updated form when circumstances change.
4. Gifts – Trustees shall not encourage or accept gifts, favors, or gratuities for themselves or for immediate family members from any individual or entity that, to the Trustee's knowledge, has or seeks to have a business relationship with the College. Any Trustee that receives a gift greater than nominal value shall submit a Gift Disclosure Form to the Board Secretary prior to next regularly scheduled Board meeting.
5. Appropriation of College Opportunities – Trustees shall inform the Board of business opportunities that may be of interest to the College instead of taking the opportunity to further their personal business interest.
6. Confidentiality – Trustees may not use confidential information acquired as a result of service to the College for any purpose unrelated to College business or provide such information to any third party without the consent of the Board. Wrongful use of College information includes, but is not limited to, use or disclosure of information to engage, invest, or otherwise participate in any business, project, venture, or transaction other than through the College.

C. Process for Resolving Conflicts of Interest

1. The Chairperson of the Board's Finance Committee shall review annual disclosure statements and any other disclosed or reported conflict to determine whether a material financial interest has been disclosed. If a material financial interest is disclosed or if the Chairperson of the Finance Committee has reason to believe that a conflict of interest exists, the Chairperson of the Finance Committee shall

promptly obtain from the interested Trustee any additional information that the Finance Committee Chairperson believes may be informative.

2. The Finance Committee Chairperson shall review the matter and determine whether there is a conflict of interest. If the Finance Committee Chairperson determines that a conflict of interest exists, they shall so advise the interested Trustee. If the Finance Committee Chairperson or the interested Trustee believes that further assistance is needed, the matter may be referred to the Board Chairperson.
3. If the Finance Committee Chairperson or the Board Chairperson is the interested Trustee, the matter shall be referred to the Board. In addition, if the Finance Committee Chairperson and the Board Chairperson are immediate family members, as defined above, then the matter shall be referred to the Board Vice Chairperson.
4. If a conflict-of-interest determination is referred to the Board Chairperson, it shall be the obligation of the Board Chairperson to determine whether a conflict of interest exists. If the matter cannot be resolved between the Board Chairperson and the interested Trustee, the Board Chairperson shall refer the matter to the Board.
5. If a conflict-of-interest determination is referred to the Board, the Board shall decide whether a conflict of interest exists. The Board may question the interested Trustee, and the interested Trustee shall have an opportunity to address the Board as to whether there is a conflict.
6. In all instances in which either the Finance Committee Chairperson, the Board Chairperson, or the Board is called upon to determine whether a conflict of interest exists, the presumption shall be that there is a conflict of interest, and the presumption shall not be rebutted unless there is clear and convincing evidence that such a conflict does not exist.
7. If it is determined that a conflict of interest exists, then the interested Trustee shall not participate in Board discussion of the matter, shall not speak to individual Trustees about the matter before or during the meeting, and shall not cast a vote (abstain) on the matter. The minutes of the Board meeting shall include the notation that, with respect to that particular matter, the affected Trustee did not participate in discussion and did not vote (abstained) because of a disclosed conflict of interest.
8. Whenever the Board holds a meeting at which a Trustee's interest in a matter is disclosed, a determination regarding the existence of a conflict of interest is made, or a matter with respect to which a Trustee has a conflict of interest is considered, the Board's consideration of these issues shall be reflected in the minutes of the meeting.
9. No transaction or action undertaken by the College shall be void or voidable, or may be challenged as such by an outside party, by reason of having been undertaken in violation of this Policy or the principles set forth herein.

Policy Violations

Failure to comply with any provision of this Code of Ethics policy may result in corrective action as deemed appropriate by the Board Chairperson or the Board.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
06-15-23	Minor Grammatical Edits; Added Operating Standards for Board Organization, Orientation, Development, and Vacancy
08-15-24	Board Reviewed, Clarified Responsibilities & Professional Growth of Trustee and Student Trustee
08-21-25	Board Reviewed, HLC Criterion Updated
07-27-26	Board Reviewed, Strengthened Language for Clarity and Align Public Communication & Social Media Usage With Institutional Practice

Operating Standard

Title: Board Organization **Number:** B4001.01
Type: Board
Responsible: President
Related Policies: B2000 Unity of Control
B4000 (Section 1) Governance Commitment
B4000 (Section 3) Board Authority & Responsibility
B4001 (Section 7) Installation of Trustees
B4002 (Sections 1-4, Sections 8&9) Board Leadership & Organization
Linked Operating Standards:
Related Laws: 110 ILCS 805
Related External Standards: None
HLC Criterion: 2C, 3F, 3G, 4B

Statement

Following each election and canvass, the new Board shall hold its organizational meeting on or before the 28th day after the election (110 ILCS 805/3-8). Within 5 working days after the convening of the newly elected Board or the new Board as provided in Section 3-8 of the Act, the Chairperson of the Board of Trustees shall certify in writing to the ICCB that the Board of Trustees has been organized. The certification shall include the name of the Chairperson, Vice Chairperson, and the Secretary and state the time and place of regular meetings. If the Board, by resolution, establishes a policy for the terms of office to be 1 year, instead of the normal 2 years, or provides for the election of officers for the remaining 1 year, a copy of this resolution shall also accompany the certification (Administrative Rules of the Illinois Community College Board, Section 1501.202).

These operating standards are designed to ensure Board organization.

1. Student Trustee: Student member shall serve a term of 1 year beginning on April 15 of each year, except that the student member initially selected shall serve a term beginning on the date of selection and expiring on the next succeeding June 30.
2. All Trustees: All Trustees will complete an Acceptance of Office and an Affidavit of Eligibility.

The process for Board Organization include:

1. Resolution to Accept the Consolidated Election Results
   A certified copy of the election results is received from the Pulaski County Clerk and Recorder.
   A declaration of election results is read by the Board Secretary.

2. Adjournment of the previously elected Board (Sine Die)
   The term of the new Board commences after the old Board adjourns Sine Dine (e.g., final adjournment without expectation of future action).

3. Call to order of the newly elected Board

4. Board Organization

5. Appointment of a Temporary Officer

Each officer shall hold his/her position until Board again reorganizes. This language provides the opportunity for Trustee(s) to serve as temporary officers until the Board elects new officers.

6. Administering Oath of Office and Seating of Newly Elected Trustees
   The Temporary Secretary administers the Oath of Office.
   The Board reorganizes.

7. Election of Board Officers
   Office of the Chairperson
   Office of the Vice Chairperson
   Office of the Secretary

8. Consideration of Appointment of Board Delegates
   Liaison to Professional Associations
   Liaison to Saints Foundation

9. Consideration of Appointment of Board Committees
   Board Finance Committee
   Ad Hoc Board Committee(s)

10. Adopt Resolution to Confirm the Schedule of Regular Board Meetings

11. Adopt Resolution to Accept the Rules, Regulations, & Action of Prior Boards

12. Declaration on Discharge of Duties (Board Resolution)

13. Adopt Ceremonial Resolution Honoring Exiting Trustee(s)

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
06-15-23	Added Operating Standard
08-15-24	Board Reviewed, No Changes
08-21-25	Board Reviewed, HLC Criterion Updated
07-27-26	Board Reviewed, Minor Grammatical Edits

Operating Standard

Title: Trustee Orientation **Number:** B4001.02
Type: Board
Responsible: President
Related Policies: B2000 Unity of Control
B4000 (Section 1) Governance Commitment
B4000 (Section 3) Board Authority & Responsibility
B4001 (Section 8) Trustee Orientation
Linked Operating Standards:
Related Laws: 110 ILCS 805
Related External Standards: None
HLC Criterion: 2C, 3E, 3F, 3G

Statement

Every voting member of the Board shall complete a minimum of four (4) hours of professional development leadership training (during the first, third, and fifth year of their term) to cover such topics as (but not limited to):

1. Open Meetings Law
2. Community College & Labor Law
3. Freedom on Information Law
4. Contract Law
5. Sexual Violence on Campus
6. Financial Oversight/Accountability/Audits/Fiduciary Responsibility

Trainings may be provided by an association established for the purpose of training Community College District Board Trustees or by other qualified providers approved by the State Board.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
06-15-23	Added Operating Standard
08-15-24	Board Reviewed, No Changes
08-21-25	Board Reviewed, HLC Criterion Updated
07-27-26	Board Reviewed, No Changes

Operating Standard

Title: Trustee Development **Number:** B4001.03
Type: Board
Responsible: President
Related Policies: B2000 Unity of Control
B4000 (Section 1) Governance Commitment
B4000 (Section 3) Board Authority & Responsibility
B4001 (Section 9) Trustee Development
Linked Operating Standards:
Related Laws: 110 ILCS 805
Related External Standards: None
HLC Criterion: 2C, 3E, 3F, 3G

Statement

The Board is committed to the continuing development and education of each Trustee, and Trustees are encouraged to attend scheduled Board Retreats and any related association meetings.

Requests for attendance include:

1. A written request to the President.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
06-15-23	Added Operating Standard
08-15-24	Board Reviewed, No Changes
08-21-25	Board Reviewed, HLC Criterion Updated
07-27-26	Bard Reviewed, No Changes

Operating Standard

Title: Trustee Vacancy **Number:** B4001.04
Type: Board
Responsible: President
Related Policies: B2000 Unity of Control
B4000 (Section 1) Governance Commitment
B4000 (Section 3) Board Authority & Responsibility
B4001 (Section 10) Trustee Vacancy
Linked Operating Standards:
Related Laws: 110 ILCS 805
Related External Standards: None
HLC Criterion: 2C, 3F, 3G, 4B

Statement

The election of the members of the Board shall be nonpartisan and shall be held at the time provided in the general election law. However, when a vacancy occurs, the remaining members shall fill the vacancy within 60 days after the vacancy occurs.

The provisional Trustee, appointed within 60 days, shall serve until the next regularly scheduled consolidated election.

The process for filling a vacancy:

1. An advertisement inviting applications for appointment to the Board shall be placed in local periodicals, posted on social media outlets, and made available on the College website.

2. Candidates should have the ability and time to fulfill the responsibilities of being a Trustee:
   - Fully participate in the work of the Board, attending all board meetings and key college events as time permits, studying and discussing policy issues, and participating in Trustee education programs;
   - Be knowledgeable about the communities served by the college and be willing to act on behalf and for the benefit of those communities;
   - Engage in balancing the needs of many diverse groups and be able to contribute to and build consensus; and
   - Contribute to effective Board functioning and support the authority of the Board as a whole.

3. Resumes and cover letters are received and reviewed by the Board.

4. The Board recommends appointment of provisional Trustee after interviewing applicants.

5. The provisional Trustee takes the Oath of Appointment at the next regularly scheduled Board meeting.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
06-15-23	Added Operating Standard
08-15-24	Board Reviewed, Updated Responsibility to Board
08-21-25	Board Reviewed, Minor Grammatical/Punctuation Changes; HLC Criterion Updated
07-27-26	Board Reviewed, Minor Grammatical Edits

Title: Article III – Board Leadership & Organization **Number:** B4002
Type: Bylaws
Responsible: Board Chairperson
Related Policies: None
Linked Operating Standards: None
Related Laws: 110 ILCS 805
Related External Standards: None
HLC Criterion: 2C, 3F, 4G, 4B

Section 1 – Officer Positions

As required by 110 ILCS 805 of the Illinois Community College Act, the officers shall be Chairperson, Vice Chairperson, and Secretary. In addition, the Board will designate a Trustee to serve as the Board Finance Committee Chair. The officers must be duly elected Trustees. Officers will be elected in accordance with the bylaws and applicable law.

Section 2 – Duties of Chairperson

The Chairperson is the Chief Officer of the Board. The Chairperson shall:

1. Be a duly elected member of the Board.
2. Ensure the integrity of Board processes.
3. Lead the Board in the development, implementation, assessment, and improvement of Board goals related to governance process and Strategic Outcome policies.
4. Set a positive servant leadership tone for all Trustees to follow.
5. Speak on behalf of the Board as its primary public spokesperson regarding Board decisions and in special circumstances that are specifically authorized by the Board as a whole.
6. Represent the Board or ensure Board representation at official events.
7. Ensure Board and individual Trustee actions are consistent with applicable law, Board bylaws, and Board policy.
8. Confer with the President in the development of Board agenda to gain timely and proper Board consideration of items requiring Board attention.
9. Preside over all meetings of the Board.
    - Ensure all meetings of the Board are conducted in an efficient and effective manner and in accordance with the bylaws and applicable law.
    - Stimulate Trustee discussion on issues and decisions.
    - Ensure discussion and deliberation at the Board meetings focus on issues and decisions which, according to Board policy, belong to the Board, not the President.
    - Ensure deliberation at Board meetings on issues and decisions is orderly, fair, open, and thorough.
    - Attempt to develop Trustee consensus on Board decisions.
10. Call emergency and special meetings of the Board.
11. Ensure Board and Trustee compliance with the provisions in the Governance Process and Delegation of Authority policies.
12. Not make decisions regarding implementation of the Strategic Outcomes and Executive Limitations policies. Such implementation is reserved for the President.
13. Communicate the Board's decisions to the President. Since the President is responsible to the entire Board, the Chairperson has no authority to unilaterally supervise or direct the President.

14. Ensure Trustees are informed of current and pending Board issues and processes.
15. Appoint Trustees to committees established by the Board and disband committees upon completion of their charge.
16. Appoint Trustees to temporary positions as required.
17. When necessary, take corrective action to ensure the Board and/or individual Trustees follow Board policy and established protocols.
18. Support and meet with the President on a regular basis to enhance communication, clarify Board direction as it relates to policy, and strengthen the Board-President relationship.
19. Prepare a College and Community events schedule in collaboration with the President.
20. Ensure that all newly elected Trustees engage in Trustee orientation activities.
21. Ensure Board participates in Board development and annual self-evaluation activities.
22. Ensure Board regularly evaluates the President.
23. Sign documents on behalf of the College as required.
24. Perform other duties as may be prescribed by law or authorized and directed by the Board.

Section 3 – Duties of Vice Chairperson
The Vice Chairperson shall:

1. Be a duly elected member of the Board.
2. Serve as the interim Chairperson in the event that the Chairperson is unable to serve. The interim Chairperson shall have the same duties and authority to act as the Chairperson.
3. In the event the Chairperson becomes unable to serve on a permanent basis, the Board shall elect a permanent replacement to serve the remainder of the Chairperson's term at its next publicly noticed Board meeting.
4. Perform other duties as may be prescribed by law or authorized and directed by the Board.

Section 4 – Duties of Secretary
The Secretary shall:

1. Be a duly elected member of the Board.
2. Work with the President's office to ensure that all Board meetings are properly noticed as required by the Illinois Open Meetings Act.
3. Work with President's office to produce minutes for all Board meetings. Sign Board approved minutes of all Board meetings.
4. Work with President's office to maintain Board records and documents.
5. Work with the President's office to ensure appropriate information and public documents are available on the College's website.
6. Preside as the Chairperson at any Board meeting in the event both the Chairperson and the Vice Chairperson are unable to serve.
7. Serve as the local election official as determined by the Illinois General Election Law.
8. Perform other duties as may be prescribed by law or authorized and directed by the Board.

Section 5 – Duties of the Board Finance Committee Chair
The Board Finance Committee Chair shall:

1. Be a duly elected member of the Board.

2. Work with the President and CFO to ensure the Board performs its financial oversight duty within the Policy and Executive Limitation parameters established by the Board. The President may delegate this responsibility to the CFO.
    - Review the College's financial monitoring reports.
    - Share appropriate and timely financial information with the Board to assist with financial oversight.
    - Share appropriate and timely information with the President to clarify the Board's financial expectations regarding Strategic Outcome policies.
    - Review and recommend an annual budget that reflects the Board's Strategic Outcome policies, Strategic Plan, and long-term planning assumptions.
    - Ensure the President notifies the proper city and township assessing officers of Board approved tax levies.
    - Recommend fiscal policy to the Board as needed to ensure the College's financial integrity and sustainability.
3. Keep informed of legal and regulatory developments relating to the Board's financial oversight duty.
4. Perform other duties as may be prescribed by law or authorized and directed by the Board.

Section 6 – Duties of Trustee Liaison to Professional Associations

The Trustee Liaison to Professional Associations shall:

1. Be a duly elected member of the Board.
2. Work with the Board Chairperson and President to identify Board development opportunities.
3. Serve as an ambassador by attending ACCT, ICCTA, AACC, AGB, and other professional meetings & conferences and casting votes, as appropriate.
4. Communicate with Trustees throughout the year on issues and developments within each professional organization relating to professional development, legislative analyses, and general alerts.
5. Participate in legislative advocacy activities at both the State and Federal level, including Lobby Day, building relationships with local legislators, and communicating Board position on issue of interest.

Section 7 – Duties of Trustee Liaison to the Saints Foundation

1. Be a duly elected member of the Board.
2. Attend Saints Foundation Board of Directors meetings.
3. Work with the Board Chairperson and President to identify Board interest and advancement opportunities.
4. Communicate with the Board any Saints Foundation activities and outcomes.

Section 8 – Board Committees

As noted in the Governing Principles policy (Article I, Section 2 of Bylaws), the Board shall govern as a whole. However, the Board may create standing or ad-hoc committees to assist the Board with its work. A standing committee may be established when the Board determines that ongoing tasks are needed to inform their decision-making as it relates to their oversight and policy governance duties. An ad-hoc committee may be established when the Board determines that special purpose tasks of limited duration are needed to inform their decision-making as it relates to their oversight and policy governance duties.

As it relates to all committees, the following principles will be observed:

1. Committees will be used sparingly and will not interfere with authority that the Board has delegated to the President.

2. The Board shall define the committee charge which, at a minimum, defines the purpose, responsibilities, composition, and terms.
3. Committees shall conduct their work in a manner that is consistent with the Illinois Open Meetings Act.
4. No more than 3 Trustees can serve on a committee at any time.
5. The President will serve in an ex-officio role to all committees, except in situations specifically limited by the Board.
6. In the event that the Board determines it needs professional skills from one of the College's employees to inform its work, the President will assign the appropriate employee(s) to assist the committee with their work.
7. The Board shall not create committees for the purpose of advising the President or the College's employees.
8. College employees cannot serve on Board Committees.
9. When appropriate to the committee's task, its members may include persons from the community.
10. Generally, committees will conduct studies, present their research, make recommendations via oral or written reports, and provide policy alternatives for Board consideration.
11. Committees act in an advisory capacity only and cannot make decisions on behalf of the Board, except when formally given such authority for specific and time-limited purposes.
12. Committees do not exercise control or authority over the College's employees.
13. Committees do not exercise control or authority over the President, except when formally given such authority from the Board as noted above.
14. Committee requests for information will follow the Board Information Request procedure.

As it relates specifically to a standing committee, the following will be observed:

15. Appointments shall be made by the Board at its bi-annual organizational meeting.
16. Individual Trustee participation will generally be on a 2-year rotational basis, unless they have a professional skill set that the Board deems appropriate for a continuous term appointment.
17. A committee charge, defining the mission/purpose and the scope of responsibility for the committee, will be approved at the time of appointment.

Currently, the Board has one standing committee called the Finance Committee.

As it relates specifically to an ad-hoc committee, the following will be observed:

18. The Board Chairperson will appoint the members and assign the role of committee chair.
19. Ad-hoc committees will be dissolved after completion of their work.
20. A committee charge, defining the mission/purpose and the scope of responsibility for the committee, will be approved at the time of appointment.

Section 9 – Election of Officers

The Board shall reorganize by electing new officers in each odd-numbered year at the first regular or special meeting of the Board following the completion of the canvas of the vote cast at the Consolidated Election held on the first Tuesday in April.

Section 10 – Terms of Office

Each officer shall hold his/her position until the Board again reorganizes.

Section 11 – Vacancy of Officers
An office will be deemed vacant upon the death of a member or upon his/her resignation of or removal from office.

Section 12 – Removal of Officers
An officer may be removed from his/her office by the affirmative vote of the majority of the regular voting members of the Board.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption; Updated from Previous Policy Manual
06-15-23	Minor Grammatical Edits
08-15-24	Board Reviewed; Added Duties of the Saints Foundation Liaison, Updated Section Numbering
08-21-25	Board Reviewed, HLC Criterion Updated
07-27-26	Board Reviewed, Strengthened Language, Minor Grammatical Edits

Committee Charge

Committee Name: Finance

Committee Type: Board – Advisory

Mission/Purpose: The Finance Committee (FC) shall ensure fiscal stability and long-term economic health of the College by reviewing financial conditions and recommending strategies aimed at attaining the Board's Strategic Outcomes and supporting the College's mission. Further, the FC oversees the work of the external and internal auditors, reviews proposed financing activities as recommended by the Chief Financial Officer (CFO), reviews major building and renovation projects, and recommends actions to the Board. Finally, the FC will review significant financial matters related to the integrity of senior management, including conflicts of interest and adherence to standards of business conduct as required by College policy.

Scope of Responsibility: The FC shall:

1. Review the College's long-term financial plan that includes (at a minimum) a tuition, tax levy, investment, capital improvement, and debt management strategies.
2. Monitor the College's Composite Financial Index (CFI) score and recommend strategies to ensure performance is within range for public institutions as defined by the Higher Learning Commission.
3. Review the annual budget for alignment with the long-term financial plan and the Board's Strategic Outcomes.
4. Review the long-term financial and strategic implications of workforce planning and collective bargaining and recommend strategies to the Board that support the College's long-term financial sustainability.
5. Receive and review finance, budget, capital improvement, and risk management monitoring reports.
6. Review the College's annual risk management plan and the recommended tort fund levy.
7. Hire an investment advisor, review investment performance, and recommend investment policy for Board action.
8. Direct the College's annual audit by:
    a. Participating in the auditor selection process and recommending an external auditing firm to the Board for consideration.
    b. Assessing the external auditor's process for identifying and responding to key audit and internal control risks.
    c. Reviewing the accuracy of financial reporting and the adequacy of financial disclosure with the auditor.
    d. Reviewing the appropriateness and effectiveness of internal control systems and internal audit functions with the auditor.
    e. Monitoring compliance with state and federal regulations and any other laws relevant to the College's activities with the auditor.
    f. Considering compliance with all related-party transaction disclosures or conflict of interest disclosures.
9. Coordinate the investigation and evaluation of serious allegations of financial misconduct or conflict of interest.
10. Review the FC Charge annually and recommend improvements to the Board.

Related Board Policies:

- *B3004 Employment, Compensation, and Benefits;*
- *B3005 Budgeting/Forecasting;*
- *B3006 Financial Condition;*
- *B3007 Asset Protection;*
- *B3008 Investments;*
- *B3009 Financial Planning.*

Reporting: The FC reports to the Board. The Board will consider all recommendations made by FC and endorse those that benefit the College.

Associated Committees: None.

Composition: At least 2 as appointed by the Board Chairperson.

Meeting Dates: Quarterly, as needed.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption
06-05-23	Annual Review, No Changes
06-06-24	Finance Committee Review, Updated Composition
08-21-25	Board Reviewed, No Changes
07-27-26	Board Reviewed, Updated Scope of Responsibility

Title: Article IV – Meetings **Number:** B4003
Type: Bylaws
Responsible: Board Chairperson
Related Policies: None
Linked Operating Standards: None
Related Laws: 110 ILCS 805, 5 ILCS 120
Related External Standards: None
HLC Criterion: 2C, 3F, 3G, 4B

Section 1 – Compliance with Illinois Open Meetings Act
The following section shall constitute the structure, operation, and responsibilities of Trustees as it relates to conducting formal business matters at Board Meetings. Meetings of the Board shall be open to the public and in a place available to the general public in accordance with the Illinois Open Meetings Act (OMA) 5 ILCS 120/. All deliberations of the Board constituting a quorum shall take place at a meeting open to the public except when the Board meets in closed session as permitted by the OMA.

Section 2 – Definitions
As noted in the OMA, the Board may conduct a regular meeting, closed meeting, special meeting, and/or an emergency meeting. For the purpose of these bylaws, the following definitions apply:

1. *Meeting* – convening of the Board, at which a quorum is present, for the purpose of deliberating toward or rendering a decision on a public policy.
2. *Decision* – a determination, action, vote, or disposition upon a motion, proposal, recommendation, resolution, order, ordinance, bill, or measure on which a vote by the Board is required and effectuates or formulates public policy.
3. *Regular Meeting* – a meeting that appears on the Board's annual schedule of meetings.
4. *Closed Session* – a meeting, or part of a meeting, that is closed to the public. The terms "*closed meeting*" and "*executive session*" are synonymous with closed session.
5. *Special Meeting* – a meeting, outside of the Board's regular meeting schedule, called for the purpose of deliberating on Board related issues which may include workshops, study sessions, retreats, or any other gathering that involves a quorum of the Board.
6. *Emergency Meeting* – a meeting, outside of the Board's regular meeting schedule, called for the purpose of deliberating on a severe and imminent threat to the health, safety, or welfare of the College.
7. *Organizational Meeting* – Generally, part of the regularly scheduled meeting of the Board in May following certification of the Consolidated Election. This is the meeting where the Board elects new officers and makes committee assignments.
8. *Legal Meeting* – Any gathering, whether in person or by video or audio conference, telephone call, electronic means (such as, without limitation, electronic mail, electronic chat, and instant messaging), or other means of contemporaneous interactive communication, of a majority of a quorum of the members of a public body held for the purpose of discussing public business.
9. *Board Committee Meeting* – any meeting in which less than a quorum of Trustees is present, and the purpose of the committee is authorized by the Board.
10. *Quorum* – Four (4) or more Trustees participating in a legal meeting for the purpose of discussing Board business. Except as otherwise provided in the OMA, a quorum of

members of the public body must be physically present at the location of the meeting. 5 ILCS 120/2.01

11. *Majority of a Quorum* – 3 Trustees participating in a legal meeting for the purpose of discussing Board business.

Section 3 – Provisions for All Meetings

As it pertains to all Board meetings, the following provisions apply:

1. *Meeting Location* – All regularly scheduled Board meetings shall be held within the Shawnee Community College District in a location accessible to the public.
2. *Attendance* – Trustee participation in meetings will follow guidelines reflected in the Open Meetings Act. Electronic participation is allowed under certain conditions.
3. *Quorum* – A majority of the entire membership of the Board shall constitute a quorum to conduct business at all meetings of the Board. No act of the Board is valid unless voted at a legal meeting by a majority of the elected Trustees present and a proper record of the vote is made.
4. *Transaction of Business* – The Board shall transact all business at a legal meeting of the Board.
5. *Citizen Participation* – Consistent with 5 ILCS 120/2.06 (g) of the OMA, individuals and groups are welcome to attend any regular, special, or emergency Board meeting. They may address the Board during the section of the agenda designated as Public Comments.

   Three minutes will be allowed for each presentation at the time an individual or group is given the floor by the Chairperson.

   Persons attending a meeting may record or broadcast live proceedings of a public meeting in accordance with reasonable rules and regulations to minimize the possibility of disrupting a meeting or obstructing the ability of other members of the public to view or hear the proceedings.
6. *Consideration of Citizen Request for Agenda Items* – Any citizen or representative of any organization may request that an item of business pertaining to the College be placed on the Board agenda for the next regularly scheduled Board meeting. Such request must be in writing and addressed to the President and the Board Chairperson. The item will be placed on the Agenda if it pertains to Board business and is related to Operational Activity (i.e., administrative and operational activities), which are delegated to the President. Such requests must also include:
   a. Name, address, and telephone number of person(s) submitting the request and the same of the organization or group represented, if any.
   b. Statement of action to be requested of the Board and pertinent background information leading to the request.
   c. Statement detailing the prior channels of communication that have been pursued with the President.
7. *Administrative Support to the Board* – The Board is responsible for preparing meeting agendas, posting all legal notices, keeping minutes, and maintaining records of all meetings. To assist the Board with these tasks, the President will provide the Board with administrative support which includes assistance with meeting coordination activities.
8. *Rules of Order* – The Board shall use the most current edition of Roberts Rules of Order as a general guide to conduct its meetings. The Board may deviate from these principles/guidelines, as needed, when they might be in conflict with the Board's bylaws and applicable law. A strict adherence to the precise parliamentary operating standards identified in Robert's Rule of Order is not necessary. Questions regarding the

application of these rules will be resolved by the Board Chairperson. The Board Chairperson, at his/her discretion, may consult with a parliamentarian.

9. *Meeting Notice Content* - At a minimum, a meeting notice must contain the College's name, address, phone number, date, time, and place for each meeting. In addition, a statement indicating where official minutes of the Board are stored and available for inspection must be included. Finally, the announcement must include the following Americans with Disabilities Act language:

   "*If you are an individual with a disability who is in need of a reader, amplifier, qualified sign language interpreter, or any other form of auxiliary aid or service to attend or participate in the meeting or hearing, please contact the President's Office at 8364 Shawnee College Rd, Ullin, IL 62992, as soon as possible.*"

10. *Minutes* – Consistent with the requirements found in 5 ILCS 120/2.06 of the OMA, minutes shall be kept for all meetings. Minutes must contain:
    a. A statement of the time, date, and place of the meeting.
    b. The Trustees present as well as absent.
    c. Whether the minutes of the previous meeting were approved, as applicable.
    d. A record of any motions and decisions made at the meeting and a record of all roll call votes, except closed session.
    e. Purpose of a closed session, if applicable.
    f. Corrections, if applicable.
    g. The hours of meeting and adjournment.

    Except for minutes taken during a closed session, all minutes are considered public record, open for public inspection, and must be available for review at the President's Office within 10 days after the minutes have been approved by the Board. Copies of the minutes shall be available to the public at the reasonable estimated cost for printing and copying. The minutes are available on the College website.

    In the event the Board votes to go into closed session, the purpose(s) of calling a closed session shall be entered into the minutes of the meeting at which the vote is taken.

11. *Electronic Communications* – All communications between and among Trustees related to College business are subject to the OMA. In addition, electronic devices, including personal electronic devices, cannot be used to circumvent the OMA. Electronic communications cannot be used for the purpose of deciding or deliberating towards a decision. This would include sequential communications forwarded to or among Trustees with respect to deliberations, opinions, or matters which could result in a Board decision. Electronic communications include email, texting, messaging applications, and all forms of social networking. This applies before, during, and after a Board meeting.

Section 4 – Provisions for Regular Meetings

As it pertains to Regular Meetings, the following additional provisions apply:

1. *Calendar* – A schedule of regular meetings will be adopted by the Board at the November or December meeting. The schedule shall be publicly posted after it is adopted. 5 ILCS 120/2.03
2. *Meeting Notice Timing* – A meeting notice shall be posted at least forty-eight (48) hours prior to the start of each scheduled meeting. 5 ILCS 120/2.02
3. *Meeting Notice Location* – All meeting notices shall be posted at least forty-eight (48) hours prior to the start of the meeting at the District Office and on the College's website. 5 ILCS 120/2.02
4. *Regular Meeting Changes* – Consistent with 5 ILCS 120/2.03 of the OMA, any intentional change to the regular meeting schedule shall be publicly posted at least ten (10) days

after the meeting in which the change is made. In this instance, the revised regular meeting schedule will be posted on the College website, outside of the River Room, outside of the Founders Room, outside of the Education Center, and in a periodical serving our District.

5. *Agenda* – The Board Chairperson, in consultation with the President, shall prepare an agenda for each Board meeting. Trustees may make a request to the Board Chairperson that items be placed on the agenda that relate to Board policy.

   Meeting agendas will be provided to Trustees electronically unless a Trustee requests paper copies or the materials are not compatible with electronic delivery.

   Generally, the agenda and supporting materials shall be provided to each Trustee at least 1 week prior to the day of a regular meeting. The agenda may be modified by a majority vote of the Trustees in attendance at the regular meeting.

   The agenda may include a Consent Agenda consisting of routine, non-controversial matters that may be approved by a single motion. Prior to the vote, the Board Chairperson shall identify the items included in the Consent Agenda and provide Trustees the opportunity to remove any item for separate discussion and action. Approval of the Consent Agenda shall constitute approval of all remaining items included therein. The official minutes shall record the motion, vote, and a recital of the items approved as part of the Consent Agenda.
6. *Recess and Reconvene* – Any meeting of the Board may be recessed to a specific time and place. Only items on the agenda of the recessed meeting may be acted upon at the time the meeting is reconvened (i.e., no new items can be added for consideration).

   The requirement of public notice of reconvened meetings does not apply to any case where the meeting was open to the public and (1) it is to be reconvened within 24 hours, or (2) an announcement of the time and place of the reconvened meeting was made at the original meeting and there is no change in the agenda. 5 ILCS 120/2.02
7. *Video Recording of Regular Meetings* – Consistent with 5 ILCS 120/2.05, all regular meetings of the Board may be visually and audibly recorded by any member of the community, participant, or any person attending the meeting.

Section 5 – Provisions for Special Meetings

As it pertains to Special Meetings, the following additional provisions apply:

1. *Scheduling* – a special meeting can be scheduled at any legal Board meeting. In addition, a special meeting can be scheduled by the Board Chairperson at any time.

   Trustee requests for a special meeting shall be directed to the Board Chairperson for consideration. In this situation, the Board Chairperson will decide whether the Special Meeting should be scheduled. If the Board Chairperson decides that a special meeting is not warranted, then the Trustee may submit a motion to schedule a special meeting at the next regularly scheduled Board meeting.
2. *Trustee Notice* – All Trustees will be given at least a twenty-four-hour notice prior to the start of a special meeting. This notice can be given by written electronic means or by hand-delivery to the Trustee's residence.
3. *Video Recording of Special Meetings* – Consistent with 5 ILCS 120/2.05, all special meetings of the Board may be visually and audibly recorded by any member of the community, participant, or any person attending the meeting.

Section 6 – Provisions for Closed Sessions
As it pertains to Closed Sessions, the following additional provisions apply:

1. *Calling for a Closed Session* – The Board can enter into a closed session for purposes identified in 5 ILCS 120/2 of the OMA. A majority roll call vote of Trustees at a legal open meeting is required.
2. *Topics* – Only topics specified in the vote to close under this section may be considered during the closed session.
3. *Materials* – Any materials distributed during a closed session will be collected.
4. *Minutes* – A separate set of minutes for closed sessions must be recorded and retained. Closed session minutes are not available for public inspection and will only be disclosed if required by law. These minutes may be destroyed 1 year and 1 day after approval of the minutes of the regular meeting at which the closed session was approved. The Board may, upon motion, go into closed session to consider approving proposed minutes. Any action to approve the proposed closed meeting minutes must occur in an open session of a legal meeting.
5. *Action* – Consistent with 5 ILCS 120/2 of the OMA, no final action may be taken at a closed meeting. Final action shall be preceded by a public recital of the nature of the matter being considered and other information that will inform the public of the business being conducted.

Section 7 – Provisions for Organizational Meetings
As it pertains to Organizational meetings, the following additional provisions apply:

1. *Timeframe* – Following the Consolidated Election, the Board shall conduct an organizational meeting as part of the Board's first scheduled meeting in May. Prior to conducting normal business, the Board shall elect Board officers, determine Board committee memberships, and determine liaisons/representatives to the Illinois Community College Trustees Association, the American Community College Trustees, Association of Community College Trustees, Association of Governing Boards, and any other organizations the Board believes appropriate.

   If there is an instance where the results of Consolidated Election is certified and the first regularly scheduled Board meeting in May extends beyond the timeframe allowed (within 28 days of the election) by the Illinois Community College Act 110 ILCS 805/3-8, the Board will schedule a special meeting to organize prior to its regularly scheduled May meeting.
2. *Chairperson* – The meeting shall be called to order by the Board Chairperson of the preceding Board, who shall serve as the presiding Board Chairperson until the election of a new Board Chairperson. If the preceding Board Chairperson is no longer a member of the Board, the President shall serve as the presiding Board Chairperson until the election of a new Board Chairperson.

Section 8 – Provisions for Board Committee Meetings
As it pertains to Board Committee meetings, the following additional provisions apply:

1. *Notification* – If the purpose of any Board Committee is to perform a function on behalf of the Board, and conduct the meeting in accordance with the OMA (e.g., make recommendations, study issues, etc.), then the Committee shall follow the notification bylaw for regular and special meetings.

Section 9 – Provisions for Emergency Meetings
As it pertains to Emergency meetings, the following additional provisions apply:

1. *Notice* – If a majority of the Trustees serving on the Board agree that an emergency meeting is required and delaying the meeting for the purpose of providing notice would be detrimental to efforts to respond to the threat, then 48 hours prior notice to the public shall not be required. In this situation, the Board shall make paper copies of a public notice available to the public at the meeting and post on the College website as soon as practicable, prior to the meeting. 5 ILCS 120/2.02
2. *Notice Content* – The notice must specifically state the circumstances that necessitated the emergency meeting.
3. *Communication of Emergency Meeting* – 5ILCS 120/2.02 provides for the notice of any emergency meeting be provided to a news medium. Public notice, except a meeting held in the event of a bona fide emergency, shall be given at least 48 hours before such meeting. Notice of an emergency meeting shall be given as soon as practicable.

Section 10 – Board Calendar

To accomplish their policy governance and oversight responsibilities, the Board shall adopt an annual schedule of meetings (i.e., Board Calendar) as part of its planning cycle. Trustees shall have an opportunity to identify policy issues to be considered throughout the year on each Board agenda.

A draft Board calendar, prepared by the Chairperson and President with input from Trustees, will be presented for Board consideration of adoption by December of each year. Once adopted, the Board calendar can be modified, at the discretion of the Board Chairperson and President, to respond to emerging needs/deadlines. The following guidelines will be used when developing the Board Calendar:

1. Strategic Outcome policies will be reviewed annually.
2. A progress review of strategic initiatives, including the College's 5-year Strategic Planning model, will be scheduled annually.
3. Board and Trustee professional development activities will be scheduled to promote continuous improvement and expertise.
4. The Board's Organizational Meeting will be included, as appropriate.
5. The President's annual review will be held no later than October of each year.
6. The presentation of College Monitoring Reports, as noted in the College Monitoring Policy, shall be included in the Board Calendar.
7. The routine review of Board policies noted in Section-4 of Bylaw B4000, shall be included in the Board Calendar.
8. The College budget will be approved by the Board no later than the regular meeting in September. However, the Board will strive to adopt the first read in July and approve in August. During the course of the fiscal year, revised budgets may be submitted to the Board for approval as necessary.
9. In years where HLC Accreditation visits are anticipated, a retreat for the purpose of preparing the Board for the visit shall take place approximately two weeks prior to the scheduled visit and will be included in the Board calendar.

Section 11 – Board Agenda

The Board Chairperson, in consultation with the President, shall prepare an agenda for each Board meeting. Trustees may make a request to the Board Chairperson that items be placed on the agenda that relate to Board policy. Meeting agendas will be provided to Trustees electronically, unless a paper copy is requested or the materials are not compatible with electronic delivery. Generally, the agenda and supporting materials shall be provided to each Trustee 48 hours prior to the Board meeting.

Any business matter or correspondence must be received by the President or Board Chairperson by noon, ten (10) workdays before the meeting, in order to be included on the agenda. However, the Chairperson may present a matter of emergency business received after the deadline for inclusion on the agenda. In such instances, a supplement to the agenda should be sent to each Trustee, if necessary and possible. The agenda may be modified by a majority vote of the Trustees in attendance at the regular meeting.

In general, Agendas should be organized around the following order of business:

1. Call to Order
2. Pledge of Allegiance
3. A Few Moments of Voluntary Prayer & Reflection
4. Roll Call (Attendance)
5. Approval of Agenda & Addendums
6. Recognition of Guests & Public Comment
7. Communications
8. Monitoring Reports & Board Policy Review
9. Approval of Consent Agenda
10. Shared Governance Updates
11. Presentations, Discussion, and Action Items
12. Closed Session
13. Closed Session Action Items
14. Trustee Comments
15. Adjournment

The order of business may be changed by the Chairperson. These modifications may be overruled by a majority vote of the Trustees.

Section 12 – Voting

The Board will act, by voting, on each motion presented. As it pertains to voting, the following provisions apply:

1. *Methods of Voting* –
    - *Roll Call* – A roll call vote may be requested by a Trustee by stating "*I move a roll call vote be taken.*"

      If a roll call vote is requested, the name of each Trustee is called, and their response is recorded in the minutes. The Board Secretary will conduct roll call voting in alphabetical order, starting with the first letter of the last name of Trustees present. The Chairperson will always vote last.

      For subsequent roll call votes, the Board Secretary will rotate the call order (i.e., the Trustee who voted first on the previous roll call vote will next vote second in order, and the Trustee who voted last will next vote first in order with all other Trustees rotating their voting order in like manner, including the Student Trustee).

      Roll call voting is generally used for Trustee attendance, adoption of formal resolutions, adoption of policy, approval of threshold expenditures, and adoption of controversial motions.

2. *Abstention* – If a Trustee wishes to abstain, they answer "*present.*" Abstentions are not considered a vote; thus, they are not recorded except in cases where a record of quorum must be established or in cases where a conflict of interest is present.

3. *Tie* – A tie vote shall cause a motion to be defeated.
4. *Secret Ballot* – No action may be taken by secret ballot at any meeting.
5. *Electronic Voting* – Electronic voting is not permitted.
6. *Results* – The result of all votes (i.e., motion adopted or motion defeated) should be announced by the Chairperson and recorded in the minutes.
7. *Action* – The Chairperson will state any action to be taken as a result of the vote. This may include declaring what will or will not be done or assigning tasks to complete the action on the motion adopted. Any action taken or assignments made shall be recorded in the minutes.

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
03-07-22	Initial Adoption: Updated from Previous Policy Manual
12-05-22	Reviewed, Edited to Reflect Actual Practice
06-15-23	Minor Grammatical Edits; Consent Agenda Edits
08-15-24	Board Reviewed, Updated Timeframes, Revised Language from Executive to Closed, and Voting Order Updated
08-21-25	Board Reviewed, Minor Grammatical/Punctuation Changes; HLC Criterion Updated
07-27-26	Board Reviewed, Strengthened Language for Clarity; Included Recital Language for Consent Agenda; Minor Grammatical Edits

Operating Standard

Title: Organizational Meeting **Number:** B4003.01
Type: Board
Responsible: President
Related Policies: B2000 Unity of Control
B4000 (Section 1) Governance Commitment
B4000 (Section 3) Board Authority & Responsibility
B4001 (Section 7) Installation of Trustees
B4002 (Sections 1-4, Sections 8&9) Board Leadership & Organization
Linked Operating Standards:
Related Laws: 110 ILCS 805
Related External Standards: None
HLC Criterion: 2C, 3F, 3G

Statement

Following each election and canvass, the new Board shall hold its organizational meeting on or before the 28th day after the election (110 ILCS 805/3-8). Within 5 working days after the convening of the newly elected Board or the new Board as provided in Section 3-8 of the Act, the Chairperson of the Board of Trustees shall certify in writing to the ICCB that the Board of Trustees has been organized. The certification shall include the name of the Chairperson, Vice Chairperson, and the Secretary and state the time and place of regular meetings. If the Board, by resolution, establishes a policy for the terms of office to be 1 year, instead of the normal 2 years, or provides for the election of officers for the remaining 1 year, a copy of this resolution shall also accompany the certification (Administrative Rules of the Illinois Community College Board, Section 1501.202).

The process for Board Organization include:

1. Resolution to Accept the Consolidated Election Results
   - A certified copy of the election results is received from the Pulaski County Clerk and Recorder.
   - A declaration of election results is read by the Board Secretary.

2. Adjournment of the previously elected Board (Sine Die)
   The term of the new Board commences after the old Board adjourns Sine Dine (e.g., final adjournment without expectation of future action).

3. Call to order of the newly elected Board

4. Board Organization

5. Appointment of a Temporary Officer
   Each officer shall hold his/her position until Board again reorganizes. This language provides the opportunity for Trustee(s) to serve as temporary officers until the Board elects new officers.

6. Administering Oath of Office and Seating of Newly Elected Trustees
   - The Temporary Secretary administers the Oath of Office.

- The Board reorganizes.

7. Election of Board Officers
    - Office of the Chairperson
    - Office of the Vice Chairperson
    - Office of the Secretary

Good evening. From a parliamentary procedure perspective, the term of the 29th Assembly of the Shawnee Community College Board of Trustees commences after the 29th Board adjourns Sine Die (see-nay de-ay). Once Sine Die happens, technically, all previous Trustees who have not been elected to serve on the new Board cease to be a member of the Board. Further, all Board Officer positions are considered vacant.

In this situation, consistent with the Illinois Public Community College Act (110 ILCS 805/3-8), which states, the president of the community college (or acting chief executive officer of the college) shall convene the new board and conduct the election for chairperson, vice chairperson, and secretary.
In addition, technically, new Trustees must take their oath before they can be seated as voting members of the Board.

To these ends, serving a term from April 20-- through March 20--, I convene (and call to order) the 29th Assembly of the Shawnee Community College Board of Trustees.

To facilitate the Board Organization process, I appoint Trustee _____ as the Temporary Board Secretary.
Secretary _____, please administer the oath of office and seat:
· Trustee
· Trustee
· Student Trustee
Secretary _____, please take roll call for the newly seated 29th assembly of the Shawnee Community College Board of Trustees.

Board Policy Bylaw B4002, Sections 8 & 9 informs the Board Officer Selection process.

At this time, I open the floor for nominations for the office of Chairperson. When making the nomination, please state you name for the record and your nomination.
I recognize Trustee___. Trustee_____, would you please state your name for the record and your nomination?"

Trustee NOMINEE, do you consent to the nomination? Yes No

Trustee NOMINEE has been nominated for the office of Board Chairperson, are there additional nominations?
[CONTINUE until there are no further nominations]

Hearing no further nominations, nominations for the office of Board Chairperson are closed.

May I have a second motion to nominate and elect Trustee NOMINEE to the office of Board Chairperson.

Any discussion?

Secretary _____, would you please take a roll call vote? Motion carries.

Congratulations Chairperson .

Mr./Ms. Chairperson, would you prefer me to continue officiating the election of Vice Chairperson and Secretary or would you prefer to officiate?

If more than 1 nominee is presented, Secretary _____, would you please take a roll call vote for Trustee NOMINEE to be elected to the office of OFFICE?

Trustee NOMINEE-1 received __ votes for the office of OFFICE.
Trustee NOMINEE-2 received __ votes for the office of OFFICE.
[REPEAT for all nominees]

Trustee ___ received the majority of the votes. May I have a motion and second to accept the results of the vote?

Any discussion? Secretary _____, would you please take a roll call vote? Motion carries.

Congratulations OFFICE HOLDER.

8. Consideration of Appointment of Board Delegates
   The Board Chairperson appoints delegates to external professional organizations and the Saints Foundation as part of the Board's organizational process.
   - Liaison to Professional Associations
   - Liaison to Saints Foundation

9. Consideration of Appointment of Board Committees
   The process and principles for appointment Board Committees are noted in B4002, Section 7.
   - Board Finance Committee
   - Ad Hoc Board Committee(s)

10. Adopt Resolution to Confirm the Schedule of Regular Board Meetings
    According to 110 ILCS 805/3-8, the Board *"shall fix a time and place for its regular meetings."* The statute also states, *"Public notice of the schedule of regular meetings for the next calendar year, as set at the organizational meeting, must be given at the beginning of that calendar year."*

11. Adopt Resolution to Accept the Rules, Regulations, & Action of Prior Boards
    Illinois statute 110 ILCS 805/3-8 requires the Board to "*enter upon the discharge of its duties"* during its organizational meeting. Essentially, this is a legal phrase that suggests the Board must declare how they intend to operate.

12. Declaration on Discharge of Duties (Board Resolution)
    The Board agrees to follow past practices and operating standards. The Secretary shall rotate the order of calling upon Board members to cast votes on each roll call vote. Explanation of votes are not allowed during the taking of a roll call vote. Roberts Rules of Order will be followed for general procedural guidelines, but will not be adopted. When voice votes are taken, any Trustee may ask for a roll call vote on that issue.

13. Adopt Ceremonial Resolution Honoring Exiting Trustee(s)

Board
RESOLUTION

DECLARATION OF ELECTION RESULTS

The Board of Trustees of Shawnee Community College District #531 hereby states:

WHEREAS on _____, an election was held for the purpose of electing ___members to the Board of Trustees in the counties or portions of counties within Shawnee Community College District #531, namely the counties of Alexander, Jackson, Johnson, Massac, Pulaski, and Union, and;

WHEREAS _____, Pulaski County Clerk and Recorder, is the Election Authority for Shawnee Community College District #531, and has certified the official ballot for the office of Trustee and candidates for that office, and;

WHEREAS _____will certify the official election results and will provide a tabulation of the votes cast in the various counties and precincts within Shawnee Community College District #531 at the election held on April 4, and;

WHEREAS _____, in her tabulation of votes cast will include all available valid and counted election day ballots, absentee ballots, early voting ballots, grace period ballots, and provisional ballots, and;

WHEREAS _____ will certify that the following votes were tabulated for two, full six-year terms:

- Trustee
- Trustee

and;

WHEREAS _____ will certify that Trustee and Trustee were elected as Trustees to serve a full term, and;

THEREFORE, the Board of Trustees of Community College District #531 hereby accepts the official results of the ____election as provided by _____, Pulaski County Clerk and Recorder, and Election Authority, and further declares that TRUSTEE and TRUSTEE were duly elected to serve full terms as Trustees.

ADOPTED THIS ___ Day of _____.

_____

Chairperson, Board of Trustees
Shawnee Community College

ATTEST:

_____

Secretary, Board of Trustees
Shawnee Community Colleges

Oath of Office
Student Trustee

I, _____, having been elected to the office of **Student Trustee** of **Shawnee Community College District 531** in the County of Pulaski, in the State of Illinois, DO SOLEMNLY SWEAR or AFFIRM, that I will support the Constitution of the United States of America and the Constitution of the State of Illinois and will faithfully discharge the duties of the office of **Student Trustee** to the best of my ability.

SIGNED and SWORN on this ___day of _____.

_____
Student Trustee Name

_____
Chairperson, Board of Trustees
Shawnee Community College

ATTEST:

_____
Secretary, Board of Trustees
Shawnee Community Colleges

Oath of Office
Trustee

I, _____, having been elected to the office of **Trustee** of the **Board of Shawnee Community College District 531** in the County of Pulaski, in the State of Illinois, DO SOLEMNLY SWEAR or AFFIRM, that I will support the Constitution of the United States of America and the Constitution of the State of Illinois and will faithfully discharge the duties of the office of **Trustee** to the best of my ability.

SIGNED and SWORN on this ____ day of _____.

_____
Trustee Name

_____
Chairperson, Board of Trustees
Shawnee Community College

ATTEST:

_____
Secretary, Board of Trustees
Shawnee Community Colleges

Board RESOLUTION

Year.month.date

DECLARATION ON DISCHARGE OF DUTIES

BE IT RESOLVED by the Board of Trustees of Shawnee Community College District No. 531, State of Illinois, that all rules, regulations, policies, and actions of prior Boards of Trustees of this community college district are hereby adopted in full, including any changes and revisions.

Operating standards: The Board agrees to follow past practices and operating standards. The Secretary shall rotate the order of calling upon Board members to cast votes on each roll call vote. Explanation of votes are not allowed during the taking of a roll call vote. Roberts Rules of Order will be followed for general procedural guidelines, but will not be adopted. When voice votes are taken, any Trustee may ask for a roll call vote on that issue.

ADOPTED THIS ____ Day of _____

_____

Chairperson, Board of Trustees
Shawnee Community College

ATTEST:

_____

Secretary, Board of Trustees
Shawnee Community Colleges

Change Log	Governance Unit: Board of Trustees
Date	**Description of Change**
06-15-23	Initial Adoption
08-15-24	Board Reviewed, No Changes
08-21-25	Board Reviewed, Minor Grammatical/Punctuation Changes
07-27-26	Board Reviewed, Minor Grammatical Edits