

**Index to the Location of Evidence Relating to the Commission's  
Criteria for Accreditation  
Found in Illinois Central College's Systems Portfolio**

***Criterion One – Mission and Integrity***

The organization operates with integrity to ensure the fulfillment of its mission through structures and processes that involve the board, administration, faculty, staff, and students.

**Core Component 1a. The organization's mission documents are clear and articulate publicly the organization's commitments.**

- Illinois Central College has adopted statements of mission, vision, values, goals, and organizational priorities that together clearly and broadly define the organization's mission. [Institutional Overview; Figure O-1]
- The College's mission, vision, values and goals documents define the varied internal and external constituencies the organization intends to serve. [Institutional Overview]
- ICC's mission documents and goals for general education espouse a strong commitment to high academic standards that sustain and advance excellence in higher learning. [Institutional Overview, Question 1; Figure O-1]
- The College's mission documents state goals for the learning to be achieved by its students. [Institutional Overview, Question 1]
- ICC regularly evaluates and, when appropriate, revises the mission documents. [5P1, 8P1]
- ICC makes its mission documents available to the public, particularly to prospective and enrolled students, through its catalog, website, screensavers, "BlueBook" and other print and electronic. [Institutional Overview]

**Core Component 1b. In its mission documents, the organization recognizes the diversity of its learners, other relevant constituencies, and the greater society it serves.**

- In its mission documents, including its Diversity Pledge, Illinois Central College addresses diversity within the community values and common purposes it considers fundamental to its mission. [Institutional Overview]
- ICC's mission documents and Diversity Pledge affirm the organization's commitment to honor the dignity and worth of individuals. [Institutional Overview]
- ICC's required codes of belief or expected behavior are congruent with its mission. [Institutional Overview]

**Core Component 1c. Understanding of and support for the mission pervade the organization.**

- The Illinois Central College Board of Trustees, administration, faculty, staff, and students understand and support the organization's mission. [4P4, 5R2]
- ICC's strategic decisions are mission-driven. [5P1, 5P2, 8P1, 8P4]
- The goals of the administrative and academic sub-units of the organization are congruent with the organization's mission. [5P1, 5P2, 8P1, 8P2, 8P3, 8P4]

**Core Component 1d. The organization's governance and administrative structures promote effective leadership and support collaborative processes that enable the organization to fulfill its mission.**

- The ICC board enables the organization's chief administrative personnel to exercise effective leadership. [Institutional Overview, Question 5; 5P1; 5P2; 5P3; 5P8; 6P3]
- ICC's college-wide committees (Curriculum Committee, General Education Committee, Assessment Committee, Campus Safety Committee, Technology Planning Committee, etc.) demonstrate effective shared governance and collaboration. [1P2, 1P3, 1P4, 1P5, 1P14, 1P15, 4R2, 5P5, 5P8]
- The distribution of responsibilities as defined in governance structures, processes, and activities is understood and is implemented through delegated authority. [Institutional Overview, Question 5]
- People within the governance and administrative structures at ICC are committed to the mission and appropriately qualified to carry out their defined responsibilities. [Institutional Overview; Institutional Overview, Question 5; 4P1; 4P2; 5P1; 5P2; 5P6; 5R2]
- Faculty and other academic leaders at ICC share responsibility for the coherence of the curriculum and the integrity of academic processes. [Institutional Overview, Question 1; 1P1-1P18]
- Effective communication facilitates governance processes and activities. [Institutional Overview, 1P6, 1P11, 2P1, 2P3, 4P3, 4P4, 4P5, 4P6, 4P8, 5P1, 5P2, 5P5, 5P7, 5P8, 5R2, 5I1, 9P7]
- ICC evaluates its structures and processes regularly and strengthens them as needed. [Institutional Overview, Question 5; Institutional Overview, Question 6; Institutional Overview, Question 7; 2I2; 3P3; 3P5; 3I1; 4P3; 4P11; 4R2; 5P4; 5P5; 5P6; 6P1; 6P4; 6P5; 6R4; 6I1; 7I2; 8R2; 8I1; 9P7; 9I1; AQIP Actions Projects]

**Core Component 1e. The organization upholds and protects its integrity.**

- The activities of Illinois Central College are congruent with its mission. [Institutional Overview, 1P1, 1P2, 1P16, 1R2, 1I2, 2P1, 2C2, 2I2, 3P5, 4P4, 5P1, 5P2, 5P8, 5P10, 5R2, 8P1, 8I1, 9P5, 9P6]
- ICC consistently implements clear and fair policies regarding the rights and responsibilities of each of its internal constituencies. [Institutional Overview, 1P10, 3P2, 3P6, 4P6]
- ICC documents timely responses to complaints and grievances, particularly those of students. [3P6]

**Criterion Two – Preparing for the Future**

The organization's allocation of resources and its processes for evaluation and planning demonstrate its capacity to fulfill its mission, improve the quality of its education, and respond to future challenges and opportunities.

**Core Component 2a. The organization realistically prepares for a future shaped by multiple societal and economic trends.**

- Illinois Central College's facilities and planning documents demonstrate that attention is being paid to emerging factors such as technology, demographic shifts, and globalization. [Institutional Overview, Question 1; Institutional Overview, Question 8; 1P1; 1P13; 1P14; 1P6, 2P1; 2P2; 2P4; 2R2; 3P1; 3P3; 3P5; 4P4; 5P2; 5P8; 8P1; 8P2; 8P6; 8R2]

- ICC's planning processes include effective environmental scanning. [1I2, 3P1, 3P3, 4P12, 4I2, 5P1, 8P1, 8P2, 8P6, 8P7, 8P8, 8I1, 9P1]
- ICC's diversity initiative and international programs show careful attention to the organization's function in a multicultural society. [Institutional Overview, 2P1, 2P2, 2P3, 2R4, 2I1, 2I2, 2R2, 4P9, 4P11, 6P2, 6R3]

**Core Component 2b. The organization's resource base supports its educational programs and its plans for maintaining and strengthening their quality in the future.**

- Illinois Central College's resources are adequate for achievement of the educational quality it claims to provide. [Institutional Overview, 2P1, 9P3]
- ICC intentionally develops its human resources to meet future changes through orientation, mentoring and professional development. [Institutional Overview, Question 1; Institutional Overview, Question 5; 1P1; 1P11; 1P15; 4P3; 4P4; 4P8; 4P9; 4P11; 4I1; 5P2; 5P7; 5P8; 5P9; 6P1; 6R3; 8P1; 8P8]
- ICC's history of financial resource development and investment documents a forward-looking concern for ensuring educational quality (e.g., investments in faculty development, technology, learning support services, new or renovated facilities). [Institutional Overview, Question 1; Institutional Overview, Question 6; 2P1; 2P2; 2P3; 2R1; 2R2; 2R4; 9P3]

**Core Component 2c. The organization's ongoing evaluation and assessment processes provide reliable evidence of institutional effectiveness that clearly informs strategies for continuous improvement.**

- Illinois Central College maintains effective systems for collecting, analyzing, and using organizational information. [Institutional Overview, Question 4; 1P3; 1P5; 1P12; 1I1; 1I2; 3P1; 3P3; 3P5; 3I2; 3I1; 4P8; 4R2; 5P4; 5P5; 5P6; 5I1; 6P1; 6P4; 6P5; 6R4; 6I1; 7P1; 7R1; 7R2; 7I2; 8P1; 8P8; 8I2; 9I2]
- Appropriate data and feedback loops are available and used throughout the College to support continuous improvement. [Institutional Overview, Question 1; 2P3; 5P6; 5P7; 5P8; 5I1; 6P4; 7P4; 8P1; 8P8; 9P6; 9P7]

**Core Component 2d. All levels of planning align with the organization's mission, thereby enhancing its capacity to fulfill that mission.**

- Illinois Central College's coordinated planning processes center on the mission documents that define vision, values, goals, and strategic priorities for the organization. [5P1, 5P6, 8P1, 8P6, 8P8]
- Institutional and program plans are linked with the budgeting processes at ICC. [Institutional Overview, Question 7; 1P4; 2P2; 2P5; 4P5; 6R3; 8P1; 8P4; 8P6; 8P7]
- Planning processes at ICC involve internal constituents and, where appropriate, external constituents. [Institutional Overview, Question 1; Institutional Overview, Question 9; 1P2; 1P3; 1P5; 1P13; 1P14; 1I2; 2P2; 2P4; 2P5; 2P6; 3P3; 3P4; 4P6; 4P8; 4P10; 4I2; 5P2; 5P6; 6P1; 7P4; 7P6; 8P1; 8P4; 8P5; 8P8; 9P2]

### **Criterion Three – Student Learning and Effective Teaching**

The organization provides evidence of student learning and teaching effectiveness that demonstrates it is fulfilling its educational mission.

#### **Core Component 3a. The organization's goals for student learning outcomes are clearly stated for each educational program and make effective assessment possible.**

- Illinois Central College clearly states its course level, program-level, general education, and institutional-level goals for student learning. [Institutional Overview, Question 1; 1P1; 1P2; 1P4; 1P11; 1P16; 1P17; 1R2; 1I1]
- Assessment of student learning provides evidence at multiple levels: course, program, and institutional. [1P1, 1P18, 1R2-1R4]
- Assessment of student learning includes multiple direct and indirect measures of student learning. [Institutional Overview, Question 1; 1P1; 1P2; 1P3; 1P11; 1P17; 1P18; 1R2; 1I1]
- ICC integrates into its assessment of student learning the data reported for purposes of external accountability (e.g., graduation rates, passage rates on licensing exams, placement rates, transfer rates). [1P13, 1R2, 1R3, 2P2, 3P1, 3R4, 6R2]
- ICC faculty are involved in defining expected student learning outcomes and creating the strategies to determine whether these outcomes are achieved. [Institutional Overview, Question 1; 1P1; 1P4; 1P11; 1P16; 1P17; 1R2; 1I1]
- Faculty and administrators routinely review the effectiveness and uses of the organization's program to assess student learning. [Institutional Overview, Question 1; 1P1; 1P18; 1R2; 1I1; AQIP Action Project on General Education Assessment]

#### **Core Component 3b. The organization values and supports effective teaching.**

- Qualified faculty determine curricular content and strategies for instruction at Illinois Central College. [Institutional Overview, Question 1; 1P1; 1P3; 1P4; 1P11; 1P16; 1P17; 1I1; 3P3]
- Through its Teaching and Learning Center, financial support for conference and workshop attendance, and other mechanisms, ICC supports professional development designed to improve teaching and learning. [Institutional Overview, Question 1; 1P1; 1P2; 1P8; 1P9; 1P11; 3I2; 4P8; 4P9; 4P11; 4R2; 4I1; 5P4; 5P7; 6R3]
- ICC evaluates teaching and recognizes effective teaching. [1P11]

#### **Core Component 3c. The organization creates effective learning environments.**

- Illinois Central College provides an environment that supports all learners and respects the diversity they bring. Learning support services and resources include computer labs, learning labs (drop-in tutoring), math labs, a writing studio, and learning resource centers (libraries). [Institutional Overview, Question 2; 1P15; 2R1]
- Advising systems at ICC focus on student learning including the mastery of skills required for academic success and success in the workplace. [Institutional Overview, Question 2; Institutional Overview, Question 3; Institutional Overview, Question 8; 1P2; 1P5; 1P6; 1P7; 1P8; 1P10; 1P11; 2P1; 3P2; 3P3; 3R2; 6P1; 6R2; 6I1; 8R2; 9P2]
- ICC employs, when appropriate, new technologies that enhance effective learning environments for students. [Institutional Overview, Question 1; 1P4; 1P9; 1P15; 1I1; 4P9; 8P1]

- ICC's systems of quality assurance include regular review of whether its educational strategies, activities, processes, and technologies enhance student learning. [1R2, 3R2, 3R3, 3R5]

**Core Component 3d. The organization's learning resources support student learning and effective teaching.**

- Illinois Central College ensures access to the resources (e.g., laboratories, libraries, performance spaces, clinical practice sites) necessary to support learning and teaching. [Institutional Overview, Question 1; Institutional Overview, Question 2; Institutional Overview, Question 9; 1P9; 1P15; 1I1; 2R1; 4P9; 8P1; 9R2]
- ICC evaluates the use of its learning resources to enhance student learning and effective teaching. [1R5]
- ICC supports students, staff, and faculty in using technology effectively. [Institutional Overview, Question 1; Institutional Overview, Question 2; 1P8; 1P11; 1P15; 3P2; 4P9]
- ICC's systems and structures enable partnerships and innovations that enhance student learning and strengthen teaching effectiveness. [Institutional Overview, Question 1; Institutional Overview, Question 2; Institutional Overview, Question 9; 1P1; 1P8; 1P9; 1P11; 4P9; 4P11; 5P4; 9P1; 9P2; 9P3]

**Criterion Four – Acquisition, Discovery, and Application of Knowledge**

The organization promotes a life of learning for its faculty, administration, staff, and students by fostering and supporting inquiry, creativity, practice, and social responsibility in ways consistent with its mission.

**Core Component 4a. The organization demonstrates, through the actions of its board, administrators, students, faculty, and staff, that it values a life of learning.**

- The Illinois Central College Board of Trustees has approved statements supporting freedom of inquiry for the organization's faculty and honors those statements in its practices. [ICC Faculty Contract, Article VIII; Faculty Handbook, p. 6]
- ICC demonstrates that it values and promotes a life of learning for its students, faculty and staff. [Institutional Overview, Question 1; 1P1; 1P4; 1P7; 1P8; 1P9; 1P11; 1P18; 4P9; 5P4]
- ICC supports professional development opportunities and makes them available to all of its administrators, faculty, and staff. [1P8, 1P9, 1P11, 3I2, 4P8, 4P9, 4R2, 4I1, 5P4, 5P7, 6R3]
- ICC publicly acknowledges the achievements of students and faculty in acquiring, discovering, and applying knowledge. [4P11]

**Core Component 4b. The organization demonstrates that acquisition of a breadth of knowledge and skills and the exercise of intellectual inquiry are integral to its educational programs.**

- Illinois Central College integrates general education into all of its undergraduate degree programs through curricular and experiential offerings intentionally created to develop the attitudes and skills requisites for a life of learning in a diverse society. [Institutional Overview, Question 1; 1P1; 1P4; 1P7; 1P17; 1R2; 1I1; 9P2; College Catalog; Student Handbook; ICC BlueBook]
- ICC demonstrates the linkage between curricular and co-curricular activities that support inquiry, practice, creativity, and social responsibility. [1P16]

- Learning outcomes demonstrate that graduates have achieved breadth of knowledge and skills and the capacity to exercise intellectual inquiry. [1R2]
- Learning outcomes demonstrate effective preparation for continental learning. [1R2, 1R3]

**Core Component 4c. The organization assesses the usefulness of its curricula to students who will live and work in a global, diverse, and technological society.**

- Illinois Central College conducts regular academic program reviews which include attention to currency and relevance of courses and programs. [Institutional Overview, Question 1; 1P2; 1P5; 1P13; 1P17; 1I2; 3P3; 3P4; 9P2]
- Curricular evaluation involves alumni, employers, and other external constituents who understand the relationships among the courses of study, the currency of the curriculum, and the utility of the knowledge and skills gained. [Institutional Overview, Question 1; Institutional Overview, Question 9; 1P2; 1P3; 1P5; 1P13; 1P14; 1P18; 3P3; 3P4; 9P2]
- ICC provides curricular and co-curricular opportunities that promote social responsibility. [Institutional Overview, Question 1; 1P1; 1P16; Student Handbook; ICC BlueBook]

**Core Component 4d. The organization provides support to ensure that faculty, students, and staff acquire, discover, and apply knowledge responsibly.**

- Illinois Central College encourages curricular and co-curricular activities that relate responsible use of knowledge to practicing social responsibility. [Institutional Overview, Question 1; 1P1; 1P16; ICC College Catalog; Student Handbook; BlueBook]
- ICC creates, disseminates, and enforces clear policies on practices involving intellectual property rights. [ICC College Catalog; Student Handbook; ICC Faculty Contract, Article XXI]

***Criterion Five – Engagement and Service***

As called for by its mission, the organization identifies its constituencies and serves them in ways both value.

**Core Component 5a. The organization learns from the constituencies it serves and analyzes its capacity to serve their needs and expectations.**

- Illinois Central College practices periodic environmental scanning to understand the changing needs of its constituencies and their communities. [1I2, 3P1, 3P3, 4P8, 4P12, 4I2, 5P2, 8P1, 8P2, 8P8, 8I1, 9P1]
- ICC demonstrates attention to the diversity of the constituencies it serves. [Institutional Overview, Question 2; Institutional Overview, Question 8; 1P6; 2P1-2P6; 2R1-2R4; 2I1; 2I2; 4P4; 4I1; 5P5; 5P8; 6P1; 6R3]
- ICC's outreach programs respond to identified community needs. [Institutional Overview, Question 2; Institutional Overview, Question 3; Institutional Overview, Question 7; Institutional Overview, Question 8; 1P2; 1P12; 3P3; 3P4; 4R3; 5P5; 7P2; 8P1; 8P3; 8R1; 8R2; 9P1; 9P2]
- ICC responds to the needs of its community and external constituencies in a variety of ways, including continuing education, outreach, customized training, and extension services. [Institutional Overview, Question 1; Institutional Overview, Question 3; Institutional Overview, Question 6; Institutional Overview, Question 8; 1P2; 1P3; 1P5-1P12; 1P14-1P16; 1P18; 3P3; 3P4; 4P9; 5P9; 8R2; 9P1; 9P2; 9P4]

**Core Component 5b. The organization has the capacity and the commitment to engage with its identified constituencies and communities.**

- Illinois Central College's structures and processes enable effective connections with its communities. [Institutional Overview, 1P2, 1P5, 1P7, 1P10, 1P7, 1P10, 1P12, 1P13, 2P1, 2P2, 2R2, 2R4, 3P2-3P4, 3R4, 3R5, 5P1, 5P4, 5P7, 5P8, 8P2, 9R2, 9P3, 9P5, 9P6]
- ICC's co-curricular activities engage students, staff, administrators, and faculty with external communities. [1P16, Student Handbook]
- The College's internships, clinical experiences, and other educational opportunities connect students with external communities. [Institutional Overview, Question 9; 1P5; 1P7; 1P10; 9P2]

**Core Component 5c. The organization demonstrates its responsiveness to those constituencies that depend on it for service.**

- Collaborative ventures exist with other higher learning organizations and education sectors. Examples include dual credit partnerships with area high schools and articulation agreements with four-year colleges and universities. [Institutional Overview, Question 1; Institutional Overview, Question 3; Institutional Overview, Question 9; 1P1; 1P2; 1P6; 1P10; 1P12; 1P13; 1R3; 2P1; 2P2; 2R4; 3P2; 3P5; 6R2; 8P2; 9P1; 9P2; 9R2]
- Illinois Central College's transfer policies and practices create an environment supportive of the mobility of learners. [Institutional Overview, Question 2; Institutional Overview, Question 3; Institutional Overview, Question 9; 1P2; 1P6; 1P8; 1P10; 1P13; 1R3; 3P1; 6R2; 6I2; 9P1; 9P2]
- ICC participates in partnerships focused on shared educational, economic, and social goals. [Institutional Overview, Question 2; Institutional Overview, Question 7; Institutional Overview, Question 9; 1P5; 2P1; 2P2; 2R4; 2I1; 5P4; 5I1; 7P5; 8I1; 9P1; 9P2; 9P4; 9P5]

**Core Component 5d. Internal and external constituencies value the services the organization provides.**

- Illinois Central College's evaluation of service involves external as well as internal constituencies served. [Institutional Overview, Question 7; 1R2; 1R3; 1R5; 2P2; 3R2-3R4; 3I2; 4P3; 4P6-4P8; 4P12; 4P13; 4R2; 4R3; 4I2; 5P2; 5P5; 5R2; 5I2; 6R2; 6R3; 7P4; 7P5; 8R2; 8R5; 9R1]
- ICC's economic and workforce development activities are sought after and valued by civic and business leaders. [Institutional Overview, Question 1; Institutional Overview, Question 3; Institutional Overview, Question 9; 1P2-1P7; 1P10; 1P12; 1P14; 1P16; 1P18; 3P1; 3P3; 4P9; 9P1-9P3]
- External constituents participate in the College's activities and programs open to the public. [Institutional Overview, Questions 1-4; 1P2-1P7; 1P10; 1P12-1P14; 1P16; 1P18; 2P1; 2P3; 3P3; 4P9; 9P2; 9P5]
- ICC facilities are available to and used by the community. [Institutional Overview, Question 2]