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#### ABSTRACT

This report presents data about compensation received by employees in Illinois' 48 public community colleges. Data are presented by peer groups with statewide totals. The seven peer groups are based on a combination of college enrollment (semester), geographic location, and financial data. These seven peer groups are described as follows: (1) headcount enrollment of less than 3,000, downstate, located in or near communities of less than 50,000 population; (2) headcount enrollment of approximately 3,000 to 4,000, downstate, located in or near communities of less than 50,000 population; (3) headcount enrollment greater than 4,000, downstate, located in or near communities of less than 50,000 population; (4) located downstate and in urbanized areas; (5) headcount enrollment less than 10,000, located in the Chicago metropolitan area; (6) city colleges of Chicago; and (7) headcount enrollment greater than 10,000, located in the Chicago metropolitan area. Most tables in this report contain information on full-time employees. This report includes faculty salary data, administrative salaries, other (non-teaching) professional staff salaries, information on average faculty load, salaries for selected administrators, salaries for positions similar to Universities Civil Service classifications, and fiscal year 1999 salaries actually paid to faculty, administrators, other (non-teaching) professionals, and classified staff. (VWC)



# Fiscal Year 2000 Salary Report

# Illinois Public Community Colleges



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> > June 2000

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#### HIGHLIGHTS OF THE FISCAL YEAR 2000 SALARY REPORT

 Fiscal Year 1999 Weighted Average Total Salary Actually Paid -- These salaries include all overloads and compensation for extra assignments paid to full-time employees between July 1, 1998 and June 30, 1999. (Tables 23 and 24)

Faculty (9 and 12 month)	\$60.960
Administrative (12 month) Other (Nontonahina) P. 6	\$40,00Z
Other (Nonteaching) Professional	
(9 and 12 month)	\$20.240
Classified	339,248
	\$25,019

2. Fiscal Year 1999 Average Cost of Fringe Benefits for Full-Time Employees. (Table 20)

Full-Time Faculty (9 month)	\$ 6.328
Administrative (12 month)	\$ 6 A57
Other (Nonteaching) Professional (9 month)	\$ 6 A76
Classified (12 month)	\$ 5,609

3. Fiscal Year 2000 Weighted Average Contractual Salaries -- The contractual salary is the base salary paid to full-time personnel. (Tables 2, 11, and 14)

Faculty (9 month)	\$53.074
Administrative (12	· ₩IJIJ,ጛ/┯
Administrative (12 month)	\$63 327
Other (Nontrealism)	. 405,527
Other (Nonteaching) Professional (9 month)	\$51.601
(* 11101111)	. 451,001

4. Fiscal Year 2000 Average Salary Rates. (Table 5)

Part-Time Faculty Rate	\$421/credit hour
Full-Time Faculty Overload Rate	#721/Cledit Hour
Full Time Faculty C	\$5/1/credit hour
Full-Time Faculty Summer Rate	\$686/credit hour

5. Fiscal Year 2000 Average Academic Year Salary Schedule Salaries Paid to Full-Time Faculty with a Master's or Doctorate Degree. (Table 7)

Master's Degree, Plus Zero Hours (No Experience)	\$30 129
Master's Degree, Plus Zero Hours (5 Years Experience)	\$34 446
Master's Degree, Maximum Hours (5 Years Experience)	\$41 747
Doctorate Degree, Maximum Hours (Maximum Experience)	\$67,558



#### FISCAL YEAR 2000 SALARY REPORT FOR THE ILLINOIS PUBLIC COMMUNITY COLLEGES

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#### INTRODUCTION

Data about compensation received by employees in Illinois' 48 Illinois public community colleges are gathered by the Illinois Community College Board (ICCB). Data in the Fiscal Year 2000 Salary Report reflect the census date of October 1, 1999. The efforts that college staff put forth to provide these data are greatly appreciated. In an attempt to minimize the number of separate requests for salary data received by public community colleges, ICCB staff provide these data on the colleges' behalf in response to requests for salary information from the Illinois Board of Higher Education, National Center for Educational Statistics, Legislature, and other interested persons.

Data are presented by peer groups with statewide totals. The seven peer groups are based on a combination of college enrollment (semester), geographic location, and financial data:

- Headcount enrollment of less than 3,000, downstate, located in or near communities of less than I 50,000 population.
- II Headcount enrollment of approximately 3,000 to 4,000, downstate, located in or near communities of less than 50,000 population.
- Headcount enrollment greater than 4,000, downstate, located in or near communities of less than 50,000 population.
- IV Located downstate and in urbanized areas.
- V Headcount enrollment less than 10,000, located in the Chicago metropolitan area.
- VI City Colleges of Chicago.
- VII Headcount enrollment greater than 10,000, located in the Chicago metropolitan area.

Peer groups are separated by solid lines in the tables. As you move from top to bottom down the table, the groupings generally correspond to districts with higher enrollments in more urbanized environments. Within each peer group, the colleges are listed in alphabetical order.

Most tables in this report contain information on full-time employees. The report includes faculty salary data which are based on actual contracts, salaries from salary schedules, overload faculty salary rates, and part-time faculty salary rates. Also included are administrative salaries, other (nonteaching) professional staff salaries; information on average faculty load; salaries for selected administrators; salaries for positions similar to Universities Civil Service classifications; and fiscal year 1999 salaries actually paid to faculty, administrators, other (nonteaching) professionals, and classified staff.

Note that one Illinois public community college changed its name during fiscal year 2000. Southwestern Illinois College was formerly known as Belleville Area College. Individuals interested in making comparisons with prior editions of this report should be aware of this change.



#### **EMPLOYEE GROUPS**

Descriptions of the employee groups used in this report are provided below. These categories correspond with *Fiscal Management Manual* salaries expenditures codes.

<u>Faculty</u> are individuals who spend more than one-half of their workload in the activity of teaching and providing instruction to students.

<u>Administrative Staff</u> are line officers of the college who manage, conduct, and administer programs, staff, and operations of the board of trustees. Academic administrators and general administrative personnel are included.

<u>Classified Staff</u> include clerical and custodial/maintenance staff. Clerical personnel engage in the process of keeping records and processing information upon the request and direction of college professional staff. Custodial/maintenance staff engage in housekeeping and the maintenance or repair of college facilities and equipment.

Other (nonteaching) Professional Staff include professional/technical, academic support, and supervisory staff. Professional/technical staff have specialized skills but do not directly support the process of teaching. Academic support staff exercise professional judgement and discretion and directly support the teaching and learning process. Supervisory staff have the duty, responsibility, or authority to recommend the employment, transfer, suspension, dismissal, promotion, assignment, reward, or discipline of other staff individuals both full- and part-time.



#### Section I

### FISCAL YEAR 2000 CONTRACTUAL BASE SALARIES FOR FULL-TIME FACULTY AT ILLINOIS PUBLIC COMMUNITY COLLEGES

Table 1 summarizes the ranges of salaries for full-time faculty on 9-month contracts for fiscal year 2000. Faculty are individuals who spend more than one-half of their workload in the activity of teaching and providing instruction to students.

Table 2 identifies the lowest, average, highest, and median academic year contractual base salaries of full-time faculty with 9-month contracts at each community college in Illinois. Table 3 provides the same information for full-time faculty with 12-month contracts.

The low salaries represent the lowest contractual base salary actually paid to a full-time faculty member at each of the community college districts and may be different from salary schedule salaries which are reported in Tables 7 and 8.

The high salaries represent the highest contractual base salary actually paid to full-time teaching faculty members for an academic year at each of the colleges. The mean salaries represent the weighted average of all full-time teaching faculty salaries at each community college district. Statewide average salary data reported throughout this report are weighted average salary data. The median salaries reported are those which are the middle salary at each college. The median salary is generally considered to be the most appropriate measure of central tendency for salary data within a given college since it is not affected by extreme high or low salaries; however, it is not as meaningful when reporting statewide composite median salary data.

Table 1

Summary of Fiscal Year 2000

(9-month) Contractual Base Salaries for Full-time Faculty at Illinois Public Community Colleges

	Distric	<u>District Range</u> Low - High		
Low Faculty Salaries	\$19,150	\$37,902	\$29,682	
Average Faculty Salaries	\$36,093	\$72,805	\$53,974*	
High Faculty Salaries	\$48,341	\$94,553	\$70,205	
Median Faculty Salaries	\$34,901	\$76,988	\$49,725	





Table 2

FISCAL YEAR 2000 CONTRACTUAL BASE SALARIES FOR FULL-TIME FACULTY (9 MONTHS)

AT ILLINOIS PUBLIC COMMUNITY COLLEGES

			RA	NGE OF SALA	RIFS		
DISTRICT/COLLEGE	NUMBER		25TH	LIGE OF SALA	75TH		
DID INC I/COLLEGE	OF STAFF	LOW	%TILE	MEDIAN	%TILE	HIGH	AVERAGE
SANDBURG	60	<b>M</b> 0 100	***				AVERAGE
SHAWNEE	38	\$28,100	\$32,860	<b>\$</b> 43,715	\$49,955	\$62,080	\$42,234
SOUTHEASTERN	57	32,660	36,104	40,760	46,594	58,691	41,861
SPOON RIVER	38	27,100	35,501	39,295	48,509	60,433	42,459
WOOD	45	25,948	33,389	38,573	44,621	54,424	39,352
DANVILLE	50	28,940	32,591	35,940	38,591	48,341	_ 36,093
HIGHLAND	47	29,242	31,985	34,901	42,944	54,303	37,989
KASKASKIA	52	32,074	47,213	49,266	58,022	65,880	50,863
KISHWAUKEE		28,390	37,980	44,809	52,548	57,392	45,252
REND LAKE	69	27,000	33,327	41,163	49,103	68,645	42,109
SAUK VALLEY	55	31,100	40,570	43,080	48,652	57,334	44,480
ILLINOIS EASTERN	49	29,144	34,196	41,207	46,181	<b>57,152</b>	41,282
ILLINOIS VALLEY	94	25,140	33,280	39,941	46,017	59,849	40,029
KANKAKEE	68	30,150	35,450	39,500	57,542	70,437	,
LAKE LAND	56	27,793	41,167	50,642	59,170	75,215	44,447 50,341
LEWIS & CLARK	101	21,280	33,020	37,848	42,444	66,057	•
	81	33,504	40,176	53,603	56,742	67,725	39,876
LOGAN	100	33,051	42,057	46,537	53,099		49,852
MC HENRY	75	31,429	44,475	53,370	62,561	65,411	48,058
BLACK HAWK	137	22,000	41,383	53,217	57,871	71,456	53,295
HEARTLAND	37	28,000	34,737	39,485		71,123	50,752
ILLINOIS CENTRAL	166	27,500	35,020	45,608	42,336 53,705	59,763	39,158
LINCOLN LAND	119	28,858	44,964		52,785	64,605	44,504
PARKLAND	157	27,224	40,162	59,170 47,815	68,497	71,922	56,455
RICHLAND	57	24,820	34,727		60,246	74,072	50,401
ROCK VALLEY	122	29,101	41,364	42,555	52,634	58,322	43,136
SOUTHWESTERN	122	27,699		50,926	59,676	68,069	50,457
ELGIN	108	36,632	36,181	42,536	58,338	72,096	46,628
MORTON	51	36,032	55,864	71,776	79,580	81,521	67,282
PRAIRIE STATE	77	•	41,973	51,973	63,303	70,528	52,541
SOUTH SUBURBAN	119	31,200	43,184	52,229	60,525	74,869	53,180
WAUBONSEE	69	19,150	43,419	55,371	68,401	79,852	55,237
CHICAGO	606	32,483	43,128	48,808	<u>56,977</u>	68,692	49,994
DUPAGE	262	32,737	52,526	63,667	75,926	90,539	63,288
HARPER		34,953	56,950	64,163	72,534	79,500	63,687
JOLIET	173	33,986	44,557	60,284	73,990	85,525	59.826
LAKE COUNTY	154	34,514	41,944	52,047	69,441	91,247	56,728
MORAINE VALLEY	160	37,798	62,770	76,988	85,563	90,207	72,805
OAKTON -	161	23,551	39,114	54,171	63,687	94,553	53,429
TRITON	135	37,902	49,543	70,401	81,474	87,705	66,763
	125	29,379	40,325	61,953	68,845	82,474	57,340
TOTAL/AVERAGES	4252	\$29,682	\$40,748	\$49,725	\$58,357	\$70,205	\$53,974
Lowest Low/Highest High		\$19,150			•	\$94,553	400,777

SOURCE OF DATA: Salary Submission (C1)



Table 3

FISCAL YEAR 2000 CONTRACTUAL BASE SALARIES FOR FULL-TIME FACULTY (12 MONTHS)

AT ILLINOIS PUBLIC COMMUNITY COLLEGES

		<del></del>	R	ANGE OF SAL	ADTEC		•
DISTRICT/COLLEGE	NUMBER OF STAFF	Low_	25TH %TILE	MEDIAN	75TH %TILE	HIGH	AVED . on
SANDBURG						non	AVERAGE
SHAWNEE	3	. 26 200				·	
SOUTHEASTERN	3 7	26,389	26,389	30,721	43,490	43,490	33,533
SPOON RIVER	,	29,500	29,946	32,025	37,562	45,122	34,059
WOOD	7	27.000					J 1,0JJ
DANVILLE	2	27,000 34,866	30,377	39,558	50,494	52,819	39,090
HIGHLAND		<i>3</i> 4,600	34,866	54,208	73,549	73,549	54,208
KASKASKIA		<del></del>					
KISHWAUKEE		-	-	·			
REND LAKE	5	33,500	25 200				
SAUK VALLEY	1	58,033	35,300 58,033	37,000	38,000	41,170	36,994
ILLINOIS EASTERN	13	38,723	58,033 38,723	58,033	58,033	58,033	58,033
ILLINOIS VALLEY		30,723	30,723	38,723	38,723	46,014	39,788
KANKAKEE							·,
LAKE LAND	1	51,515	51,515				-
LEWIS & CLARK		51,515	21,313	51,515	51,515	51,515	51,515
LOGAN				· -			
MC HENRY		_					
BLACK HAWK	5	30,431	32,180	35,987			
HEARTLAND	16	39,919	43,115		55,352	62,771	43,344
ILLINOIS CENTRAL	10	20,711	23,588	45,497 23,588	49,452	55,298	46,267
LINCOLN LAND	-		23,300	23,388	23,588	47,745	25,486
PARKLAND	· -		_				
RICHLAND				<b></b>			
ROCK VALLEY	8	31,613	33,749	37,271	20 667	40.664	
SOUTHWESTERN	1	89,553	89,553	89,553	39,667 89,553	40,661	36,706
ELGIN		-		09,555	09,333	89,553	89,553
MORTON							
PRAIRIE STATE					<b></b>		
SOUTH SUBURBAN		·					
WAUBONSEE			<b></b> .				
CHICAGO	58	32,821	38,012	44,059	54,704	64,971	46.460
DUPAGE			<del></del>		54,704	04,971	46,469
HARPER						·	
JOLIET							
LAKE COUNTY			<del></del>				
MORAINE VALLEY					. <b></b>	<del></del>	
OAKTON						_	
TRITON							
TOTAL/AVERAGES	137	\$38,898	\$40,382	\$44,124	\$50,263	\$55,194	\$42,504
Lowest Low/Highest High		\$20,711			,	\$89,553	₩7 <b>4</b> ,JUP

-- = Not Applicable

SOURCE OF DATA: Salary Submission (C1)



#### Section II

# FISCAL YEAR 2000 PART-TIME FACULTY SALARY RATES AND FULL-TIME FACULTY OVERLOAD AND SUMMER TERM RATES AT ILLINOIS PUBLIC COMMUNITY COLLEGES

Table 4 summarizes part-time faculty and full-time faculty overload and summer term salary rates in Illinois public community colleges during fiscal year 2000.

Table 5 presents the average part-time faculty salary rates per semester credit hour and full-time faculty overload rates by each community college district. The first column shows the part-time faculty rate per course credit hour. This rate is the amount paid to part-time teachers who might, for example, teach a night class at an extension center. The second column shows the overload rate for full-time faculty for the academic year. This rate represents the amount paid to full-time faculty for teaching courses above the full-time load during the academic year. Often this is compensation for teaching an extra night class or for teaching an additional class in the daytime. The third column reflects the amount received by full-time faculty members for teaching a class during the summer term. Community colleges have many different bases for determining part-time faculty rates as well as overload rates. Some colleges pay a flat rate per course or a flat rate per term, other colleges base their rates on contact hours or credit hours, and still others pay an hourly rate. In addition, the overload rates for full-time faculty are based on a percentage of that faculty member's actual salary at some colleges.

#### Table 4

# STATE SUMMARY OF FISCAL YEAR 2000 PART-TIME FACULTY RATES PER COURSE CREDIT HOUR AND FULL-TIME FACULTY OVERLOAD AND SUMMER TERM SALARY RATES AT ILLINOIS PUBLIC COMMUNITY COLLEGES

	Lowest	Highest	Average
Part-time Faculty Rates	\$275	\$600	\$421
Overload Rates (Full-time Faculty)	\$275	\$1,119	\$571
Summer Term Rates (Full-time Faculty)	\$300	\$1,825	\$686



Table 5

#### FISCAL YEAR 2000 AVERAGE PART-TIME FACULTY SALARY RATES AND FULL-TIME FACULTY OVERLOAD AND SUMMER TERM RATES AT ILLINOIS PUBLIC COMMUNITY COLLEGES

•	Part-time Faculty Rate	Full-time Faculty Rate Per	Course Credit Hour
DISTRICT/COLLEGE	Per Course  Credit Hour	Overload Rate	Rate for
	_ Cleuit Hour	for Academic Year	Summer Term
SANDBURG	\$396	•	
SHAWNEE	325	\$397	\$528
SOUTHEASTERN	300	425	425
SPOON RIVER	375	525	650
WOOD	388	750	1,000
DANVILLE	350	388	390
HIGHLAND	330 377	380	410
KASKASKIA		802	802.
KISHWAUKEE	340	459	459
REND LAKE	371	1,103	926
SAUK VALLEY	333	725	725
ILLINOIS EASTERN	395	425	425
ILLINOIS VALLEY	275	275	375
KANKAKEE	400	425	500
LAKE LAND	400	542	579
LEWIS & CLARK	400	445	445
LOGAN	460	460	460
MC HENRY	396	483	575
BLACK HAWK	404	451	442
HEARTLAND	512	-650	650
ILLINOIS CENTRAL	475	450	550
LINCOLN LAND	434	600	1,312
PARKLAND	409	709	647
RICHLAND	600	645	725
ROCK VALLEY	434 .	471	684
SOUTHWESTERN	423	579	740
ELGIN	397	662	742
MORTON	450	625	725
PRAIRIE STATE	439	479	479
SOUTH SUBURBAN	360	400	300
WAUBONSEE	360	759	831
CHICAGO	440	510	577
DUPAGE	588	1,119	1,825
HARPER	558	581	1,585
JOLIET	560	560	700
LAKE COUNTY	416	502	502
MORAINE VALLEY	475	515	505
OAKTON	375	813	1,195
TRITON	595	600	600
AVERAGES	430	578	768
AVERAUES	\$421	\$571	\$686

#### Section III

# SALARIES BASED ON FISCAL YEAR 2000 SALARY SCHEDULES FOR FULL-TIME FACULTY WITH A MASTER'S DEGREE AT ILLINOIS PUBLIC COMMUNITY COLLEGES

A summary of fiscal year 2000 salary schedule ranges and averages for master's degree faculty is shown in Table 6. The highest figures on this page are for full-time faculty members with a doctorate degree with maximum hours.

Table 7 provides the fiscal year 2000 salary schedule salaries at each community college in Illinois. These salaries are based on the salary schedules at the colleges and not on the actual salaries paid.

Table 6

# SUMMARY OF FISCAL YEAR 2000 SALARY SCHEDULE SALARIES FOR FULL-TIME FACULTY MEMBERS WITH A MASTER'S DEGREE AT ILLINOIS PUBLIC COMMUNITY COLLEGES

Base Salary Schedule Categories	<u>Distric</u> Low	et Range - High	State Average
Master's Degree, Plus Zero Hours (No Experience)	\$25,275	\$37,798	\$30,129
Master's Degree, Plus Zero Hours (5 Years Experience)	\$29,144	\$46,215	\$34,446
Master's Degree, Maximum Hours (5 Years Experience)	\$29,144	\$56,984	\$41,747
Doctorate Degree, Maximum Hours (Maximum Experience/Highest Salary)	\$35,483	\$94,613	\$67,558



Table 7

SALARIES BASED ON SALARY SCHEDULES FOR FULL-TIME TEACHING FACULTY
WITH MASTERS DEGREES
AT ILLINOIS PUBLIC COMMUNITY COLLEGES FOR FISCAL YEAR 2000

			OKTISCAL TEAR 2000	
District/College	Base Salary Master's Degree 0 Hours 0 Years Exp.	Base Salary Master's Degree 0 Hours 5 Years Exp.	Base Salary Master's Degree Max. Hours 5 Years Exp.	Highest Salar Doctorate Degree Max. Hour
SAMDRIDG			J Tears Exp.	Max. Exp
SANDBURG	28,680	29,790		
SHAWNEE	31,400	35,101	39,868	
SOUTHEASTERN	29,810	33,062	37,805	60,733
SPOON RIVER	28,243	32,172	•	59,756
WOOD	27,890	30,440	37,321	69,023
DANVILLE	30,000		34,790	52,563
HIGHLAND	32,074	38,906	47.700	54,303
KASKASKIA	27,490	31,127	47,790 27,541	65,880
KISHWAUKEE		31,127	37,541	57,392
REND LAKE	30,500	33,500		
SAUK VALLEY	25,275	29,144	39,015	59,979
ILLINOIS EASTERN	26,301		29,144	57,152
ILLINOIS VALLEY	31,200	22 200	<del></del>	60,852
KANKAKEE	26,196	32,800	42,200	60,000
LAKE LAND	28,365	31,112	37,851	68,027
LEWIS & CLARK	30,376	30,990	32,022	35,483
LOGAN	31,219	31,591	36,571	71,922
MC HENRY		35,799	41,672	65,411
BLACK HAWK	29,650	36,766	48,330	71,457
HEARTLAND	28,777	33,092	37,006	62,933
ILLINOIS CENTRAL	30,000	33,750	35,250	42,000
LINCOLN LAND	27,400			64,610
PARKLAND	30,376	31,591	36,571	71,922
RICHLAND	29,345	31,515	34,202	68,585
ROCK VALLEY	25,550	30,343	37,434	58,322
	30,464	·	54,169	68,069
OUTHWESTERN	33,675	37,179	40,553	57,323
ELGIN	32,275	38,085	51,908	81,520
MORTON	35,066	40,454	45,887	69,881
PRAIRIE STATE	30,000	32,000	40,000	68,437
OUTH SUBURBAN	29,344	35,787	44,018	79,852
VAUBONSEE	32,279	38,588	44,282	
HICAGO	31,326	37,357	51,089	67,713
UPAGE	30,132	36,761	49,995	94,613
ARPER	31,911	36,196	50,853	79,500
DLIET	34,494	37,554		85,525
AKE COUNTY	37,798	46,215	43,180 56,084	72,864
ORAINE VALLEY	28,076	31,610	56,984 25,453	85,563
AKTON	32,575	35,717	35,452 45,406	80,310
RITON	29,379	35.081	45,406	87,705
VERAGES	\$30,129	\$34,446	43,224 \$41,747	82,474

#### Section IV

#### Institutional Policies Related to Faculty Salaries and Faculty Contracts at Illinois Public Community Colleges Fiscal Year 2000

Table 8 summarizes the institutional policies related to faculty salaries and faculty contracts at each public community college district in Illinois. These policies often have a considerable impact on the salaries presented elsewhere in this report. The average number of weekly class contact hours per full-time instructional faculty, for example, has a bearing on the number of faculty that an institution must have to meet its needs. The length of a full-time academic year contract also has a bearing on academic year salary for full-time faculty. Table 9 shows these institutional policies for each college. Thirty-eight public community college districts reported that they have master contracts with the faculty.

In addition to the class contact hours, office hours, and academic advising hours, faculty members spend much time in grading papers, preparing class presentations, working on curriculum development, and serving on college committees. Accordingly, although the state average number of required weekly hours for the faculty does not total 40 hours, most faculty members spend over 40 hours per week on their full-time assignments.

Table 8

# SUMMARY OF INSTITUTIONAL POLICIES RELATED TO FACULTY SALARIES AND CONTRACTS AT ILLINOIS PUBLIC COMMUNITY COLLEGES FISCAL YEAR 2000

	R Low	ange - High	State Average
Average Yearly Credit Hours Required for Full-time Teaching Faculty (Semester Hours)	27	32	30
Average Weekly Class Contact Hours Required for Full-time Teaching Faculty	14	20	15
Average Weekly Office/Academic Advising Hours	4	15	7
Length of Full-time Faculty Academic Year Contract in Weeks	30	40	34



# Illinois Community College Board Table 9 INSTITUTIONAL POLICIES RELATED TO FACULTY SALARIES AND CONTRACTS AT ILLINOIS PUBLIC COMMUNITY COLLEGES - FISCAL YEAR 1999

-	Ave. Yearly	Ave. Weekly	Ave Weekly					Full-Time		
	Semester	Class Contact	Office/	Academic	2	Multiple	Number of	Faculty		
District/College	Hours	Hours	Adv. Hours	Veer - in Works	Master	Year	Years in	Selary	Collective	Recognized College
				700 H	Contract	Contract	Contract	Schedule	Bargalning	Negotiatine Body
SANDBURG	8	15	•	ţ	,					, , , ,
SILAWNEE	30	: <u>*</u>	, ę	<b>7</b> 5	Yes	Yes	9	Yes	X	10 A ATT
SOUTHEASTERN	8	2 =	2 ;	8	χα	Yes	6	Yes	3 3	TEANEA TEANEA
SPOON RIVER	: <b>S</b>	2 -	<b>S</b>	37	Yes	Yes	6	Yes	3	TO THE THE
WOOD	2	2 ;	<b>SO</b>	*	Yes	Yes	7	, t		IEANEA
DANVILLE	8 5	2	2	30	Š	ı		3 3	B :	IEANEA
HIGHLAND	3 :	51	01	38	Yes	Yes	-		2	:
KASKASKIA	75	91	S	*	Yes	3	,		X X	IEANEA
AJASAASA	90	07	S	8		Ē ;	7	Yes	Yes	IFT/AFT
KISHWAUKEE	8	11	. •		<b>2</b> ;	X X	₹	Yes	Yes	IFT/AFT
REND LAKE	32	<u>~</u>		<b>3</b> 3	X S	Yes	4	Š	χα	TEM/A EPT
SAUK VALLEY	8	2	nı	**	Yes	Ϋ́α	6	Yes	<b>X</b>	1 JV/1 J
ILLINOIS EASTERN	Ę	2		×	Yes	Yes	6	, t	3 3	TANT.
ILLINOIS VALLEY	2 8		S	39	Yes	Yes			B	IEA/NEA
KANKAKEE	3	18	•••	*	Y	1 2	, ,	2	S.	IEANEA
PAINANEE .	ድ	15	<b>s</b>	. 4		B ;	2	Yes	Yes	IFT/AFT
LAKE LAND	2	15	<b>S</b>	3 2	E ;	<b>8</b>	<b>6</b>	Yes	Yes	IFT/AFT
LEWIS & CLARK	8	15	. 5	<b>5</b>	<b>3</b>	<b>8</b>	9	ž	Yes	IPT/APT
LOGAN	8	· * <b>×</b>	2 9	33	Yes	Yes	6	Yes	N X	TO A AUTO
MC HENRY			3 '	39	Yes	Yes	e	Yes	3 2	IEA/NEA III. III.
BLACK HAWK	5	2	<u>- ا</u>	30	Yes	Yes	4			IEANEA
HEARTLAND	8 8	2	S	33	Yes	Yes			E ;	IEANEA
ILLINOIS CENTRAL	<b>3</b>	2	9	32	Yes	Yes			<b>5</b>	IFT/AFT
I INCOLUMN AND	3	15	S	32	<b>X</b>	3	n (	Yes	X S	IFT/AFT
DATE AND THE	2	15	•	33			<b>.</b>	2	Yes	Faculty Asm.
TAKALANI)	32	91	s	3 \$	8 3	<b>2</b> ;	4	Yes	Yes	IFT/AFT
KICIII.AND	8	7	•	* :		2	M	Yes	Yes	Faculty Asm
ROCK VALLEY	32	91		7 :	Yes	χæ	6	Yes	Yes	IPT/A IPT
SOUTHWESTERN	8	: <b>=</b>	ָּי פ	<b>3</b>	Yes	Yes	7	Yes	χ	Frankt A.
ELGIN	30		2   9	38	Z.	Yes	Ю	Xe.	1	A A TIP TOTAL TO
MORTON	ş	3	2	ጽ	Yes	Yes	3	7.A		AAUL'ILIVALI
PRAIRIE STATE	<b>.</b>	; ;	<b>S</b>	8	Yes	Yes	6	2		IFTAFT
SOUTH SUBURBAN	2 8	2 ;	ν,	*	Yes	Yes	· e	2 2	B ;	IFT/AFT
WAUBONSEE	3 5	<b>S</b>	\$	8	Yes	Yes			E ;	IFT/AFT
CHICAGO	8	17	8	38	Yes	Yes			<b>2</b>	IFT/AFT
DUPAGE	/7	15	4	37	Yes	3		2	Yes	IFT/AFT
HAUDED	30	15	10	2	No.	8	4	Yes	Yes	IFT/AFT
	<b>8</b>	15	9	: 8	8 2		vo ·	Yes	Yes	IEANEA
	30	15	v	* =		Z ;	m	Yes	Yes	IFT/AFT
CANE COUNTY	30	15	91	3 3		Yes	en	Yes	Yes	IPT/APT
MOKAINE VALLEY	30	ı		<b>4</b> 2	z .	Yes	e	Yes	Yes	IFT/A FT
OAKTON	30		•	<b>3</b> 3	<b>2</b>	Yes	e	Yes	Yes	TETY/A ETF
TRITON	30	. 15	2 *	<b>3</b> , 3	Z	Yes	6	Yes	Yes	TRAMEA
TOTAL S/AVERAGES	30	15	, -	75	Yes	Yes	3	Yes	Yes	TETYA ET
		1	•	3	- " - "	0 11 N	2= 2	N= 3	- =N	TRA ATPA - 12
SOURCE OF DATA: Salary Submission (C2)	mission (C2)				Y=38	V=38	3= 28	Y=36	Y=38	TET/A PT - 12
		F C	7 10 4 11 4 7/4 7/4 7/4 7/4	L			4= 7			
		KEN	1000 A	7						A THURST STATE



#### Section V

#### FISCAL YEAR 2000 CONTRACTUAL BASE SALARIES FOR OTHER (NONTEACHING) PROFESSIONAL STAFF AT ILLINOIS PUBLIC COMMUNITY COLLEGES

Table 10 summarizes the range of fiscal year 2000 salaries for other professional staff in Illinois public community colleges. Tables 11 and 12 identify the number of staff and the lowest, average, highest, and median contractual base salaries paid to full-time other (nonteaching) professionals (9-month and 12-month) at each community college in Illinois. Other (nonteaching) professional staff include professional/technical, academic support, and supervisory staff. Professional/technical staff have specialized skills but do not directly support the teaching and learning process. Academic support staff exercise professional judgement and discretion and directly support the teaching and learning process. Supervisory staff have the duty, responsibility, or authority to recommend the employment, transfer, suspension, dismissal, promotion, assignment, reward, or discipline of other staff individuals both full- and part-time.

The lowest and highest salaries represent the lowest and highest base salaries actually paid to full-time other (nonteaching) professionals at each of the community colleges. The average salaries represent the weighted average of all full-time other (nonteaching) professional salaries at each college. The median salaries represent the salary received by the person in the middle of the range at each college. The weighted state average salary of other (nonteaching) professional staff with 9-month contracts was \$51,601. For other (nonteaching) professional staff with 12-month contracts, the weighted state average salary was \$37,637.

#### Table 10 SUMMARY OF

# FISCAL YEAR 2000 ACADEMIC YEAR CONTRACTUAL BASE SALARIES PAID TO OTHER (NONTEACHING) PROFESSIONALS AT ILLINOIS PUBLIC COMMUNITY COLLEGES

	<u>Distric</u> Low	ct Range - High	State Average
Lowest Salaries (9 month)	\$16,854	\$60,364	\$34,760
Lowest Salaries (12 month)	\$13,374	\$29,156	\$20,747
Average Salaries (9 month)	\$26,930	\$76,125	\$51,601*
Average Salaries (12 month)	\$27,464	\$46,246	\$37,637*
Highest Salaries (9 month)	\$30,771	\$87,705	\$60,315
Highest Salaries (12 month)	\$36,582	\$90,539	\$60,564
Median Salaries (9 month)	\$26.930	\$80,933	\$47,829
Median Salaries (12 month)	\$24.712	\$45.317	\$33.237



\*Weighted

Table 11

FISCAL YEAR 2000 CONTRACTUAL BASE SALARIES FOR OTHER (NON-TEACHING)
PROFESSIONAL STAFF AT ILLINOIS PUBLIC COMMUNITY COLLEGES (9 MONTHS)

			R	ANGE OF SAL	ARIES		
DISTRICT/COLLEGE	NUMBER OF STAFF	LOW	25TH %TILE	MEDIAN	75TH %TILE	HIGH	Atma
SANDBURG						nion	AVERAGE
SHAWNEE	. 5	23,720	<b>34</b> ,910	39,610	45,580	45,580	37,880
SOUTHEASTERN	3	20.055					37,000
SPOON RIVER		33,875	33,875	39,140	39,973	39,973	37,663
WOOD	1	45,625	45,625	45,625	45,625	45,625	45,625
DANVILLE	<del></del>	<del></del>					43,023
HIGHLAND							
KASKASKIA	2						
KISHWAUKEE	12	39,329	39,329	42,521	45,713	45,713	42,521
REND LAKE		16,854	29,931	37,0 <b>7</b> 2	40,652	52,617	35,914
SAUK VALLEY	2 3	23,000	23,000	26,930	30,859	30,859	26,930
ILLINOIS EASTERN		38,041	38,041	39,279	44,967	44,967	40,762
ILLINOIS VALLEY	-						40,702
KANKAKEE	3	32,400	32,400	35,200	<b>7</b> 2,655	72,655	46,752
LAKE LAND			-				40,732
LEWIS & CLARK	20	22,575	24,751	29,538	33,812	43,302	30,212
LOGAN			<del></del>		-		50,212
MC HENRY	2	28,387	28,387	33,915	39,442	39,442	33,915
BLACK HAWK	9	26,500	48,626	66,119	67,898	71,456	55,688
HEARTLAND	10	20,407	26,203	41,737	53,217	61,198	40,618
ILLINOIS CENTRAL				-			70,016
LINCOLN LAND	3	44,355	44,355	55,600	58,720	58,720	52,892
PARKLAND	2	43,235	43,235	55,866	68,497	68,497	55,866
RICHLAND	12	45,111	48,151	51,193	64,468	79,345	55,683
ROCK VALLEY	·						33,063
SOUTHWESTERN	2	59,676	59,676	61,053	62,429	62,429	61,053
ELGIN	4	40,685	49,199	59,277	61,155	61,468	55,177
MORTON	9	36,632	55,584	67,363	73,679	81,521	64,719
PRAIRIE STATE	1	60,364	60,364	60,364	60,364	60,364	60,364
SOUTH SUBURBAN		· <del></del>					00,304
	14	31,762	40,046	47,191	60,516	76,901	50,726
WAUBONSEE	4	34,517	38,264	42,570	51,764	60,400	30,728 45,014
CHICAGO DUPAGE				-			45,014
	30	33,145	65,682	69,807	79,500	79,500	69,548
HARPER	21	35,074	41,836	47,454	62,213	85,525	54,793
JOLIET						05,525	J4,733
LAKE COUNTY	3	23,943	23,943	27,342	30,771	30,771	27,352
MORAINE VALLEY	19	21,567	34.196	43,307	50,526	71,532	27,332 43,150
OAKTON	18	48,349	72,618	80,933	83,687	87,705	45,130 76,125
TRITON	11	29,379	<u>36,198</u>	45,385	58,751	70,430	47,881
TOTAL/AVERAGES	225	\$34,760	\$41,423	\$47,829	\$55,090	\$60,315	\$51,601
Lowest Low/Highest High		\$16,854				\$87,705	Ψ21,001

-- = Not Applicable

SOURCE OF DATA: Salary Submission (C1)



Table 12

### FISCAL YEAR 2000 CONTRACTUAL BASE SALARIES FOR OTHER (NON-TEACHING) PROFESSIONAL STAFF AT ILLINOIS PUBLIC COMMUNITY COLLEGES (12 MONTHS)

			R	ANGE OF SAL	ARIFS		
DISTRICT/COLLEGE	NUMBER OF STAFF	LOW	25TH %TILE	MEDIAN	75TH %TILE	HIGH	_AVERAGE
SANDBURG	47	17,110	22 410				
SHAWNEE	29	24,336	22,410	26,680	32,350	41,290	27,646
SOUTHEASTERN	12	13,374	26,461 18,300	28,649	35,000	43,044	31,008
SPOON RIVER	28	19,500		30,599	39,564	44,986	29,522
WOOD	32	18,160	27,046 22,197	29,883	33,104	49,503	30,830
DANVILLE	48	18,952	21,915	26,382	34,682	55,569	28,924
HIGHLAND	23	25,100		28,167	34,188	51,498	29,552
KASKASKIA	5	20,000	28,000	31,500	34,595	40,425	31,756
KISHWAUKEE	42	17,834	25,634	29,203	30,160	36,582	28,316
REND LAKE	63	18,324	25,606	29,340	36,145	57,750	32,211
SAUK VALLEY	22	29,156	25,480	28,000	31,784	46,000	29,022
ILLINOIS EASTERN	98	13,650	30,353	35,571	38,654	66,779	36,444
ILLINOIS VALLEY	31	20,500	22,075 ,	28,866	34,260	68,892	29,587
KANKAKEE	46	20,300 16,812	29,261	32,538	35,412	46,523	33,175
LAKE LAND	58		22,188	27,468	33,036	53,100	28,212
LEWIS & CLARK	58	18,594	25,725	31,717	37,634	53,474	32,121
LOGAN	77	15,500	21,087	24,712	30,152	62,171	27,464
MC HENRY	58	22,500	27,500	32,497	37,749	62,158	33,872
BLACK HAWK	117	23,873	26,498	30,782	36,163	57,200	32,331
HEARTLAND	24	21,589	31,306	36,545	45,000	67,510	38,963
ILLINOIS CENTRAL		25,500	30,627	32,612	36,616	40,732	33,307
LINCOLN LAND	116	18,720	25,236	31,695	42,135	68,790	34,401
PARKLAND	94	20,203	27,005	32,562	37,660	58,517	32,879
RICHLAND	93	18,490	28,087	33,000	38,307	57,787	33,460
ROCK VALLEY	40	21,424	25,859	28,666	37,879	68,173	32,130
SOUTHWESTERN	40	27,623	32,976	39,773	48,787	65,630	41,359
ELGIN	64	22,600	29,313	34,632	44,654	76,195	38,038
MORTON	82	25,816	35,842	40,821	47,299	68,244	42,747
PRAIRIE STATE	37	20,890	28,738	32,797	37,324	59,989	34,601
SOUTH SUBURBAN	40	17,160	26,894	33,019	37,725	71,645	34,026
WAUBONSEE	47	15,907	24,003	26,889	34,434	51,865	29,352
CHICAGO	44	24,829	29,969	36,112	45,695	75,327	38,018
DUPAGE	416	16,778	36,655	44,426	54,463	90,539	46,246
HARPER	172	21,485	37,020	43,774	50,874	79,427	44,941
	133	. 22,277	36,885	45,317	52,043	78,000	45,469
JOLIET	29	26,500	29,765	35,415	40,036	48,402	35,114
LAKE COUNTY	97	23,551	28,818	35,446	41,525	90,207	40,130
MORAINE VALLEY	103	18,824	26,901	33,348	43,050	69,300	35,993
OAKTON	103	26,129	34,431	42,009	46,992	69,680	42,058
TRITON	72	19,576	38,852	44,814	51,081	69,087	45,229
TOTAL/AVERAGES	2,740	\$20,747	\$28,024	\$33,237	\$39,441	\$60,564	\$37,637
Lowest Low/Highest High		\$13,374			,	\$90,539	7 50,1 50
						470,337	

SOURCE OF DATA: Salary Submission (C1)



#### Section VI

#### FISCAL YEAR 2000 CONTRACTUAL BASE SALARIES FOR ADMINISTRATIVE STAFF (12 MONTHS) AT ILLINOIS PUBLIC COMMUNITY COLLEGES

Table 13 summarizes the range of administrative staff contractual salaries for fiscal year 2000 The weighted average administrative staff salary ranged from a low of \$41,472 to a high of \$89,385. Table 14 provides the number of administrative staff; lowest, average, and highest fiscal year 2000 salaries; and the median fiscal year 2000 salaries of administrative staff for each district reporting data. Administrative staff are line officers of the college who manage, conduct, and administer programs, staff, and operations of the board of trustees. Academic administrators and general administrative personnel are included. Administrative staff includes positions similar to those shown in Table 15.

Some colleges may classify some of these administrative positions as faculty or other (nonteaching) professional staff. However, for the sake of comparison, they were asked to report them as administrative staff regardless of how they were classified at the college.

The statewide weighted average administrative salary for fiscal year 2000 was \$63,327. The lowest reported administrative salary was \$15,500 and the highest was \$180,000. Administrative salaries are based on 12 months.

SUMMARY OF FISCAL YEAR 2000
CONTRACTUAL SALARIES (12 MONTHS) PAID TO ADMINISTRATIVE STAFF
AT ILLINOIS PUBLIC COMMUNITY COLLEGES

Table 13

	<u>Distric</u> Low	et Range - High	State Average
Lowest Administrative Salaries	\$15,500	\$ 57,861	\$ 36,819
Average Administrative Salaries	\$41,472	\$ 89,385	\$ 63,327*
Highest Administrative Salaries	\$74,152	\$180,000	\$123,050
Median Administrative Salaries	\$37,335	\$ 86,419	\$ 59,196

<sup>\*</sup>Weighted



Table 14

FISCAL YEAR 2000 CONTRACTUAL BASE SALARIES FOR ADMINISTRATIVE STAFF
AT ILLINOIS PUBLIC COMMUNITY COLLEGES BY PEER GROUP

	MIMARER	<del></del>	R	ANGE OF SALA	ARIES		
DISTRICT/COLLEGE	NUMBER OF STAFF	LOW_	25TH %TILE	MEDIAN	75TH %TILE	нісн	AVERAGE
SANDBURG	23	34,320	42.000				- LV DIGIOE
SHAWNEE	13	3 <del>4</del> ,320 37,629	43,990	47 <b>,9</b> 30	59,856	108,960	52,977
SOUTHEASTERN	28	20,600	43,155	46,557	56,343	104,042	54,391
SPOON RIVER	14	35,069	34,352	42,547	52,989	95,028	45,394
WOOD		33,009	39,468	53,156	63,445	101,000	55,928
DANVILLE	24	31,638	40,745	43,731	53,163	103,750	48,492
HIGHLAND	26	26,691	42,625	55,884	66,865	110,000	56,525
KASKASKIA	29	15,500	43,050	54,214	65,870	98,259	53,711
KISHWAUKEE	18		29,500	39,221	48,000	74,152	41,472
REND LAKE	27	45,000	55,973	67,344	75,249	140,000	70,119
SAUK VALLEY	17	28,000	43,909	55,000	62,500	105,000	56,141
ILLINOIS EASTERN	31	42,667	51,238	59,000	<u>71,345</u>	120,410	63,712
ILLINOIS VALLEY	24	28,650	37,460	50,402	75,260	116,865	57,070
KANKAKEE	66	30,138	44,431	49,690	58,965	119,587	55,612
LAKE LAND	18	21,525	26,626	37,335	64,558	121,000	45,975
LEWIS & CLARK		31,500	48,042	57,871	85,995	117,600	66,252
LOGAN	38	28,000	36,689	47,721	66,322	115,000	52,721
MC HENRY	33	35,000	43,770	56,167	70,654	109,719	59,189
BLACK HAWK	46	32,623	45,000	57,013	75,966	138,368	60,610
HEARTLAND	11	50,963	70,000	76,527	89,140	90,120	76,426
ILLINOIS CENTRAL	30	35,477	48,000	52,914	65,326	115,967	58,449
LINCOLN LAND	33	33,510	53,070	63,420	74,985	172,523	66,680
PARKLAND	56	36,262	47,411	54,736	66,205	111,024	58,703
RICHLAND	37	33,733	53,269	62,500	78,430	146,930	66,563
ROCK VALLEY	20	39,635	53,149	60,195	71,922	115,569	64,321
SOUTHWESTERN	50	34,168	44,963	52,323	64,930	125,400	56,317
ELGIN	30	38,790	54,080	<u>63,37</u> 1	76,815	103,000	65,512
MORTON	34	41,842	54,793	66,490	82,800	118,000	68,276
PRAIRIE STATE	14	48,000	61,476	71,652	85,429	113,500	72,971
SOUTH SUBURBAN	29	32,308	41,760	50,860	69,149	112,435	56,610
WAUBONSEE	32	39,223	51,138	65,798	78,178	106,000	67,203
CHICAGO	24	47,000	59,500	60,000	75,500	150,000	70,255
DUPAGE	105	36,350	64,130	73,500	87,317	180,000	79,181
HARPER	44	57,861	80,195	86,419	100,316	157,162	89,385
	43	55,213	71,375	79,412	89,500	162,130	83,380
JOLIET LAKE COUNTY	77	31,214	42,640	48,388	59,233	109,200	53,775
MORAINE VALLEY	50	43,661	49,354	70,486	87,006	155,000	71,151
	20	39,249	52,843	79,422	97,255	151,244	78,529
OAKTON TRITON	29	57,000	74,142	81,977	93,869	135,000	85,329
	30	45,000	57,750	67,473	77,734	170,000	72,158
TOTALS/AVERAGES	1,302	\$36,819	\$49,617	\$59,196	\$72,933	\$123,050	\$63,327
Lowest Low/Highest High		\$15,500			,- ==	\$180,000	120,000

SOURCE OF DATA: Salary Submission (C1)



#### Section VII

### SALARIES PAID TO SELECTED ADMINISTRATORS AT ILLINOIS PUBLIC COMMUNITY COLLEGES DURING FISCAL YEAR 2000

A summary of the fiscal year 2000 contractual base salaries paid to selected administrators in Illinois public community colleges appears in Table 15. Table 16 shows the contractual base salaries paid to selected administrators in each of the public community colleges in Illinois during fiscal year 2000. The chief executive officer of the district is either a chancellor or a president and has overall administrative responsibilities for the district. The chief campus administrator reports directly to the chief executive officer of the district and has overall administrative responsibility for the college. Examples of chief campus administrators are the presidents or provosts at multicampus institutions and executive vice presidents for internal affairs at single campus colleges.

Due to the various administrative organizations which exist at the colleges, a particular position may not exist at some colleges. An analysis of the entire administrative structure must be made before making comparisons between similar positions at two different colleges. A number of factors should be taken into account when comparing persons in similar positions at two colleges such as the college size/number of full-time equivalent students, number of staff supervised, cost of living in a given region of the state, etc.

Table 15
SUMMARY OF FISCAL YEAR 2000 SALARIES PAID TO ADMINISTRATORS AT ILLINOIS PUBLIC COMMUNITY COLLEGES

Administrative Position	Distri	ct Range	State*
	Low	- High	Average
District Executive Officer	<b>6</b> 0.5.000	_	
Chief Campus Administrator	\$95,028	\$177,872	\$126,590
Chief Finance Officer	<b>\$70,000</b>	\$122,488	\$105,084
Chief Academic Officer	\$48,000	\$121,601	\$ 88,414
Student Services Officer	\$64,751	\$120,750	\$ 89,631
Dean-Baccalaureate Education	\$26,691	- \$111,151	\$ 75,794
Dean-Occupational/Career Education	\$56,000	\$105,735	\$ 75,400
Dean-Continuing Education	\$55,000	\$104,145	\$ 75,641
Director-Data Processing/Info Technology	\$48,042	\$ 96,486	\$ 67,945
Director-Research & Planning	\$38,267	\$116,519	\$ 71,515
Director-Admissions and Records	\$39,095	\$ 99,178	\$ 62,389
Director-Counseling	\$33,435	\$ 88,905	\$ 57,146
Director-Financial Aid	\$41,820	\$ 94,819	\$ 59,503
Director-Job Placement	<b>\$33,179</b>	\$ 80,812	\$ 52,307
Director-Student Activities	\$29,258	\$ 74,225	\$ 46,952
Director-Library/LRC	<b>\$31,159</b>	\$ 88,905	\$ 50,821
Director-Development/Grants	\$34,922	\$104,145	\$ 58,787
Director-Public Information/Relations	\$31,200	\$ 88,400	\$ 58,765
Director Passes - 1/Lune - P	\$33,356	\$ 96,486	\$ <i>55</i> ,883
Director-Personnel/Human Resources	\$34,922	\$119,600	\$ 67,776
Director-Business Services	\$34,922	\$ 96,089	\$ 56,893
Director-Physical Facilities/Grounds	\$35,069	\$ 86,011	\$ 60,512
Director-Adult Education	\$30,216	\$101,264	\$ 55,609
Director-Athletics	\$38.000	\$ 90,021	\$ 59,687
Controller	\$38.088	\$ 93.896	\$61,688
Director-Business/Industry Center	\$35.280	\$87,352	\$54,780



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Illinois Community College Board

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Illinois Community College Board

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DISTRICT/COLLEGE	Salary	*	Position•	Level	Salary	•	Position	Admin. Level	Selery	•	Yrs. in	Admin.	Annua		Yrs. In	Admin.	٠.
SANDBURG	<b>⊬</b> •				·	_				·	- Continue	Level	Valery	1	Posttion	Level	J
SIIAWNEE	69.839	=	24		•				<u>~</u>				CK3 780	_			•
SOUTHEASTERN	68,652	=	· 6	2		_								<u> </u>		_	4
SPOON RIVER	60,157	Ξ	•			_		_	,				\$6.90	_		73	4
WOOD	72,736	Ξ	11	_					80,164	7	~	6	54.548		•	<del>,</del> -	* 4
DANVILLE	70,225	-	6	4		$\dagger$				7			65.97	· -			• -
HIGHLAND	26,691	=	2	9	60 223	_	-										~
KASKASKIA	66,560	Ξ		,	27.50	7 -	<b>5</b>	4	67,902	=	0	4	_	_			
KISHWAUKEE	75,249	=	19	4 60	74,132		<del>**</del>		64.896	=	7	. (4)	291 69	_		_	-
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SAUK VALLEY	75,000	_	4		2000		∞ ;	7	73,500	_	S	2		_	<b>-</b>	_	3
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ILLINOIS VALLEY	71,525	_	20	,						$\vdash$		T	2/2/2	1		_	ल
KANKAKEE	82,286	=	=	7 6		_			70,310	_	8	-	61 666	_	•		
LAKE LAND	103,012	_	2	4 6	. 00	_		-	67,469	=	7	~	27.00		7		~
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MC HENRY	78.000	=	5 -	7 (	72,000	_	0	<u>e</u>	,	,	<del>-</del>	•	07,720		•		4
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RICHLAND	75.401	-	₹ =	າ ເ		_		_	79,304	_	-	<del>,</del> ~	25,560		6	4	
ROCK VALLEY	78.150	_		7 6	72,843	_	2	4	69.888	_	· v	7	72,203	= -	15	*	_
SOUTHWESTERN	77.802	_	0	ר ר			~	<del>۳</del>	76,791	=	<u>~</u>	~	510,013	=-	•	*	_
ELGIN	72.450	-	-	7	83.999	7	7	4	78,767	6	20	7	70,10	=	· ·	•	_
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PRAIRIE STATE	69,149	_	1	۱ ۲	73,849		22	₹					12,020		- 7	7	_
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CHICAGO	73,562	2	-	7		_	7	4	55,000	_	0	4	_	_			_
DUPAGE	95,708	-	4	ָּוְכ <u>ּ</u>		٥	3	4	74,485	2	4	4	60 00	,			
HARPER	89,224	_		> 6	657,501	_	7	4	104,145	Ł	4		66,100	~	7	4	
JOLIET	93.018	-=		<b>n</b> (	_	_		_			:	•	9,40	= -	<u>.</u>	*	
LAKE COUNTY	97,887	-	<del>-</del>	7 6					80,000	_	_	<b>-</b>	00017		<u> </u>	<del></del>	
MORAINE VALLEY	83,280	7	) oc	۰, ۲	- 22						-	-	90,10		<del>5</del> ;	₩.	
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TRITON	20,000	=	0	- 4	82 500	_			_			,	7	-	9	4	
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As of census date

Illinois Community College Board

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	Annual	_	Yrs. in	Admin.	Annual	  -	Vrs in	Admir	<u></u>	Director	틝	ns/Reco	rds		recto	Director of Counseling	eling
DISTRICT/COLUEGE	Salary	*	Position•	Level	Salary	*	Position•	$\neg$	- s	Salary	Yrs. in Position*		Admin. Level	Annual	*	Yrs. in	Admin.
SANDBURG SHAWNEE	\$54,110 51,844		4 "	9 4	<u>us</u>					\$61,480		8	4			normen r	┿
SOUTHEASTERN	48,410	=	4	9					_			_	•	42,591	1		
SPOXIN RIVER WOOD	51,764		2	4	47,421	121				43,575		m	9	53,116		- • •	
DANVILLE	104,00	1	7	3	48	8		0		42,238	2	0	<u>4</u>				
HIGHLAND	56,784	Ξ	0	4	- -	-				37,907	-	2	4	43 435		-	
KASKASKIA	38,267	=	<u>.</u>	4	48,000	2 8	<u> </u>			54,422	_	0	4	\$4.006		` `	<del>-</del>
KISHWAUKEE	75,973	=	21	<u></u>	45.000	3 8	<b>→</b>			33,435		9	4			•	
REND LAKE	<b>2</b> 200 200	_	0	2	59,631		~	2 4	_	57,203	<del>_</del> .	9	4		_		
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ILLINOIS VALLEY	54 056	_				_			1_			╡	4		7		
KANKAKEE	72 744		2 6	<del></del> -					_	43,498		,	-	_			
AKI: LAND	85,995	=	, ,	7	-				_	65,554	_	. 4	7 4	7 000		•	
LEWIS & CLARK		. –	7	<del>,</del>	46,305	05	7	4	<u>-</u>	59,175	<del>_</del>	7		/00'/0	_	<u> </u>	4_
	63.361	_	Œ	_					_	818,6	_	7	ه ر	45 492	-		
MC HENRY	77,411	-	2 2	7	7				<u></u>	20,007	_	4	4	, , , , , , , , , , , , , , , , , , ,	Ξ	0	4
BLACK HAWK	79,125	-	74	1	07,780	2	7	4	3	35,114	_	0	- 4	<b>40 000</b>	<u> </u>	-	
HEARTLAND	70,900	_	,	* "	7			_	_	-		-	T	30,50	1	3	4
ILLINOIS CENTRAL	73,860	-	<del>م</del>	7 4	20,262	2 :	_	<u>۳</u>				_	_	24 631	-	•	
LINCOLN LAND	64,177	-	, ,	<del>,</del> "	79,718	× .	2	7	<u>~</u>	53,040		7	9	63 420	-	ю ч	4 ,
PARKLAND	78,869	_	· 'v	٦ ٣	98,000	3 8	0	₹.	<u>د</u>	54,355		13	4	43 052		0 6	<del>-</del>
RICIH.AND	55,862	_	000	7 4	96, /90	<del>-</del>		9	<u>ن</u> 	62,151		2	4	\$0,02		7 4	4 .
ROCK VALLEY	85,631	_	2	~					• —	69,504		9	4	064,40		^	4
SOUTHWESTERN	62,081	_	19	7 4	30 05	-	- 5	_	<u> </u>	29,040		2	4	53.345	_	~	•
-	177,07	-	4	4	27, 57	1		4	3	29,500		1	4	67.741		0	<del>-</del> -
	78,202	_	12	4	-	<del>.</del>	#	4	· ·	65,762		6	4	77,357	-	1	1
PRAIRIE STATE	75,750	_	15	8	39.300	-	-		ō ; —	61,476		4	4	56,957	_	-	9 4
WAIIBONGEE	69,927		7	4	74,266	1.0	- oc	7 4		1,000,24		_	4	41,820	_	7	4
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LAKE COUNTY	87,006	<del>-</del>	9	. 60	81 315		5 -	<del>d</del> (	<u>~</u>	59,233		<del>-</del>	4	94.819	-	- c	<del>7 -</del>
MORAINE VALLEY				<del></del>	40.475		- ;	7	<b>&amp;</b>	88,905		27	4		-	<del>,</del>	=
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	77,000	-	0	4	82 474		<del>•</del> •	<del>n</del> (	74	74,142		3	4	87,684	_	_	_
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# Illinois Community College Board

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1   1   2   56,775   1   2   4   61,451   1   11   4   47,460   1   5   3   4     1   1   1   4   43,320   1   28   4   52,739   1   11   4   48,120   1   5   4     1   1   1   4   49,150   1   2   4   38,000   1   0   4     1   1   1   2   4   85,670   1   10   4     1   1   3   4   52,241   1   19   4   53,444   1   16   4     2   2   3   3     3   3   3   3     4   64,063   1   20   4     5   60,000   1   0   4     5   7   6   6   6     6   6   7   6   6     7   7   4   85,670   1   10   4     8   7   7   4   80,000   1   10   4     8   8   8   8   8   8     8   8   8		79.801		* =	n (	66,607	_	13	4					X, 5,		•	
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1 13 4 52,241 1 19 4 53,444 1 16 4 77,389 1 0 4 4 80,894 1 27 4 77,389 1 9 4 4 80,894 1 27 4 77,389 1 9 4 4 855,609		707'5	-	5	4	80,000	_	<u> </u>	4	54.080	_	_	-	76,36		æ	9
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				~. <b>;</b>										20,000	_		כי



Table 16
(Continued)
SALARIES OF ADMINISTRATORS AT ILLINOIS PUBLIC COMMUNITY COLLEGES
DURING FISCAL YEAR 1999

		Director Rusina	ess/Industry Ce	nton
	Annuai	T DESIGN	Yrs. in	
DISTRICT/COLLEGE	Salary	#	Position*	Admin. Level
			1 controll	Level
SANDBURG	\$43,990	)	1 0	
SHAWNEE	41,160		8	1
SOUTHEASTERN	36,000	ol i	13	
SPOON RIVER**	54,548		1	4
WOOD	41,683	1 1	j ô	
DANVILLE	54,596	1		
HIGHLAND		1	1 **	1
Kaskaskia	44,520	1	0	6
KISHWAUKEE	59,520	l ī	Ö	5
REND LAKE	41,742	l i	Ĭ	4
SAUK VALLEY				•
ILLINOIS EASTERN***	83,264	1		
ILLINOIS VALLEY	45,641	1	14	
KANKAKEE	35,280	1	5	3
LAKE LAND	50,068	1	4	4
LEWIS & CLARK	59,987	1	ő	4
LOGAN	48,969	1	ő	6
MC HENRY	67,780	$\mathbf{i}$	10	3
BLACK HAWK***	46,002	1	10	
HEARTLAND				
ILLINOIS CENTRAL	55,215	1	1	4
LINCOLN LAND	52,213	1	10	6
PARKLAND	54,865	1	2	71
RICHLAND		-1	-	7
ROCK VALLEY	1	1		
SOUTHWESTERN	54,500	1	o	4
ELGIN	56,523	1	20	4
MORTON**	54,533	1	16	4
PRAIRIE STATE	50,860	1	9	4
SOUTH SUBURBAN	67,973	il	8	4
WAUBONSEE	70,500	il	31	4
CHICAGO	51,368	4	0	
DUPAGE	87,352	1	0	4
HARPER	65,285	1	6	4
JOLIET	64,896	1	ol	7
LAKE COUNTY	76,000	1	ol	3
MORAINE VALLEY***	38,220	1		
OAKTON	62,909	1	o	4
TRITON			1	7
			<u></u>	
NUMBER OF PERSONS	36			
AVERAGES	\$54,780			

<sup>\*</sup> As of census date



<sup>\*\*</sup> Employee serving in another administrative position as well

<sup>\*\*\*</sup> Not listed as an administrator

#### Section VIII

# SUMMARY OF FISCAL YEAR 2000 MONTHLY CLASSIFIED AND OTHER (NONTEACHING) PROFESSIONAL STAFF SALARIES AT ILLINOIS PUBLIC COMMUNITY COLLEGES

Table 17 summarizes Illinois community college earnings for specific classified and other (nonteaching) professional staff titles. The number of employees in Column 1 is the total of all employees for the respective position titles which were reported by Illinois community colleges. The average fiscal year 2000 salary in Column 3 is the weighted average of all monthly salaries reported for each classification. The high and low salaries are those reported by the colleges for each specific type of classification.



Table 17

## LOW, HIGH, AND AVERAGE MONTHLY SALARIES FOR SPECIFIED CLASSIFIED AND OTHER (NON-TEACHING) PROFESSIONAL STAFF AT ILLINOIS COMMUNITY COLLEGES FOR FISCAL YEAR 2000\*

•				
	Number of Employees	Low Salary	High Salary	Average Salary
Accountant I	45	1.600		
Accountant II		1,692	3,692	2,458
Account Clerk I	40 103	1,777	4,999	2,951
Account Clerk II		1,496	3,073	2,143
Admissions/Records Clerk	178	1,302	3,171	2,364
Admissions/Records Supervisor	166	1,172	2,602	1,850
Audio/Visual Services Manager	37	1,917	4,188	3,090
Bookstore Manager	22	1,213	5,064	2,786
Clerk Typist	28	1,769	4,623	2,988
Computer Operator I	610	1,170	2,510	1,880
Computer Operator II	64	1,603	2,752	2,164
Computer Programmer I	42	1,428	3,093	2,271
Computer Programmer II	14	1,997	3,781	2,930
Computer Systems Analyst	26	1,807	4,002	3,000
Custodian	57	2,403	5,807	4,193
Custodian Supervisor	606	1,226	2,849	1,963
Data Entry Clerk	57	1,947	4,717	3,009
Library Clerk	11	1,300	2,683	1,792
•	191	1,054	3,145	2,005
Programmer/Analyst	37	2,076	4,773	3,577
Purchasing Clerk	23	1,277	3,233	2,124
Purchasing Supervisor	. 14	1,863	5,245	3,489
Receptionist/Switchboard	80	1,202	2,858	1,905
Secretary-General	728	1,256	2,860	1,962
Secretary-Administrative	394	1,532	3,160	2,372
Secretary-Executive	151	1,911	4,092	2,945
Security Guard/Officer	142	1,401	2,901	2,133
Security Supervisor	25	1,937	5,314	3,651
Shipping/Receiving Clerk	70	1,165	3,252	2,082

<sup>\*</sup>Annual salaries were reported by the colleges and divided by 12 for use in this table.



#### Section IX

### FRINGE BENEFITS FOR FULL-TIME EMPLOYEES AT ILLINOIS PUBLIC COMMUNITY COLLEGES - FISCAL YEAR 1999

Table 18 summarizes the fringe benefits paid to all types of employees at Illinois public community colleges in fiscal year 1999. Table 19 identifies the type of fringe benefits provided by each Illinois public community college to full-time instructional faculty. Table 20 presents the total and average cost per employee of fringe benefits at each college for faculty, other professionals, administrative, and classified staff. The salaries shown throughout this report do not include these fringe benefits. Fringe benefits are defined as payments other than wages and salary, such as vacation, retirement, insurance, worker's compensation, and unemployment insurance.

SUMMARY OF
AVERAGE FISCAL YEAR 1999 FRINGE BENEFIT COSTS PER EMPLOYEE
AT ILLINOIS PUBLIC COMMUNITY COLLEGES

Table 18

	<u>Distric</u> Low	et Range - High	State Average
Administrative	\$2,475	\$11,754	\$6,457
9-Month Teaching Faculty	\$2,191	\$11,084	\$6,328
12-Month Teaching Faculty	\$1,868	\$11,145	\$6,831
9-Month Other Professional (Nonteaching)	\$1,244	\$11,044	\$6,476
12-Month Other Professional (Nonteaching)	\$2,199	\$11,091	\$5,508
Classified	\$1,601	\$11,078	\$5,609



FR	FRINGE HENEFITS PAID BY THE COLLEGE	TS PAID BY	ТНЕ СОССЕС	E FOR FULL	-TIME STAFI	F AT ILLINOI	S PUBLIC CC	MMUNITY (	FOR FULL-TIME STAFF AT ILLINOIS PUBLIC COMMUNITY COLLEGES DURING FALL, 1999	JRING PALL	861	
District	Health	Health Insurance Family	Dental Insurance	Life . Insurance	Employee SURS Paid by	Social	;	Worker's	Unemploy.		Free or Partial	
SANDBURG	×				College	security	Medicare	Comp.	Insurance	Disability	for Family	Other
SIIAWNEE	: ×		≺	× ×			×	×	×		>	;
SOUTHEASTERN SPOON PIVED	<b>×</b> ;			< ×	×		×÷	<b>×</b> :	×		< ×	×
WOOD	× >	×	;	×	:		<b>×</b> ×	×	×;		<b>:</b> ×	
DANVILLE	< ×	<	××	×	×		: ×	< ×	<b>×</b> >		×	×
HIGHLAND	: ×:	×	< ×	>	>		×	×	</td <td>×</td> <td>×</td> <td>×</td>	×	×	×
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KISHWAUKEE REND LAKE	××	×	×	<b>:</b> ×			× >	× <b>×</b>	×		<	≺
SAUK VALLEY	<,×	<b>×</b>		×			< ×	<b>×</b> ×	×		×	×
ILLINOIS EASTERN	×		×	×	×		×	<b>:</b> ×	< ×		×	×
ILLINOIS VALLEY	×	×	•	< <b>&gt;</b>	>		×	×	×		××	×
KANKAKEE LAKETAND	×		×	<b>:</b> ×	<		<b>×</b> ;	×	×		<	
LEWIS & CLARK	<b>*</b> }	<b>×</b> :	×	×			× >	×	×	×	×	×
LOGAN	∢⊁	×	×	×			< ×	< >	×	;	×	ļ
MC HENRY	: ×	< ×		× ;			: ×	< ×	>	×		
SOUTHWESTERN	×	×		×	.		×	: ×	<		×	
BLACK HAWK	×	: ×	×	< <b>&gt;</b>			×	×	×		××	×
HEAKILAND	<b>X</b> )	×	×	: ×	×		× <b>;</b>			×	< ×	<b>&lt;</b> >
LINCOLN LAND	<b>+</b> >	<b>×</b>	×	×	<b>;</b>		< ×	>	×	×	×	•
PARKLAND	( ≻(	×	<b>×</b> >	<b>×</b> ;			<b>:</b> ×	< ×	×	×	×	×
RICHLAND	×	<b>:</b> ×	< ×	× ×	>		×	: ×	<×	<b>&gt;</b>	×	;
FI GIN	×	×	×	< ×	<		<b>×</b> :	×	×	<b>:</b> ×	< <b>&gt;</b>	×
MORTON	*>	×	×	×			×	×	×		<b>:</b> ×	×
PRAIRIE STATE	<×	×	×	<b>×</b> :			×	< ×	>		×	×
SOUTH SUBURBAN	×	•	*	×	×		×	: ×	< ×		× ;	×
WAUBONSEE	×	×	<b>:</b> ×	< >	×		×	×	•		<b>×</b>	×
CHICAGO DITRAGE	×		×	< >			×	×	×	×	<b>&lt;</b> >	×
HADDED	×	×	×	(×		×	×	×	×		<	×
JOLIET	×>	×	×	<b>:</b> ×	×	×	×	×	×		×	<b> </b>
LAKE COUNTY	< >	×	•	×	1		<	;		×		•
MORAINE VALLEY	< ×		×	×			×	× ×	×	;	×	
OAKTON	×	×	×	× <b>&gt;</b>			<b>:</b> ×	<b>:</b> ×	< ×	×	××	
TOTALS	×	×	×	< ×			×	×	:×	<	× ×	~ <i>&gt;</i>
570.0	<u>&amp;</u>	56	26	38	<=	2	35	36	×		×	e
*Usually for select administrators only	trators only						₹	2	32	13	34	25

\*Usually for select administrators only SOURCE OF DATA: Salary Submission (C2)

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# Illinois Community College Board

Table 20

FISCAL YEAR 1999 ANNUAL COST OF FRINGE BENEFITS
FOR FULL-TIME EMPLOYEES AT ILLINOIS PUBLIC COMMUNITY COLLEGES

3

	Cost Per	Employee			1,868	3,728		3,509	3,941	•	4 457	,	į	6,0/5	7,676	2,598							3	5,302	3,346				1	5,978	4,100	-					11,145							3,290
12 Mos. Faculty	Total	Cost			808,1	41,008		10,527	3,941	•	31.199		9	OCI,0	0/0'7	31,176							31 000	90,10	060,00					41,845	8,200						612,948						707	\$908.483
i		Number		-	7 -	=	•		-		7		2		. 2	71							٠	, ,	2				٠,٠	٠,	,					2	6						G	133
	Cost Per	Campioyee	5.005	2 450	3,380	5 840	3,776	2 222	27,75	0,522	5,189	3,727	3,678	3,865	2 988	4 914	170,4	500,4	10,820	2,887	5,072	9,700	5,764	3,245	5.436	4.732	4.867	4.873	5.635	4.238	3 722	6.227	4.407	5,600	6.553	11 084	7 510	727.9	10.557	101.0	2,171	6,302 6,344	4.582	\$6,328
9 Mos. Faculty	Total	1000	285,306	95.548	168,992	216.067	150.970	180 800	784,600	204,473	16/'567	253,464	205,987	189,364	244.983	324,306	222 904	1 07 1 201	107,170,1	660,877	502,132	482,394	783,901	81,117	891,490	563,053	817,686	287,507	659,323	495,885	364.744	336,232	326,998	688,813	445,618	6,162,624	2,120,282	1,226,069	1.636.281	330.840	1.346 261	824.153	549,808	\$26,380,465
	Number		27	39	S	37	4	51	45	5	<b>5</b> 8	8 3	26	49	8	98	55	8	2	\$ 8	<b>?</b>	7/	130	25	<u>इ</u>	119	168	29	117	117	86	አ አ	<b>3</b>	123	88	556	282	182	155	151	191	132	120	4,169
Cost Day	Employee		5,787	2,475	3,492	6,726	4,085	4,977	6,564	3.856	3 608	7,750	2,403	2,029	7,30	11,754	3,738	5,589	3.140	5 145	6,5,6	1615	710',	3,091	2,828	3,644	5,159	5,197	5,478	4,159	6,421	6,719	080'/	7,350	7,054	11,044	8,591	10,443	10,281	5,837	8,298	9,540	5,928	56,457
Administrative Total	Cost		113,730	19,785	204,401	S1, 3	24,512	79,635	164,109	154,254	54.985	105 673	80,407	01,702	100.001	967,671	235,491	100,604	122,474	180,078	278,667	83 727	107 021	10, 01	192,312	109,467	165,708	751.09,	026,162	141,421	1/8/117	311 540	200,000	000,022	1 250 031	10,625,1	403,774	407,704	501,924	245,146	174,261	267,123	171,905	40,140,/32
	Number	ç	Q @	9 5	5 4	<u>.</u>		<u>e</u> ;	52	<del>\$</del>	14	24	21	3	: =	= 5	3 5	<b>2</b>	36	35	4	=	50	3 6	\$ \$	3 %	3 5	77	2 2	33	3 =	3	: <b>Ç</b>	25	114	47	9	3 6	2	7 7	17 8	9 6	1 267	ubmission (C2)
	District	SANDBURG	SHAWNEE	SOUTHEASTERN	SPOON RIVER	WOOD	DANVILLE	HIGHI AND	K A SK A SK I A	Alacanda	AISHWAUKEE	KEND LAKE	SAUK VALLEY	ILLINOIS EASTERN	ILLINOIS VALLEY	KANKAKEE	LAKELAND	I FWIC & CLABY	LOCAN CLARA	EOGAIN MO HENDER	MCHENKY	BLACK HAWK	HEARTLAND	ILLINOIS CENTRAL	LINCOLN LAND	PARKLAND	RICHLAND	ROCK VALLEY	SOUTHWESTERN	ELGIN	MORTON	PRAIRIE STATE	SOUTH SUBURBAN	WAUBONSEE	CHICAGO	DUPAGE	HARPER	JOLIET	LAKE COUNTY	MORAINE VALLEY	OAKTON	TRITON		SOURCE OF DATA: Salary Submission (C2)

Table 20
(Continued)
FISCAL YEAR 1999 ANNUAL COST OF FRINGE BENEFITS
FOR FULL-TIME EMPLOYEES AT ILLINOIS PUBLIC COMMUNITY COLLEGES

Cost         Employee         Number         Total         Cost Per         Number           19,340         4,835         56         248,130         4,431         48           4,997         4,997         20         78,137         2,199         37           4,997         4,997         20         78,137         2,199         37           4,997         4,997         20         78,137         2,199         37           1,540         3,970         38         137,142         3,871         49           11,553         3,797         27         199,226         5,137         28           11,553         3,797         27         104,824         3,882         47           11,553         3,797         261,975         3,797         49           11,553         3,881         261,975         3,794         49           11,553         3,881         3,734         3,484         3,775         49           106,631         6,272         49         280,632         3,777         49           106,631         6,272         49         280,632         3,773         49           11,100         3,822         4,134 <th>  Cost   Cost   Feet   /th> <th></th> <th>9-Month Other Prof. Staff</th> <th></th> <th>12</th> <th>12-Month Other Prof. Staff</th> <th>Staff</th> <th></th> <th>Classified Soft</th> <th></th>	Cost   Cost   Feet		9-Month Other Prof. Staff		12	12-Month Other Prof. Staff	Staff		Classified Soft	
19,340	19,340	Number		Cost Per	;	Total	_		Classifica Staff	
19,340   4,835   56   248,130   4,431   48   194     8,029   8,029   27   139,256   5,137   28   131     8,029   8,029   27   139,266   5,137   28   131     7,540   3,970   38   147,114   3,871   5,028   60   226     44,780   3,732   27   104,824   3,882   73   228     11,553   3,831   22   83,044   3,775   54     11,553   3,831   22   83,044   3,775   54     106,631   6,772   49   187,289   3,175   54     19,110   3,822   2,987   5,400   249   1,291     24,433   6,807   57   318,144   5,81   66   318     24,434   4,124   28   280,632   3,775   69   191, 292     24,435   6,807   57   318,144   5,81   66   318     24,436   4,990   134   282,106   3,120   1,291     24,637   5,61   110   60,207   4,108   74   1,240     24,21   2,335   70   222,146   3,120   1,291     25,017   3,127   76   308,960   4,067   34,56     25,017   3,127   76   308,960   4,067   34,56     25,017   3,127   76   308,960   4,067   34,56     25,017   3,127   76   60,207   4,108   743,13     25,023   2,586   142   286,413   1,091   1,47,28     25,032   2,983   2,590   144   286,470   6,285   251,68     25,032   2,445   2,447,68   8,401   166   1,351,81     25,032   2,590   2,447,664   3,410   1,47,08     25,032   2,445   2,447,68   8,401   1,66   1,351,81     25,032   2,504   2,504   2,504   2,504   2,504   2,504     25,032   2,590   2,445   2,504   2,504   2,504   2,504     25,032   2,445   2,445   2,445   2,445   2,445   2,445     25,032   2,446   2,445   2,445   2,445   2,445     25,032   2,446   2,445   2,445   2,445   2,445     25,032   2,446   2,445   2,445   2,445   2,445     25,032   2,446   2,445   2,445   2,445   2,445     25,032   2,446   2,445   2,445   2,445   2,445     25,032   2,446   2,445   2,445   2,445   2,445     25,032   2,446   2,445   2,445   2,445   2,445     25,032   2,446   2,445   2,445   2,445   2,445     25,032   2,446   2,445   2,445   2,445   2,445     25,032   2,446   2,445   2,445   2,445   2,445     25,040   2,445   2,445   2,445   2,445     25,040   2,445   2,445   2,445   2,445     25,040   2,445   2,445	19,340   4,833   56   248,130   4,431   48   194,266   194,264   195,264   195,264   195,264   195,265   195,264   195,265   195,264   195,265			Employee	Number	Cost	Employee	Number		Cost Per
4,997         4,997         10         248,130         4,431         48           8,029         8,029         27         139,276         5,1157         23           8,029         8,029         27         139,226         5,1157         28           7,940         3,970         38         147,114         3,811         94           44,780         3,722         27         104,824         3,822         75           11,553         3,821         27         104,824         3,822         75           1,244         1,244         1,244         1,244         1,244         3,831         20           1,6,631         6,272         49         261,975         3,797         59           1,1244         1,244         1,244         1,244         1,244         3,175         49           1,6,631         6,272         49         286,004         3,775         49         26,607         3,175         49           1,106,631         6,272         49         286,002         4,160         89         1,244         1,244         1,244         1,244         1,348         2,581         66         1,244         1,348         2,448         4,12	4,997 4,997 20 78,514 1,199 17 19,924 11,187   8,029 8,029 20 78,514 1,199 17 19,924 11,187   7,940 3,970 20 78,514 1,199 17 28 11,187   7,940 3,970 20 18,714 3,871 94 771,488   44,780 3,732 27 19,472 5,028 60 266,116   44,780 3,732 27 19,472 3,792 27 19,4824 3,773   11,533 3,881 22 8,904 3,777 29 18,331   1,244 1,244 89 286,623 2,947 69 193,305 2,947   19,110 3,822 4,900 134 5,881 66 2,388,143 5   44,780 4,670 7 29,620 4,160 89 261,324   19,110 3,822 4,124 11 29,327 2,947 69 193,305 2,948   19,110 3,822 4 1,124 11 29,337 2,947 69 193,305 2,948   19,110 3,822 4,900 134 58,200 2,947 69 193,305 2,948   14,090 4,697 77 2,93,397 2,299 89 67,370 2,948   14,090 4,697 77 2,93,397 2,299 2,8 0,139 1,299 11,104   25,017 3,127 76 39,397 2,294 140 7,13,30 2,498   18,201 2,335 77 3,83,194 2,408 2,409 2,408 2,409 2,408 2,409 2,408 2,409	4	19.340	4 834	•				COS	Employee
4,997         4,997         18         39,577         2,199         37           8,029         8,029         27         139,226         3,956         38           7,940         3,970         38         147,114         3,811         94           44,780         3,970         38         147,114         3,811         94           44,780         3,722         27         104,824         3,822         75           11,533         3,811         27         104,824         3,822         75           11,533         3,811         27         104,824         3,822         75           106,631         6,272         49         233,794         2,649         77           106,631         6,272         49         233,794         3,787         49           106,631         6,272         49         132,329         2,987         68         2,987           106,631         6,272         49         132,329         2,987         68         2,987         49           106,631         6,373         4,144         41         4,146         8,14         66         3,124           4,439         4,124         11 <td< td=""><td>4,997         4,997         18         39,577         2,199         37         137,528           8,029         8,029         27         139,226         5,157         2,199         37         131,533           7,940         3,970         38         121,333         4304         47         113,533           44,780         3,732         27         119,226         5,137         28         11,187           11,533         3,811         29         135,762         5,038         64         219,668           11,533         3,811         20         104,824         3,822         73         218,20           11,533         3,811         20         104,824         3,737         49         111,833           11,533         3,811         20         104,824         3,737         49         147,339           106,631         6,272         34         135,334         49         147,333         21,737           106,631         6,272         49         280,632         5,737         88         243,244           106,631         6,272         49         135,344         44         34,344           106,110         3,827         49</td><td></td><td></td><td>CC0'+</td><td>8</td><td>248,130</td><td>4,431</td><td>84</td><td>104 005</td><td>. 2</td></td<>	4,997         4,997         18         39,577         2,199         37         137,528           8,029         8,029         27         139,226         5,157         2,199         37         131,533           7,940         3,970         38         121,333         4304         47         113,533           44,780         3,732         27         119,226         5,137         28         11,187           11,533         3,811         29         135,762         5,038         64         219,668           11,533         3,811         20         104,824         3,822         73         218,20           11,533         3,811         20         104,824         3,737         49         111,833           11,533         3,811         20         104,824         3,737         49         147,339           106,631         6,272         34         135,334         49         147,333         21,737           106,631         6,272         49         280,632         5,737         88         243,244           106,631         6,272         49         135,344         44         34,344           106,110         3,827         49			CC0'+	8	248,130	4,431	84	104 005	. 2
8,029         8,729         20         78,514         3,926         38           7,940         3,970         38         147,114         3,871         28           7,940         3,970         38         147,114         3,871         28           44,780         3,732         27         194,824         3,882         164           11,553         3,851         22         104,824         3,882         164           1,244         1,244         89         261,375         3,797         52           106,631         6,277         49         235,794         2,649         73           24,745         4,124         89         23,794         3,149         36           106,631         6,277         49         280,632         3,448         68         2           24,745         4,124         89         28,606         4,160         89         1,12           24,745         4,124         11         59,377         3,81         6         3,31           24,745         4,124         11         39,377         3,48         68         4           19,110         3,822         4,124         11         39,377	8.029 8.029 139.254 3.906 38 123.535 8.029 8.029 7.7 139.254 3.906 38 123.535 7.940 3.970 38 147.114 3.871 94 171.887 11,533 3.811 6.9 20, 104.524 3.822 75 278.296 11,533 3.811 6.9 20, 104.524 3.177 6.9 147.383 1.244 1.244 1.244 1.244 89 2.25.794 2.649 77 2.278.296 106.631 6.772 49 2.80, 22 5.94 6.8 248.324 5.943 1.06.631 6.772 49 2.80, 22 5.94 6.8 248.324 5.943 1.06.631 6.772 49 2.80, 22 5.94 6.8 248.324 5.943 1.000 4.657 9.9 18.300 2.397 5.0 139.300 2.3 1.000 4.657 9.9 18.300 4.3	-	4 907	7 007	æ (	775'66	2,199	37	\$0.244	8, -
7,940         3,970         37         223,789         4,104         47           44,780         3,732         27         104,824         3,812         66           44,780         3,732         27         104,824         3,882         73           11,553         3,831         27         104,824         3,882         73           11,553         3,831         22         83,044         3,773         52           11,553         3,831         22         83,044         3,773         52           106,631         6,272         49         264,97         72         54,649         72           54,453         6,807         57         318,144         5,134         58         23         1,29         28         4           1,10         3,822         4,290         34,68         68         3         4         1,24	1940   3,970   38   147,114   3,871   28   171,872   1		8 000	66.	8 8	78,514	3,926	. 67	173 535	13.5
7,940         3,970         52         223,789         4,304         47           44,780         3,732         27         104,824         3,871         94           44,780         3,732         27         104,824         3,882         75           11,533         3,831         20         261,373         3,832         75           11,533         3,831         22         1,994         3,99         3,99           11,533         3,831         22         1,994         3,99         3,99           11,533         3,831         22         1,994         3,468         68         2,649           106,631         6,272         49         18,533         5,134         38         2,649         1,244         3,648         68         2,649         1,24         1,14         3,848         68         2,649         1,14         3,14         68         3,12         4,948         1,124         1,14         3,14         6,531         1,12         4,948         1,12         3,18,1         6,435         2,299         2,84         1,12         3,18,1         6,435         2,299         2,84         1,12         3,18         1,24         3,84         6,435	7,940         3,970         32         223,789         4,304         47         11,183           44,780         3,732         22         187,114         3,871         94         377,438           44,780         3,732         27         104,337         3,871         94         277,438           11,553         3,851         22         201,337         3,797         32         188,201           1,244 <t< td=""><td></td><td>670'0</td><td>670'9</td><td>27</td><td>139,226</td><td>5,157</td><td>28 28</td><td>171 007</td><td>167,8</td></t<>		670'0	670'9	27	139,226	5,157	28 28	171 007	167,8
44,780         3,970         38         147,114         3,871         94           44,780         3,732         27         104,824         3,822         66           44,780         3,732         27         104,824         3,882         75           11,533         3,831         22         80,975         3,797         52           11,244         1,244         89         23,504         3,735         49           10,6631         6,272         49         280,632         5,737         88         2           10,6631         6,272         49         280,632         5,737         88         2           10,6631         6,272         49         280,632         5,737         88         2           10,6631         6,272         49         280,632         5,737         88         2           24,485         6,807         57         299,506         4,160         89         3           11,100         3,822         4         14,836         1,29         23         1,29           24,745         4,124         11         5,937         5,400         239         1,29           24,895         4,590	4,780         3,970         38         147,114         3,871         94         377,438           44,780         3,732         27         104,824         3,821         64         266,116           44,780         3,732         27         104,824         3,882         75         278,208           11,553         3,831         29         26,144         3,773         22         118,321           11,544         1,244         89         235,794         2649         72         219,668           106,631         6,272         49         15,831         5,194         38         271,703           24,433         6,807         72         280,632         5,777         88         271,704           24,435         6,807         57         280,632         5,777         88         271,704           24,435         6,807         57         280,632         5,777         88         271,704           24,435         6,807         57         280,632         5,777         88         271,704           24,435         6,807         57         280,632         5,777         88         271,704           24,435         6,807         57	ľ			22	223,789	4.304	<b>? ?</b>	/99'1/1	0,139
44,780         3,732         27         194,824         3,822         75           11,533         3,831         27         104,824         3,822         75           11,533         3,831         22         104,824         3,822         75           11,533         3,831         22         194         3,773         49           106,631         6,272         49         280,632         5,777         88           106,631         6,272         49         280,632         5,777         88           54,453         6,807         57         299,506         4,160         89           54,483         6,807         57         318,144         5,81         66           24,745         4,124         11         59,397         5,400         249         1,2           24,745         4,124         11         59,397         5,400         249         1,2           54,895         4,990         134         262,106         4,108         1,2           54,895         4,990         134         262,106         3,109         2,2           54,895         4,990         134         262,106         3,109         1,10 </td <td>44,780         3,732         27         113,762         5,028         66         219,668           44,780         3,732         27         104,834         3,882         73         278,230           11,553         3,851         22         261,973         3,797         22         188,321           1,244         1,244         1,244         89         235,794         2,649         77         277,439           106,631         6,272         49         187,280         3,468         68         248,344           106,631         6,272         49         187,280         3,468         68         248,474           24,453         6,807         57         299,506         4,160         89         248,474           24,745         4,124         11         299,506         4,160         89         363,544           24,745         4,124         11         29,377         5,400         249         1,206,944           34,895         4,990         134         262,106         4,106         19         10,733           34,895         4,990         134         22,096         4,106         11,209,944         1,200,944           34,895</td> <td>•</td> <td></td> <td>3,970</td> <td>38</td> <td>147,114</td> <td>3.871</td> <td>3</td> <td>152,208</td> <td>3,238</td>	44,780         3,732         27         113,762         5,028         66         219,668           44,780         3,732         27         104,834         3,882         73         278,230           11,553         3,851         22         261,973         3,797         22         188,321           1,244         1,244         1,244         89         235,794         2,649         77         277,439           106,631         6,272         49         187,280         3,468         68         248,344           106,631         6,272         49         187,280         3,468         68         248,474           24,453         6,807         57         299,506         4,160         89         248,474           24,745         4,124         11         299,506         4,160         89         363,544           24,745         4,124         11         29,377         5,400         249         1,206,944           34,895         4,990         134         262,106         4,106         19         10,733           34,895         4,990         134         22,096         4,106         11,209,944         1,200,944           34,895	•		3,970	38	147,114	3.871	3	152,208	3,238
44,780         3,732         27         104,824         3,882         64           11,553         3,851         22         83,044         3,775         52           1,244         1,244         89         235,794         2,649         72           106,631         6,272         49         280,632         5,194         38           54,453         6,807         57         299,506         4,160         89           54,453         6,807         57         299,506         4,160         89           54,453         6,807         57         299,506         4,160         89           54,485         4,124         11         39,377         5,400         235         1,2           9,488         3,156         84         262,106         3,120         239         1,2         49         1,2         49         1,2         49         1,2         49         1,2         49         1,2         49         1,2         49         1,2         49         1,2         49         1,2         49         1,2         49         1,2         49         1,2         49         1,2         49         1,2         40         1,2	44,780         3,732         27         104,824         3,882         75         256,116           11,533         3,811         22         261,975         3,797         3,797         52         278,290           11,533         3,811         22         81,044         3,775         52         147,383           11,533         3,811         22         81,044         3,775         52         147,383           11,244         1,244         1,244         3,81         23,794         3,81         207,433           106,631         6,272         49         187,280         3,487         68         244,74           110         3,822         4,90         6,807         57         299,506         4,100         89         363,54           15,110         3,822         4         18,36         3,70         23         64,70         73           24,43         4,124         11         5,937         5,400         23         1,260,74         5           24,48         4,124         11         5,30         2,30         24,30         1,260,74         5           24,48         4,124         11         5,30         2,30         2,30				27	135,762	\$ (D)	<b>t</b> \$	377,438	4,016
44,780         3,732         27         104,824         3,882         75           11,533         3,851         69         261,975         3,797         52           1,244         1,344         89         235,794         2,649         77           1,244         1,344         89         235,794         2,649         77           1,06,631         6,272         49         220,632         3,727         88           1,06,631         6,272         49         220,632         3,727         88           24,453         6,807         57         229,506         4,160         89           24,453         6,807         57         229,506         4,160         89           24,745         4,124         11         59,377         89         1,17           24,895         4,990         134         585,006         4,160         89           54,895         4,990         134         585,006         4,108         74           54,895         4,990         134         585,006         4,108         74           54,895         4,697         59         296,415         5,004         140         7 <t< td=""><td>44,780         3,732         27         104,824         3,882         04         219,668           11,533         3,811         22         261,975         3,797         52         187,290           1,244         1,244         89         235,794         2,649         72         217,760           1,6,631         6,272         49         155,831         5,194         38         248,324           106,631         6,272         49         220,632         5,727         69         193,505           24,483         6,807         57         29,506         4,160         89         361,546         4,471           19,110         3,822         4         16,329         2,299         23         1,260,944         9,484,747         5,400         249         193,505         2,49         193,505         2,48         66,336         2,299         23         1,260,94         4,47         5,400         24,600         1,260,94         4,500         1,260,94         4,100         4,100         84,324         4,100         4,132,100         4,132,100         4,100         84,324         4,132,100         4,132,100         4,132,100         4,132,100         4,132,100         4,132,100         4,132,10</td><td>:</td><td></td><td></td><td></td><td></td><td>0,040</td><td>3 ;</td><td>266,116</td><td>4,435</td></t<>	44,780         3,732         27         104,824         3,882         04         219,668           11,533         3,811         22         261,975         3,797         52         187,290           1,244         1,244         89         235,794         2,649         72         217,760           1,6,631         6,272         49         155,831         5,194         38         248,324           106,631         6,272         49         220,632         5,727         69         193,505           24,483         6,807         57         29,506         4,160         89         361,546         4,471           19,110         3,822         4         16,329         2,299         23         1,260,944         9,484,747         5,400         249         193,505         2,49         193,505         2,48         66,336         2,299         23         1,260,94         4,47         5,400         24,600         1,260,94         4,500         1,260,94         4,100         4,100         84,324         4,100         4,132,100         4,132,100         4,100         84,324         4,132,100         4,132,100         4,132,100         4,132,100         4,132,100         4,132,100         4,132,10	:					0,040	3 ;	266,116	4,435
11,553	11,533   3,831   69   261,735   3,742   73   278,230     1,244	71		3,732	27	104 824	5	3 3	219,668	3,432
11,553   3,851   22	11,533   3,851   22   63,044   3,779   53   188,321   18,321   1,244   89   235,794   2,649   72   207,439   147,383   2,144   89   235,794   2,649   72   207,749				9	761 076	2,882	75	278,290	3.711
1,244   1,244   89   235,794   3,775   49     106,631   6,272   49   155,831   5,194   58     106,631   6,272   49   129,320   3,468   68     24,453   6,807   77   299,306   4,160   89     24,453   6,807   57   318,144   5,811   66     24,745   4,124   11   299,306   4,160   89     24,745   4,124   11   28,397   2,299   28     24,745   4,124   11   28,397   5,400   249   1,2     24,745   4,124   11   28,397   5,400   249   1,2     24,895   4,990   134   281,096   4,108   74     24,895   4,990   134   285,096   4,108   74     25,017   3,127   76   308,960   4,065   107   3     18,201   3,640   100   602,677   5,479   106   6     29,527   5,681   110   602,677   5,479   106   6     29,537   5,896   142   892,470   6,285   251   1,44     34,805   2,486   5,896   142   892,470   6,285   251   1,23     25,229   8,223   89   747,688   8,401   134   1,23     26,237   4,330   64   290,175   4,534   225   1,44     31,805   2,486   5,896   143   892,475   4,534   225   1,44     34,805   2,486   5,896   4,330   64   290,175   4,534   225   1,44     34,805   2,486   5,896   4,330   64   290,175   4,534   225   1,44     34,805   2,486   5,896   4,300   64   290,175   4,534   225   1,44     34,805   2,486   5,896   4,300   64   290,175   4,534   225   1,44     34,805   2,486   2,476   6,430   2,476   6,430   2,476   2,486   2,476   2,486   2,446   2,446   2,445   2,446	1,244   1,244   89   23,194   3,775   49   147,383   147,383   15,194   2,649   72   207,439   147,393   15,194   3,	3	11,553	3.851	3 6	6/6,102	3,797	23	188.321	3.622
155,794   2,649   772   718,789   2,649   772   748   68   68   68   68   68   68   68	106,631   6,272   99   235,794   2,649   77   207,439   157,810   157,810   3,194   58   248,524   248,524   248,524   248,524   248,747   24,160   89   248,747   24,145   24,140   89   363,534   24,140   382,2   2,987   69   193,505   24,140   89   363,534   24,140   382,24   24,124   24,124   24,124   24,124   24,124   24,124   24,124   24,124   24,240   24	-	1 244	1 244	2   2	83,044	3,775	 64	147 383	8
106,631         6,272         49         155,831         5,194         58           106,631         6,272         49         280,632         5,727         88           54,453         6,807         77         299,506         4,160         89           54,453         6,807         57         318,144         5,81         66           19,110         3,822         4         14,836         3,709         235         1,5           24,745         4,124         11         89,397         5,299         28         1,2           9,468         3,124         11         89,397         5,400         249         1,2           9,468         3,126         84         262,106         3,120         139         1,2           9,468         3,136         84         262,106         3,120         139         1,2           14,090         4,697         59         296,415         5,00         249         1,2           14,090         4,697         39         160,207         4,108         74         140         7         124         140         7         124         140         7         124         140         124 <td< td=""><td>  106,631   6,272   54   187,280   3,468   68   248,524     106,631   6,272   49   187,280   3,468   68   248,737     24,453   6,807   57   182,329   2,987   69   193,505     24,453   6,807   57   189,144   5,581   66   358,143     24,745   4,124   11   59,337   5,400   249   1,203,117     24,895   4,990   134   583,096   4,366   112   424,780     24,745   4,124   11   59,337   5,400   249   1,203,117     24,895   4,990   134   583,096   4,366   112   44,780     24,745   4,124   11   59,337   5,400   249   1,203,117     24,895   4,990   134   583,096   4,366   112   44,780     25,017   3,127   76   308,960   4,065   107   344,780     25,017   3,127   76   308,960   4,065   107   345,669     25,017   3,127   76   308,960   4,065   107   345,669     25,017   3,127   76   308,960   4,065   107   345,669     25,017   3,120   110   602,677   5,479   106   669,430     25,018   5,997   110   602,677   5,479   106   669,430     25,018   5,896   142   892,470   6,285   230,879   113,603     24,805   2,486   5   2,500   5,012   202   202   207,372     24,805   2,486   5   2,500   5,012   202   202   207,378     24,624   230   249,63   250,173   203   203     24,805   2,486   5   2,500   5,012   202   202   203     24,805   2,486   5   2,500   5,012   202   202   203   203     24,636   2,486   5   2,500   5,012   202   202   203   203     24,637   2,486   5   2,500   5,012   202   202   203   203     24,637   2,486   5   2,500   2,012   202   202   203   203   203     24,638   2,486   5   2,500   2,011   203   203   203   203   203   203     24,639   2,486   5   2,500   2,012   202   203   20</td><td></td><td>1</td><td></td><td>20 1</td><td>235,794</td><td>2,649</td><td>n</td><td>207 430</td><td>2,000</td></td<>	106,631   6,272   54   187,280   3,468   68   248,524     106,631   6,272   49   187,280   3,468   68   248,737     24,453   6,807   57   182,329   2,987   69   193,505     24,453   6,807   57   189,144   5,581   66   358,143     24,745   4,124   11   59,337   5,400   249   1,203,117     24,895   4,990   134   583,096   4,366   112   424,780     24,745   4,124   11   59,337   5,400   249   1,203,117     24,895   4,990   134   583,096   4,366   112   44,780     24,745   4,124   11   59,337   5,400   249   1,203,117     24,895   4,990   134   583,096   4,366   112   44,780     25,017   3,127   76   308,960   4,065   107   344,780     25,017   3,127   76   308,960   4,065   107   345,669     25,017   3,127   76   308,960   4,065   107   345,669     25,017   3,127   76   308,960   4,065   107   345,669     25,017   3,120   110   602,677   5,479   106   669,430     25,018   5,997   110   602,677   5,479   106   669,430     25,018   5,896   142   892,470   6,285   230,879   113,603     24,805   2,486   5   2,500   5,012   202   202   207,372     24,805   2,486   5   2,500   5,012   202   202   207,378     24,624   230   249,63   250,173   203   203     24,805   2,486   5   2,500   5,012   202   202   203     24,805   2,486   5   2,500   5,012   202   202   203   203     24,636   2,486   5   2,500   5,012   202   202   203   203     24,637   2,486   5   2,500   5,012   202   202   203   203     24,637   2,486   5   2,500   2,012   202   202   203   203   203     24,638   2,486   5   2,500   2,011   203   203   203   203   203   203     24,639   2,486   5   2,500   2,012   202   203   20		1		20 1	235,794	2,649	n	207 430	2,000
106,631	106,631   6,272   54   187,280   3,468   68   248,524     151,702   54   187,280   5,727   88   484,747     151,100   3,822   4   124,050   69   193,505     151,100   3,822   4   14,836   3,709   233   1,260,974     151,100   3,822   4   14,836   3,709   233   1,260,974     152,745   4,124   11   59,397   5,400   249   1,293,117     152,745   4,124   11   59,397   5,400   249   1,293,117     152,746   3,1156   84   262,106   3,120   139   1,203,117     152,745   4,900   134   285,096   4,366   112   423,281     153,747   3,127   76   308,960   4,065   107   345,649   345,649     153,747   7,242   110   602,677   5,479   106   669,450   669,450     156,229   8,223   8,223   89   747,668   8,401   166   1,353,871     156,229   8,223   8,223   89   747,668   8,401   166   1,353,871     156,229   8,223   8,227   89   747,668   8,401   166   1,353,871     158,202   2,647   1,985   \$10,932,773   \$25,087   256   1,407,086   5,182   257,782,748   \$25,7782,74				8	155,831	5.18	œ.	(Cr. 102	100'7
100,031         6,272         49         280,632         5,777         88           54,453         6,807         57         151,329         2,987         69           19,110         3,822         4         14,836         3,709         235         11,9           24,745         4,124         11         59,397         5,400         249         11,2           9,468         3,156         84         262,106         3,120         139         11,2           9,468         3,156         84         262,106         3,120         139         11,2           9,468         3,156         84         262,106         3,120         139         11,2           14,090         4,697         59         160,207         4,108         74           9,421         2,355         70         222,146         3,174         140           25,017         3,127         76         308,960         4,065         107         3           18,201         3,640         76         308,960         4,065         107         3           25,017         3,640         10         222,146         3,174         140         124           29,	100,031         6,272         49         280,632         5,727         80         484,747           54,453         6,807         77         192,329         2,987         69         193,505           54,453         6,807         77         138,144         5,881         66         335,443           10,110         3,822         4         16         89         36,354         338,143           24,745         4,124         11         59,397         5,400         249         1,260,94           9,468         3,156         84         26,106         3,120         119         420,787           54,895         4,990         14         835,096         3,120         119         420,787           9,468         3,156         84         26,107         4,108         74,306         1,220,117           9,421         2,355         70         222,146         3,114         147         31,302           14,090         4,667         59         26,415         5,024         140         71,302           18,201         3,177         7,024         140         71,302         1,07           18,201         3,177         7,024         140	1.7	.07.701	;	¥	187,280	3.468	3 8	20,170	4,080
54,453         6,807         72         152,339         2,927         68           19,110         3,822         4,160         89           19,110         3,822         4,1636         4,160         89           24,745         4,124         11         58         64,359         2,299         28           9,468         3,156         84         262,106         3,120         139         1,13           9,489         3,156         84         262,106         3,120         139         1,13           14,090         4,697         59         296,415         5,024         140         2,44           9,421         2,355         70         222,146         3,174         140         2,54           18,201         3,640         76         296,415         5,024         140         2,54           18,201         3,640         76         222,146         3,174         147         2,54           18,201         3,640         76         226,415         5,479         106         6           70,527         5,681         110         602,677         5,479         106         6           250,23         11,44 <td< td=""><td>54,453         6,807         51         152,329         2,987         68         484,747           19,110         3,822         4         16,144         5,581         66         363,544           19,110         3,822         4         14,144         5,581         66         338,143           24,745         4,124         11         59,397         5,400         23         1,260,974           9,468         3,156         84         262,106         3,120         29         10,300           9,468         3,156         84         262,106         3,120         139         1,200,177           14,090         4,990         134         585,096         4,366         112         420,787           9,421         2,355         70         220,418         140         731,302           14,090         4,697         39         160,207         4,108         74         244,780           9,421         3,127         70         220,415         5,024         140         731,020           18,201         3,127         76         308,960         4,065         107         344,090           18,201         3,640         4,065         3,100<!--</td--><td>•</td><td>100,001</td><td>6,272</td><td>49</td><td>280,632</td><td>142.5</td><td>8 8</td><td>748,524</td><td>3,655</td></td></td<>	54,453         6,807         51         152,329         2,987         68         484,747           19,110         3,822         4         16,144         5,581         66         363,544           19,110         3,822         4         14,144         5,581         66         338,143           24,745         4,124         11         59,397         5,400         23         1,260,974           9,468         3,156         84         262,106         3,120         29         10,300           9,468         3,156         84         262,106         3,120         139         1,200,177           14,090         4,990         134         585,096         4,366         112         420,787           9,421         2,355         70         220,418         140         731,302           14,090         4,697         39         160,207         4,108         74         244,780           9,421         3,127         70         220,415         5,024         140         731,020           18,201         3,127         76         308,960         4,065         107         344,090           18,201         3,640         4,065         3,100 </td <td>•</td> <td>100,001</td> <td>6,272</td> <td>49</td> <td>280,632</td> <td>142.5</td> <td>8 8</td> <td>748,524</td> <td>3,655</td>	•	100,001	6,272	49	280,632	142.5	8 8	748,524	3,655
54,453         6,807         72         299,506         4,180         699           19,110         3,822         4         14,836         3,709         235         11,           24,745         4,124         11         59,397         5,400         249         1,73           9,468         3,156         84         262,106         3,120         139         1,24           14,090         4,697         39         160,207         4,108         74         1,24           14,090         4,697         59         296,415         5,024         140         74           25,017         3,127         76         308,960         4,065         107         31           18,201         3,640         76         308,960         4,065         107         31           18,201         3,640         76         308,960         4,065         107         31           18,201         3,640         76         308,960         4,065         107         31           18,201         3,640         10         60,267         5,479         106         60           22,983         5,987         144         236         2,617,458         1	54,453         6,807         72         2.99,505         4,160         89         199,505           19,110         3,822         4         14,836         3,709         235         1,260,974           19,110         3,822         4         14,836         3,709         235         1,260,974           24,745         4,124         11         59,397         5,400         249         1,260,974           9,468         3,156         84         26,139         2,299         28         67,370           9,468         3,156         84         26,135         3,400         249         1,293,117           14,090         4,697         59         160,207         4,108         74         244,780           9,421         2,355         70         226,415         5,024         140         731,300           18,201         3,127         76         308,960         4,065         107         345,649           18,201         3,640         4,065         107         345,649         10         229,432           18,201         3,640         4,065         1,06         669,430         10         243,649           18,201         3,640				51	157 220	196.	8	484,747	5,508
54,453         6,807         57         237,00         4,100         89           19,110         3,822         4         14,836         3,709         235         1,1           24,745         4,124         11         59,337         5,400         249         1,1           9,468         3,156         84         262,106         3,120         139         1,1           9,468         3,156         84         262,106         3,120         139         1,1           14,090         4,697         39         160,207         4,108         74         2,2           14,090         4,697         39         160,207         4,108         74         3,1           14,090         4,697         39         256,415         5,024         140         3,1           25,017         3,127         76         222,146         3,174         147         3,1           18,201         3,640         4,065         100         4,065         107         3,1           18,201         3,640         10         602,677         5,479         106         6           29,833         5,397         11,044         236         2,617,458         1	54,453         6,807         57,200         4,100         89         363,554           19,110         3,822         4         14,346         3,709         235         1,260,974           24,745         4,124         11         59,397         5,400         249         1,260,974           9,468         3,156         84         262,106         3,120         139         420,087           14,090         4,697         39         160,207         4,108         74         244,780           9,421         2,355         70         226,415         5,024         140         731,302           14,090         4,697         39         160,207         4,108         74         244,780           9,421         2,355         70         226,415         5,024         140         731,302           25,017         3,127         76         308,960         4,065         107         345,649           18,201         3,640         10         222,146         3,174         141         345,649           18,201         3,640         10         602,677         5,479         10         629,432           253,252         11,044         236				2	200 600	/96'7	8	193,505	2.804
19,110         3,822         4         18,144         5,581         66           24,745         4,124         18         6,339         2,299         23         1,           9,468         3,156         84         262,106         3,120         139         1,           9,468         3,156         84         262,106         3,120         139         1,           9,468         3,156         84         262,106         3,120         139         1,           14,090         4,697         59         160,207         4,108         74         12           14,090         4,697         59         296,415         5,024         140         74           25,017         3,127         76         308,960         4,065         107         31           18,201         3,640         10         602,677         5,479         106         6           79,527         5,681         110         602,677         5,479         106         6           563,252         11,044         236         2,617,438         11,091         483         5,3           29,833         2,486         5         25,000         5,012         9,111 <td>19,110         3,822         4         11,836         3,581         66         358,143           24,745         4,124         11         59,397         5,400         249         1,260,974           9,468         3,156         84         262,106         3,120         139         420,787           54,895         4,990         134         585,096         4,366         112         422,263           14,090         4,697         59         160,207         4,108         74         244,780           9,421         2,355         70         226,415         5,024         140         731,302           25,017         3,127         76         308,960         4,065         107         345,649           18,201         3,640         7         226,415         5,479         106         669,430           25,017         3,127         76         308,960         4,065         95         629,432           79,527         5,681         110         602,677         5,479         106         669,430           25,024         1,044         236         14,054         443         3,023,399         69           25,1,1747         1,242         <td< td=""><td><b>∞</b></td><td>54,453</td><td>6.807</td><td>: 5</td><td>000,862</td><td>4,160</td><td>88</td><td>363,554</td><td>4.085</td></td<></td>	19,110         3,822         4         11,836         3,581         66         358,143           24,745         4,124         11         59,397         5,400         249         1,260,974           9,468         3,156         84         262,106         3,120         139         420,787           54,895         4,990         134         585,096         4,366         112         422,263           14,090         4,697         59         160,207         4,108         74         244,780           9,421         2,355         70         226,415         5,024         140         731,302           25,017         3,127         76         308,960         4,065         107         345,649           18,201         3,640         7         226,415         5,479         106         669,430           25,017         3,127         76         308,960         4,065         95         629,432           79,527         5,681         110         602,677         5,479         106         669,430           25,024         1,044         236         14,054         443         3,023,399         69           25,1,1747         1,242 <td< td=""><td><b>∞</b></td><td>54,453</td><td>6.807</td><td>: 5</td><td>000,862</td><td>4,160</td><td>88</td><td>363,554</td><td>4.085</td></td<>	<b>∞</b>	54,453	6.807	: 5	000,862	4,160	88	363,554	4.085
24,745         4,124         11         59,397         5,709         235         1,           9,468         3,156         84         262,106         3,120         139         1,           54,895         4,990         134         585,096         4,366         112         112           14,090         4,697         39         160,207         4,108         74         160           14,090         4,697         59         296,415         5,024         140         147           25,017         3,127         76         222,146         3,174         140         147           25,017         3,127         76         308,960         4,065         107         147           18,201         3,640         70         222,146         3,174         147         147           18,201         3,681         110         602,677         5,479         106         106           29,983         5,997         142         892,470         6,285         251         144           231,747         7,242         36         26,047         5,011         134         12           135,608         5,986         142         892,470	24,745         4,124         28         14,836         3,709         235         1,260,974           9,468         3,156         84         262,106         3,120         139         420,787           54,895         4,990         134         583,096         4,366         112         420,787           14,090         4,697         59         160,207         4,108         74         244,780           9,421         2,335         70         222,146         3,174         140         731,302           25,017         3,127         76         308,960         4,065         107         345,649           18,201         3,640         222,146         3,174         147         341,649           18,201         3,640         4,065         107         345,649         435,189           29,983         5,987         110         602,677         5,479         106         669,430           503,252         11,044         236         2,617,458         11,091         483         5,306,39         669,430           503,808         5,896         142         892,470         6,285         251         1,432,291         5           115,622         8,2	\$	19,110	3 822		318,144	5,581	8	358,143	\$ 476
24,745         4,124         26         64,339         2,299         28           9,468         3,156         84         262,106         3,120         139           54,895         4,990         134         585,096         4,366         112           14,090         4,697         39         166,207         4,108         74           9,421         2,335         70         222,146         3,174         140           25,017         3,127         76         308,960         4,063         107           18,201         3,640         76         308,960         4,063         107           18,201         3,640         76         308,960         4,065         107           18,201         3,640         110         602,677         5,479         106           29,983         5,997         11,044         236         2,617,458         11,091         483           135,608         5,896         142         892,470         6,285         251         13           135,608         5,896         142         892,470         6,285         251         13           156,229         8,233         89         747,668         8	24,745         4,124         26         64,339         2,299         28         67,370           9,468         3,156         84         262,106         3,120         139         420,787           9,468         3,156         84         262,106         3,120         139         420,787           14,090         4,990         134         585,096         4,366         112         452,263           14,090         4,697         59         226,416         5,024         140         731,302           25,017         3,127         76         308,960         4,065         107         345,649           18,201         3,640         70         222,146         3,174         147         311,040           79,527         5,681         110         602,677         5,479         106         669,430           29,983         5,997         126         2,617,458         11,091         443         3,023,939           45,525         11,044         236         2,617,458         11,091         443         3,023,939           15,608         5,896         142         892,470         6,285         2,111         134         1,261,547           156,229				* 6	14,836	3,709	235	1.260.974	\$ 366
9,468         3,156         84         262,106         3,120         139           54,895         4,990         134         585,096         4,366         112           14,090         4,697         59         160,207         4,108         74           9,421         2,355         70         222,146         3,174         140           25,017         3,127         76         308,960         4,065         107           18,201         3,640         602,677         5,479         106           79,527         5,681         110         602,677         5,479         106           79,527         5,681         110         602,677         5,479         106           29,983         5,997         12,64         483         23           231,747         7,242         2,617,458         11,091         483         23           135,608         5,896         142         892,470         6,285         251         13           156,229         8,223         89         747,668         8,401         166         1           113,623         5,980         64         290,175         4,534         225	9,468         7,124         11         59,397         5,400         249         1,293,117           54,895         4,900         134         262,106         3,120         139         420,787           54,895         4,900         134         282,106         4,166         112         452,263           14,090         4,697         59         296,415         5,024         140         731,302           25,017         3,127         76         308,960         4,065         147         511,040           18,201         3,640         4,065         107         345,649           79,527         5,681         110         602,677         5,479         106         669,430           29,983         5,997         1104         236         2,617,438         11,091         483         5,350,879         11           231,747         7,242         142         892,470         6,285         251         147,334         443         1,350,879         11           135,629         8,223         8,201         1,321,442         1,47,344         24,32,98         25,000         25,012         202         24,32,98         25,000         25,012         202         25,012	9	24.745	A 124	87	64,359	2,299	78	028 29	00°, c
5,120         84         262,106         3,120         139           54,895         4,990         134         585,096         4,366         112           14,090         4,697         39         160,207         4,108         74           9,421         2,335         70         222,146         3,174         140           25,017         3,127         76         308,960         4,065         107           18,201         3,640         76         308,960         4,065         107           18,201         3,640         100         222,146         3,174         147           79,527         5,681         110         602,677         5,479         106           29,983         5,997         11,044         236         2,617,438         11,091         483         23           21,747         7,242         142         892,470         6,285         251         123           34,805         2,486         5         6         25,060         5,012         202           113,6229         8,223         89         747,668         8,401         166         1           41,634         5,32         64         290,175	5,130         84         262,106         3,120         139         420,787           54,895         4,990         134         585,096         4,366         112         452,263           14,090         4,697         39         160,207         4,108         74         244,780           9,421         2,355         70         222,146         3,174         147         731,302           25,017         3,127         76         308,960         4,065         107         345,649           18,201         3,640         602,677         5,479         107         345,649           18,201         3,640         602,677         5,479         106         669,430           29,983         5,997         11,044         236         2,617,458         11,091         483         5,350,879         11           135,608         5,896         142         892,470         6,283         251         1,432,291         5           135,629         8,223         89         747,668         8,401         166         1,432,291         5           113,623         5,980         64         290,175         9,111         134         1,515,27         9	~	0 468	*71°*	= ;	59,397	5,400	240	200.1	9,400
14,090         4,590         134         585,096         4,366         112           14,090         4,697         59         296,415         5,024         140           25,017         3,127         76         308,960         4,108         74           25,017         3,127         76         308,960         4,065         107           18,201         3,640         110         602,677         5,479         106           79,527         5,681         110         602,677         5,479         106           29,983         5,987         142         892,470         6,285         123           231,747         7,242         142         892,470         6,285         251         1,445           135,608         5,896         142         892,470         6,285         251         1,445         1,14           34,805         2,486         5         89         747,668         8,401         166         1,34           113,623         5,980         64         290,175         4,534         225         8           47,634         4,754         24,76         4,534         225         8	134         585,096         4,366         112         452,263           14,090         4,697         39         160,207         4,108         74         244,780           9,421         2,355         70         222,146         3,174         147         311,040           25,017         3,127         76         308,960         4,065         107         345,649           18,201         3,640         602,677         5,479         107         345,649           18,201         3,640         110         602,677         5,479         106         669,430           29,83         5,997         11,044         236         2,617,458         11,091         483         5,350,879         11           231,747         7,242         120,1745         11,091         483         5,350,879         14           135,608         5,896         142         892,470         6,285         251         1,432,291         5           135,629         6         5,896         142         892,470         6,285         251         1,432,291         5           156,229         8,233         89         747,668         8,401         166         1,407,086         5	=	904'	3,130	<b>3</b>	262,106	3,120	130	11,065,1	5,193
14,090         4,697         39         160,207         4,108         74           9,421         2,355         70         222,146         3,174         140           25,017         3,127         76         308,960         4,065         107           18,201         3,640         10         95         124           79,527         5,681         110         602,677         5,479         106           29,983         5,997         142         892,470         6,285         123           231,747         7,242         1,091         483         5,1           135,608         5,896         142         892,470         6,285         251         1,4           34,805         2,486         5         9,111         134         1,2           156,229         8,223         89         747,668         8,401         166         1,3           47,634         4,330         64         290,175         4,534         225         1,4           51,826,322         5,280         747,648         8,401         1,6         1,3           47,634         4,754         225         4,534         225         1,4	14,090         4,697         39         160,207         4,108         74         244,780           9,421         2,355         70         222,146         3,174         140         731,302           25,017         3,127         76         308,960         4,065         107         345,649           18,201         3,640         10         602,677         5,479         10         659,432           79,527         5,681         110         602,677         5,479         106         669,430           29,983         5,997         11,044         236         2,617,458         11,091         483         5,330,879         11           33,7747         7,242         142         892,470         6,285         251         1,432,291         5           135,608         5,896         142         892,470         6,285         251         1,432,291         5           156,229         8,223         89         747,668         8,401         166         1,407,086         5           113,623         5,980         64         290,175         4,534         225         860,151         3           \$1,826,322         56,476         1,985         \$10,932,973<		740,47	5K,4	<u> </u>	285,096	4.366	12	101,024	2,027
14,090         4,697         59         296,415         5,024         140           25,017         3,127         76         308,960         4,065         107           18,201         3,640         4,065         107         95           79,527         5,681         110         602,677         5,479         106           29,983         5,997         124         123         123           231,747         7,242         2,617,458         11,091         483         5,1           231,747         7,242         2,617,458         11,091         443         3,4           135,608         5,896         142         892,470         6,285         251         1,4           34,805         2,486         5         5         9,111         134         1,2           136,229         8,223         89         747,668         8,401         166         1,3           47,634         4,330         64         220,175         4,534         225         1,4           51,826,322         476         4,534         225         1,4         1,2         1,4           47,634         4,76         4,76         4,534         225	14,090         4,697         59         296,415         5,024         140         731,302           25,017         3,127         76         308,960         4,065         107         345,649           18,201         3,640         4,065         107         345,649           18,201         3,640         95         629,432           79,527         5,681         110         602,677         5,479         106         669,432           29,983         5,997         11,044         236         2,617,458         11,091         483         5,306,879         11           231,747         7,242         142         892,470         6,285         251         1,432,291         5           34,805         2,486         5,896         142         892,470         6,285         251         9,111         1,432,291         5           156,229         8,223         89         747,668         8,401         166         1,333,871         8           113,623         5,980         64         290,175         4,534         225         860,151         3           \$1,826,322         64,764         4,953         \$5,782         4,534         225         860,151 <td>~</td> <td></td> <td></td> <td>33</td> <td>160,207</td> <td>4 108</td> <td>71.</td> <td>607,209</td> <td>4,038</td>	~			33	160,207	4 108	71.	607,209	4,038
9,421         2,355         70         222,146         3,102         140           25,017         3,127         76         308,960         4,065         107           18,201         3,640         95         95         95           79,527         5,681         110         602,677         5,479         106           29,983         5,997         124         123         124           29,983         5,997         106         106         106           563,252         11,044         236         2,617,458         11,091         483         5,12           231,747         7,242         892,470         6,285         251         1,1           135,608         5,896         142         892,470         6,285         251         1,1           34,805         2,486         5         25,060         5,012         201         1,3           156,229         8,223         89         747,668         8,401         166         1,3           47,634         4,330         64         220,175         4,534         225         1,4           51,826,322         5,476         7,544         236         1,4         236	9,421         2,355         70         222,146         3,174         147         731,302           25,017         3,127         76         308,960         4,065         107         345,649           18,201         3,640         96         629,432         95         629,432           79,527         5,681         110         602,677         5,479         106         669,450           29,983         5,997         110         602,677         5,479         106         669,450           29,983         5,997         11,091         483         5,350,879         11           231,747         7,242         142         892,470         6,285         251         1,432,291           135,608         5,896         142         892,470         6,285         251         1,432,291         9,111         134         1,241,291         9           156,229         8,223         89         747,668         8,401         166         1,333,871         8           113,623         5,980         64         290,175         4,534         225         860,151         3           1,826,322         56,476         1,985         \$10,932,973         \$5,508         4	•	060,41	4,697	86	296.415	) ()	ŧ :	24,780	3,308
25,017         3,127         76         308,960         4,065         197           18,201         3,640         95         107           19,527         5,681         110         602,677         5,479         106           29,983         5,997         124         123         124           29,983         5,997         106         123         123           231,747         7,242         2,617,458         11,091         483         5,12           135,608         5,896         142         892,470         6,285         251         1,4           135,608         5,896         142         892,470         6,285         251         1,4           156,229         8,223         89         747,668         8,401         166         1,3           113,632         5,980         64         290,175         4,534         225         1,4           \$1,826,322         5,476         602,472         9,111         166         1,3           47,634         4,534         225         1,3         1,3         1,3           41,632         5,980         64         290,175         4,534         225         1,4	25,017         3,127         76         308,960         4,065         197         511,040           18,201         3,640         4,065         107         345,649           19,237         5,681         110         602,677         5,479         124         435,189           29,983         5,997         110         602,677         5,479         106         669,450           29,983         5,997         110         602,677         5,479         106         669,450           231,747         7,242         11,091         483         5,300,879         11           135,608         5,896         142         892,470         6,285         251         1,432,291           34,805         2,486         5         25,060         5,012         202         971,576         4           156,229         8,223         89         747,668         8,401         166         1,333,871         8           47,634         4,330         64         290,175         4,534         225         860,151         3           \$1,826,322         56,476         1,985         \$10,932,973         \$5,508         4,553         \$27,782,745         537,782,745	* °	9,421	2,355	20	222,146	20,5	₹ :	731,302	5,224
18,201     3,640       79,527     5,681     110     602,677     5,479     124       29,983     5,997     106     105       563,252     11,044     236     2,617,458     11,091     483     5,123       231,747     7,242     2617,458     11,091     483     5,123       135,608     5,896     142     892,470     6,285     251     1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,	18,201         3,640         4,000         107         345,649           79,27         5,681         110         602,677         5,479         124         435,189           29,983         5,997         110         602,677         5,479         106         669,450           29,983         5,997         11,04         236         2,617,458         11,091         483         5,350,879         11           231,747         7,242         236         2,617,458         11,091         483         5,350,879         1           135,608         5,896         142         892,470         6,285         251         1,432,291         5           34,805         2,486         5         25,060         5,012         202         977,576         4           156,229         5,980         747,668         8,401         166         1,333,871         8           47,634         4,330         64         290,175         4,534         225         860,151         3           \$1,826,322         56,476         1,985         \$10,932,973         \$5,508         4,953         \$27,782,745         \$5	•	25,017	3,127	76	308 960	2,177	14/	511,040	3,476
18,201         3,640         95           79,527         5,681         110         602,677         5,479         124           29,983         5,997         106         105         106           \$63,252         11,044         236         2,617,458         11,091         483         5           231,747         7,242         136         892,470         6,285         251         1,           135,608         5,896         142         892,470         6,285         251         1,           34,805         2,486         5         25,060         5,012         202         1,           156,229         8,223         89         747,668         8,401         166         1,           47,634         4,330         64         290,175         4,534         225         1,           \$1,826,322         5,476         9,017         205         1,         266         1,           \$1,826,322         5,476         64         290,175         4,534         225         1,	18,201         3,640         95         629,432           79,527         5,681         110         602,677         5,479         124         435,189           29,983         5,997         106         669,450         669,450         669,450         669,450           231,747         7,242         2,617,458         11,091         483         5,350,879         1           135,608         5,896         142         892,470         6,285         251         1,432,291           156,229         8,223         8         747,668         8,401         166         1,335,871         8           113,623         5,980         64         290,175         4,534         256         1,407,086         5           \$1,826,322         \$6,476         1,985         \$10,932,973         \$5,508         4,953         \$27,782,745         \$5	•					4,000	9	345,649	3,230
79,527         5,681         110         602,677         5,479         124           29,983         5,997         10         106           563,252         11,044         236         2,617,458         11,091         483         5           131,747         7,242         142         892,470         6,285         251         1,           135,608         5,896         142         892,472         9,111         134         1,           156,229         8,223         89         747,668         8,401         166         1,           113,623         5,980         64         290,175         4,534         226         1,           \$1,826,322         5,477         64         290,175         4,534         225         1,	79,527         5,681         110         602,677         5,479         124         435,189           29,983         5,997         110         669,450         106         669,450           563,252         11,044         236         2,617,458         11,091         483         5,350,879         1           231,747         7,242         142         892,470         6,285         251         1,432,291         1           135,608         5,896         142         892,470         6,285         251         1,432,291         1           156,229         8,223         89         747,668         8,401         166         1,353,871         8           113,623         5,980         64         290,175         4,534         256         1,407,086         5           \$1,826,322         \$6,476         1,985         \$10,932,973         \$5,508         4,534         225         860,151         3           \$1,826,322         \$6,476         1,985         \$10,932,973         \$5,508         4,534         225         \$57,782,745         \$57,782,745         \$57,782,745         \$57,782,745         \$57,782,745         \$57,782,745         \$577,782,745         \$577,782,745         \$577,782,745	<b>^</b> ;	. 18,201	3,640				ድ	629,432	6.626
29,983         5,997         022,077         3,479         106           563,252         11,044         236         2,617,458         11,091         483         5,           231,747         7,242         142         892,470         6,285         251         1,           135,608         5,896         142         892,470         6,285         251         1,           34,805         2,486         5         25,060         5,012         202         1,           156,229         8,223         89         747,668         8,401         166         1,           47,634         4,330         64         290,175         4,534         226         1,           \$1,826,322         5,476         64         290,175         4,534         225         1	29,983         5,997         022,077         5,479         106         669,450           563,252         11,044         236         2,617,458         11,091         483         5,350,879         1           231,747         7,242         236         2,617,458         11,091         483         5,350,879         1           135,608         5,896         142         892,470         6,285         251         1,432,291           34,805         2,486         5         25,060         5,012         202         977,576           156,229         8,223         89         747,668         8,401         166         1,353,871           47,634         4,330         64         290,175         4,534         225         860,151           \$1,826,322         \$6,476         1,985         \$10,932,973         \$5,508         4,953         \$27,782,745         \$5	4	79,527	5,681	110	rry (0)		124	435,189	3.510
563,252         11,044         236         2,617,458         11,091         483         5           231,747         7,242         142         892,470         6,285         251         1,           135,608         5,896         142         892,470         6,285         251         1,           34,805         2,486         5         25,060         5,011         134         1,           156,229         8,223         89         747,668         8,401         166         1,           47,634         4,330         64         290,175         4,534         226         1,           \$1,826,322         \$6,475         64         290,175         4,534         225	563,252         11,044         236         2,617,458         11,091         483         5,350,879         1           231,747         7,242         2,617,458         11,091         483         5,350,879         1           135,608         5,896         142         892,470         6,285         251         1,432,291           34,805         2,486         5         25,060         5,012         202         977,576           156,229         8,223         89         747,668         8,401         166         1,353,871           47,634         4,330         64         290,175         4,534         226         1,407,086           \$1,826,322         \$6,476         1,985         \$10,932,973         \$5,508         4,953         \$27,782,745	~	29,983	5.997		110,200	5,4/9	90	669,450	6.316
231,747         7,242         2.50         2,617,458         11,091         483         5           135,608         5,896         142         892,470         6,285         251         1,1           34,805         2,486         5         25,060         5,011         134         1,1           156,229         8,223         89         747,668         8,401         166         1,4           113,623         5,980         64         290,175         4,534         256         1,5           \$1,826,322         \$6,475         64         290,175         4,534         225	231,747         7,242         £.017,438         11,091         483         5,350,879         1           135,608         5,896         142         892,470         6,285         251         1,432,391         1           34,805         2,486         5         692,472         9,111         134         1,261,547           156,229         8,223         89         747,668         8,401         166         1,353,871           47,634         4,330         64         290,175         4,534         226         1,407,086           \$1,826,322         \$6,476         1,985         \$10,932,973         \$5,508         4,953         \$27,782,745	2	\$63,252	1 64	226	27, 27, 6		123	747.344	920 9
135,608         5,896         142         892,470         6,285         245           34,805         2,486         5         692,472         9,111         134           156,229         8,223         89         747,668         8,401         166           113,623         5,980         64         290,175         4,534         226           \$1,826,322         56,475         64         290,175         4,534         225	135,608         5,896         142         892,470         6,285         251         1,432,291           34,805         2,486         5         25,600         5,012         202         977,576           156,229         8,223         89         747,668         8,401         166         1,333,871           47,634         4,330         64         290,175         4,534         226         1,407,086           \$1,826,322         \$6,476         1,985         \$10,932,973         \$5,508         4,953         \$27,782,745         3	32	231,747	7 242	00.3	7,017,438	11,091	483	5.350.879	11 078
34,805 2,486 692,470 6,285 251 76 692,472 9,111 134 134 1350 5,980 64 290,175 4,534 225 518 250 5,02 266 5,1826,322 6,475 6,08 8,401 166 290,175 4,534 225	34,805         142         892,470         6,285         251         1,432,291           34,805         2,486         76         692,472         9,111         134         1,261,547           156,229         8,223         89         747,668         8,401         166         1,353,871           113,623         5,980         64         290,175         4,534         2,000         1,007,086           \$1,826,322         \$6,476         1,985         \$10,932,973         \$5,508         4,953         \$27,782,745         \$	23	135 608	700	;			445	3 (0) 030	11,0/0
34,805 2,486 76 692,472 9,111 134 1, 156,229 8,223 89 747,668 8,401 166 1, 13,623 5,980 64 290,175 4,534 226 1, 1826,322 5,477 1,000	34,805         2,486         76         692,472         9,111         134         1,261,547           156,229         8,223         8,223         89         747,668         8,401         166         1,333,871           113,623         5,980         64         290,175         4,534         2,566         1,407,086           \$1,826,322         \$6,476         1,985         \$10,932,973         \$5,508         4,953         \$27,782,745         \$			0,000	761	892,470	6,285	251	1 432 201	0,795
156,229 8,223 89 747,668 8,401 166 1, 13,623 5,980 64 290,175 4,534 225 1, 13,826,322 6,474 1,000	5,003         2,486         5         25,060         5,012         202         1,241,241           156,229         8,223         89         747,668         8,401         166         1,333,871           113,623         5,980         64         290,175         4,534         266         1,407,086           \$1,826,322         \$6,476         1,985         \$10,932,973         \$5,508         4,953         \$27,782,745         \$	4	34 906	ò	26	692,472	9.111	75	167,457,1	9,70
113,623 5,980 747,668 8,401 166 1, 206,175 4,534 225 1, 206,175 4,534 225	113,623 5,980 747,668 8,401 166 1,333,871 269,173 4,534 4,330 64 290,175 4,534 225 \$6,476 1,985 \$10,932,973 \$5,508 4,953 \$27,782,745 \$	: 2	C00,*C	2,486	<b>S</b>	25,060	5.012	<u> </u>	/\$C,102,1	9,415
113,623 5,980 6,401 2,00,175 4,534 225 5,826 225	113,623 5,980 1,333,871 100 1,333,871 100 1,333,871 100 1,333,871 100 1,333,871 100 1,333,871 100 1,333,871 100 1,333,871 100 1,333,871 100 1,407,086 1,407,086 1,407,086 1,407,086 1,985 \$10,932,973 \$5,508 4,953 \$27,782,745 \$	2 5	677'001	8,223	68	747,668		707	977,776	4,839
\$1,826,322 \$6,476 . Oct 290,175 4,534 225	47,634         4,330         64         290,175         4,534         200         1,407,086           \$1,826,322         \$6,476         1,985         \$10,932,973         \$5,508         4,953         \$27,782,745	<u> </u>	113,623	5,980		2004	i0*'o	<u>8</u>	1,353,871	8,156
\$1.826.322	\$1,826,322 \$6,476 1,985 \$10,932,973 \$5,508 4,953 \$27,782,745	= 8	47,634	4,330	3	290 175	7 63 7	90 5 50 5	1,407,086	5,290
1,985 \$10 972 973	4,933 \$27,782,745	797		\$6,476	1.985	\$10 937 973	46C14	577	860,151	3,823



#### Section X

#### FISCAL YEAR 2000

# MEAN PERCENTAGE SALARY INCREASES FOR FACULTY, OTHER (NONTEACHING) PROFESSIONAL STAFF, ADMINISTRATIVE STAFF, AND CLASSIFIED STAFF AT ILLINOIS PUBLIC COMMUNITY COLLEGES

Table 21 summarizes fiscal year 2000 weighted average percentage salary increases of full-time faculty, other professional staff, administrative staff, and classified staff. Comparisons are based on contractual base salaries for continuing employees who were employed in the same employee group during the entire prior fiscal year.

The mean percentage salary increases for each classification of employees at each community college district reporting data are shown in Table 22.

Table 21

# SUMMARY OF FISCAL YEAR 2000 MEAN PERCENTAGE SALARY INCREASES FOR ADMINISTRATIVE, FACULTY, OTHER (NONTEACHING) PROFESSIONAL, AND CLASSIFIED STAFF AT ILLINOIS PUBLIC COMMUNITY COLLEGES

	Mean Percentage Salary Increases			
	Low	High	State Average*	
Administrative	2.5%	10.2%	5.3%	
Faculty (9 and 12 Months)	2.5%	7.2%	5.0%	
Other (Nonteaching) Professional (9 and 12 Months)	2.5%	7.4%	5.3%	
Classified	2.5%	9.5%	5.0%	

\*Weighted



Table 22

#### FISCAL YEAR 2000 AVERAGE SALARY INCREASES AT ILLINOIS PUBLIC COMMUNITY COLLEGES

District	Administrative	Teaching Faculty	Other Professional	Classified	
SANDBURG				Classified	
SHAWNEE	5.4 %	<b>5.2</b> %	6.6 %	5.9 %	
SOUTHEASTERN	5.2	5.2	5.2	5.2	
SPOON RIVER	6.0	5.5	4.2	6.0	
WOOD	4.2	4.4	4.2	4.2	
DANVILLE	3.8	3.8	2.5	3.8	
HIGHLAND	3.5	2.5	3.1	3.0	
KASKASKIA	5.0	<b>5</b> .2	5.0	6.0	
KISHWAUKEE	4.0	2.5	4.0	6.0	
REND LAKE	5.0	5.0	5.0	5.0	
SAUK VALLEY	8.4	4.3	6.1	4.6	
ILLINOIS EASTERN	7.6	4.8	5.6	5.5	
ILLINOIS VALLEY	6.0	5.0	6.0	7.0	
KANKAKEE	4.0	4.0	4.0	4.0	
LAKE LAND	7.2	6.2	5.2	4.9	
LEWIS & CLARK	7.5	5.3	7.3	6.3	
LOGAN	5.1	4.9	5.4	5.5	
MC HENRY	5.9	5.9	6.6	5.9	
BLACK HAWK	4.0	3.8	4.0	4.0	
HEARTLAND	7.0	5.9	5.4	6.3	
ILLINOIS CENTRAL	2.5	5.2	2.5	2.5	
LINCOLN LAND	4.0	4.2	3.8	3.9	
PARKLAND	4.5	4.5	4.5	4.5	
RICHLAND	5.0	5.2	5.0	5.0	
ROCK VALLEY	3.5	3.7	3.5	3.5	
SOUTHWESTERN	4.2	4.9	7.4	4.9	
ELGIN	6.0	6.0	6.0	5.0	
	2.5	5.8	5.1	5.2	
MORTON BRAIDIE STATE	5.1	5.1	4.1	4.3	
PRAIRIE STATE	3.9	6.0	4.3	4.3	
SOUTH SUBURBAN	4.6	5.4	6.5	4.7	
WAUBONSEE	10.2	7.2	6.5	9.5	
CHICAGO	8.8	5.7	6.1	5.7	
DUPAGE	4.7	4.4	4.8	4.6	
HARPER	4.6	4.6	4.6	4.6	
JOLIET LAKE COUNTY	4.0	4.0	4.0	4.0	
LAKE COUNTY	4.3	4.0	4.1	4.3	
MORAINE VALLEY	5.0	5.0	5.0	5.0	
OAKTON	4.7	4.8	4.8	4.8	
TRITON	7.4	5.1	4.3	4.5	
TOTALS/AVERAGES	5.3 %	5.0 %	5.3 %	5.0 %	

SOURCE OF DATA: Faculty/Staff/Salary Submission (C2)



#### Section XI

### FISCAL YEAR 1999 AVERAGE TOTAL SALARY ACTUALLY PAID AT ILLINOIS PUBLIC COMMUNITY COLLEGES

Table 23 compares the contractual base salaries reported for fiscal year 1999 and the average total salaries paid to full-time faculty in fiscal year 1999. The fiscal year 1999 average total salary actually paid salaries include all overloads and compensation for extra assignments paid to full-time faculty from July 1, 1998 to June 30, 1999.

The state weighted average total fiscal year salary paid to faculty in fiscal year 1999 for those districts reporting data is \$7,804 more than the state average academic year (9 and 12 months) contractual salary for full-time teaching faculty in fiscal year 1999. An analysis of total faculty salary is important because some community colleges make an extra effort to ensure that the full-time faculty have first chance at overload classes and extra assignments prior to hiring part-time faculty.

Table 24 contains the fiscal year 1999 average total salary actually paid to administrators, other (nonteaching) professionals, and classified staff.



Table 23

#### A COMPARISON OF FACULTY (9 & 12 MONTH) FISCAL YEAR 1999 CONTRACTUAL BASE SALARIES AND FISCAL YEAR 1999 AVERAGE TOTAL SALARY ACTUALLY PAID

FY 1999 Full-Time Average Faculty FY 1999 Full-Time Contractual Average Faculty Dollar **District** Percent Base Salary Total Salary Difference Difference SANDBURG \$43,760 \$48,308 \$4,548 **SHAWNEE** 10.4% 40,342 44,317 3,975 **SOUTHEASTERN** 9.9% 39,905 46,108 6,202 15.5% SPOON RIVER 39,078 42,833 3,755 WOOD 9.6% 34,982 35,669 687 DANVILLE 2.0% 38,552 47,544 8,992 23.3% HIGHLAND 49,170 55,943 6,773 13.8% KASKASKIA 45,550 52,389 6,839 **KISHWAUKEE** 15.0% 40,996 46,231 5,235 12.8% REND LAKE 42,781 50,413 7,632 17.8% SAUK VALLEY 40,795 48,446 7,651 ILLINOIS EASTERN 18.8% 37,791 51,014 13,223 35.0% ILLINOIS VALLEY 43,297 46,338 3,041 7.0% **KANKAKEE** 48,301 57,820 9,519 19.7% LAKE LAND 40,701 50,122 9,421 23.1% **LEWIS & CLARK** 48,163 53,321 5,158 10.7% LOGAN 45,820 51,417 5,597 12.2% **MCHENRY** 51,522 62,765 11,243 21.8% **BLACK HAWK** 50,145 56,352 6,208 12.4% **HEARTLAND** 41,130 43,846 2,716 6.6% ILLINOIS CENTRAL 44,268 56,246 11.977 27.1% LINCOLN LAND 51,171 59,668 8,497 16.6% PARKLAND 50,334 54,780 4,446 8.8% RICHLAND 43,398 49,826 6,428 14.8% **ROCK VALLEY** 48,202 55,623 7.421 15.4% **SOUTHWESTERN** 51,058 66,971 \* 15,913 31.2% **ELGIN** 65,591 81,337 15.746 24.0% **MORTON** 51,769 57,502 5,733 11.1% PRAIRIE STATE 50,008 58,380 8,372 16.7% SOUTH SUBURBAN 52,495 67,510 15,015 28.6% **WAUBONSEE** 48,378 52,677 4,299 8.9% CHICAGO 60,236 56,266 (3,970)-6.6% **DUPAGE** 62,374 76,150 13,776 22.1% HARPER 60,589 69,337 8,748 14.4% **JOLIET** 56,778 69,123 12,345 21.7% LAKE COUNTY 70,843 88,739 17,896 25.3% MORAINE VALLEY 52,892 73,222 20,330 38.4% OAKTON 64,840 80,050 15,210 23.5% TRITON 61,003 71,603 10,600 17.4% WEIGHTED AVERAGES \$53,057 \$60,862 \$7,804 14.7%



<sup>\*</sup> Estimated SOURCE OF DATA: Salary Submission (C1)

Table 24

FISCAL YEAR 1999 AVERAGE TOTAL SALARY ACTUALLY PAID FOR ADMINISTRATORS, OTHER PROFESSIONALS, AND CLASSIFIED STAFF

	•		•
District		Other	
District	<b>Administrative</b>	<b>Professional</b>	Classified
SANDBURG		<del></del>	
SHAWNEE	\$55,659	\$30,605	\$18,214
SOUTHEASTERN	53,532	31,414	18,070
SPOON RIVER	45,788	33,811	19,114
WOOD	54,757	32,333	16,376
DANVILLE	48,324	29,042	19,922
HIGHLAND	51,797	28,974	20,203
KASKASKIA	52,120	30,669	21,084
	39,814	32,703	26,769
KISHWAUKEE	71,185	32,919	22,228
REND LAKE	52,472	29,953	22,832
SAUK VALLEY	62,228	36,768	20,906
ILLINOIS EASTERN	56,889	30,606	22,142
ILLINOIS VALLEY	<b>54,</b> 577	34,674	22,743
KANKAKEE	52,052	28,710	21,859
LAKE LAND	65,451	32,420	25,107
LEWIS & CLARK	51,710	28,898	22,538
LOGAN	57,498	33,426	20,056
MCHENRY	60,764	38,169	22,248
BLACK HAWK	75,232	39,084	22,965
HEARTLAND	71,233	32,620	19,420
ILLINOIS CENTRAL	66,630	36,189	24,946
LINCOLN LAND	56,804	32,338	25,639
PARKLAND	67,160	36,008	29,009
RICHLAND	63,134	35,365	22,059
ROCK VALLEY	56,352	45,010	25,255
SOUTHWESTERN	63,294 *	38,425 *	24,019 *
ELGIN	66,681	49,062	31,494
MORTON	73,707	35,540	23,757
PRAIRIE STATE	59,024	38,514	23,737 24,778
SOUTH SUBURBAN	73,420	42,105	22,704
WAUBONSEE	67,307	38,973	23,458
CHICAGO	59,647	36,956	23,615
DUPAGE	91,848	51,255	29,027
HARPER	85,856	47,848	
JOLIET	52,098	36,916	31,639
LAKE COUNTY	82,753	49,543	30,736 30,334
MORAINE VALLEY	<b>78,994</b>	40,802	30,324
OAKTON	86,732	50,880	22,120
TRITON	71,395	48,220	30,311
WEIGHTED AVERAGES	\$62,559		27,840
	902,333	\$39,248	\$25,019

<sup>\*</sup> Estimated

SOURCE OF DATA: Salary Submission (C1)



#### Section XII

# STATEWIDE AVERAGE ANNUAL CONTRACTUAL SALARIES IN ILLINOIS PUBLIC COMMUNITY COLLEGES FOR FISCAL YEARS 1996 TO 2000

Table 25 contains statewide average annual contractual salaries for Illinois public community college faculty (9 and 12 month), administrators (12 month), and other (nonteaching) professionals (9 and 12 month) for the last five fiscal years. Please be advised that analysis of these data are problematic because all colleges, due to negotiations or unforeseen problems, do not submit salary survey data every year.

Table 25

# STATEWIDE AVERAGE CONTRACTUAL SALARIES FOR FACULTY, ADMINISTRATORS, AND OTHER (NONTEACHING) PROFESSIONALS IN ILLINOIS PUBLIC COMMUNITY COLLEGES FISCAL YEARS 1996 TO 2000\*

	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000
Faculty (9 Month)	\$48,843	\$50,095	\$51,812	\$53,417	\$53,974
Faculty (12 Month)	\$35,127	\$36,433	\$40,128	\$42,180	\$42,504
Administrators (12 Month)	\$56,092	\$57,951	\$59,569	\$61,563	\$63,327
Other Professionals (9 Month)	\$43,355	\$44,432	\$46,304	\$50,400	\$51,601
Other Professionals (12 Month)	\$33,164	\$34,047	\$35,414	\$35,943	\$37,637

<sup>\*</sup>Due principally to extensive negotiations, not all colleges submitted salary data for every year reported in this table.

SOURCE OF DATA: ICCB Salary Reports





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