
2009-2010 Institutional Outcomes Report

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President's Introduction

I am pleased to present Harper College's Institutional Outcomes Report for fiscal year 2010. This year has been one of tremendous transition for the College. Despite the changing landscape, all of the institutional priorities set for the College have been realized. Throughout this past year, hundreds of College employees have worked together to achieve these priorities:

Establishing stronger Board/Administrative staff relations.

We have established a new committee structure and format for Board exhibits and have provided the Board with four workshops and eight special briefings. These efforts have moved us toward stronger relationships.

Promoting a vision of "Student Success" as an organizing theme of the Presidency.

The vision of Building Community Through Student Success has resonated well with College employees and community members alike. Our mobilization of the campus community around this theme has involved more than 150 individuals across the campus. We successfully launched the Achieving the Dream initiative with substantial faculty leadership. They examined College data, led student and faculty focus groups and developed implementation strategies that will ultimately result in closing achievement gaps in our student populations.

Examining and re-designing the organizational structure to align resources with the student success theme.

The executive re-organization of the College has been completed. We reduced the executive staff from eight to six and reduced the total number of administrative positions by one. The Academic Affairs, Student Affairs and Enrollment Services Divisions have been combined into one area whose holistic focus will serve to increase student success. We conducted nationwide searches that resulted in the hiring of our new Provost and Executive Vice President.

Examining the needs of the physical plant through a comprehensive Campus Master Plan.

This priority is nearing completion. A campus-wide steering committee was organized to guide the work of the master planners. Over 520 Harper employees and community members have met with the planners. Major issues identified include: circulation/parking; sustainability and "greening" the campus; insufficient support space for academic and student services; and a possible lack of academic instructional space by the year 2020. The plan will yield an updated vision for the Student Life Center and a planning calendar for the various capital projects that will be launched. The Board will receive the Master Plan recommendation in September 2012.

Designing and developing a Strategic Plan for the College.

The vision of Building Community Through Student Success was the focus of our planning efforts. We built upon the Vision 2020 employee planning process and launched community involvement through a Week of Engagement. We have drawn on the scholarly work of Harper faculty and staff, as well as state and national policy leaders. We held a Strategic Planning Conference which brought together over 100 community opinion leaders, Harper faculty and staff to focus on economic and workforce development, as well as student success. We have effectively used the College's governance processes to assure campus-wide buy-in for the Strategic Plan. A mechanism for funding the implementation of the plan has been established.

Leading a review of the Board policies for the College.

A thorough review of the Board policy manual was conducted by the Senior Staff and legal counsel. The final sections of the manual were presented to the Board for approval in June.

Harper College has long distinguished itself through its efforts to serve students and place emphasis on teaching and learning. Innovations in curriculum, teaching strategies and support services for students are hallmarks of the College. Yet, in spite of this emphasis, we find that success is not shared by all of our students. In keeping with our new theme of Building Community Through Student Success, we commit ourselves to reducing student performance gaps and increasing the rate of program completion, transfer and graduation as we go forward.



Kenneth L. Ender, Ph.D.
President

Goal 1: Teaching and Learning

Continued our progress with online course offerings, Fast Track and student support services.

- Completed one Associate of Applied Science (AAS) degree, one certificate and 21 new courses to increase the number of distance course sections offered by 2.5% from 558 to 603. The total number of distance course sections served an 18.7% increase in student enrollment.
- Increased Fast Track enrollment to 477 active students by offering seven additional Associate Degree Business cohorts and two Medical Office Administration Certificate cohorts.
- Developed AAS degree in Health Information Technology program and a new certificate program for Alternative Electrical Energy (solar and wind).
- Created 15 new Continuing Education programs.
- Partnered with Northern Illinois University to complete Baccalaureate degree in Public Safety to be taught at Harper beginning fall 2010.
- Provided 127 opportunities for 3,316 students to learn about multiculturalism, personal strengths, success strategies, sexual assault prevention, career preparation and other topics through curriculum infusion and classroom presentations.

Goal 2: Program Vitality

Demonstrated program vitality through program review, outcomes assessment and increased student support.

- Designed and implemented a long-range replacement plan for instructional equipment and purchased over \$602,000 of new equipment to support 20 departments.
- Acquired instructional equipment through \$63,597 in Perkins and Program Improvement funds for five career programs.
- Completed the program review process for 11 academic programs and one Student Affairs unit.
- Achieved a 98% average user satisfaction rating across all Student Affairs units.
- Completed curriculum mapping of the 12 General Education Outcomes to the active transfer and career program courses.
- Updated program review process to ensure a more cohesive relationship between outcomes assessment and program review.

Goal 3: Student Life

Continued to provide programs and services that develop the whole student.

- Promoted leadership and community-building opportunities for students by: providing 43 clubs and eight organizations; providing leadership development opportunities through the Harper Leadership Challenge; sending 24 students to four regional leadership conferences; and producing a Student Awards Banquet honoring 79 student leaders.
- Produced 209 events through Student Activities, a 26% increase from last year, attracting over 25,744 patrons. 82% of the events were free to Harper students.
- Provided 19 wellness events to 814 participants, an 18% increase over last year.
- Provided a comprehensive intercollegiate and intramural sports program including 52 intramural events with 1,075 students participating; 13 intercollegiate sports involving 289 athletes; and achieved regional or national placement rankings for seven sports.

Goal 4: Resource Development

Continued excellence in fundraising, grants and foundation scholarships.

- Raised or earned \$1,356,292 in FY10.
- Received \$145,000 in major gifts from individuals.
- Submitted \$362,000 in grant proposals and received \$216,000 from corporations and foundations.

Goal 5: Fiscal Management

Demonstrated continued financial excellence.

- Reaffirmed Aaa bond rating by Moody's.
- Received an unqualified opinion on institutional audit without recommendations.
- Awarded the Government Finance Officers Association (GFOA) Distinguished Budget Award for the tenth consecutive year.
- Allocated and transferred \$2.5 million to the Operations and Maintenance Restricted Fund for Capital Projects.

Goal 6: Recruitment and Retention

Achieved a 7.1% increase in FTE with success in key markets, substantial improvement in providing student financial assistance and impressive completion and success rates.

- Increased applications to the College by targeted segments as follows: applications from area high school students increased by 12%; adult applications increased by 14%; and adult Hispanic applications increased by 15%.
- Facilitated the released \$5,391,537 in student assistance, a 439% increase over last year.
- Launched the Harper College Student Success Initiative. Efforts included: joining Achieving the Dream (AtD); developing AtD work teams; developing a strategic plan to identify and address barriers to success; and hosting a Week of Engagement.
- Demonstrated the connection between leadership and retention/success for student leaders: 92% of students in a leadership position in a club/organization were retained from fall-to-spring and 95% earned a GPA of 2.0 or higher with an average GPA of 3.19.

Goal 7: Facilities

Continued progress on campus improvements.

- Completed the following Campus Improvement Projects: final construction work for Building J; stairs in Buildings A and C; new south entrance to Building M; upgraded the Northeast Center alarm system; upgraded OnGuard code; added wireless readers to the Graphic Arts/Nanoscience lab; installed the campus security system at the Childcare Center; installed Remote Access license for Lenel OnGuard software; installed keyless entry to new Graphic Arts space; completed the performance audio and podium requirements drawings for renovation of Buildings G and H; and renovated stadium field.

Goal 8: Technology

Supported and enhanced technology to meet the needs of the College.

- Completed Banner implementation inclusive of the technical infrastructure.
- Piloted the Banner Document Management System (BDMS) initiative in the Admissions Processing area. A total of 23,416 documents have been scanned, indexed and verified. BDMS has provided staff simultaneous and immediate access to electronic documents.
- Implemented online payment tool for 14 departments accepting miscellaneous payments on campus, improving efficiency and security of approximately 5,500 transactions.
- Installed 798 new computers and redeployed 96 computers.
- Installed 27 new Canon iMFPs at various locations across Campus.

Goal 9: Employee Enhancement

Focused on organization structure, professional development and internal communication strategies.

- Invested more than \$459,872 of employee professional development funds for the improvement of Harper's workforce.
- Completed the executive re-organization of the College reducing the executive staff from eight to six. Reduced the number of administrative positions by one and administrative salary costs by \$280,000.
- Created and published 11 editions of the employee newsletter, *InsideHarper!*
- Conducted a College-wide Diversity Symposium featuring speaker Susan Fowler. The event was attended by 115 faculty and staff.
- Completed position re-classification process and implemented market adjustments as appropriate within established timelines throughout FY10.

Goal 10: Institutional Leadership

Demonstrated institutional leadership.

- Conducted a community based strategic planning process based on the vision of Building Community Through Student Success: built upon the Vision 2020 employee planning process and launched our community involvement through Week of Engagement; conducted a Strategic Planning Conference involving more than 100 community opinion leaders and Harper faculty and staff; and recommended a new strategic plan with four strategic directions and nine strategic goals to the Board of Trustees.
- Submitted a progress report to The Higher Learning Commission (HLC) that outlined the improvements made by Harper College in the area of Outcomes Assessment. Report was accepted by HLC in June 2010, with no further reports required. Harper's next comprehensive evaluation is scheduled for 2017-2018. HLC reviewer comments stated that the progress report provided convincing evidence of a mature assessment program that is effective in improving student learning at Harper College.
- Collaborated with the Executive Council and Board Committees to review the Board Policy Manual and submitted updated policies to the Board of Trustees for approval.

Goal 11: Community Alliances

Deepened relationships with the community.

- Hosted a series of events designed to engage business and policy leaders, elected officials, educators, students and other members of the community in thinking collectively about the community college of the 21st century.
- Provided training for 40 companies and 3,279 employees via Harper College for Businesses.
- Ensured that Harper College capital projects—renovation of Buildings G and H (\$20 million), the Campus Life/One Stop Center (\$40 million) and the renovation of the hospitality area (\$4 million)—were included in the State’s Fiscal Year 2011 Budget Bill (House Bill 312).
- Served in leadership roles for local, state and national organizations.
- Launched new alumni Web site, www.harpercollege.edu/alumni.

Goal 12: College Communications

Built awareness and promoted the College’s reputation.

- Developed and sent 47 weekly tip sheets to news outlets resulting in 627 news stories in local and national media.
- Launched Harper’s new external Web site. From July 1, 2009 to June 8, 2010, the College Web site has received 4,863,157 visits and 12,532,052 page views.
- Conducted three media training sessions with College staff and a media relations seminar for the College’s new Board of Trustees officers.
- Arranged a meeting with the College president and the *Daily Herald* Editorial Board resulting in a positive editorial on Harper’s Student Success agenda.

Goal 13: Diversity

Enhanced a campus climate supportive of cultural differences.

- Reached 2,312 students, staff and community members by collaborating with the Black Student Union, Harper Pride, Indian-Pakistani Student Association, and Latinos Unidos to produce 32 multicultural events including: Hispanic Heritage Month, Day of the Dead, Indo/Pak Bazaar, Sabor Latino, Kwanzaa and India Night. Increased participation by 9%.
- Provided 20 diverse students an opportunity to meet with the campus master planning firm. These students learned about the master planning process, provided the planners with feedback and discussed student needs and concerns.
- Redesigned Jobs at Harper Web site to create a welcoming environment for prospective applicants and to encourage persons from under-represented groups to apply.
- Hosted fall and spring welcome receptions in the Multicultural Drop-in Center reaching 354 under-represented minority students.

Institutional Priorities

- Launch the Achieving the Dream initiative to focus the institution on student success.
- Conduct a Campus Master Planning process and implement approved capital projects.
- Support the next phase of SIS (Banner) implementation.
- Continue to develop and nurture relationships with educational, business and public sector partners to benefit the College and community.
- Address transition issues including organizational structure and staffing.
- Review board policies and create a common understanding with the Board of Trustees.
- Design and develop a Strategic Planning process.

Institutional Goals

Goal 1: Teaching and Learning

Review and evaluate the College's overall teaching and learning effort to ensure that the scope of offerings and methods of delivery are effective.

Goal 2: Program Vitality

Effectively evaluate and manage programs, services and technical resources ensuring responsiveness to local needs, enhancing Harper's institutional mission and supporting state requirements.

Goal 3: Student Life

Continue to build a community by providing programs and services that develop the whole student and promote participation and a sense of belonging in the collegiate environment.

Goal 4: Resource Development

Solicit and develop comprehensive resources to support the College.

Goal 5: Fiscal Management

Effectively plan and manage Harper's financial resources by developing and implementing clear financial systems that incorporate regulatory requirements.

Goal 6: Recruitment and Retention

Develop and implement systems and programs to successfully recruit and retain students.

Goal 7: Facilities

Ensure appropriate facilities to meet the instructional and non-instructional needs of the College community.

Goal 8: Technology

Support and enhance technology to meet the academic and administrative needs of the College community.

Goal 9: Employee Enhancement

Ensure employee recruitment, development and retention through appropriate processes.

Goal 10: Institutional Leadership

Foster effective leadership and decision-making by integrating shared governance, strategic planning, research and evaluation.

Goal 11: Community Alliances

Develop and nurture relationships with educational, business and public sector partners to benefit the College and community.

Goal 12: College Communications

Build awareness and promote the reputation of the College through quality communications.

Goal 13: Diversity

Create a campus climate that is supportive of cultural differences and respectful of all constituents.

**Harper College
Institutional Outcomes**

Goal 1: Teaching and Learning

Review and evaluate the College's overall teaching and learning effort to ensure that the scope of offerings and methods of delivery are effective.

Task: 1.1

Offer quality programs and services at times, locations and in ways that respond to student needs, including offerings at off-site locations and through Web applications.

- Completed one AAS degree, one certificate and 21 new courses to increase the number of distance course sections offered by 2.5% from 558 to 603. The total number of distance course sections served an 18.7% increase in student enrollment.
- Increased Fast Track enrollment to 477 active students by offering seven additional Associate Degree Business cohorts and two Medical Office Administration Certificate cohorts.
- Increased dual credit headcount enrollment by 50% by teaching networking and ProStart classes in the high schools. Increased FTE by 62%.
- Initiated Weekend Advantage program allowing students to complete an Associate of Arts Degree by attending weekend classes.
- Implemented common office hours for all departments serving students, expanding hours to 7 p.m. Monday through Thursday.
- Administered 34,635 tests in the Assessment and Testing Center, a 2% increase. Assisted with the pilot for District 211 to provide math COMPASS testing to high school juniors.
- Maintained contact with 1,272 students in Access and Disability Services and increased counselor/specialist contacts by 4%, from 18,000 to 18,720.
- Provided 4,546 Health Services office visits for Health Careers students, a decrease of 8.8%. Increased scheduling efficiencies to reduce the number of required visits.
- Increased the total of duplicated student-counselor contacts in Student Development Centers by 2% to 74,078 contacts. Provided an additional 30,633 contacts, a 30% increase, through in-class presentations and other workshops.
- Developed childcare program at the Northeast Center for 33 children of students in the Non-Native Literacy (NNL) program. Children attended computer classes while parents attended NNL classes. Persistence was 18.5% higher on evenings when the childcare program was offered.
- Grew FTE in Student Development courses by 7% to 209 and unduplicated headcount by 6% to 1,386.
- Implemented the annual schedule of classes to reduce workload and increase information provided to students.
- Implemented process improvements across Student Affairs areas resulting in enhanced access to services and/or cost savings:
 - Implemented “triage” and small group advising system in Academic Advising and Counseling during peak times resulting in an additional 130 students served.
 - Began new full-time student orientation earlier, resulting in 300+ students served through these early options.

- Piloted advising/counseling case management with students enrolled in distance learning courses to help improve retention and success.
- Provided adjunct advising/counseling assistance for Fast Track students with services available at two locations, Harper Professional Center and main campus.
- Implemented Quik-Pay system in the Assessment and Testing Center.
- Decreased the time involved in producing captioned videos by 10%, completed 59 videos and reduced annual cost by \$29,000.
- Implemented projects within Student Affairs to enhance use of the Student Information System:
 - o Made significant progress in adding to the library of programs and certificates available for degree audits.
 - o Developed a plan for implementing advising notes that will be attached to the student record.
 - o Revamped the orientation letter process allowing for personalized invitations to be sent.
 - o Developed a plan for the uploading of AP and CLEP scores which will reduce current manual processing.

Task: 1.2

Develop new programs in response to changing community needs and job market.

- Developed AAS degree in Health Information Technology program and a new certificate program for Alternative Electrical Energy (solar and wind).
- Created 15 new Continuing Education programs. Developed four Continuing Education programs in alternative formats and moved the CDL (truck driver) training yard and road work to the Northeast Center.
- Developed new and enhanced existing Adult Basic Education Bridge programs to assist 35 pre-GED and GED students into manufacturing careers or career programs.
- Provided new programs to assist adult learners, especially the unemployed:
 - Received over \$93,000 from Federal Department of Labor Workforce Investment Act (WIA) funds to help defray costs of the Re/New You initiative.
 - Held WIA information sessions and received 447 WIA vouchers for enrollment in credit and Continuing Education courses.
 - Created Career Stimulus program to meet the needs of individuals who lack the education and/or technological skills to transition into high growth industries.
 - o Offered 72 various career transition workshops. 393 community members affiliated with the Career Stimulus program. 2200 attended Career Stimulus monthly meetings. 477 members attended “NetWorthing” Training seminars totaling 15 hours of training.
 - o Partnered with the Arlington Employment Office and the Northern Cook County Workforce Board to provided financial assistance to the Career Stimulus program.
 - o Provided over 200 career coaching hours for adults who have experienced a job loss or are in career transition. Averaged 19 to 20 Career Stimulus members who have found employment per month.
- Partnered with Northern Illinois University to complete Baccalaureate degree in Public Safety to be taught at Harper beginning fall 2010.

- Aligned biology courses with Roosevelt University prerequisites to the Pharmacy program in anticipation of developing a Pre-pharmacy program at Harper College.
- Conducted community assessments for the purpose of new Continuing Education program development in areas of Six Sigma, Medical Billing and Coding, Lifelong Learning Institute and to solicit ideas for new classes and programs. A course proposal process was created through the online job posting system.
- Worked with area high school districts to align math and English curricula and predict greater student success in college-level coursework.

Task: 1.3

Provide facility and fiscal support for innovative and interactive instruction.

- Completed construction and opened a simulated hospital wing for instruction of Health Career students on the second floor of X wing of Avanté.
- Acquired printing press, computer and lab equipment to complete the build out of Building Y for Graphic Arts and Nanoscience Technology program laboratories.
- Continued work on remodeling plans for Buildings D, G and H. This included coordination of the relocation of all programs and classes in Buildings G and H to Building D in order to accommodate anticipated construction in G and H in fall 2010.
- Received a \$20,000 grant through Illinois Community College Board (ICCB) to develop a Bridge to Healthcare program to serve Adult Basic Education students.
- Provided faculty members a total of \$10,309 for Teaching and Learning Innovation Grants and \$16,679 for Technology Innovation Grants.
- Funded faculty and instructional staff to attend events on innovative instruction (SLATE Conference, SLOAN-C Blended Learning Conference and online workshops, TechConnect Conference, International Online Conference, TCC Worldwide Conference, ITC Webinars, 2 Blackboard Webinars and Faculty Summer Institute).
- Replaced equipment in the digital music and production program.
- Sponsored a team of five faculty and three staff to attend The Evergreen College Learning Communities Summer Institute.
- Completed renovations for the co-location of the Electronics Engineering Technology program to Building Y.

Task: 1.4

Expand learning through the fostering of curriculum infusion opportunities for students (e.g., multiculturalism, diversity, technology, life skills, service learning and learning communities).

- Provided 127 opportunities for 3,316 students to learn about multiculturalism, personal strengths, success strategies, sexual assault prevention, career preparation and other topics through curriculum infusion and classroom presentations.
- Assisted 106 faculty to infuse multiculturalism and other topics into the curriculum:
 - Implemented year eight of the Multicultural Faculty Fellows program with four faculty, increasing the total who have participated to 35.
 - Created and offered a diversity module for the new faculty course.
 - Held a graduate course on multicultural education/social justice for 18 faculty.
- Developed six new Learning Communities.

Task: 1.5

Provide ongoing encouragement of and support for excellence in teaching through acknowledgement of effective teaching and faculty development.

- Provided professional development courses and workshops to expand faculty teaching skills. In total, 893 faculty (full-time and adjunct) enrolled in 129 workshops.
- Completed all scheduled full-time faculty evaluations and faculty mentoring activities. Monitored instruction through classroom evaluations, review of Student Opinionaire of Instruction surveys and peer review committee reports. Completed observations of 347 adjunct faculty and discussed strengths and areas for improvement with each of them.
- Offered Fast Track modality training workshops for adjunct and full-time faculty.
- Developed and delivered 65 scheduled and on-request faculty training sessions on the new version of Blackboard. Scheduled and delivered 14 Saturday morning Blackboard Boot Camp and Beyond workshops for adjunct faculty.
- Held the Second Annual Best Practices Learning Symposium for Developmental Educators at Harper College for 120 attendees.
- Implemented professional development workshops/seminars focused on classroom strategies that increase retention. Held eight graduate classes for faculty, including Writing Classroom Instruction, and Literacy and Learning.
- Planned and delivered the 1st Annual Harper College Assessment Conference and Share Fair attended by over 70 faculty and staff. The conference included a poster fair where faculty and staff showcased their assessment efforts.
- Offered two graduate courses for faculty in best practices for distance course design through Aurora University.
- Held a Harper College Faculty Retreat on best practices for teaching attended by over 90 faculty and teaching staff.
- Delivered 8-week Successful Teaching Online Mentoring Program (STOMP) course for seven full-time and adjunct faculty new distance course developers. Supported five Faculty Fellowships (2 BIO, CIS, ACC and DAS fellows) and 34 individual faculty project requests to create new distance learning courses and programs.
- Supported five faculty (ACC, CIS, 2 ART and WEB) who used the Course Design Review (CD-R) to have their distance course structure examined and evaluated by a panel of peers, their dean and Center for Innovative Instruction (CII) staff.
- Planned and delivered Tech Fest 2010 in collaboration with the Instructional Technology Committee, where 16 faculty showcased their innovative and interactive course materials and delivery methodologies for over 50 other faculty members.
- Supported the Department Blackboard Site initiative to provide a central repository for instructional materials accessible by any faculty member teaching in that discipline.
- Provided Continuing Education Instructor orientation and training in preparation for fall 2009 semester. Engaged the Continuing Education management team in seven leadership development training programs.

Goal 2: Program Vitality

Effectively evaluate and manage programs, services and technical resources ensuring responsiveness to local needs, enhancing Harper's institutional mission and supporting state requirements.

Task: 2.1

Conduct assessment and accountability reviews of curricula and modify existing programs as necessary to meet standards of excellence, community needs and state and national initiatives.

- Completed the National Association for the Education of Young Children self-study report for reaccreditation of the Child Learning Center.
- Completed self-study report for 2010 reaccreditation of the Nursing program.

Task: 2.2

Develop and promote library resources and technologies that support all curricula and delivery modalities to meet the needs of students, faculty and the community.

- Expanded the library instruction program to systematically incorporate the Association of College and Research Library (ACRL) Information Literacy Standards. Held over 387 classes of bibliographic instruction reaching over 5,323 students.
- Added five major electronic databases to the library collection including *Contemporary Women's Issues; Informe; SciFinder; Alexander Street Music Online* and *Value Line*.
- Established and opened Reading Room at the Northeast Center, summer 2010.
- Continued multi-year project for the evaluation, retention, conversion and withdrawal of 12,716 of the journal, video and multi-media collections in the library.
- Delivered six Resources for Learning programs to the Harper community.

Task: 2.3

Acquire and replace instructional capital equipment in support of the curriculum.

- Designed and implemented a long-range replacement plan for instructional equipment and purchased over \$602,000 of new equipment to support 20 departments.
- Acquired instructional equipment through \$63,597 in Perkins and Program Improvement funds for Graphic Arts Technology, Nursing, Diagnostic Medical Sonography, Law Enforcement and Justice Administration, and Fashion programs.
- Updated equipment and software for the ESL Computer Assisted Language Learning Lab. Trained ESL full-time and adjunct faculty to utilize the lab. The lab will support all listening/speaking sections of the Intensive English program.
- Rebuilt and upgraded the language lab with 33 new computers tied into the new Sony Virtuoso software. Upgraded 22 floating software licenses.
- Provided 32 tablet computers to math department for student use during spring 2010.
- Purchased and installed 25 iMac computers in Y126.
- Installed eight additional computers in Y128 Graphic Arts classroom and purchased Apple server for Graphic Arts program.
- Replaced 75 projectors in Buildings I, J and Avanté.

- Rolled out patient management system to Dental Hygiene students and installed five additional computers to support new online patient record system.
- Purchased and installed X-ray sensors, three inter-oral cameras and 18 Dental Remote Access Terminals (RAT).

Task: 2.4

Continue to conduct program reviews to assure appropriate program performance and future planning.

- Completed program review process for: Marketing, Hospitality Management, Certified Nursing Assistant, Nursing, Fashion Design, Art, Humanities, Music, Philosophy, Sign Language Interpreting Certificate, World Languages and the Women's Program.
- Completed annual review of all departments using Administrator's Toolkit criteria.

Task: 2.5

Assure instructional and administrative program quality, accessibility and user satisfaction, through outcomes assessment of career and general education programs, and administrative units.

- Achieved a 98% average user satisfaction rating across all Student Affairs units.
- Surveyed Continuing Education students and achieved an average satisfaction rating of 97%.
- Created the Institutional Outcomes Assessment Committee, a governance committee charged with supporting the outcomes assessment process.
- Updated outcomes for all career programs and made these available to students and the public via the Harper College Web site and Career Planning Guides.
- Reformatted Career Planning Guides to include current program curriculum and updated learning outcomes for all career programs.
- Completed the fifth cycle of program-level outcomes assessment with high participation rates and increased use of results for improvement.
- Updated program review process to ensure a more cohesive relationship between outcomes assessment and program review.
- Increased visibility of the outcomes assessment process with the development of an Institutional Effectiveness page on the external Web site.
- Completed curriculum mapping of the 12 General Education Outcomes to the active transfer and career program courses.
- Implemented General Education outcomes assessment pilot project to assess critical thinking skills across the curriculum.
- Conducted outcomes assessment workshops for over 30 faculty to demonstrate the new online and interactive Outcomes Assessment Handbook.
- Implemented the Outcomes Assessment Faculty Fellowship. Two faculty members (STU DEV and NUR) were selected to partner with the Outcomes Assessment Office and create an assessment project that explores new ways to assess student learning.
- Created and administered an Adult Basic Education/Adult Secondary Education survey to determine student needs and topics for academic, vocational and personal advising on campus at the Northeast Center and Palatine Opportunity Center.

Goal 3: Student Life

Continue to build a community by providing programs and services that develop the whole student and promote participation and a sense of belonging in the collegiate environment.

Task: 3.1

Offer opportunities to develop student skills in interpersonal and intrapersonal effectiveness, intellectual development and life management.

- Provided students with free legal and financial advice:
 - Provided 14 legal sessions to 241 students.
 - Provided 25 individual financial advising sessions to students.
- Students participating in the Multicultural Leadership Retreat showed growth as follows:
 - 97% indicated an increase in understanding and valuing differences in people.
 - 97% indicated they would feel comfortable interacting with someone different than themselves.
 - 93% indicated they have a sense of responsibility to educate Harper's community about diversity.

Task: 3.2

Provide leadership development opportunities.

- Promoted leadership and community-building opportunities for students:
 - Provided 43 clubs and eight organizations through Student Activities, involving 1,777 student participants, 5% above the seven-year average.
 - Provided leadership development opportunities for students through: Harper Leadership Challenge program with 69 students attending at least one session and 19 students completing the program; sending 24 students to four regional leadership conferences; and producing a Student Awards Banquet honoring 79 student leaders.
 - Provided opportunities for students to improve leadership skills by participating in efforts to retain Monetary Award Program grants at a down-state rally.
 - Provided an opportunity for students to participate in the PACE bus public hearing to protest reductions in service; efforts resulted in saving Route 696.
 - Provided an opportunity for 34 students to participate in the March for America Rally (Dream Act/Immigration Reform) in Washington, D.C.
 - Engaged students in the Text Book Advisory Group to encourage stabilization or reduction of textbook prices.

Task: 3.3

Enrich the educational experience through offering and/or supporting co-curricular programming.

- Produced 209 events through Student Activities, a 26% increase from last year, attracting over 25,744 patrons. 82% of the events were free to Harper students.
- Offered events programming to promote student engagement and enrich the educational experience:
 - Welcomed new students to campus with Welcome Week activities that reached 6,103 students.

- Offered Hullabaloo, an event to connect students with one another, College support services and clubs/organizations. Reached 1,700 students, a 13% increase.
- Offered 11 advising/counseling presentations and workshops that reached 163 students.

Task: 3.4

Support student success by providing programs, activities and events that promote health, education and wellness.

- Provided 19 wellness events to 814 participants, an 18% increase over last year.
- Maintained strong Fitness Center participation with 1,122 memberships.
- Implemented the Incident Command system and utilized infectious disease plan due to H1N1 threat.
 - Distributed 346 vaccinations to Harper students, faculty and staff.
 - Tracked incidence of flu on campus with only 47 reported incidences.
 - Provided information for infectious disease prevention on Web site, portal and campus signage.

Task: 3.5

Develop policies and procedures that create a safe and healthy environment for students.

- Strengthened the College's Emergency Preparedness:
 - Conducted two functional exercises to test evacuation procedures on Harper's main campus (Buildings G, H and I) and the Harper Professional Center.
 - Conducted an exercise to test the tornado shelter procedures on the main campus.
 - Performed tests of mass notification capability using SMS text messaging and voice message alert.
 - Presented five offerings of the HARPEReReady - Strengthening Harper's Emergency Preparedness seminars to faculty and staff.
 - Conducted a table top exercise with the President and Senior Staff to practice the processes for responding to emergencies on campus.
 - Presented emergency management procedures to the Board of Trustees including an explanation of their role in the Campus Emergency Operations Plan.
 - Developed a framework for a Counseling Response Plan to provide counseling services during and after emergency situations.
 - Continued a shadowing program with the Palatine Police Department in which a Palatine officer is paired with a Harper officer to become familiar with campus.
 - Familiarized personnel from the Palatine Fire Department, the Palatine Rural Fire Department and the Rolling Meadows Fire Department with the campus.
- Strengthened approach to student civility concerns:
 - Re-configured Student Center lounge and required display of student IDs.
 - Reached out to problematic students in direct conversations.
 - Hosted, Where to Draw the Line, small group workshops.
 - Held a Town Hall meeting for students who use the Student Center lounge.
 - Hosted four civility roundtables for students to meet with senior College leadership.

- Promoted campus safety through utilization of the Harper Early Alert Team (HEAT) for Behavioral Intervention and Threat Assessment. Processed 27 cases, a 35% increase over last year, and successfully resolved 100%.
- Enhanced campus safety by participating and promoting the following on campus:
 - Investigated the use of surveillance cameras on community college campuses and determined strategic placement locations for Harper's campus.
 - Installed an evacuation gate to the northwest stairwell of Building A.
 - Coordinated placement of lock cylinders, card access and closed-circuit security video at six exterior door locations.
- Adjudicated 87 formal cases of academic dishonesty, an 81% increase over last year and 53 Student Code of Conduct violations, an increase of 51% over last year.
- Implemented new smoking areas and signage to help mitigate complaints around smoking violations.
- Purchased seven additional Automated External Defibrillators (AED) for the campus. Trained and certified 44 staff and faculty on CPR and AED usage.
- Rolled out new school messenger system for emergency notification.

Task: 3.6

Provide comprehensive intercollegiate and intramural programs.

- Achieved high regional or national rankings for seven intercollegiate sports:
 - Received national placement honors for four teams: Wrestling, National Championship; Men's Track and Field, 3rd place; Women's Track and Field, 4th place; and Women's Cross Country, 6th place.
 - Won regional championships in Women's Cross Country, Women's Track and Field, and Men's Track and Field.
- Provided 13 intercollegiate men's and women's sports involving 289 athletes:
 - Thirteen athletes achieved NJCAA All American status.
 - Six athletes achieved NJCCA Academic All American status.
- Provided 52 intramural events with 1,075 students participating.

Goal 4: Resource Development

Solicit and develop comprehensive resources to support the College.

Task: 4.1

Seek public and private sector funding to support institutional initiatives.

- Raised or earned \$1,356,292 in FY10.
- Received \$145,000 in major gifts from individuals.
- Hosted a campaign celebration for over achieving our \$7 million goal by raising \$8.3 million for Project Tomorrow.
- Awarded \$95,300 in funding by the Resource for Excellence Committee to support:
 - Choice Scholars Institute.
 - The Tribute to Leaders Symposium: Engaging African American School Students.
 - Computer Skills Jump Start.
 - College Access for Special Populations.
 - Entrepreneurial Success: The Fuel for Economic Growth and Development.
 - Career Stimulus.
 - Students First Discretionary Funds.
- Provided oversight to the Foundation scholarships and awards program.
 - Awarded 100% of scholarships.
 - Awarded James J. McGrath Community Service Award to Kris Howard Jensen.
 - Awarded the Motorola Award for Excellence Scholarship to traditional student Elyse Jacks and non-traditional student Katarzyna Grzesik.
 - Awarded the Amersham Endowed Scholarship to Jazmin Romero.
 - Awarded the Motorola Distinguished Faculty Award to Dr. Joanne Leski, Director of, and Professor in, the Nursing program.
 - Established 12 new scholarships through the Foundation since June 2009.
- Acquired six new pieces for the Art Collection that include:
 - Oil painting by Kariann Fuqua.
 - Collage by Gordon Young.
 - Watercolor by Charlotte Sasser.
 - Digital collage by Jared Raglund.
 - Sculpture by Ed Angell.
 - Mixed media sculpture by Sandy Tramel.
- Hosted the annual Small Works Art Exhibition and Reception attended by 70 guests.
- Secured the following grants:
 - ETIP (Incumbent Worker Grant) that reimburses area companies for a portion of the costs incurred for onsite training.
 - SOS (Literacy Grant) that provides funds to companies engaged in Workforce English as a Second Language courses for their employees.

- DAR (Disaster Assistance and Recovery) assists small businesses in developing business continuity plans should disasters strike.
- Capstone Experience (for the unemployed) provides needed services to unemployed individuals including additional training and counseling.
- Workforce Grant provides funding for Veterans Assistant.
- Received funding from Nation Pizza Products for two student scholarships.
- Developed new revenue sources for captioning services resulting in \$6,000 in new funds for producing Heating Ventilation and Air Conditioning program DVDs.
- Received a fourth \$25,000 grant from the Omron Corporation for support of specialized programs and technology.
- Secured \$130,000 in grant funds from the Workforce Board to pay for additional services at the One Stop, memberships into career stimulus and workshops for the unemployed.
- Received \$45,000 Innovation grant from the Northern Cook County Workforce Board.

Task: 4.2

Develop the annual comprehensive resource development plan.

- Executed the annual fund plan and related activities.
 - Received \$166,000 in in-kind gifts.
 - Raised \$157,000 gross for the March President's Ball. The event attracted nearly 300 guests and boasted over \$23,000 in onsite fundraising.
 - Raised \$74,412 from the 22nd Annual Golf Outing.
 - Raised \$40,000 for various other events such as *Diary of Anne Frank* Theatre Reception welcoming Dr. Cathy Ender.
 - Raised \$31,395 in renewed scholarship funding (90% of goal).
 - Raised \$10,000 in direct mail solicitations (65% of goal).
 - Secured Pacesetter gifts from 88% of Foundation Board and Board of Trustee members.
 - Raised \$35,000 from the annual employee campaign (70% of goal).
 - Raised over \$8,000 in memorial and tribute gifts.
 - Submitted \$362,000 in grant proposals and received \$216,000 from corporations and foundations.
 - Secured 183 new donors to the Foundation.

Task: 4.3

Update and implement policies and procedures for grants, gifts and investments.

- Provided appropriate control on distribution and acceptance of funds.
 - Completed government reports and tax forms accurately and met all deadlines.
 - Reviewed and approved Form 990 by the Audit Committee prior to IRS filing.
- Updated the Foundation's current Art Acquisition Policy and Art Collection Program Policy (last revised in 2004) to address in more detail the acquisition process, committee composition, accessioning process, loans and deaccessioning.

Task: 4.4

Implement a Foundation Board development process.

- Recruited seven new members to the Foundation Board.
 - Mark Cleary–Director Business Management, Northrop Grumman Corporation.
 - Kathy Gilmer–retired from Harper College for Businesses and as Director Outreach Centers, Northern Illinois University.
 - George Powers–Senior Vice President Human Resources and Administration, Square D/Schneider Electric.
 - Thomas Pyra–President, Aberdeen Partners, Inc.
 - Jim Schwantz–Mayor, Village of Palatine and National Account Sales Manager, Von Sydow’s Moving and Storage, Inc.
 - Bob Stanojev–retired Senior Partner, Ernst & Young Consulting.
 - Richard Wilson–Vice President Food Service Midwest Business Unit, Pepsi Beverages Company.
- Renewed three Foundation Board members, whose terms expired, to another three-year term.
- Added one retiring Foundation Board member to the status of Emeritus Director.

Task: 4.5

Continue strengthening the fundraising infrastructure of the Foundation’s systems, programs and staff.

- Received an unqualified audit opinion.
- Completed constituent code cleanup project for the Foundation’s Raiser’s Edge database, refining and defining the coding structure to be used moving forward.

Goal 5: Fiscal Management

Effectively plan and manage Harper's financial resources by developing and implementing clear financial systems that incorporate regulatory requirements.

Task: 5.1

Maintain Aaa rating from Moody's Investor Service through producing audits with unqualified opinions, balanced budgets and spending within budgets.

- Ensured integrity of financial records and safeguarded assets of the College to support management decision-making and production of the audit, as evidenced by no auditor required adjustments to the financials.
- Reaffirmed Aaa bond rating by Moody's.
- Completed the annual audit.
 - Received an unqualified opinion.
 - Received no findings indicating a need for improvement.
- Facilitated successful budget development process throughout the College.
- Implemented 10 year academic capital replenishment plan.
- Initiated new capital project tracking process.
- Awarded GFOA Distinguished Budget Award for tenth consecutive year.
- Managed college investments to ensure optimum return on investments following Board policies.
- Reviewed and modified the investment policy as needed.
- Determined availability of funds, selecting investments for highest yield while considering deposit, interest rate and market risk.
- Maintained cash flow for the college and referendum bond investments.
- Investigated expanded investment opportunities for working cash and bond funds.

Task: 5.2

Develop a funding stream for building repair and replacement needs as identified by the Facilities Assessment.

- Allocated and transferred \$2.5 million to the Operations and Maintenance Restricted Fund for Capital Projects.

Task: 5.3

Stay current on the new reporting requirements of various external agencies and modify systems to meet those reporting requirements, including implementation of the various Governmental Accounting Standards Board pronouncements as required.

- Monitored accounting policies and procedures to improve internal control and comply with Generally Accepted Accounting Principles (GAAP), ICCB and Board policies.
- Addressed all new Government Accounting Standards Board (GASB) and ICCB compliance requirements.

- Monitored institutional and divisional grant expenditures in academic affairs to assure 100% compliance with no disallowed costs or audit findings. Fiscal monitoring visit and program monitoring visit had no findings.
- Increased use of purchase orders, internal hierarchy, self service and workflow in Oracle.
- Managed the ICCB Adult Education and Family Literacy grant funds to assure 100% grant compliance and maximize financial reimbursements to the College.

Task: 5.4

Manage auxiliary enterprises to break even or better.

- Experienced full cost recovery in Harper College for Businesses for FY10.
- Achieved rental revenue of \$15,549 at the Northeast Center and Harper Professional Center.
- Generated Continuing Education gross revenue of \$3,028,936 for FY10. Generated in Continuing Education an average margin of 30% for an overall net profit of \$47,381. Reduced Continuing Education operational expenditures (indirect costs) by 8.4%.
- Realized net profit of \$547,633 in the Bookstore, 10.2% over budget.
- Introduced a textbook rental program to provide another cost effective alternative for students to obtain course materials.
 - Identified 52 textbook titles for rental in spring 2010.
 - Saved students \$60,000 with textbook rental.
- Acquired lower cost used textbooks resulting in 47% more used textbooks available to students. Saved students \$535,000 with used textbooks.
- Managed the Child Learning Center budget to ensure that operational needs of the center were met and fiscal stewardship of the program maintained. Current projections indicate the program will end the year with over a \$20,000 profit.
- Purchased and installed equipment to allow debit card payment in the main cafeteria and satellite locations.
- Conducted organizational and fiscal analysis of Continuing Education programs that did not meet established margin goals. Redesigned Non-Profit Certificate program, Management Development Certificate program, ACT courses, Veterinary Assistant Certificate, dance curriculum and Sports Camp program in InZone. Established strategy to reduce losses on Aquasize classes. Established new structured art program and Film Acting Camp in InZone. Discontinued programs in TECH: Game Developer, Microsoft Office 2003, Autodesk 3ds Max, Apple Final Cut Pro and Security Certified Professional.
- Provided leadership to 650 Higgins Condo Association to maximize the return on investment of the College.

Goal 6: Recruitment and Retention

Develop and implement systems and programs to successfully recruit and retain students.

Task: 6.1

Increase credit enrollment through integrated enrollment strategies.

- Realized a 7.1% increase in FTE. Increase reflects efforts to improve course and program offerings, accessibility and affordability. Experienced the following increases by semester:
 - 9.5% summer 2009.
 - 4.8% fall 2009.
 - 8.8% spring 2010.
- Increased applications to the College by targeted segments as follows:
 - Increased applications from area high school students by 12%.
 - Increased adult applications by 14%.
 - Increased adult Hispanic applications by 15%.
- Facilitated the released \$5,391,537 in student assistance by the published September 10, 2009 date. This represents a 439% increase over last year.
- Awarded 100% of the unrestricted Foundation funds for scholarships.
- Increased the number of on-time Free Application for Federal Student Aid (FAFSA) filers by 10%.
- Evaluated and processed 2,926 transfer credit transcripts, a 68% increase over last year. Increased transcript evaluations for Limited Enrollment programs by 43%.
- Reviewed and verified student academic records for graduation. Awarded 2,452 Degrees and Certificates.
- Increased subscription to the Parent Newsletter by 10% over last year.
- Developed strategies to increase enrollment in engineering and computer science.

Task: 6.2

Collaborate in the development and implementation of retention-oriented strategies and programs to retain students in courses and programs to goal completion.

- Launched the Harper College Student Success Initiative. The efforts included:
 - Harper College was accepted into the Achieving the Dream (AtD) network; one of five community colleges in Illinois and among 130 in the country.
 - President Ender addressed the Harper community in fall 2009 and launched the development of a strategic plan to identify and address barriers to student success.
 - More than 150 members of the Harper community volunteered to get involved in the Student Success Initiative under AtD.
 - A Week of Engagement, involving Harper College faculty, staff and students as well as education and business partners, provided dialogue about student success through two symposiums in November 2009.
 - Preparing the Global Workforce.
 - The Nexus of Student Success.

- Created four work teams comprised of 40 faculty and staff: Champion Team, Data Team, Core Team and Focus Group Facilitators. Teams analyzed Harper student data, identified achievement gaps and recommended responsive strategies for implementation. Four strategies with six components were submitted to the AtD network and approved for implementation:
 - o Accelerate for Success: Choice Scholars and Accelerated Pipeline.
 - o Placement for Success.
 - o Partners for Success.
 - o Connect for Success: Summer Bridge and Early Alert.
- Achieved strong retention/success rates for 408 undecided major students using the Career Center: 97% retained from fall-to-spring and 88% attained a GPA of 2.0 or above.
- Achieved strong retention and academic success results for a sample of 2,325 currently or previously enrolled good standing students receiving academic advising and counseling: 86% were retained from fall-to-spring and 87% attained a fall GPA of 2.0 or above.
- Achieved a year-to-year repeat rate of 25.6% for Continuing Education students through increased in-class marketing and the implementation of retention pathways.
- Improved placement test scores for all Choice Scholar graduates. The A and B grade distribution of Choice Scholars in the fall semester was 55% (Harper average is 57%).
- Developed a College Readiness Alliance between Harper College and Township High School Districts 214 and 211.
- Initiated and sponsored a club for Veterans who attend Harper College.
- Sponsored the Sistertalk for the Soul Club to support efforts of minority female students to persist in college.
- Planned and executed an on-campus Commencement Ceremony.

Task: 6.3

Implement intervention systems for at-risk students.

- Attained positive retention and success results with students with disabilities receiving support from Access and Disability Services (ADS):
 - LD/ADHD and Deaf/Hard of Hearing students receiving additional support:
 - o 82% fall-to-spring retention rate.
 - o 78% earned a 2.0 or higher GPA.
 - All other registered ADS students:
 - o 81% fall-to-spring retention rate.
 - o 66% earned a 2.0 or higher GPA.
- Achieved positive retention and success results with probation students receiving academic advising and counseling. A sample of 405 probation students showed:
 - 80% fall-to-spring retention rate.
 - 66% attained a 2.0 or higher GPA.
- Coordinated the Developmental Advocates peer mentor program for 29 appealed/suspended students with the following results:
 - 73% fall-to-spring retention rate.
 - Average semester GPA increased from 1.52 to 3.05.

- Strengthened the R.E.A.C.H. Summer Bridge program by increasing the student cohort to 109 students. Achieved the following:
 - 76% fall-to-spring retention rate.
 - 66% had a GPA of 2.0 or higher; 28% had a GPA of 3.0 or higher.
 - 74% of the students had a spring semester GPA of 2.0 or higher.

Task: 6.4

Recruit and retain academically successful student achievers and leaders.

- Provided large group and individual mentoring/advising sessions through the Academic Advising and Counseling Center to facilitate achievement of Distinguished Scholars:
 - 88% earned a fall GPA of 3.0 or higher.
 - 81% earned a spring GPA of 3.0 or higher.
 - 93% retained from fall-to-spring.
- Demonstrated connection between leadership and retention/success for student leaders:
 - 92% of students holding an executive leadership position in a club/organization were retained from fall-to-spring.
 - 95% earned a GPA of 2.0 or higher with an average GPA of 3.19.
- Recruited 289 student athletes attaining a 90% retention rate from the beginning of the fall semester to the end of spring semester; cumulative athlete GPA for fall and spring was 2.44 and 72% of all athletes succeeded with a 2.0 GPA or higher.
- Provided two mid-semester academic success workshops to help improve outcomes for 23 underperforming student leaders.

Task: 6.5

Deliver academic support to aid in student retention.

- Established a mentoring program for engineering students.

Task: 6.6

Develop and implement an annual, comprehensive marketing plan for noncredit programs to efficiently utilize resources.

- Created and implemented a comprehensive Continuing Education enrollment and marketing plan, which included fall 2009 and spring 2010 marketing campaigns, CE Magazine, course schedule, social media, prospect mining and other tactics.

Task 6.7

Continue to develop Web strategy and content to address enrollment needs, and other constituency needs.

- Implemented a process that allows the College to receive electronic transcripts of District high school students via two secure vendors, Docufide and e-ScripSafe. This eliminated mailing time, postage costs and unnecessary paper usage.
- Launched online Adult Information Sessions in February 2010 resulting in 73 inquiries into various College programs.
- Re-designed the library Web site to ensure compliance with ADA accessibility standards.
- Utilized Web 2.0 tools such as blogs, wikis, Delicious, flicker and Facebook to promote library services, events and resources.

Goal 7: Facilities

Ensure appropriate facilities to meet the instructional and non-instructional needs of the College community.

Task: 7.1

Continue maintenance process that identifies and corrects unsafe spaces.

- Completed the final construction work for Building J and the stairs in Buildings A and C.
- Completed the design and finished approximately 80% of the construction work for Buildings F, L, P and R chilled water loop work.
- Managed and administered the infrastructure of the building system with improved operational efficiency and minimal unplanned down time.
- Evaluated the organization of the Physical Plant and improved the department and process efficiency.
- Created a five-year project plan for improvements.
- Completed Life Safety and other access projects, including:
 - Completed the new south entrance to Building M, changed from original design.
 - Identified new projects for future Life Safety funding and gave input on campus accessibility to the Facilities Committee and the Master Planning Committee.
 - Finished the installation of auto door openers, adding a few new locations.

Task: 7.2

Retrofit instructional spaces (classrooms, lecture halls, conference rooms and meeting spaces) with video, audio and computing technology to augment and enhance instructional delivery.

- Installed web cameras, monitors, simulation equipment and laptops in four of the simulation hospital rooms and the birthing room. Set up four rolling carts with new laptops. Set up a call light system at the Nursing station.
- Tested and implemented closed captioning option in 33% of the Smart classrooms for use with closed captioning DVDs.
- Installed Smart classroom technology in E106 and E107.
- Installed six new workstations with requested software in Y124 for Nanoscience Technology program.
- Completed a refresh of laptops in each combo unit (rolling padded suitcase with a laptop and projector) for use in conference and administrative meeting rooms.

Task 7.3

Retrofit facilities to protect technology investment via keyless access and video surveillance.

- Upgraded the Northeast Center alarm system with six cameras and a video server.
- Standardized readers at Harper Professional Center.
- Purchased area access manager which allows the distribution of door control.
- Piloted an edge device, door control system.
- Added wireless readers to the Graphic Arts/Nanoscience lab and two information technology (IT) storage closets.

- Installed the campus security system, Lenel, at the Childcare Center.
- Installed Remote Access license for Lenel OnGuard software.
- Upgraded OnGuard code.
- Enhanced safety of the tunnel by installing six new readers to access points.
- Installed keyless entry to new Graphic Arts space.
- Completed the performance audio and podium requirements drawings for renovation of Buildings G and H.

Task: 7.4

Utilize the Facilities Assessment to guide development of a long-term Master Plan.

- Updated the Campus Master Plan to determine the best and most efficient use of the \$300 million of capital dollars available.
- Conducted a Campus Master Planning process through numerous meetings between stakeholder groups and the master planners including over 520 employees and community members.
- Provided feedback to architects regarding the master plan.

Task: 7.5

Submit appropriate and fundable projects to the State of Illinois through the RAMP process and other identified state funding streams.

- Prepared for the updating of campus plans and designs for the construction of approved capital projects related to the 2020 Vision for the College.
- Ensured the renovation of the stadium field to accommodate fall athletic events.
- Assessed, updated and revised plans and documents for the One Stop/Campus Life Center.

Task: 7.6

Optimize the use of facilities through implementation of appropriate software and additional process improvements.

- Exceeded electrical power cost reduction goal of 2% by developing a strategy to beat the fair-market price of electricity with a savings of 10.4%.
- Exceeded natural gas cost reduction goal, beating the Nicor settlement price by 9.8%.
- Implemented Kronos time recording system which directly interfaces the time clock with the payroll system/general ledger.
- Improved the quantity and the quality of construction work of the Physical Plant.

Goal 8: Technology

Support and enhance technology to meet the academic and administrative needs of the College community.

Task: 8.1

Provide training programs, management information systems and decision support tools to facilitate organizational development, institutional effectiveness and process improvements.

- Launched implemented workflow within the Banner system to help manage the transcript evaluation request process and increase communication with students.
- Piloted BDMS in the Admissions Processing area. A total of 23,416 documents have been scanned, indexed and verified since going live. BDMS provided staff simultaneous and immediate access to electronic documents.
- Purchased TracDat outcomes assessment software to manage the assessment, planning and institutional effectiveness efforts of the College.
- Initiated the use of electronic delivery of all relevant financial aid related correspondence with the student, saving over \$6,000 and staff time.
- Provided focused IT support to the AtD initiative.
- Provided training classes to the campus community for the Canon iMPFs.

Task 8.2

Support and enhance the installed technology base and the Harper College Communications Network (HCCN) infrastructure.

- Installed new marquee with color graphics at main entrance on Algonquin Road.
- Upgraded Nexus, television broadcast system, including hardware, software and backup used for telecourses.
- Installed Informacast to send emergency messages over the campus VOIP phones.
- Added ten new access points to expand the Wireless infrastructure.
- Upgraded hardware and software in 14 Target Vision areas and wired three new areas.
- Added satellite reception to Building M to enhance health/wellness program offerings.

Task: 8.3

Assess the needs of the organization and business practices to ascertain the requirements of using technology in the workplace.

- Initiated electronic ACH invoice payments. Over 40% of invoices paid electronically.
- Developed strategy for the migration of EBS release 12.
- Verified cost efficiency of Blackboard as a hosted service.

Task: 8.5

Remain current on 'state of the art' technological changes and ensure systematic updating of installed technology and computing infrastructure.

- Installed 798 new computers and redeployed 96 computers.
- Installed three Banner 8 test and production servers.

- Installed 27 new Canon iMFPs at various locations across Campus.
- Implemented additional self service management and employee function including benefits enrollment and personnel action notices in Oracle Business Suite.
- Purchased Mimosa software as an e-mail archival system.
- Upgraded imaging software EMAGO.
- Investigated, purchased and began implementation of a Service Desk system for both back office functions and client status viewing.
- Added nine laptops in the library for student checkout, six machines in the bibliographic instruction room and four machines to the first floor of the library.
- Added four computers to each of the two remodeled Fast Track classrooms.
- Installed four computers and a printer in the new Northeast Center reading room.
- Selected Nebraska Bookstore system as the replacement vendor for the bookstore.
- Developed strategy for the campus-wide rollout from Microsoft XP to Windows 7.
- Completed cutover to Comcast as Harper's primary internet service provider.
- Migrated software and contract library from analog to digital.

Task: 8.6

Continually evaluate and utilize technology (including assistive technology) to improve access and services for students and employees.

- Completed Banner implementation inclusive of the technical infrastructure.
- Increased student traffic in the Assistive Tech lab by 11.4% (6.4% above goal).
- Expanded document imaging system to Admissions, Student Records, Continuing Education and Office of Financial Aid.
- Completed implementation of paperless pay for payroll.
- Implemented paperless electronic delivery of W-2's.
- Implemented electronic check payment for students at the Business Office.
- Implemented online payment tool for 14 departments accepting miscellaneous payments on campus, improving efficiency and security of approximately 5,500 transactions.
- Centralized all limited enrollment admissions data into the Banner student system.
- Refined the student portal design to improve student usability and increase usage.
- Developed a weekly calendar to post in the "Advising News" channel of "My Advising" and updated the information online each week. The tab typically receives 400-500 daily hits during peak registration periods and 100-150 daily hits during the rest of the term.

Task: 8.7

Incorporate plans to utilize technology (including assistive technology) to improve access and services for students and employees.

- Developed and commenced implementation of plan to upgrade to Banner 8.
- Developed plan and commenced implementation of Electronic Data Warehouse system.
- Developed plan for rollout of Enrollment Management Suite.

Goal 9: Employee Enhancement

Ensure employee recruitment, development and retention through appropriate processes.

Task: 9.1

Develop policies and procedures that create a safe and healthy environment for employees.

- Conducted four supervisor forums on training and issue resolution. Provided faculty and adjunct faculty contract review, interpretation and training for Dean's Council.
- Ensured timely follow-up and resolution of grievances.
- Built mutual understanding and resolved potential issues through monthly meetings with the Administration Team and the Adjunct Faculty Executive Team.

Task: 9.2

Initiate, fund, promote and evaluate employee training and organizational development experiences which support institutional directions and required skill competencies.

- Invested more than \$459,872 of employee professional development funds for the improvement of Harper's workforce.
- Delivered 91 faculty training events and two Adjunct Faculty Orientation programs.

Task: 9.3

Enhance diversity and multicultural awareness among all employees to ensure a "welcoming" environment for Harper's constituents.

- Conducted a College-wide Diversity Symposium featuring speaker Susan Fowler. The event was attended by 115 faculty and staff.
- Finalized the Mentoring Program for Underrepresented Faculty and Administrators and received Presidential approval.
- Provided workshop, Searching for and Attracting Culturally Competent Candidates, for search committee members. Dr. Cristine Cullinan of the University of Oregon facilitated two workshops for 17 faculty and administrators.

Task 9.4

Recognize the contributions of employees through effective internal communication strategies such as a newsletter.

- Created and published 11 editions of the employee newsletter, *InsideHarper!*
- Supported effective internal communication through quarterly supervisor forums, monthly new administrator meetings, Tea and Talk meetings with classified staff and administrative professional day activities.
- Developed and delivered an employee day in November 2009.
- Redesigned the Employee Service Award Program to leverage awards and recognition through a ceremony with the President.
- Redesigned the Exceptional Service Award Program to the People You Should Know at Harper Program, rollout 2011.

Task: 9.5

Execute an inclusive plan to recruit, select, support and retain qualified employees.

- Hired one administrator and 11 faculty, including three from diverse backgrounds (27%).
- Conducted nationwide searches that resulted in the hiring of a Provost and Executive Vice President.
- Implemented new Clinical Supervisor (Nursing program) and Supervisor Manager Compensation structures. Developed and implemented new tutor rate structure.
- Streamlined the recruiting process including automating the Criminal Background Process, implementing Facebook “Jobs at Harper” page and updating the Faculty/Administrator Search Process Workshop.
- Consolidated two student worker applications, Federal Work Study and Regular Student Aid, into one Student Aid/Federal Work Study application. This allowed students to apply once for both positions.
- Trained student worker supervisors on using the online employment system to hire student workers.

Task: 9.7

Periodically reassess the effectiveness of the organizational structure and business practices across the College.

- Completed the executive re-organization of the College reducing the executive staff from eight to six. Reduced the number of administrative positions by one and administrative salary costs by \$280,000.
- Completed position re-classification process and implemented market adjustments as appropriate within established timelines throughout FY10.
- Completed implementation of new Supervisory Management pay structure.
- Provided leadership and counsel for all reorganization efforts to align goals, actions and communications with College practices, contracts and values.
- Provided leadership and oversight to departmental restructure or reorganization plans to ensure fair and legally compliant processes throughout FY10.

Goal 10: Institutional Leadership

Foster effective leadership and decision-making by integrating shared governance, strategic planning, research and evaluation.

Task: 10.1

Continue to evaluate and improve the shared governance system focusing on communication, flow of information and decision-making within the College.

- Collaborated with the Executive Council and Board Committees to review the Board Policy Manual and submitted updated policies to the Board of Trustees for approval.
- Developed and implemented a new format for Board exhibits. Converted the Board packet to a complete electronic packet saving time and printing costs.
- Held semester meetings with Chairs of governance committees.
- Recommended action be taken on the diversity mentoring and the classroom design recommendation from Assembly committee as well as a new policy to the Board on green initiative commitments.

Task: 10.2

Provide research and analysis of data to support institutional and instructional planning and decision-making.

- Conducted analysis to support the AtD Initiative including submitting to the national database and supporting the development of the Data Team Report.
- Filed all required ICCB and Integrated Postsecondary Education Data System (IPEDS) submissions.
- Programmed and tested departmental and institutional reports for the Banner system.
- Developed a data dictionary to manage data integrity issues in the Banner system.

Task: 10.3

Support the strategic planning process by ensuring appropriate outcomes, reporting to external agencies as required and integrating it with the budgeting process needs.

- Conducted a community based strategic planning process based on the vision of Building Community Through Student Success:
 - Built upon the Vision 2020 employee planning process and launched our community involvement through a Week of Engagement.
 - Conducted a Strategic Planning Conference involving more than 100 community opinion leaders and Harper faculty and staff.
 - Recommended a new strategic plan with four strategic directions and nine strategic goals to the Board of Trustees.

Task 10.4

Support Board approved initiative to seek Baccalaureate Degree-granting authority to address student access issues and community needs.

- Signed partnership agreement with Northern Illinois University to complete Baccalaureate degree in Public Safety at Harper College.

Task: 10.5

Ensure the follow-up letter requirements of The Higher Learning Commission on assessment are met and submitted in May 2010.

- Submitted a progress report to HLC that outlined the improvements made by Harper College in the area of Outcomes Assessment.
 - Report was accepted by HLC in June 2010, with no further reports required. Harper's next comprehensive evaluation is scheduled for 2017-2018.
 - HLC reviewer comments stated that the progress report provided convincing evidence of a mature assessment program that is effective in improving student learning at Harper College.

Goal 11: Community Alliances

Develop and nurture relationships with educational, business and public sector partners to benefit the College and community.

Task: 11.1

Identify, establish and evaluate beneficial community partnerships for the College.

- Provided training for 40 companies and 3,279 employees via Harper College for Businesses.
- Counseled 153 clients via the Small Business Development Center.
- Hosted 27 training events (473 attendees) through the Small Business Development Center.
- Introduced the College President to federal and state lawmakers throughout FY10.

Task: 11.2

Establish a strong support base with public officials and monitor issues that affect the College.

- Ensured that Harper College capital projects—renovation of Buildings G and H (\$20 million), the Campus Life/One Stop Center (\$40 million) and the renovation of the hospitality area (\$4 million)—were included in the State’s Fiscal Year 2011 Budget Bill (House Bill 312).
- Secured Governor Pat Quinn as the Commencement speaker for graduation.

Task: 11.3

Strengthen Harper’s overall image with the community through effective communication and involvement.

- Hosted a series of events designed to engage business and policy leaders, elected officials, educators, students and other members of the community in thinking collectively about the community college of the 21st century.
 - Preparing the Global Workforce Symposium.
 - Nexus of Student Success Symposium.
 - Superintendents and Principals Roundtable.
 - Distinguished Alumni Reception.
 - Presidential Installation Luncheon, Ceremony and Community Reception.
 - From Service to Success Veterans Event.
 - Student Leaders Breakfast with the President.
 - *Diary of Anne Frank* Theatre Performance and Reception.
- Presented six workshops on stress management for 70 unemployed community members participating in Harper’s Career Stimulus program. Committed to providing monthly workshops throughout 2010.
- Partnered with District 211 to align their mathematics and science courses with those at Harper College.
- Hosted the American Heart Association Heart Walk, which drew approximately 4,000 visitors to the campus.

- Served in leadership roles for area organizations including board membership on:
 - Barrington Area Chamber of Commerce.
 - Barrington Area Council on Aging.
 - Career Partnership Leadership Council.
 - Chicago Council on Planned Giving.
 - District 211 Technology Advisory Committee.
 - Dundee Township Public Library.
 - Employer Trained Investment Program (ETIP) Grant Consortium among Harper College, Oakton Community College, College of DuPage and College of Lake County.
 - ExecNet, Palatine Chamber of Commerce.
 - Friendship Village Board.
 - Holy Family Catholic Academy in Inverness.
 - The Kenneth Young Center.
 - Little City Foundation Board.
 - Local Workforce Board, Adult Education Committee.
 - Local Workforce Investment Board (WIA region 8).
 - MPC Computers, Higher Education Advisory Council.
 - North Suburban Chiefs of Police.
 - Northwest Cultural Council.
 - Northwest Suburban Area Planning Council #512.
 - Northwest Suburban Career Partnership Board of Representatives.
 - Palatine Opportunity Center Board.
 - Police Neighborhood Resource Center Advisory Committee.
 - Roosevelt University Community Action Board.
 - Schaumburg Business Association Board.
 - Schaumburg Business Development Commission.
 - Schaumburg-Hoffman Estates Rotary Scholarship Committee.
 - UIC Center for Research in Information Management.
 - Village of Barrington Architectural Review Commission.
 - Village of Deer Park Zoning Board.
 - Village of Palatine Community of Excellence Steering Committee.
 - Village of Palatine Plan Commission.
 - Village of Schaumburg Prairie Center for the Arts Cultural Commission.
 - WINGS.
 - Woodfield Chicago Northwest Convention Bureau.
 - Workforce Board of Northern Cook County.
- Served in leadership roles for state and national organizations including board membership on:
 - Association on Higher Education and Disability.
 - American Association of Community Colleges (AACC).
 - American Association of Collegiate Registrars and Admissions Officers.

- Association of Governing Boards, Foundation Program Committee.
- Board of the Latino Knowledge Committee for the National Association of Student Personnel Administrators.
- Business Advisory Committee for Congresswoman Melissa L. Bean.
- The College Board Community College Advisory Council.
- Council for the Advancement and Support of Education, Institutionally Related Foundation Program Committee.
- Distance Student Retention and Success Task Force (state).
- Fastweb.com National Advisory Board.
- Higher Learning Commission (NCA).
- Illinois Articulation Initiative Steering Committee (IAI).
- Illinois Association for Institutional Research.
- Illinois Association of Collegiate Registrars and Admissions Officers.
- Illinois Board of Higher Education, Disability Advisory Committee.
- Illinois Community College Board -- Research, Technology and Emerging Trends.
- Illinois Community Colleges Online (ILCCO).
- Illinois Council for Continuing Education and Training (ICCET).
- Illinois Council of Community College Administrators Executive Board.
- Illinois Course Applicability System (CAS) Project.
- Illinois Library Computer Systems Organization (ILCSO).
- Illinois Online Network.
- Illinois Secretary of State Jesse White's Veterans Advisory Council.
- Learning Resources Network (LERN).
- National Association of Higher Education and Disability.
- National Association of Student Personnel Administrators Board.
- National Council for Manufacturer's, Education Council.
- Northern Illinois Business Advocacy Coalition (NIBAC) Board.
- NSF-funded Midwest Regional SENCER Center.
- NSF-funded Science Education for New Civic Engagements and Responsibilities (SENCER).
- Oracle Higher Education Executive Advisory Board.
- SowHope Board.

Task: 11.4

Strengthen the alumni relationship program.

- Continued the Distinguished Alumni Award program, resulting in 32 nominations for the 2010 class (25 new nominations; seven carried over from 2009).
- Inducted five alumni into the "Distinguished Alumni Class of 2009." Held a Distinguished Alumni reception in November 2009 as part of a Week of Engagement.
- Designed and displayed banners highlighting Harper's Distinguished Alumni.
- Launched new alumni Web site, www.harpercollege.edu/alumni.

Goal 12: College Communications

Build awareness and promote the reputation of the College through quality communications.

Task: 12.1

Refine and execute the College Communication Plan.

- Conducted three media training sessions with College staff and a media relations seminar for the College's new Board of Trustees officers.
- Filled 16 requests for documents under the Illinois Freedom of Information Act.
- Organized an on-campus seminar, in conjunction with College attorneys, to ensure college employees became familiar with the 2009 Illinois Freedom of Information Act.
- Updated College Web site to meet new disclosure requirements as outlined in the 2009 Illinois Freedom of Information Act.

Task: 12.3

Continue to develop and execute a proactive, systematic approach to media relations to further enhance the College's image.

- Developed and sent 47 weekly tip sheets to news outlets resulting in 627 news stories in local and national media.
- Launched Harper's new external Web site. From July 1, 2009 to June 8, 2010, the College Web site has received 4,863,157 visits and 12,532,052 page views.
- Increased emphasis on the use of social media; as a result, the College's Facebook community increased from less than 200 fans in July 2009 to more than 1,790 in June 2010.
- Arranged a meeting with the College president and the *Daily Herald* Editorial Board resulting in a positive editorial on Harper's Student Success agenda.
- Updated the design of the News Bureau on the College Web site.

Task: 12.4

Enhance internal and external communications that foster students' academic success and goal attainment through collaboration across College units.

- Updated the Student Portal Page with registration information, grid and upcoming term registration information.
- Added content and enhanced ease of navigation to web information for both students and parents:
 - Revised MyHarper student portal content, based on student feedback, including enhancements to the "My Campus" tab and the addition of a "My Advising" tab with links to resources and online workshops. Began sending students a monthly e-mail with upcoming events and helpful student success tips.
 - Created several new electronic career resources such as "Preparing for an Internship" online workshop, five new Career Spot videos and "Career Advice Documents" expanding information for job seekers.
 - Improved parent Web site with more direct access to resources.

Goal 13: Diversity

Create a campus climate that is supportive of cultural differences and respectful of all constituents.

Task: 13.1

Provide support for leadership efforts in developing and advancing diversity initiatives.

- Monitored diversity statistics of candidate pool for each faculty and administrator search. Informed search committee chairs of diversity statistics.

Task: 13.2

Develop and implement recruitment and retention strategies for under-represented populations.

- Hosted bilingual information sessions, bilingual financial aid events and Latino summits in fall 2009 and spring 2010.
- Designed bilingual view books for Spanish speaking prospects.
- Hired a full-time Spanish speaking/writing staff member to better serve the community.
- Recruited 331 students with disabilities and had 1,296 overall contacts:
 - Provided new student and enrollment information to 175 parents in April 2010.
 - Reached 589 people by supporting the College's general recruiting efforts on campus and in the community.
 - Increased case management and counseling support for students with psychological disabilities by 36.8% to 182 students.
 - Hosted monthly parent/community support groups for students with Asperger's Syndrome.
- Redesigned Jobs at Harper Web site to create a welcoming environment for prospective applicants and to encourage persons from under-represented groups to apply.

Task: 13.3

Continue addressing issues of accessibility, inclusion, awareness and satisfaction for all under-represented populations.

- Hosted fall and spring welcome receptions in the Multicultural Drop-in Center reaching 354 under-represented minority students.
- Reached 3,179 diverse students by working with and advising the Multicultural Clubs.

Task: 13.4

Expand multicultural learning through diversity education programming and activities for employees and students.

- Reached 496 students with multicultural events programming, a 15.6% increase.
- Reached 2,312 students, staff and community members by collaborating with the Black Student Union, Harper Pride, Indian-Pakistani Student Association, and Latinos Unidos to produce 32 multicultural events including: Hispanic Heritage Month, Day of the Dead, Indo/Pak Bazaar, Sabor Latino, Kwanzaa and India Night. Increased participation by 9%.

Task: 13.5

Expand opportunities for students from under-represented groups to provide input and participate in diversity initiatives.

- Provided 20 diverse students an opportunity to meet with the campus master planning firm. These students learned about the master planning process, provided the planners with feedback and discussed student needs and concerns.