



# PRESIDENTIAL SEARCH



## **MISSION**

Harper College enriches its diverse communities by providing quality, affordable, and accessible education. Harper College, in collaboration with its partners, inspires the transformation of individual lives, the workforce, and society.

## **VISION**

We will be an innovative and inclusive institution, the community's first choice, and a national leader for student success.

## **PHILOSOPHY STATEMENT**

We, at Harper College, believe that our charge is to facilitate active learning and foster the knowledge, critical thinking and life/work skills required for participation in our global society. We work with our community partners to enrich the intellectual, cultural and economic fabric of our district. We believe that excellence in education must occur in an ethical climate of integrity and respect. We hold that the strength of our society is rooted in our diversity and that it is through synergy that we achieve excellence.

## **CORE VALUES**

### **INTEGRITY**

RESULT: An environment where relationships and practices are based on trust

### **RESPECT**

RESULT: Interactions which add dignity to ourselves, our relationships with others and our organization

### **EXCELLENCE**

RESULT: Student, employee and organizational success through a creative and responsive work environment by exceeding the needs and expectations of all

### **COLLABORATION**

RESULT: Accomplishment of better results by working together than otherwise likely to occur by working alone





The Board of Trustees of William Rainey Harper College, a public comprehensive community college in the State of Illinois, invites nominations, expressions of interest and applications for the position of president of the College. Current president Dr. Kenneth L. Ender will be retiring from the position on June 30, 2019, after 10 years of distinguished service to the institution.

## **INSTITUTIONAL PROFILE**

Harper College was established by referendum in 1965 and opened September 1967. It is named for Dr. William Rainey Harper, a pioneer in the community college movement in the United States and the first president of the University of Chicago.

The College is now one of the nation's premier community colleges and one of the largest, serving more than 35,000 students annually in Chicago's northwest suburbs. The College's academic programs prepare students for rewarding careers and for transfer to four-year universities. Harper offers associate degree and certificate programs, workforce training, professional development, continuing education classes and developmental education.

The majority of Harper's activities take place on the 200-acre campus in Palatine, Illinois. The College also has two extension sites, the Learning and Career Center in Prospect Heights, Illinois, the Harper Professional Center in Schaumburg, Illinois; partners with Elgin Community College at the Education and Workforce Center in Hanover Park; and offers onsite classes at individual company locations on a contracted basis.

## **ACADEMIC PROGRAMS**

Harper College degree and certificate programs are organized in 10 Academic Areas of Interest to help guide students on a path to completion and success. These include:

- Art, Design and Performing Arts
- Business, Entrepreneurship & Information Technology
- Education
- Engineering, Math & Computer Science
- Health Science
- Liberal Arts, Language & Communication
- Manufacturing & Construction
- Physical & Life Science
- Public Service
- Social Science

Harper College offers four transfer degrees and 29 applied science degrees. The Associate in Arts (A.A.), Associate in Science (A.S.), Associate in Fine Arts (A.F.A.) and Associate in Engineering Science (A.E.S.) are primarily for students who seek to transfer to a four-year institution to complete a bachelor's degree. The Associate in Applied Science (A.A.S.) is designed for people who seek to enter the workplace upon degree completion, although many graduates go on to transfer

and earn a bachelor's degree. The Associate in General Studies (A.G.S.) provides a flexible, individually designed option for people who do not intend to transfer, but who want to earn a two-year degree.

Along with degree programs, Harper offers certificates in more than 40 career programs. Harper also offers noncredit continuing education, seminars and workshops, onsite training for area businesses, cultural affairs programming, women's programs and support for students with disabilities.

Additional academic highlights include a virtual hospital and surgical lab, leading-edge manufacturing and HVAC labs, a registered apprenticeship program that allows students to learn and graduate debt free with a job, and the University Center which provides opportunities to earn their bachelor's degree on campus from one of our four-year university partners.



## STUDENT PROFILE

- More than 450,000 students have attended Harper since 1967, when classes were first held, and many more residents have attended forums, concerts, and cultural and athletic events.
- The average age of students enrolled in credit courses is 26, and more than 58% are part-time.
- About half of district high school graduates enroll at Harper within one year of high school graduation. That includes nearly 30% of public high school students who take courses through Harper's dual credit program, which allows them to take college-level courses at their high school and earn both high school and college credit. Many students even graduate high school with a certificate or a full semester of college already completed.
- Nearly 70% of full-time, degree-seeking students graduate, transfer or continue to enroll at Harper after three years.
- 18% of students pursuing credit courses and 49% of those participating in continuing education classes have a bachelor's degree.

- Harper students are also:
  - 55% Female
  - 45% Male
  - 12% Asian
  - 4% Black Non-Hispanic
  - 27% Hispanic
  - 51% Caucasian
  - 6% Other
  - 21% are 18 and under
  - 47% are 19-24
  - 32% are 25 and older
- Over the last 30 years, nearly 12,000 Harper students have been inducted into Phi Theta Kappa, the national honors society for two-year colleges.



## EMPLOYEE PROFILE

- 1,481 employees
- 671 faculty (204 full-time, 467 part-time)
- 810 non-faculty (508 full-time, 302 part-time)



## BUDGET

Harper uses a conservative approach to budget processes. This has been critical to the ongoing financial health of the College in light of decreased State of Illinois funding and unfunded mandates. As a result of conservative budgeting and spending, the College has maintained fund balances in each of the past nine fiscal years and experiences lower interest rates when borrowing due to its Moody's Aaa bond rating. Local taxes and student tuition and fees make up 96% of the total budgeted revenue with state and other funding representing the remaining 4%.

For additional information, visit [harpercollege.edu](http://harpercollege.edu) and search "Fact Book."

## 2009-2018 ACCOMPLISHMENTS AND OUTCOMES

- Equity focus with the establishment of the Office of Diversity and Inclusion, and the DREAM (Diverse Relationships Engaged in Affirming Multiculturalism) group.
- Launched the Promise Scholarship Program.
- Secured a Title III grant.
- Developed the Harper Leadership Institute (HLI).



Recognized by the Illinois Community College Trustees Association with the **Equity and Diversity Award** for achieving diversity, equity and inclusion in the College's education programs.

- Recipient of Leah Meyer Austin Award.
- Received the Outstanding College/Corporate Partnership Award, a national competitive recognition presented by the American Association of Community Colleges.



Formed the **Areas of Interest** pathways for student success.

- Created the student-centered approach to advising / new case-management advising model.
- Formed Northwest Educational Council for Student Success (NECSS) with our three sender high school districts.

**10** students received the **Jack Kent Cooke Scholarship**.



### Multi-year grant and formation of the Illinois Network for Advanced Manufacturing (INAM),

a group of 21 Illinois community colleges, \$15 million TAA grant to help address a statewide skills shortage in advanced manufacturing.

- Awarded a Gates Foundation Aspen Frontier Set Grant designed to bring about dramatic improvements in completion and equity.
- Established public and private partnership with Northwest Community Healthcare and Palatine Park District for the operation and renovation of the Foglia Foundation Health and Recreation Center.



**Raised**  
**\$17,637,194**

**in the Educational Foundation**  
**in ten years** and increased the fundraising focus for the Promise Scholarship Program by raising over \$12 million.



Introduced **One Million Degrees scholarship and mentoring program** to Harper College.

- Launched registered apprenticeship programs.
- Surpassed the 2020 U. S. Presidential goal of conferring 10,604 additional degrees and certificates three years ahead of schedule.



Established **University Center partnerships** with Northern Illinois, Roosevelt and DePaul Universities.

- Established the partnership for Hanover Park Education and Work Center. The center represents a collaborative partnership that meets the educational needs of several communities.
- Reaffirmed Harper’s Aaa Moody credit rating.
- Reaffirmed HLC accreditation.

**Ambassador program developed** with area elementary and junior high schools.



- Completed campus master plan improvements, including:
  - Building H (Career and Technical Center)
  - Building D (Duchossois Family Education Center)
  - Building F ( David K. Hill Family Library)
  - Building M (Foglia Foundation Health and Recreation Center)
  - Outdoor Pavilion
  - Advanced Manufacturing Lab
  - Veterans Center
  - Infrastructure and capital maintenance projects
  - Parking Structure

**28.41%**

**Achieved a graduation rate of**

**28.41%**, an 8% increase since 2012 and the highest rate in Harper’s recorded history.



For more information visit [harpercollege.edu](http://harpercollege.edu) and search “College Plan.”

## FACILITIES EXPANSION

In 2008, Harper College district voters approved a \$153.6 million capital bond referendum allowing the College to repair and renovate existing campus buildings, as well as build new facilities over the next ten years. The College approved a new Campus Master Plan in 2011, which was updated in 2017. The plan outlined a comprehensive ten-year program to renovate the campus to meet the needs of 21st century teaching and learning.

In 2012, the U.S. Department of Labor awarded Harper \$12.9 million to expand the Advanced Manufacturing program on campus and in community colleges across Illinois. The program offers industry-endorsed skills certificates and paid internships with local manufacturers.

In 2014, the College re-launched the Northeast Center (NEC) in Prospect Heights as the Harper College Learning and Career Center (LCC) with focus on local community needs, credential programs, wrap-around services and workforce needs.

In 2015, the College completed a \$38 million renovation of Building H, now known as the Career & Technical

Education Center. The renovation included classrooms and labs for some of Harper's fastest-growing training programs. About \$20 million of the two-year project was funded by a state grant.

In 2016, the College completed a \$45 million addition and renovation to the Duchossois Family Education Center, Building D, bringing one of the original six buildings on campus into the 21st century with modernized classrooms, state-of-the-art labs, and more collaborative study space. The centerpiece of the building is the glass two-story Beaubien Family Rotunda that creates an inviting place for students to meet, study and learn.

In 2018, Harper completed major renovations and additions to the David K. Hill Family Library. In addition, significant renovations to the Foglia Foundation Health and Recreation Center were completed in August 2018. This represents a unique partnership among Harper, Northwest Community Healthcare, and the Palatine Park District to create a new center focused on health, wellness and recreation.



As the College retires old bonds, accounting for \$23 in property taxes for a home valued at \$250,000, it placed a referendum on the November 2018 ballot. If voters approve, the College will issue new bonds which would provide an estimated \$180 million in funding without raising taxes. This would fund capital projects for the next decade. Planned projects include construction of a university center, modernizing facilities for key academic programs, and maintaining and replacing critical infrastructure on campus.

## TECHNOLOGY

Harper has a strong technology infrastructure that supports both current and anticipated needs. The Information Technology Department supports all technology functions of the College and focuses on providing a progressive and integrated technology environment. Harper continues to make significant investments in technology; annually, \$3.5 million is budgeted for software and equipment. Key technological efforts during the past decade were focused on those that assist students in monitoring their academic progress. Systems such as Degree Works and Starfish contain tracking functions that provide students, faculty and advisors with academic progress indicators and notifications. A robust new Student Portal was recently launched with a variety of enhanced features including registration, scheduling, grades, financial aid and support services. The student portal also provides access to Blackboard, Harper's learning management system.

Enhanced technologies are continually introduced in career and technical programs. A new manufacturing lab and surgical technology suite, and updated equipment and software in the dental hygiene clinic and virtual hospital are just a few examples of how technologies are refreshed to ensure relevant learning experiences for students.



Other technologies are continually updated and available for students and staff. Computer workstations are easily accessible throughout the campus in offices, mega-computer labs and in learning spaces such as the writing center and the ESL lab, internet cafés, and the library. Students and staff have access to technical support through phone, email or web chat.



### PROMISE SCHOLARSHIP

Along with district high schools and local businesses, Harper College created the Promise Scholarship to offer every eligible incoming public high school student in Harper's district the opportunity to earn up to two years of tuition at Harper College if they maintain solid grades, have good attendance, don't repeat classes, graduate on time and provide service to their community. The first class of Promise students will enroll at Harper College in fall 2019.



### ACHIEVING THE DREAM

Since 2009, Harper has been active with Achieving the Dream (ATD), a network of more than 200 institutions. The organization honored the College with the 2016 Leah Meyer Austin Award, which each year recognizes one ATD institution that demonstrates outstanding achievement in creating policies, practices and a culture of equity and excellence in support of student success. In 2013, Harper also earned the organization's Leader College distinction, a national designation awarded to community colleges that commit to improving student success and closing achieving gaps. In 2016, ATD awarded Harper with a two-year, \$160,000 grant to help the College strengthen relationships with its adjunct faculty to encourage instructional reform and make all faculty members' skills and experiences fully available to students.



## STRATEGIC PLANNING

Harper College utilizes a broad, collaborative, community-based strategic planning process to ensure the College continues to meet the changing needs of students and the community. Harper College engages in frequent assessment of the students and the community we serve. Prior to development of the strategic plan, an Environmental Scan was completed. The results of this scan highlighted the demographic changes occurring in our district. In recent years, the district experienced a sizable decrease in household income and a notable increase in historically underrepresented populations. Additionally, these district changes were happening during a time of decreased state funding, local property tax caps and shrinking high school graduation class sizes. It became clear that the College needed to engage in an inclusive evaluation to inform development of the strategic plan that addressed a change agenda. This enabled the College to produce higher levels of student achievement and increase student support, all while reprioritizing current resources.

## STRATEGIC DIRECTIONS

### THE STRATEGIC DIRECTIONS ARE AS FOLLOWS:

#### **Inclusion**

Foster an environment that values and respects each member of Harper's diverse community and actively encourages cross-cultural engagement.

#### **Engagement**

Foster and support a culture of engagement throughout the College.

#### **Achievement**

Enhance and support the academic environment in ways that lead to increased student achievement and facilitate greater equity of student success across demographic groups.

**The current plan will conclude in 2019. For more information on the current Strategic Plan, visit [harpercollege.edu](http://harpercollege.edu) and search "Strategic Plan."**

## STRATEGIC GOALS

### THE STRATEGIC GOALS ARE AS FOLLOWS:

#### ACHIEVING EDUCATIONAL GOALS: ACADEMIC PLANNING AND PATHWAYS

Establish practices that empower and support students in exploring and identifying academic options for effective planning and progress toward achieving their educational goals.

#### ALIGNMENT OF EMPLOYEE SKILLS WITH STRATEGIC DIRECTIONS

Expand and support professional development opportunities to enhance employee knowledge and skills with respect to the strategic directions and goals.

#### CURRICULUM AND INSTRUCTION

Evaluate curriculum and assess outcomes to provide optimal and diverse educational opportunities for Harper students.

#### STEWARDSHIP

Dedicate resources, both human and financial, to optimize student success, while remaining responsive to external trends and issues that have documented effects on the College.

#### STUDENT EXPERIENCE

Provide experiences that support the ongoing needs of our diverse student community through purposeful interactions and college-wide responsiveness to meet student goals.



## THE OPPORTUNITY

Due to the retirement of Dr. Ken Ender, President of Harper College, the Harper College Board of Trustees seeks confidential expressions of interest and nominations for the next President of the College. The successful candidate will be an experienced, transformational, visionary, and collaborative leader with integrity, and demonstrated passion for student success. Having the opportunity to serve a supportive Board of Trustees and lead, inspire, and empower dedicated faculty and staff, the new President will ensure that the College moves to its next level of excellence.

## CHALLENGES:

- State funding trends and uncertainty necessitate strong, innovative fundraising, vigorous financial planning and oversight and reallocation of funds and resources in support of new initiatives designed to increase student success.
- Declining enrollment and competition for students require strategies to expand reach to underserved groups, continued attention to increasing retention rates, and consideration of new programs and delivery methods.
- Shifting demographics in the community will result in a more diverse and economically challenged student body, inspiring the College to further diversify its faculty and staff.
- The College must provide and/or reallocate additional resources and support to meet the needs of all students and ensure that student success rates continue to increase.
- Maintaining the College's strong reputation locally and nationally and increasing awareness of the value of the College in the community will be needed to increase and diversify funding streams.
- A significant number of administrative staff will retire in the near future. Determining the most effective organizational structure and the optimal roles, responsibilities and qualifications of those selected to join the administrative team will be extremely important.
- Planned initiatives and changes in technology infrastructure will require additional investment of financial and human resources.

## OPPORTUNITIES:

- Provide visionary, inclusive leadership to develop a new Strategic Plan, encompassing but not limited to the Educational, Master and Financial Plans, and unite the College behind a strategic, ambitious and achievable vision to meet the changing needs of communities served by Harper College.
- Collaborate with the College community and external stakeholders to ensure that academic programs

and co-curricular experiences offered are current, relevant, and contribute to the economic and cultural well being of the area while striking the right balance between liberal arts, workforce, and continuing education programming.

- Identify and implement strategies to enhance the climate of the College to ensure that an increasingly diverse student and employee population feels welcomed and valued, and all students are well supported as they pursue their educational goals.
- Engage with the College community to understand past and present College efforts to advance student success, assess their effectiveness and create a unified student success agenda with broad support.
- Capitalize on the strong, highly qualified and committed faculty and staff and maintain strong relationships with bargaining units while continuing to build employee skills, knowledge, and commitment to student success through professional development, leadership experiences, and support for educational advancement.
- Develop strategies to enroll and retain more underrepresented and non-traditional students while ensuring that all students are well prepared to succeed in the workforce or in four-year college and university programs.
- Serve as an effective, politically astute champion and advocate for Harper College on the national, state, regional, and local level to maintain the College's strong reputation and garner additional support.
- Benefit from current fiscal stability and further develop through sound, proactive financial planning; identify new opportunities to ensure an adequate and sound budget.
- Capitalize on past fund-raising success while cultivating new relationships and implementing innovative strategies to raise funds and forge new public/private partnerships to meet College needs.
- Expand and effectively use the strong relationships which have been developed with community organizations, employers, feeder school districts

and universities to enhance student success and best meet community needs through innovative programs like the Promise Scholarship, apprenticeships, and dual credit.

#### **QUALIFICATIONS:**

- An earned doctorate from a regionally accredited institution of higher education;
- Demonstrated accomplishment at the senior management level in higher education or other sector that illustrates the ability to successfully manage change and a willingness to take evidence-informed risks to promote and increase student success;
- Community college experience or other college/university teaching experience that is relevant to the community college preferred;
- Demonstrated excellent communication and interpersonal skills; active listener who is visible, approachable, engaging, compassionate, and empathetic;
- Eagerness to live in and become a visible, respected leader and valuable member in the communities the College serves;
- Demonstrated ability to forge strong relationships and innovative partnerships with external stakeholders and community groups; demonstrates the skills and motivation to successfully raise funds from individuals and public and private sources;
- Demonstrated understanding of, and passion for, supporting the mission of a comprehensive community college including a history of successful advocacy on behalf of community college students with local, state and national public and private sectors;
- Membership and participation in national community college and higher education organizations preferred to maintain the College's reputation, develop new funding opportunities, and continuously increase knowledge of evidence-based and emerging practices to strengthen the College;

- Proven track record of increasing student success rates and supporting a community committed to meeting all students' needs;
  - Demonstrated expertise in leading a fiscally complex organization;
  - Demonstrated data strategist focused on results;
  - A strong record of successfully meeting the learning needs of a diverse student population, creating an inclusive and welcoming college experience, and a passion for leveling the playing field so that all students have the opportunity to experience success;
  - Extensive experience in using evidence and data to select and implement appropriate innovations to enhance academic programming and student supports;
- track record in successfully introducing innovations, managing change, and achieving desired results;
  - Demonstrated ability to build a strong team, recognize and grow talent, empower employees, welcome advice, work in a shared governance environment and value employees at all levels; successful experience establishing and maintaining a positive, collaborative, and transparent relationship with unions;
  - Experience developing and implementing effective strategic plans; experience effectively allocating fiscal, physical, and human resources in a manner that aligns with the strategic plan;
  - Demonstrated ability to set and implement an ethical, collegial culture; models high ethical standards, honesty and transparency.

## APPLICATION PROCESS

Completed applications are due by November 6, 2018.  
To ensure full consideration, you will be required to submit:

1. A current resume or CV;
2. A cover letter addressing the position; and
3. The contact information for three professional references.

Submit your application securely through [rhperry.com](http://rhperry.com) or at the email addresses listed below.

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## R.H. PERRY POLICY

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HARPER COLLEGE is an affirmative action, equal opportunity institution.

[harpercollege.edu/presidentialsearch](http://harpercollege.edu/presidentialsearch)





**Harper College**<sup>®</sup>

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