

WILLIAM RAINEY HARPER COLLEGE  
BOARD OF TRUSTEES OF COMMUNITY COLLEGE DISTRICT #512  
COUNTIES OF COOK, KANE, LAKE, AND McHENRY, STATE OF ILLINOIS

Minutes of the Board Meeting of Wednesday, January 20, 2021

CALL TO ORDER

The regular meeting of the Board of Trustees of Community College District No. 512 and the public hearing meeting was called to order by Chair Stack on Wednesday, January 20, 2021 at 6:00 p.m., via WebEx.

Member Kelley led the Pledge of Allegiance.

ROLL CALL

Present: Members Pat Stack, Bill Kelley, Nancy Robb, Greg Dowell, Diane Hill, Herb Johnson, Walt Mundt, and Student Member Dylan Hildebrand.

Absent: None.

Also present: Dr. Avis Proctor, President; Laura Brown, Vice President and Chief Advancement Officer; Dr. Kathy Bruce, Interim Associate Provost; Dr. Kim Chavis, Dean Health Careers; Sue Contarino, Interim Chief Information Officer; Dr. Maria Coons, Vice President of Strategic Alliances and Innovation/Board Liaison; Dr. Kathy Coy, Director of Institutional Research; Rob Galick, EVP Finance and Administrative Services; Bob Grapenthien, Interim, Controller; Dr. Travaris Harris, Dean Business and Social Science; Dr. Joanne Ivory, Dean Career and Technical Programs; Dr. MaryAnn Janosik, Provost; Jeff Julian, Chief of Staff; Dr. Claudia Mercado, Interim Vice President of Diversity, Equity and Inclusion; Kim Pohl, Director of Communications; Kimberley Polly, Interim Dean Math and Science; David Richmond, Faculty; Darlene Schlenbecker, Vice President of Planning, Research and Institutional Effectiveness; Roger Spayer, Chief Human Resources Officer; Heather Zoldak, Associate Executive Director of Foundation/Major Gifts; Dr. Vicki Atkinson, Dean Student Development; Meg Coney, Administrative Coordinator; Amy Desautels, Executive Assistant; Sue Egan, Project Assistant; Dr. Mary Kay Harton, Dean of Students; Njambi Kamoche, Dean Resources for Learning; Rick Kellerman, Network Specialist; John Lawson, Chief of Police; Chelsea Lynn, Theatre Technical Director; Carolynn Muci, Internal Communications Manager.

Guests: Melanie Carter, League for Women Voter's; Melissa Cayer, Citizen; Kelly Dittman, Citizen; Dan Forbes, Speer Financial, Inc.; Phil Gerner, Robbins Schwartz; Richard Hohol, Harper College Education Foundation; Bill Kesler, Harper College Education Foundation.

AGENDA APPROVAL

Member Mundt moved, Member Johnson seconded, approval of the Agenda.

Ayes: Members Stack, Kelley, Robb, Dowell, Hill, Johnson, and Mundt.

Nays: None.

Motion carried. Student Member Hildebrand advisory vote: aye.

## PRESENTATION

### Data Informed Decisions

Dr. Proctor asked Darlene Schlenbecker, Vice President of Planning, Research and Institutional Effectiveness to provide an overview about how the College makes data informed decisions from a strategic, operational, and crisis management lens.

Ms. Schlenbecker began by explaining data democracy is the broad access to data for informed decision making. Several years ago, a report repository to access data was created called Bits and Bytes where data was organized by topic instead of who generated the report. The initial reports were largely static, and disaggregation of data was limited. Over time these reports were replaced with reports that were generated by Cognos that allowed for some degree of customization but did not allow for widespread access due to the licensing cost. A few years ago, Power BI became the primary reporting tool. The advantage of Power BI is that it supports progressive inquiry to filter data. A data literacy badge has been developed and will be available in February for employees. The badge is a professional development program focused on using data in an effective way.

Data is used to support and inform decision on a daily basis. One example is that the COVID-19 Response Team (CRT) has used data from multiple sources that include Johns Hopkins, the Illinois Department of Public Health, the Cook County Department of Public Health and Harper's Institutional Research Office has created dashboards that report building access and activities on campus. Ms. Schlenbecker then reviewed how the CRT and nine other teams from different areas of the College have worked together and used data to manage the College's response to the COVID pandemic. The Reporting and Accountability team identified metrics and built a scorecard that has been used to make decisions to open and close campus. A software tool, Nuventive COVID Hub, that has been used for outcomes assessment, is being utilized to track the actions of all ten COVID-19 teams. The CRT reviews the status of the dashboard monthly that includes a visual representation of all the actions that are in progress, completed, planned or on hold.

Data that is used to inform the operational work of the College include but are not limited to reports for enrollment, operational plan goals, advisor radar reports and student profiles. She then reviewed how the enrollment dashboard can be used to disaggregate data with various filters that include market segment, race/ethnicity, age, gender, first generation, PELL, student type, hours, program of study, division/department, and course information. Additionally, the filters

can be applied to review trend data, student detail, course detail, persistence, and by the district map. This data is used to have conversations about enrollment and to make decisions about market segments, and the strategies the College needs to develop to increase enrollment or make decisions about how to approach enrollment. A preview of enrollment over time was reviewed that includes data for full-time equivalent, registrations, drops and withdrawal activities that are compared from one semester in time to another. Most operational dashboards are available to all with the exception of those that include student-level data. These reports are limited to the advisor assigned to the student, for example the Advisor Radar Report. This report provides advisors with up to date student information that includes their program of study, if the student has registered, if the student is on track, if a student has an advising appointment, and their academic standing. The advisor is able to review this report and reach out to students who need additional assistance.

Data that is used to inform strategic work of the College include the Institutional Effectiveness Measures (IEM) dashboard and other large institutional surveys. The IEM dashboard includes disaggregated student data and institutional data. The Institutional Research Office has developed Power BI dashboards for the large institutional surveys that include the Personal Assessment of the College (PACE), Community College Survey of Student Engagement (CCSSE), Community Survey, Employer Survey, and Cultural Values Assessment. The dashboards that have been created by the Institutional Research Office are interactive and allow the user to filter information and some allow a review data over time. These data were used to develop the current strategic plan and develop the metrics that will be used to measure progress on meeting strategic plan targets. In closing, she reflected that access to data has increased and is looking forward to training individuals to be data literate which will allow for data democracy across campus.

In response to Trustee Johnson, Ms. Schlenbecker stated all reports are available to all employees except those that include individual student-level data. Student-level data is limited to their advisors/counselors.

In response to Trustee Mundt, Ms. Schlenbecker shared the integrity of the data is managed and validated by the Institutional Research Office in conjunction with Information Technology. Additionally, there are data standards in place.

Trustees commended Ms. Schlenbecker on an informative presentation and commented that they appreciate knowing that disaggregated data is accessible in order to make inform decisions and that data can be viewed interactively. Trustees also stated it is important for management to maintain consistency in tone when

using data and that it is only good if management takes the time to access it and sets an example for others to use data.

### STUDENT TRUSTEE REPORT

Student Trustee Hildebrand commented on the framework that is used to set the tuition policy. The current policy limits annual tuition increases per credit hour based on the Higher Education Cost Adjustment (HECA), which is a guideline to promote a balanced budget. This has made for a very fortunate position for the College during this pandemic. He further mentioned he sees that there is a potential inequity when using HECA when tuition increases are considered because this can misalign with the student's ability to pay. As a result, financial aid and scholarships bear the brunt of the burden. The Student Government Association in 2020 strongly approves of the philosophy of incremental tuition increases to avoid drastic changes. He prefers to see tuition increases based on the urban consumer price index which reflects the regional cost of living. He is compelled to represent the students and feels that long-term tuition discussions should be student centric. He closed by thanking the administration for its consistent compassion for student needs and is looking forward to a great spring semester.

Trustees thanked Student Trustee Hildebrand for his insightful report and dedication to his position to represent the students.

### FACULTY SENATE PRESIDENT'S REPORT

Faculty Senate President Dave Richmond began by wishing everyone a Happy New Year. He continued by sharing that Dr. Pickelman, interim president at Harper College about 12 years ago, recently passed away. He honored Dr. Pickelman by sharing he had an integral role during the transition between one presidential administration to another. His impact during the short period of time at Harper helped to turn the culture in a beneficial way and allowed for the beginning of positive accomplishments. Secondly, on behalf of the faculty he commended the staff who spent many hours working during holiday breaks and weekends to ensure the successful launch of the new enterprise resource planning (ERP) system that launched in January. The faculty appreciate all the individuals who worked on this project and noted the transition to the new ERP was much better than the previous transition.

### PRESIDENT'S REPORT

Dr. Proctor echoed the remarks of Faculty Senate President Mr. Richmond regarding Dr. Pickelman. Additionally, Dr. Pickelman conducted the searches for Dr. Ender, Dr. Marwick, and Dr. Ally. He also served as chancellor of the North Harris Montgomery Community College District (now known as Long Star College) in Houston, Texas. She extended her heartfelt condolences to the Pickelman family.

Dr. Proctor shared the spring semester began on Tuesday, January 19 and the College is committed to providing a rich learning experience for students to meet their educational goals. The College plans to remain remote until mid-March and continues to monitor data

to determine when it will be safe to reopen using a phased approach to ensure the health and safety of students, employees, and community members. She shared the Cook County Emergency Services has inquired about using Harper College's main campus as a site to distribute the COVID-19 vaccine.

The College expects to receive approximately \$12.5 million as part of the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) that was passed in December to support students. As soon as these funds and the accompanying rules and guidelines are released, the dollars will be distributed to students. She is hopeful that CRRSAA is just the beginning of federal relief dollars for higher education and that through legislation and policy, the incoming Biden administration will elevate the focus on community colleges as it addresses the economic hardships caused by COVID-19.

Dr. Proctor reflected in February 2020 walking the halls of the U.S. Capitol and advocating for community college needs and hopes to continue to make that case next month at the virtual National Legislative Congress. At this year's Congress one discussion will be around how community colleges play a critical role in training, retraining and reskilling the nation's communities to recover from the pandemic.

To conclude, she shared that during last week's virtual all campus meetings, three inspirational student stories were shared. She publicly acknowledged Stephanie Wallace, and Daniel and Roberto Olvera for sharing their experiences and reflected that each praised the staff that gave them hope to continue to meet their goals.

## STUDENT SUCCESS REPORT

Educational Foundation  
Strategic Plan and Inspire  
Campaign

Dr. Proctor shared the Harper College Educational Foundation works hard to deliver financial support for students to be able to accomplish their educational goals. She requested Laura Brown, Vice President and Chief Advancement Officer; Rich Hohol, President, Harper College Educational Foundation; Bill Kesler, Past President, Harper College Educational Foundation; and Heather Zoldak, Associate Executive Director of Foundation/Major Gifts to share the Educational Foundation Strategic Plan and Inspire Campaign.

Ms. Brown began by providing a high-level summary of the fiscal accomplishments of the Foundation in the past year that included awarding more than \$2.3 million scholarships to 1,054 students. In partnership with the College, an additional 675 students received \$328,000 in emergency funding. In 2019 and 2020 the Foundation celebrated the completion of the Promise fundraising campaign, worked to strengthen the annual fund pipeline, updated the mission and vision statements, and developed and approved a four-year strategic plan that aligns with the goals of the College.

Mr. Hohol continued by reviewing the Foundation's vision statement, which is aspirational, and mission statement, which is why the Foundation exist. The vision statement is to transform student lives and enrich the community through education without financial barriers. The key words in the mission statement are connect, inspire, align, passion, and generosity.

The Foundation's three strategic goals align with the College's Strategic Plan as well. The goals include: growing donations to meet students where their needs are; to leverage and strengthen business partnerships through scholarships, fundraising, event sponsorships, and volunteer and board engagement; and to cultivate the future pipeline of donors by identifying, developing, and supporting increased alumni and affinity group giving.

In the fiscal year ending 2020, the Foundation gave out 1,050 scholarships of which Promise scholarships made up 2.5% of headcount and other scholarships made up 5.5% of headcount, totaling 8.0%. Unfortunately, 1,482 (11% of headcount) scholarship applicants were unfunded. This past year has impacted students in many ways from the pandemic to civil rights equality to financial uncertainty. Therefore, the Foundation is launching a new fundraising campaign to focus on meeting the students' needs and remove whatever barriers exist for a student to accomplish their goals.

Mr. Kesler shared the Foundation has approximately \$30 million in reserves with two-thirds allocated to the Promise program and one-third to support the remaining students. Therefore, the Foundation is launching the Inspire campaign that will run from 2021 through to 2024 to provide all students the opportunity to transform their lives and enrich the community through education without financial barriers. The campaign will be driven by the three overarching strategic goals. First, there is a need to increase the endowment funding and access to funding each year in order to meet the changing needs of the students. Secondly, there is a need to better leverage the relationships with businesses to advocate for hands on opportunities for students and to convert business relationships to internships and apprenticeships. Lastly, there is a need to work with alumni and affinity groups to make sure they understand that their support is critical for the future generations of students. Mr. Kesler concluded by reviewing the financial targets for the next four years totaling \$5,750,000.

Ms. Zoldak began by noting that by raising \$5.75 million, the Foundation will grow its general endowment by 54% and that will increase the annual scholarship allocation by \$300,000-\$500,000 a year which will continue to grow and compound annually as the endowment is invested. She then reviewed the implementation timeline for the Inspire campaign. During fall of 2020, the plan was

developed, and pipeline research was completed to ensure there are sufficient donors and supports to be able to move forward with the campaign. Additionally, the Foundation board and Harper leadership were engaged and became familiar with the plans and goals of the campaign. Currently, the Foundation is in the silent phase of the campaign where potential donors are being identified, marketing materials are being created and the Foundation website is being updated. In the upcoming months, training will be conducted for Foundation board members, committee volunteers, and staff. Beginning in March, a feasibility study will be completed with donors and alumni to solicit feedback about the campaign. In late spring, campaign leadership will be identified. The campaign will be formally launched in July. Ms. Zoldak concluded by stating while the campaign is currently not public, two new endowed scholarship gifts totaling \$1,250,000 have been received towards the Inspire campaign.

In response to Trustee Robb, Ms. Brown clarified each donor under the Inspire campaign will be able to identify the criteria to be eligible for the scholarship. The Foundation has information about the unmet needs of students and this information will be used to assist to create criteria for new scholarships. Mr. Kesler stated the Foundation is still accepting donations for the Promise program as well.

In response to Trustee Johnson, Ms. Brown stated he can establish a scholarship with either her or Ms. Zoldak.

Trustees thanked all presenters for an excellent presentation about the Educational Foundation's Strategic Plan and Inspire Campaign. Additionally, trustees appreciate the flexibility of the Foundation to be able to adapt to changing conditions and are proud to be associated with the Foundation as it provides vital support to Harper students.

#### HARPER EMPLOYEE COMMENTS

There were no employee comments.

#### PUBLIC COMMENTS

In response to citizen Melissa Cayer, a written response was sent that the Board's Audit Committee monitors the service timeframes for the College's auditors. Proposals for a new audit firm are solicited every five years with the next proposal being done within the next year. Ms. Cayer also asked that her property tax bill not be increased.

#### CONSENT AGENDA

Member Mundt moved, Member Dowell seconded, approval of the Consent Agenda.

Upon roll call for approval of the Consent Agenda, the vote was as follows:

Ayes: Members Stack, Kelley, Robb, Dowell, Hill, Johnson, and Mundt.

Nays: None.

Motion carried. Student Member Hildebrand advisory vote: aye.

The Consent Agenda included:

The minutes for December 9, 2020 Committee of the Whole meeting, December 16, 2020 Board of Trustees meeting; accounts payable; student disbursements; payroll for November 20, 2020, December 4, 2020, December 18, 2020; estimated payroll for December 31, 2020 and January 15, 2021; bid awards; requests for proposals; purchase orders; personnel actions; Board travel; approval of travel expense exceptions; honors student merit awards, first reading of modifications to Board policy – free speech and expressive activities (Section 07.17.00), first reading of modifications to Board policy – finance and college operations (Section 07.00.00); monthly financial statements; Board committee and liaison reports; grants and gifts status report; consortium, cooperative and State of Illinois contracts purchasing status report; as outlined in Exhibits X-A.1 through X-B.4.

Minutes December 9, 2020 Committee of the Whole meeting, December 16, 2020 Board of Trustees meeting.

Fund Expenditures	Accounts Payable	\$7,153,687.23
	Student Disbursements	\$390,398.58

The payroll of November 20, 2020 in the amount of \$2,109,204.98 and December 4, 2020 in the amount of \$2,136,154.24, and December 18, 2020 in the amount of \$2,087,769.82; estimated payroll of December 31, 2020 in the amount of \$2,111,043.01 and January 15, 2021 in the amount of \$2,111,043.01.

Bid Approvals Ex. X-A.3.a Accept bid and award construction contract for the Building D Center for Multicultural Learning Project to Kandu Construction Inc., as the lowest responsible and responsive bidder, in the total amount of \$ 241,290.00, including a base bid of \$191,000.00, 10% construction contingency \$19,100.00, base fee (ratio) \$23,890.00, wall graphics (ratio) \$6,200.00, reimbursables \$1,100.00, as provided in the Operations and Maintenance (Restricted) Fund budget and contained within the Building D Center for Multicultural Learning Project budget.

Request for Proposals There were no requests for proposals.

Purchase Orders Ex. X-A.5.a Approve the purchase order to Philadelphia Indemnity Insurance Company (a subsidiary of Maguire Insurance Agency) from February 2021 – December 2021 to renew the Motorcycle Safety Program insurance policy, in the amount of \$150,816.00, as provided in the Restricted Purposes Fund.

Ex. X-A.5.b Approve the purchase order to Studio GC for the Learning and Career Center (LCC) Exterior Improvement Project, in the amount of \$74,000.00, as provided in the Operations and Maintenance (Restricted) Fund budget and contained within the Learning and Career Center Exterior Improvement Project budget.

Personnel Actions

Administrator Appointment

Nancy Haberichter, Interim Director of Nursing, Health Careers, 1/11/2021, \$48,757/year

Classified Staff Appointment

Cara-Ann Stander, Information Receptionist, P/T, Student Development, 1/11/2021, \$22,092/year

Professional/Technical Retirement

Jan Elbert, Senior Graphic Designer, Marketing Services, 12/31/2020, 21 years

Harper #512 IEA-NEA Retirement

Princess Williams, Custodian, Operations Services, 12/31/2020, 16 years 4 months

Board Travel

There was no Board travel.

Travel Expense Exceptions

There were no travel expense exceptions.

Honors Student Merit Awards

Approve the Honors Student Merit Awards that are provided for outstanding contributions within the framework of the William Rainey Harper College Honors Program, as presented in Exhibit X-A.9

First Reading of Modifications to Board Policy – Free Speech and Expressive Activities (Section 07.17.00)

Approve the First Reading of Modifications to Board Policy – Free Speech and Expressive Activities (Section 07.17.00), as presented in Exhibit X-A.10.

First Reading of Modifications to Board Policy – Finance and College Operations (Section 07.00.00)

Approve the First Reading of Modifications to Board Policy – Finance and College Operations (Section 07.00.00), as presented in Exhibit X-A-11.

Leave of Absence

Approve the unpaid leave of absence from January 25, 2021 through April 7, 2021 to employee name redacted for privacy reasons, as presented in Exhibit X-A-12.

Financial Statements	Review of monthly financial statement as outlined in Exhibit X-B.1.
Board Committee and Liaison Report	<p>Alumni Liaison Report: Member Mundt reported the Alumni webinar Kickstart Your Career in 2021 is a Harper Alumni Program in partnership with Harper’s Job Placement Resource Center (JPRC) and Continuing Professional Education (CPE). A career focused webinar for alumni was hosted on Tuesday, January 12, 2021. Alumni received tips for job hunting in today’s virtual environment from the JPRC and learned about new career paths through CPE’s expedited educational programs. The webinar will be available for viewing on the Harper Alumni website at <a href="http://harpercollege.edu/alumni">harpercollege.edu/alumni</a>.</p> <p>Harper Talks: The Harper Alumni Podcast Episodes 3 and 4 are now available. Harper Talks alumni podcasts highlight the educational and career journeys of Harper alumni in a conversational format with Assistant Professor of Communication Arts Brian Shelton. Episodes 3 and 4 feature Nursing Alumna Ann Portmann and Elk Grove Fire Lieutenant and Alumnus Joe McEnery. Harper Talks: The Alumni Podcast is co-produced by WHCM student radio and Harper Alumni Relations and is available on the alumni website at <a href="http://harpercollege.edu/alumni">harpercollege.edu/alumni</a> and on all podcast platforms, including Apple and Spotify.</p> <p>Foundation Liaison Report: Member Hill shared a new scholarship was established in December by Mr. and Mrs. Gerald Fitzgerald, Jr., and their daughter Celine Fitzgerald. They established the Fitzgerald Family Endowed Scholarship with a donation of \$250,000. This scholarship supports students who have financial need and meet any of the following criteria: from an underrepresented population, first-generation, is an immigrant or a child of first-generation immigrants, or students with disabilities.</p> <p>Foundation Financials Current balance for Promise Program as of 12/31/20 is \$21,837,839. The Foundation’s annual fundraising budget for FY 20/21 is \$1,560,000. As of December 31, 2020, the Foundation has raised \$6,162,189. (395%) to budget.</p> <p>ICCTA Liaison Report: Member Kelley reported the National Legislative Summit is February 8-10, 2021 and it is a great opportunity for trustees to hear from the new administration in Washington D.C. Harper will be hosting a regional ICCTA meeting on February 22, 2021. Topics to be discussed are diversity, equity, and inclusion initiatives, declining enrollment, and student success.</p>
Grants and Gifts Status Report	Current status of operational public and private grants to the College, and status of cash donations and in-kind gifts to the Educational Foundation, as outlined in Exhibit X-B.3.

Consortium, Cooperative and State of Illinois Contracts Purchasing Status Report

Review of the monthly Consortium, Cooperative and State of Illinois Contract Purchasing Status Report, as outlined in Exhibit X-B.4.

NEW BUSINESS

Exhibit XI-A:  
RESOLUTION providing for the issue of not to exceed \$4,900,000 General Obligation Limited Tax Bonds, Series 2021, of Community College District No. 512, Counties of Cook, Kane, Lake and McHenry and State of Illinois, and for the levy of a direct annual tax to pay the principal and interest on said bonds

Member Robb moved, Member Dowell seconded, to approve the adoption of a resolution for the issuance of not to exceed \$4,900,000 of tax-exempt (Series 2021) general obligation limited tax bonds. The adoption of the resolution is the final action the Board will take with respect to the sale of bonds. The resolution contains parameters in which the final terms of sale of the bonds must fall and provides for the execution of all documents related to the sale of the bonds, as outlined in Exhibit XI-A.

Upon roll call, the vote was as follows:

Ayes: Members Stack, Kelley, Robb, Dowell, Hill, Johnson, and Mundt.

Nays: None.

Motion carried. Student Member Hildebrand advisory vote: aye.

Exhibit XI-B: Second Reading of Modifications to Board Policy – Academics and Students (Section 03.00.00 and Section 05.00.00)

Student Member Hildebrand moved, Member Johnson seconded, to approve the second reading of modifications to the Board Policy Manual, Academics and Students (Section 03.00.00 and Section 05.00.00)., as outlined in Exhibit XI-B.

Upon roll call, the vote was as follows:

Ayes: Members Stack, Kelley, Robb, Dowell, Hill, Johnson, and Mundt.

Nays: None.

Motion carried. Student Member Hildebrand advisory vote: aye.

Exhibit XI-C:  
Administrative Employment Contract for Interim Director of Nursing

Member Hill moved, Member Kelley seconded, to approve the administrative contract for the Interim Director of Nursing, as outlined in Exhibit XI-C.

Upon roll call, the vote was as follows:

Ayes: Members Stack, Kelley, Robb, Dowell, Hill, Johnson, and Mundt.

Nays: None.

Motion carried. Student Member Hildebrand advisory vote: aye.

ANNOUNCEMENTS

BY CHAIR

Communications

There were no communications.

Calendar Dates

Calendar dates are printed on the Agenda for Board information. The next Committee of the Whole Meeting will be Wednesday, February 10, 2021 at 5:00 p.m., via WebEx. The next Board of Trustees Meeting will be Wednesday, February 17, 2021 at 6:00 p.m., via WebEx.

ADJOURNMENT

Member Kelley moved, Member Johnson seconded, to adjourn the meeting.

Upon roll call, the vote was as follows:

Ayes: Members Stack, Kelley, Robb, Dowell, Hill, Johnson, and Mundt.

Nays: None.

Student Member Hildebrand advisory vote: aye

Motion carried at 7:12 p.m.

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Chair

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Secretary