

WILLIAM RAINEY HARPER COLLEGE
Algonquin & Roselle Roads
Palatine, Illinois

SPECIAL BOARD MEETING

AGENDA

January 25, 1979

8:00 p.m.

- I. Call to Order
- II. Roll Call
- III. New Business
 - A. RECOMMENDATION: Administrative Staff Reductions Exhibit III-A
 - B. RIF Committee Report
 - C. RECOMMENDATION: Academic Program Reductions Exhibit III-C
 - D. RECOMMENDATION: Faculty Reduction in Force Exhibit III-D
 - E. INFORMATION: Dining Room Exhibit III-E
- IV. Adjournment.

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 Special Board Meeting of Thursday, January 25, 1979

CALL TO ORDER: The special meeting of the Board of Trustees of Community College District No. 512 was called to order by Chairman Klussmann on Thursday, January 25, 1979, at 8:05 p.m., in the Board Room of the Administration Building, Algonquin and Roselle Roads.

Chairman Klussmann explained that the special meeting of the Board was being held to consider reductions in staff. For the past several years, Harper's expenditures have surpassed its revenue, and a surplus from earlier years permitted the college to operate. However, that surplus is decreasing. Last year the Board cut approximately \$1 million from the projected budget for this year. A referendum was held in September which was unsuccessful. Therefore, additional cuts are necessary at this time. Because of contractual obligations with both the faculty and administration, the Board must take this action before before February. In making up next year's budget, the Board will be making additional cuts in other staff positions, materials, etc. Chairman Klussmann stated the Board will continue to look for other methods of reducing expenditures and ways to increase revenue, and plan to hold a meeting to discuss the sale of the second campus site. She stated Board members are considering reductions in staff tonight with a great deal of regret, but feel they have no alternative.

ROLL CALL: Present: Members Janet W. Bone, George F. Dasher, Joan M. Klussmann, Shirley A. Munson, David Tomchek, Natalie C. Weber, and Student Member Peter Mariahazy
Absent: Member Jessalyn M. Nicklas

Also present: James J. McGrath, Lea Bartow, Pat Bourke, Michael D. Brown, Therese Butzen, Diane Callin, Steven Catlin, Jean Chapman, Donald Collins, Bob Cormack, Anton A. Dolejs, George Dorner, Ted J. Dybos, Frank Firak, William Foust, Guerin Fischer, John Gelch, Jean Goodling, Chuck Harrington, Sharrie Hildebrandt, Bill Howard, Larry Kent, W. D. Klingenberg, Henry Kurowski, Guenter Lehmann, Jean Lytle, Jack Lucas, Karen Lueth, David Macaulay, Eugene Magad, Liz McKay, Gerald Mellenthin, W. E. Miller, Donald Misic, Patricia Mulcrone, John Pageler, John Papandrea, James D. Perry, Henry Roepken, Leslie Schwartz, Jay Singelmann, Frank Smith, Suzanne L. Stidger, Donn Stansbury, Elaine Stoermer, Urban Thobe, Jane Thomas, Fred Vaisvil, George Voegel, Molly Waite, David Williams, Regina Witort, Joseph Yohanan, and Joan Young--Harper College; Rick Acosta, Alan Bergstrom, Cindy Caravello, Laura Caravello, Mark Comeaux, Barb Kreise, Mark May, Linda Mueller, and

Debbie White--Harper Students; Jerry Hansen--Paddock Publications; Diane Norman--Countryside Barrington Press; Norman R. Swenson--Local 1600, AFT; and Clay Delich, Pat Foust, Pam McFadden, Pat Roy, and Moissette Sintov.

Chairman Klussmann welcomed members of the community, staff, and students.

NEW BUSINESS:
Administrative
Staff
Reductions

Member Bone moved, Member Dasher seconded, that the Board accept the administration's recommendation for administrative staff reductions, as set forth in Exhibit VIII-A attached to the minutes in the Board of Trustees' Official Book of Minutes.

President McGrath discussed the recommendation, stating the reductions both in administrative and faculty positions were regrettable but necessary at this time. The administrative positions recommended for termination at the end of the school year are as follows: Associate Dean, Social Science and Public Service; Assistant Director of Food Service; Associate Dean, Lifelong Learning; Director of Development, Director of Accounting and Systems. President McGrath pointed out that there are seven other vacancies in administrative positions which will not be filled in the next budget year, or any foreseeable budget year, for a total of 12. Another position has been transferred from the Educational Fund into the Student Activities Fund and will remain there.

Upon roll call, the vote was as follows:

Ayes: Members Bone, Dasher, Klussmann, Munson,
Tomchek and Weber

Nays: None

Motion carried. Member Mariahazy voted aye.

RIF Committee
Report

Ms. Therese Butzen, Chairman of the RIF Committee, emphasized that the RIF Committee did not recommend any cuts in full-time faculty. From promises made to them, it was the faculty's understanding that when budget cuts were made, other areas of the budget would be considered first, and the faculty would be given highest priority. Ms. Butzen pointed out that the committee expressed concern in their report that this was not done and they feel it is a vital issue.

Chairman Klussmann explained that the administrative and faculty cuts were being presented at this meeting because of contractual and legal obligations, and other staff cuts will be considered and acted upon at a later date. Chairman Klussmann thanked the committee for the time and effort put into the report, stating the Board and administration had read it in detail and with great interest. Many Board members and administrators are in

NEW BUSINESS:
RIF Committee
Report (cont.)

complete agreement with and are grateful for many of the ideas in the report.

President McGrath felt the majority of the recommendations in the report were valuable and will be implemented. He spoke of the RIF Committee's recommendation to continue working with the administration on additional budget cuts. President McGrath stated that, if it becomes possible in the future, he would recommend to the Board rehiring faculty and administrators, knowing the Board is sympathetic to that.

On behalf of the Faculty Senate, William E. Miller read the following statement:

"After having survived a decade of management with inflated ambitions of multi campuses and unlimited growth combined with less and less attention to quality education or realistic appraisal of community needs, this faculty felt it had reasons for the expectation of better things. Those reasons included a new board, a new approach, and a new president.

"True, some serious problems were left from the previous administration: a site and construction fund of \$23 million, a depleted educational fund--depleted incidentally by a transfer of over one million dollars into the site and construction fund over a several year period, etc.

"Nonetheless, with a new board and a new president, it seemed reasonable to feel confident about the future.

"And now, as a result of unwise, indiscreet, or improper use of public monies by the past administration, it is now the faculty (specifically 7%) which is being called upon to pay the price through loss of jobs. Two of these people are tenured--one has been here ten years. Others have been here three or four years--and none of them are responsible for the financial mess which Harper has gotten itself into. Furthermore, we as a faculty are not at all persuaded that this jump from problem to dismissal is reasonable or requisite.

"For example, it is true that the R.I.F. Committee, comprised of 4 faculty members and 3 administrators, has worked exhaustively in the recent past and submitted a report itemizing 23 cost cutting suggestions which should be implemented before any full time faculty are released. (I might add that this was a rare committee indeed in that it reached unanimous agreement.)

"It also seemed clear at the bargaining table and remains clear to us that, according to the contract,

NEW BUSINESS:
RIF Committee
Report (cont.)

R.I.F. should not be invoked unless financial circumstances clearly require it and unless all other routes have been pursued. As we have said before, we are not convinced that financial circumstances "clearly require" it nor do we believe that other avenues have been fully pursued.

"The contract also stipulates that full time faculty members shall not be released and systematically replaced with part timers and this seems to be in process.

"In conclusion, if the Board's purpose is to further destroy faculty morale and, I might add, quality education, without even so much as making a move to sell the second site or to hold another referendum with full Board support, not to mention the 21 other suggestions submitted by the R.I.F. Committee, it certainly could not succeed better if that were, indeed, its principal goal."

A number of faculty members spoke to the issue. David Macaulay (Assistant Professor of Chemistry) felt it is obvious that the college is faced with financial problems requiring the combined efforts of all to solve. He stated it is universally accepted that firing faculty is a measure of last resort after all other alternatives have been considered, and several committees have made recommendations that have not been implemented. Mr. Macaulay commented that firing faculty will toll the decline of the college; the faculty is the college--not the land, buildings, or anything else. Without faculty support, he stated, there is no college. Mr. Macaulay felt faculty layoffs cannot be made; there are other alternatives.

Henry Roepken (Associate Professor of Journalism) expressed the faculty's dismay at being held responsible for the deficit caused by the previous administration. He stated many faculty members have worked hard and diligently for the students and community, and implored the Board to save the faculty union people.

Donald Collins (Professor of Architectural Technology), as Chairman of the Energy and Maintenance Committee, spoke of the committee's recommendations for saving energy and maintenance on the campus. After going over all priorities, the committee recommended in their report to the President, cuts amounting to \$362,201 that could be implemented immediately. Mr. Collins referred to the interviews with candidates for the presidency, and said that, at that time, President McGrath had stated he would consider cutting faculty as a last resort. Mr. Collins felt it was very important that consideration be given

NEW BUSINESS:
RIF Committee
Report (cont.)

to his committee's recommendations before eliminating faculty.

Member Munson asked if any of these recommendations were duplications of reductions the college was already planning. Mr. Collins stated they were all new. President McGrath pointed out there was one duplication-- they are already planning to combine physical plant and business services.

President McGrath stated he had read the Energy and Maintenance Committee Report and felt it was a good report. He felt there are a number of recommendations in the report that can be used, along with recommendations from the RIF Committee Report. President McGrath stated he still agreed cutting faculty should be considered last, but pointed out the necessity of looking at all sides of the issue and the necessity for action at this meeting.

Larry P. Kent (Assistant Professor of English and Reading) spoke of his eight years at Harper, stating he had been very pleased to come to Harper--Harper had a tremendous reputation. However, he pointed out, if cutting faculty is for the sake of a balanced budget, there has been no balanced budget in previous years. In response, Chairman Klussmann pointed out that in previous years there was a surplus which prior Boards and administrations had drawn upon, which at one time amounted to \$4 million.

Joseph Yohanian (Associate Professor of Architectural Technology) reported that approximately 1500 students have gone through the architectural programs in the past 10 years. He spoke of the opportunities for these students and pointed out more women are entering the program. Mr. Yohanian stated the Harper faculty in this program have been in the forefront in recruitment with the high school districts. Districts #211 and #214 both have architectural programs, and Mr. Yohanian stressed the need to stay in accord. He stated the University of Illinois and the Illinois Institute of Technology counsel students to begin their career in architecture at Harper.

Several students offered their comments. Rick Acosta, a Harper student, spoke of how hard the students in the architectural program work, both in school and at their part-time jobs. He felt many students in community colleges have financial needs, and he indicated that at Harper students could combine their part-time jobs with their academic programs. Mr. Acosta expressed the hope that the Board would make the right decision and find some way to retain the architecture transfer program.

Moisette Sintov, a Harper graduate, felt the people affected by budget cuts had affected her life and education in a way that could never be replaced. She appealed to the Board to consider carefully their decision and the alternatives presented.

NEW BUSINESS:
RIF Committee
Report (cont.)

Clay Delich, a former student in the architecture transfer program, informed the Board he had transferred to the University of Illinois Circle Campus where he is completing his fifth year undergraduate thesis project. In his first year, Circle Campus had advised him to apply at Harper, as their enrollment was limited. He urged the Board to reconsider their decision, and to consider the good reputation of the program. Mr. Delich stated he would be happy to donate his time to help recruit in the high schools.

Pam McFadden, also a former architecture transfer student who will be graduating from the U. of I. Circle Campus in June, spoke of the excellent quality of education she had received at Harper in the program. She pointed out that three out of 15, or 20 percent of the students who will graduate from Circle Campus next June are former Harper students. She stated she was upset at the proposal to close this program.

Leslie Schwartz (Instructor of Psychology) stated he did not believe the Board. He had heard that every resort would be taken first before laying off faculty, and yet faculty is being laid off first. He stated he was not going to let the Board, or the administration, toy with this. He will work within the union, and he asked other union members to work together and fight.

Chairman Klussmann reiterated that the Board is legally obligated to meet the February deadline with regard to administrative as well as faculty contracts. She pointed out that Harper is not alone; other districts must honor this type of deadline. Referring to Mr. Macaulay's comment that Harper is not just buildings and land but people and faculty, Chairman Klussmann pointed out this is the Board which stopped the rush into putting buildings on the second campus; this Board said to wait, listen, and explore it again. This Board has asked the administration to research the background of the second site purchase, so that when the Board meets on this they will have the best information available in order to make the wisest decisions possible. This Board believes faculty and other staff members are important. Chairman Klussmann thanked the students for their comments, stating they are the primary reason for the college, and the Board welcomes their views. For those who implied the Board is anti-faculty, Chairman Klussmann stressed that the Board is against no one. They are for the whole Harper community--students, faculty, administration, classified staff, and custodians.

Member Bone stated she had known Harper in many roles-- as a current student, as a Board member, and as a part-time teacher in another school district. She welcomed the comments from faculty and students and felt they were thought-provoking, well-prepared, and had come from the hearts of those who spoke. As a Board member elected by

NEW BUSINESS:
RIF Committee
Report (cont.)

the community to represent the total district, she felt a responsibility to the community; the motions that she intended to make and the vote she would cast, she personally felt she must do. Member Bone expressed the hope that with everyone working together Harper's expenditures could be brought more realistically into line. She stated this is not a Board against people, but a Board that must stand in front of the community with responsibility. She stated it has been with a great deal of concern and agony that many of the Board members had considered these decisions.

Member Weber moved, Member Bone seconded, to accept the RIF Committee report as presented. Motion carried.

Academic
 Program
 Reductions

Member Bone moved, Member Dasher seconded, that the Board accept the administration's recommendation that the Medical Laboratory Technician Program, Architecture Transfer Program, and the Associate in Liberal Studies Program be withdrawn effective with the beginning of the 1979-80 academic year.

President McGrath with a great deal of regret recommended that these three programs be withdrawn. He stated it was the administration's responsibility, after looking at all the programs, to make this recommendation. He noted that currently enrolled full-time students will be allowed to complete their program of studies, but no new students will be admitted to these programs in the fall. He further noted that there will still be an Architecture Technology Program, but not the Architecture Transfer Program.

Member Weber commented that the entire division is not being destroyed; one program is being eliminated. She spoke of her responsibility, as an elected member of the Board, to consider the welfare of the entire community and the college as a whole. Member Weber stated all Board members have had to set aside their personal feelings and desires and do what they were elected to do.

John Papandres (Assistant Professor in Student Development) stated it was his responsibility as a union member to back up other union members. Referring to the position in which a number of faculty members have been placed, he stated he would fight for them.

In response to a question from Member Mariahazy regarding the effect of the loss of revenue due to the elimination of the Architecture Transfer Program, Dr. Williams stated there is no question that there will be a concurrent loss of enrollments in general education courses which are a part of the program. In this particular program, the attrition rate from freshman to sophomore year has been heavy, so in terms of revenue it was necessary to consider the potential had students completed the sequence; also

NEW BUSINESS:

Academic
Program
Reductions
(cont.)

the ratio of staffing is definitely a financial consideration. The recommendations were based on these reasons.

John Pageler (Professor of Philosophy) stated that, as a previous chairman of the Academic Standards Committee, he hoped it would be Harper's position that attrition in a program is not a sign of death; it might well be a reaffirmation of strong academic standards.

President McGrath agreed there is cause and need at times for attrition, but pointed out the administration had to look at all programs. A meeting will be scheduled within the month to re-establish the Academic Standards Committee to look at retention and the entire attrition problem at Harper.

Diane Callin (Associate Professor of English) stated when people like Guenter Lehmann (faculty member for ten years) are cut the first time around, many faculty members are put in a position where they must take a stand that is firmer or stronger than they anticipated last August. Ms. Callin stated they can no longer sit by and say good-bye to their colleagues who have given good service and their professional lives to Harper. The remaining faculty is going to have to take action.

Guenter Lehmann (Associate Professor of Architecture) stated he felt his students and former students had adequately defended his program and expressed his appreciation to them. He thanked Diane Callin for recognizing an important point. Mr. Lehmann noted that when he was hired 10 years ago there was a strong policy regarding faculty not accepting or having outside employment; the understanding was implicit that teaching was the primary responsibility and that he accepted that and gave up his professional career. He questioned being terminated with no possibility of defending his position, recommending other alternatives, or even challenging the recommendation. Mr. Lehmann stated he had been told there is a problem in terms of enrollment and staffing. He feels the college is drifting toward using more and more part-time employees who will not feel the kind of responsibility to the college that he and his colleagues have felt and given. He expressed a sense of outrage in being treated that way with no opportunity to challenge it. Mr. Lehmann stated that after 10 years, a person deserves a kind of common courtesy, professional honesty and decency which he felt is missing.

Upon roll call, the vote was as follows:

Ayes: Members Bone, Dasher, Klussmann, Munson,
Tomchek and Weber

Nays: None

Motion carried. Member Mariahazy voted nay.

NEW BUSINESS:
Faculty
Reduction
in Force

Member Bone moved, Member Weber seconded, that the Board accept the administration's recommendations on Faculty Reduction in Force, as set forth in Exhibit VIII-D attached to the minutes in the Board of Trustees' Official Book of Minutes.

President McGrath stated it was with deep regret that he recommended termination of faculty in the following areas: Biology (2); Refrigeration and Air Conditioning (1); Medical Laboratory Technician (1); Librarian (1); Secretarial Science (1); Art (1); Learning Laboratory (1); Architecture (1); Psychology (1); Sociology (1); Nursing (1); Student Development (1); Criminal Justice (1); plus two terminal one-year contracts not being renewed.

Member Tomchek stated he would abstain from voting on this motion. He felt the educational program is bearing the brunt of the cutbacks being made and expressed concerns about the effect on the quality of the educational programs, and that at the same time the Student Affairs area is not affected by controls. Member Tomchek stated he was sympathetic to the comments he had heard tonight. He stated the budget crunch was regrettable, but felt the faculty seemed reluctant to share in some of the difficult things that must follow. Member Tomchek stated some programs and staff added over a period of time should not have been added, and felt it was not fair for the Board to continue programs that are no longer effective. In planning to abstain on the motion, Member Tomchek stated he was particularly responsive to the RIF Committee. He felt there were no restraints in the Student Activities area and that there are other areas that should be looked into. At the same time, he felt the college has reached a point where reductions are necessary.

Member Dasher felt the heart of the problem is the decline in FTE, and it follows there will then be a decline in faculty. He pointed out the faculty is here because of the students.

Member Bone suggested everyone work together to increase full-time student enrollment, to look for ways to recruit, and to keep the students that are here. Member Bone regretted that the actions involve people, but stated she agreed it is necessary at this time to take action in order to meet the contractual agreement on notification. She stated she would be voting with great regret.

In response to comments that the faculty was cut first, Member Dasher felt this was not true and pointed out these cuts involve roughly only \$.5 million out of the \$2 million that has to be cut. Although he thought greater cuts were necessary, Member Dasher stated he was willing to accept President McGrath's recommendation that he did not believe he could operate the college with any further reductions in faculty.

NEW BUSINESS:

Faculty
Reduction
in Force
(cont.)

Member Munson pointed out the college has been hit with the inflationary impact on costs. A referendum had been built into the budget process each year. The justification for accepting deficit spending was always there because in 1978 there would be a referendum. However, the referendum was defeated. Member Munson stated the Board must now take a responsible position in responding to the populace. It is not simply a matter of reducing spending; the Board must seriously look at permanent reductions in staff, along with plans for the future, such as new programs.

Member Weber reiterated that the faculty was not terminated first. The contract dates call for Feb. 8 notification. The Board must stay within the legal requirements of the contract. She pointed out other cuts are in process.

Member Tomchek stated that, in all fairness, a sledge hammer was used on the administration and a scalpel on the faculty.

Member Bone referred to outside forces that affect the college over which it has no control, such as corporate personal property taxes, reimbursement rate decisions, state utility taxes, etc.

Member Munson added that the Board has not addressed the possibility of going back to the voters for additional funds. She felt they could not do this until the college has shown the electorate it is trying to do something about spending. Then next year Harper could go to the voters and ask for their help and hopefully pass a referendum.

Member Dasher felt inflation has been recognized. He pointed out tax revenue has increased 8 or 9 percent, and state allotment has also kept above inflation. He felt the problem goes back to the former administration.

Mr. Miller felt sacrificing 14 people to meet a budget was out of order at this point. He stated he would be willing to pose the possibility of deferring the deadlines to the Faculty Senate and to the Bargaining Team.

Upon roll call, the vote was as follows:

Ayes: Members Bone, Dasher, Klussmann, Munson
and Weber

Nays: None

Abstained: Member Tomchek

Motion carried. Member Mariahazy voted nay.

Dining Room

President McGrath stated that at an executive session on Monday evening he had reported to the Board and was now reporting publicly that the Dining Room will be closed during the spring semester, in order to reduce costs. He

NEW BUSINESS:
Dining Room
(cont.)

stated this will involve 12 classified staff and about \$100,000 savings in that area. He stated the administration will continue to work with all committees, including the RIF Committee, to reduce costs wherever possible.

ADJOURNMENT:

Member Tomchek moved, Member Bone seconded, that the meeting be adjourned. Motion carried and the meeting was adjourned at 9:10 p.m.

Chairman Joan Klussmann

Secretary Natalie Weber