

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 Monday, July 11, 1994.

The Special meeting of the Board of Trustees was called to order at 7:30 a.m. in the College Dining Room.

Board Members Present: Chairman Molly Norwood, Members Barbara Barton, Sarah Born, John Coste, Kris Howard, Dick Kolze, Larry Moats and Student Member Bill Beisiegel

Foundation Members Present: Don Torisky, Bruce Mueller, Fred Barr, Martha Bell, James Braasch, James Bradley, Richard Guttman, James Harring, Louis Holian, John Hug, Daniel McCarthy, Michael Phillips, Alfred Shapiro, Thomas MacCarthy and Alan Herbert

Also present: Paul Thompson, Felice Avila, Bruce Bohrer, Pat Carney, Steve Catlin, Harley Chapman, Tom Choice, Ed Dolan, Bonnie Henry, Bill Howard, Barbara Knoff, Vern Manke, Liz McKay, Cindy McShane, Dave McShane, Russ Mills, Rosemary Murray, Paul Sipiera, Sheila Quirk, Patty Roberts, Janice Schleser, Fran Siebert, Frank Solano, Tom Thompson and Laurie Wren--Harper College; Christina Diaz--Recording Secretary; Joseph A. Auer, Jr.--Planetary Studies Foundation; Ray Clements and Sue Feamster--Clements and Associates.

Board Chair Molly Norwood and Educational Foundation President Don Torisky welcomed all to the meeting. Mr. Torisky stated that the sole purpose for the special meeting was to be apprised of the results of the survey research conducted by Clements and Associates regarding implementing a major gifts campaign at Harper College.

Findings of Initial Survey Research Results

Mr. Ray Clements thanked the Board for the opportunity to conduct the survey and the cooperation his efforts received. The written report is contained in a bound volume which will be distributed to all Board members. Following is a summarization.

The feasibility study primarily focused on four aspects:

1. Program Appeal
2. Availability of Financial Support
3. Leadership
4. The Organization itself

A list was designed specifically to isolate 150 prospects in the community in terms of affluence and influence. Interviewees were recommended by the Trustees, Foundation Board, faculty and staff. Forty-one prospective interviewees declined participation in the program. Fifty were actually interviewed from the community, nine from the Board and a focus group from the faculty, staff/administration. The average interview lasted 68 minutes which is indicative of the interest and questions of the interviewees.

A summary of the questions asked entailed:

1. Attitude toward Harper College, Board of Trustees, Foundation Board, administration, faculty and staff.
2. The importance of the financial needs as discussed in the draft case for support.
3. Whether a major gifts campaign could be initiated to meet the College's financial needs.
4. Attitude towards the proposed campaign schedule.
5. Whether the required \$17.25 million could be raised in cash in five year pledges.
6. Suggestions as to potential contributors of substantial pledges.
7. Suggestions as to potential campaign leaders.
8. Willingness of the interviewees to participate in the campaign organization.
9. Willingness of the interviewees to contribute to the campaign.
10. Where interviewees place the needs of Harper College in relation to other philanthropic priorities.

11. Other factors that would influence the ability of the College to conduct a major gifts campaign.

12. Information concerning the interviewee's planned giving arrangements and their willingness to attend an educational seminar on financial and estate planning.

Mr. Clements reported on the responses to each of the above inquiries which were broken down with totals into three groups (community members, board members, and faculty/staff).

The community views higher education as a valuable asset and Harper is considered one of the key elements of the higher education process. Those interviewees who came in contact with the President and faculty hold them in high regard. However, a significant number don't know the President. Attitude toward the Board of Trustees as a policy making group is very supportive. The attitude in the community toward the Foundation Board as a fund raising group is favorable but there is an indication that it needs to add additional leaders of influence.

Clements and Associates shared with the interviewees proposed projects, i.e., new technologies (\$9.0 million), excellence in teaching and learning (\$4.5 million), scholarship endowment (\$4.0 million), a center for performing and visual arts (\$7.75 million), and student services (\$4.0 million) and how they were to be funded. The total required is \$29 million. It is anticipated that \$12 million will come from federal, state and local funds. The balance of \$17.25 million would come from the private sector. Questions on attitude toward each specific project were asked in order to find which project is perceived to be the highest priority. The project rankings were essentially the same in each group:

1. New technologies
2. Excellence in teaching and learning
3. Scholarship endowment

One major question was, is Harper College worthy of going to the private sector for support. Only three were unfavorable. Eighty percent of 75 interviewees were favorable. Seventy-six percent of the community leaders' responses were favorable.

Responses to the proposed campaign schedule of 12 months from August of 1994 to July, 1995 were generally favorable.

The next question was, could the College raise \$17.25 million in a major gifts campaign. Ten interviewees said no. Thirty-six were uncertain. This means the majority of the respondents do not believe the goal is realistic and significant leaders will not participate because they don't believe the goal is attainable. A more realistic goal, it was felt, would be between \$5 million and \$10 million.

It is known that 10 to 15 gifts will account for about half the money raised in most successful campaigns. Individuals were asked to identify those corporations, individuals and foundations they felt were capable of making a \$2 million gift at \$400,000 a year over a five year period and also at slightly lesser increments. Nineteen individuals indicated that there were 17 prospects that could make a \$2 million gift. Thirteen indicated that there were 16 prospects at \$1.5 million. Fifty-six potential prospects were identified as being capable of giving \$100,000 to \$2 million. Turning capability into reality has to do with who asks and which project they are asked to do it for.

Fifty-three were suggested as potential leaders for the campaign process. Forty-four were suggested as potential campaign chairs and nine were mentioned several times. If a significant number of that nine can be involved in the campaign, success will be maximized.

Seventy-three percent of the respondents said they would be willing to participate in the campaign organization. Of the percentage that said they were uncertain, most would participate if Harper were able to secure key leaders into the process.

The most critical question has to do with size of gift and that has very much to do with how the needs of Harper College are perceived in relationship to other needs of the community. Twenty-nine interviewees considered Harper to be a high priority. Forty-two considered the needs to be medium. This means substantial gifts will be available if the right person does the asking, if you have the right leadership and if asked for a project which will impact the giving individual or organization.

The next series of questions had to do with building an endowment. The reason for this is to ascertain long-term implications. Interviewees were asked about their interest in financial seminars, wills, other charitable organizations and if they had made provisions for Harper College. Twenty-four of 75 respondents said if asked to do so they would consider putting Harper College in their will.

Conclusions

1. The President and Harper College are held in high regard by a significant number of individuals representing business and industry in the area.
2. The institution is worthy of private sector support.
3. Harper can maximize its success by:
 - a) Developing and implementing a vigorous marketing and awareness program prior to solicitation;
 - b) Enlisting the right volunteer leadership;
 - c) Focusing on the top identified priorities;

- d) Preparing a strong case for support
- e) Setting a realistic goal.

Recommendations

Based on the findings, Clements and Associates recommends that Harper conduct a major gifts campaign. It is believed, however, that the 12 month schedule is not long enough. Between August, 1994 to January, 1995, the focus should be to prepare internal and external constituencies for solicitation by implementing internal executive and leadership awareness programs. From February, 1995 to January, 1996, the concentration should be to solicit the Board of Trustees, Foundation Board, gift prospects, set campaign goals and solicit other external constituencies.

Harper is recommended to initiate a major gifts campaign for a goal of between \$6 million to \$7 million. This goal should be established only after four activities are completed:

1. The enlistment of the campaign chair and co-chairs for the external campaign.
2. The solicitation of the administration, faculty, staff, Foundation and Board of Trustees.
3. The solicitation of 10 to 12 lead gifts in the range of \$100,000 to \$1 million each.
4. The identification of sufficient qualified prospects to achieve the desired goal.

It is recommended that President Thompson conduct a series of executive awareness sessions with key executives of the community. The focus will be a brief overview of the case for support.

A leadership awareness group needs to educate key leaders as to the purpose of Harper College, its focus and also to ask for counsel and advice.

Five committees will be organized early in the campaign:

1. Selection and Enlistment Committee
2. Prospect Listing and Evaluation Committee
3. Executive and Leadership Awareness
4. Speakers Bureau
5. Campaign Executive Committee

There will be a schedule which focuses on what is to be accomplished week by week.

A campaign manager is critical to the success of a major gifts campaign. The campaign must be this person's highest priority and should be appointed by Harper.

Discussion

A discussion ensued whereby members of the Board of Trustees and the Foundation Board posed questions for clarification to Mr. Clements. Confidentiality of the list of prospects and time range for the campaign were among the topics discussed.

Felice Avila will have copies of the results of the survey report delivered to the individual members. Foundation Board members will be contacted in the near future concerning questions each may have and final approval.

The members were invited to attend a fund raising capital campaign strategy session given by Clements and Associates in the Board Room following the meeting.

A motion was made and seconded to adjourn the special Board meeting. In a voice vote, the motion carried and the meeting adjourned at 9:15 a.m.

Molly Norwood
Chairman

Sarah Born
Secretary