Exhibit VI-A-1
November 22, 1994

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 Wednesday, October 12, 1994.

CALL TO ORDER: The Special meeting of the Board of Trustees
of Community College District No. 512 was
called to order by Chairman Norwood on
Wednesday, October 12, 1994 at 7:04 p.m. in
the Board Room of the Administration Building,
1200 W. Algonquin Road, Palatine, Illinois.

ROLL CALL: Present: Members Barton, Born, Coste, Howard
(7:10 p.m.), Kolze, Moats and
Norwood

Absent: Student Member Beisiegel

Also present: Paul Thompson, President; Ed
Dolan, V.P. Academic Affairs; Bonnie Henry,
V.P. Student Affairs; Vern Manke, V.P.
Administrative Services; David McShane, V.P.
Information Systems; Patrick Beach; Vic
Berner; Larry Bielawa; Steve Catlin; Robert
Getz; Bill Howard; Dominic Magno; Mercedes
McGowen; Elena Pokot; Glenn Reich; Laurie Wren
- Harper College. Guests: Kelly Womer - Daily
Herald.

Chairman Norwood noted that there would be an executive session at
the end of the Special meeting for the purpose of discussing the
appointment, employment and dismissal of personnel.

INFORMATION SYSTEMS

Vice President David McShane began with an explanation of the
Technology Plan Update. The Academic Technology Committee and the
Administrative Computing Committee have collaborated to produce the
updated plan, with the anticipation of submission to the Board for
approval in October or November. This is a revitalization of the
previous plan with a five-year time frame. Input was solicited
from various entities around the campus and workshops were held
regarding the new technology coming on-line. The two committees
have come together with ten goals, and have formed an ad hoc
committee to bring these goals together in a plan form. The ad hoc
committee members are Elena Pokot, Bill Howard, Vera Davis, Dom
Magno, Mercedes McGowen and Glenn Reich.

Dom Magno explained that the plan involves 52 projects which the committees feel should be implemented. The plan represents a College-wide response to the Preferred Future goal to "provide comprehensive access to information and instruction through the use of state-of-the-art global computer networks and other technologies", with the roots of the plan based in sound quality teaching and learning practices.

Students are coming to Harper with increasing levels of technology preparation, and thus will expect a level of technology that is commensurate with their previous learning experience. In addition, the skills that employers will be requiring of graduating students relate increasingly to the areas of information and technology, both of which are strongly addressed in Harper's technology plan. The plan is a heavy investment in the College's future, and has a built-in evaluation process to see if it is producing the expected results as well as to monitor the implementation of the plan.

Glenn Reich explained the evolution of the plan itself. The committee realized that the final document and plan must have input and support from all areas of the campus. The foundation of the plan was the result of work done by the Administrative Computing Committee and the Academic Technology Committee over a two-year period, with the ad hoc committee combining the goals and ideas of both committees. The consensus was that the plan meets both the administrative and instructional needs, and encompasses projects that are technologically feasible. Information was shared with the members of the Administrative Computing and Academic Technology Committees as well as with faculty and staff members, and their input was used to develop the final plan. Additional meetings were held when necessary to ensure that everyone had an opportunity to have their ideas considered and questions answered.

Bill Howard stated that the response to the plan has been very positive to date. He noted that the plan can be referred to as the projects progress to determine if and where alterations are necessary. A constant updating process is built into the document and works hand-in-hand with the unit planning that is in place across the campus. This process requires that individual departments develop a five-year strategic plan for their particular department, and includes suggestions regarding technology for the department.

In regard to the 52 projects listed, Mercedes McGowen explained that some will be completed during the five-year tenure of the plan and some will be ongoing. Other projects require only a feasibility study and are not scheduled to be implemented during the duration of the plan.

Ms. McGowen pointed out that most of the ten goals address the goals of quality teaching and learning with the emphasis on instruction and providing for student success in ways that prepare students to enter a technological work force. These goals each encompass a number of projects deemed necessary to reach those goals, as well as projects designed to monitor the progress and success of the program. The goals designed to increase administrative productivity and communication will also be beneficial to students by improving communication between students and faculty, and making information more easily accessible in order to track student success. There are also projects built in to measure the effectiveness of technology in institutional operations.

Member Born asked for an explanation of migration policy. Ms. McGowen explained that this relates to moving computers to the areas of the College where they are most needed based on user needs, as some areas do not require the same level of technology as others.

Elena Pokot explained that the plan was developed to provide the infrastructure necessary to actually deliver the outcomes. Goals such as allowing students and faculty to access the LRC resources are not possible without having the complete campus backbone in place and all of the buildings wired. Projects of that nature are outlined in goal F. This is crucial in the area of Internet which will allow students to communicate not only with faculty members, but also with other institutions and businesses. Another area of concern is improved high volume production printing capabilities. Currently there are isolated printing islands which involve a considerable amount of time and effort in order to produce outlines for courses, tests, exams, etc. One of these projects will take care of volume printing to provide capability for faculty to do their tasks and assignments faster and more conveniently. The student system which is coming on-line will provide the student schedules, allow for payment of student bills and registration for courses, reporting of grades, etc. Ms. Pokot noted that instructional technology also requires the understanding of student success. Having student data accessible for instructors to use to evaluate their own strategies will be provided by this particular project. Another project would allow Harper to accept student admission applications from a high school counselor's desk, to sent transcript information to four-year institutions, and to evaluate a student's progress at Harper against what other institutions require.

The plan to develop a universal ID card is one of the projects that is in the feasibility stage since it is not known at this point what would be involved or who would be interested. Goal H deals with enhancing and expanding of services of training and support.

In order for Harper to be successful in this endeavor, it is necessary that everyone on campus has the appropriate opportunity for training.

Goal I deals with the process for planning, updating and communicating with the College community. Ms. Pokot stated that because of the campus-wide input of ideas for the plan, it is extremely important to communicate the progress of these projects. She added that to implement a plan of this magnitude, funding is necessary. Thus, the last part of the plan deals with obtaining funding and seeking the Board's support.

Ms. McGowen stated that Harper is trying to expand communication with the feeder schools and high schools locally. IS personnel have visited with the directors of computer services and other departments in High School Districts 211 and 214 in an attempt to expand on the initiatives that were started through Bruce Bohrer's office last fall. She noted that a great deal more could have been accomplished with less man hours if the technology plan had been in place.

Member Born asked if there has been any attempt to coordinate the technology plan in District 214 schools with what is being done at Harper. Mr. Magno replied that although there is nothing of that nature currently in progress, they have opened dialogue in this respect that would affect both districts. Mr. McShane added that District 214 has a very aggressive three-year plan which they may not be able to accomplish. He felt that they may be looking for a type of collaborative partnership with Harper providing a support function.

Chairman Norwood noted many of the projects appear to be ongoing, and felt that flexibility will be necessary to continue with the list as projected. Ms. McGowen explained that there are two types of ongoing projects. Once the initial investment is in place, the project becomes operational and it continues. Other ongoing projects are feasibility studies, and if it is determined that a project is feasible, then development and budgeting would begin. Member Barton noted that there was no mention of cost. President Thompson explained that the administration hopes to have information available at the October Board meeting regarding costs and funding sources. He added that this would be a key part of the capital campaign. Member Born stated that if sufficient funds are not raised for this through the capital campaign, she was unsure if money could be found in the budget on an annual basis to support these projects. President Thompson stated that the administration would submit options to the Board. Member Howard stated that the plan evaluation is very important because of ongoing changes in technology. She complimented the computer and technology committees on their work, and added that it is important for the

administration and the Board to remember that changes may be made if indicated. Member Barton commended all of those involved for spending the hours necessary to develop the plan.

Vice President Manke stated that this plan represents several years and, in that context, it involves a significant amount of dollars. However, it becomes much more reasonable and feasible when taken one year at a time, knowing that the work done in one year will be building for the subsequent years. He noted that the plan provides a specific direction for the College. Member Howard stated that the same approach was taken in repairing parking lots and roofs. President Thompson stated that if there is agreement that this is a solid, well-developed plan that should be implemented, then the College must then find the funds to support it.

Mr. McShane stated that Harper is in the fourth year of the five-year plan that was approved in 1991. This plan revitalizes the previous plan, and some of the work to be done next year is a continuation of the previous ongoing projects, such as the Bookstore and administrative computing system.

Member Moats asked if it would be possible to identify which items in the new plan coincide with items in the original plan. Mr. McShane agreed to provide this information.

Mr. McShane stated that he was pleased with the part of the plan that allows for the replacing of technology on a cycle basis without a significant amount of down-time.

Member Born asked if the backbone for the system is in place in all of the buildings at this time. Mr. McShane stated that all of buildings are essentially connected to each other so that signals from each building can transfer to any other building on campus. The only ones left to be completed, based on the current refurbishing plan, are Buildings F, M and C. Mr. McShane briefly explained the technical makeup of the backbone, and added that on this campus, this is analogous to the highway. Areas have been secured in each building for electronic "closets" to support the signal network. Mr. McShane explained these in more detail. The faceplates in place at each desk, office, classroom and lecture hall for the system provide for video, phone and data signals from a common connection.

Mr. McShane explained the status and progress of the installation of the system in the individual buildings. New buildings are on line because it was possible to install the network as the buildings were constructed. Those buildings being refurbished will come on-line when the renovation is complete. The wiring in Building A will be completed as soon as possible because many of the administrative offices are located there.

Mr. McShane discussed the cost issues surrounding the wiring of the campus with copper, fiber, or co-ax. Although fiber is the medium of the future, the cost is still very expensive. However, because the labor cost is three to four times the cost of the fiber itself, the project cost is reduced by installing fiber to the entire campus at the same time. As the plan progresses, this fiber will carry data, voice, and video, and will support the technology on campus far into the future.

Harper now has an Internet connection with approximately 100 users. This is being expanded slowly to ensure that proper security measures are in place. The distance learning pilot that has come about through our membership in the North Suburban Higher Education Consortium is possible because this backbone is now in place. President Thompson noted that the Illinois Board of Higher Education has approved the Consortium's funding for next year of approximately $300,000 over last year's amount. This is because additional colleges and universities are joining the Consortium.

Member Born asked Mr. McShane to prioritize the buildings that are still to be wired. He noted that Building F is the top priority, then the east side of Building D, then Buildings I/J, and G/H and the Northeast Center.

Mr. McShane noted that as more areas are allowed to connect into the system, this will be done with log-in rights for security purposes. An individual's log-in key allows him/her to use the system only within certain parameters.

Mr. McShane gave a brief explanation of the technical drawings, with special emphasis on the power resources.

Member Born asked if there is any way to predict possible future technological advancements in order to avoid having to go back to install different wiring. Mr. McShane stated that there is no way to predict that, but the wire that is now in place will be sufficient to handle the technology for approximately 25 years or beyond.

Mr. McShane stated that the desktop computing device is the key piece needed to get onto the information superhighway. Harper has approximately 1,200 units on campus. Mr. Manke added that a good deal of the work to date has been accomplished by College personnel rather than on a contractual basis as some other institutions do with systems of this size and nature. This has resulted in a significant cost savings.

Member Kolze asked about Moraine Valley's status regarding the nature of their campus infrastructure. Mr. McShane replied that they visited only one building, and he did not know about the rest

of the facility.   In the perspective of a facility that has the flexibility to deliver technological type of instructional programs, Harper is behind in that particular arena. Constructing labs in different buildings rather than centralizing them has made it difficult to provide sufficient lab management people. Centralizing the computer labs is more efficient in terms of personnel, air conditioning needs, electrical requirements, etc. Member Kolze asked if we can still accomplish our programs even though the cost is greater and the efficiency less. Mr. McShane stated that this was being done, and agreed that we will have the capability to offer the same types of programs as Moraine Valley.

President Thompson noted that there are pros and cons to both centralized and decentralized labs in terms of the proximity of the staff to the labs versus the added costs related to decentralizing.

Mr. McShane stated that IS is into the second year of the plan for the administrative system, and suggested that he address that project at a later date.

Member Moats asked if Mr. McShane would have the documents that pertain to the labs detailing the number of computers, hours of operation, etc., available for the next meeting of the Technical Review Committee, which will be primarily a visit to various labs and return hubs. Mr. McShane agreed to provide this information.

President Thompson asked Mr. McShane how the phase-out of the old administrative system was progressing. Mr. McShane stated that the hardware has been cut down by approximately one-third.   It is necessary to keep the remainder of the hardware in place while the student system is being migrated. Approximately 50 percent of that has been done, with the system to be on schedule and completed by next year. Approximately two-thirds of the administrative support system has been transferred to the new system.   The financial system is running, and the new Human Resources system will soon be used for payroll.

Member Kolze spoke for the Technology Committee and recommended that the Harper Board meet with the District High School Boards to discuss these technology issues in order to meet the needs of the clients as they come to Harper, and to set a tone for the administrators to work more closely together. Board members agreed with this recommendation, and President Thompson stated that he would contact the appropriate school districts.   Member Born suggested that the meeting be held at Harper so that they can see what Harper has to offer. Member Kolze suggested that the agenda include technology as well as other topics.

Chairman Norwood noted that District 15 is planning to send groups of four to six teachers throughout the United States to study the technology options for K-8 schools.

ADMINISTRATIVE SERVICES

Mr. Manke stated that in the process of converting the financial system to the new system, Administrative Services has had an opportunity to improve and streamline their operations. One of the features of the new system will enable vendors to be paid in a more timely fashion. The feasibility of processing and releasing checks on a weekly rather than monthly basis is being explored. Harper legal counsel is studying this to see what actions are necessary, such as language change and change in Board policy. This cannot be done as easily through the Imprest account because of the size and volume of the accounts payable. In addition, the use of the Imprest account causes double work in terms of the processing activities.

Harper has been contacted by the Illinois Department of Transportation regarding their renewed interest in expanding and widening Algonquin Road in front of the campus. They would like to acquire property for a Strategic Arterial Route, possibly up to six lanes, which would involve property across the front of the campus in order to do the project at one time rather than piecemeal. Mr. Manke suggested that a committee including Board representation be re-established to meet with IDOT to discuss these issues. Mr. Manke suggested that IDOT may want to continue with the project from the Roselle-Algonquin intersection, even though it has not been bid as part of the current project. He noted that IDOT is notorious for doing change orders to projects, and felt that they may wish to do the changes to Algonquin Road to the Harper entrance as a change order.

Member Barton asked how this would affect Harper's request that the entrance be moved further east toward Quentin Road. Mr. Manke noted that the cemetery did not wish to share the cost, and it was decided that there was no reason to move the entrance if the perimeter road was redone. IDOT now is interested in acquiring some of the cemetery property as well as Harper property, and Mr. Manke suggested again that a committee be reconvened to address these issues and meet with IDOT. He noted that they have requested an appraisal of the land value for the property they need from Harper.

Chairman Norwood asked Member Coste if he would like to volunteer for the committee. He replied that he would consider it. Member Coste asked Mr. Manke if he had an appraisal. Mr. Manke stated that he needed Board permission to get a new appraisal because of

the funds needed, and noted that this would not be done through the attorney.   The previous appraisal provides a basis to start from, and he noted that the materials have been returned to Harper from MSD at no additional cost.

Member Coste asked if the appraisal that was done previously was on a smaller portion of land than what IDOT is now proposing.   Mr. Manke stated that it was not, and that the previous appraisal was for the Metropolitan Sanitary District.   Member Coste asked what the new total land-taking would be.   Mr. Manke replied that it is approximately 1½ acres.   Member Coste asked if we have an appraisal on that, and Mr. Manke replied that we do not.   Member Coste suggested that this be done before any action is taken.

There was consensus of the Board that Mr. Manke proceed with the appraisal.   Member Kolze asked if Mr. Manke could have a price for the appraisal at the October Regular Board meeting.   Member Moats noted that the Board should do what is in the best interest of the taxpayer.   Member Kolze offered to work with Member Coste on the IDOT committee.

Mr. Manke stated the Board needed to discuss the levy options before the next Board meeting.   The assessed value went up 3.09 percent for 1993, which was lower than what was projected.   Mr. Manke distributed a projection based on a 4 percent increase in assessed value for 1994, and noted that the 4 percent may be too aggressive.   Going with 4 percent and maximizing the tax rate will represent an increase in the levy of approximately 5.97 percent excluding debt service, or 5.20 percent including debt service. This means it will be necessary to do a notice of Truth in Taxation.   This translates into an increase of approximately .0063 in the tax rate.

As an option, Mr. Manke explained that the Board can assume that the assessed value will increase approximately 3 percent, which may be more realistic.   The increase in the levy can then be held to 4.99 percent excluding debt service, or 4.31 percent including debt service.   The projected 1994 tax rate using this assumption will be 29.38 cents per $100 of assessed value, which is a difference of .0067 cents.   Based on the small difference between these two, Mr. Manke felt that it would be appropriate to consider avoiding the Truth in Taxation issue and assume that the assessed value will not exceed 3 percent.   Mr. Manke recommended that the latter option is more advantageous at this time.

Member Barton asked if this is being done to avoid the Truth in Taxation issue.   Mr. Manke replied that it is, but that there is a difference of only approximately $300,000 in terms of the dollars that will be produced.   He added that if Harper goes with the higher levy, we may not get it because the assessed value may not

go up significantly enough. The Board could possibly be subjected to some unnecessary criticism and scrutiny. Member Moats stated that he supports Mr. Manke's recommendation of the second option. Member Barton asked what effect the loss of $300,000 would have. President Thompson stated that this is still being analyzed, but that one possibility may be an increase in tuition, although it is too early for this type of decision.

Mr. Manke noted the Board had set parameters for tuition as a percentage of per capita cost at 18 to 22 percent. Based on the per capita costs in the last audit, Harper tuition is currently at 18 percent. If tuition were increased by $3.00, it would be at 20 percent. Mr. Manke felt that the tax levy and the tuition need to work in tandem. There is currently a deficit projected for the 1994-95 budget based on last year's calculations. Mr. Manke predicted that there may also be a deficit in the 1995-96 budget, but that a tuition increase would reduce the deficit. He added that it is more advantageous to the student and the institution to institute tuition increases more frequently and in smaller amounts.

Member Coste asked if the levy was at the maximum last year. Mr. Manke replied that it was not at the maximum in all of the funds because of the adjustment made for the other counties included in District #512. Mr. Manke noted that it was the Board's objective to get the levy to the maximum; Member Coste stated that it was not his objective.

It was the consensus of the Board that the administration recommend the levy option of 4.99 percent, with an explanation of what that will translate into for different home values.

Member Born suggested that it would be desirable to have more student involvement if a tuition increase is necessary so that they understand the rationale. President Thompson agreed that the Student Senate should be more involved in the process.

OTHER BUSINESS

Chairman Norwood noted that volunteers were needed to work with the Budget Committee. Member Barton agreed to work on that committee.

President Thompson stated that Eugenia Chapman's memorial service will be held at Harper on Saturday afternoon, October 14. The family has established a memorial scholarship at Harper. President Thompson will announce that the College will dedicate a tree in her honor, and that a resolution of appreciation would be presented at the October 27 Board meeting.

A resolution honoring Virginia McDonald will be presented to her at a later date.

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President Thompson pointed out an updated district map, and noted that smaller copies would be available for the Board members.

It was decided that the meeting with area legislators would be rescheduled for December. It was agreed that a dinner meeting before the Regular Board meeting on December 15 was a possibility, and President Thompson stated that he would see if this was acceptable to the legislators. There was discussion regarding other possible dates.

Because three Board members will be absent from the November 22 Regular Board meeting, It was agreed that the election of Board officers would take place at the Special meeting on November 8.

Vice President Dolan stated that he and Vice President Henry met with the Faculty Senate and that they have resolved the issue of the administration being a meaningful party in the decision making regarding hiring of faculty. The administration will be making decisions with the Faculty Senate in the hiring of faculty. The administration in the past has played a courtesy role, and is now taking a more active role at the direction of the Board.

EXECUTIVE SESSION

Member Barton moved, Member Moats seconded, that the Board adjourn into Executive session for the purpose of discussing the appointment, employment and dismissal of personnel.

In a voice vote, the motion carried.

The motion carried, and the Board adjourned into Executive session at 9:15 p.m.

Member Howard moved, Member Kolze seconded, that the Board reconvene into Regular session. In a voice vote, the motion carried at 9:51 p.m.

ADJOURNMENT

Member Barton moved, Member Howard seconded, that the meeting be adjourned. In a voice vote, the motion carried and the meeting adjourned at 9:52 p.m.

_____   _____
Chairman   Secretary

BOARD REQUESTS

OCTOBER 12, 1994 SPECIAL BOARD MEETING

1)   Member Moats asked if Mr. McShane would identify which items in the new plan coincide with items in the original plan.

2)   Member Moats asked that documents that pertain to the labs detailing the number of computers, hours of operation, etc. be available for the lab visits.