

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 Tuesday, November 8, 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 Tuesday, November 8, 1994 at 7:05 p.m. in the Board Room of the Administration Building, 1200 W. Algonquin Road, Palatine, Illinois.

ROLL CALL: Present: Members Barton, Born, Howard, Kolze, Moats and Norwood  
Absent: Member Coste and Student Member Beisiegel

Also present: Paul Thompson, President; Ed Dolan, V.P. Academic Affairs; Vern Manke, V.P. Administrative Services; David McShane, V.P. Information Systems; Vic Berner; Tom Choice; Bill Howard; Elena Pokot; Sheila Quirk; Glenn Reich; Patty Roberts; Laurie Wren - Harper College.

ELECTION OF OFFICERS

Chairman Norwood began the election of the Board officers for the 1993-94 term by entertaining nominations for Board Chairman to serve for a term of one year.

Member Born moved the nomination of Member Larry Moats for Board Chairman. There being no further nominations, the motion carried in a unanimous vote.

Member Norwood relinquished the Chair to Chairman Moats. Chairman Moats thanked the Board, and expressed appreciation to Member Norwood for her leadership of the Board during the past three years.

Chairman Moats requested nominations for Vice Chairman of the Board.

Member Barton moved the nomination of Member Born for Vice Chairman. There being no further nominations, the motion carried in a unanimous vote.

Chairman Moats entertained nominations for Secretary of the Board.

Member Barton moved the nomination of Member Kolze for Secretary of the Board. There being no further nominations, the motion carried unanimously.

#### ESTABLISHMENT OF MEETING SCHEDULE

Member Howard moved, Member Kolze seconded, that the 1994-95 meeting schedule of the Board of Trustees be established in accordance with the Resolution as outlined in Exhibit IV (attached to the minutes in the Board of Trustees' Official Book of Minutes.

In a voice vote, the motion carried.

#### ACADEMIC AFFAIRS FOLLOW-UP

Vice President Ed Dolan summarized the information that was presented at the September Special Board meeting, including the North Central Association visit, the Outcomes Assessment Initiative, and the hiring process and procedures. Dr. Dolan noted that Tom Choice is very involved in the Program Review process, and the Reorganization has become part of Sheila Quirk's responsibilities.

#### **Reorganization**

Dr. Dolan explained that the information provided to the Board outlines the rationale used with faculty and administrative groups to explain the need for a reorganization, the accomplishments of such a reorganization, and to obtain feedback from faculty and administrators in terms of what adjustments might be made.

It was noted that the consolidation of Dr. Dolan's office with that of Tom Choice has resulted in more efficiency in terms of both paperwork and time spent going between the offices by the respective staff.

Dr. Dolan expounded on the needs for reorganization, as outlined in Section I of the Academic Affairs document (attached to the minutes in the Board of Trustees' Official Book of Minutes). The vocational/technical programs were in need of a concentrated focus and coordination, as well as general support from the Vice President's office. In addition, changes in the environment

require the College to be more proactive and organized, including addressing the increasing demands and opportunities that are being articulated from the workforce in terms of training and workforce based programs in the technical and career programs. Federal money budgeted for the School-to-Work Program is beginning to flow into the communities, requiring Harper to become active at both the state and national levels. Dr. Dolan noted that some coordination and support for the Continuing Ed programs was lost, which required some coherence in terms of communication, standards and direction. The Outcomes Assessment initiative, as well as the North Central Report and Program Review, needs involvement by the office of Academic Affairs. In addition, an effort has been made to redistribute the workload previously handled by the Assistant to the Vice President of Academic Affairs so that he can direct more attention to special projects.

Dr. Dolan stated that the reorganization required no new positions, resulting in a reorganization process within Academic Affairs. The Assistants to the Vice Presidents are: 1) Transfer/Academic (Tom Choice), 2) Workforce/Vocational (Sheila Quirk), and 3) Continuing Education/ Special Projects (not identified yet).

Dr. Dolan explained the benefits of the reorganization as outlined in Section III.

Member Barton asked how the reorganization differs from the previous chain of command. Dr. Dolan responded that none of the three Assistants to the Vice President previously under the Vice President were primarily responsible for Vocational/Technical education. Additionally, the Deans reported to those people, not to the Vice President. The reorganization maintains a flat structure in terms of decision making with additional support in terms of coordination and active support for Deans and Coordinators by Dr. Dolan's office. Resources are brought into the Vice President's office to address the needs that were identified.

In terms of the implementation sequence, Dr. Dolan noted that Phase 1 has been delayed because they have not been able to hire an Operational/Sales Manager for Corporate Services. Phase 2 was to be completed by January 1, 1995, and is partially completed at this time. Phase 3 will begin in January 1995; and Phase 4 will begin in July 1995. Work has already been done in some of the areas, with equipment and curriculum needs being projected out for the next five years. Member Barton asked what information was used to develop a five-year projection. Sheila Quirk responded that the projections are based on data from the IOICC (Illinois Occupational Information Coordinating Committee), the community colleges, the Unemployment Service, and Dun and Bradstreet studies of employment patterns in specific geographic locations. Member Born asked what was done before this type of study was undertaken. Ms. Quirk

replied that an analysis of this type is not usually done until a problem or need is identified, such as a decline in enrollment, etc. Dr. Dolan stated that the programs have always had their advisory committees for guidance in terms of curriculum needs. He felt that Harper's reputation and priority in the past have been transfer and liberal arts programs rather than career vocational/technical programs, and that the Academic Affairs office was not organized in such a way to assess and analyze the programs. Ms. Quirk stated that the rapid change in the market in terms of the need for high technical skills is impacting what courses are taught, and has necessitated the need for in-depth analysis of how courses are being taught.

Ms. Quirk called attention to the Career Trends section in the course schedule. This shows the number of annual job openings, average starting salaries and the outlook for specific careers., etc. Member Born asked if Harper works in conjunction with any of the other area colleges to avoid duplicating efforts. Dr. Dolan responded that there are working agreements in consortium with other surrounding colleges in a number of the vocational programs. Member Born stated that it seems that the taxpayers are paying a large amount of money to these people at different colleges who are all doing the same thing. President Thompson agreed that a consolidation of efforts would be wise if others are receptive to the idea. Ms. Quirk noted that in terms of Continuing Education, Corporate Services individuals meet once a month to share information. This has not been done as much in the credit area, but should be pursued. Tom Choice stated that the Northern Illinois Career Gains group, made up of Corporate Services individuals, meets a minimum of twice a year. The Chicago Area Transfer Administrators, a group of Liberal Arts Deans and Business Deans, also meets twice a year. These groups have addressed some of the issues at times, but more recently their time has been devoted to such topics as the Illinois Articulation Initiative, Educational Guarantees, etc. Member Born stated that Harper could do a better job at getting the message out to the public regarding the effort to make wise use of tax dollars.

Dr. Dolan noted that the Northwest Consortium is focusing on teleconferencing and telecommunications, but will also be viewed as the mechanism through which a number of the federal and state workforce dollars will flow. That will help frame the cooperative-based planning that Member Born addressed. The consortium of western suburban colleges, of which Harper is an associate member, is attempting to pool their efforts and resources in order to optimize grant money that is available for customized workplace training.

Dr. Dolan summarized by saying that they are approximately three-quarters of the way into implementation. The plan is designed to

be revised over time. However, the primary purpose of the reorganization was to provide additional support for the vocational career programs. Sheila Quirk is assuming that responsibility in the context of the developing need for workforce-workplace transitions that are taking place, and is approaching this with the perspective of her Corporate Services position. The other critical need being addressed is that of the Continuing Education, and Dr. Dolan noted that they are not as far along on that last phase. Tom Choice has taken primary responsibility of special projects including Program Review, Outcomes Assessment, and the North Central Association Accreditation visit.

Member Barton asked if the position in Phase 4 will be listed as a vacant requested position in the budgeting process. Dr. Dolan replied that funding for that position may be delayed for another year.

In response to Chairman Moats, President Thompson noted that the origin and philosophy of the College was based on the premise that vocational and academic courses and programs need to be dovetailed by Division rather than separated down vocational and academic liberal arts lines.

Member Barton asked if this philosophy means that a vocational student will have to take liberal arts courses to graduate, even if that is not where the student's strengths lie. President Thompson replied that employers and Career Advisory Committees have indicated the need for well-rounded students/employees. There are some general requirements for those students, but other liberal arts courses are electives. Dr. Dolan added that there are some certificate programs in which the student is required to take skill courses for job qualifications and does not earn a degree. Additionally, people with degrees are returning to take the skill courses and do not need the liberal arts courses.

Chairman Moats asked who is responsible for Continuing Education. Dr. Dolan stated that Continuing Ed was decentralized to the divisions. It is now the responsibility of the Deans, and Tom Choice is providing coordination of this function.

### **Program Review**

The following documents were presented for information purposes: 1) Program Review Manual table of contents and flow chart; 2) the Academic Affairs Analysis Guidelines, which lists the questions that must be addressed in the program review process; 3) a schedule of programs that have been reviewed since 1990, those currently under review and those scheduled for review through 1999; 4) a summary of program changes that have occurred as a result of the Program Review Process; 5) a summary of the Overall Academic

Productivity which was derived from the PQP Report (Productivity, Quality and Priority) that is required by the State.

There was discussion regarding international interest and collaboration in some of Harper's programs, such as the Saudi Arabian nursing program and the Russian business program.

Member Barton suggested that the Marketing and Promotion section of the Analysis Guidelines is too vague, and that more specific goals should be established. Dr. Dolan noted that this is a very narrow approach from the individual program perspective.

Member Norwood asked for an explanation of the Programs on Probation. Dr. Dolan replied that some benchmarks have been set up with those programs and hard decisions have to be made at times in terms of continuation or phasing out of a program. The time frame for decisions depends on how severe the problems are. There was discussion regarding the curriculum changes being made in the two programs on probation -- Hospitality Management and Electronics. Member Norwood asked if changes in curriculum need to be approved by ICCB and IBHE. President Thompson replied that only a complete new program would need to go through IBHE, but these are considered "reasonable and moderate extensions". The groundwork is done ahead of time so that nothing is approved in Academic Affairs until it is certain to be approved in Springfield.

Member Howard asked if performance review study teams include members of the business community other than the Advisory Committee members. Dr. Dolan replied that in both the vocational and academic program reviews, it is desirable to bring in a person with no vested interest in the program to make an objective evaluation.

Chairman Moats stated that it is almost incomprehensible to him that the world headquarters of Motorola is so close to Harper, and the Harper electronics program is having so much trouble. He noted that we need to be turning out students who are employable in that environment. Member Howard noted that the same comment could be made of the hospitality industry. Sheila Quirk stated that she has had two meetings in the last month with Vince Serritella, Director of Planning Policies and Joint Ventures, regarding developing Harper's electronics program and apprenticeships rather than bringing in people from California to do these jobs.

Chairman Moats asked for more information on the development of new programs. Dr. Dolan stated that it has been difficult in the past for faculty who were already busy with their own programs to take the time to identify the need for a new program and then develop that program. Sheila Quirk is now taking the responsibility for this function. Member Barton asked what kind of marketing would be done to inform the public about unique new

programs, such as the Dispatcher Training. Ms. Quirk replied that the companies involved would collaborate in this effort, with specific media ads being placed. Member Howard noted that the efforts in Corporate Service and with the Advisory Committees is paying off in terms of companies approaching Harper for solutions to their workforce problems.

There was discussion regarding the enhancement of current courses, as well as the status of collaborative courses offered through the Distance Learning Initiative, such as the Japanese course. Because of low enrollment, there have been discussions with the district high schools regarding a joint course.

Dr. Dolan reported that there have been a number of accreditation teams on campus recently with outstanding results. The National League of Nursing has just concluded a very exhaustive study of our program and has given the program very high marks. The Adult Development program was reviewed by the Illinois State Board of Education, and this program received high marks as well.

In response to questions from Chairman Moats, Dr. Dolan explained some of the various mechanisms used when a faculty member expresses interest in developing new curriculum. There is a faculty grant program which encourages faculty to think about curriculum development in their areas and to apply for grants to help them pursue that. President Thompson noted that trying a course in the Continuing Education arena is often another way of developing curriculum. Member Howard noted that the Foundation is another avenue to tie into companies to fund some of the equipment needed for these courses.

Dr. Dolan invited Board members to meet with the Vice President for Academic Affairs from Howard University, Dr. Orlando Taylor, who will be on campus on December 2 to meet with faculty, students and staff with respect to the advantages of going to Howard University. Harper College and Howard University staff members are working toward an articulation agreement between the two institutions. Member Barton asked if students are aware of the articulation agreements that are currently in place. Dr. Dolan replied that the advising function usually covers this information.

Dr. Dolan noted that an Associate Degree in Fine Arts has been added to the curriculum. This will be a transfer degree for the music and arts programs, and the general education core will be built into it. The Illinois Community College Board has authorized this degree and one in engineering.

Dr. Dolan announced that tickets have been reserved for Board members to attend the Harper play, "A Comedy of Errors," in the new

Drama Lab ("Black Box") in Building L on November 18. There will be a reception at Dr. Dolan's house following the production.

OTHER BUSINESS

President Thompson distributed the cost information for the Technology Plan that was presented at a previous meeting, as well as a list of possible funding strategies. The committee will come back to the Board with a recommendation for initiating the plan and funding plans.

Chairman Moats noted that it would be helpful to know how much of the amount is incremental over what is being spent presently. Vice President McShane stated that most of the cost is new; however, some of the older equipment will go into a recycling process.

President Thompson asked for direction from the Board as to whether they would like to pursue the general plan overall before they begin to work toward the funding of the plan. Member Barton asked for information regarding projected fund balances if money is allocated for the implementation of the technology plan. Vice President Manke noted that this will depend on capital requests from departments as well as other variables. He added that the cost of technology is difficult to project because of rapid changes in the industry. Member Barton stated that she would not be comfortable approving a plan that used the fund balances to that degree without knowing what effect it would have. Mr. Manke replied that it could be approved subject to appropriate fund balances and other resources. He added that it may be time to investigate leasing some of this equipment rather than paying cash. Member Kolze stated that he would like to see a cost projection out to 1998-99. Mr. Manke replied that there are many costs that cannot be projected adequately, such as salaries and benefits, so it is not possible to project the fund balances. Member Kolze reiterated that it would be helpful to have some kind of anticipated projection.

Member Born stated that it may be necessary to approach the plan with priorities in mind as to what is necessary to achieve our goals. Member Kolze reiterated the need for the financial projections to be able to approach that task. Mr. Manke stated that because the fund balances will be needed for other uses in the future, it is essential that there be funding flexibility between the various budgets. Other factors need to be considered, such as the availability of Bookstore proceeds once the alternate revenue bond is paid off.

Member Born stated that she thought the Board would be foolish to commit to such a long-term plan because of the possibilities of other needs for the funds in the future. President Thompson noted



that this same type of financial situation came up when the TSI plan was implemented. He added that it is important from an instructional aspect to commit to some type of plan, with the timing dependent on the funding resources. Member Kolze stated that he would require a financial plan in conjunction with the Technology Plan. President Thompson stated that the Board would receive that information.

Member Barton asked how it is possible to project the cost of equipment out to 1998-99. Mr. McShane explained that different expenditures, such as equipment, labor, etc., are given a unit cost based on their worth today, and then that unit cost is used to project that cost for that expenditure in the future.

Member Born asked why there is an expenditure of \$10,000 to "seek Board commitment and secure funding to ensure ongoing support of the Technology Plan". Elena Pokot explained that this relates to the faculty release time necessary in order to establish policies, start up the projects, establish feasibility studies, etc. Member Howard noted that there should be clarification of that point in writing.

In summary, Chairman Moats stated that these are incremental requests for the Board's consideration, over and above current spending. The present IS budget is approximately \$3.5 million. The additional funds are being requested to acquire technology above and beyond what is currently in place. In order to consider this request in a financial projection, the Board has requested five-year projections of the various funds that incorporate these numbers. The Board would like to review these items in terms of priorities.

Member Howard noted that this is essentially a planning document, with the Board having the option from year to year of approving or not approving technology expenditures, without a commitment to these dollars for the next five years. She commended the effort, and noted that this will be reviewed and changes will most likely be made from year to year. She expressed her desire to move ahead with this plan, but added that the financial projections and priorities are necessary to do so.

There was discussion regarding the status of roof and parking lot repairs. The roof repairs on campus are now complete, and parking lots are scheduled to be completed by spring of 1995. Northeast Center roof repairs and tuckpointing are scheduled for spring of 1995. Mr. Manke noted that there should be planning done for sealcoating the parking lots to extend their life.

The Board agreed on January 30 from noon through the evening for a Board retreat date.

The Faculty Senate Executive Committee has requested that the Board and President Thompson select a time for a meeting with members of the Faculty Senate. A tentative date of December 6 from 4 to 6 p.m. was agreed upon. In addition, Member Born reminded Board members that the ICCTA North Suburban Regional Trustees meeting will be held on Wednesday, December 7.

President Thompson called attention to the Arlington International Racecourse situation because of the tax revenues generated by the racecourse. He suggested that Board members may want to attend the meetings that are scheduled. He noted that it was up to the Board members whether they want to take a position as a Board or on an independent basis with their legislators. Member Barton noted that Harper received \$162,214 in taxes from that source last year. The racetrack also generates a great deal of business for area suppliers, residents, hotels, restaurants, etc. Mr. Duchossois has requested track reform as well as permission to put a riverboat casino on the property.

President Thompson stated that the Career Cooperative will host a recognition event at Harper on November 29, with dinner at 6:30 pm following by the program 7:30 to 8:30 p.m.

The presentation for the November 22 Board meeting will be the Cardiac Rehab Program, Building M, in the Cardiac Rehab room.

Member Howard called attention to the Northwest 2001 Technology Conference, co-sponsored by Motorola and Ameritech, which will be held at Harper on November 11.

#### ADJOURNMENT

Member Barton moved, Member Born seconded that the meeting be adjourned. In a voice vote, the motion carried and the meeting adjourned at 9:25 p.m.

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Chairman

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Secretary

**BOARD REQUESTS**

**NOVEMBER 8, 1994 SPECIAL BOARD MEETING**

- 1) Chairman Moats asked for information relating to how much of the amount needed for the technology plan is incremental over what is being spent presently.
- 2) Member Barton asked for information regarding projected fund balances if money is allocated for the implementation of the technology plan.
- 3) Member Kolze requested a tech cost projection out to 1998-99.