

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, January 8,  
1997

CALL TO ORDER: The Special meeting of the Board of Trustees of Community College District No. 512 was called to order by Chairman O'Reilly on Wednesday, January 8, 1997 at 7:01 p.m. in the Board Room of the Administration Building, 1200 W. Algonquin Road, Palatine, Illinois.

ROLL CALL: Present: Members Barton, Gillette, Hess, Howard, Kolze, and O'Reilly  
Absent: Student Member Starek

Also present: Paul Thompson, President; Ed Dolan, V.P. Academic Affairs; Bonnie Henry, V.P. Student Affairs; David McShane, V.P. Information Systems; Judy Thorson, V.P. Administrative Services; Bruce Bohrer; Steve Catlin; Mark Clancy; Lori Danaher; Bev Hoffman; Tom Knoff; Russ Mills; and Joan Young

MARKETING PRESENTATION

Chairman O'Reilly explained that the purpose of the meeting was to hear a marketing presentation by Vice President Bonnie Henry and the marketing team. Each of the Board members received a folder containing marketing information. Dr. Henry introduced the marketing team members present, adding that there were others behind the scene working on marketing projects as well.

Dr. Henry clarified that "traditional age" market means "high school age and a few years older," and "adult" market means "25 years and older." She explained that the team has spent time this semester primarily doing two things: developing a response to the Community Assessment Program (CAP) study recommendations and developing a response to the Board goal, which includes the recommendation to consider a Marketing Director, and evaluate what Harper is doing in terms of the traditional age market. Information regarding the latter was included in the packet but would not be discussed in detail during the meeting. Dr. Henry encouraged Board members to review the information entitled "Admissions Outreach Annual Report of Activities" and the addendum "Recruitment Strategies New for 1996-97" and give the

team feedback regarding work that is being done for the traditional market.

Member Barton asked if there was any measure of success in particular areas of marketing. Bruce Bohrer explained that there are two ways the team measures success. One way is to monitor reply cards Harper receives from publications previously mailed out. Typically mailings are very successful, with a four percent or five percent response rate (one to two percent is considered good). The other statistic that is monitored is the percentage of the high school market enrolled at Harper. The team is pleased that thirty percent of the college-bound market in this area fairly consistently selects Harper each year. Member Barton asked if there were more specific measures for marketing - with a goal that was either met or not met. Dr. Henry agreed to give further information to the Board regarding specific goals and measurements.

Dr. Henry proceeded to discuss items highlighted in the presentation outline. She reminded Board members that the CAP study focused on the adult market, and results showed that there are many opportunities available for the marketing team.

There was discussion as to what types of businesses are being targeted for the marketing. Lori Danaher explained that from a Corporate Services standpoint, manufacturing environments are sought out because of the great training opportunities.

Dr. Henry focused attention on an article entitled "The Boom and the Echo," which emphasizes the fact that more middle-aged adults will be enrolling in college courses during the next ten years. She added that Harper needs to be prepared, by making sure the right product is offered for the adult group, letting the adult group know Harper has that product, and then bringing that adult group to Harper.

Dr. Henry focused attention to the Marketing Project Budget Summary found in the handouts, stating that in the past, this was referred to as the "marketing budget." She said that is misleading, because some salaries are not included. Corporate Services and Continuing Education employees do marketing for their specific areas, and those dollars are not reflected in this summary. This is totally Education Fund dollars and markets primarily, but not exclusively, the credit program. Member Barton asked what the figures were for Corporate Services and Continuing Education. Ms. Danaher replied that Corporate Services will spend approximately \$25,000 this year (not including salaries). Mr. Mills explained that Continuing Education has a difficult time with that figure because much of the consulting that is done is paid out of the same account that part-time faculty is paid

out of. He gave a ballpark figure of \$60,000 for hiring a consultant.

There was discussion as to the types of advertising being considered - marketing the entire institution vs. marketing individual programs or courses. Dr. Henry explained that a decision was made, based on the budget, to use these marketing dollars to market the institution (image marketing), and not to market individual programs. Member O'Reilly asked if anyone had looked into regional advertising, adding that she had heard a good ad on WGN for College of Lake County. Mr. Bohrer explained that representatives from eight community colleges in the suburban area had met, resulting in advertisements such as "this traffic report is brought to you by . . . Harper College" (CLC, etc., rotating through the names of each of the community colleges). He added that it has not been determined how effective the ads are. Member Gillette suggested doing radio public service announcements (a piece of information the public would find valuable) provided by Harper.

Member Barton asked if there was a central marketing "theme" into which all the divisions of Harper would tie their marketing. Dr. Henry said that there currently is a theme, "More than you ever thought possible." Member Gillette made a suggestion, "\$750,000 are yours . . . that is the difference between a high school degree and an associate degree over the average lifetime!"

Member Howard asked how the marketing team is analyzing the effectiveness of the marketing that is being done. Joan Young explained that Planning and Research distributes surveys which highlight certain things that have drawn students to Harper, like the course schedule, for example. But she added that very often when students are asked what really brought them to Harper, they cannot remember. Different methods are being used to get feedback from the students. Member Howard stressed the difficulty in measuring marketing effectiveness, but said the marketing team needs to try to find ways to do that.

Member Kolze asked if anyone on the team spends full-time on marketing, emphasizing that perhaps part-time responsibility means short attention to marketing. The team members responded that marketing was a portion of each of their jobs.

Dr. Henry continued with the presentation, focusing attention to the history of previous marketing budgets, outlined in the handouts. She explained that the marketing team asks each of the departments to make requests on things they would like marketing to do for them. She highlighted the fact that many requests in the past have not been funded; therefore, Harper cannot market adequately for specific programs. Member Gillette suggested that each department submit their estimate of return on investment

with their request. The marketing team could then reward the departments that have fulfilled their expectations by funding more requests in the following year.

Dr. Henry highlighted the recommendations of the marketing team as outlined in the handouts, which included maintaining and enhancing Harper image in the adult market, increasing adult enrollment, increasing marketing expertise, etc. She explained new initiatives which the marketing team is currently carrying out: employing an outreach (recruiting) person for the adult market, and employing an additional person to coordinate marketing for Continuing Education. The outreach person will make person-to-person contacts within organizations such as business, industry, churches, healthcare, and his or her productivity will be measured over the next six months. Russ Mills emphasized the need for the additional marketing person in Continuing Education, explaining that some programs do a lot of marketing, while others do none; and some programs send out sharp well-done pamphlets, while others send out cheap flyers that do not look very good. This person would oversee all of these efforts and create a balance.

Dr. Henry focused attention to the last page in her presentation handouts entitled, "Other Recommendations," emphasizing that first and foremost is the fact that the marketing team needs more money, roughly \$100,000 to \$200,000. She explained that the College can't do more marketing without more dollars, and added that it is difficult for her to say this, since she attends the budget meetings. She continued to address the other recommendations, specifically dollars needed for the design and technical support of the Web Page. There was discussion regarding the effectiveness of Web Page marketing. President Thompson explained that this was like a science experiment with too many variables. A person might see the Web Page, might read the course schedule, might see an ad in the newspaper . . . and one of those things might sway them, but we won't know which one had the effect. Dr. Henry said the marketing team does attempt to measure, but it is not absolute and not controlled. It was mentioned that the new application has a question regarding how the student heard about Harper. Bruce Bohrer explained another measurement is monitored by phone calls coming in. There are different phone lines for different marketing strategies, and when a certain line rings, it can be determined that that person had seen the newspaper schedule, for instance.

There was discussion regarding the Web Page. Member Gillette asked why we needed to spend \$40,000 to \$80,000 for technical support for the Web Page after it is designed and on the Web. Vice President David McShane explained that there is a lot of behind the scene effort to support a Web Page. There is Java scripting and other languages to be used, and constant changes

taking place with registration, College history, catalogs, etc. Technical support is needed on an ongoing basis. The input people will design these things, but technical support is needed to put it together and make it work on the Internet through a server, while making sure securities are in place. Mr. McShane explained that it is necessary to think of the College doing business in a new focus; and that moving and shifting people in the technical area to do this is taking them away from their day-to-day business. Member Gillette stated with online registration, there should be a trade-off of less registration personnel needed on the other end. Mr. McShane said that the touch-tone system did reduce the support headcount at the time of registration, and this should reduce it even further.

Dr. Henry highlighted the need for business contact software, which would track business contacts for all of the College. Currently separate departments are keeping track of their own, but there is no coordination between the systems. This is important but has been pushed to the back burner year after year.

Dr. Henry discussed the need for dollars for further geodemographic information. She explained that it would be helpful for marketing to find a certain cluster of people to target for specific programs; for example, finding all single-family households with young children to market a new psychology course in early childhood development. There was discussion regarding whether Harper could "share" information with other groups. Member Howard explained that it is illegal to share with most organizations, because of licensing requirements. Dr. Henry said there might be something to look into where community colleges or not-for-profit organizations can share information. The marketing team will research that.

Dr. Henry explained the need for a marketing director, with three options for filling the position: (1) hire someone now with the understanding that the Board would be prepared to give this person the \$100,000 to \$200,000 marketing dollars to spend as previously described; (2) wait for a vacancy when someone leaves the current team; or (3) bring in a consultant for a specific time frame. She explained that a director or consultant would be brought in to work with the marketing team to develop a total marketing campaign for the adult market, focusing on product, strategy, campaign, theme, goals, and ways to measure, with the intention of increasing adult enrollment. The marketing team feels this area has the greatest potential for growth. Member Hess asked if most of the colleges in the area have marketing directors. Dr. Henry stated that some do, but most do not. Member Howard stated that if most colleges do not have a marketing director, this could give Harper the edge that is needed.

Mr. Knoff mentioned two advantages to bringing in a consultant to create a marketing/advertising campaign: most often these people have more media buying power than Harper would as a sole institution; and they also have the print materials and electronics needed to put together a campaign more cost-effectively than Harper could in-house.

Chairman O'Reilly asked Member Howard for her recommendation after hearing all of the presentation. Member Howard explained using theories of Marketing 101: (1) Harper must have a good product first of all, and must research to find out what customers want, what is cutting edge, what will sell; (2) Harper must decide how to get the message out via advertising, Corporate Services calling up businesses, Web Page, etc., and put more dollars behind the things that will really sell, like the cutting edge in software and more dramatic areas (there will always be a need for English and Math so there is no need to market these extensively). This is what a marketing director will help decide. Whether it is a director or a consultant is a judgment call, but someone is needed to coordinate the entire process.

Mr. Knoff shared information from Monday's issue of Crain's regarding DeVry, in partnership with Hewlett-Packard and University of Alaska, offering courses through the Internet, "distance education." He added that Harper technical area needs funding to allow the institution to advance and stay competitive with other institutions moving in this direction. There was discussion regarding differences between DeVry (for profit) and Harper (not for profit) marketing and results associated with it.

Some Board members agreed that funds are needed for marketing; however, it has to be decided where the money will come from. Member Kolze stated that if the marketing team can develop the money that will pay for this, then there is no issue. Dr. Henry said that the marketing team will supply the Board members with information regarding the anticipated, projected amount of increased enrollment, and therefore revenues for Harper. Member Gillette asked if the team could include how this estimate was arrived at, showing it was not just a guess.

There was discussion regarding hiring a marketing director vs. bringing in a consultant. It was stated that a director would have more loyalty to Harper and long-term goals and commitment, but a consultant (or several consultants) could bring more diverse expertise, offering more flexibility to Harper with short-term commitment and no full-time benefits.

Member Howard added that marketing should be looked at as an investment, as was the 4-year Information Systems plan for the future. This marketing plan is an investment to increase the student body. President Thompson agreed and added that the data

needs to come forward to show what benefits should be anticipated from this investment, and where the money will come from up-front.

Chairman O'Reilly asked if faculty is willing to be a part of Internet distance teaching. Mr. Knoff replied that most faculty are willing and excited to be a part of it. He added that there are many layers to the Internet. Being able to utilize the Internet to fill out an application and submit it to the Admissions Office is one level, and being able to conduct a class is another level. The institution really needs to be able to apply technology in all the various forms and communication methods that exist, both from a convenience standpoint for the customer, as well as a delivery standpoint for students. The amount of work that is involved from the technical area is overwhelming, and the support is really needed.

President Thompson personally thanked the marketing team for their hard work. The Board expressed their desire to help the marketing team do an even better job.

EXECUTIVE SESSION: Member Kolze moved, Member Hess seconded, that the Board adjourn into executive session for the purpose of discussing the candidates who were interviewed to fill the Board vacancy.

Upon roll call, the vote was as follows:

Ayes: Members Barton, Gillette, Hess,  
Howard, Kolze and O'Reilly  
Nays: None

Motion carried and the Board adjourned into executive session at 8:50 p.m.

Following executive session, it was moved and seconded that the special meeting be reconvened. In a voice vote, the motion carried and the meeting was reconvened at 9:25 p.m.

NEW BUSINESS:  
Appointment of  
Board Member

Member Gillette moved, Member Barton seconded, that Roland Ley be appointed to the Board of Trustees to fill the vacancy due to Member Moats' resignation.

In a voice vote, the motion carried unanimously.

ADJOURNMENT:

Member Kolze moved, Member Barton seconded, that the meeting be adjourned. In a voice vote, the motion carried and the meeting was adjourned at 9:26 p.m.

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Chairman

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Secretary



## BOARD REQUESTS

## JANUARY 8, 1997 SPECIAL BOARD MEETING

- 1) Dr. Henry encouraged Board members to review the information entitled "Admissions Outreach Annual Report of Activities" and the addendum "Recruitment Strategies New for 1996-97" and give the team feedback regarding work that is being done for the traditional market.
- 2) Dr. Henry agreed to give further information to the Board regarding specific goals and measurements for marketing strategies.
- 3) Dr. Henry said there might be something to look into where community colleges or not-for-profit organizations can share geodemographic information. The marketing team will research that.
- 4) Dr. Henry said that the marketing team will supply the Board members with information regarding the anticipated, projected amount of increased enrollment, and therefore revenues for Harper. Member Gillette asked if the team could include how this estimate was arrived at, showing it was not just a guess.