

WILLIAM RAINNEY HARPER COLLEGE
1200 West Algonquin Road
Palatine, Illinois

Donna Drake
ADM SER

Board Meeting

January 22, 1998

7:00 p.m.

Agenda

- I. Call to Order
- II. Roll Call
- III. Citizen Participation
- IV. President's Report
- V. Student Trustee Report
- VI. Approval of Agenda
- VII. Approval of Consent Agenda* (Roll Call Vote)
 - A. For Approval
 1. Minutes--December 18, 1997 Regular Board meeting and executive session; and January 8, 1998 Special Board meeting and executive session Exhibit VII-A-1
 2. Bills Payable, Payrolls for December 19, 1997 and January 2, 1998. Estimated payrolls for January 3 through February 27, 1998. Exhibit VII-A-2
 3. Bid Awards Exhibit VII-A-3
 4. Purchase Orders Exhibit VII-A-4
 5. Personnel Action Sheets Exhibit VII-A-5
 6. New Position: Financial Aid Assistant Exhibit VII-A-6
 7. Disposal of Obsolete and Unrepairable College Property Exhibit VII-A-7
 - B. For Information
 1. Financial Statements Exhibit VII-B-1
 2. Committee and Liaison Reports Exhibit VII-B-2
 3. Grants and Gifts Status Report Exhibit VII-B-3
- VIII. New Business
 - A. RECOMMENDATION: 1997-98 Sabbatical Leave Requests Exhibit VIII-A
 - B. RECOMMENDATION: Student Service Awards, Fall 1997 Exhibit VIII-B
 - C. RECOMMENDATION: Renewal of Treasurer's Surety Bond Exhibit VIII-C
 - D. RECOMMENDATION: Affiliation Agreement--Southern Illinois University Exhibit VIII-D
(to be hand-carried)
 - E. RECOMMENDATION: Facility Planning Policy--Phase II: Building W/R Exhibit VIII-E
 - F. INFORMATION: North Central Association Report Exhibit VIII-F
 - G. INFORMATION: Update on Marketing

* Upon request by an individual Board member or the President, an item may be removed from the Consent Agenda for discussion. In addition, certain recurring recommendations may be included in the Consent Agenda at the discretion of the College President.

IX. Announcements by the Chair

- A. Communications
- B. Calendar Dates

X. Other Business
(including executive session, when necessary)

XI. 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 Regular Board Meeting of Thursday, January 22,
1998

CALL TO ORDER: The regular meeting of the Board of Trustees of Community College District No. 512 was called to order by Chair Kolze on Thursday, January 22, 1998 at 7:00 p.m. in the Board Room of the Administration Building, 1200 W. Algonquin Road, Palatine, Illinois.

ROLL CALL: Present: Members Barton, Botterman (7:09 p.m. arrival), Gillette, Hess, Howard (7:10 p.m. arrival), Kolze, Shure; and Student Member Prinzivalli
Absent: None

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; Patrick Beach; Larry Bielawa; Virginia Bender; Bruce Bohrer; Catherine Brod; Steve Catlin; Harley Chapman; Tom Choice; Lori Danaher; Robert Getz; Jerry Gotham; Donna Harwood; Amy Hauenstein; Bill Howard; Thea Keshavarzi; Joan Kindle; Roberta Lindenthaler; Liz McKay; Russ Mills; Elena Pokot; Sheila Quirk; Pat Traynor; and Laurie Wren - Harper. Students: Amanda Offenbacher and Lauren Schubel.

Guests: Kendra Williams, Daily Herald; Phil Borchmann and Maryanne Giustino, Chicago Tribune; Alan Bombick and Michael Lundeen, Legat Architects; Michael Murphy, Burnidge Cassell Architects; Gary Walton, Southern Illinois University at Carbondale.

Chair Kolze noted that the order of the agenda reflects policy changes that were made recently.

CITIZEN
PARTICIPATION

There was no citizen participation.

PRESIDENT'S REPORT

President Thompson noted that there are a few items of significance on the agenda. The

Board is being asked for approval to proceed to the next phase of the Building W/R project - to identify funding sources and move ahead with construction documents. Also, the North Central Self-Study Report is included for review and information purposes. He stated that it is an excellent report, and added that many articles in the newspaper have expressed a different story. The College is not in bad shape; the finances are fine; and it is a creditable institution. There is considerable pride in this institution and in what has developed here. He commended Board members and staff for their support.

President Thompson announced that recently the Illinois Board of Higher Education made budget recommendations for community colleges. These recommendations are the highest they have been in recent years, reflecting a 5.4 percent increase for operations and a capital recommendation which gives almost 40 percent of the new projects to community colleges. (In 1989, less than one percent of the projects went to community colleges.) In addition, community colleges received a recommendation for an extended deadline for MAP applications (to July 1). The IBHE has also agreed to allow community colleges to take advantage of the new \$5M program for institutions to use to obtain federal grants through a matching process. Initially, this was proposed to be only for the use of public universities. Veterans grants and National Guard scholarships continue to enjoy full funding, and the new Incentive for Access grants will continue. Some performance funding money is also recommended. He noted that all of this is dependent on action that is occurring in session right now.

Harper Trustee Kris Howard was interviewed by WTTW Channel 11 for a documentary on regionalism. Kris talked about the role of NW2001 and took the opportunity to stress the role that Harper College, along with other community colleges, has played in assisting regional growth. In addition, Jackie Stewart, one of our Hospitality Management program graduates, will be interviewed for

the documentary. Ms. Stewart is now employed by the Wyndham Hotel as a banquet cook.

President Thompson noted that Harper Trustee Richard Gillette had an article featured in a recent issue of the *Illinois Trustee*. His article, entitled "A Case Study of the Rings and Disks Company," introduced the interesting concept of lowering tuition for some partially-filled classes. Dr. Thompson suggested that the concept be reviewed.

President Thompson distributed copies of the TECH (Technical Education and Consulting @ Harper) Catalog. The brochure was recently awarded second place internationally in the 1997/98 LERN (Learning Resources Network) Annual International Awards Competition for excellence in the Catalog/Brochure/Schedule category. It will be featured in an upcoming issue of the *Course Trends* newsletter. He congratulated Alice Johnson, Workforce and Professional Development; and Bob Fabbrini, Technical Education and Consulting at Harper (TECH) for their marketing efforts.

Earlier this month, Information Systems hosted a two-day technical workshop/seminar "Understanding Future Technologies: The Impact on the Enterprise." The workshop and seminars were led by three speakers who are nationally recognized experts in the field of technology -- Mark Minasi, Elliott Masie and Bill Keyworth. The workshop and conference participants included Harper College faculty and staff, members of the Chicagoland Chapter of the Help Desk Institute and the Northern Illinois Academic Computing Council, representatives of local businesses and high schools whose job responsibilities are to teach, manage, or support technology in their environment. The overall response and evaluations were favorable.

On January 31, Harper will host the Mid-Suburban League Regional Speech Tournament. Approximately 250 high school students from Districts 211, 214 and 220 are expected to attend. Harper's speech faculty -- Marcia Litrenta, Jeff Przybylo and Patti Ferguson -- are contributing their time to this effort.

Harper College Hospitality Management program was selected to work with award-winning chef Jose Luna while he hosts the American Culinary Federation regional convention at the Arlington Park Hilton Hotel. In addition, during the next three weeks, the department will host a chef instructor from France, in cooperation with the Hoffman Estates Sister City Foundation.

In response to Member Barton, Patrick Beach stated that he will try to make some arrangements for the Board to sample some of the meals from the chefs.

Professor Paul Sipierya has returned from his trip to Antarctica. Via cyberspace, he was able to share his experience and respond to questions from middle school students in this area and in other parts of the country. It was a unique learning experience for the students, and a great introduction to Harper College.

Dr. Thompson announced that this would be his last regular Board meeting as President of Harper College. He thanked everyone for the ten years of service that he was able to provide to the district. He noted that he has enjoyed the support of several excellent Boards of Trustees, and has worked with the finest administrators, faculty and staff. Foundation Directors have shown friendship and encouragement, bringing great rewards to him, as well as to the College. There have been wonderful opportunities to initiate and implement change at Harper. He stated that, although one-third of an institution's history passed in his tenure, it is for the future of the College that we really strive. He expressed that his wish for Dr. Breuder is that he be given the same loyalty, support and friendship that he has been given from this community. He thanked everyone.

Chair Kolze thanked Dr. Thompson for his loyal and dedicated service over the past ten years which have been marked with growth and outstanding achievements. He added that the President has left Harper College in good shape.

STUDENT TRUSTEE
REPORT

Student Member Prinzivalli distributed a copy of her report. She encouraged everyone to attend the Student Center grand re-opening on January 27 at 12:00 noon.

APPROVAL OF AGENDA

Chair Kolze noted that one change to the agenda is that the President has the flexibility to decide what should be on the consent agenda. This will allow routine matters to be handled more smoothly and allow more time for important issues.

In the future, Announcements by Chair will be printed directly on the agenda. For tonight's meeting, announcements have been distributed to Board members.

Chair Kolze stated that there will be an executive session after the meeting to discuss the appointment, employment and dismissal of personnel and collective bargaining.

Member Barton moved, Member Howard seconded,
that the agenda be approved as modified.

Upon roll call, the vote was as follows:

Ayes: Members Barton, Botterman,
Gillette, Hess, Howard, Kolze and
Shure
Nays: None

Motion carried. Student Member Prinzivalli voted aye.

Chair Kolze distributed a copy of an article by Dr. Gary Davis (ICCTA) which has suggestions for the Consent Agenda. He stated that he would like to follow Dr. Davis' procedure. First, the Chair will ask Board members if they have any informational questions regarding the agenda, before a motion is made. He noted that he hoped Board members would call in their questions and get answers during the week of the Board meeting. However, he will ask if there are any informational questions. Next, the Chair will ask if there is any item Board members wish to have removed from the consent agenda to be discussed as a separate item.

He asked if there were any informational questions on item VII, the consent agenda.

In regard to Exhibit VII-A4a, Member Gillette asked why the last contract with Data Train Institute never came before the Board for approval, but it was paid \$22,500 at the last Board meeting. He stated that when he asked why they were paid without approval of the contract, he was told that continuing education items do not need to come before the Board as this item has now. He questioned the reasoning and the legal aspects of this. President Thompson responded that when the Board approves continuing education faculty salaries, that is part of it. Member Gillette stated that the contract should be approved before the administration asks the Board for approval to pay it.

Chair Kolze asked if Member Gillette would like this item removed from the consent agenda. Member Gillette responded that it should be a part of the consent agenda; however, he asked the Board if things like this should come before the Board in the future.

President Thompson stated that: 1) the Board must decide whether or not to have a policy regarding this; and 2) legal interpretation should be sought regarding that policy or lack of a policy. Chair Kolze asked the administration to inquire about policy development in that area.

On another matter, Member Gillette stated that he would like to remove item VII-A4c from the consent agenda to be discussed separately.

CONSENT AGENDA

Member Gillette moved, Member Howard seconded, approval of the minutes of the December 18, 1997 Regular Board meeting and executive session; and January 8, 1998 Special Board meeting and executive session; bills payable; payrolls for December 19, 1997 and January 2, 1998; estimated payrolls for January 3 through February 27, 1998; bid award; purchase orders; personnel actions sheets; new position: financial aid

assistant; disposal of obsolete and unrepairable college property; and for information: financial statements, committee and liaison reports, and grants and gifts status report, as outlined in Exhibits VII-A and VII-B (attached to the minutes in the Board of Trustees' Official Book of Minutes).

Operating & Auxiliary Funds	2,346,657.61
Restricted Purposes and Trust & Agency Fund	522,590.30
Federal Funds	101,053.52
Tuition Refunds	18,890.90

The payrolls of December 19, 1997 in the amount of \$1,688,752.58; January 2, 1998 in the amount of \$1,329,778.95; and estimated payroll of January 3 through February 27, 1998 in the amount of \$6,082,341.03.

Bid Award	Ex. VII-A3a	Award Bid Q8850 to Planmeca, the only bidder for a Panorex X-Ray Machine, in the amount of \$10,999.00.
Purchase Orders	Ex. VII-A4a	Approve issuance of a purchase order to Data Train Institute for PC repair training from January 23, 1998 through June 30, 1998 in an amount not to exceed \$75,000.00.
	Ex. VII-A4b	Approve issuance of a change order to purchase order 007812A, issued to Stuckey Construction Co., Inc. for Life Safety work at the Northeast Center in the amount of \$52,696.00 for a new total of \$1,303,635.00 and approval for a contingency of \$5,270.00 and a purchase order to Legat Architects in the amount of \$3,952.00.
Personnel Actions	<u>Professional/Technical Appointments</u>	
	Deborah Campbell, Desktop Integration Analyst II, IS, 02/16/98, \$38,000	
	Jeanne Upreti, Desktop Integration Analyst I, IS, 01/20/98, \$32,000	

Classified Staff Appointment

John Warchal, Public Safety Officer, Public Safety, 02/02/98, \$30,000

Professional/Technical Reclassifications

Richard Kellerman, Desktop Integration

Analyst I, IS, 07/05/97, \$25,311

Adele Krueger, Desktop Integration Analyst I,

IS, 07/05/97, \$31,688

Craig Lancaster, Desktop Integration Analyst

II, IS, 07/05/97, \$33,861

James McCafferty, Desktop Integration Analyst

I, IS, 07/05/97, \$25,311

Cathleen Paprocki, Desktop Integration

Analyst I, IS, 07/05/97, \$25,636

Bhavin Patel, Desktop Integration Analyst I,

IS, 07/05/97, \$22,801

Marina Wray, Desktop Integration Analyst I,

IS, 07/05/97, \$22,308

Classified Staff Reclassifications

Susan Borchek, Events Information Assistant,

STU ACT, 07/05/97, \$10,879

Mary Ann Buckner, Administrative Secretary,

STU DEV, 07/05/97, \$27,273

Karen Didier, Campus Information and

Facilities Management Assistant, WHP/A,
07/05/97, \$25,920

Jennifer Pitek, Administrative Secretary, STU

DEV, 07/05/97, \$27,327

Professional/Technical Retirement

Johnette Caruso, Laboratory Assistant, AE/LS-

ESL/Linguistics, 02/20/98, 8.9 years

Classified Staff Retirement

Peggy Greenquist, Shipping/Receiving Clerk,

Bookstore, 02/28/98, 12.9 years

Classified Staff Resignation

Alan Gann, Mail Center Supervisor, Mail

Center, 01/30/98, 7.11 years

Harper #512 - IEA Resignations

Mark Hawkins, Custodian, Physical Plant,

01/20/98, 3.4 years

John Weil, Custodian, Physical Plant,

01/05/98, 2 months

New Position: Approval of a full-time Financial Aid
Financial Aid Specialist position, Supervisory/
Assistant Confidential Level 1, for the Office of
Student Financial Assistance, to be funded by
existing operation dollars, and to be
effective January 22, 1998.

Disposal of Approval of disposal of obsolete and
Obsolete and unrepairable personal property owned by the
Unrepairable College through donation, a sealed bid
College Property sale, an open sale or an auction, sale to a
scrap dealer, or other appropriate means for
disposal of the property.

Upon roll call on the Consent Agenda, the
vote was as follows:

Ayes: Members Barton, Botterman,
Gillette, Hess, Howard, Kolze and
Shure

Nays: None

Motion carried. Student Member Prinzivalli
voted aye.

Purchase Order In regard to Exhibit VII-A4c, Member Gillette
VII-A4c stated that the information in the Board
packet showed there were four bidders, only
one of which could bring the equipment in to
Harper in the specified timeframe. That one
company has been selected for issuance of the
purchase order, and it was not necessarily
the "lowest bidder." He suggested that the
College should have waited for other bidders
to bring in their equipment before making the
decision.

President Thompson responded that the other
bidders did not meet the specs. Vice
President Dave McShane confirmed that the
only vendor who did meet the specification
was Peters & Associates, Inc. One of the
requirements concerning this kind of
technology is that the College needs to test
it and evaluate it. In the past, the College
has asked vendors to provide the equipment
and expertise for a period of time for
evaluation. The only vendor willing to do
that was the vendor we are recommending. He
noted that he gave Dr. Thompson additional
information showing that the College did do a
search with other companies in the area. If

the vendor is willing to bring in the equipment and expertise to help the College test it in our own environment, that helps tremendously. In a sense, that company is the only vendor to meet the bid because they provided the equipment and the expertise. The others were not willing to do that.

There was discussion regarding whether other vendors were not willing to bring in equipment at all, or whether they could not bring in equipment in the timeframe requested. Vice President McShane clarified that other vendors were not willing to do it at all. He added that now that they have tested it in the Harper environment, they can determine specifications for it, and go out for bids on additional equipment. The low bidder may be the recipient of the future bid.

Chair Kolze asked Board members if they felt comfortable making a decision regarding this issue tonight. He suggested that perhaps it could be delayed until next month if Board members need more time to review the information.

Member Barton asked why other vendors were not willing to bring in equipment. Mr. McShane responded that once equipment has been installed and tested, it is considered used equipment. If Harper did not accept the equipment after they brought it in, it would be detrimental to that company; therefore, they were not willing to do that.

Member Barton stated that she felt comfortable with the answers, and added that the Board must rely on the administrators' decisions.

Member Shure stated that he felt comfortable with it.

Member Howard noted that this vendor seemed to "go the extra mile" by letting the College test the equipment and, therefore, is interested in the business. She added that if they meet specifications, she has no problem approving the item.

Member Barton noted that she is impressed with what each faculty member is proposing to accomplish.

Upon roll call, the vote was as follows:

Ayes: Members Barton, Botterman,
Gillette, Hess, Howard, Kolze and
Shure
Nays: None

Motion carried. Student Member Prinzivalli voted aye.

President Thompson congratulated the recipients of the sabbatical leaves. Member Howard stated that this action is evidence of the Board's consistent support for faculty development.

Student Service
Awards - Fall 1997

President Thompson explained that the service awards are given to students who are involved in activities on campus. They are chosen each semester by a committee. Chair Kolze noted that Student Member Prinzivalli is listed as a recipient.

Member Barton moved, Member Howard seconded, approval of the Fall 1997 Student Service Awards in the Amount of \$3,519.00 from Account No. 1039-187-59900-1798 and \$3,151.00 from Account No. 0134-186-592.4 as outlined in Exhibit VIII-B (attached to the minutes in the Board of Trustees' Official Book of Minutes).

Dr. Thompson noted that Student Member Prinzivalli's award comes from the Foundation through the Steven Bakas Memorial Award Fund.

Member Shure suggested rounding up the dollar amount for the small awards to a minimum of, for example, \$50.00. He noted that one person received a \$23.00 award, and he felt it was such an insignificant amount when compared to the achievement involved.

There was discussion regarding how it is calculated based on the budget and whether it is full tuition or half. Member Shure said that he understands that, but would still like to see if there is some way to increase

the amount in the future. Student Member Prinzivalli stated that she will share this suggestion with Jeanne Pankanin.

Upon roll call, the vote was as follows:

Ayes: Members Barton, Botterman,
Gillette, Hess, Howard, Kolze and
Shure

Nays: None

Motion carried. Student Member Prinzivalli abstained.

Renewal of
Treasurer's
Surety Bond

Member Howard moved, Member Gillette seconded, that the Treasurer's Surety Bond, issued by Glenn A. Evans Insurance Company as surety, be renewed for one year at a cost of \$8,093.00 as outlined in Exhibit VIII-C (attached to the minutes in the Board of Trustees' Official Book of Minutes).

Upon roll call, the vote was as follows:

Ayes: Members Barton, Botterman,
Gillette, Hess, Howard, Kolze and
Shure

Nays: None

Motion carried. Student Member Prinzivalli voted aye.

Affiliation
Agreement--
Southern Illinois
University

Member Howard moved, Member Barton seconded, approval of the Affiliation Agreement between William Rainey Harper College and Southern Illinois University as outlined in Exhibit VIII-D (attached to the minutes in the Board of Trustees' Official Book of Minutes).

Member Howard explained that this approves the use of our facilities by Southern Illinois University to offer upper level courses toward a degree program in Electronics Management. This will be an asset to Harper electronics students who are interested in working toward a four-year degree.

Upon roll call, the vote was as follows:

Ayes: Members Barton, Botterman,
Gillette, Hess, Howard, Kolze and
Shure

Nays: None

Motion carried. Student Member Prinzivalli
voted aye.

President Thompson thanked Member Gillette
for encouraging the College to look for ways
to find access to upper division
opportunities for Harper students.

Vice President Ed Dolan noted that Harper
Dean Patricia Traynor has been working with
Southern Illinois University in making this
agreement. Dean Traynor introduced Gary
Walton, the key liaison for Southern Illinois
University, who was available to answer any
questions.

Facility Planning
Policy - Phase II:
Building W/R

President Thompson suggested that wording
be added to the original Board action to
make it a more precise statement. Board
members agreed. The following motion
reflects the modified wording.

Member Howard moved, Member Hess seconded,
acceptance of the architect's preliminary
design for the Building W/R project
(exclusive of movable equipment and
furniture), approval of identified funding
sources as O&M Fund balance and O&M
Restricted Fund balance, and authorization of
movement to Phase III as modified and
outlined in Exhibit VIII-E (attached to the
minutes in the Board of Trustees' Official
Book of Minutes).

Chair Kolze stated that he felt the
architects gave a good presentation at the
Special Board meeting.

Member Gillette noted that there is a
shortfall in the Fund Balance. He asked if
the shortfall is above and beyond what has to
be put in escrow with the state. Vice
President Thorson explained that the wording
was changed because of this. All that is
needed right now is \$5.9M to match the state.

The movable equipment, furniture and technology are items that will come later.

In response to Member Barton, Ms. Thorson stated that approximately \$1.4M will be left in the two funds combined.

Member Barton expressed concern about the lack of a back balcony in regard to acoustics. She noted that the architects have repeatedly stated there will be no problem with acoustics. However, she asked if the College would have any recourse if there indeed was a problem after the building was built.

Member Howard noted that acoustical consultants have been hired to work specifically on this issue. She suggested getting a report of assurance from the acoustical consultant.

Member Gillette suggested that the spec be written with specific acoustical requirements, not simply asking for "good acoustics."

Dr. Thompson noted that the approval of this action will allow the architect to provide the specifications.

Member Shure stated that he felt somewhat reassured when Mike Murphy of Burnidge Cassell Associates assured him that the acoustics could be adjusted.

Upon roll call, the vote was as follows:

Ayes: Members Barton, Botterman,
Gillette, Hess, Howard, Kolze and
Shure
Nays: None

Motion carried. Student Member Prinzivalli voted aye.

North Central
Association Report

President Thompson called attention to the North Central Association Report, Exhibit VIII-F, included in the Board packet for information purposes. It has been submitted to the North Central Association central office. The College is preparing a response.

Two members will then be chosen to review the report and the College response. It will then go to the annual meeting of the North Central Association at the end of March in Chicago. At that time, action will be taken regarding the recommendation for the term of Harper's accreditation. Dr. Thompson noted that there should not be any problems because it is an excellent report.

Member Howard added that it is gratifying to see that the Visitation Team's report shows very similar results to that of Harper's own self-study and that there were no surprises.

Update on Marketing

Vice President Bonnie Henry introduced newly-hired Marketing Coordinator Donna Harwood. She noted that Ms. Harwood has been with Harper for only 11 weeks and has accomplished a great deal in that time. Her hiring was as a result of the Board action this year. Dr. Henry stated that Ms. Harwood would give a brief overview of her marketing plans, and she suggested that the Board members schedule another time if they have questions or want more interaction with her. A marketing handout was distributed to everyone.

Ms. Harwood stated that she would share what she has learned over the past 11 weeks, and consequently, her plan of action for the next 10 months. She noted that she would speak generally with the word "program" to refer to CE, Credit, Career Program, Seminars, etc.

She stated that she was brought to Harper with the ultimate goal of increasing adult enrollment ages 25-54. That will be accomplished by focusing on three areas: 1) evaluating and increasing the effectiveness of overall global Harper marketing plan; 2) developing and implementing specific program or career program marketing plans; 3) coordinating current marketing efforts and organization.

She noted that after speaking with each Dean, several CE coordinators and members of the Publications and Communications staff, it was evident that we can increase the effectiveness of our marketing at Harper by

using current resources. Half of the marketing budget is spent on institutional type marketing, while the other half is spent on individual programs which implement individual strategies and tactics. She plans to focus on how all these pieces fit together. Her plan of action is designed to build a marketing foundation on which to springboard to more sophisticated types of marketing. Synergy and standard marketing strategies will be used to build the basis of that foundational marketing plan. Synergy must be woven into every marketing effort at Harper -- from promoting an image campaign to promoting the smallest class offering.

The first objective, evaluating and increasing the effectiveness of the overall global Harper marketing plan, will include: 1) an intense focus on Harper's current and future image; 2) creating a balance with effective media mix and schedule; 3) coordinating and communicating current and future research; 4) completing a course schedule evaluation (Harper's number one marketing expenditure); and 5) developing and implementing an Internet marketing plan.

The Harper image is about diversity, value and quality. A consistent and strong image can be achieved by developing a tagline or theme, and by developing graphic standards. The tagline or theme communicates our message and increases our overall brand recall for the community. A consistent image can also be developed through our "look, touch and feel" standard. The community should be able to see an ad or brochure and immediately know that it is from Harper without seeing the Harper logo or reading the Harper name. Ms. Harwood added that she will work with a team of editors and designers to develop samples of different themes and graphical styles. These will be tested in focus groups and receive community response. Top recommendations will be presented to the Marketing Team and implemented by June.

Developing a media mix evaluation would include print, Cable, radio, public relations, relationship marketing and direct marketing. With the media research

information gained, we will be able to define holes in our current reach and frequency and, therefore, be able to increase our impact. Research will include student profiles, focus groups, geodemographic research and lead tracking. A manual tracking system was implemented on December 1. Through this process, we will learn not to take anything for granted or leave anything to chance in our marketing efforts. The results will be shared with the marketing teams so that they can keep tabs on what is currently working or not working.

The College has a great deal of valuable research, but it needs to be compiled in an easy-to-use format and communicated to the people who are creating the brochures and writing the copy. Ms. Harwood stated that she will create a clear and concise research summary defining the top adult market, and present this information in small groups.

Ms. Harwood explained that geodemographic research is the process of combining geographic location of current Harper students with demographic cluster grouping. She is working on this study and hopes to have it underway soon, because it may be the foundation for many marketing activities.

She will hold a total of four focus groups in three categories for adults age 30 to 49. The focus groups of former CE students, former credit students, and adults not currently in the learning market will represent our untapped market and help us reach out to the portion of the community that is not aware of our benefits and offerings. The focus groups will be held in early April.

Ms. Harwood stated that after looking at the overall marketing budget, she has decided to target the number one expenditure which is the newspaper course schedule. Since it is the most powerful communication tool and Harper's number one lead generator, the marketing group needs to evaluate the content and organization to make it a more valuable piece to the members of the district. These

changes should be implemented by the Fall schedule.

Developing an Internet marketing plan will become increasingly more important in the future. She will work with the Internet team to develop a plan by May.

In regard to specific programs and offerings, she has developed a priority list of 16 programs which will receive one-on-one marketing meetings to take place between March and August. For programs other than the 16 priorities, she will hold marketing planning seminars from July through October.

In regard to coordinating the current marketing, Ms. Harwood has broken down three areas in which she will develop recommendations and implement change. 1) evaluating our marketing personnel organization; 2) creating circles of success, which is defining when and how potential students come into the sphere of influence of Harper and when and how they possibly could fall out; 3) setting the goal of creating an overall marketing plan.

She concluded by saying that she has set basic goals with specific time frames. She feels that if things move quickly, Harper can achieve these objectives. Once the foundation is in place, marketing can move forward to develop more sophisticated plans in years to come.

In response to Member Barton, Ms. Harwood stated that the marketing team is chaired by Bruce Bohrer and includes Bonnie Henry, Steve Catlin, Cathy Brod, Russ Mills, Amy Hauenstein, Lori Danaher, Joan Young and Tom Knoff.

Chair Kolze noted that Ms. Harwood has defined a very ambitious program. He added that he is anxious to see the results of all the effort. Ms. Harwood stated that she will have to move quickly, but there are many great opportunities out there.

Member Barton thanked Ms. Harwood for having specific goals.

BOARD REQUESTS

JANUARY 22, 1998 REGULAR BOARD MEETING

1. President Thompson noted that Harper Trustee Richard Gillette had an article featured in a recent issue of the *Illinois Trustee*. His article, entitled "A Case Study of the Rings and Disks Company," introduced the interesting concept of lowering tuition for some partially-filled classes. Dr. Thompson stated that the concept should be looked into.
2. In response to Member Gillette's concern regarding continuing education contracts, President Thompson stated that: 1) the Board must decide whether or not to have a policy regarding this; and 2) legal interpretation should be sought regarding that policy or lack of a policy. Chair Kolze asked the administration to inquire about policy development in that area.
3. Member Shure suggested rounding up the dollar amount for the smaller service awards to a minimum of, for example, \$50.00. He noted that one person received a \$23.00 award, and he felt it was such an insignificant amount when compared to the achievement involved. Student Member Prinzivalli stated that she would share the suggestion with Jeanne Pankanin.
4. Member Gillette suggested that the spec be written with specific acoustical requirements, not simply asking for "good acoustics."
5. Member Gillette suggested coordinating radio advertisements with other community colleges, so that the ads would target a wide area and list various community colleges.