

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 of Trustees Workshop and Committee of the Whole Meeting of
Wednesday, January 11, 2023

CALL TO ORDER

The Board of Trustees Workshop of Community College District No. 512 was called to order by Chair Pat Stack on Wednesday, January 11, 2023 at 2:00 p.m. for a tour of Harper's boiler room; and at 2:41 p.m. in of the Wojcik Conference Center, 1200 W. Algonquin Road, Palatine, Illinois.

ROLL CALL

Present: Members Greg Dowell, Diane Hill, Herb Johnson, Bill Kelley, Walt Mundt, Nancy Robb, Pat Stack, and Student Member Maricarmen Gonzalez.

Absent: none

Also present: Dr. Maria Coons, Vice President, and Board Liaison; Dr. Kathy Coy, Director, Institutional Research; Amanda Duval, Chief Human Resources Officer; Rob Galick, EVP Finance and Administrative Services; Bob Grapenthien, Controller; Dr. MaryAnn Janosik, Provost; Dr. Tamara Johnson, Vice President of Diversity, Equity and Inclusion; Jeff Julian, Chief of Staff; Nancy Medina, Executive Director, Facilities Management; Dr. Avis Proctor, President; Dr. Michelé Smith, Vice President of Workforce Solutions.

Guests: Melissa Cayer, citizen

PUBLIC COMMENTS

None

DISCUSSION POINTS

Rob Galick and Nancy Medina led Board members on a tour of the campus boilers in Building B and explained the Building Automation Systems (BAS). Upon returning to Wojcik, Ms. Medina presented a Facilities update. The update included the status of two master planning projects: the Canning Center and Business and Social Science Center. She also explained staffing challenges and how these are being addressed. Pay rates at Harper are lower which makes hiring staff difficult. Ms. Medina concluded by reviewing how difficult it was to maintain the aging boilers that have surpassed their lifespan.

Amanda Duval presented an update on HR accomplishments, the future vision for HR, and the digital transformation with the Oracle implementation project. She reviewed initiatives that are promoting work/life balance such as the 3-2-5 schedule being institutionalized, and changes to permissible leaves and absences. Ms. Duval also reviewed new professional development opportunities for employees branded as Growing@Harper. She concluded by explaining that additional functionality of the Oracle system is being explored. The

Recruitment and Journeys module will support the Diverse Recruitment Policy as well as the Diverse Employee Recruitment Plan.

Dr. MaryAnn Janosik reviewed the FY2018-2022 Operational Analysis of Academic Programs. She explained that the analysis focuses on the financial impact of programs by “course pre-fix” rather than the entire program. For example, Nursing students are required to complete English and math courses, yet those are not included in the analysis for the Nursing Program. Dr. Janosik also reviewed the impact the pandemic had on the Operational Analysis, such as smaller class sizes and the suspension of differential tuition. She explained efforts to contain costs such as using open educational resources. Dr. Janosik stated that an academic master plan is being developed. This plan will help inform how programs will be sunset.

Several trustees asked about programs with low enrollment and if there were plans to address this. Dr. Janosik explained that those programs are being carefully watched.

Dr. Kathy Coy reviewed how enrollment projections are made. These projections are used in the Five-Year Financial Plan. She explained that FTE is more reliable than headcount and that trends from past years are reviewed. Dr. Coy also explained that insights are gathered from the enrollment area. Enrollment is examined over the past 10 years in eight groups:

- AED
- Dual Credit (off-campus at HS)
- CPE
- Concurrent
- Dual Credit (on-campus)
- New HS Grads
- New Adult/Transfer
- Continuing Students

She stated that it appears that the Midwest is not experiencing the demographic cliff defined in Nathan Grawe’s book *The Agile College*. Dr. Coy concluded by reminding all that these are enrollment projections and not predictions.

Bob Grapenthien presented a mid-year financial review. The waterfall chart revealed that a surplus is projected for FY 23. Several factors are contributing to the surplus which were not anticipated such as more enrollment from International and out-of-district students which carry higher tuition revenue, better than expected earnings on investments and the Corporate Personal Property Replacement Tax (CPPRT) which normally yields \$1 million in revenue but is more than double that (\$2.4 million) this year.

Trustees asked if these unanticipated increases to revenue were sustainable, and Mr. Grapenthien responded that we are not certain.

Questions regarding the CCPRT have been asked yet no one can explain this difference and if it will continue.

Mr. Grapenthien also explained that there has been a large increase in enrollment in AED classes, but this also increases expenses due to the offsetting waivers that are posted.

Rob Galick presented an overview of Harper's Five-Year Financial Plan, including a first look at the FY2024 budget assumptions and outcomes. He reviewed the net change of one and its impact on tuition, salary expenses and state funding. Mr. Galick also presented projections for salary and benefits which represent the largest expense for the College. Those will increase due to collective bargaining agreements that are in place and to address inflationary pressures for non-union employees. Other expenses have remained relatively flat but inflation will cause projected increases. Our current tuition and fees (\$152.50) is lower than the state average (\$153.46) but higher than our peer group (\$149.96). The recommendation is to increase tuition by \$3.00 per credit hour and to reinstate differential tuition (in health career programs) but to 150% of regular tuition rather than 200%. This will create a \$700,000 deficit that would be filled to create a balanced budget. These recommendations were reviewed by the shared governance Finance Committee and Student Government Association will be consulted when the spring semester begins.

Chair Stack asked all trustees to comment on the recommendations. Feedback included that the current budget surplus makes it difficult to approve a tuition increase for next year. Mr. Galick explained that much of that surplus was from unanticipated revenue increases that may not be sustainable. Also, the College has not increased tuition since FY2020 and current inflationary pressures are impacting salaries and other expenses. Another concern expressed by the trustees was that Harper had higher tuition than our peer group. In addition, there was concern expressed over the impact of the increase on students. Mr. Galick explained that a student taking 15 credit hours which is considered full-time per semester should pay an additional \$45. He also explained that the Educational Foundation provides more than \$6 million in scholarships to students.

In response to trustee concerns, Dr. Proctor indicated that the executive team would re-examine the proposal before the February Board meeting where this will be approved.

At 5:35 p.m. the Chair recessed the meeting.

CALL TO ORDER

The meeting was reconvened as the Committee of the Whole by Chair Pat Stack on Wednesday, January 11, 2023 at 5:40 p.m.

ROLL CALL

Present: Members Greg Dowell, Diane Hill, Herb Johnson, Bill Kelley, Walt Mundt, Nancy Robb, Pat Stack, and Student Member Maricarmen Gonzalez.

Absent: none

Also present:

Mike Barzacchini, Director, Marketing Services; Dr. Susanne Brock, Senior Director, Innovation and Development; Laura Brown, Vice President and Chief Advancement Officer; Tony Butler, Director of Risk Management; Orlando Cabrera, Tech Support Specialist; Dr. Scott Cashman, Sr Manager - Community, Career and Corporate Education; Tom Cassell, Senior Manager, Business Development; Meg Coney, Administrative Coordinator; Dr. Maria Coons, Vice President and Board Liaison; Dr. Kathy Coy, Director, Institutional Research; Diane Duin, Interim Dean, Health Careers; Amanda Duval, Chief Human Resources Officer; Rob Galick, EVP Finance and Administrative Services; Bob Grapenthien, Controller; Travaris Harris, Associate Provost; Mary Kay Harton, Dean of Students; Dr. Joanne Ivory, Dean Career and Technical Programs; Dr. MaryAnn Janosik, Provost; Dr. Tamara Johnson, Vice President, Diversity, Equity and Inclusion; Jeff Julian, Chief of Staff; Rick Kellerman, Network Specialist; Nancy Medina, Executive Director Facilities Management; Dr. Claudia Mercado, Associate Provost-Student Affairs; Bob Parzy, Associate Provost-Enrollment Services; Kim Pohl, Director, Communications; Kimberley Polly, Dean, Math and Science; Dr. Avis Proctor, President; Jaime Riewerts, Dean, Liberal Arts; Darlene Schlenbecker, Vice President of Planning, Research and Institutional Effectiveness; Dr. Michelé Smith, Vice President Workforce Solutions; Darice Trout, Interim Dean, Business and Social Science; Heather Zoldak, Associate Executive Director-Foundation and Major Gifts.

Guests: Melissa Cayer, citizen

PUBLIC COMMENTS

Citizen Cayer asked the Board to reduce college-level sports and high school-level college courses. She also asked for decreased property taxes.

DISCUSSION POINTS

Darlene Schlenbecker provided an update on the Operational Plan focusing on those tasks with a completion date of December 2022. Fifteen of the 19 tasks were completed. The remaining four tasks had activity in December that will be reported at next review. She also provided the status of nine FY2022 Operational Plan tasks that had not been completed by June 2022.

Dr. Travaris Harris explained Harper's Institutional Accreditation process with the Higher Learning Commission, one of six accreditors of higher education institutions in the country. Accreditation provides

assurance that the institution meets standards and/or criteria set by an independent agency. Harper is on an Open Pathway – which consists of a 10-year cycle: 10-year cycle (completed in 2018); Year 4: Assurance Review (completed in 2022); Years 5-9: Quality Initiative Project (2023 – 2027); and Year 10: Comprehensive Evaluation for Reaffirmation (2028). He reviewed the importance of Accreditation, the evaluation criteria, and the Board responsibilities:

- Accept and adopt the mission of the institution.
- Attend training and remain knowledgeable about financial and academic policies and practices.
- Preserve independence from undue influence of donors, elected officials, or other external parties.
- Delegate day to day management of Harper to the administration.

Dr. MaryAnn Janosik presented the process for gaining programmatic accreditation. Programmatic accreditations are typically granted by national rather than regional groups i.e., health career programs. Processes and criteria vary between accrediting bodies and the discipline, but typically include the following: Self-Study, Site Visit (Virtual or On Campus), Interviews with Faculty, Students, Staff, Administration and Employers, an Exit/Debriefing Session, and the Final Report and Affirmation of Accreditation.

Programmatic accreditation provides:

- consistency in content
- affirmation of academic quality
- helpful/necessary for students seeking jobs in these career areas
- encourages recruitment of the best faculty
- reinforces institutional accreditation

The Board asked about vocational program accreditation. Dr. Joanne Ivory said that Harper is looking for welding certifications, but nothing is accredited yet. Some programs may not require accreditation.

Dr. Maria Coons reviewed the January 18, 2023 Board packet.

Chair Stack mentioned that two trustees will be absent for the January 18 meeting, but quorum will still be met.

FORMAL ACTIONS

There were no formal actions.

ADJOURNMENT

Member Dowell moved, Member Hill seconded, adjournment at 6:11 p.m.

In a voice vote, motion carried.

Chair

Secretary