

President's Report

February 2016

This month, the Board will be asked to approve several recommendations intended to maintain a balanced budget for next year. We are recommending a tuition increase of \$5.50 per credit hour and a voluntary early retirement program for full-time faculty. These two recommendations, if approved, should impact the budget by \$2.65 million. In "normal" years this would be sufficient to balance the budget. But, as we are all aware, this is not a normal year.

We are now in the seventh month without a State budget. For Harper, this means the base operating grant of over \$7 million has not been allocated or received, \$1.5 million of Monetary Award Program (MAP) student grant funding has not been paid and approximately \$850,000 is owed to our Continuing Education Division by the Illinois Department of Transportation for the motorcycle safety training program we coordinate for Cook County. We do not see any signs that this state-wide budget crises will subside any time soon.

Similar to Illinois community colleges and state universities who are affected by the budget impasse, we are developing strategies to reduce expenses and ideas that will enhance enrollment and generate revenue. The College's employee community has generated more than 2,450 ideas and recommendations that, if enacted, could save substantial sums and/or generate new revenue. Those ideas are currently being quantified to determine their potential value. All of the ideas will be vetted by the shared governance Finance Committee. That committee will then forward recommendations to Dr. Ally.

Simultaneously, the College budget managers and members of the Executive Council and President's Cabinet have been examining their budgets, organizational designs, and current vacancies to determine if consolidations and expenditure reductions can be identified. A number of very good suggestions have been forwarded. Each suggestion is being seriously considered.

Throughout the spring semester, we will be assembling the FY17 budget. Without a doubt, this budget will have reductions in our operational expenses and personnel lines. Many positions that are currently vacant will not be refilled. We will reduce institutional and administrative support lines, consolidate areas, and consider other initiatives related to aligning our personnel and operational support to the size of our student body.

Despite this budget angst, I am convinced that there are two readily available revenue generating options that we should pursue with great vigor and urgency: enhancement of our capacity to deliver consistent high quality distant education courses and programs, and dramatic improvement in student retention.

Last year, community college enrollment dipped another 3% nationally; however, enrollment in distance education increased by 13%. Harper's trends are similar. This reflects a growing number of students, traditional and adult, seeking more flexibility in their academic schedules. We should commit to offering every IAI course through an online format, as well as every program of study when feasible. These courses need to be of the highest quality, supported by a commonly used learning support system, and formatted consistently across the curriculum. In my view, this should be an important strategic initiative; one that can be led by our Curriculum and Instruction goal team under the auspices of the new strategic plan.

We also must greatly enhance on our retention efforts. Far too many students are wandering aimlessly around the institution. We must find strategies and partners who can assist us with making sure each student has the coaching and mentoring they need to be successful while attending—all the way through completion. Much of the work we are doing through our Title III grant focuses on retention and we must take that work to scale. Without a doubt, we need to dramatically improve our retention rates in order to sustain the size and scope of the institutional support provided to our educational community. Again, I believe that our strategic plan goal teams, particularly those aligned with the Inclusion and Engagement directions, are aptly aligned with this work.

Ultimately, the budget we produce for the next fiscal year will contain approximately \$5 million fewer dollars in expenditures than our current (FY16) base budget. It is my hope that this is the only major budget reduction that is needed. We cannot control certain things, and that is clearly evidenced by the chaos in Springfield. However, we can control our institutional viability by making sound decisions now and committing ourselves to growing our student body through high quality programs and courses offered electronically, and dramatically improving our retention efforts. "Business as usual" will not solve our budget problems, nor can we afford to "wait for Springfield." This problem is ours to solve.

While these budget issues have been terribly distracting, the College continues to educate and provide service. Below are the highlights of that work for the last month.

Student Success

- Two Harper College students were named Coca-Cola Leaders Scholars for their scholastic achievement, community service and leadership potential. Albert Lim and Nidhiben Patel were among the 207 Phi Theta Kappa Honor Society students selected from more than 1,100 applicants worldwide. The Coca-Cola Leaders Scholarship Program provides new Phi Theta Kappa members with financial resources to help defray educational expenses while enrolled in associate degree programs.
- The Harper Speech Team is well into their season and as of February 10, the team has won more than 150 individual awards thus far, and 10 different students have received first place honors in an event competition at least once this season.
- Two Harper student athletes received recognition in January and February. Tamara Zivak was named NJCAA Region IV Women's DIII Basketball Player of the Week for the first week in February, and Marcus Gatlin was named NJCAA Men's DIII Basketball National Player of the Week for the first week in January.
- The annual Spring Student Involvement Expo took place on Wednesday, January 27 in the Avanté concourse. Over 200 students visited with current student leaders, learning how to get more involved in the over 40 student organizations that were represented.

- The annual Rev. Dr. Martin Luther King, Jr., Day of Service was observed with community-service activities, reflection, and keynote messages delivered by Harper faculty DuBoi McCarty and Tom DePalma. Local residents of Little City visited campus to participate in this day with over 40 Harper students – many of whom are participants in Harper’s One Million Degrees (OMD) program.
- Thanks to the Canning donation, more students are being served in the Women’s Program and many are benefitting by being able to take more classes and decrease their time to completion.
- To assist students and parents, Harper College is offering FAFSA completion workshops. Participants will receive hands-on assistance from staff to create their new FSA ID and complete the online 2016-2017 FAFSA. Assistance will be available in both English and Spanish.
- Doug Spiwak, Director of Athletics and Fitness, was voted by the National Alliance of Two Year College Athletic Administrators (NATYCAA) Executive Committee to serve as Third Vice President for the 2016-2017 year.
- Stephanie Robinson, Program Coordinator and Instructor, Medical Office Administration, was featured in an article published in CMA Today magazine Jan/Feb 2016 issue. Stephanie contributed to "The Business of Ethics: Establish a Foundation of Professionalism." The article discusses how to implement the teaching of ethical behavior and how Harper uses simulation-based learning.

Facilities Management

- Roads and Grounds will implement a more sustainable and economic approach to landscaping this spring. Instead of growing and planting many of the annuals as in the past, there will be a higher concentration on installing native grasses and other perennial species on campus. This will significantly decrease seasonal maintenance and replacement costs while raising environmental awareness.
- The first annual sustainability report has been completed for Harper College and will be available in electronic format shortly. The report highlights initiatives throughout the College that promote “being green.” Special thanks to Amy Bandman, our Sustainability Coordinator, for leading this important endeavor.
- The completion of Building D and the adjacent Outdoor Amphitheater remains under budget and on schedule for completion in May 2016. These two projects will revitalize the northeast part of campus and offer unparalleled venues for learning, events and socializing.
- Buildings I and J experienced a total HVAC controls failure at the start of this past heating season. Utilities and Project Management personnel worked diligently to expedite the installation of a new building automation system (BAS) to better control heating, cooling and humidification. Many thanks to faculty, staff, and students who endured a fair amount of discomfort over the last few months and demonstrated considerable patience throughout this unforeseen and highly-complex project.

Information Technology

- Significant effort updating and preparing computers and other technologies in classrooms throughout campus took place in anticipation of the start of the spring semester. This included

updates to desktop operating systems, software updates and desktop management system upgrades. Preventative maintenance activities also took place to ensure classroom technologies such as projectors, computers and document cameras were all maintained and ready for classes. Six additional classrooms and meeting spaces were upgraded with new multi-media technologies as part of our ongoing classroom update project. This keeps us on target for our plan to upgrade 120 classrooms this academic year.

- The Information Technology Team supported a Harper project providing a new permanent power generator for the west campus data center located in Building A. This generator will provide reliable power in the event of a power failure, which will maintain network and systems availability to the west side of campus as well as maintain external connections for accessing systems from off site. During January, the Networks and Servers team provisioned a new file exchange server to maintain secure data transfer capabilities with Harper's primary bank, JP Morgan/Chase.
- The Information Technology team supported the Title III team, led by the Office of Student Affairs, in the investigation of available software systems that provide support for managing student mentoring activities. Features and functions of various software applications were identified and aligned with functional requirements and consolidated into a report. The Enterprise Systems team completed an upgrade to the custom-developed Offices application, refreshing the technology and fixing several issues that had arisen with the application. The Offices application is used to provide information about College offices, including location, hours of service and more. This is used by staff and students via websites and the mobile application.

Human Resources

- Over the past year, the Human Resources Department has teamed up with five workers from Alexian Brothers to organize and track 42 years' worth of stored files. These files were located in three areas on and off campus. With dedication and a lot of patience, these workers resorted, alphabetized and logged all of the files into an Excel database for our future reference. SURS requires verification of academic contracts for all retirements and terminations from the system. Human Resources has received numerous requests over the recent years for this data. We now have 66 boxes of files containing 8224 Human Resources files which are conveniently and easily accessible.

Advancement

- Scholarships Awards - 100% of Fall Scholarships were awarded and thus far 85% of Spring Scholarships have been awarded, with \$26,000 yet to be re-awarded due to change of students status or GPA's which is requirement of the specific scholarship.
- The following are some upcoming Foundation events:

March 1, 2016	Economic Breakfast – Jack Ablin
April 20, 2016	Nursing Symposium
April 23, 2016	Donor Recognition Breakfast – <i>Realizing Dreams</i>
June 13, 2016	Annual Golf Outing – Inverness Country Club
September 16, 2017	50 th Anniversary Gala

Marketing

- Facebook launched a new ad option in November that allows users to fill out lead forms that appear directly in their newsfeed. It even provides the option for users to automatically populate form fields based on personal data stored in Facebook. This test resulted in 50,000 impressions, more than 15,000 users reached and 5 leads captured (9 current Harper students, 3 high school students, and 3 summer-only reverse transfer).
- Adult Direct Mail December 2015 Tracking Report – This personalized direct mail resulted in 120 clicks to Harper Online Career Assessment and 79 people completing Harper Online Career Assessment.



Planning and Institutional Effectiveness

- Harper College is hosting the 20th Annual Illinois Community College Assessment Fair on Friday, February 26, 2016. Planned by Harper's Learning Assessment Committee, in cooperation with The Assessment Group (TAG), the Illinois Community College Assessment Fair provides an opportunity to share best practices and assessment resources with community college colleagues from institutions across the state. Over 200 faculty and staff are expected to attend this event.

Workforce and Strategic Alliances

- A launch celebration, welcoming 24 apprentices who are also Harper students, was held at Zurich North America in Schaumburg. Speaking at the event was: U.S. Deputy Secretary of Labor Chris Lu, Zurich CEO Mike Foley, U.S. Ambassador to Switzerland and Liechtenstein Suzi LeVine, and Swiss Ambassador to the U.S. Martin Dahinden, and Dr. Ender. Zurich and Harper were applauded for their collaboration in developing an apprenticeship program in Insurance.
- Norma Nerstrom, Manager of Career Programs in Continuing Education, recently published an article "Caution – University Experience could Change Your Life: Transformative Learning in Adult Students." The article, published in the *2015 CAEL Forum and News*, focuses on adult learners who set out to earn credentials, but in addition, discover a renewed sense of themselves culminating in personal changes which are transformative.
- A success story from the Job Placement Resource Center: Elliot Libner, a former Harper student who sought job placement assistance, was placed at GereMarie, Aluminum Machining. Elliot received the Manager's Choice Award which is given to employees who exhibit diligence, great attitudes and quality work. Elliot received \$500 and a plaque memorizing this honor.

Diversity and Inclusion

- On February 1, 2016, members of the President's Cabinet, along with several Deans and the Chief of Police, participated in part two of a two part Diversity & Inclusion education and training workshop for leaders. The session provided an opportunity for senior leadership to explore ways of exhibiting a commitment to diversity and inclusion through understanding bias, having real conversations and selecting the best talent for the workplace in areas where there is underrepresentation. Our team has been tasked with applying our new leadership skills by taking

actions such as completing the Implicit Association Test online (which addresses unconscious bias), facilitating a real talk meeting with our direct reports, or simply requesting diverse slates of candidates for open positions on campus. This two part series has been instrumental in reminding our leadership team of the important role we play in defining, declaring and demonstrating diversity and inclusion on Harper's campus.

Community and Legislative Relations

- Dr. Ender, Harper Trustee Bill Kelley, and Student Trustee Joe Haynes attended the Association of Community College Trustees (ACCT) annual Legislative Summit in Washington D.C. The trustees attended seminars on community college issues and funding and talked about Harper's completion initiatives with U.S. Senators Richard Durbin and Mark Kirk and staffers for U.S. Representatives Tammy Duckworth, Bob Dold, Jan Schakowsky and Peter Roskam. Jill Biden, wife of Vice President Joe Biden, addressed trustees about the growing number of Promise programs nationwide.
- Harper hosted national manufacturing leaders in the new FMA Advanced Manufacturing Lab for the American Manufacturers Association's (NAM) "State of Manufacturing Tour." Over 100 manufacturing students heard remarks on the need to increase the number of skilled workers from top manufacturing executives including NAM CEO Jay Timmons, Greg Baise, President Illinois Manufacturers Association, David Etwiler, CEO of the Siemens Foundation and Ed Youdell, President and CEO of the Fabricators & Manufacturers Association. Also speaking at the event was Illinois Lieutenant Governor Evelyn Sanguinetti.
- Over the past six months, our community relations area has dramatically increased Harper's presence within chambers of commerce, service clubs and regional business organizations. Looking ahead to the rest of this fiscal year, Harper staff will participate in more than 200 community meetings and business events throughout the Harper service area. In addition, more than 1,500 elementary and middle school students have visited Harper for campus tours and staff have represented Harper at numerous reading nights, science nights, PTA meetings, college readiness presentations, back-to-school fairs, Promise presentations, financial aid presentations, literacy events, and in-classroom activities. Harper's participation in most of these events is coordinated through the Harper ambassador program which assigns a Harper administrator to every school in our district which has 50% or more of their students qualify for the federal free and reduced lunch program.
- Michelé Smith and Laura McGee participated in Tarkington Elementary College Information Night on February 9. Michelé gave an overview of the Promise Scholarship and Laura conducted a workshop entitled "Financing College 101."
- On Friday, February 5, approximately 300 8th grade students from Grove Junior High, in Elk Grove, visited campus for a tour. Students participated in multiple activities including a career discovery workshop and learned about Harper's programs in manufacturing, law enforcement, music, fire science, business.
- Below are some Harper news stories that appeared in local and national media.
 - The *Daily Herald* put a spotlight back on Promise following a meeting with the newspaper's editorial board that included Harper officials, school superintendents, a business partner, donor, parents and students. Reporters Erin Hegarty and Doug Graham's front-page article shared that two-thirds of eligible high school freshmen signed up for Promise, and that Barrington-area civic and philanthropic leader Kim Duchossois invested \$1 million. The most

compelling words come from the families themselves. Says parent Chris Baustert, “I really like the attitude, that we are going to reinforce those occupational behaviors of showing up, being committed, having good attendance, being a good person, being involved in your community, and the kids can see that. If you do that, and do that consistently, they get automatic access to a postsecondary education and maybe that doesn’t seem as scary or as unattainable.”

- The *Daily Herald* ran an editorial in support of the Promise program, saying: “These are all outcomes that benefit our region at large, not just Harper, not just the participating businesses, not just high schools or students or parents, but all of us who have a stake in a better-qualified local workforce and better-educated communities. They are representative of the important role community colleges play, and reflect the growing influence these institutions are having on one of the most urgent issues of our time — providing broad access to affordable, meaningful educational opportunities after high school.”
- The *Daily Herald* covered the kickoff event for Harper’s insurance apprenticeship program with Zurich – the first of its kind in the nation. Dignitaries in attendance included U.S. Deputy Secretary of Labor Chris Lu, Zurich North America Commercial CEO Mike Foley, U.S. Ambassador to Switzerland and Liechtenstein Suzi LeVine and Swiss Ambassador to the U.S. Martin Dahinden.
- The *Business Ledger* and *Property Casualty 360* magazine also wrote about the apprenticeship program with Zurich.
- *TribLocal* and the *Daily Herald* ran articles about the National Association of Manufacturers’ visit to Harper’s FMA Metal Fabrication Lab.
- Jay Timmons, the president and CEO of the National Association of Manufacturers, discussed his visit to Harper on the *Chicago’s Morning Answer program on 560-AM Radio*

In closing, I would like to remind the Board that we will not be holding a March Board meeting. However, we will meet in a workshop setting to discuss our facility priorities post 2020. I look forward to starting that work with you. We will not meet formally again until April.

I wish everyone an early spring!

Ken