



**Highland Community College Board of Trustees
Budget Work Session, Quarterly Board Retreat, and Regular Meeting
September 13, 2017**

**Highland Community College
Student/Conference Center Room H-206
2998 West Pearl City Road, Freeport, Illinois**

8:30 a.m. Budget Work Session

9:15 a.m. Board Retreat and Regular Meeting

I. CALL TO ORDER/ROLL CALL

II. APPROVAL OF AGENDA

III. PUBLIC HEARING CONCERNING THE 2017 – 2018 BUDGET

IV. PUBLIC COMMENTS

V. OPENING REMARKS

VI. FOUNDATION PRESENTATION

VII. ADMINISTRATIVE UPDATES

- A. 2017 – 2018 Budget
- B. Strategic Plan 2017 - 2022
- C. Chemistry Renovation

VIII. MAIN MOTIONS (ACTION)

- A. 2017 – 2018 Budget (Page 1)
- B. Strategic Plan 2017 – 2022 (Page 36)

IX. BOARD UPDATES

- A. Digital Signs at College Entrances

X. CLOSED SESSION

- A. Appointment, Employment, Compensation, Discipline, Performance, or Dismissal of Specific Employees

XI. ACTION, IF NECESSARY

- A. Appointment, Employment, Compensation, Discipline, Performance, or Dismissal of Specific Employees
 - A. President's Contract (Page 63)
 - B. Executive Vice President's Contract (Page 75)
 - C. Appointment of Tenure (Handout)
 - D. Resolution: Illinois Community College District #519, Counties of Stephenson, Ogle, Jo Daviess and Carroll and State of Illinois (Highland Community College) Non-Grant of Tenure (Handout)

XII. OLD BUSINESS

XIII. NEW BUSINESS

XIV. ADJOURN

**AGENDA ITEM #VIII-A
SEPTEMBER 13, 2017
HIGHLAND COMMUNITY COLLEGE**

2017-2018 BUDGET

RECOMMENDATION OF THE PRESIDENT: That the Highland Community College Board approves the attached Resolution providing for the adoption of the 2017-2018 budget.

BACKGROUND: On September 13, 2017, a public hearing on the 2017-2018 Budget was declared and held in accordance with State law. The attached budget, as compared to the FY18 Tentative Budget, includes changes in the Operating Funds, Operations and Maintenance, Restricted Fund, Liability, Protection, and Settlement Fund, Auxiliary Enterprises Funds, Bond and Interest Fund, and Restricted Funds for changes in state and federal grant funding, changes in tuition revenue, changes in local revenue, and known and estimated changes in operating costs.

BOARD ACTION: _____

The Board of Trustees of Highland Community College formally adopted the Fiscal Year 2018 budget with the following resolution:

RESOLUTION PROVIDING FOR ADOPTION OF ANNUAL BUDGET FOR FISCAL YEAR BEGINNING JULY 1, 2017 AND ENDING JUNE 30, 2018 BY BOARD OF TRUSTEES OF ILLINOIS COMMUNITY COLLEGE DISTRICT NO. 519, COUNTIES OF STEPHENSON, OGLE, JO DAVIESS AND CARROLL, AND THE STATE OF ILLINOIS.

WHEREAS, the Board of Community College District No. 519, Counties of Stephenson, Ogle, Jo Daviess and Carroll, and the State of Illinois, has caused a budget for said College for said fiscal year to be prepared in tentative form by persons designated by said Board, and

WHEREAS, said budget in tentative form has been made conveniently available to public inspection for at least 30 days prior to final action thereon, and

WHEREAS, on September 13, 2017, a public hearing was held as to such budget prior to final action thereon, pursuant to notice of such public hearing given by publication in a newspaper published in said District as required by law, and all other legal requirements have been complied with,

WHEREAS, the State of Illinois, in 110 ILCS 805/3-20.3, provides for the payment of all salaries of janitors, engineers or other custodial employees and all costs of fuel, lights, gas, water, telephone service, and custodial supplies and equipment or the cost of a professional survey of the conditions of school buildings, or any one or more of the preceding items shall be paid from the tax levied for operations, building and maintenance purposes,

NOW, THEREFORE, BE IT AND IT HEREBY IS RESOLVED by said Board as follows:

That the following Annual Budget, which said Board deems necessary to defray all necessary expenses and liabilities of said College District and which specifies the objects and purposes of each item and amount needed for each object or purpose, be and the same hereby is adopted as the Budget of said College District for said fiscal year beginning July 1, 2017, and ending June 30, 2018, and that the payment of all salaries of janitors, engineers or other custodial employees and all costs of fuel, lights, gas, water, telephone service, and custodial supplies and equipment or the cost of a professional survey of the conditions of school buildings, or any one or more of the preceding items shall be paid from the tax levied for operations, building and maintenance purposes.

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(A true, complete and correct copy of such budget is attached to and made a part of the minutes of this meeting.)

Board action: _____

A copy of the adopted budget is enclosed.

Secretary, Board of Trustees

Chairman, Board of Trustees

**2017-2018 BUDGET
CHANGES FROM TENTATIVE BUDGET
OPERATING FUNDS**

	Educational Fund			Operations and Maintenance Fund			Operating Funds
	Final Budget	Tentative Budget	Increase (Decrease)	Final Budget	Tentative Budget	Increase (Decrease)	Net Inc/Dec
<u>REVENUE</u>							
Local							
Resources	\$4,882,696	\$4,904,825	(\$22,129)	\$1,484,710	\$1,539,499	(\$54,789)	(\$76,918)
State	1,083,865	549,689	534,176	162,652	70,618	92,034	626,210
Federal	35,541	35,541	0	0	0	0	0
Tuition	5,416,610	5,700,500	(283,890)	0	0	0	(283,890)
Other	<u>974,648</u>	<u>973,198</u>	<u>1,450</u>	<u>81,176</u>	<u>74,586</u>	<u>6,590</u>	<u>8,040</u>
Totals	<u>\$12,393,360</u>	<u>\$12,163,753</u>	<u>\$229,607</u>	<u>\$1,728,538</u>	<u>\$1,684,703</u>	<u>\$43,835</u>	<u>\$273,442</u>
<u>EXPENSES BY OBJECT</u>							
Salaries	\$8,290,695	\$8,234,928	\$55,767	\$589,046	\$584,054	\$4,992	\$60,759
Employee							
Benefits	2,101,337	2,031,305	70,032	223,273	221,932	1,341	71,373
Contractual	666,574	684,921	(18,347)	139,076	139,076	0	(18,347)
Materials	753,607	746,440	7,167	172,828	172,828	0	7,167
Conference	279,118	275,568	3,550	3,500	3,500	0	3,550
Fixed Charges	497,043	495,043	2,000	0	0	0	2,000
Utilities	20,490	19,100	1,390	639,251	613,251	26,000	27,390
Other	699,130	719,130	(20,000)	(251,646)	(251,646)	0	(20,000)
Transfer	<u>105,119</u>	<u>(246,300)</u>	<u>351,419</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>351,419</u>
TOTALS	<u>\$13,413,113</u>	<u>\$12,960,135</u>	<u>\$452,978</u>	<u>\$1,515,328</u>	<u>\$1,482,995</u>	<u>\$32,333</u>	<u>\$485,311</u>

**2017-2018 BUDGET
CHANGES FROM TENTATIVE BUDGET
OPERATIONS AND MAINTENANCE,
RESTRICTED FUND**

**Operations & Maintenance, Restricted
Fund**

	<u>Final Budget</u>	<u>Tentative Budget</u>	<u>Net Inc/Dec</u>
<u>REVENUE</u>			
Local Govt Sources	\$741,500	\$741,500	\$0
Totals	<u>\$741,500</u>	<u>\$741,500</u>	<u>\$0</u>

EXPENSES BY OBJECT

Contractual Service:	\$125,698	\$125,815	(\$117)
Materials	8,995	8,995	-
Capital	1,974,653	2,108,036	(133,383)
TOTALS	<u>2,109,346</u>	<u>2,242,846</u>	<u>(\$133,500)</u>

**2017-2018 BUDGET
CHANGES FROM TENTATIVE BUDGET
AUXILIARY ENTERPRISES FUND**

Auxiliary Enterprises Fund			
	Final Budget	Tentative Budget	Net Inc/Dec
<u>REVENUE</u>			
Activity Fee	\$315,000	\$315,000	\$0
Bookstore			
Sales	834,000	854,000	(20,000)
Athletics	42,460	42,460	-
Other	<u>121,100</u>	<u>121,100</u>	<u>-</u>
Totals	<u>\$1,312,560</u>	<u>\$1,332,560</u>	<u>(\$20,000)</u>
 <u>EXPENSES BY OBJECT</u>			
Salaries	\$302,850	\$302,850	\$0
Employee			
Benefits	33,489	33,489	-
Contractual	86,770	86,770	-
Materials	816,562	790,562	26,000
Fixed Costs	5,470	5,470	-
Utilities	600	600	-
Conference	182,965	182,615	350
Capital	500	600	(100)
Other	15,016	15,016	-
Transfers	<u>(135,000)</u>	<u>(110,000)</u>	<u>(25,000)</u>
TOTALS	<u><u>1,309,222</u></u>	<u><u>1,307,972</u></u>	<u><u>1,250</u></u>

**2017-2018 BUDGET
CHANGES FROM TENTATIVE BUDGET
RESTRICTED PURPOSE FUNDS**

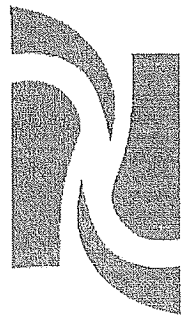
	Restricted Purpose Funds		
	Final Budget	Tentative Budget	Net Inc/Dec
<u>REVENUE</u>			
State	\$437,048	\$399,716	\$37,332
Federal	\$4,457,403	\$4,456,431	972
Other		<u>949,695</u>	<u>(949,695)</u>
Totals	<u>\$4,894,451</u>	<u>\$5,805,842</u>	<u>(\$911,391)</u>
 <u>EXPENSES BY OBJECT</u>			
Salaries	\$871,765	\$851,765	\$20,000
Employee			
Benefits	181,984	170,935	\$11,049
Contractual	588,030	588,030	-
Materials	85,982	74,418	11,564
Conference	55,760	56,850	(1,090)
Fixed Charges	24,221	24,221	-
Utilities	4,152	4,152	-
Capital	31,299	31,699	(400)
Financial Aid	4,042,939	4,042,013	926
Other	43,703	383,957	(340,254)
Transfers	<u>13,881</u>	<u>0</u>	<u>13,881</u>
TOTALS	<u>\$5,943,716</u>	<u>\$6,228,040</u>	<u>(\$284,324)</u>

**2017-2018 BUDGET
CHANGES FROM TENTATIVE BUDGET
BOND AND INTEREST FUND**

	Bond and Interest Fund		
	Final Budget	Tentative Budget	Net Inc/Dec
<u>REVENUE</u>			
Local Govt Sources	<u>\$1,694,688</u>	<u>\$1,694,688</u>	<u>\$0</u>
Totals	<u>\$1,694,688</u>	<u>\$1,694,688</u>	<u>\$0</u>
 <u>EXPENSES BY OBJECT</u>			
Bond Principal & Interest	<u>1,680,721</u>	<u>1,660,638</u>	<u>20,083</u>
Totals	<u>\$1,680,721</u>	<u>\$1,660,638</u>	<u>\$20,083</u>

**2017-2018 BUDGET
CHANGES FROM TENTATIVE BUDGET
LIABILITY, PROTECTION, SETTLEMENT FUND**

	Liability, Protection, Settlement Fund		
	Final Budget	Tentative Budget	Net Inc/Dec
<u>REVENUE</u>			
Local Govt Sources	<u>\$993,000</u>	<u>\$993,000</u>	<u>\$0</u>
Totals	<u>\$993,000</u>	<u>\$993,000</u>	<u>\$0</u>
 <u>EXPENSES BY OBJECT</u>			
Salaries	\$285,461	\$285,436	\$25
Employee Benefits	347,553	353,404	(5,851)
Contractual	296,012	296,012	0
Materials & Supplies	11,900	11,900	0
Conference	13,200	13,200	0
Utilities	6,822	6,822	0
Fixed Charges	<u>214,916</u>	<u>214,916</u>	<u>0</u>
	<u>\$1,175,864</u>	<u>\$1,181,690</u>	<u>(\$5,826)</u>



**HIGHLAND
COMMUNITY
COLLEGE**

BUDGET

2017-2018

**HIGHLAND COMMUNITY COLLEGE
OPERATING FUND BUDGET**

<u>REVENUE</u>	<u>Adopted Budget 2016-17</u>	<u>Proposed Budget 2017-2018</u>		<u>Increase (Decrease)</u>
		<u>Amount</u>	<u>Percent</u>	
Local Governmental Sources	\$6,348,301	\$6,367,406	45.0%	\$19,105
State Governmental Sources	738,961	1,246,517	8.8%	507,556
Federal Governmental Sources	35,541	35,541	0.3%	-
Student Tuition and Fees	5,450,750	5,416,610	38.4%	(34,140)
Other Sources	<u>1,049,428</u>	<u>1,055,824</u>	<u>7.5%</u>	<u>6,396</u>
Total Revenue	<u>\$13,622,981</u>	<u>\$14,121,898</u>	<u>100.0%</u>	<u>\$498,917</u>
Revenue Percentage Increase				3.7%
 <u>EXPENDITURES</u>				
Salaries	8,789,769	8,879,741	59.5%	\$89,972
Fringe Benefits	2,297,433	2,324,610	15.6%	27,177
Contractual Services	741,373	805,650	5.4%	64,277
General Materials & Supplies	858,507	926,435	6.2%	67,928
Conference & Meeting Expense	228,080	282,618	1.9%	54,538
Fixed Charges	483,885	497,043	3.3%	13,158
Utilities	627,251	659,741	4.4%	32,490
Capital Outlay	-	-	0.0%	-
Other	353,386	447,484	3.1%	94,098
Transfers	<u>(484,827)</u>	<u>105,119</u>	<u>0.7%</u>	<u>589,946</u>
Total Expenditures	<u>\$13,894,857</u>	<u>\$14,928,441</u>	<u>100.0%</u>	<u>\$1,033,584</u>
Expenditure Percentage Increase				7.4%
FY2018 Revenues in Excess of Expenses		<u>(\$806,543)</u>		

**HIGHLAND COMMUNITY COLLEGE
INSTRUCTION**

The narrative on pages 2 through 10 includes comparisons of the 2016-2017 budget to the 2017-2018 budget. It should be noted that 2016-2017 actual results for particular line items may vary from the amount budgeted. Actual 2016-2017 results are reported in the annual financial report.

The 2017-2018 budget includes actual salaries and benefits of new employees and estimates for those positions for which searches were or will be underway during the year. Contractual salaries and benefits are included, as well. For 2017-2018, the College's cost for employee medical insurance premiums decreased by about 3%. As in past years, to maintain costs, the operational budget for 2017-2018 does not include capital outlay.

Total instruction costs are budgeted to increase \$53,522. Salaries include full-time, part-time, summer instruction, as well as overload.

INSTRUCTION: PROGRAM TOTAL	Adopted Budget <u>2016-2017</u>	Proposed Budget <u>2017-2018</u>	Proposed Increase <u>(Decrease)</u>
Salaries	\$5,599,197	\$5,575,048	(\$24,149)
Employee Benefits	1,111,123	1,129,065	17,942
Contractual Services	49,224	85,542	36,318
General Materials & Supplies	234,180	254,979	20,799
Conference & Meeting Expense	51,499	54,813	3,314
Fixed Charges	14,530	14,500	(30)
Capital Outlay	-	-	-
Utilities	600	700	100
Other	<u>2,981</u>	<u>2,209</u>	<u>(772)</u>
Total Instruction	<u>\$7,063,334</u>	<u>\$7,116,856</u>	<u>\$53,522</u>

HUMANITIES DIVISION

Salaries	\$1,291,492	\$1,233,831	(\$57,661)
Employee Benefits	208,154	203,354	(4,800)
Contractual Services	9,625	10,595	970
General Materials & Supplies	19,407	27,963	8,556
Conference & Meeting Expense	12,652	14,681	2,029
Fixed Charges	530	500	(30)
Capital Outlay	-	-	-
Other	<u>2,969</u>	<u>2,115</u>	<u>(854)</u>
Total Humanities Division	<u>\$1,544,829</u>	<u>\$1,493,039</u>	<u>(\$51,790)</u>

Instruction Continued

	<u>Adopted Budget 2016-2017</u>	<u>Proposed Budget 2017-2018</u>	<u>Proposed Increase (Decrease)</u>
<u>SOCIAL SCIENCE DIVISION</u>			
Salaries	\$490,644	\$488,313	(\$2,331)
Employee Benefits	103,251	97,073	(6,178)
General Materials & Supplies	<u>1,110</u>	<u>1,110</u>	<u>0</u>
Total Social Science Division	<u>\$595,005</u>	<u>\$586,496</u>	<u>(\$8,509)</u>
 <u>NATURAL SCIENCE AND HEALTH DIVISION</u>			
Salaries	\$1,694,272	\$1,707,110	\$12,838
Employee Benefits	381,372	379,330	(2,042)
Contractual Services	2,738	16,836	14,098
General Materials & Supplies	101,732	90,704	(11,028)
Conference & Meeting Expense	20,377	17,069	(3,308)
Utilities	600	700	100
Capital Outlay	-	-	-
Other	<u>12</u>	<u>94</u>	<u>82</u>
Total Natural Science and Health Division	<u>\$2,201,103</u>	<u>\$2,211,843</u>	<u>\$10,740</u>
 <u>BUSINESS AND TECHNOLOGY DIVISION</u>			
Salaries	\$1,709,660	\$1,742,783	\$33,123
Employee Benefits	342,598	371,203	28,605
Contractual Services	15,611	16,611	1,000
General Materials & Supplies	105,807	125,835	20,028
Conference & Meeting Expense	6,811	11,064	4,253
Fixed Charges	<u>14,000</u>	<u>14,000</u>	<u>0</u>
Total Business and Tech Division	<u>\$2,194,487</u>	<u>\$2,281,496</u>	<u>\$87,009</u>

Instruction Continued

	<u>Adopted Budget 2016-2017</u>	<u>Proposed Budget 2017-2018</u>	<u>Proposed Increase (Decrease)</u>
<u>TRANSITIONAL MATH</u>			
Salaries	\$197,033	\$184,419	(\$12,614)
Employee Benefits	11,198	9,869	(1,329)
General Materials & Supplies	648	678	30
Conference & Meeting Expense	<u>655</u>	<u>0</u>	<u>(655)</u>
Total Transitional Math	<u>\$209,534</u>	<u>\$194,966</u>	<u>(\$14,568)</u>
<u>INSTRUCTIONAL ADMINISTRATION</u>			
Salaries	\$216,096	\$218,592	\$2,496
Employee Benefits	64,550	68,236	3,686
Contractual Services	21,250	41,500	20,250
General Materials & Supplies	5,476	8,689	3,213
Conference & Meeting Expense	<u>11,004</u>	<u>11,999</u>	<u>995</u>
Total Instructional Administration	<u>\$318,376</u>	<u>\$349,016</u>	<u>\$30,640</u>

**HIGHLAND COMMUNITY COLLEGE
ACADEMIC SUPPORT**

Total academic support costs are budgeted to increase \$4,899. Salaries are included at 2018 contractual levels.

	Adopted Budget 2016-2017	Proposed Budget 2017-2018	Proposed Increase (Decrease)
<u>AUDIO VISUAL SERVICES</u>			
Salaries	\$35,240	\$35,786	\$546
Employee Benefits	8,588	8,317	(271)
Contractual Services	6,615	8,555	1,940
General Materials & Supplies	5,441	5,625	184
Conference & Meeting Expense	<u>0</u>	<u>2,500</u>	<u>2,500</u>
Total Audio Visual Services	<u>\$55,884</u>	<u>\$60,783</u>	<u>\$4,899</u>
 <u>LIBRARY SERVICES</u>			
Salaries	\$220,123	\$218,763	(\$1,360)
Employee Benefits	87,800	88,275	475
Contractual Services	1,000	1,000	0
General Materials & Supplies	74,587	79,149	4,562
Conference & Meeting Expense	<u>3,200</u>	<u>4,146</u>	<u>946</u>
Total Library Services	<u>\$386,710</u>	<u>\$391,333</u>	<u>\$4,623</u>
 <u>LEARNING ASSISTANCE CENTER</u>			
Salaries	\$269,211	\$263,513	(\$5,698)
Employee Benefits	81,183	71,280	(9,903)
Contractual Services	15,000	17,500	2,500
General Materials & Supplies	15,600	15,720	120
Conference & Meeting Expense	<u>3,879</u>	<u>3,287</u>	<u>(592)</u>
Total Learning Assistance Center	<u>\$384,873</u>	<u>\$371,300</u>	<u>(\$13,573)</u>
TOTAL ACADEMIC SUPPORT	<u>\$827,467</u>	<u>\$823,416</u>	<u>(\$4,051)</u>

**HIGHLAND COMMUNITY COLLEGE
STUDENT DEVELOPMENT**

Student development includes admissions and records, financial aid, recruitment and retention, academic advising, student activities, and counseling and career information. Student development costs are budgeted to decrease a total of \$46,779.

<u>STUDENT DEVELOPMENT</u>	<u>Adopted Budget 2016-2017</u>	<u>Proposed Budget 2017-2018</u>	<u>Proposed Increase (Decrease)</u>
Salaries	\$792,925	\$805,598	\$12,673
Employee Benefits	276,688	225,443	(51,245)
Contractual Services	21,910	20,340	(1,570)
General Materials & Supplies	18,361	19,454	1,093
Conference & Meeting Expense	27,123	22,272	(4,851)
Fixed Charges	8,100	10,100	2,000
Other	<u>70,200</u>	<u>65,321</u>	<u>(4,879)</u>
TOTAL STUDENT DEVELOPMENT	<u>\$1,215,307</u>	<u>\$1,168,528</u>	<u>(\$46,779)</u>

**HIGHLAND COMMUNITY COLLEGE
PUBLIC SERVICES**

The public services budget includes off-campus credit offerings as well as non-credit courses and seminars, and includes Business Institute. Public services costs are budgeted to increase by \$21,595.

<u>PUBLIC SERVICES</u>	<u>Adopted Budget 2016-2017</u>	<u>Proposed Budget 2017-2018</u>	<u>Proposed Increase (Decrease)</u>
Salaries	\$174,865	\$185,657	\$10,792
Employee Benefits	15,033	14,815	(218)
Contractual Services	204,911	192,495	(12,416)
General Materials & Supplies	29,474	37,452	7,978
Conference & Meeting Expense	42,220	55,950	13,730
Fixed Charges	2,771	4,600	1,829
Other	<u>1,100</u>	<u>1,000</u>	<u>(100)</u>
TOTAL PUBLIC SERVICES	<u>\$470,374</u>	<u>\$491,969</u>	<u>\$21,595</u>

**HIGHLAND COMMUNITY COLLEGE
GENERAL ADMINISTRATION**

General administration includes the office of the president, the business office, community relations, human resources, payroll, and the board secretary. Total general administration costs are budgeted to increase \$34,457.

<u>GENERAL ADMINISTRATION</u>	<u>Adopted Budget 2016-2017</u>	<u>Proposed Budget 2017-2018</u>	<u>Proposed Increase (Decrease)</u>
Salaries	\$711,276	\$721,296	\$10,020
Employee Benefits	240,184	253,004	12,820
Contractual Services	96,679	106,105	9,426
General Materials & Supplies	213,584	216,583	2,999
Conference & Meeting Expense	32,048	29,250	(2,798)
Utilities	-	1,390	1,390
Other	<u>2,900</u>	<u>3,500</u>	<u>600</u>
TOTAL GENERAL ADMINISTRATION	<u>\$1,296,671</u>	<u>\$1,331,128</u>	<u>\$34,457</u>

**HIGHLAND COMMUNITY COLLEGE
INSTITUTIONAL SUPPORT**

Institutional support includes general college-wide activities and services such as legal services, telephone, postage, fleet vehicles, printing, data processing, and facilities usage and special promotions. The institutional support costs are budgeted to increase by \$864,935. The increase is due primarily to the difference in the amount of transfers from other funds included in the 2017-2018 budget. In 2016-2017, due to the State of Illinois budget impasse, the budget included transfers from other funds to support operations.

Scholarships, grants, and waivers includes athletics waivers, student memberships to the YMCA, discounted dual credit and the College's portion of the Top Scholar award. This amount has increased due to the increase in tuition and based on usage.

<u>INSTITUTIONAL SUPPORT</u>	<u>Adopted Budget 2016-2017</u>	<u>Proposed Budget 2017-2018</u>	<u>Proposed Increase (Decrease)</u>
Salaries	\$403,938	\$485,034	\$81,096
Employee Benefits	246,980	311,138	64,158
Contractual Services	202,950	235,037	32,087
General Materials & Supplies	106,645	124,645	18,000
Conference & Meeting Expense	67,611	106,900	39,289
Fixed Charges	458,484	467,843	9,359
Utilities	18,400	18,400	0
Other	134,400	165,400	31,000
Transfer	(484,827)	105,119	589,946
TOTAL INSTITUTIONAL SUPPORT	<u>\$1,154,581</u>	<u>\$2,019,516</u>	<u>\$864,935</u>
 <u>SCHOLARSHIPS, STUDENT GRANTS, & WAIVERS</u>			
Other	<u>\$395,000</u>	<u>\$461,700</u>	<u>\$66,700</u>

**HIGHLAND COMMUNITY COLLEGE
OPERATION AND MAINTENANCE OF PLANT**

The increase of \$42,105 for the operations and maintenance of plant is primarily due to the expected increase in fees associated with electricity.

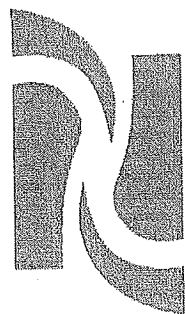
<u>OPER. & MAINT. OF PLANT</u>	<u>Adopted Budget 2016-2017</u>	<u>Proposed Budget 2017-2018</u>	<u>Proposed Increase (Decrease)</u>
Salaries	\$582,994	\$589,046	\$6,052
Employee Benefits	229,854	223,273	(6,581)
Contractual Services	143,084	139,076	(4,008)
General Materials & Supplies	160,635	172,828	12,193
Conference & Meeting Expense	500	3,500	3,000
Utilities	608,251	639,251	31,000
Other	<u>(252,095)</u>	<u>(251,646)</u>	<u>449</u>
TOTAL OPER. AND MAINT. OF PLANT	<u>\$1,473,223</u>	<u>\$1,515,328</u>	<u>\$42,105</u>

HIGHLAND COMMUNITY COLLEGE
Proposed Budget
Summary of 2017-2018
Estimated Revenues By Source

	Educational Fund	Operations & Maintenance Fund	Total Operating	Percent
LOCAL GOVERNMENT SOURCES				
Current Taxes	\$ 2,397,438	\$ 642,171	\$ 3,039,609	21.5%
Back Taxes	2,362,008	632,681	2,994,689	21.2%
Corporate Personal Property				
Replacement Tax	123,250	209,858	333,108	2.4%
Total Local Government	<u>\$ 4,882,696</u>	<u>\$ 1,484,710</u>	<u>\$ 6,367,406</u>	<u>45.1%</u>
STATE GOVERNMENTAL SOURCES				
ICCB Credit Hour Grants	921,698	162,652	1,084,350	7.7%
ICCB Equalization Grant	50,000	-	50,000	0.4%
ICCB Career/Tech Education	112,167	-	112,167	0.8%
ICCB Other	-	-	-	0.0%
Total State Government	<u>\$ 1,083,865</u>	<u>\$ 162,652</u>	<u>\$ 1,246,517</u>	<u>8.8%</u>
FEDERAL GOVERNMENT SOURCES				
Financial aid	6,000	-	6,000	0.0%
Indirect Costs	29,541	-	29,541	0.2%
Total Federal Government	<u>\$ 35,541</u>	<u>\$ -</u>	<u>\$ 35,541</u>	<u>0.3%</u>
STUDENT TUITION AND FEES				
Tuition	4,798,000	-	4,798,000	34.0%
Fees	618,610	-	618,610	4.4%
Total Tuition and Fees	<u>\$ 5,416,610</u>	<u>\$ -</u>	<u>\$ 5,416,610</u>	<u>38.4%</u>
OTHER SOURCES				
Facilities Rental	28,000	80,876	108,876	0.9%
Interest on Investments	8,000	-	8,000	0.1%
Other Revenue	938,648	300	938,948	6.6%
Total Other Sources	<u>\$ 974,648</u>	<u>\$ 81,176</u>	<u>\$ 1,055,824</u>	<u>7.5%</u>
Total 2017-2018 Budgeted Revenue	<u>\$ 12,393,360</u>	<u>\$ 1,728,538</u>	<u>\$ 14,121,898</u>	<u>100.0%</u>

HIGHLAND COMMUNITY COLLEGE
Summary of 2017-2018
Operating Budgeted Expenditures

	Educational Fund	Operations & Maintenance Fund	Total Operating	%
BY PROGRAM:				
Instruction	\$7,116,856	-	\$7,116,856	47.7%
Academic Support	823,416	-	823,416	5.5%
Student Services	1,168,528	-	1,168,528	7.8%
Public Services	491,969	-	491,969	3.3%
Oper./Maint. of Plant	-	1,515,328	1,515,328	10.2%
General Administration	1,331,128	-	1,331,128	8.9%
Institutional Support	1,914,397	-	1,914,397	12.8%
Transfers	105,119	-	105,119	0.7%
Scholarships, Grants, Waivers	461,700	-	461,700	3.1%
Total 2017-2018 Budgeted Expenditures	13,413,113	1,515,328	14,928,441	100.0%
Less tuition chargeback	-	-	-	
Adjusted expenditures	\$ 13,413,113	\$ 1,515,328	\$ 14,928,441	
BY OBJECT:				
Salaries	\$8,290,695	589,046	\$8,879,741	59.5%
Employee Benefits	2,101,337	223,273	2,324,610	15.6%
Contractual Services	666,574	139,076	805,650	5.4%
General Materials and Supplies	753,607	172,828	926,435	6.2%
Conferences and Meetings	279,118	3,500	282,618	1.9%
Fixed Charges	497,043	-	497,043	3.3%
Utilities	20,490	639,251	659,741	4.4%
Other	699,130	(251,646)	447,484	3.0%
Transfers	105,119	-	105,119	0.7%
Total 2017-2018 Budgeted Expenditures	\$13,413,113	1,515,328	\$14,928,441	100.0%
Less tuition chargeback	-	-	-	
Adjusted expenditures	\$ 13,413,113	\$ 1,515,328	\$ 14,928,441	



**HIGHLAND
COMMUNITY
COLLEGE**

**OFFICIAL
BUDGET**

July 1, 2017- June 30, 2018

HIGHLAND COMMUNITY COLLEGE
2017-2018 Current Budgeted Expenditures
Educational Fund

	<u>Appropriations</u>	<u>Totals</u>
<u>INSTRUCTION</u>		
Salaries	\$ 5,575,048	
Employee Benefits	1,129,065	
Contractual Services	85,542	
General Materials and Supplies	254,979	
Conference and Meetings	54,813	
Fixed Charges	14,500	
Capital Outlay	0	
Utilities	700	
Other	<u>2,209</u>	
Total Instruction		\$7,116,856
<u>ACADEMIC SUPPORT</u>		
Salaries	\$ 518,062	
Employee Benefits	167,872	
Contractual Services	27,055	
General Materials and Supplies	100,494	
Conferences and Meetings	<u>9,933</u>	
Total Academic Support		823,416
<u>STUDENT SERVICES</u>		
Salaries	\$ 805,598	
Employee Benefits	225,443	
Contractual Services	20,340	
General Materials and Supplies	19,454	
Conferences and Meetings	22,272	
Fixed Charges	10,100	
Other	<u>65,321</u>	
Total Student Services		1,168,528

**Estimated Expenditures 2017-2018
Educational Fund (cont.)**

PUBLIC SERVICES

Salaries	\$	185,657
Employee Benefits		14,815
Contractual Services		192,495
General Materials and Supplies		37,452
Conferences and Meetings		55,950
Fixed Charges		4,600
Other		<u>1,000</u>

Total Public Services \$ 491,969

GENERAL ADMINISTRATION

Salaries	\$	721,296
Employee Benefits		253,004
Contractual Services		106,105
General Materials and Supplies		216,583
Conferences and Meetings		29,250
Utilities		1,390
Other		<u>3,500</u>

Total General Administration 1,331,128

INSTITUTIONAL SUPPORT

Salaries	\$	485,034
Employee Benefits		311,138
Contractual Services		235,037
General Materials and Supplies		124,645
Conference and Meetings		106,900
Fixed Charges		467,843
Utilities		18,400
Other		<u>165,400</u>

Total Institutional Support 1,914,397

SCHOLARSHIPS, STUDENT GRANTS, & WAIVERS

Other	\$	<u>461,700</u>
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Total Scholarships, Grants, & Waivers \$ 461,700

Transfers 105,119

Total Educational Fund \$13,413,113

2017-2018 Estimated Expenditures

Operations and Maintenance Fund

	<u>Appropriations</u>	<u>Totals</u>
<u>OPERATION & MAINT. OF PLANT</u>		
Salaries	589,046	
Employee Benefits	223,273	
Contractual Services	139,076	
General Materials and Supplies	172,828	
Conferences and Meetings	3,500	
Utilities	639,251	
Other	<u>(251,646)</u>	
Total Operations and Maintenance Fund		<u>\$ 1,515,328</u>

2017-2018 Operations and Maintenance Fund, Restricted

BUDGETED REVENUE

	<u>Revenues</u>	<u>Totals</u>
<u>LOCAL GOVERNMENTAL SOURCES</u>		
Current Taxes	\$ 341,500	
Back Taxes	<u>400,000</u>	
Total Revenue		<u>\$ 741,500</u>

BUDGETED EXPENDITURES

	<u>Appropriations</u>	<u>Totals</u>
<u>INSTITUTIONAL SUPPORT</u>		
Contractual Services	125,698	
General Materials & Supplies	8,995	
Capital Outlay	<u>1,974,653</u>	
Total Expenditures		<u>\$ 2,109,346</u>

2017-2018 Auxiliary Enterprises Fund

BUDGETED REVENUE

	<u>Revenues</u>	<u>Totals</u>
<u>SALES AND SERVICE FEES</u>		
Activity Fee	\$ 315,000	
Bookstore Sales	834,000	
Athletics	42,460	
Other	<u>121,100</u>	
Total Revenue		\$ <u>1,312,560</u>

BUDGETED EXPENDITURES

	<u>Appropriations</u>	<u>Totals</u>
<u>STUDENT SERVICES</u>		
Salaries	\$ 302,850	
Employee Benefits	33,489	
Contractual Services	86,770	
General Materials and Supplies	816,562	
Conferences & Meetings	182,965	
Fixed Charges	5,470	
Utilities	600	
Capital Outlay	500	
Other	15,016	
Transfers	<u>(135,000)</u>	
Total Expenditures		\$ <u>1,309,222</u>

2017-2018 Liability, Protection, and Settlement Fund

(SPECIAL LEVY TAX FUND)

BUDGETED REVENUE

<u>LOCAL GOVERNMENTAL SOURCES</u>	<u>Revenues</u>	<u>Totals</u>
Current Taxes	\$ 517,500	
Back Taxes	<u>475,500</u>	
Total Revenue		\$ <u>993,000</u>

BUDGETED EXPENDITURES

<u>INSTITUTIONAL SUPPORT</u>	<u>Appropriations</u>	<u>Totals</u>
Salaries	\$ 285,461	
Employee Benefits	347,553	
Contractual Services	296,012	
General Materials and Supplies	11,900	
Conferences & Meetings	13,200	
Fixed Charges	214,916	
Utilities	<u>6,822</u>	
Total Expenditures		\$ <u>1,175,864</u>

2017-2018 Audit Fund
(SPECIAL LEVY TAX FUND)

BUDGETED REVENUE

	<u>Revenues</u>	<u>Totals</u>
<u>LOCAL GOVERNMENTAL SOURCES</u>		
Current Taxes	\$ 22,000	
Back Taxes	<u>22,000</u>	
Total Revenue		\$ <u>44,000</u>

BUDGETED EXPENDITURES

	<u>Appropriations</u>	<u>Totals</u>
<u>INSTITUTIONAL SUPPORT</u>		
Contractual Services	\$ <u>46,000</u>	
Total Expenditures		\$ <u>46,000</u>

2017-2018 Bond and Interest Fund

BUDGETED REVENUE

<u>LOCAL GOVERNMENTAL SOURCES</u>	<u>Revenues</u>	<u>Totals</u>
Current Taxes	\$ 855,150	
Back Taxes	<u>839,538</u>	
Total Revenue		<u>\$ 1,694,688</u>

BUDGETED EXPENDITURES

<u>INSTITUTIONAL SUPPORT</u>	<u>Appropriations</u>	<u>Totals</u>
Bond Principal & Interest	<u>\$ 1,680,721</u>	
Total Expenditures		<u>\$ 1,680,721</u>

2017-2018 Restricted Purpose Fund

BUDGETED REVENUES

	<u>Revenues</u>	<u>Totals</u>
<u>STATE GOVERNMENTAL SOURCES</u>		
ICCB-Vocational Education	\$ 106,727	
ICCB-Adult Education	273,927	
Other Ill. Governmental Sources	<u>56,394</u>	
		\$ 437,048
<u>FEDERAL GOVERNMENTAL SOURCES</u>		
Dept. of Education	\$ 4,422,960	
Other Federal Sources	<u>34,443</u>	
		4,457,403
<u>OTHER SOURCES</u>		
Student Tuition & Fees	\$ 575,000	
Sales & Service Fees	26,510	
Investment Revenue	18,581	
Nongovernmental Gifts, Grants	23,400	
Other Revenue	<u>304,785</u>	
		<u>948,276</u>
Grand Total		<u>\$ 5,842,727</u>

BUDGETED EXPENDITURES

	<u>Appropriations</u>	<u>Totals</u>
<u>INSTRUCTION</u>		
Salaries	\$ 269,199	
Employee Benefits	60,184	
Contractual Services	2,700	
General Materials and Supplies	48,751	
Conference and Meetings	9,802	
Capital Outlay	17,674	
Other	<u>5,883</u>	
		\$ 414,193

**Budgeted Expenditures
Restricted Purposes Fund (Cont.)**

STUDENT SERVICES

Salaries	\$	183,914
Employee Benefits		66,989
Contractual Services		1,816
General Materials and Supplies		8,259
Conference and Meetings		11,645
Capital Outlay		200
Other		<u>31,645</u>

Total Student Services

\$ 304,468

PUBLIC SERVICES

Salaries	\$	44,042
Employee Benefits		5,943
Contractual Services		17,500
General Materials and Supplies		20,056
Conference and Meetings		9,333
Fixed Charges		23,571
Utilities		4,152
Other		<u>4,475</u>

Total Public Services

129,072

**Budgeted Expenditures
Restricted Purposes Fund (Cont.)**

GENERAL ADMINISTRATION

Salaries	\$ 220,434
Employee Benefits	32,223
General Materials and Supplies	7,896
Conference and Meetings	23,500
Fixed Charges	650
Capital Outlay	13,425
Other	<u>1,700</u>

Total General Administration

\$ 299,828

INSTITUTIONAL SUPPORT

Salaries	\$ 74,229
Employee Benefits	16,645
Contractual Services	566,014
General Materials and Supplies	1,020
Conference and Meetings	<u>1,480</u>

Total Institutional Support

659,388

SCHOLARSHIPS, STUDENT GRANTS, & WAIVERS

Salaries	\$ 79,947
Financial Aid	<u>4,042,939</u>

Total Scholarships, Grants & Waivers

4,122,886

Transfers

13,881

GRAND TOTAL

\$ 5,943,716

HIGHLAND COMMUNITY COLLEGE

Summary of Fiscal Year 2017 Budget by Fund

	General		Capital Projects	Proprietary Fund	
	Education Fund	Operations & Maint. Fund	Operations & Maint. (Restricted)	Auxiliary Fund	
Est. Beginning Balance	\$2,834,541	\$1,006,190	\$1,882,853	\$3,042	
Budgeted Revenues	12,393,360	1,728,538	741,500	1,312,560	
Budgeted Expend.	13,307,994	1,515,328	2,109,346	1,444,222	
Budgeted Transfers to Other Funds	(139,700)				
Budgeted Transfers from Other Funds	34,581			135,000	
Budgeted Ending Bal.	\$1,814,788	\$1,219,400	\$515,007	\$6,380	
	Special Revenue			Debt Service	
	Restricted Purposes Fund	Audit Fund	Liability, Protection, & Settlement Fund	Working Cash Fund	Bond and Interest Fund
Est. Beginning Balance	\$901,263	\$13,048	\$386,040	\$10,338,286	\$964,572
Budgeted Revenue	5,842,727	44,000	993,000	22,000	1,694,688
Budgeted Expend.	5,929,835	46,000	1,175,864	6,000	1,680,721
Budgeted Transfers to Other Funds	(18,581)			(16,000)	
Budgeted Transfers from Other Funds	4,700				
Budgeted Ending Bal.	\$800,274	\$11,048	\$203,176	\$10,338,286	\$978,539

The Official Budget, which is accurately summarized in this document, was approved by the Board on September 13th, 2017.

ATTEST: _____
Secretary, Board of Trustees

**AGENDA ITEM #VIII-B
SEPTEMBER 13, 2017
HIGHLAND COMMUNITY COLLEGE**

STRATEGIC PLAN 2017 – 2022

RECOMMENDATION OF THE PRESIDENT: It is recommended that the Board of Trustees approves the 2017 – 2022 Strategic Plan for Highland Community College.

BACKGROUND: Highland Community College followed a community engagement process in the development of its 2017 – 2022 strategic plan influenced by the *Building Communities Through Strategic Planning* model. The Strategic Planning Council was led by Dr. Peter Flynn and included 38 members. Nineteen of the members were from HCC’s faculty, staff, and administration.

The Council synthesized information gathered in 10 focus groups held throughout the district and on the Highland Community College campus with external and internal stakeholders, as well as 13 presentations related to the needs of the College and the surrounding communities, 132 survey responses from community leaders, and the environmental scan conducted by Northern Illinois University Center for Governmental Studies. The Strategic Planning Council sub-committees were given the task of drafting goal and objective recommendations based on the Council’s analysis of the institution’s strengths, weaknesses, and opportunities. Input provided by the Board of Trustees during the spring and summer retreats has also been incorporated into the document.

The Trustees will receive progress report updates, and a mid-point review will help ensure that the document remains relevant and viable in helping Highland Community College achieve carry out mission.

BOARD ACTION: _____



Strategic Plan



Highland Community College is committed to shaping the future of our communities by providing quality education and learning opportunities through programs and services that encourage the personal and professional growth of the people of northwestern Illinois.

2017 - 2022

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HIGHLAND COMMUNITY COLLEGE

Dear Friends of Highland Community College:

This document represents a foundation of goals for strategic planning at Highland Community College between the years 2017-2022. In order to continue progress in fulfilling our mission, the College commits to further establishing a vision which includes achieving even higher degrees of excellence in the following areas:

- creating and maintaining high quality, student-centered, accessible learning experiences for diverse populations
- expanding/strengthening educational pathways for previous, existing, and future learners
- improving retention and nationally respected indicators of student success
- exploring and cultivating collaborative educational partnerships
- providing lifelong learning opportunities for individuals and communities
- engaging as educational partners in activities and initiatives which strengthen our communities

It becomes important to recognize that higher degrees of excellence in terms of service will require higher degrees of excellence in terms of innovation and collaboration as well, both within the institution and in concert with external partners. Moving successfully toward present and future goals will also require cultivation of existing and future support for traditional students, and for students both younger and older as we embrace the values of lifelong learning.

This document is *not* an exhaustive list of goals to be addressed between years 2017-2022. Central goals and specific objectives summarized on the following pages will provide important cornerstones for sustaining a vibrant and responsive academic institution. The plan will serve as a “living” document, one which shall be reviewed at least quarterly during the new five-year cycle. The HCC Board of Trustees, along with campus community members and external constituents, will be able to access regular reports reflecting progress toward strategic goals. Continuous dialogue pertaining to suggestions will be maintained throughout the five-year cycle, with open opportunities for emerging ideas and ongoing feedback.

Respectfully,

Tim Hood
President

During the 2017 – 2022 Strategic Planning Cycle, the College will strive to:

- Strengthen and expand high quality educational pathways for diverse student populations
- Enhance affordable and convenient access to educational opportunities
- Develop sustainable models to address student financial needs and challenges
- Expand and strengthen educational program offerings and modes of instructional delivery
- Cultivate and strengthen partnerships with other educational institutions, business, and community organizations
- Continuously assist with faculty and staff professional development in order to maintain high performance learning environments and services contributing to a caring and supportive campus climate which encourages student engagement
- In collaboration with fundraising partners, maximize new and existing alternative funding sources in order to offset decreasing state funding and to maintain quality and momentum
- Provide safe, comfortable, eco-friendly learning environments in terms of infrastructure, facilities, and technology
- Strengthen marketing mix and strategies in order to more fully showcase College strengths in ways that connect effectively with diverse audiences--especially potential new and returning students, alumni and other potential friends of the College
- Further develop and cultivate interactive communication channels with external constituents and stakeholders
- Further develop and cultivate interactive communication channels between College departments and members of the College community
- Exhibit commitment to engage more collaboratively in continuous improvement processes and dialogue

Institutional Context for the 2017 – 2020 Strategic Plan

The Strategic Planning Council (SPC) began its work in the fall of 2015 and completed its assignment in the summer of 2016. Their work was followed by a period of internal analysis and planning using the goals and recommendations developed by the SPC. Throughout the fall of 2016, the College's cabinet focused on how to bring the plan to life. Planning for the future is made more uncertain by the financial challenges in the State of Illinois. The College recognizes that the state of the state heightens the need for a focused strategic plan as a way to continue progressive momentum.

Institutional Impact of the 2010 – 2015 Strategic Plan

The previous strategic plan spanned years with significant financial constraint brought on by the global financial crisis. Population declined in the state of Illinois, and in the Highland Community College district, contributing to an enrollment decline. In spite of the financial and population constraints, the College recently experienced growth in new programs and student numbers. The College worked toward achieving the three goals of the Strategic Plan including the following:

Goal 1 - Proactively identify emerging programmatic opportunities

Goal 2 - Meet program delivery needs of current and prospective students

Goal 3 - Increase college-level enrollment

The work culminated in significant improvements and new additions including:

- Several new academic programs began in the fall of 2015 including criminal justice, hospitality management, and mass communication. Revitalized program offerings included agriculture and industrial manufacturing. These were followed by a part-time nursing program launch in the spring of 2016.
- In the fall of 2016, more new programs were launched including environmental science and mechatronics. A new phlebotomy course followed in the spring of 2017.
- The College also launched a Lifelong Learning program designed to provide individuals with enrichment courses throughout the district.
- Remarkably, in a period when most colleges and universities were experiencing enrollment declines, Highland Community College experienced an 11% enrollment headcount increase from fiscal year 2014 to fiscal year 2015.
- Transitional math education moved to a modularized approach with mini lectures in a newly renovated lab space.
- Early retention results related to the improvements in transitional math education show that the College retained 15% more of these students from the first eight weeks to the second eight weeks of spring semester 2016 compared to the spring 2015 semester.
- New dual credit opportunities expanded including the development of an early college program, CollegeNOW.
- Online and hybrid classes continued to expand with 19% of the College's total credit hours in the fall 2016 delivered through these alternative delivery methods.
- The College experienced a presidential change in July 2015 followed by a new organizational structure.
- The number of students testing into transitional courses decreased by 10%.
- The addition of a new chemistry lab and mass communication production facility enhanced students' experiences.

- Highland achieved new accolades including a #3 ranking in the "Top Community Colleges in the State of Illinois" published by *USA Today College* and #1 ranking in the "Top Online Colleges 2016" in Illinois by *OnlineColleges.com*

Environmental Factors

The environmental factors identified as having significant impact on Highland Community College and its ability to achieve the strategic goals include:

Declining State Support

- Declining state support will continue to put more pressure on local taxpayers and student tuition.
- Highland is committed to student access, but the impact of dramatically reduced state funding is causing an overreliance on local taxes and student tuition. This has the potential to limit access, primarily for the underserved residents of the district.

Population Changes

- Reports by the Regional Office of Education show a declining base of K-12 students. Based on their reports, the College predicts a potential 10% decline in traditional students over the next 10 years.
- Population data shows that our rural regional population decreased by 2% from 2000 to 2013 compared to a .5% rural loss in the state of Illinois during that same time period. Freeport experienced a net decrease of 600 residents from 2000 to 2010 and a decrease of another 600 residents between 2010 and 2013 (Taylor & Robinson, 2014).
- The College district has an aging population, with Northwest Illinois often considered as a lower cost recreation or retirement option by urban/suburban residents, especially in Carroll and Jo Daviess County with popular lake communities.
- Population data in the 2014 Environmental Scan shows that, of all racial/ethnic groups, Hispanic student enrollment in K-12 schools is increasing (2014).

Enrollment Challenges

- Online Colleges and smaller private schools will become ever more aggressive in their recruiting efforts. With declining population state-wide, public institutions are also competing in a new way for student enrollment.
- The Highland district is large geographically. Residents are often commuting to other cities (away from Freeport and specifically, in the district's communities on state borders, into Iowa or Wisconsin) for employment, education and recreation/entertainment.
- Public transportation challenges have the potential to be a barrier to enrollment.
- National trends include consumer driven approaches to educational delivery such as online, accelerated, and weekend programs. These trends create a demand for more flexibility.
- As a campus of commuter students, there are particular campus life needs and considerations that challenge the institution.
- Consistent with national trends, 68% of Highland's student population places into transitional coursework requiring some form of math, English, or reading preparation prior to enrolling in college-level courses.

External Accountability

- Highland provides both transfer and technical education, which fulfills the comprehensive mission of Illinois community colleges.
- The Illinois Board of Higher Education (IBHE) has developed the "Illinois Public Agenda for College and Career Success," which provides a strategic framework for Highland and all other Illinois community colleges to follow in addition to local plans.
- The College and the Foundation have co-existed from the beginning days of the College. Throughout the years, donors to the Foundation have provided the money to fund many critical special projects and initiatives. The Foundation and the generous philanthropy of area residents are more important than ever for the College to meet the challenge of the next five years.
- The College is accredited by the Higher Learning Commission and participates in the Academic Quality Improvement Program [Attachment A].

Impact of the Financial Crisis

- Funding for the Illinois Community College System was established with the enabling legislation in 1967. Since the system's inception, the funding model has been 1/3 state, 1/3 local taxes, 1/3 student tuition. As state resources have dwindled, the Illinois community college system has been underfunded. State funding is now at the lowest percentage of the total budget in the College's history. This is especially problematic given the fact that Illinois community colleges now serve over 67% of all higher education students yet receive less than 13% of the total funding allocated for all of higher education in Illinois.
- The College has had to increasingly rely on local tax revenues and student tuition dollars in the last decade. Combined these two provided 87% of the College revenue in FY16.
- Illinois' state funding support has been declining since 2003. State funding, compounded by the budget impasse, accounted for just 5+% of the revenue in FY16.

Strategic Planning Process

Highland Community College President Tim Hood invited community members, College faculty and staff to help the College develop a strategic plan that would move us forward in the years 2017 through 2022 [Attachment B]. The Strategic Planning Council, led by retired superintendent and Freeport resident Dr. Peter Flynn, was charged with assessing the College's strengths and challenges, gathering feedback and input, and developing directions that will guide the College from 2017 - 2022.

The SPC's initial meeting was held in October 2015. The group met nine times over the next nine months. Initial meetings included presentation of the environmental scan of the College district, discussions related to the College vision and mission, and organizational work such as developing sub-committees and organizing a series of focus groups.

The SPC's discussions were also grounded in factual information about the region's population and demography as well as educational and economic environment. A series of informational forums were held with HCC President Tim Hood, Executive Vice President Chris Kuberski, Director of Institutional Research Dr. Misty Thruman, Regional Superintendent Aaron Mercier, Northern Illinois Development Alliance Director Dave Young and Tri-County Economic

Development Alliance Director Lisa McCarthy, Gisele Hamm from the Illinois Institute for Rural Affairs at Western Illinois University, and a panel of community representatives from the Mapping Communities Project. Sub-committees were assigned reading, research and discussion work regarding the College's performance and best practices. State and local reports and documents were compiled and held on reserve for sub-committee use.

Information from a community survey conducted by HCC Office of Institutional Research along with a series of focus groups helped the SPC understand the community's perceptions of and priorities for Highland Community College. SPC members led eleven community focus groups including at least one in each of the counties comprising the Highland district (Carroll, Jo Daviess, Ogle, and Stephenson) and three focus groups with faculty and staff. Following each focus group, a report was provided to the SPC by the facilitator and/or note taker.

The SPC used a variety of techniques to assimilate gathered information including a Strengths, Opportunities, Weaknesses, and Threats (SWOT) analysis. The SPC was also challenged through their sub-committees to identify goals and objectives after synthesizing the large amount of input that had been gathered. The goals and objectives identified were then considered internally by the College Cabinet and Board of Trustees.

The Strategic Plan is focused on key issues that have been determined to be of greatest importance. The expectations for the SPC's planning process was to identify the priority strategic goals and objectives that would require additional emphasis over the next five years rather than to develop detailed operational plans for organizational units. Based on the plan's strategic goals and objectives, division and departmental long range plans will be established to support the achievement of the strategic goals. The actionable long range plans will identify project accountability, key performance indicators and targets for the objectives outlined in this plan. Progress monitoring reports will be shared with the Board of Trustees and College employees, and will be made available to the College stakeholders.

Goals and Objectives

Strengthen and expand high quality educational pathways for diverse student populations

Objectives that will help us reach this goal include:

Develop matriculation pathways between high school and college level courses that align with secondary education and college readiness benchmarks.

Enhance dual credit and distance education offerings through online and video streaming formats.

Support the expected learning outcomes by having optimal class sizes.

Analyze potential new and existing programs in order to determine their viability and sustainability.

Identify viable new course offerings for existing programs.

Improve the outcomes and goal attainment for transitional students.

Strengthen programs and services in ways that increase student retention and engagement.

Enhance affordable and convenient access to educational opportunities

Objectives that will help us reach this goal include:

Develop a plan to expand capabilities and course offerings delivered through real-time interactive video systems and other related technologies as they become available.

Provide online services that enhance student convenience including online registration for Business Institute, Lifelong Learning, and student support areas.

Develop an equitable, financially sustainable model for dual credit.

Provide delivery options that promote district-wide accessibility of general education.

Expand and optimize the College's online presence in order to reach a wider geographic area.

Increase new scholarship and grant support opportunities by 20% for Highland students enrolled in a range of educational opportunities.

Explore new and existing partnerships in an effort to expand access to affordable childcare for students with dependent children.

Develop sustainable models to address student financial needs and challenges

Objectives that will help us reach this goal include:

Maintain sustainability of Auxiliary Funds in order to benefit students with high quality extra-curricular and co-curricular experiences.

Develop methods of assisting students with emergency funding.

Assess impact and develop recommendations for a student debt forgiveness program and policy modifications that promote lifelong learning in our communities.

Increase funding for the student worker program.

Reduce percentage of students losing eligibility for financial aid due to their academic progress.

Analyze tuition pricing strategies with a focus on the optimal balance between affordability and sustainability.

Expand and strengthen educational program offerings and modes of instructional delivery

Objectives that will help us reach this goal include:

Increase and align instructional expectations, course offerings and instructional competencies in multi-instructional delivery formats including online and dual credit.

Promote continuous quality improvement of the educational experiences provided through course level and program assessment of learner outcomes.

Utilize professional and discipline related best practices, including inclusive learning methods such as universal design, across all disciplines.

Implement and align technology, schedule, and academic programming to meet the demand for interactive video delivered courses from dual credit through lifelong learning.

Cultivate and strengthen partnerships with other educational institutions, businesses, and community organizations

Objectives that will help us reach this goal include:

Increase total number of students served by 30% in all existing and future programs.

Cultivate contracts with employers to provide skill development for current or prospective employees.

Expand regional partnerships by 25% through the Business Institute, Lifelong Learning and continuing education, K-12 system, and four-year institutions combined.

Strengthen partnerships with local employers to enable workplace experiences, training, and education options.

Continuously assist with faculty and staff professional development in order to maintain high performance learning environments and services contributing to a caring and supportive campus climate which encourages student engagement

Objectives that will help us reach this goal include:

Seek alternative funding in order to restore professional development opportunities to peak levels of FY15.

Provide faculty development on Curriculum and Instruction for the 21st Century Learner, use of academic technology, teaching strategies, and assessment that support learning outcomes in face-to-face, hybrid and online classrooms.

Enhance faculty and staff development for teaching and assisting transitional students.

Promote an inclusive environment that respects and values all individuals.

In collaboration with fundraising partners, maximize new and existing alternative funding sources in order to offset decreasing state funding and to maintain quality and momentum

Objectives that will help us reach this goal include:

Develop a plan to sustain adult education opportunities and maximize available resources.

Develop short and long-term resource plans that reduce reliance on state funding further and increase funding from alternative sources so that the College operating budget may be restored to peak FY15 levels.

Maximize external partnerships and use of grants that have a positive budgetary impact and align with our mission.

Increase sponsorships to support the funding of new and existing programs.

Provide safe, comfortable, eco-friendly learning environments in terms of infrastructure, facilities, and technology

Objectives that will help us reach this goal include:

Develop a long-term plan for key capital investments in the facilities that improve learning and engagement in academic and student support areas.

Develop a campus-wide infrastructure plan that addresses technology and security systems.

Enhance athletic facilities to maintain existing programs and respond to the potential for new athletic programs.

Strengthen marketing mix and strategies in order to more fully showcase College strengths in ways that connect effectively with diverse audiences--especially potential new and returning students, alumni and other potential friends of the College

Objectives that will help us reach this goal include:

- Engage prospective students through consistent contact models of recruitment.
- Involve faculty, staff and students in programs that recruit prospective students.
- Target more communication and marketing efforts toward underrepresented students.
- Ensure effective marketing and communication district-wide.
- Increase the College's presence in district high schools.
- Promote new and existing programs more effectively throughout the district.

Further develop and cultivate interactive communication channels with external constituents and stakeholders

Objectives that will help us reach this goal include:

- Develop our understanding of the programmatic and service needs of our communities.
- Expand the strategic use of social media and technology to help foster communication with our district.
- Increase participation and engagement with external organizations, business and industry and governing bodies.
- Increase membership in the Alumni Association by 100%.

Further develop and cultivate interactive communication channels between College departments and members of the College community

Objectives that will help us reach this goal include:

- Recognize teaching excellence, creativity and initiative of faculty and staff.
- Ensure Highland's core values and code of conduct promote and ensure a professional and productive environment.
- Foster collaboration between academic and non-academic personnel.
- Implement communication strategies designed to better share committee work, campus news and updates in order to create a more informed and engaged campus community that results in a 25% increase in attendance and viewership for Campus Connections.
- Ensure employee needs are better understood and addressed through enhanced communication strategies.
- Increase efforts to raise awareness and interest in college history and tradition

Exhibit commitment to engage more collaboratively in continuous improvement processes and dialogue

Objectives that will help us reach this goal include:

Develop and implement project management tools to assist with defining a scope of work, particularly for strategic planning projects.

Create evaluation plans to monitor the progress and ensure success of key projects.

Refine criteria for ICCB program evaluation.

Utilize evaluation data to develop key improvement strategies and initiatives.

REFERENCE

Taylor, S. & Robinson, D. (2014). Highland Community College Environmental Scan. *Northern Illinois University*. Retrieved from http://www.highland.edu/visitors/documents/HighlandCollegeEnvironmentalScan_2104.pdf

Institutional Objectives/AQIP Categories Crosswalk

	Category One: Helping Students Learn focuses on the design, deployment, and effectiveness of teaching-learning processes (and on the processes required to support them) that underlie the institution's credit and non-credit programs and courses.	Category Two: Meeting Student and Other Key Stakeholder Needs addresses the key processes (separate from instructional programs and internal support services) through which the institution serves its external stakeholders in support of its mission.	Category Three: Valuing Employees explores the institution's commitment to the hiring, development, and evaluation of faculty, staff, and administrators.	Category Four: Planning and Leading focuses on how the institution achieves its mission and lives its vision through direction setting, goal development, strategic actions, threat mitigation, and capitalizing on opportunities.	Category Five: Knowledge Management and Resource Stewardship addresses management of the fiscal, physical, technological, and information infrastructures designed to provide an environment in which learning can thrive.	Category Six: Quality Improvement focuses on the culture and infrastructure of the institution. This category gives the institution a chance to reflect on all its quality improvement initiatives, how they are integrated, and how they contribute to improvement of the institution.
GOAL: Strengthen and expand high quality educational pathways for diverse student populations						
OBJECTIVES: Develop matriculation pathways between high school and college level courses that align with secondary education and college readiness benchmarks.	X					
Enhance dual credit and distance education offerings through online and video streaming formats.	X					
Support the expected learning outcomes by having optimal class sizes.	X					
Analyze potential new and existing programs in order to determine their viability and sustainability.				X		

Identify viable new course offerings for existing programs.						X			
Improve the outcomes and goal attainment for transitional students.	X								
Strengthen programs and services in ways that increase student retention and engagement.	X								
GOAL: Enhance affordable and convenient access to educational opportunities									
OBJECTIVES:									
Develop a plan to expand capabilities and course offerings delivered through real-time interactive video systems and other related technologies as they become available.						X			
Provide online services that enhance student convenience including online registration for Business Institute, Lifelong Learning, and student support areas.					X				
Develop an equitable, financially sustainable model for dual credit.						X			
Provide delivery options that promote district-wide accessibility of general education.					X				
Expand and optimize the College's online presence in order to reach a wider geographic area.					X				

Increase new scholarship and grant support opportunities by 20% for Highland students enrolled in a range of educational opportunities.				X			
Explore new and existing partnerships in an effort to expand access to affordable childcare for students with dependent children.				X			
GOAL: Develop sustainable models to address student financial needs and challenges							
OBJECTIVES:							
Maintain sustainability of Auxiliary Funds in order to benefit students with high quality extra-curricular and co-curricular experiences.							X
Develop methods of assisting students with emergency funding.							X
Assess impact and develop recommendations for a student debt forgiveness program and policy modifications that promote lifelong learning in our communities.					X		
Increase funding for the student worker program.							X
Reduce percentage of students losing eligibility for financial aid due to their academic progress.							X
Analyze tuition pricing strategies with a focus on the optimal balance between							X

affordability and sustainability.									
GOAL: Expand and strengthen educational program offerings and modes of instructional delivery									
OBJECTIVES:									
Increase and align instructional expectations, course offerings and instructional competencies in multi-instructional delivery formats including online and dual credit.									
Promote continuous quality improvement of the educational experiences provided through course level and program assessment of learner outcomes.									X
Utilize professional and discipline related best practices, including inclusive learning methods such as universal design, across all disciplines.									X
Implement and align technology, schedule, and academic programming to meet the demand for interactive video delivered courses from dual credit through lifelong learning.									X
GOAL: Cultivate and strengthen partnerships with other educational									

institutions, businesses, and community organizations										
OBJECTIVES:										
Increase total number of students served by 30% in all existing and future programs.										
Cultivate contracts with employers to provide skill development for current or prospective employees.										
Expand regional partnerships by 25% through the Business Institute, Lifelong Learning and continuing education, K-12 system, and four-year institutions combined.										
Strengthen partnerships with local employers to enable workplace experiences, training, and education options.										
GOAL: Continuously assist with faculty and staff professional development in order to maintain high performance learning environments and services contributing to a caring and supportive campus climate which encourages student engagement										
OBJECTIVES:										
Seek alternative funding in order to restore professional development opportunities to peak levels of FY15.										

<p>Provide faculty development on Curriculum and Instruction for the 21st Century Learner, use of academic technology, teaching strategies, and assessment that support learning outcomes in face-to-face, hybrid and online classrooms.</p>			<p>X</p>			
<p>Enhance faculty and staff development for teaching and assisting transitional students.</p>			<p>X</p>			
<p>Promote an inclusive environment that respects and values all individuals.</p>			<p>X</p>			
<p>GOAL: In collaboration with fundraising partners, maximize new and existing alternative funding sources in order to offset decreasing state funding and to maintain quality and momentum</p>						
<p>OBJECTIVES: Develop a plan to sustain adult education opportunities and maximize available resources.</p>					<p>X</p>	
<p>Develop short and long-term resource plans that reduce reliance on state funding further and increase funding from alternative sources so that the College operating budget may be restored to peak FY15 levels.</p>					<p>X</p>	
<p>Maximize external partnerships and use of grants that have a positive budgetary impact and align with our mission.</p>					<p>X</p>	

Increase sponsorships to support the funding of new and existing programs.					X			
GOAL: Provide safe, comfortable, eco-friendly learning environments in terms of infrastructure, facilities, and technology								
OBJECTIVES:								
Develop a long-term plan for key capital investments in the facilities that improve learning and engagement in academic and student support areas.					X			X
Develop a campus-wide infrastructure plan that addresses technology and security systems.								X
Enhance athletic facilities to maintain existing programs and respond to the potential for new athletic programs.								X
GOAL: Strengthen marketing mix and strategies in order to more fully showcase College strengths in ways that connect effectively with diverse audiences--especially potential new and returning students, alumni and other potential friends of the College								
OBJECTIVES:								
Engage prospective students through consistent contact models of recruitment.						X		

Involvement of faculty, staff and students in programs that recruit prospective students.					X				
Target more communication and marketing efforts toward underrepresented students.					X				
Ensure effective marketing and communication district-wide.					X				
Increase the College's presence in district high schools.					X				
Promote new and existing programs more effectively throughout the district.					X				
GOAL: Further develop and cultivate interactive communication channels with external constituents and stakeholders									
OBJECTIVES:									
Develop our understanding of the programmatic and service needs of our communities.					X			X	
Expand the strategic use of social media and technology to help foster communication with our district.					X				
Increase participation and engagement with external organizations, business and industry and governing bodies.					X				
Increase membership in the Alumni Association by 100%.					X				

<p>GOAL: Further develop and cultivate interactive communication channels between College departments and members of the College community</p>						
<p>OBJECTIVES:</p>						
<p>Recognize teaching excellence, creativity and initiative of faculty and staff.</p>			<p>X</p>			
<p>Ensure Highland's core values and code of conduct promote and ensure a professional and productive environment.</p>			<p>X</p>			
<p>Foster collaboration between academic and non-academic personnel.</p>			<p>X</p>			
<p>Implement communication strategies designed to better share committee work, campus news and updates in order to create a more informed and engaged campus community that results in a 25% increase in attendance and viewership for Campus Connections.</p>			<p>X</p>			
<p>Ensure employee needs are better understood and addressed through enhanced communication strategies.</p>			<p>X</p>			
<p>Increase efforts to raise awareness and interest in college history and tradition</p>			<p>X</p>	<p>X</p>		

<p>GOAL: Exhibit commitment to engage more collaboratively in continuous improvement processes and dialogue</p>						
<p>OBJECTIVES:</p>						
<p>Develop and implement project management tools to assist with defining a scope of work, particularly for strategic planning projects.</p>				<p>X</p>		<p>X</p>
<p>Create evaluation plans to monitor the progress and ensure success of key projects.</p>				<p>X</p>		<p>X</p>
<p>Refine criteria for ICCB program evaluation.</p>						<p>X</p>
<p>Utilize evaluation data to develop key improvement strategies and initiatives.</p>						<p>X</p>

Attachment B

Strategic Planning Council Members

Scott	Anderson	Dean, Business and Technology	Highland CC
Joani	Bardell	Administrative Assistant, Natural Science and Math	Highland CC
Jim	Berberet	Executive Director, Foundation	Highland CC
Alexa	Buss	Student Trustee 2015 - 2016	Highland CC
Justin	Ebert	Agriculture Instructor	Highland CC
Dr. Peter	Flynn	SPC Chair, former public school superintendent	
Liz	Gerber	Vice President, Student Development and Support Services	Highland CC
Jim	Gitz	Mayor	City of Freeport
Jen	Grobe	Nursing Instructor	Highland CC
Nathan	Hensal	Director, ITS	Highland CC
Tim	Hood	President and CEO	Highland CC
Mark	Jansen	Director, Adult Education	Highland CC
Jill	Janssen	Vice President, Administrative Services	Highland CC
Donna	Kauke	Dean, Health, Natural Science and Math	Highland CC
Chris	Kuberski	Exec. Vice President	Highland CC
Fritz	Kuhlmeier	President and CEO	Citizens State Bank
Margaret	Larson	County Director	U of I Extension
Jodi	Lenkaitis	Senior Learning Specialist	Danfoss
Tom	Mahoney	Superintendent	Oregon District
Craig	Mathers	Superintendent	West Carroll District
Terry	McGovern	Office Mgr., Sales	Signcraft Screenprint, Inc.
Steve	Mihina	Math Instructor	Highland CC
Suzanne	Miller	Coordinator, Career Services	Highland CC
Juliet	Moderow	Biology Instructor	Highland CC
Andrew	Nelson	Principal	Oregon High School
Jim	Palmer	Automotive Instructor	Highland CC
Brenda	Potter	Counselor	River Ridge High School
Kate	Perkins	English Instructor	Highland CC
James	Rhyne	Executive Director	Boys and Girls Club
Anthony	Sago	Director, Student Support Services	Highland CC
Mike	Schiffman	Superintendent	Freeport District #145
Terry	Schuster	City Finance Commissioner	City of Oregon
Dawn	Switzer	Administrative Assistant to Adult Education	Highland CC
Dr. Misty	Thrumman	Director, Institutional Research	Highland CC

Pete	Willging	Director, Marketing and Community Relations	Highland CC
Ken	Williams	Mayor	City of Oregon
Larry	Williams	Chief Executive Officer	Freeport Housing Authority
Jim	Yeager	Communication/Speech Instructor	Highland CC

**AGENDA ITEM #XI-A-1
SEPTEMBER 13, 2017
HIGHLAND COMMUNITY COLLEGE BOARD**

PRESIDENT'S CONTRACT

RECOMMENDATION OF THE BOARD: That the Board of Trustees approves the attached Resolution authorizing the approval of the Contract of Employment for the President. Principal financial components of the contract include a specified annuity contribution for each year, a designated reimbursement amount for travel expenses, as well as for the 2017-2018 year an annual salary of one hundred fifty-two thousand dollars (\$152,000), with each subsequent year salary being increased by 4% over the prior school year.

BACKGROUND: This Resolution approves the terms and conditions of the contract with Mr. Tim Hood for the period of July 1, 2017 through June 30, 2020. A copy of the proposed contract has been available to the public, with the quarterly retreat monthly meeting packet, and is attached to the Resolution.

BOARD ACTION: _____

RESOLUTION FOR APPROVING CONTRACT OF EMPLOYMENT

WHEREAS, the Board of Trustees took formal action on January 20, 2015, to name Mr. Tim Hood the next President of Highland Community College effective July 1, 2015; and,

WHEREAS, the previous contract expired on June 30, 2017; and,

WHEREAS, the Board of Trustees desires to formalize the terms and conditions of the new contract with Mr. Tim Hood, including the principal financial components of an annuity contribution for each year, reimbursement of travel expenses, as well as for the 2017-2018 year an annual salary of one hundred fifty-two thousand dollars (\$152,000), with each subsequent year salary being increased by 4% over the prior school year.

NOW, THEREFORE, IT IS HEREBY RESOLVED BY THIS BOARD OF TRUSTEES OF HIGHLAND COMMUNITY COLLEGE, as follows:

Section 1: The recitals to this Resolution are found and determined to be true and correct and are incorporated by reference herein.

Section 2: The Board hereby approves the Contract of Employment, as attached. The Board Chair and Secretary are hereby authorized and directed to execute the Contract of Employment and to enter into such contract fully on the Board's behalf.

Section 3: This Resolution shall be in full force and effect upon its adoption and retroactive to July 1, 2017, the beginning of the respective school year. All prior resolutions of the Board of Trustees that are inconsistent with the terms and conditions of this Resolution are hereby repealed and superseded to the extent of any such inconsistency.

ADOPTED this _____ day of September 2017, by the following roll call vote upon the motion by

_____, seconded by _____.

YES: _____

NO: _____

ABSENT: _____

Chair, Board of Trustees

Attest:

Secretary, Board of Trustees

EMPLOYMENT AGREEMENT BETWEEN

TIM HOOD

and

THE BOARD OF TRUSTEES OF HIGHLAND COMMUNITY COLLEGE

FOR THE TERM

JULY 1, 2017 THROUGH JUNE 30, 2020

EMPLOYMENT AGREEMENT BETWEEN

TIM HOOD

and

THE BOARD OF TRUSTEES OF HIGHLAND COMMUNITY COLLEGE

FOR THE TERM
JULY 1, 2017 THROUGH JUNE 30, 2020

This Agreement (“Agreement”) made and entered into this ____ day of September, 2017, by and between the Board of Trustees of Highland Community College, (hereinafter “Board”), and Tim Hood, (hereinafter “President”):

WHEREAS, the Board has evaluated the annual compensation being remitted to President, resulting in concerns that the level of compensation is not consistent with institutions similar in enrollment and character; and

WHEREAS, the Board has evaluated the performance of President and believes that his leadership of Highland Community College remains vital to the long term goals and strategic objectives of the Board, due to the outstanding performance of President; and

WHEREAS, the Board at its meeting on September ____, 2017, upon roll call vote, duly adopted its Resolution authorizing the Chair and Secretary of the Board to execute an Employment Agreement on behalf of Highland Community College, continuing to employ President as President of Highland Community College (“College”) under the terms and conditions herein set forth; and

WHEREAS, President’s prior formal Agreement expired June 30, 2017, and the Board and President now wish to provide for certainty in the office of the presidency of the College by formalizing the continuation of services by the President for the period from July 1, 2017, through June 30, 2020, on terms and conditions as provided herein; and

NOW, THEREFORE, in consideration of the promises herein and for other good and valuable consideration, the receipt of which is hereby acknowledged, the Board and President agree as follows:

1. EMPLOYMENT AND TERM

Board hereby employs Tim Hood as President of the College for a term commencing July 1, 2017, and continuing until June 30, 2020. The President shall serve as President pursuant to the provisions of this Agreement for that term.

2. POWERS AND DUTIES

Throughout the term hereof, the President shall be the Chief Executive of the College, responsible for all administration and for effecting the directions and policies of the Board. As Chief Executive of the College, the President shall act for and on behalf of the Board and under its direction in the performance of his duties of overall administration of the College.

The President's duties and powers shall include those provided by law, as well as those set forth in the College's written policy now in force and as may be adopted by the Board from time to time. Throughout the term or any extension or renewal hereof, the President shall have such other and further powers, responsibilities and duties as the Board may from time to time direct in consultation and agreement with the President.

3. REAPPOINTMENT

Not later than April 15, 2020, the Board and President shall confer to determine whether the term of this Agreement shall be extended, and any conditions on such extension.

4. EXTENT OF SERVICES

The President shall devote his full time, attention and energies to the business of the College, and during the term of this Agreement, the President shall not be engaged in any other business activity or accept any commitment outside his role as President which interferes with his duties and responsibilities or adversely affects his proficiency as Chief Executive of the College.

5. TERMINATION OF EMPLOYMENT

Notwithstanding anything to the contrary contained in this Agreement, the President's employment may be terminated during the term hereof for one or more of the

following reasons:

A. Resignation. Honorable resignation, or termination of employment by mutual written agreement of the parties. The acceptance of the President's written resignation by the Board pursuant to a duly adopted Resolution shall be deemed to constitute Honorable Termination of Employment hereunder.

B. Disability. Total disability for a period of ninety (90) consecutive days, after exhaustion of available paid sick leave and vacation benefits.

The term "total disability" means sickness or illness, regardless of cause, physical or mental, which results in the President being substantially unable to effectively perform his duties as President and his duties pursuant to this Agreement. President shall submit to physical or mental examination or both at the request of the Board, provided that such examinations shall be performed by persons licensed as medical doctors.

C. Death of the President. The Board-President relationship shall terminate upon the death of the President.

D. Discharge for Cause. The President may be discharged for cause. A discharge for cause shall be deemed a dismissal of the President for conduct which is seriously prejudicial to the College, and may include, without limitation, incompetency, violation of law, material breach of this Agreement, cruelty, negligence, dishonesty, fraud, unprofessional behavior, failure to effect Board direction, immorality, or for any sufficient reason or cause which may exist under the laws of the State of Illinois. Upon a majority vote of the Board to consider dismissal for cause, the President shall be given written notice of the Board's intention. The President shall be entitled to appear before the Board to discuss his dismissal before formal action on dismissal is taken. Such meeting may be in open session or closed session, at the option of the Board. The action of the Board is final. Upon discharge for cause, the term of this Agreement shall end, and all right to compensation and benefits hereunder shall immediately cease.

E. Discharge on Notice. At any time during the term hereof, the Board may discharge the President on thirty days prior written notice. Under such circumstances, the College shall pay the President all compensation due to the College President as annual salary pursuant to Paragraph 6 B below, in accordance with regular salary payment schedules for a period of twelve months following the date of the notice. Provided,

however, if the President obtains other employment during the remaining term, the Board's obligation to pay compensation shall be reduced by the President's compensation from that employment.

F. Breach by President. If President, during the term of this Agreement, resigns without approval from the Board, or in any manner breaches his obligation to provide the contractual services outlined herein by departure from employment at his election, the Parties agree that the Board will be irreparably harmed. Accordingly, in such circumstance the President agrees to remit payment of \$30,000 to the College, representing the Parties' present estimate of the costs associated with a new search process to recruit and hire a replacement for President. The Parties further agree and herein stipulate that the amount of actual damages that will be incurred is difficult and uncertain to estimate. Therefore the amount set forth herein is the Parties' best estimate as to the actual costs and agreed to be reasonable. Payment of the amount is due within 30 days of demand by the Board President.

6. PRESIDENT'S COMPENSATION

A. Definition of Compensation. For purposes of this Agreement, the President's compensation shall consist of the salary provided in subparagraph 6 B below.

B. Annual Salary. Board shall pay President, for the 2017-2018 year an annual salary of one hundred fifty-two thousand (\$152,000). The 2018-2019 year annual salary shall be increased by 4% over the 2017-2018 school year. The 2019-2020 year annual salary shall be increased by 4% over the 2018-2019 school year. The annual salary shall be paid to the President in installments in accordance with the usual and customary payment practices of the Board. Nothing herein shall be deemed to prohibit the Board, in its discretion, from increasing the annual salary of the President at any time during the term of this Agreement or any extension or renewal hereof, but the salary shall not be decreased at any time.

C. Doctoral Completion. The Board desires, as being in the best interest of the College, that President complete the remaining portions of his doctoral degree. President shall make such completion a priority. The parties agree that if President completes all requirements for the awarding of his doctoral degree, by the end of the 2017-2018 school year, he is eligible to be reimbursed the amount remitted by him to SURS for purchase of prior service credit, for service credit lost while employed other

than at Highland, which amount shall not exceed \$25,000. Payment of such amount shall be by a check separate and apart from regular payroll, issued not later than 45 days following proof by President of the incurring of such expense following doctoral completion. The parties agree that the payment shall not be for services rendered but a reimbursement payment for the purchase of such service credit by President.

7. PRESIDENT'S BENEFITS IN ADDITION TO COMPENSATION

A. SURS Contributions. For the term of this Agreement, the College shall pay an 8% contribution directly to the State University Retirement System contribution on behalf of the President. It is the intention of the parties to qualify all such payments as employer payments pursuant to Section 414(h) of the Internal Revenue Code. The President shall have no right or claim to the funds remitted except as they may subsequently become available before retirement or resignation from the Illinois State Universities Retirement System.

B. Holidays. The President shall be entitled to be absent from the performance of his duties during all holidays declared by the Board or scheduled by the State of Illinois applicable to Community Colleges throughout the State.

C. Vacation Benefits. The President shall earn paid vacation at the rate of 2.33 days per month with an accumulation limit of 56 days. Upon termination of the President's services, the College shall not reimburse for more than 56 unused vacation days. Subject to the limitations in this paragraph, the President shall be entitled to the accumulated but unused vacation day balance he had as of June 30, 2015, remaining from his position as Executive Vice President of the College.

The President shall consult with the Board Chair in the event he plans to utilize more than three consecutive days of vacation benefit.

D. Dues, Fees. Board shall pay President's membership dues and charges to appropriate educational associations and organizations, as well as his membership dues and fees for and in respect to his membership in such other local, community, State or National clubs or organizations which the Board Chair and President mutually deem necessary or advisable that President join in order to enhance or improve his community relationship or his professional skills and relationships.

E. Conferences, Conventions, etc. The President may attend educational conferences, conventions, courses, seminars and other similar professional growth activities. Appropriate expenses shall be reimbursed in accordance with Board policy. Attendance at such conferences shall not be construed as vacation time. The President may participate in other professional activities relating to higher education on such terms and conditions as may be approved from time to time by the Board.

F. Automobile and Other Travel Related Expenses of the President. President shall be entitled, when necessary for college business, to use a vehicle from the College fleet. The parties further anticipate, during the life of the Agreement, that significant effort will be required of President in the marketing of the College. This effort is anticipated to require President to incur annual incidental expenses (meals, entertainment, and other travel using a personal vehicle). Accordingly, President shall receive \$12,000.00 annually as reimbursement for such anticipated expenses. Such amount shall be paid in equal installments, over the payroll periods during each year of the Agreement.

G. Executive Annual Physical. At least once every year during the term of this Agreement, the College President shall obtain a comprehensive medical examination. The cost of such examination, not to exceed Five Hundred Dollars (\$500), shall be paid by the Board. A copy of the examination or a certificate of the physician certifying the physical competency of the College President to perform his duties shall be given by the examining physician to the Board Chair. The result of such examination will be reported to the Board, but its confidentiality shall be maintained.

H. Annuity. The Board shall pay on behalf of the President a tax-sheltered annuity under Section 403(b) of the Internal Revenue Code in a company of the College President's choice in the amount of Twelve Thousand Dollars (\$12,000.00). The College President's tax sheltered annuity shall be paid in equal installments in accordance with the policies of the College governing payment of tax annuities to other administrators employed by the College and shall be subject to withholding as required by law.

I. Insurance, Sick Leave, Privileges, etc.

1. Sick Leave. President will earn sick leave at the rate of 1 day per month and have available any remaining accrued the sick leave days to which he was entitled as an employee of the College as of June 30, 2015.

2. Life Insurance. Subject to applicable insurability requirements, College shall provide term life insurance on the life of the President equal to 1.5 times the annual salary of the President. For purposes of this paragraph only, annual salary includes the annual salary provided in paragraph 6b, plus SURS contribution on the Annual Salary, plus the reimbursement allowance provided in Paragraph 7F annualized. It does not include any 403(b) or SURS contribution on any 403(b). The President may name one or more beneficiaries of his choice for any portion of the employee basic benefit. The purchase of any further optional life insurance coverage by the President will be the responsibility of the President and consistent with College policy.

3. Personal Leave. The President shall be entitled to 3 personal days with pay annually. Personal days shall accrue one (1) day per four months. Unused personal days shall not accumulate from year-to-year.

4. Other Privileges. The Board shall reimburse the College President up to One Thousand Dollars (\$1,000) annually for his use of his home for entertainment in relation to the College, based on submission of receipts.

The President shall be reimbursed for normal and customary expenses incurred for the President's spouse's attendance at two College related annual conferences. The foregoing notwithstanding, the President will not be reimbursed for expenses which are incurred for leisure activities or matters unrelated to the conferences.

The Board shall pay on behalf of the President his Family Fitness II YMCA Membership.

The President shall be allowed such other privileges, leaves, health leave, and insurance and fringe benefits not specifically enumerated and not in conflict with or inconsistent with this contract as are commonly extended to all other administrative personnel.

8. CELL PHONE

To provide the College with the ability to reach the president, the College shall provide the President with a cell phone and service plan. Occasional personal use of the cell phone will not be deemed a violation of this Agreement. The President shall select the phone and plan. Use of the College provided phone shall be subject to any applicable policies of the College and President shall have no expectation of privacy in the use of such device.

9. EVALUATION OF PRESIDENT

At least once each College fiscal year, (on or before April 15th of that year) Board and President shall meet for the purpose of review of the past year's administration of the College and the role of the President in the future course and goals of the College. The evaluation shall rate the performance of the President, and may include directions, goals and expectations for future performance.

10. NOTICES

Any notice required or permitted under the terms of this Agreement shall be written and may be served personally, by prepaid certified or registered mail, or by national courier service. If served by mail or courier service, it shall be addressed to his residence in the case of the President, or to the Chair of the Board of the College, at his or her residence, in the case of the Board. Any notice shall be deemed to have been delivered within ninety-six hours after having been deposited in a United States Post Office located within the College District, or on the date of delivery if by a courier service or personal service.

11. MISCELLANEOUS

A. Paragraph headings and numbers have been inserted for convenience of reference only, and if there shall be any conflict between any such heading or numbers and the text of this Agreement, the text shall control.

B. For purposes of payment to the President of any unused vacation at the time of termination of employment under this Agreement for any reason, the President's "compensation" shall be deemed to be only the taxable compensation the President receives from time to time pursuant to Paragraph 6 B hereof.

C. This Agreement contains all of the terms agreed upon by the parties with respect to the subject matter of this Agreement and supersedes all prior agreements, arrangements and communications between the parties concerning such subject matter whether oral or written.

D. This Agreement may be executed in one or more counterparts, each of which shall be considered an original, and all of which taken together shall be considered one and the same instrument.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed in their respective names and in the case of the Board, by its Chair and Secretary, on the day and year first written above.

Tim Hood, President

THE BOARD OF TRUSTEES OF HIGHLAND
COMMUNITY COLLEGE

By _____
Chair

ATTEST:

Secretary-Board of Trustees

**AGENDA ITEM #XI-A-2
SEPTEMBER 13, 2017
HIGHLAND COMMUNITY COLLEGE BOARD**

EXECUTIVE VICE PRESIDENT'S CONTRACT

RECOMMENDATION OF THE BOARD: That the Board of Trustees approves the attached Resolution authorizing the approval of the Administrator's Contract for the Executive Vice President. Principal financial components of the contract include a specified annuity contribution for each year, as well as for the 2017-2018 year an annual salary of one hundred thirty thousand one hundred and seventy-five dollars (\$130,175), as well as for the 2018-2019 year an annual salary of one hundred thirty-three thousand four hundred twenty-nine dollars and 38 cents (\$133,429.38).

BACKGROUND: This Resolution approves the terms and conditions of the contract with Ms. Christina Kuberski for the period of July 1, 2017 through June 30, 2019. A copy of the proposed contract has been available to the public, with the quarterly retreat and regular meeting packet, and is attached to the Resolution.

BOARD ACTION: _____

RESOLUTION FOR APPROVING CONTRACT OF EMPLOYMENT

WHEREAS, the Board of Trustees took formal action on May 19, 2015, to name Ms. Christina Kuberski the next Executive Vice President of Highland Community College effective July 6, 2015; and,

WHEREAS, the previous contract expired on June 30, 2017; and,

WHEREAS, the Board of Trustees desires to formalize the terms and conditions of the new contract with Ms. Christina Kuberski, including the principal financial components of an annuity contribution for each year, as well as for the 2017-2018 year an annual salary of one hundred thirty thousand one hundred and seventy-five dollars (\$130,175), as well as for the 2018-2019 year an annual salary of one hundred thirty-three thousand four hundred twenty-nine dollars and 38 cents (\$133,429.38).

NOW, THEREFORE, IT IS HEREBY RESOLVED BY THIS BOARD OF TRUSTEES OF HIGHLAND COMMUNITY COLLEGE, as follows:

Section 1: The recitals to this Resolution are found and determined to be true and correct and are incorporated by reference herein.

Section 2: The Board hereby approves the Administrator's Contract, as attached. The Board Chair and Secretary are hereby authorized and directed to execute the Contract of Employment and to enter into such contract fully on the Board's behalf.

Section 3: This Resolution shall be in full force and effect upon its adoption and retroactive to July 1, 2017, the beginning of the respective school year. All prior resolutions of the Board of Trustees that are inconsistent with the terms and conditions of this Resolution are hereby repealed and superseded to the extent of any such inconsistency.

ADOPTED this _____ day of September 2017, by the following roll call vote upon the motion by

_____, seconded by _____.

YES: _____

NO: _____

ABSENT: _____

Chair, Board of Trustees

Attest:

Secretary, Board of Trustees



Employment agreement between Christina Kuberski and Highland Community College is for a two-year period. This contract covers salary and benefits for FY17 and FY18.

ADMINISTRATOR'S CONTRACT

THIS AGREEMENT, made in duplicate, this 13th day of September 2017 between the Board of Trustees of Illinois of Community College District No. 519, Counties of Stephenson, Ogle, Jo Daviess and Carroll, and the State of Illinois (College) and **Christina Kuberski**, employee.

WITNESSETH: Employee agrees to serve as Executive Vice-President for College under the rules and regulations of said College Board for a period of 24 months, beginning July 1, 2017, and extending through June 30, 2019. The College Board, however, reserves the right to discontinue the employee's position, lay off the employee or dismiss the employee at any time during the contract year for a budgetary or other lawful reason. If said employee's employment is ended during the contract year for any reason other than misconduct, employee shall receive four (4) weeks written notice, in which case the employee acknowledges and agrees that he/she is not entitled to any compensation or other benefits beyond the four (4) week notice period.

FY17 and FY18 Salary and Benefits

That said employee is assigned to the position of **Executive Vice President**, and will perform the duties and responsibilities of that position. In consideration of such services well and duly performed, the said College Board agrees to pay said employee the sum of **\$130,175** annually for the period from July 1, 2017 to June 30, 2018 and the sum of **\$133,429.38** annually for the time period from July 1, 2017 to June 30, 2019.

Highland Community College will also contribute all required SURS retirement contribution, in addition to the annual salary. In addition, the Board agrees to contribute \$2,000 to your 403(b) account during each fiscal year.

Benefit accrual for per fiscal year:

Academic Holidays:	<u>0</u> days	Educational Assistance:	Ineligible
Personal Leave:	<u>3</u> days	Bookstore Purchases at 20% Discount:	Eligible
Sick Leave:	<u>12</u> days	Scholarship Fund for Tuition Coverage:	Eligible
Sick Leave Bank Participant:	<u>Yes</u>	Tax Sheltered Annuity Program:	Eligible
Vacation:	<u>21</u> days	Sabbatical Leave:	Eligible 07/06/22
		Hospital/Major-Medical Insurance for Employee and Dependents:	Eligible

If, in the opinion of the College Board or the College President, an administrator's actions warrant immediate removal from duties of the office, said employee may be suspended with pay pending the outcome of the circumstances causing the suspension.

IN WITNESS THEREOF, the parties have hereunto set their hands and seals on the day and year first above written.

HIGHLAND COMMUNITY COLLEGE
 Illinois Community College District No. 519, Counties of Stephenson, Ogle, Jo Daviess and Carroll, and the State of Illinois.

By: _____ (Seal)

Attest: _____
 Secretary

 Employee