

Highland Community College
Board Retreat
December 5, 2018
Highland Community College Student/Conference Center
Room H-206
Freeport, Illinois

CALL TO ORDER/RLL CALL

Mr. Doug Block, Board Chairperson, called the meeting to order at 8:33 a.m.

Members Present: Mrs. Diane Gallagher, Mr. David Shockey, Mr. Doug Block, Mr. Jim Endress, Dr. Steve Jennings, Mr. Blake Musser (departed 11:55 a.m.; returned 11:57 a.m.), Ms. Pennie Groezinger, and Ms. Erin Schrader (departed 8:50 a.m.; returned 9:54 a.m.)

Members Absent: None

Guests Present: None

Also Present: Mr. Tim Hood, President (departed 12:00 p.m.); Ms. Chris Kuberski, Executive Vice President (departed 12:00 p.m.); Ms. Jill Janssen, Vice President, Administrative Services (departed 12:00 p.m.); Mr. Scott Anderson, Vice President, Business, Technology and Community Programs (departed 12:00 p.m.); Ms. Liz Gerber, Vice President, Student Development & Support Services (departed 12:00 p.m.); Ms. Rose Ferguson, Associate Vice President, Human Resources (departed 12:00 p.m.); Ms. Leslie Schmidt, Director, Marketing & Community Relations (11:55 p.m.); and, Ms. Terri Grimes, Board Secretary

PUBLIC COMMENTS

There were no public comments.

OPENING REMARKS

Mr. Hood reported that he had a very good meeting at the Community Foundation of Northern Illinois (CFNIL) office yesterday, and at their next board meeting, they will be reporting on the progress to date on the Linking Talent with Opportunity grant. Mr. Anderson reported that this grant is a new type of grant, so CFNIL staff wanted to meet to learn the progress made to date. Rock Valley College (RVC) has been a great partner, and both RVC and Highland are exceeding the expected timeline and things are progressing. Ms. Gerber reported that an Administrative Assistant for the grant has been hired. Ms. Stacey Benkert will begin on December 11 and will be working closely with Ms. Sam Schaible, Coordinator of Outreach and Dual Credit. A number of new agreements will result from the partnership, including Ag agreements with both Belvidere High School and Byron High School, and an Early Childhood Education agreement with Harlem

High School. The grant funds the development and marketing of pathways for students. Students may take up to 12 credits toward a degree or certificate. Transitional Math is also built into the pathway. Good conversations have been ongoing with Freeport High School and there will likely be two to four pathways for their students. A meeting will take place next week to begin discussing how to distribute funds from the CFNIL matching grant. The College raised almost \$500,000, which was matched by CFNIL. Mr. Hood also believes there is more funding to come from CFNIL.

Ms. Tracy Bauer, President and CEO of Midwest Medical Center, is the new chair of the Northwest Illinois Economic Development (NWILED) board, and Mr. Hood was recently elected vice chair. He has discussed a training opportunity with Ms. Bauer for Highland to train most, if not all, of Midwest Medical Center's employees. Mrs. Gallagher also noted that an alum from East Dubuque High School is now working with East Dubuque to develop property for a community near the bridge and has asked for help and support from NWILED.

ADMINISTRATIVE UPDATES

Strategic Plan

Ms. Gerber reported that at the last Core Cabinet meeting, members talked about the fact that the plan is currently at the midpoint. In the next Core Cabinet meeting, members will review progress made to date, what it will take to complete the goals, and projects that might need to be postponed to focus on other areas. Mr. Musser asked when planning for the next cycle begins, and Ms. Gerber anticipates that it will happen in the last year of the plan. Mr. Musser suggested that the planning begin two years out, and Ms. Gerber will discuss this with others and bring back more information to trustees. Ms. Kuberski believes the College will have a solid section in the HLC Focus Report on measurable goals because the strategic plan is tied to the core components and College budget. Ms. Groezinger asked that the administrative reports be tied back to the strategic plan, as well. Trustees also discussed having an addendum where items could be listed that need to be included in the strategic plan. Mr. Hood noted that the strategic plan is not meant to be an end all, and there will be things that will emerge. Ms. Gerber noted that part of Core Cabinet's work will include looking at what the College is currently doing, what has changed in the environment, getting input and feedback, and looking at whether the goals still need to be goals. The strategic plan is not meant to be put on a shelf, and the project management database supports that the College continues to look at the plan.

Higher Learning Commission (HLC)

Ms. Kuberski reported that she has received information for the strategic plan and Strategic Enrollment Management sections, as well as information from Dr. Misty Thruman on data pieces. Currently the draft of the Focused Report is up to about 38 pages, and the final report will likely be between 50 and 75 pages. The report cannot be finalized until 10th day numbers are received. Ms. Kuberski reported that where the College was a year ago to where the College is now is "a miracle," and she is seeing that the Assurance Arguments are getting spread deeply. The College needs to highlight curriculum improvements in the Focused Report, and Ms. Kuberski noted that if

the College misses that point, we will not be “out of the woods.” The Assurance Argument is currently in a good place. The Focused Report is due on March 1, with Ms. Kuberski’s goal to have it submitted by February 22. HLC must receive the report at least six weeks prior to the focused visit. She noted that what the Highland team has done to pull together is amazing, and faculty are talking about assessment with each other and sharing. Ms. Kuberski reminded trustees that assessment includes both program level assessment and the five institutional outcomes. Ms. Gerber learned at the HLC conference that there was a movement toward assessment of student services, and she and Ms. Suzanne Miller, Coordinator of Career Services, are working on implementing that in Student Services. This should speak well to the College’s commitment to assessment.

Compensation Study (Handouts #1, #2, #3, #4, and #5)

There is currently \$80,000 in the budget for possible salary adjustments due to the compensation study. Employees completed new Position Analysis Questionnaires (PAQs), and job descriptions were developed that included common language within the same types of duties. Mr. Hood reported that Dr. Jennings was instrumental in reformatting the Classification & Compensation Review Group. Custodial/maintenance employees were included in the study but they are covered by a union agreement so the information was provided to their negotiations team. At Mr. Block’s direction, stipends were included in the salary numbers provided, but Ms. Ferguson noted that benefits were not taken into account. Ms. Ferguson noted that if the stipend is for work that will now be part of the employee’s job in the PAQ, the stipend will be eliminated. If the stipend is more than the recommended adjustment, it is up to Mr. Hood whether to continue with the stipend. There are currently seven stipends given to various employees, with one ending in December. A decision will need to be made regarding whether the stipends are kept, eliminated, or modified.

Mrs. Gallagher expressed her belief that this is only a salary study, not a compensation study, because other benefits were not considered in compensation, therefore, it is not a true reflection of the compensation study. A question was raised regarding why the consultant could not get health insurance information to compare and include in the study, and Ms. Ferguson reported that it is a broad topic, with various degrees of coverage, including prescriptions, vision, and dental. The salary study compares the job duties to determine if there is a match. Ms. Ferguson also reported that in the last four years, there has been a number of people declining interviews or offers because of salary. She reported that the entry level salary at MetLife is \$40,000 plus benefits, and out of the Highland employees in the compensation study, 51.68 percent make less than \$40,000.

Mr. Shockey stated that MetLife is a multimillion dollar industry. The Board is here for the taxpayers, and he does not believe the College can afford to be the highest paid in the district. Ms. Ferguson reported that previously HR staff provided benefit statements to employees, but they took time to produce and employees did not seem to want the statements. Ms. Groezinger expressed her belief that the statements show the employees what the College is investing in them, and Mr. Hood reported that the College will begin producing the statements again. Mr. Block also reminded trustees of other benefits the College offers, such as tuition waivers for dependents and the bookstore discount, as well as formerly offering employees a membership at the YMCA. Mr. Musser suggested having a conversation regarding what services the College provides that

could be provided elsewhere, and Ms. Janssen reported that she looked at two different areas extensively when the College was considering RIFs.

Mr. Shockey distributed a copy of the Board's Compensation Philosophy, noting that it says the College will be "fiscally responsible." He asked if the compensation study was a fair comparison when it did not include benefits. In order to be able to provide quality education, we must be fiscally responsible. Mr. Block noted that he has no problem compensating people for doing a good job, but the College must be fiscally responsible. Mr. Musser noted that administrative staff are equally important as faculty, and Ms. Ferguson reported that the College has always had one of the highest paid faculty in the state, but administrative and professional staff only compare to the bottom three cohorts.

Ms. Janssen distributed a handout with three salary implementation options, noting that the SURS three percent rule will have a big impact on the College. Mr. Block noted that we cannot minimize that risk. Mr. Shockey reminded everyone that nonunion administrative, professional, and classified staff received a two percent increase in July. Ms. Groezinger asked that both benefits and wages be considered when making comparisons to industry compensation. Mr. Endress suggested that Ms. Janssen redo the options with a one percent increase to see what the dollar amount of impact would be to the budget.

At 10:16 a.m., the Chairperson declared a recess; the meeting resumed at 10:34 a.m.

Following extensive discussion, it was determined that information needs to be provided to trustees on the College's benefit package, and Mr. Hood offered to help get that information from other community college presidents. Mr. Block noted that trustees are interested in the dollar value of the benefit package, including basic life insurance, Medicare match, health insurance, dental insurance, and worker's compensation.

Ms. Groezinger expressed her belief that every dollar the College spends needs to be student focused. Mr. Shockey noted that for \$25,000, Clarus Corporation will consult with the College to focus on increasing traditional student enrollment, and that is money that affects students. He also noted that the trustees have a higher duty to challenge administration to not just do business as usual. He suggested looking at the number of credit hours submitted to ICCB. We are a small college, not one with a high tax base. We cannot do everything for everyone, and we may need to wait on implementation of the compensation study results. Ms. Ferguson reported that she would recommend at least approving the revised job descriptions and that trustees may want to look at those positions not appropriately placed. Mr. Shockey expressed his belief that at some point the College needs to address the fact that the budget is not getting any better, and the College cannot keep spending \$300,000 to \$400,000 that it does not generate. At the January Board meeting, trustees will be presented with a recommendation to approve the revised job descriptions, as well as reaffirm the Board's compensation philosophy. Mr. Block concluded the discussion by noting that the College has tremendous employees.

Tuition and Budget (Handout #6)

Ms. Janssen reminded trustees that tuition did not increase in Fall 2018 but the activity and technology fees went up a total of \$8. Fees are currently \$32, while tuition is at \$141 per credit hour. She reported that Rock Valley College's out-of-district tuition is \$280, while Sauk Valley and Illinois Valley are at \$345 and \$307, respectively. We currently have one of the highest tuition rates in the state, but receive the lowest Equalization funding in the state. Tuition has increased 26.7 percent from FY14 to FY18, while the state average is about 24.5 percent.

At this point, the early projection for the FY20 budget assumes the faculty step, \$60,000 in nonunion salary adjustments, an increase in health insurance rates of seven percent, and energy savings of approximately \$30,000. A one percent increase in credit hours would result in about \$48,000 in additional revenue from tuition paying credit hours, while a \$1 increase in tuition equates to about \$34,000. Mr. Endress expressed his belief that the College must encourage the Foundation that if they are taking credit for funding Top Scholars, they must fund it. Mr. Shockey asked Ms. Schrader how many students would be impacted by a tuition increase to the point that they could not attend, and it was suggested that perhaps the students should be surveyed. Ms. Janssen reported that 75 percent of the College's students are on some kind of financial aid. A number of students are also opting to take online classes, which cost more. The first reading on tuition will take place at the February 2019 regular meeting.

Course and Miscellaneous Fee Changes/Additions

Ms. Kuberski reported that the recommended fee increases are minimal compared to normal, with only two course fees increasing. Both recommended increases are for the Phlebotomy program. The recommendation will be presented to trustees for approval later in the meeting.

PH&S and Bond Projects

Posts for the solar array will hopefully be installed on December 15, with the rest of the array installed the week of December 17. Ms. Leslie Schmidt is working with Eagle Point Solar on media information. A decision will need to be made on where to put the SREC (Solar Renewable Energy Credits) money the College will receive and whether to replenish the PH&S fund or put it in the Operating Fund. It was also suggested that it could be earmarked to offset utility costs.

Ms. Janssen reported that there is approximately \$150,000 in leftover bond funds. Mr. Hood has the survey results from Full Cabinet, and the next step will be reviewing the results and deciding what projects will be funded. The bond prioritization list will be discussed at the January regular Board meeting, along with the digital signs.

At 9:46 a.m., the Chairperson declared a recess; the meeting resumed at 10:10 a.m.

ACTION, IF NECESSARY

A. Appointment: World Civilization/Political Science Instructor

Mrs. Gallagher moved and Ms. Schrader seconded the motion to approve the appointment of Mr. Syed S. Uddin-Ahmed as full-time, tenure track World Civilization/Political Science Instructor in the Humanities, Social Sciences, and Fine Arts Division beginning January 10, 2019, at an FY19 Spring semester salary of \$37,817 (based on MA+60, with 5 years' experience, which is \$75,634 for the full academic year), plus appropriate fringe benefits. This is a full-time faculty position and is within the FY19 budget. The roll call on the motion was as follows:

AYES: Shockey, Block, Endress, Jennings, Musser, Groezinger,
Gallagher, Schrader
NAYS: None

Whereupon the Chairperson declared the motion carried.

B. Course and Miscellaneous Fee Changes/Additions for Fall 2019

Dr. Jennings moved and Mr. Musser seconded the motion that the course and miscellaneous fee changes/additions listed be approved, as presented, beginning with the Fall 2019 semester. The roll call on the motion was as follows:

AYES: Block, Endress, Jennings, Musser, Groezinger, Gallagher,
Shockey, Schrader
NAYS: None

Whereupon the Chairperson declared the motion carried.

CLOSED SESSION

Mr. Shockey moved and Dr. Jennings seconded the motion to move into Closed Session for the purposes of discussing the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity; collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees; and, discussion of minutes of meetings lawfully closed under the Open Meetings Act, whether for purposes of approval by the public body of the minutes or semi-annual review of the minutes and tapes, pursuant to the Open Meetings Act, and to return to Open Session for possible action. The roll call on the motion was as follows:

AYES: Endress, Jennings, Groezinger, Gallagher, Shockey, Block, Schrader
NAYS: None

At 11:56 a.m., the vote being unanimous, the Chairperson declared the motion carried and the meeting in Closed Session.

Mr. Musser moved and Mr. Shockey seconded the motion to end the Closed Session. The roll call on the motion was as follows:

AYES: Jennings, Musser, Groezinger, Gallagher, Shockey Block, Endress,
Schrader
NAYS: None

At 12:37 p.m., the Chairperson declared the motion carried and the Closed Session ended.

ACTION, IF NECESSARY

A. Appointment, Employment, Compensation, Discipline, Performance, or Dismissal of Specific Employees of the Public Body or Legal Counsel for the Public Body, Including Hearing Testimony on a Complaint Lodged Against an Employee of the Public Body or Against Legal Counsel for the Public Body to Determine its Validity
No action was necessary.

B. Collective Negotiating Matters Between the Public Body and its Employees or Their Representatives, or Deliberations Concerning Salary Schedules for One or More Classes of Employees
No action was necessary.

C. Semi-annual Review of All Closed Session Minutes and Tapes
Mr. Endress moved and Ms. Groezinger seconded the motion that the Closed Session minutes, which were previously closed, remain closed at this time and unavailable for public inspection. It is further recommended that the audio recordings from the following Closed Sessions be destroyed at this time, pursuant to the Open Meetings Act: January 17, 2017; February 21, 2017; March 1, 2017; March 21, 2017; April 24, 2017; and, May 16, 2017. The roll call on the motion was as follows:

AYES: Musser, Groezinger, Gallagher, Shockey, Block, Endress,
Jennings, Schrader
NAYS: None

Whereupon the Chairperson declared the motion carried.

BOARD UPDATES

Enrollment of the Future

Dr. Jennings reported that at each retreat next year he will bring a topic for discussion regarding the future, such as information on student demographics, income in the Highland district, competition, and other topics. He distributed Beloit College's "Mindset List," which lists things that students do not know because they happened before they were alive. Other discussion items included a mechanism for sharing information learned at national conferences, and how to help administration take the information, dissect it, and follow-up with the Board. Dr. Jennings suggested perhaps having a fifth retreat each year where trustees could have an open forum. It was also suggested that five minutes of every Board meeting be used for trustees to bring ideas forward. The next meeting, each trustee who attended the ACCT Annual Leadership Congress will provide two highlights from the conference. Mr. Hood also noted that he will send out a written enrollment report that compares "apples to apples."

OLD BUSINESS

There was no old business.

NEW BUSINESS

There was no new business.

ADJOURNMENT

Dr. Jennings moved and Mr. Musser seconded the motion to adjourn the meeting. At 12:50 p.m., there being no further business, the Chairperson declared the motion carried and the meeting adjourned.

Respectfully submitted,



Terri A. Grimes, Board Secretary
Illinois Community College District No. 519