

*Highland Community College*  
*Board Retreat*  
*September 12, 2019*  
*Highland Community College Student/Conference Center*  
*Room H-206*  
*Freeport, Illinois*

**CALL TO ORDER/RLL CALL**

Mr. Jim Endress, Board Chairperson, called the meeting to order at 8:31 a.m.

***Members Present:*** Mr. David Shockey, Mr. Doug Block, Mr. Jim Endress, Dr. Steve Jennings, Mr. Blake Musser, Ms. Pennie Groezinger, and Ms. Payton DeMichele (arrived 9:11 a.m.; departed 10:45 a.m.)

***Members Absent:*** Mr. Shawn Boldt

***Guests Present:*** Mr. Jeff Reinke, Executive Director, HCC Foundation (arrived 8:47 a.m.; departed 9:27 a.m.); Mr. Dave Barton, HCC Foundation Board Member (arrived 8:47 a.m.; departed 9:27 a.m.)

***Also Present:*** Ms. Chris Kuberski, Executive Vice President; Ms. Jill Janssen, Vice President, Administrative Services; Ms. Liz Gerber, Vice President, Student Development & Support Services; Ms. Christie Lewis, HRIS Administrator/HR Generalist (arrived 11:03 a.m.; departed 11:40 a.m.); Ms. Leslie Schmidt, Director, Marketing & Community Relations (departed 12:25 p.m.; returned 12:49 p.m.); and, Ms. Terri Grimes, Board Secretary

**PUBLIC COMMENTS**

There were no public comments.

**OPENING REMARKS**

Mr. Endress reported that Mr. Tim Hood is not in attendance today, as Mr. Endress encouraged him to attend the Presidents Council meeting in Springfield instead.

**ADMINISTRATIVE UPDATES**

*Marketing Opportunities from Gift (Handout #1)*

Ms. Gerber provided information on a proposal from Stamats for a marketing study. Meetings were held with three potential companies, and Stamats was selected, in part because of their specialization in higher education. The total cost is around \$108,000, with \$100,000 coming from a donor. Ms. Gerber reported that this has been a very collaborative process. The Strategic Enrollment Management (SEM) committee has been talking about academic program research, and Ms. Gerber believes Stamats will provide the most useful information. The process will also align

with the Foundation pillars campaign and needs to have the involvement of the campus community. Ms. Gerber reviewed the services to be provided, including an assessment of both current and new academic program demand. Through the proposed contract, Stamats will provide a detailed assessment with actionable recommendations. They will be looking at the overarching thought of “Who is Highland?” The research will also be used to help with the mission discussion. Ms. Gerber clarified that Stamats will not be redoing what was done by M45, but will use that research and add to what they are doing. Prospective student research will be done using online focus groups. Implementation of the branding strategy is not in the current budget but will be included in the FY21 marketing budget.

*Digital Signs/Signage Upgrades (Handout #2)*

Trustees have previously discussed digital signs on campus at the main entrances on Kiwanis Drive and Pearl City Road. Ms. Leslie Schmidt reported that she presented a proposal to Cabinet to redo the external signage, and she distributed a handout showing the proposed signs for the entrances. She explained that if Cabinet agrees to replace the external signs, she would also hope to replace the entrance signs, as well. Mr. Endress explained that \$100,000 had been approved for digital signs in the previous bond cycle, but at that time, the College had no money from the State, and the project did not move forward due to the potential public perception that the College was spending money on the signs. Mr. Endress also believes that a donor or donors might want to fund the entrance signs. The proposal is for digital signs due to the ability to post digital messages in case of emergency situations. Mr. Endress suggested that there be a traffic count conducted, since he believes more people come off Pearl City Road than through the main entrance. Mr. Block noted that this project fits in very nicely with branding and marketing and that, although he is not a fan of big digital signs, he hopes that perhaps it could be done conservatively.

*Foundation (Handout #3 and #4)*

Mr. Jeff Reinke and Mr. Dave Barton presented information on the Foundation’s assets, which are managed by five different investment managers. Overall, there is \$21.3 million in these funds, including \$2.8 million unrestricted for Foundation operations and to provide up to five percent to the College; \$7.7 million in scholarships; and, \$10.7 million restricted and designated to/for the College. A question was raised regarding whether the performance of the funds is compared, and it was explained that the Foundation’s Finance Committee meets twice a year and has reallocated a percentage of the funds based on performance. The fund managers meet with Foundation representatives to let them know how the funds are doing, and Mr. Reinke offered to discuss this with the Foundation Finance Committee. Mr. Musser inquired whether the faculty retirement fund that had been set up previously got released and it is unknown. Mr. Block reported that the Foundation now has a “maintenance fee” on new donations, and it was suggested that if trustees have ideas for how the Foundation could raise operating revenue, they should contact Mr. Endress or Mr. Block and they will take the suggestions to the Foundation board. Mr. Reinke suggested that there could be an “unrestricted pillar” in the pillars campaign that would fund the highest needs of the College, and it was believed that the Foundation could make that ask to donors. Dr. Jennings inquired about the Wolff endowed chair, and Ms. Janssen reported that the money the College gets

from that fund depends on the market value, but it has been roughly \$15,000. Dr. Jennings noted that previously the Foundation had around three Nursing endowed chairs.

Mr. Reinke reported that the Foundation board has approved moving forward with campaign planning, and he will be working with Mr. Jay Angeletti on a strategic advancement study, which will determine if there is the financial viability to move forward with the campaign. The survey will ask donors if the College is in a position to kick-off the campaign, and if the campaign is too "siloed." He anticipates this process taking 60 to 90 days. Mr. Musser suggested Mr. Reinke coordinate the survey to make sure individuals do not get "survey fatigue." A campaign planning committee will be developed, and there will be focus groups to further engage volunteers and constituents. To date, 6,000 potential donors have been identified that have the ability to give \$5,000 or more, and of those 6,000, approximately 5,500 have never been contacted.

Mr. Reinke reminded trustees of the Distinguished Alumni event on October 10, and the Foundation Gala on November 2. The early bird discount for the Gala tickets expires on October 2. Mr. Del Scheider will be recognized at the Gala, and the event will be emceed by Candice King. Mr. Reinke will provide Ms. Grimes with an electronic invitation to forward to trustees so they may invite their friends.

At 9:27 a.m., the Chairperson declared a recess; the meeting resumed at 9:36 a.m.

Mr. Block encouraged trustees to let him or Mr. Endress know if they have ideas for areas to work on with the Foundation. Mr. Rob Urish, Mr. Barton, Mr. Block, and Mr. Endress recently met to discuss some areas. Mr. Endress reported that usually the College Board Chair becomes a member of the Foundation board, but he would prefer Mr. Block continue at this time. In the interim, either Mr. Block or Mr. Endress will attend the Foundation meetings, depending on availability. It was also noted that usually five percent of the Foundation's unrestricted funds are given to the College, but their board approved a budget that did not include that this year, which amounts to approximately \$150,000. The Foundation has instituted a new 1.5 percent management fee on new funds. Previously they drew down \$91,000 from the Matching Grant, which equated to the 1.5 percent management fee, although that decision was later reversed.

#### *Digital Signs/Signage Upgrades (Continued)*

Mr. Endress asked for continued discussion on the digital signs, since the discussion earlier in the meeting was cut short due to the Foundation discussion. Ms. Schmidt noted that the money for the digital signs has not been reallocated at this time, and the donor who is providing the money for marketing is not interested in using it for the signage. She believes the College is missing an opportunity for students to take selfies by not having the signs. Mr. Shockey stated that the signs have a public safety impact and the College should find the money. Ms. Schmidt received an estimate for two signs, which was under \$70,000. Mr. Endress noted that the Board would like to see the signs done sooner rather than later but the marketing and branding study needs to be considered, as well as the potential to find a donor to fund the signs.

*FY19 and FY20 Budgets*

Ms. Janssen was able to balance the FY20 budget. The budget includes the regular draw down from the Matching Grant, a transfer from restricted funds, and gifts from the Foundation that can be used for things such as High School Servant Leadership, Top Scholars, and graduation. A budget work session will be held on September 24, prior to the regular meeting.

The FY19 audit is wrapping up, and the FY19 budget ended up with \$340,000 more in revenues than expenses, due mostly to open positions that were not filled during the fiscal year, as well as contractual services, which came in under budget. The FY20 Protection, Health, and Safety (PH&S) project will be replacement of the main gym floor and bleachers, as well as the auxiliary gym floor. Due to the unknown cost of the project, the auxiliary gym floor will be included as an alternate bid, which could be split out if the cost for the main gym and bleachers was more than anticipated. In that case, the auxiliary gym floor would be a PH&S project in FY21. Ms. Gerber reported that Mr. Pete Norman is working on developing a strategic plan for the athletic department, which will need to drive part of the discussion.

*Update on College Bonds, Series 2019 & Series 2020*

The College currently has an "AA-" bond rating, and Ms. Janssen will participate in a bond ratings call on September 16. A Resolution will be presented to trustees for approval at the September regular Board meeting to convert the current debt certificates to bonds. Over 40 projects were submitted for consideration of funding through the 2020 bond process. Of the \$5.3 million available, \$1.5 million will be allocated to technology, with \$3.8 million allocated to new projects. Ms. Janssen also looked at the potential of issuing \$7.3 million in bonds, but she does not necessarily recommend that. She reviewed the steps for the 2020 bonds, noting that they will need to be levied in November.

*Variable Tuition*

Currently there is one nursing course that will have variable tuition beginning in Spring 2020, with the plan to implement two other courses in Summer 2020. The recommendation will be presented to trustees for approval at the October and November meetings, since tuition requires two readings. The nursing variable tuition is 125 percent of regular tuition. Trustees asked if there were other programs that could be considered for variable tuition, and Ms. Kuberski reported that the challenge is that those programs have lower enrollment. Stamats could be asked to investigate variable tuition for those programs, if those programs are chosen for review. It was noted that Auto Body would fall into the Pathways grant, and the College may be able to offer Hospitality at the CTE Academy. Early Childhood Education is offering dual credit for 13 students.

*Higher Learning Commission Update*

Ms. Kuberski reminded trustees that the recommendation from the Institutional Actions Council was to remove the College's sanction. Ms. Kuberski met with faculty and the meeting went well. In addition to the HLC update, information was also shared at the meeting regarding social media.

After the College received the information from the IAC hearing, Mr. Hood sent a response, and they also asked for the College's most recent audit, which has been sent. After the Higher Learning Commission has their November Board meeting, the College will receive the results from HLC. If this goes as anticipated, the College will have an internal celebration, but the College could not be in a better position.

When the HLC reviewers were on campus, they suggested the College submit a presentation proposal on the use of assessment mentors and student services assessment, and Ms. Kuberski and the assessment mentors have been working on a proposal to HLC. Technically the College cannot present at the HLC annual conference while on sanction, but the proposal will be submitted indicating that we anticipate the sanction being removed. The assessment mentors will also make a presentation at the Illinois Council of Community College Administrators (ICCCA) conference in November. Dr. Chelsea Martinez will be the editor for the HLC Assurance Argument and will receive release time. The members of the criterion groups have been invited to webinars for their specific criterion regarding gathering evidence for the Assurance Argument. Ms. Kuberski anticipates that the serious writing will take place in the Spring and Fall next year.

#### *Mission and Vision (Handouts #5 and #6)*

Ms. Kuberski reported that the mission and vision have not been reviewed by the Board for several years. Ms. Grimes, Ms. Schmidt, Dr. Brendan Dutmer, and Mr. Marty Hilberg are members of the HLC criterion committee which addresses the mission. Following discussion, it was determined that trustees will discuss the mission and vision at the March retreat, after some of the branding work has been completed, in order to make sure the statements are current, accurate, and inclusive.

#### *Cancellation of 2019 – 2020 Women's Basketball Season*

Ms. Gerber reported that Mr. Lonnie Boga had been the assistant women's basketball coach when Mr. Antwon Harris was head coach. When Mr. Harris left, Mr. Boga became head coach until he resigned this past spring or early summer. At that time, two-thirds of the team were freshmen and all decided to transfer. Mr. Pete Norman contacted prospective coaches and the position was also advertised on Indeed, social media, and the normal advertising locations. There were about 30 inquiries and all but a few thought the position was full-time. In August, a few others were interested in the position but they had no team to work with. Ms. Gerber reported that during the 2015 – 2016 year, there were nine women's basketball team members; during the 2016 – 2017 year, there were eight; during the 2017 – 2018 year, there were nine; and, during the 2018 – 2019 year, there were eight. Nationwide, the recruitment of coaches is difficult. The College had to cancel a baseball season a few years ago, and Mr. Norman currently serves as an assistant coach for golf. The College has one full-time Coordinator of Women's Athletics, who also coaches volleyball and serves as assistant softball coach. The coaches have a lot of responsibility for athletes, including safety and injury precaution and upholding the reputation of the College. The main challenge facing the College is salaries. Our coaches only make between \$4,000 and \$6,000 during the season and receive no salary for recruitment. In comparison, our Forensics coach makes \$7,614, while the assistant is paid \$4,500. Mr. Norman is working on two proposals – one proposal would add a full-time position, and one proposal would pay coaches for the recruitment season – and

Ms. Gerber was encouraged to come back to trustees with a proposal. She and Mr. Norman are looking at how to strengthen athletics to bring in more students. Currently 120 student athletes are on campus. Mr. Musser asked how much the College lost in revenue from the sale of "swag," tuition, tickets, etc. due to cancelling the women's basketball season, and Ms. Gerber was unsure. Ms. Janssen reminded trustees that another way to look at athletics is to look at the division in which the teams compete. Mr. Musser suggested perhaps the College could offer a different women's sport, and another suggestion was to add other curriculum ideas. Ms. Gerber reported that Mr. Norman will be involved with the potential of starting an esports team, and it was noted that the NJCAA now has an esports division.

#### *Compensation Statements*

Ms. Christie Lewis reported that the compensation statements have been updated and are ready to roll out to employees. Ms. Karen Brown, Director of Human Resources, will present the information to Core Cabinet members at their next meeting. Employees will be encouraged to share the information with their significant other so they have the information. Ms. Grimes will email the updated compensation statement template to trustees. Trustees discussed the benefit of supervisors handing the statements to employees, and Ms. Groezinger noted that she believes there is value in supervisors meeting with their employees face-to-face and letting them know that they are "a valued partner in our success." Ms. Kuberski reminded trustees that the distribution of the compensation statements is tied to the implementation of the compensation study.

### **NEW BUSINESS**

#### *Enrollment*

Mr. Endress reported that he believes Dr. Misty Thruman's recent explanation of enrollment was very thorough. There was an article from ICCTA about enrollment declines, and this is not unique to Highland. It is easy to have an enrollment increase if enrollments had dropped before.

Mr. Shockey believes the College must be proactive and adaptable for what is going on today or tomorrow. Ms. Gerber noted that she is aware there might be uncomfortable feelings internally as Stamats looks into programs, but it is important to have the company involved so there is no fear.

#### *Foundation Gala*

Mr. Reinke has asked about trustees making a donation to the Gala, and Mr. Endress encouraged trustees to let him know if they were willing to donate \$50 each toward the event. The Foundation board has donated \$1,000 toward the event.

#### *ICCTA*

Tomorrow's ICCTA meeting will include a roundtable discussion with many good topics. Mr. Endress reported that the new ICCTA Executive Director has begun. ICCTA held a logo contest, with 62 entries submitted. Mr. Hood is at Presidents' Council today and will be back for the Farm to Table event tonight before returning to Springfield tomorrow for the ICCTA seminar on marijuana. Oakton Community College is currently offering classes related to marijuana.

*Florida Trip*

Ms. Groezinger had a community member inquire about Mr. Hood's trip to Florida to visit donors, noting that the Foundation is already paying Mr. Reinke to go, and the donors are in the College district nine months out of the year. Ms. Groezinger asked if the College is being fiscally responsible by doing this, and suggested that perhaps Mr. Hood should spend that time seeing donors here. Mr. Block requested that Mr. Endress relay this to Mr. Hood.

*Athletics*

Mr. Reinke reached out to Mr. Norman because the Cougar Backers is Mr. Norman's fundraiser, and Mr. Reinke would like to merge it into the Foundation. For example, if "company A" gives to Cougar Backers, the Foundation staff may also ask the same donor, so merging it into the Foundation would allow for coordinated donor recruitment. Currently Cougar Backers raises between \$40,000 and \$50,000, and the Foundation is interested in about \$23,000 of what is currently there. Mr. Endress also raised a concern about Cougar Backers only supporting men's basketball. Ms. Gerber explained that Mr. Norman started this when he was the head men's basketball coach, and he charges all coaches with fundraising.

At 11:53 a.m., the Chairperson declared a recess for lunch; the meeting resumed at 12:19 p.m.

**MAIN MOTIONS (ACTION)**

- A. Approval of Service Provision Agreement Between New Horizons Counseling Center and Highland Community College for the Provision of Student Mental Health Services  
Mr. Block moved and Ms. Groezinger seconded the motion to approve the agreement between Highland Community College and New Horizons Counseling Center for the provision of student mental health assessments, crisis counseling, consultation and training at a rate of \$100.00/hour for a minimum of 10 hours per week and a maximum of 15 hours per week while classes are in session during FY20. The roll call on the motion was as follows:

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

Whereupon the Chairperson declared the motion carried.

- B. Approval of Agreement with Global Educational Tours for the Provision of Student Tour Services for the Highland Community College Choral Trip to Ireland  
Mr. Musser moved and Mr. Shockey seconded the motion to authorize the administration to enter into an agreement with Global Educational Tours ("GET") for the provision of travel planning, transportation, accommodations, and tour guide service prior to and during a Highland Community College Choral trip to Ireland at a one-time cost not to exceed \$100,000. Unless scholarship money becomes available, participants will be expected to

cover all of their own travel expenses. Therefore, there will be no direct costs to the College. The roll call on the motion was as follows:

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

Whereupon the Chairperson declared the motion carried.

### **CLOSED SESSION**

Mr. Musser 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; and, 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, 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: Jennings, Musser, Groezinger, Shockey, Block, Endress  
NAYS: None

At 12:26 p.m., the vote being unanimous, the Chairperson declared the motion carried and the meeting in Closed Session.

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

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

At 12:48 p.m., the Chairperson declared the motion carried and the Closed Session ended.

### **ACTION, IF NECESSARY**

No action was necessary following the Closed Session.

### **OLD BUSINESS**

#### *Committee Assignments*

Mr. Endress appointed Mr. Block to the Foundation Development Committee.



*New Initiatives and Programs*

Ms. Groezinger requested that trustees be presented with ideas for new initiatives or programs on a quarterly basis.

*Board Retreat Date*

The December Board retreat will be held on the morning of the second Thursday in December.

**ADJOURNMENT**

Dr. Jennings moved and Mr. Musser seconded the motion to adjourn the meeting. At 12:51 p.m., there being no further business, the Chairperson declared the motion carried and the meeting adjourned.

Respectfully submitted,



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