

Highland Community College
Board Retreat
June 11, 2020
Highland Community College Student/Conference Center
Room H-206
Freeport, Illinois

CALL TO ORDER/ROLL CALL

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

Members Physically Present: Mr. David Shockey, Mr. Doug Block, Mr. Jim Endress, Mr. Blake Musser, Ms. Pennie Groezinger, and Mr. Shawn Boldt

Members Virtually Present: Dr. Steve Jennings

Also Physically Present: Mr. Tim Hood, President; Ms. Chris Kuberski, Executive Vice President; Mr. Pete Fink, Director of IT (departed 11:10 a.m.; returned 12:26 p.m.); Mr. Jim Phillips, Dean, Humanities, Social Sciences, and Fine Arts (arrived 10:11 a.m.; departed 11:06 a.m.)

Also Virtually Present: Ms. Liz Gerber, Vice President, Student Development & Support Services; Ms. Jill Janssen, Vice President, Administrative Services; Mr. Jim Phillips, Dean, Humanities, Social Sciences, and Fine Arts (arrived 8:30 a.m.; departed 9:37 a.m.); Mr. Jim Yeager, Faculty (departed 11:11 a.m.); Ms. Juliet Moderow, Faculty (arrived 8:55 a.m.; departed 9:21 a.m.); Mr. Pete Norman, Director, Athletics and Physical Education (arrived 8:31 a.m.; departed 11:02 a.m.); Mr. Sam Tucibat, Retired Faculty (arrived 8:58 a.m.; departed 11:09 a.m.), and, one attendee identified only by first name Steve (departed 9:52 a.m.)

OPENING REMARKS

Mr. Endress opened the meeting by stating that these are interesting times, and the College is dealing with things as well as can be expected. He congratulated and thanked all employees for doing what needs to be done, noting that everyone is looking forward to the day when activities can return to more "normal."

Mr. Hood echoed Mr. Endress' praise for faculty and staff. He reported that there are a number of new first-time registered students, and the number has increased, as compared to last year, with the primary increase in high school graduates. The down side is continuing students, as many have not re-enrolled yet. Ms. Kuberski noted that it is encouraging what Student Services and Marketing staff are doing together to recruit students. Mr. Hood noted that many Student Services staff are making hundreds of calls at all hours of the day and night to reach out to those who have not registered, and he expressed his thanks and appreciation.

PUBLIC COMMENTS

Faculty member Mr. Jim Yeager expressed his concerns about the Partners In Leadership contract that will be presented for approval later in the meeting. He encouraged trustees to move slowly, noting that at this point, enrollment numbers are down and there is no fiscal security. He expressed his belief that the contract is essentially leadership training, and the dollars could more efficiently be spent. He believes there are other avenues that could get to the same goals. Faculty member Mr. Steve Mihina expressed his support for Mr. Yeager's comments, stating that he believes the contract is a lot of money and there are other ways to get the same results without spending this money. He noted that a lot of the information that is provided in the training is available in books, such as *The 7 Habits of Highly Effective People*.

ADMINISTRATIVE UPDATES

FY20 and FY21 Budgets

Ms. Janssen reported that a determination will need to be made regarding the best use of the various COVID-19 grant/reimbursement sources. The federal resources available include the institutional portion of the CARES Act funds, the CARES Act formula grant, and a request for FEMA reimbursement. Expenses that are covered by CARES or any other grant funds cannot be submitted for FEMA reimbursement. Eligible expenses for FEMA reimbursement are limited, record-keeping is extensive, and cases usually are not settled until many years later, so Ms. Janssen would not be surprised if the College did not submit anything under FEMA. State resources include the Governor's Emergency Education Relief fund and Rebuild Illinois capital grants. The Illinois Community College Board (ICCB) has indicated that there will be \$19 million distributed to community colleges through the Governor's Emergency Education Relief fund using a formula based on the percentage of Pell students and dependency on State funding and tuition revenue. At this point, Ms. Janssen has not received information on the College's allocation. Highland will receive \$150,000 for building renovation as a result of our legislators sharing our needs with the State. The funds will be used in conjunction with PH&S funds to renovate the theatre rigging and lighting systems. The College is also looking into whether we are able to submit one or more of the four possible competitive grant types available under Rebuild Illinois. Currently, Ms. Janssen has not decided which expenses from which year will be allocated to COVID-19 restricted funds. Overall, she expects that both FY20 and FY21 will be impacted.

The FY21 budget process is underway. Budget managers have submitted budget worksheets, and Ms. Janssen is in the process of compiling the requests. Currently she is projecting a FY21 deficit of \$695,000 in the Operating Funds, which would reduce the fund balance to \$3.5 million or 24 percent of expenses. The State has passed a budget with level funding for community colleges, but the State budget relies on borrowing \$5 billion from the Federal Reserve and the passage of a graduated income tax, so it is possible that the College would not receive the total amount allocated. Ms. Janssen anticipates local revenue making up about 49 percent of the budget. The FY21 budget assumes property taxes to increase by 2.5 percent for 2019 and remain flat in 2020, although the Stephenson County tax computation report is not available at this point. Ms. Janssen explained that when the recession began in late 2007/early 2008, the impact on the District's property values was first evident in the 2009 tax year. In tax year 2008, values had increased seven percent, but only increased one percent in 2009, and for five consecutive years after that, values dropped an average of 2.5 percent. In 2015,

there was a slight increase, although the equalized assessed valuations (EAVs) are currently still lower than they were in tax year 2008. Using the 2007-2008 recession as a guide, Ms. Janssen anticipates that the College's property tax revenues will decline in FY21 and continue to decline for at least four years after that. Tuition makes up 37 percent of the FY21 budget, which assumes flat enrollment and 29,000 unrestricted credit hours based on current data. Every one percent of enrollment equates to \$46,000 in revenue. Currently, the College is seeing about a 19 percent drop in credit hours compared to last Fall, although it is possible that students will not make college decisions until later than normal, so enrollments could level out. Foundation and other funding are anticipated to make up about six percent of the budget. Overall, it looks like revenue could be about \$1 million less than the amount budgeted in FY20.

FY21 expenses are currently budgeted at \$14.4 million, and Ms. Janssen has not made any adjustments that may go toward COVID at the state or federal level. Salaries and benefits are projected to increase by three percent. Overall, it is assumed that budgeted expenses will be reduced by \$50,000. At the end of FY20, assuming a budget deficit of \$695,000, the fund balance would be between 20 and 25 percent of expenses, which is within the rule of thumb. Ms. Janssen expects there will be a lot of adjustments, and the next steps would be to talk with the budget managers, Vice Presidents, and Ms. Kuberski. The tentative budget will be reviewed at the July budget work session, and the permanent budget will be approved in September. Ms. Janssen also reminded trustees that the budget assumes one regular draw on the matching grant. Mr. Musser asked if, in light of COVID-19, the College is anticipating expenses in preparing for the Fall semester, and Ms. Janssen reported that the Emergency Operations Team meets at least two times per week and has identified four work groups, which are working on details such as technology, decals, and other items needed for Fall. Ms. Janssen also clarified that FEMA may not reimburse the College for eligible COVID-19 expenses for 10 – 15 years, so she is hesitant about going ahead and expecting reimbursement.

Vice President/Chief Academic Officer Position

There had been discussion concerning whether to rehire an Executive Vice President or a Vice President/Chief Academic Officer (CAO) but the thought process needs to begin moving, and Ms. Kuberski would like to see what the Board envisions. She has reviewed the CAO job description that was in place when Mr. Hood was originally hired, and some language needs to be cleaned up. The title should also include CAO, and the job description should indicate that the position is responsible for assessment of student learning. Mr. Block reminded trustees that they had talked about the President spending more time working with the Foundation. This depends on what the Board's current thinking is, how much time the President has to work in that endeavor, and what the Executive Vice President/CAO could help with. Ms. Kuberski reported that the position should be responsible for the Higher Learning Commission (HLC) accreditation and assessment of student learning. The next HLC visit is in October 2021, and she will continue with those responsibilities until the visit, and then the responsibility for overseeing accreditation will be transferred to the Vice President/CAO. The CAO would also oversee the Library and Academic Technology Resources. An interim VP/CAO could be named until someone is hired. Ms. Kuberski also noted that the Foundation is critical for the President, and she does not see that the CAO would have a role with the Foundation. Mr. Block stated that fundraising should not rest solely on the President, and that all should be involved, particularly the deans and faculty, as direct contact with donors is so important. Mr. Endress stated that it will be imperative to have a great rapport with the Foundation. Mr. Jeff Reinke, Foundation Executive Director, met with Mr. Endress, Ms. Kuberski, Mr. Dan Dick, Foundation Major Gifts Officer, and

others to talk about next steps. Ms. Groezinger stated that the position needs to have a high level of accountability, and it is imperative to get the best qualified person who is results oriented with a high level of expertise. Ms. Kuberski noted that faculty should be involved in the hire. She will put together a search committee, but the committee will not begin their work until August, with advertising in September. This will be discussed at the June regular meeting.

Mental Health Early Action on Campus Fee

Ms. Gerber reminded trustees that the Mental Health Early Action on Campus Act passed subject to appropriations, so institutions are not mandated to fulfill all the requirements of the Act at this time, but institutions have been highly encouraged to enact the provisions. The Illinois Community College Board (ICCB) does not believe there are any plans to extend the July 1 implementation deadline. At the June regular meeting, Ms. Gerber will present a proposal to implement a \$5 per student per semester fee as a safeguard. This would allow the College to have a fee in place if institutions have to move forward with the requirements of the Act without State appropriations. Ms. Gerber cautioned the Board that the \$5 fee will not allow the College to do everything in the Act if State appropriations are not provided, as the fee will not generate an extensive amount of money. The College already provides some mental health services required in the Act. Mr. Endress noted that this is a nominal fee, and Ms. Gerber stated that there has been varying legal advice about whether the fee will be able to be increased in the future. Ms. Groezinger also stated that the College needs to show the return on investment for students.

Partners In Leadership Agreement

Ms. Kuberski informed trustees that the recommendation to enter into an agreement with Partners In Leadership (PIL) is in response to the results of the PACE (Personal Assessment of the College Environment) survey done a few years ago. The survey noted issues of accountability, the need for more professional development for faculty and staff, and student engagement as it relates to the campus climate. The training will emphasize servant leadership and accountability, and it is based on the *The Oz Principle*. Ms. Kuberski believes that having an external entity come in would also give more value to faculty and staff. Colleges that have used Partners In Leadership have had very good return on investment, and have changed and improved their culture. Ms. Kuberski attended a presentation by representatives of Richland Community College on the results they saw from using Partners In Leadership. Richland identified enrollment, budget, and campus climate as areas for improvement, and they believe that, through these efforts and the renewed energy of faculty and staff, enrollment increased and the budget improved. Ms. Kuberski and Ms. Karen Brown, Director of HR, believe that this training has the potential to do the same at Highland. While the program is costly, over a three-year period it amounts to only \$50 per employee per year and is well worth the investment in the College's employees. Ms. Kuberski believes that funds from the Willow Springs donation could be used to fund the project. Partners In Leadership will research the College and who we are, and the program will be tailored to Highland. The training will begin with a core group of administrators, core staff, and some faculty, which could be trained in the Fall, and then Opening Days would be an opportune time to wrap in more faculty. Ms. Kuberski could work with faculty leaders to determine what time would work better for them. Training will be done via Zoom. Ms. Kuberski, Ms. Brown, Ms. Gerber, Dr. Misty Thruman, and Ms. Christie Lewis have been the planners for the Campus Connection meetings, reviewing surveys from each meeting and then planning for the next meeting. Ms. Kuberski would consider this core group to be the group that would "own this," and Ms. Kuberski and Ms. Brown would be the "drivers." Ms. Kuberski stated that several years ago, the College offered an Employee Leadership class, which was tried again a couple years ago, but it is thought that an external

entity might be the way to go. Partners In Leadership has offered a lot of webinars during COVID and many had value. Ms. Kuberski stated that the campus culture needs to be built on trust and accountability for all. Mr. Block noted that the cost is a small price to pay, and Ms. Groezinger stated that the College has to be the institution of choice, and we need high-level performance from every teammate.

MAIN MOTION

A. Partners In Leadership License Agreement and Standard Agreement Terms for Workforce Engagement and Culture Training

Mr. Musser moved and Mr. Block seconded the motion to approve the license agreement and standard agreement terms, as presented, between Highland Community College and Partners In Leadership for workforce engagement and culture training for regular full-time and part-time employees, generally 150 employees, at a three-year cost of \$82,000.

Mr. Block stated that he would like to monitor to make sure this program is really helping, and Ms. Kuberski reported that Dr. Misty Thruman, Director of Institutional Research, can assist with that, and Ms. Kuberski believes Partners In Leadership has also built that into their format. Dr. Jennings asked how to address the concerns of the faculty, and Ms. Kuberski stated that the proposal is good until June 26, 2020, and it addresses many of the issues faculty have raised as concerns, including campus culture, student engagement, and the need to get back to the servant leadership mindset. Partners In Leadership has servant leadership elements in it.

The roll call on the motion was as follows:

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

Whereupon the Chairperson declared the motion carried.

At 9:51 a.m., the Chairperson declared a recess; the meeting resumed at 10:11 a.m.

DIVISION FOCUS – HUMANITIES, SOCIAL SCIENCES, AND FINE ARTS

Mr. Jim Phillips, Dean of Humanities, Social Sciences, and Fine Arts (H/SS/FA), provided an overview of the division, which includes Humanities, Social Sciences, Fine Arts, and the Leadership Institute and Leadership Forum. The Humanities emphasis includes English, Liberal Arts, Mass Communication, and Speech. The Social Sciences emphasis includes Criminal Justice, History, Human/Social Services, Political Science, Professional Education, Psychology, and Sociology, while the Fine Arts emphasis includes Art/Graphic Design, Graphic Design, Music, and Theatre. Mr. Phillips stated that the College's first national championship was in Forensics. There is a rich tradition for fine arts in the area, and many out-of-district high schools want to send their students here due to the quality of fine arts at Highland. The Youth Choir has now grown from seven to over 60 youth. Mr. Phillips reported that 65 percent of the gen ed core curriculum is taught in the division, and 32 percent of Highland's faculty are in this division. Over a five-year period, the division has generated 34 percent of the College's credit hours. The HCC Foundation has provided \$20,000 from their annual golf outing to support the

Leadership programs, as well as \$23,000 from a donor to support theatre. Other Foundation support includes funding to purchase the use of force simulator and lighting for Mass Communication. Mr. Phillips reviewed division achievements and challenges, including COVID-19. He stressed the importance of liberal arts, citing key results from national surveys of business executives and hiring managers, which were conducted in May and June 2018 by Hart Research Associates. Mr. Phillips concluded his presentation by providing an update on current plans for curriculum, recruitment initiatives, programming, the Foundation Pillar campaign, as well as facilities, technology, and equipment.

BOARD UPDATES

There were no Board updates.

CLOSED SESSION

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

Whereupon the Chairperson declared the motion carried.

Mr. Endress explained that the public attendees through Zoom would remain in the meeting, with the video and audio muted, while the Board was in Closed Session. Mr. Pete Fink would update the public attendees from the Zoom chat during the Closed Session, as needed, and the video stream and meeting would resume following Closed Session.

At 11:11 a.m., the Chairperson declared the meeting in Closed Session.

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

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

At 11:54 a.m., the Chairperson declared the motion carried, the Closed Session ended, and a recess for lunch. The meeting resumed at 12:26 p.m.

ACTION, IF NECESSARY

No action was necessary following the Closed Session.

OLD BUSINESS

There was no old business.

NEW BUSINESS

Open Discussion

Mr. Endress reported that there is an opportunity for a College trustee to serve on the Illinois Community College Trustees Association (ICCTA) Executive Committee as the ICCTA Northwest Region representative, and if anyone is interested, they should let him know.

At the last Foundation board meeting, a Foundation board member brought up the idea of the Foundation taking seed money to start a campaign that could potentially provide \$1 million to support the College as a result of COVID-19. It was also suggested that perhaps \$500,000 from the matching grant could be used to help with the campaign. Ms. Janssen reported that she is hoping that, with the Rebuild Illinois grant, the College could ask the Foundation to help fund a grant writer.

The upcoming graduation will be simplified and done virtually, with a faculty speaker, recognition of division award recipients, brief comments from the President, and graduates' names read by Ms. Gerber. Mr. Endress asked if there was anything trustees could do to help, and Ms. Kuberski suggested perhaps they could provide a congratulatory statement or picture. Cap and gown pickup will be June 25 and 27, and students will have an opportunity to have their picture taken at that time to be included in the virtual graduation video that Mr. Jim Yeager and the Mass Communication department will be producing. Discussions are ongoing regarding ways to recognize honors graduates and others. Ms. Gerber will provide an update at the June 23 regular Board meeting.

ADJOURNMENT

Mr. Musser moved and Ms. Groezinger seconded the motion to adjourn the meeting. At 12:37 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