

HARPER COLLEGE

2021 CAMPUS MASTER PLAN

JUNE 30, 2021



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Executive Cabinet

President's Learning Council

Faculty Senate

Facilities Shared Governance Committee

Student Government Association

Academic Divisions/Academic Services

- Business and Social Sciences
- Career & Technical Programs
- Health Careers
- Liberal Arts
- Math and Science

Student Development

Resources for Learning / Academy / Interdisciplinary Programs

Student Engagement

Enrollment Services

Human Resources / Accounting / Police

PIE / Grants Office

Marketing / Communications / Foundation

Facilities Management / Information Technology Services

Workforce Solutions

Career Advisory Committees

Foundation Board

HARPER COLLEGE

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MESSAGE FROM THE CHAIR



The Board of Trustees is proud to support the Campus Master Plan. As elected representatives of the community, we are committed to our fiduciary responsibilities which include overseeing and approving improvements to the campus as reflected in this document.

The projects proposed are the result of a comprehensive process that included extensive input from internal and external stakeholders. We remain committed to fulfilling the three promises we made to the community during the 2018 referendum: 1) provide funding for infrastructure improvements; 2) add spaces that promote economic and workforce development and degree completion through the University Center; and 3) modernize and improve dated facilities that house current and future academic programs. We will do this by carefully prioritizing projects and spending within the means provided to Harper by the community.

On behalf of the Board, I wish to thank Dr. Proctor and the Master Plan Steering Committee for their dedication in developing this plan during unprecedented times. We have every confidence that Harper's campus will remain a beacon in the community for those wishing to engage in education and training, the cultural arts, health and wellness and the many other opportunities the college offers.

Respectfully,

PAT STACK

Board of Trustees Chair
William Rainey Harper College

MESSAGE FROM THE PRESIDENT

Master planning has a long history at Harper of being inclusive and comprehensive. Not only does the master plan inform major building and improvement projects on campus, it is also required by the Illinois Community College Board so Harper remains eligible to receive state funding for capital projects.

The Master Planning Steering Committee, which was comprised of 23 faculty and staff, reviewed, analyzed, and synthesized information from more than 30 input sessions of internal and external stakeholders, as well as the results of seven surveys. The expertise of DLR Group guided this process which included a comprehensive facilities assessment and space utilization study, as well as reviewing thousands of pages of documents.

The result of this work is documented in this comprehensive Campus Master Plan which provides a conceptual framework that will guide future growth and development of the campus and extension sites over a ten year period. I look forward to the next steps which will begin operationalizing the plan.

Finally, I wish to express my gratitude to the Master Planning Steering Committee which guided this process over an 18-month time period, during a pandemic. Their grit and dedication are reflected in this document.



Respectfully,

DR. AVIS PROCTOR

President - William Rainey Harper College



01 INTRODUCTION



THE HARPER COLLEGE CAMPUS MASTER PLAN IS A SHARED VISION THAT WILL GUIDE THE DEVELOPMENT OF THE HARPER CAMPUS ENVIRONMENT OVER THE NEXT TEN YEARS.

To support their Strategic Plan, Harper College has undertaken a holistic, comprehensive Campus Master Plan to develop its physical environment to support the College's academic mission, inform critical decision-making, provide a sustainable framework for existing and future programs and capital development, and maximize funding opportunities. Through engagement with the entire Harper College community, this master plan was developed to embody the spirit of the College and its mission to "transform individual lives, the workforce and society."

IMPLEMENTING THE STRATEGIC PLAN

This Campus Master Plan captures the spirit and character of the college while addressing the complexities of an evolving enrollment and emerging educational programs. The principle goal of the Master Plan is to guide the future development of the main campus and its remote locations in a planned and orderly manner to achieve

the objectives of Harper's Strategic Plan and Mission Statement. Six facilities master plan tenets were developed to complement the six tenets of the Harper Strategic Plan including improving student success, forming partnerships, raising awareness, expanding community outreach, reinforcing core values, increasing equity and improving teaching and learning environments.

A COLLECTIVE VISION

The Master Plan's building initiatives are prioritized based on the measuring points of the Harper College Strategic Plan and the needs of the College expressed by Harper students, faculty members, staff and external stakeholders. The needs of the campus were collected during a thorough information gathering phase that included a comprehensive Facilities Conditions Assessment (FCA) of buildings and grounds, a Space Utilization Analysis, and numerous input sessions with representatives of all campus groups. The Harper College Master Plan Steering Committee guided the information gathering and master planning process at key milestones, and presentations to the Executive Cabinet and Board of Trustees confirmed the master plan initiatives and timeline.

A FLEXIBLE FRAMEWORK

The challenges imposed by the global pandemic, which occurred simultaneously with this master planning process, highlighted the need for flexibility at the Harper main campus. Changes in teaching methodology, growth in online programs, widening income gaps, shifting student demographics, changes to the composition of the national workforce, technological advances, and changes in the lifestyles and priorities of people from all walks of life require resiliency be built into the physical environment of the campus.

The Master Plan's recommendations and strategies for change have been developed within a fiscally responsible and flexible phasing plan. The timeline framework and implementation plan address the more pressing needs early in the ten-year period, and alternatives for several key initiatives were developed to allow the College to respond to changes to its priorities, programs, funding capacity, partnerships and

CAMPUS MASTER PLAN VISION

The Harper College campus will be a dynamic beacon that attracts, supports, and energizes students, faculty and staff as it physically embodies all six Strategic Plan Goals:



Nurture **STUDENT SUCCESS** in a welcoming, convenient, personalized, state-of-the-art setting.



Showcase financial and programmatic **PARTNERSHIPS** with community collaborators.



Effortlessly promote **AWARENESS AND OUTREACH**.



Display **CORE VALUES** reflect past achievements; advance present success; point to the future.



Provide an **EQUITABLE** physical environment that supports personal and community wellness.



Exhibit flexible, innovative, collaborative and sustainable **TEACHING AND LEARNING** space.

MISSION, VISION, AND GOALS

MISSION STATEMENT

Harper College enriches its diverse communities by providing quality, affordable, and accessible education. Harper College, in collaboration with its partners, inspires the transformation of individual lives, the workforce, and society.

VISION STATEMENT

We will be an innovative and inclusive institution, the community's first choice, and a national leader for student success.

PHILOSOPHY STATEMENT

We, at Harper College, believe that our charge is to facilitate active learning and foster the knowledge, critical thinking and life/work skills required for participation in our global society. We work with our community partners to enrich the intellectual, cultural and economic fabric of our district. We believe that excellence in education must occur in an ethical climate of integrity and respect. We hold that the strength of our society is rooted in our diversity and that it is through synergy that we achieve excellence.



DIVERSITY STATEMENT

Harper College aspires to build, strengthen, and maintain a respectful and safe community where inclusivity and the open exchange of ideas are encouraged and supported. Only when our learning and working environments intentionally embrace and embody diverse perspectives can our educational practices move us toward a just society.

It is our personal and shared responsibility to:

- Operate from an individual and collective awareness of the dynamics of social identity and inequality.
- Respect, value, and learn from a wide range of ideas and perspectives.
- Advocate for equity, recognizing that equal treatment may not be sufficient to achieve success for all people.
- Identify and remove unjust barriers that limit our realization of an inclusive community.

We are fully committed to sustaining an environment where individual differences and identities are recognized as strengths. Harper College is dedicated to supporting our diverse campus and fostering student success as a means of achieving equity in our society and the world.

The creation of a fully inclusive community is an ongoing process. This statement and its implementation at Harper College will continue to evolve alongside our diverse and changing community.

EQUITY STATEMENT

The core values at Harper College include providing equity in learning, teaching, and working environments for all students, faculty, and staff. While equality involves treating everyone the same way regardless of their starting points and needs, equity is based upon the principles of fairness. Equity acknowledges that everyone has a different starting point and individual needs. It means meeting people where they are and providing them with support and opportunities essential to accomplishing their goals.

Our commitment to equity at Harper involves providing support and access to resources for all members of the college community and finding solutions to remedy academic equity gaps for students. Our institution will identify inequities and remove structural barriers faced by underserved populations. We will adopt practices and support services that promote equitable participation in educational programs and the equal opportunity for everyone to achieve their full potential. We will promote a culture of inclusion, work to bring about social justice, and advance sustainable change to support the success of all members of the Harper College community.

CORE VALUES

We value Respect, Integrity, Collaboration and Excellence.

RESPECT

We demonstrate Respect by interacting with and caring for others in a way that adds dignity to ourselves, our relationships and our organization by:

- valuing and celebrating the uniqueness of individuals and their strengths;
- expressing appreciation for our colleagues' time, efforts and contributions;
- encouraging multiple perspectives.

INTEGRITY

We demonstrate Integrity by supporting an honest and ethical environment by:

- respecting confidentiality and acting in a trustworthy manner;
- being accountable for our actions and adhering to policies and procedures;
- making decisions that are fiscally and socially responsible.

COLLABORATION

We demonstrate Collaboration by working internally and externally toward shared goals to create a more positive outcome by:

- actively listening, responding to others with empathy;
- practicing open and honest communication and sharing information that is essential for success;
- using positive humor to foster a healthy and enjoyable environment.

EXCELLENCE

We demonstrate Excellence by setting and pursuing high standards of professionalism and competency by:

- providing exceptional service to all while demonstrating pride in our work;
- welcoming new challenges and seeking opportunities for growth and development;
- encouraging and empowering each of us to achieve our best.

ABOUT HARPER COLLEGE

Harper College was established by referendum in 1965 and opened September 1967. It is named for Dr. William Rainey Harper, a pioneer in the junior college movement in the United States and the first president of the University of Chicago. Harper College is now one of the nation's premier community colleges and one of the largest, serving more than 30,000 students annually in Chicago's northwest suburbs. The College's academic programs prepare students for rewarding careers and for transfer to four-year universities. Harper offers associate degree and certification programs, advanced career programs, workforce training, professional development, continuing education classes, accelerated degree options for adults and developmental education programs.

Harper College has long distinguished itself through its innovations in curriculum, teaching practices, and support services. Harper is committed to reducing gaps in student achievement and increasing program completion, transfer, and graduation rates. To aid in accomplishing these objectives, the College has a four-year student success focused Strategic Plan. The College continues to implement new initiatives aligned with the Strategic Plan to help students achieve their educational goals. Harper College awards seven associate degrees and numerous certificates and provides transfer options to meet specific needs of students, the community and area businesses.



William Rainey Harper

“SET YOUR SIGHTS NOT JUST ON THE NEXT FEW WEEKS ... SET YOUR SIGHTS ON THE YEARS AHEAD - BECAUSE OUR VISION WILL LOOK THAT FAR AHEAD.”

WILLIAM RAINEY HARPER



7 ASSOCIATE DEGREES
73 CERTIFICATE PROGRAMS
3 CERTIFICATE PROGRAMS



200 ACRES
23 BUILDINGS
ABOUT 1.7 MILLION SQUARE FEET



12,199 CREDIT STUDENTS
20,233 NON-CREDIT STUDENTS
198 FULL TIME FACULTY
418 PART TIME FACULTY
516 FULL TIME STAFF
273 PART TIME STAFF



Harper College Campus, 2017

REGIONAL CONTEXT

Harper College is one of forty-eight (48) community colleges in the State of Illinois that make up the Illinois Community College System and is the third largest community college in the state. Harper's main campus is located at 1200 West Algonquin Road in Palatine, Illinois on 188 acres with 23 buildings comprising 1,592,246 gross square feet of space. The College also operates two off-campus sites: Harper Professional Center located at 650 E. Higgins Road in Schaumburg, Illinois (38,626 GSF) and the Learning and Career Center (formerly the Northeast Center) located at 1375 South Wolf Road in Prospect Heights, Illinois (54,516 GSF).

A complete list of buildings is available on the Harper College website and in the Fact Book. A complete Facilities Conditions Assessment of Harper's existing buildings and grounds is included in the Appendix to this report.



HARPER COLLEGE MAIN CAMPUS
Harper's main campus is located at 1200 West Algonquin Road in Palatine, Illinois on 188 acres with 23 building comprising 1,592,246 gross square feet of space.



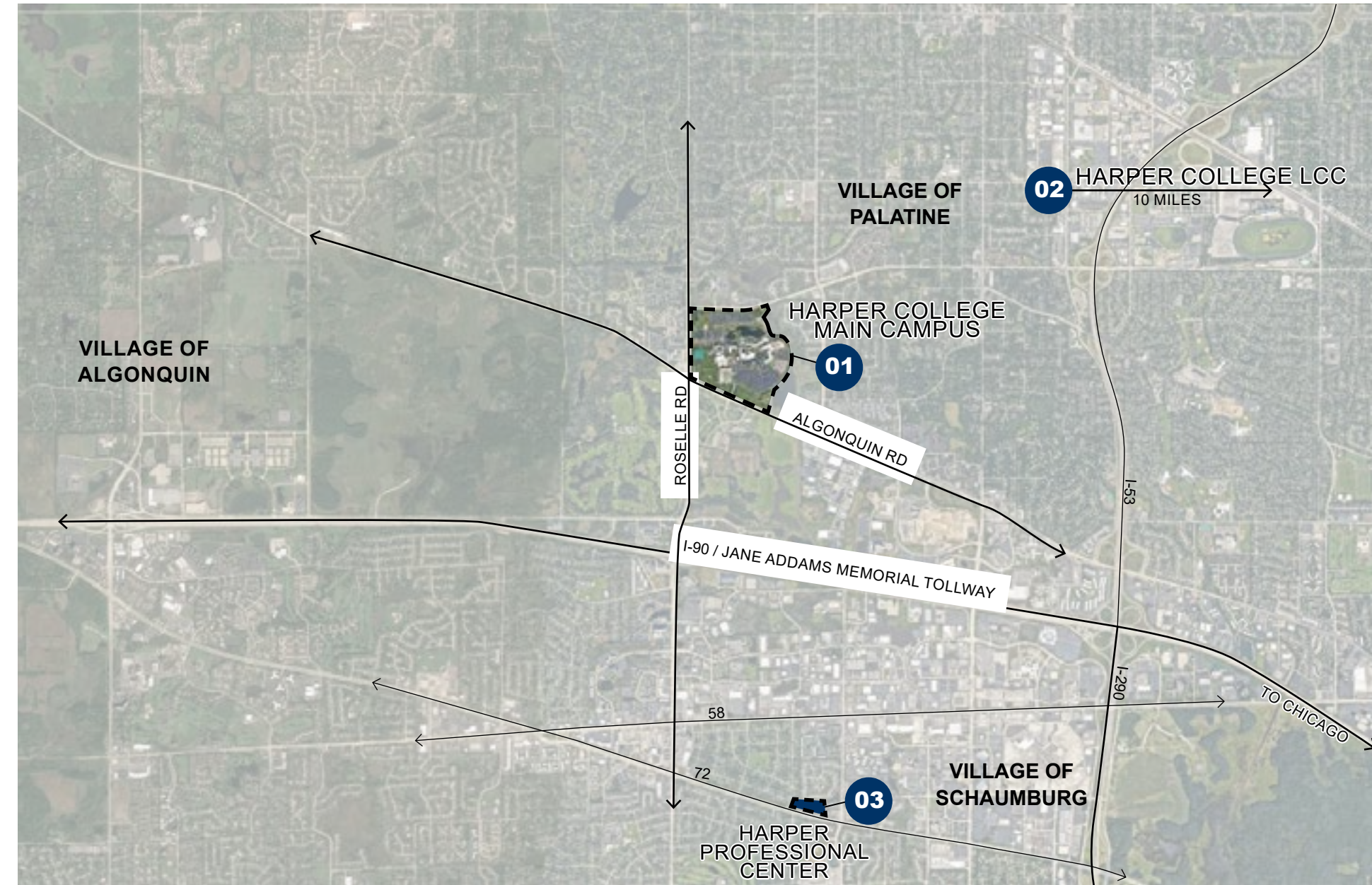
PROFESSIONAL CENTER
Harper Professional Center located at 650 E. Higgins Road in Schaumburg, Illinois (38,626 GSF)



LEARNING AND CAREER CENTER
The Learning and Career Center (formerly The Northeast Center) located at 1375 South Wolf Road in Prospect Heights, Illinois (54,516 GSF).



District Boundary Map



THE PLANNING PROCESS

This Master Plan document and its Appendices support the College's goal of guiding future facility developments to follow the campus tradition of providing useful, durable, efficient, and visually pleasing environments for its students, faculty and staff, as well as the surrounding Palatine community. Harper College requested that the DLR Group planning team complete the following objectives:

- Assess the condition of the entire campus' existing physical assets (buildings and grounds)

- Analyze the quality and utilization of interior space and the campus curriculum to determine future space needs
- Engage representatives of all campus users through dialogue sessions, to define future needs of the physical environment
- Collaborate with the Harper Master Plan Steering Committee to study the existing campus and master planning concepts in intensive Workshops

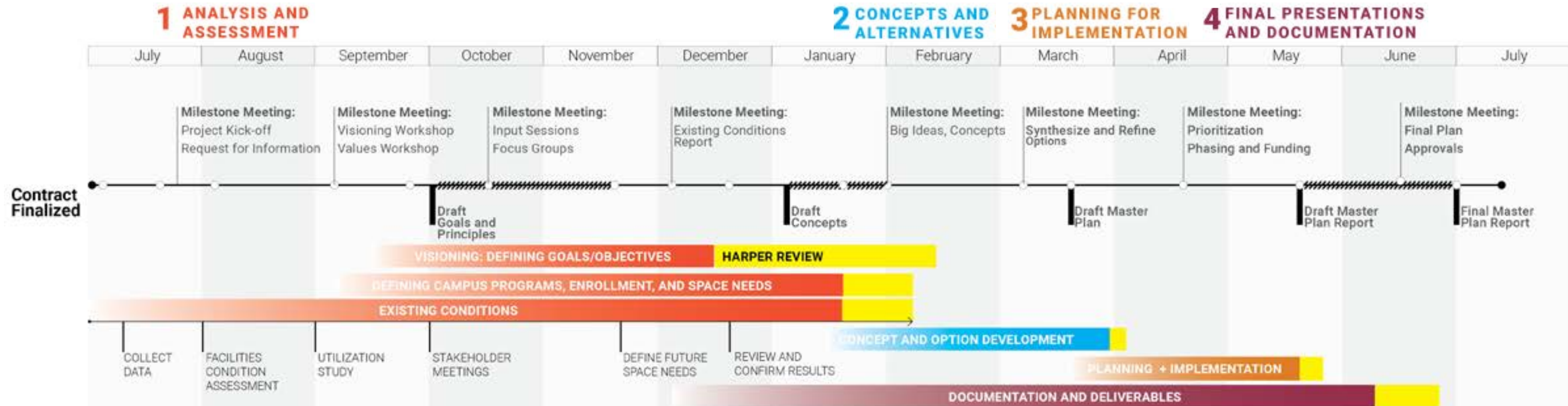
- Develop alternative solutions to building and grounds needs, solutions that take best advantage of the existing campus environment
- Refine the most promising master plan and provide options for flexibility
- Develop campus master plans for improvements to specific components: open space and landscaping, vehicular circulation, pedestrian and bicycle circulation, sustainability, parking, stormwater management, utilities

- Provide an implementation plan including a timeline for planning initiatives, supported by a conceptual construction budget
- Present executive summaries of all information gathered and the master plan to the College's Executive Cabinet and Board of Trustees
- Develop Campus Facilities Design Guidelines for future design consultants that reflect the campus' views regarding best practices for building and grounds development

2020

2021

SCHEDULE



ENGAGEMENT OVERVIEW

A campus master planning process provides the opportunity for an academic community to reflect upon its history and heritage, to assess its current condition and needs, and to create a vision to prepare for the future. Harper College leadership and the DLR Group planning team both believed that the planning process should include genuine, equitable, and comprehensive engagement through discussion of existing conditions and exploration of ideas for change.

This master plan was strengthened by the inclusion of hundreds of participants who have a vested interest in the future success of the campus. The collaborative approach provided the opportunity for the College and community stakeholders to envision a plan through a dynamic process that imparted a sense of community to craft a shared future vision for the College.

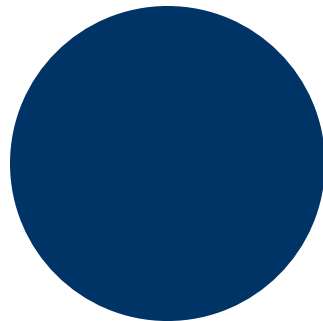
INPUT SESSIONS

The forum for these engagements was the virtual meeting. Engagement with each group was a search for answers to four fundamental questions regarding any aspect of the campus that participants wished to address:

- What works well at Harper?
- What does not work well at Harper?
- What opportunities are there for synergies between user groups?
- What's missing at Harper?

Feedback to these questions was collected on a digital white board for each of these 32 meetings and analyzed for the frequency of concerns and suggestions. Those initiatives that were most frequently verbalized were incorporated into the Master Plan during Steering Committee Workshops 3, 4 and 5.

BY THE NUMBERS



PARTICIPANTS INCLUDING:
STUDENTS, FACULTY, STAFF,
ALUMNI AND COMMUNITY
MEMBERS



PRESENTATIONS TO THE:
FACILITIES SHARED GOVERNANCE
COMMITTEE, FACULTY SENATE,
EXECUTIVE CABINET AND BOARD
OF TRUSTEES



**MASTER PLAN STEERING
COMMITTEE WORKSHOPS**



**1-HOUR INPUT SESSIONS
WITH USER GROUPS**



DIGITAL ENGAGEMENT

The restrictions on in-person meetings imposed by the global pandemic did not impede the College and the master planning team in the effort to make plans for Harper's future. Hundreds of students, faculty members, and staff members of the College were engaged in discussion sessions via remote meeting technology. The

planning team conducted information gathering and planning workshops with the Harper Master Plan Steering Committee and made presentations to the Harper administration and Board of Trustees using the same remote meeting method.

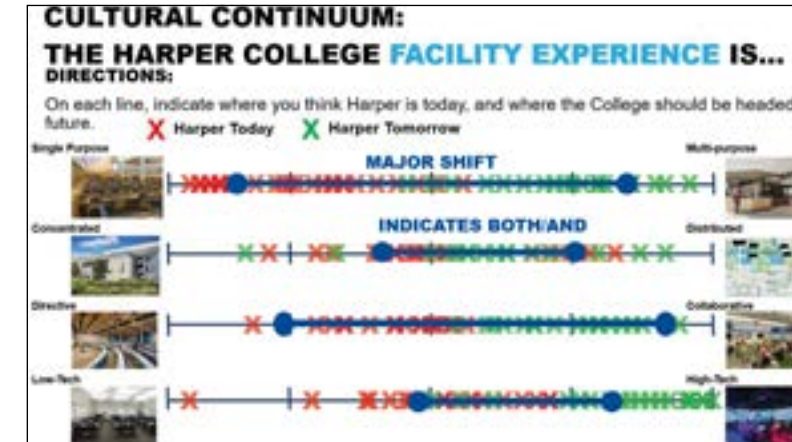
STEERING COMMITTEE WORKSHOPS



Workshop 1: Key Word Search



Workshop 1: Sample SWOT



Workshop 1: Sample Cultural Continuum



Workshop 1: Campus Focus Points

WORKSHOP 1: SWOT ANALYSIS

The Harper Master Plan Steering Committee guided the interpretation of information gathered by the master planning team and the development of master plan initiatives. All conducted through virtual meeting technology, the first workshop involved an exploration of existing conditions through several group activities:

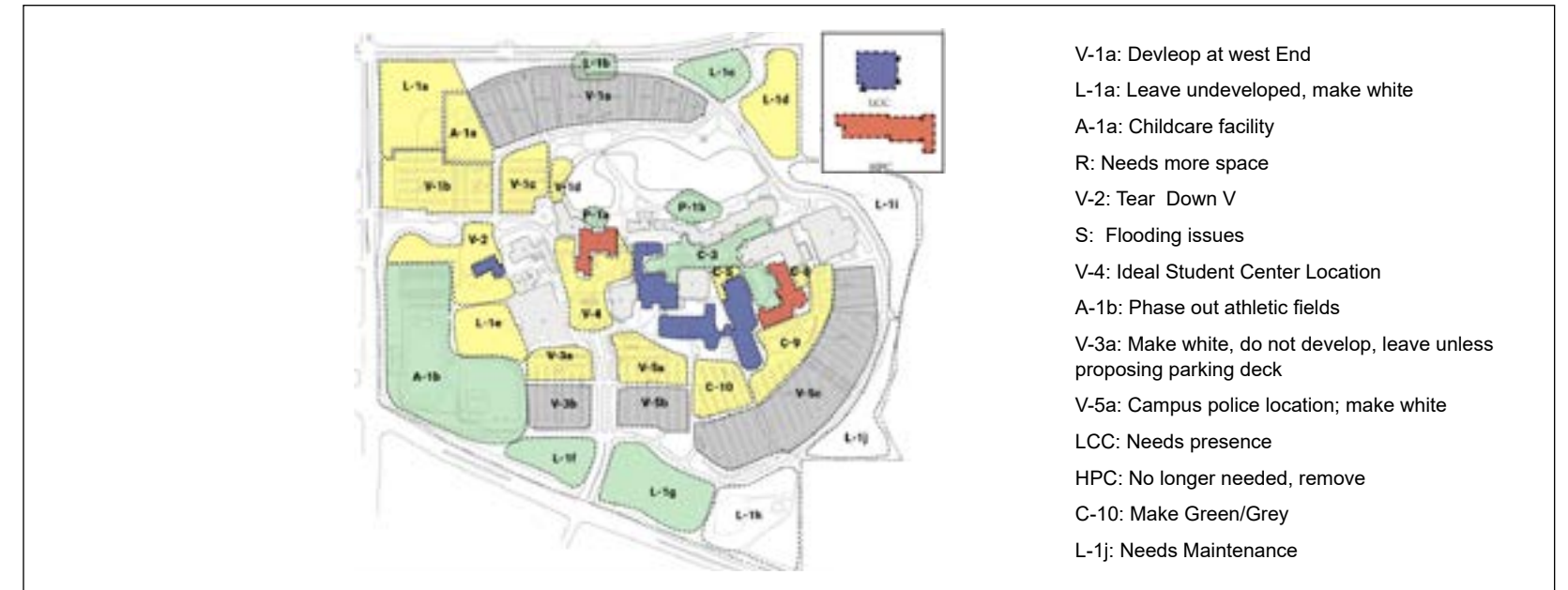
- A search for key words that respond to: We Need More..., We Need Less..., In 5 Years, Students Will Expect..., An Iconic place or program missing on campus is....
- Traditional SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)
- Cultural Continuum: What should trend up or down with respect to Campus Facilities, Landscape and Circulation Experiences?
- What Do You Hope the Campus Will Be Like in Ten Years? (a search for phrases to describe goals achieved)

WORKSHOP 2: LISTENING SESSIONS

Workshop 2 was a group discussion focusing on the full Information Gathering Process, including the Facilities Conditions Assessment, Input Session content, the Space Utilization Analysis, and feedback from the Board of Trustees and other senior advisory groups. The Steering Committee vetted this information which was to form the basis of the initial Master Plan concepts.

WORKSHOP 3, 4 + 5: BIG IDEAS

Workshop 3 examined and refined the planning team's initial concepts; Workshop 4 identified the most promising plans and their projection to three dimensions, and Workshop 5 confirmed the final plan, plan options and the preliminary 2021-31 timeline / implementation plan. Each of these final three workshops were followed by an online survey that provided the Steering Committee members with a framework for providing additional feedback, most importantly the ranking of the planning concepts. This was essential to identifying the master plan initiatives with the greatest support and creating the timeline / implementation plan.



Workshop 3: Opportunity Zones Map Analysis

- V-1a: Develop at west End
- L-1a: Leave undeveloped, make white
- A-1a: Childcare facility
- R: Needs more space
- V-2: Tear Down V
- S: Flooding issues
- V-4: Ideal Student Center Location
- A-1b: Phase out athletic fields
- V-3a: Make white, do not develop, leave unless proposing parking deck
- V-5a: Campus police location; make white
- LCC: Needs presence
- HPC: No longer needed, remove
- C-10: Make Green/Grey
- L-1j: Needs Maintenance